AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 11 November 2015
Time: 7.00 pm
Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

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 14 October 2015 (Minute Nos. 264 – 275) 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.   Review of Housing Services

        A representative from AmicusHorizon has been invited to attend.

5.   Review of 2015 Elections   1 - 14

        The Returning Officer, Democratic and Electoral Services Manager and
        Electoral Services Officer have been invited to attend.

6.   Performance Monitoring Quarterly Report - 2015/16   15 - 32

        The Committee is asked to consider the Performance Monitoring
        Quarterly Report 2015/16.

Part Two - Business Items

7.   Reviews at Follow-up Stage and Log of Recommendations   33 - 34

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

8.   Review plans update

        The Committee is invited to consider the updated review plans.

9.   Other Review Progress Reports

        The Committee is asked to consider updates on other reviews.

10.   Committee Work Programme   35 - 36

        The Committee is asked to review and discuss the Committee's Work
        Programme (attached) for the remainder of the year.

11.   Cabinet Forward Plan

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

12.   Urgent Business Requests

        The Committee is asked to consider any requests from Committee
        Members to commence a review.

Issued on Monday, 2 November 2015

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

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Scrutiny Committee	Agenda Item:

Meeting Date	11 November 2015
Report Title	**Election Review 2015**
Cabinet Member	N/A
SMT Lead	Abdool Kara, Chief Executive and Returning Officer
Director	Mark Radford, Corporate Services Director
Lead Officer	Katherine Bescoby, Democratic Services Manager
Key Decision	No
Classification	**Open**
Forward Plan	N/A
Recommendations	That the Scrutiny Committee notes this report and the action that will be taken by the Returning Officer.

1   Purpose of Report and Executive Summary

1.1   This report provides a review of the whole of the election process; what worked well and what we can learn from it for next time. In preparing this report, the Returning Officer has taken into consideration feedback from the candidates, agents, political parties, presiding officers, table supervisors, and the core election team.

1.2   Candidates/Agents were invited to respond to an on-line survey, and 55 responses were received. All Presiding Officers were asked to complete a survey and 48 responded. All Table Supervisors were asked to give feedback.

1.3   The Association of Electoral Administrators has also produced a report which sets out in great detail the complexities of the elections, and the problems and difficulties experienced in the administration of elections across the country. The report can be viewed here: http://www.aea-elections.co.uk/wp-content/uploads/2015/07/aea-report-elections-and-ier-challenge-of-2015.pdf

1.4   The Electoral Commission's report on the elections can be reviewed here: http://www.electoralcommission.org.uk/__data/assets/pdf_file/0006/190959/UKPGE-report-May-2015-1.pdf

2   Background

2.1   The combination of elections taking place on 7 May 2015 was the most complex set of elections ever held in Swale, with Parliamentary, Borough and Parish/Town Council elections all taking place on the same day. Traditionally parish elections

have been held on a different date to parliamentary elections, but legislation had been changed to allow all to take place on the same day.

2.2 This was also the first election held since the introduction of Individual Electoral Registration (IER), which was a huge change to the electoral registration system.

2.3 For Swale there were a number of additional complexities to take into consideration, including:

- new ward boundaries following a review by the Local Government Boundary Commission;

- new parish boundaries, with some parish councils now split across borough ward boundaries (into wards). Some of these changes were as a result of the Local Government Boundary Review, whilst others were as a result of the Community Governance Review;

- the boundary changes required a polling district review. This in turn required the restructure of the Electoral Register, which was re-published on 2 February 2015; and

- the parliamentary boundary is not coterminous with the Borough, and so part of the area falls within the Faversham and Mid Kent parliamentary constituency. This requires working closely with the Acting Returning Officer's staff at Maidstone Borough Council.

2.4 A further factor is that the Council now holds its Borough and Parish elections once every four years, as introduced in 2011. Prior to that the elections were held in thirds. So this was the first time that parliamentary and Borough elections were held on the same day since the electoral cycle was changed, and the first time ever that parish and parliamentary elections have been held on the same day. Therefore this combination of polls had never taken place before.

Lead up to the election

2.5 It is well documented that the last year has been a time of constant change for electoral administrators, in particular with the introduction of IER. This did present significant challenges for the team in terms of being able to allocate sufficient time to election preparations.

2.6 As a snapshot of the last year, this included:

- changes to legislation to delay the canvass, with publication of the electoral register on 17 February 2014;

- the Community Governance Review consultation and report to Council;

- European elections on 22 May 2014;

- earlier submission of election accounts (within six months of the European election);

- planning for introduction of IER on 10 June 2014, and the first IER canvass;

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- the polling district review started earlier in the year with a full consultation process. Suggestions for new stations were made in October 2014 when the report was considered by Members;

- Borough by-election in October 2014 (the first under IER);

- updated electoral management software and procedures, which had lots of teething problems and continues to have some 'unknown defects' although some improvements have been made. In particular, many workarounds have been required to be able to implement IER;

- restructuring of the electoral register to reflect the outcome of the polling district review/new borough and parish boundaries and re-publishing the register on 2 February 2015;

- demands for detailed electoral data for KCC boundary review prior to the re-publication of the register;

- requirement to undertake a household notification exercise prior to the elections in May 2015; and

- complex election preparations for 7 May 2015.

Review findings

2.7 The Appendix sets out what we see as having worked well, and what requires further attention for future elections, grouped by the different stages of the election process. However, the key issues are set out below.

- **Cross-boundary arrangements with the Returning Officer for Faversham and Mid Kent:** whilst initial meetings were held between officers of both Swale and Maidstone Borough Councils (with Tunbridge Wells too as they also 'give away' part of their area to the Returning Officer at Maidstone), it is clear that we need to review those arrangements in the future. An election debrief meeting has been held with relevant officers, and work will be undertaken to look at what can be done differently for the next parliamentary election (see the proposals section), in particular with postal voting, information for electors, and collection/return of ballot boxes to the Maidstone count. Maidstone are reviewing their own arrangements. It should be acknowledged that under the previous proposals for revised parliamentary boundaries, it was suggested that the part of the Borough currently 'given away' to Maidstone may fall to Canterbury. A consultation is expected after publication of the electoral register on 1 December 2015.

- **Resources and capacity in the Elections Team:** whilst the volume of registrations and postal vote applications will always be significant for parliamentary elections, the actual volume was higher than anticipated. The introduction of IER placed significant additional work on the team in the run up to the election, as did the complexity and volume of the postal vote opening process; the issues caused by the problems with the delay sending out ballot papers by Maidstone; and the issues caused by the error in the postal vote instructions issued by Maidstone, which affected four Borough

wards. There was also a significant increase in telephone calls and emails during the lead up to the election, with 1,170 emails being received from 1 April to 7 May. In addition to calls made direct to the Elections Office, the Customer Services Team recorded 1,002 election related calls, with 127 on election day itself. However, due to the complexities of the polls and IER, a large percentage of the calls to the CSC were put through to the Elections Office because CSC did not have the means to look up the necessary information. Work is ongoing with the CSC and ICT to improve the information available to them (such as the polling station look up and councillor look up), but there will always be some calls that only the Elections Team can help with due to the nature of the call. We will also look at purchasing additional software licences for postal vote opening.

- **The Count:** Swale has a reputation for a well-run count, which has been endorsed over the years by positive comments from candidates, agents and members. Overnight counts are always particularly difficult in terms of recruiting experienced count staff and the impact on the core team. Negative feedback has been received regarding the arrangements for the count, in particular regarding 'down time' and the length of time taken to declare results. Whilst we were not seriously out of step with other local authorities we will nonetheless look at how we can improve on this. However, the overriding concern in election law is that the results declared are accurate, and the methodical approach taken ensured a very high degree of accuracy, which must not be compromised.

Looking ahead

2.8   The combination of parliamentary, borough and parish elections will next happen in 20 years' time. During that time a review of parliamentary boundaries will have been undertaken, and no doubt legislation will have changed significantly, including perhaps the introduction of electronic voting systems.

2.9   The next elections will be as follows:

- Police and Crime Commissioner Elections (May 2016);
- Kent County Council (on new boundaries) in May 2017;
- EU Referendum – date unknown but 2016 or 2017;
- European Parliamentary elections in May 2017; and
- Borough and Parish elections in May 2019.

2.10   There will also be neighbourhood planning referendum(s) to organise.

3   Proposals

3.1   In addition to the areas identified in the 'what could have worked better' sections in the Appendix, arrangements will be reviewed to provide for:

- additional resources in the run up to the elections, to provide more resilience in the Elections Team should any problems arise. In particular, the problems experienced as a result of the postal vote delays in the Faversham and Mid Kent area (which were being managed by the Maidstone team) had a significant impact on the Swale Team, who as a result were diverted from other work. The Team also worked many additional hours (evenings, bank holidays and at weekends). Also to consider areas in the election preparations that other teams can assist with that will free up time in the run up to the election (for example, ballot box preparations, organising delivery of polling booths, as well assisting with postal vote opening, particularly on election day when many staff are helping on polling stations);

- learn from colleagues who have 'whole council elections' and 'give away' part of their area in terms of how we will manage parliamentary elections in the future - in particular, we want to be in control of the postal vote process. Given the complexities, feedback from Kent colleagues has shown that cross-boundary elections are generally problematic even if issuing separate postal vote packs;

- reconsider the timing of the count. Whilst we are required to verify all boxes and count overnight for a parliamentary election, we will learn from other authorities that chose to carry out their counts differently. For example, some counted their borough overnight too; some started their borough count later in the day on Friday; and some counted their parish ballot papers on a separate day to the borough elections;

- set more realistic expectations in terms of how long the count will take, whilst also reviewing arrangements at the count to minimise any 'downtime' of count staff. It is clear that the expected declaration time was overly optimistic, and this added to the frustration of those at the count. However, it should be acknowledged that the processes to provide an accurate count require figures to be checked against ballot paper accounts/ verified totals, and so this will mean a delay whilst this is checked before the counting team can move on to the next count, or is asked to check/re-count the result; and

- undertake a review of polling districts in 2016, when the outcome of the Kent County Council boundary review is known, which will also pick up on some of the issues identified in the appendix to this report.

4 Alternative Options

4.1 Specific proposals will be developed for each election each year, and all options considered at that time.

5 Consultation Undertaken or Proposed

5.1 In preparing this report, the Returning Officer has taken into consideration feedback from the candidates, agents, political parties, presiding officers, table supervisors, and the core election team.

6   Implications

Corporate Plan Implications	Whilst the Returning Officer has personal responsibility for the running of elections, public perception is that this a service run by the Council and so there are reputational issues in addition to legal requirements, This service falls within the corporate priority 'A Council to be proud of'
Financial, Resource and Property Implications	The costs of the parliamentary election are claimed back from the Government; and each constituency is set an amount as stated in the fees and charges order. Budgetary provision is made for borough and parish elections. There is a Kent Scale of Fees which apply to borough and parish elections, which set maximum amounts in terms of what can be spent on various aspects of the election.
Legal and Statutory Implications	The Returning Officer/Electoral Registration Officer has personal responsibility for the running of the elections, however, the Council is required to provide resources to enable the Returning Officer to fulfil that role. The running of elections/electoral registration is governed by a wealth of legislation as well as guidance from the Electoral Commission and the Cabinet Office.
Crime and Disorder Implications	NA however meetings are held with the Police on the run up to the election regarding polling station venues and count arrangements.
Sustainability Implications	NA
Health and Wellbeing Implications	The intensity of the elections meant that some members of staff were at risk of burnout with some staff starting work at 6am on election day and finishing at 11pm on Friday night.
Risk Management and Health and Safety Implications	Risks are managed as part of the preparations for the election, in terms of training of staff; arrangements with contractors; etc
Equality and Diversity Implications	Polling station staff are trained in how to assist voters who may need additional help at the polling station. Postal Vote Statements do ask electors to contact us if they require any additional help.

7   Appendices

7.1   Appendix I: Review of 2015 Election Processes: What worked well and what could have been better.

8   Background Papers

8.1   None.

Review of 2015 Election Processes: What worked well and what could have been better

Description	What worked well?	What could have been better?
Nomination process		
Every candidate standing for the election is required to submit a nomination paper. Given the volume of nominations expected for the borough (47 seats) and parish/town council (235 seats), the Notice of Election was published earlier than the statutory requirement to allow more time for this process. The Notice of Election cannot be published earlier for the parliamentary election as this depends on when the Writ is issued. All parliamentary, borough, parish/town nomination papers were given an informal check by the (Acting) Returning Officer's team. New legislation is in place which meant that all nomination papers had to be hand delivered, and there is no option to withdraw a nomination after close of nominations.	▪ Nomination packs were issued and distributed earlier than in previous elections. ▪ Informal checks and appointment system – every paper was subject to an informal check and this worked well as there were more candidates/agents/parish clerks that had not previously completed nomination papers. ▪ All statutory notices were published on time.	No suggestions to make
Electoral Registration and Absent Voting		
From the period February to the election, the electoral register increased by around 8,000 voters, with a record of	▪ Everyone who applied to go on the electoral register was added in time to be able to vote in the elections.	▪ Printer capacity – resources clearly stretched in terms of preparations, proofing, and printing. This is a

Description	What worked well?	What could have been better?
1,500 applications on one day. This is an unprecedented level and a considerable demand on the Team. Whilst registering to vote is easy to do on-line www.gov.uk/register-to-vote - this did create lots of duplicate registrations from people who were already on the register. For the applications that could not be matched against government records, the team contacted all electors and asked for supply of copy of ID to be able to determine the application before polling day. There was also the additional complexity in that there are some electors on the register that are not IER electors, and so whilst they can still vote in the elections, non-IER electors cannot vote by post or proxy. This also applies to the person appointed as proxy, and this required additional checks with other councils to ensure that people who are exercising a proxy vote are IER registered. ▪ The deadline for registering to vote for the election is just 12 working days before the election – as outlined above Swale saw a significant increase in the volumes of registration on the run up to the	This included around 200 registration applications for overseas voters which are very time consuming under the IER system (approximately seven/eight working days). ▪ Additional wording was added to the invitations to register to encourage people to supply ID should there data not match against government records ▪ All applications for postal votes and proxy votes were processed on time to take effect for the elections. ▪ Data was uploaded to the printers on time for ballot papers and postal vote packs – election staff stayed late into the evening (10.30pm) to ensure that deadlines were met. ▪ Data was given to Maidstone on time, although Maidstone had not provided the ballot paper numbers for their constituency on time. ▪ The way in which Swale responded to the error in the postal voting pack sent out by Maidstone (two member wards) - this included personal delivery of a letter to every postal voter affected. ▪ Postal votes were sent out direct by	national issue. ▪ Printers had a slight delay in sending out the 'late additions' to postal voters in Sittingbourne and Sheppey due to capacity issues as a result of the volume of additional postal votes to print across the country. ▪ Difficulties with despatch of postal votes to voters in the Faversham and Mid Kent constituency – an error that could have been picked up in proofreading resulted in the late despatch of postal votes; incorrect information on postal voting statement would have been picked up if Swale had had sight of the postal vote pack; delays resulted in many overseas electors not receiving ballot papers on time to be able to cast their vote and so were disenfranchised. Understandably, this has generated some complaints. ▪ Confusion for electors in Faversham and Mid Kent area about where to go for replacement postal vote packs (Maidstone). ▪ Confusion for electors and candidates in Faversham and Mid Kent area as a result of poor

Description	What worked well?	What could have been better?
election. The deadline for applying to vote by post/cancel a postal or proxy vote is just 11 working days prior to the election. There was a significant increase in demand for postal votes, with a 14% increase in Sittingbourne and Sheppey and a 17% increase in Faversham and Mid Kent between 13 March and the deadline for postal voting. ▪ The deadline for applying for a proxy vote is just 6 days before the election. There was a surge in proxy vote applications, particularly from those who had missed the deadline for applying to vote by post. There is also a facility now for emergency proxy votes for people who are taken ill or are asking to go away for work after the deadline for proxy votes has passed. This applies up until 5pm on polling day, and so we have to make arrangements to notify the presiding officers at polling stations if an application is approved. This also applies for clerical errors that can be made up until 9pm on election day. There is very limited time between the deadline for nominations and the need to send off data to printers for printing of	printers for Sittingbourne and Sheppey in good time for electors to be able to cast their vote. ▪ Postal vote opening sessions worked well with the additional external help provided; software for checking personal identifiers worked well after an initial teething problem.	communications from Maidstone to voters about late/replacement postal votes. ▪ An additional well trained and diligent temporary member of staff would have relieved some of the pressure on the Team. ▪ An additional software licence will speed up the checking of personal identifiers which is required as part of the postal vote opening sessions.

Description	What worked well?	What could have been better?
ballot papers which creates significant pressure on the team who are also dealing with electoral registration/absent voting applications.		
Supply of Registers and Absent Vote lists to parties, candidates		
A form was included in the nomination packs for candidates to complete if they wished to receive a copy of the register/ absent vote lists. Separate arrangements are in place for political parties. The legislation does create some difficulties for independent candidates.	▪ All requests for registers/absent vote lists were dealt with in a timely manner.	▪ The Faversham and Mid Kent Constituency Office was not aware that the register had been re-published in February 2015, and so had not requested a copy of the latest register until close to the election. ▪ Improve the functionality of the electoral management IT system to produce absent vote lists in a more user friendly format.
Candidate briefing		
In addition to the prospective candidate event that was held earlier in the year, a candidate briefing was held and this was aimed at parliamentary and borough candidates/agents. This was held after the deadline for nominations.	▪ Positive feedback from those who attended.	▪ Perhaps the time of day could be changed to improve the level of attendance. ▪ Whilst we did cover the procedure to be followed at the count, from the feedback received there appears to be misunderstanding around the verification procedures required by legislation. ▪ An error made in the posting of letters to candidates may have meant some candidates did not

Description	What worked well?	What could have been better?
		have enough notice of the briefing, although it was mentioned in the nomination pack.
Polling Stations – venue, layout and helpfulness of staff		
Polling stations are required to be open from 7am to 10pm. Additional flyers were sent out with poll cards to highlight any change to their usual polling station. Some voters were voting in new polling stations, or different polling stations, due to the new arrangements in place to reflect the new ward boundaries.	▪ All polling station staff were trained (72 presiding officers, 147 poll clerks), and the Electoral Commission ratio re number of staff was met. A comment has been received regarding help given to first time voters, and this will be picked up at future training sessions. ▪ All stations were visited by experienced polling station inspectors (training will be reviewed to pick up feedback that display of information was not always the same at each station). ▪ New polling booths in use at every station, which replaced the old wooden booths, although a few comments received around some perceived lack of privacy. ▪ All polling stations were booked well in advance, open on time, and until close of poll. ▪ Despite some difficulties on the day before the election with delivery of portacabins due to the high winds,	▪ There was confusion at the polling station in Minterne School in terms of the number of electors allocated to that station, and issue of ballot papers for the Tunstall Parish Council election. The problems regarding the issue of parish ballot papers at this station have been picked up by the Electoral Commission, and as a result the Returning Officer has been identified as not meeting elements of the required performance standards. ▪ Despite booking letters clearly stating that main halls were to be used, given the expected turnout at the general election, it has come to light that this was not the case at Minterne School and a side room was used instead. ▪ There was some confusion from electors in understanding why they had been allocated a different polling station (as a result of the new ward boundaries), in particular

Description	What worked well?	What could have been better?
	all venues were ready for election day. This did cause some delays for staff in setting up of polling stations, and for the Elections Team in being able to confirm all in place. ▪ Although some specific difficulties at certain polling stations, the new polling arrangements for the new wards worked well overall. Flyers were despatched with poll cards to give additional information to voters regarding venues.	in the Homewood Ward. ▪ Some suggestions received to review arrangements for voters using Minterne School, the portacabin at Vincent Gardens, St Judes in Faversham, and polling stations in Minster. ▪ Some specific feedback from presiding officers regarding facilities at venues will be looked into.
The Count – welcome note; communications/process		
The Acting Returning Officer is required by legislation to conduct an overnight count for parliamentary elections. The Returning Officer sets the timing of the count for borough and parish elections. Legislation provides that all ballot papers must be verified for polls taken on the same day.	▪ All ballot boxes were verified (including unused ballot papers). ▪ Statutory requirement to commence the parliamentary count by 2am was met. ▪ Count was conducted accurately and in accordance with legislation. ▪ Welcome note was provided to set out the process to be conducted. ▪ Everything was checked back in, in accordance with legislation. ▪ Separate team for postal vote checking, and IT systems for checking personal identifiers worked well.	▪ Due to the combinations/complexities of 7 May the Elections team did not have sufficient time on election day for count preparations due to the volume of calls and postal votes received on election day. Some members of staff were up for 42 hours and had worked long and intensive hours in the run up to the election. ▪ Arrangements for checking in process for ballot boxes at end of polling day– whilst this worked well it did take up resources of core Election Team, which may have

Description	What worked well?	What could have been better?
	Page 13 ▪ Having additional count staff trained in postal vote opening procedures. ▪ Ballot boxes kept secure overnight. ▪ Display of election results for parliamentary and borough elections were published on-line as soon as they were declared.	been better utilised elsewhere. ▪ Postal vote opening – there was a late surge in postal votes being returned to Swale, and so the opening session at the count took much longer than anticipated, and so additional staff would have helped. We also need to review the process for adding the postal votes at the count to the ballot boxes. ▪ Clearer job roles for senior team at the count, and a review of workflows at the count. ▪ Consider additional training for counters – many were new/ inexperienced; many experienced staff also work on polling stations and so were not able to help on the overnight count. An additional count team may have helped, although it is not clear where additional staff would be obtained from as many worked on polling stations throughout the day. ▪ Review training of table supervisors to include more detailed training regarding grass skirts, and their role in communicating to agents/ candidates throughout the process. ▪ Despite providing a welcome note

Description	What worked well?	What could have been better?
		which explained the process, it is clear that there are mixed views on the level of detail, and some people did not see a copy.
		▪ Announcements were made regarding which table was counting which ward, but additional signage to be provided to make it more visible.
		▪ Arrangements for return of ballot boxes from Maidstone's count and paperwork could be improved.
		▪ Review the arrangements to speed up the check-in process for candidates/agents/guests whilst ensuring all sign in.
		▪ Some feedback to suggest the PA system could be improved.
		▪ Publish the parish election results on-line in the same was as for parliamentary and Borough.
		▪ Estimate of time that the count would take was overly optimistic, and raised expectations of when results would be declared.

Scrutiny Committee	Agenda Item:
Meeting Date	11 November 2015
Report Title	**Performance Monitoring – 2015/16 Quarter 1**
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 first quarter of 2015/16 (April-July 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.

2.2   The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as indicators and actions. However, they do contain a good deal of information about these measures, including benchmarking and year-on-year comparisons for indicators, and commentaries in the 'exception reports' against all 'red' indicators and actions.

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   Items may show as red on the scorecards 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 in recent 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 2015/16 Quarter 1.

8   Background Papers

- Cabinet budget monitoring report for 2015/16 Quarter 1: http://services.swale.gov.uk/meetings/ieListDocuments.aspx?CId=129&MId=1543&Ver=4
- Quarterly complaints report [available from the Customer Service team]
- Internal audit reports [available from Internal Audit]

CORPORATE HEALTH

Balanced scorecard report for 2015/16 Quarter 1

Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2015/16 Quarter 1	Revenue budget		Capital expenditure		
	Budget	Projected year-end position	Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£319,390 (2%) Underspend	£1,863,420	£465,855 (25%)	£119,803 (6%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

This scorecard includes all adverse opinions received across SBC.
Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

Large projects

All large projects across SBC

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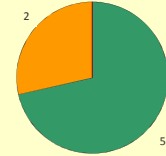
Workforce count and sickness absence

Full-time equivalent workforce count

2014/15 Q1	283
2014/15 Q2	270
2014/15 Q3	271
2014/15 Q4	275
2015/16 Q1	279
2015/16 Q2	
2015/16 Q3	
2015/16 Q4	

Working days lost to sickness absence (per quarter)
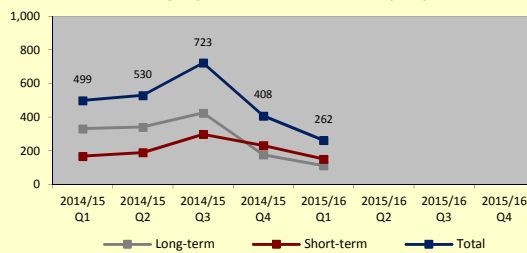
Strategic risks

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
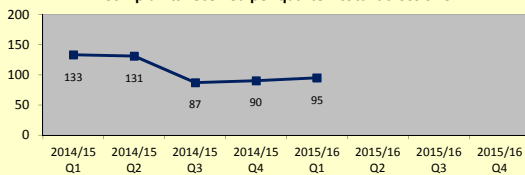
Complaints and compliments across SBC: 2015/16 Quarter 1

Total complaints received	95
Total complaints responded to within 10 working days	91
Proportion of complaints responded to within 10 working days (target: 90%)	96%
Total complaints referred to the Local Government Ombudsman	4
Total compliments received	77

Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the first quarter of 2015/16. Some two-thirds of corporate indicators are on target, with just under one-fifth more than 5% adrift of target. Almost four-fifths of indicators for which a comparison with other councils can be made are performing better than the median, with over a third among the best 25% of councils in the country, although excluded from these figures are some indicators which can only be compared at year-end and on which Swale usually compares less favourably. More indicators (15) are improved from this time last year than are deteriorated (11), a result which does not take into account a number of Planning indicators for which no reliable data was available for 2014/15 Q1 but on which we can be sure that the 2015/16 Q1 figure is an improvement. Sickness absence is shown with separate lines for short- and long-term absence for the first time this quarter; thanks to continuing downward trends on both measures, overall sickness is now at the lowest level it has been since 2012. Complaint levels are stable, and timeliness in responding to complaints is now very good at 96% within 10 working days.
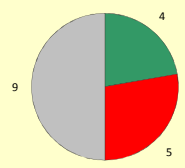
Local area perception survey 2014
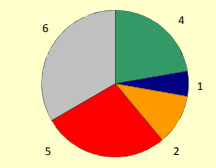
Indicators and targets (RAG)

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
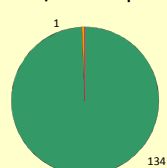

Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

This scorecard includes all 18 local area perception survey indicators from across SBC services.
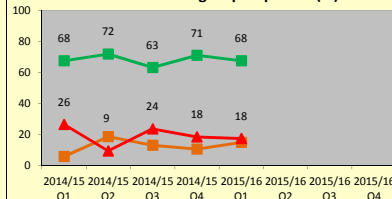
Service Perspective

Planned actions

Actions in 2015/16 service plans

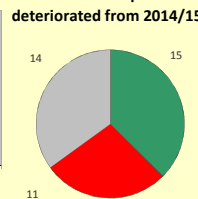*Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.*

Performance indicators

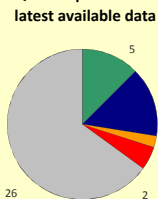**Indicators and targets per quarter (%)**

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

Indicators improved or deteriorated from 2014/15 Q1

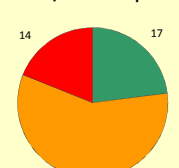*Green: improved. Red: deteriorated. Grey: static or no data.*

Quartile positions in latest available data

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

Operational risks

Operational risks in 2015/16 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
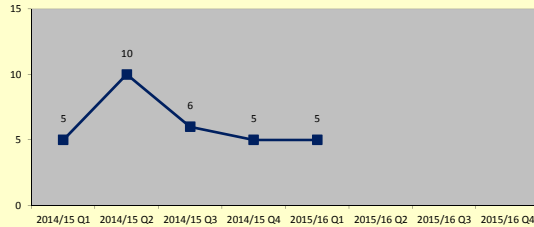
Balanced scorecard report for 2015/16 Quarter 1

Cabinet Member: Cllr Pugh

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)

— Economy and Community Services

Complaints responded to within 10 working days (target: 90%)

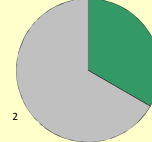| 2015/16 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

Local Government Ombudsman complaints

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

Compliments received during 2015/16 Quarter 1

Economy and Community Services	12	

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 first quarter of 2015/16. Recent falls in the overall crime rate have been halted, although there were 12% fewer crimes in the first quarter of this year than in the same period last year. Given sharper rises in most of Swale's comparator areas, Swale is now very close to the median for the most similar group, compared to a position well into the worst quartile this time last year. The corporate performance indicator, which is based on a rolling 12-month period, nonetheless remains Red at 68 crimes per 1,000 population for the year to the end of June against a target of 61 crimes.
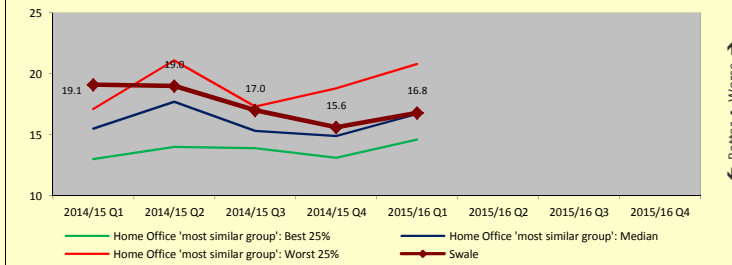
Service Perspective
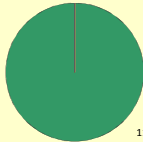
Planned actions
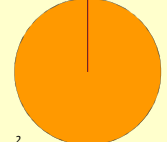
Actions in 2015/16 service plans

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

All crime per 1,000 population

— Home Office 'most similar group': Best 25%
— Home Office 'most similar group': Median
— Home Office 'most similar group': Worst 25%
— Swale

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 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£0 (0%) 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 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)

Portfolio-Specific Perspective

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

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

List of Exceptions for 2015/16 Quarter 1 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: 60.7 crimes for the rolling year to end-June; outturn: 69.7 crimes for the rolling year). (Note: Crime figures on the scorecard are provided on a discrete quarterly basis but the corporate performance indicator is based on rolling years.)
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 signficant 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 2015/16 Quarter 1

Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)
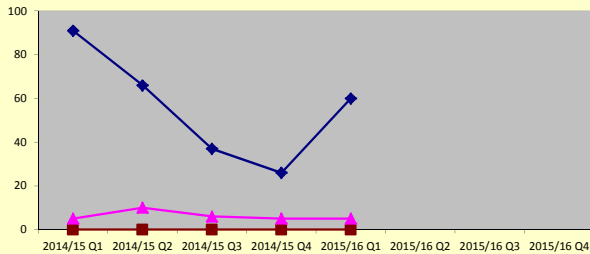
- Commissioning and Customer Contact
- Policy and Performance
- Economy and Community Services

Complaints responded to within 10 working days (target: 90%)

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

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

Compliments received during 2015/16 Quarter 1

Commissioning & Contact	53	Policy and Performance	0
Economy and Community	12		

Local area perception survey 2014
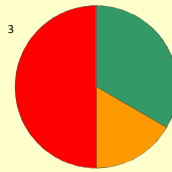
Indicators and targets (RAG)

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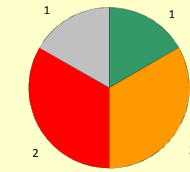
*Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.*

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 first quarter of 2015/16. Performance on indicators has deteriorated, although to some extent this is the result of new indicators having been introduced to the corporate indicator set this year: both the single red indicator and one of the ambers this quarter are Environmental Health indicators which are new in 2015/16. Further detail on the Red indicator is given in the exceptions report. Of the original indicators, as many are deteriorated from the same quarter last year as are improved, but Swale's performance remains good relative to other councils, with all but one for which comparator data is available performing above the national median. The rise in complaints to the Commissioning and Customer Contact team is largely attributable to the movement of Parking into the team following the deletion of the Head of Service Delivery post: there was no increase in the overall number of complaints, and complaints relating to the waste contract have continued to decrease. Timeliness in responding to complaints is now very good at 98% within 10 working days.
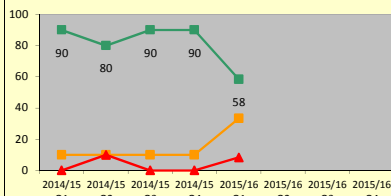
Service Perspective
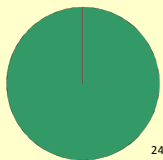
Planned actions

Actions in 2015/16 service plans

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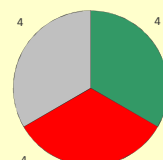
Performance indicators

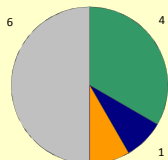**Indicators and targets per quarter (%)**

There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q1

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

Quartile positions in latest available data

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

Risk management

Operational risks

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

Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£318,490 (5%) Underspend
Economy and Community Services	£2,092,760	£0 (0%) Underspend
Policy and Performance	£204,010	£4,720 (2%) 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 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)
Policy and Performance	£0	£0 (%)	£0 (%)

Portfolio-Specific Perspective

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

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

List of Exceptions for 2015/16 Quarter 1
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/EH/002	Proportion of food hygiene inspections completed that were due.	Red against target (target: 90%; outturn: 65%). Note: This is a new indicator for 2015/16 intended to measure the performance of the Environmental Health shared service.
NI195a	Improved street and environmental cleanliness: Litter.	Year-on-year deterioration (2014/15 Q1: 3%; 2015/16 Q1: 5%).
LI/TBC/01	Number of missed bins per annum.	Year-on-year deterioration (2014/15 Q1: 484; 2015/16 Q1: 684).
LI/PS/0003	Penalty charge notice recovery rate.	Year-on-year deterioration (2014/15 Q1: 68.9%; 2015/16 Q1: 66.7%).
NI 192	Percentage of household waste sent for reuse, recycling and composting.	Year-on-year deterioration (2014/15 Q1: 41.0%; 2015/16 Q1: 38.3%).
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)		
	Coastal issues: historical knowledge/experience requirement following deletion of Head of Service Delivery post.	Combined likelihood/impact score: 12.

FINANCE and PERFORMANCE
Combined balanced scorecard report for 2015/16 Quarter 1
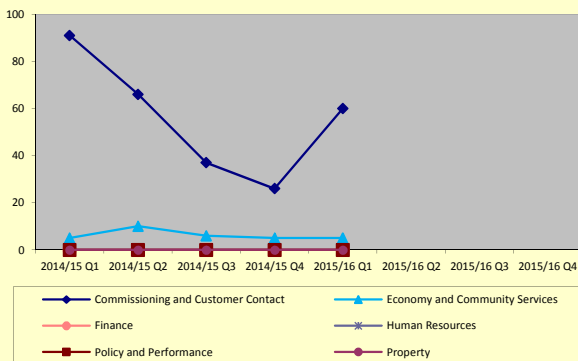
Swale BOROUGH COUNCIL

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

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)

- Commissioning and Customer Contact
- Economy and Community Services
- Finance
- Human Resources
- Policy and Performance
- Property

Compliments received during 2015/16 Quarter 1

Commissioning and Customer Contact	53	Economy and Community Services	12
Finance	1	Human Resources	0
Policy and Performance	0	Property	1

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

Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the first quarter of 2015/16. All but one corporate performance indicators are on target, with detail on the Red indicator provided on the exceptions report. All three indicators for which comparator data is available are performing above the national median, but this does not include indicators which can only be compared at year-end and on which Swale usually compares relatively unfavourably. The 'tackling inequality' project is Amber this quarter due to a minor delay on the new equality scheme, which is now due to come to members during the winter of 2015/16. Budgets, risks and service plans are being managed well, and no adverse audit opinions were issued during the quarter.

### Complaints responded to within 10 working days (target: 90%)

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

Service Perspective
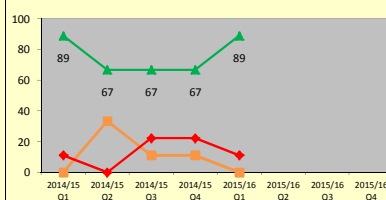
Planned actions

Actions in 2015/16 service plans
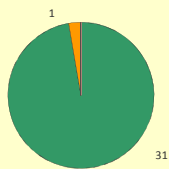
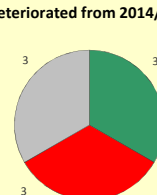*Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.*

Performance indicators

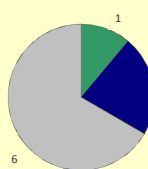**Indicators and targets per quarter (%)**

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

Indicators improved or deteriorated from 2014/15 Q1

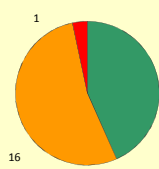*Green: improved. Red: deteriorated. Grey: static or no data.*

Quartile positions in latest available data

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

Risk management

Operational risks

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

Corporate Perspective

Budget monitoring

At end of 2015/16 Quarter 1	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,799,640	£318,490 (5%)	Underspend	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£2,092,760	£0 (0%)	Underspend	£15,000	£3,750 (25%)	£0 (0%)
Finance	£1,398,940	£1,150 (0%)	Underspend	£22,760	£5,690 (25%)	£4,800 (21%)
Human Resources	£339,110	£0 (0%)	Underspend	£0	£0 (%)	£0 (%)
Property	£527,550	£23,360 (4%)	Underspend	£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£4,720 (2%)	Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

Large projects

Tackling Inequality	http://intranet/projects/Equalities%20Framew
Project status at end of quarter:	Amber

Either: minor deviation from timescales, budget or quality since last report.
Or: minor future changes to timescales, budget, quality or risks envisaged.

List of Exceptions for 2015/16 Quarter 1		
Combined report for the Finance and Performance portfolios		
Ref	**Title/Description**	**Why is this red on the scorecard?**
Performance indicators		
BV78a	Speed of processing new housing benefit and council tax support claims.	Red against target (target: 17.0 days; outturn: 19.4 days). Year-on-year deterioration (2014/15 Q1: 16.2 days; 2015/16 Q1: 19.4 days).
BV10	Percentage of non-domestic rates collected.	Year-on-year deterioration (2014/15 Q1: 34.8%; 2015/16 Q1: 33.6%).
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q1: 4.2 days; 2015/16 Q1: 6.1 days).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Outage of ICT service.	Combined likelihood/impact score: 15.

HOUSING

Balanced scorecard report for 2015/16 Quarter 1

Swale BOROUGH COUNCIL

Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)
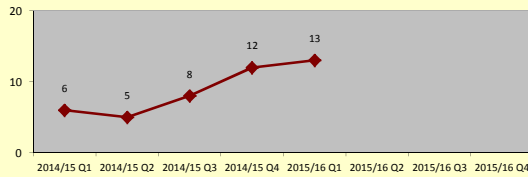
Complaints responded to within 10 working days (target: 87.5%)

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Resident Services	13	11	**85**

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

Compliments received during 2015/16 Quarter 1

Resident Services	9

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the first quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation remains below the target maximum, although 68 households is still among the highest 25% of all housing authorities nationally. Complaints are increased from this time last year, reflecting both an increase in caseloads and the creation of the combined Resident Services team covering revenues and benefits as well as housing. All service plan actions are making expected progress, and no adverse audit opinions were received during the quarter.
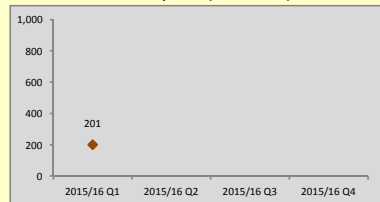
Chart legend: *Target* ——   *Actual* ——
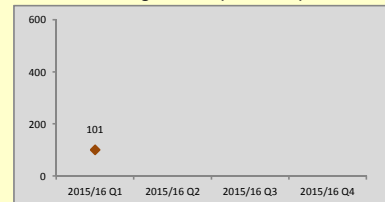
Housing Options

Number of households in temporary accommodation at end of 2015/16 Q1
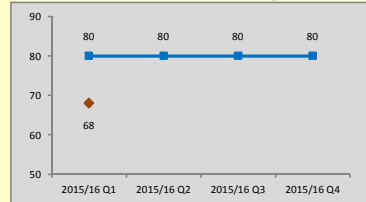
Number of new prevention cases opened (cumulative)
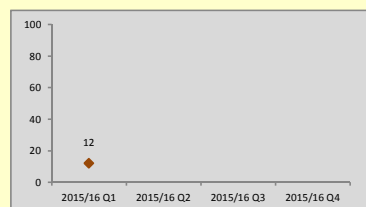

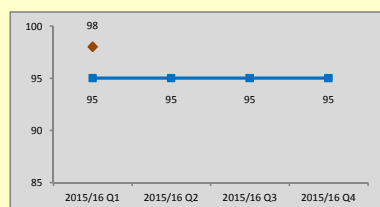**Number of households prevented from becoming homeless (cumulative)**

Private Sector Housing
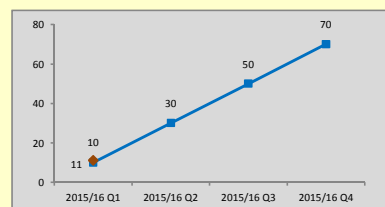
Number of DFG grants completed (cumulative)

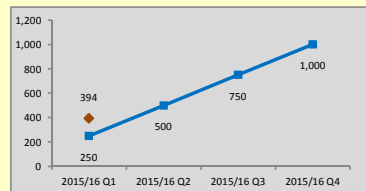**Enforcement action responses within seven working days (%)**

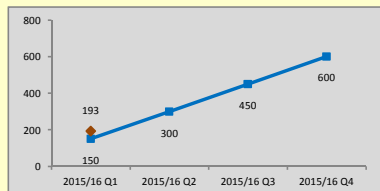**Number of long-term empty homes brought back into use (cumulative)**

Stay Put Service
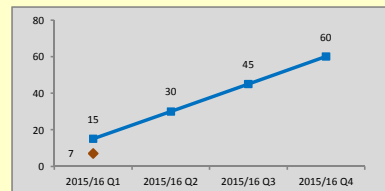
Number of enquiries to the Stay Put service (cumulative)

Number of jobs completed under the handyperson scheme (cumulative)

Housing Strategy

Gross number of affordable homes delivered (cumulative)

Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Resident Services	£1,468,620	£0 (0%) Underspend

Capital expenditure

| At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,150,060	£287,515 (25%)	£87,509 (8%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	**0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

Planned actions

Actions in 2015/16 Service Plans
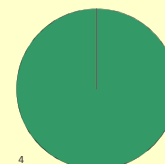
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled

Risk management

Operational Risks

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		
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q1: 18 homes; 2015/16 Q1: seven homes).
NI 156	Number of households living in temporary accommodation.	Year-on-year deterioration (2014/15 Q1: 59 households; 2015/16 Q1: 68 households). Worst quartile nationally.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Impact of national and local economic position.	Combined likelihood/impact score: 20.
	Disabled facilities grant funding changes.	Combined likelihood/impact score: 15.

LOCALISM, CULTURE, HERITAGE AND SPORT
Balanced scorecard report for 2015/16 Quarter 1
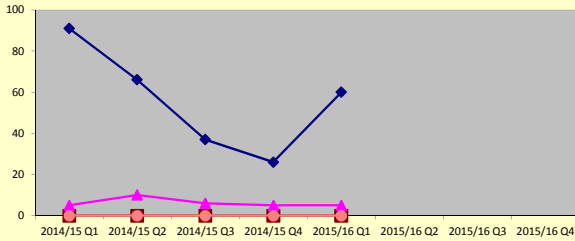
Swale BOROUGH COUNCIL

Cabinet Member: Cllr Whiting

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)

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

Complaints responded to within 10 working days (target: 90%)

| 2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

Compliments received during 2015/16 Quarter 1

Commissioning & Contact	53	Economy & Community	12
Policy & Performance	0	Property	1

Local area perception survey 2014
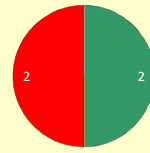
Indicators and targets (RAG)	Indicators improved or deteriorated from 2013	Indicator quartile positions in 2008 Place Survey data

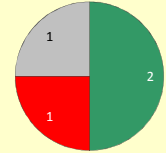*Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.*

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

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

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the first quarter of 2015/16. All actions on the volunteering strategy action plan are now complete; the 2015 local area perception survey indicator outturn on regular volunteering will be available next quarter. The memership level of the SCEN is steady, but the number of residents attending community engagement events (principally local engagement forums) has declined over the last two quarters. Budgets, service plans, projects and risks are being well managed, and no adverse audit opinions were issued during the quarter.

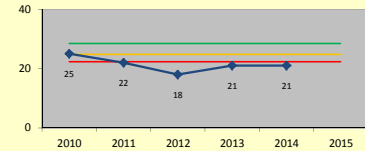## Service Perspective

### Planned actions

Actions in 2015/16 service plans
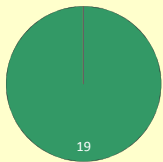
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.
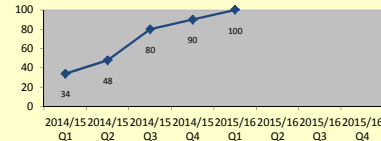
Volunteering and engagement indicators

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)
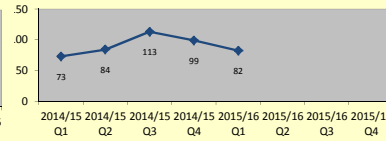

Swale Community Empowerment Network: Number of member organisations
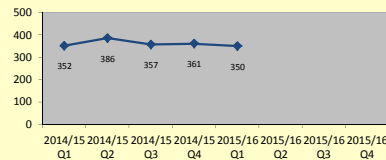
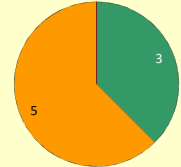**Proportion of Volunteering Strategy action plan completed (%)**

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 2015/16 Quarter 1	Budget 15/16	Projected year-end position	
Commissioning and Customer Contact	£5,799,640	£318,490 (5%)	Underspend
Economy and Community Services	£2,092,760	£0 (0%)	Underspend
Policy and Performance	£204,010	£4,720 (2%)	Underspend
Property	£527,550	£23,360 (4%)	Underspend

Capital expenditure

At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)
Policy and Performance	£0	£0 (%)	£0 (%)
Property	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	**0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

Large projects

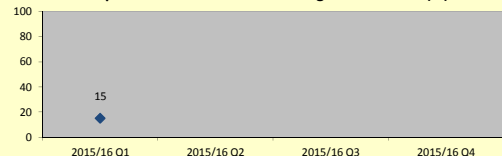| Community governance review	http://intranet/projects/default.aspx
Project status at end of quarter:	**Green**

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

Members' Localism Grant

Proportion of members' localism grant allocated (%)

List of Exceptions for 2015/16 Quarter 1 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		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

PLANNING

Balanced scorecard report for 2015/16 Quarter 1
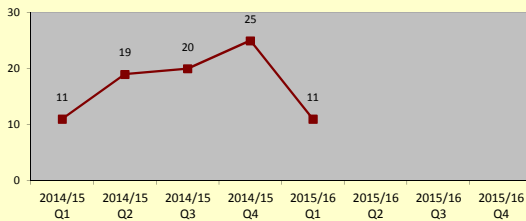
Swale BOROUGH COUNCIL

Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter

Complaints responded to within 10 working days (target: 90%)

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Development Services	11	10	91

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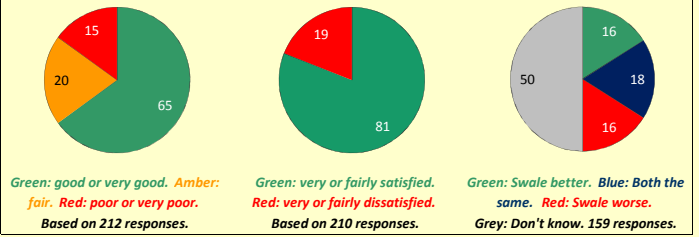
Local area perception survey

Proportion of service users satisfied with planning services

2010	2011	2012	2013	2014	2015	2016	2017
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? (%)

Green: good or very good. Amber: fair. Red: poor or very poor.
Based on 212 responses.

How satisfied are you with service in the last 18 months?

Green: very or fairly satisfied. Red: very or fairly dissatisfied.
Based on 210 responses.

How does Swale compare to other planning authorities? (%)

Green: Swale better. Blue: Both the same. Red: Swale worse. Grey: Don't know. 159 responses.

Summary from the Policy and Performance Team

Reliable outturns are now available for all corporate Planning indicators, and the improvement in performance over recent months is evident. Overall half of indicators remain more than 5% adrift of target (details in the exceptions report), but three-quarters of indicators for which a comparison can be made are performing above the national median. One indicator has deteriorated from Q1 last year, with none showing as having improved, but this is due to the lack of data for Q1 last year: in reality, we can be confident of significant improvement on several measures. Complaints have dropped back to the level experienced this time last year, while timeliness in responding to complaints is good at 91% within 10 days. Of the portfolio's eight operational risks with combined likelihood/impact scores greater than 12, those with the highest scores are related to the shared administration service, as detailed in the exceptions report.

Service Perspective

Planned actions

Actions in 2015/16 service plans

Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.
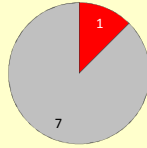
All service-plan performance indicators
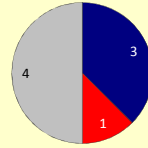
Indicators and targets (RAG)

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

Indicators improved or deteriorated from 2014/15 Q1

Green: improved. Red: deteriorated. Grey: static or no comparator data.
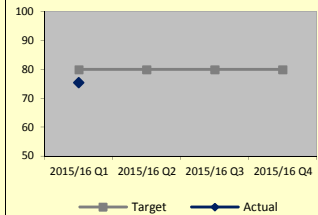
Indicator quartile positions in latest available data

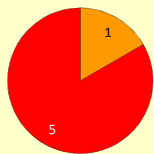*Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.*

Planning enforcement

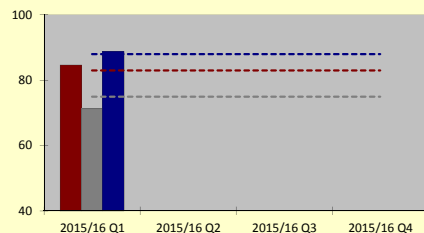**Cases where complainant is informed of outcome within 21 days (%)**

Target — Actual
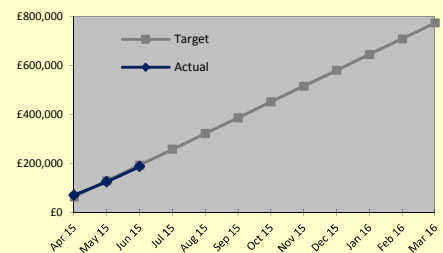
Risk management

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. Grey: minors. Blue: others. Dashes: targets. Bars: outturns.

Planning fee income 2015/16

Target / Actual

Corporate Perspective

Budget monitoring

	Revenue budget		Capital expenditure		
At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£876,210	£0 (0%) Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

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%20developn
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 Plan	http://intranet/projects/Local%20developn
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 2015/16 Quarter 1 Planning		
Ref	**Title/Description**	**Why is this red on the scorecard?**
Performance indicators		
LI/LS/LCC01	Percentage of all local land searches completed in five working days.	Red against target (target: 95.0%; outturn: 31.6%). Year-on-year deterioration (2014/15 Q1: 88.4%; 2015/16 Q1: 31.6%).
LI/DC/DCE/007	Planning enforcement: Informing complainant within 21 days.	Red against target (target: 80.0%; outturn: 75.4%).
BV109b NI 157b	Processing of planning applications: minor applications (within 8 weeks).	Red against target (target: 75.0%; outturn: 71.2%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 15.9%).
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 84%; national 25th percentile: 89%).
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)		
	Customer care.	Combined likelihood/impact score: 20.
	Financial stability.	Combined likelihood/impact score: 20.
	ICT systems.	Combined likelihood/impact score: 18.
	Maintain and enhance performance.	Combined likelihood/impact score: 12.
	Data quality.	Combined likelihood/impact score: 12.

REGENERATION

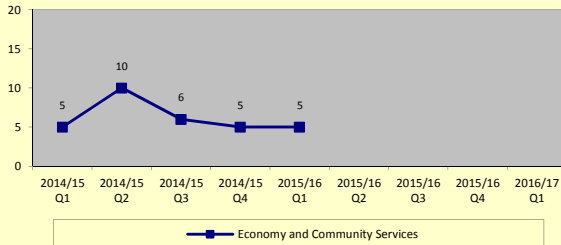**Balanced scorecard report for 2015/16 Quarter 1**

Cabinet Member: Cllr Cosgrove

Customer Perspective

Customer feedback

Total complaints received per quarter (figures relate to whole departments)

Legend: Economy and Community Services

Complaints responded to within 10 working days (target: 90%)

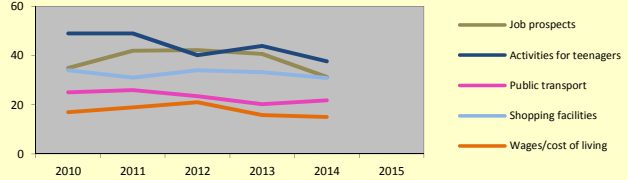| 2015/16 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

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

Compliments received during 2015/16 Quarter 1

Economy and Community Services	12

Local area perception survey 2014

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

Legend: Job prospects, Activities for teenagers, Public transport, Shopping facilities, Wages/cost of living

Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the first quarter of 2015/16. A new single performance indicator has been introduced this year to measure the proportion of council spend which benefits the local economy. We are more confident of the quality of the data behind this indicator than was the case for the two indicators it replaces, and outturns for the previous four quarters have been calculated retrospectively. The total NNDR due for the year, which is reported as a proxy for business growth, has increased significantly thanks to new liabilities. Service plan actions under this portfolio continue to make expected progress, and no adverse audit opinions were issued during the quarter.
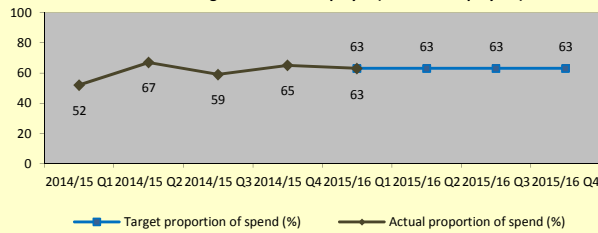
Service Perspective

Planned actions

Actions in 2015/16 service plans

19
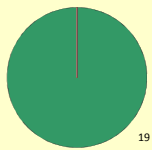
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.
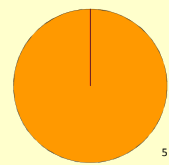
Local procurement

Proportion of council spend with businesses whose HQ is in Swale or which are a significant local employer (≥30 local employees)

Legend: Target proportion of spend (%), Actual proportion of spend (%)

Risk management

Operational risks

5

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

Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£0 (0%) Underspend

Capital expenditure

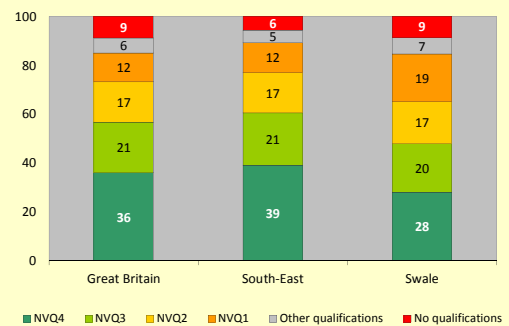| At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 1.

Large projects

Sittingbourne Town Centre	http://intranet/projects/Sittingbourne%20Tow
Project status at end of quarter:	Amber

Either: minor deviation from timescales, budget or quality since last report.
Or: minor future changes to timescales, budget, quality or risks envisaged.

Portfolio Perspective: Business and Skills

Swale skills profile

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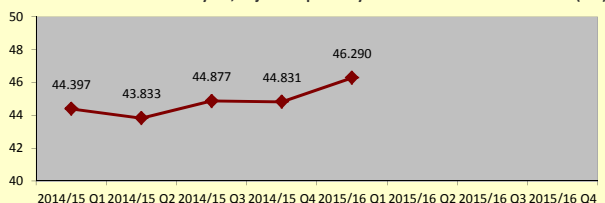
From latest available data (December 2014)

Legend: NVQ4, NVQ3, NVQ2, NVQ1, Other qualifications, No qualifications

Rateable business growth

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

List of Exceptions for 2015/16 Quarter 1		
Regeneration		
Ref	**Title/Description**	**Why is this red on the scorecard?**
Performance indicators		
[No exceptions]		
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]		

OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS

Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
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 by each council through the annual budget process for 2016/17.
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. A review of clienting arrangements is underway, to report by the end of the financial year.
Scrutiny	MKIP Governance and Communications	9	That a joint Communication Plan is developed.	**Accepted**	MKIP Programme Manager	Ongoing	A plan has been developed and approved by the MKIP Board. The MKIP Support Officer is currently undertaking, and updating the progress on, the agreed actions including developing an MKIP Who's Who document and planning future member briefings.
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	The MKIP Support Officer will update the MKIP Board on the progress made at the next meeting on 17 December 2015.
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. At the time of update, there has not been a formal MKIP Board meeting since March 2015.

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.

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Scrutiny Committee work programme

Review title	Reviewers	Status	11-Nov	09-Dec	13-Jan	28-Jan	10-Feb	10-Mar
Quarterly budget monitoring	**Committee**	**Live**			**2015/16 Quarter 2**			
Quarterly performance monitoring	**Committee**	**Live**	**2015/16 Quarter 1**		**2015/16 Quarter 2**			
Scrutiny of 2016/17 Budget proposals	**Committee**	**Live**				**2016/17 Budget scruriny**		
Scrutiny of 2016/17 Fees and Charges proposals	**Committee**	**Live**		**Fees and charges 2016/17**				
Update on Sittingbourne town centre regeneration	**Committee**	**Live**						
Housing Services	**Committee**	**Live**	√					
Council Tax scheme	**Committee**	**Complete**						
Development control	**Committee**	**Draft scope**						
Leisure and Tourism	**Committee**	**Draft scope**					√	
Elections Review 2015	**Committee**	**Live**	√					
MKIP Planning Services	**Task and Finish**	**To be decided**						

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