



## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Thursday, 17 March 2016

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

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	Pages
1. Fire Evacuation Procedure	
<p>The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency.</p>	
2. Apologies for Absence and Confirmation of Substitutes	
3. Minutes	
<p>To approve the Minutes of the Meeting held on 10 February 2016 (Minute Nos. 481 - 491) as a correct record.</p>	
4. Declarations of Interest	
<p>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.</p>	
<p>The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:</p>	
<p>(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.</p>	
<p>(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence</p>	

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 Item**

5. Financial Management Report 1 - 20

The Committee is asked to consider the Financial Management Report – April - December 2015.

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

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

6. The Way Forward on Reviews the Committee have so far identified 21 - 28

To look further into the way forward on current reviews:

- Development Management
- Leisure & Tourism
- Housing Services

7. Reviews at Follow-up Stage and Log of Recommendations 29 - 30

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

8. Other Review Progress Reports

9. Cabinet Forward Plan 31 - 36

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

### **Issued on Monday, 7 March 2016**

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

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

<b>Cabinet</b>	
<b>Meeting Date</b>	<b>2 March 2016</b>
<b>Report Title</b>	<b>Financial Management Report – April – December 2015</b>
<b>Cabinet Member</b>	<b>Cllr Duncan Dewar-Whalley, Cabinet Member for Finance</b>
<b>SMT Lead</b>	<b>Nick Vickers, Head of Finance</b>
<b>Head of Service</b>	<b>Nick Vickers, Head of Finance</b>
<b>Lead Officer</b>	<b>Phil Wilson, Chief Accountant</b>
<b>Key Decision</b>	<b>Yes</b>
<b>Classification</b>	<b>Open</b>
<b>Forward Plan</b>	<b>Reference number: 8</b>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. To note the projected revenue underspend on services of £943,300 for 2015/16.</li> <li>2. To note the projected capital underspend for 2015/16 of £650,000 to end of December 2015.</li> </ol>

## **1. Purpose of Report and Executive Summary**

- 1.1 This report shows the revenue and capital projected outturn for 2015/16 as at the end of December 2015. The report is based on service activity up to the end of December 2015, and is collated from monitoring reports from budget managers.
- 1.2 The headline figures are:
  - total forecast revenue underspend of £943,300; and
  - capital expenditure of £1,252,104 to end of December 2015.

## **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 are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

### 3. Proposal

#### Revenue Outturn

3.1 The second quarter (April – September) variance reported to Cabinet was an underspend of £785,915, a movement of £157,385. Table 1 details this movement (items over £30,000).

**Table 1:**

	£'000	£'000
<b>Variance to Cabinet (April to September)</b>		<b>(786)</b>
<b>Economy &amp; Communities</b>		
Members Localism Grant	(30)	
Net other variations	(45)	
<b>Total Movement - Economy &amp; Communities</b>		<b>(75)</b>
<b>Resident Services</b>		
Housing Development & Strategy – Salary underspend and additional income	(33)	
Housing Options, Stay Put – Salary overspend and Bed & Breakfast landlord payments	81	
Ring fenced grants	(59)	
<b>Total Movement – Resident Services</b>		<b>(11)</b>
<b>Planning</b>		
Net other movements	45	
<b>Total Movement – Planning</b>		<b>45</b>
<b>Commissioning &amp; Customer Contact</b>		
Client & Amenity etc. salaries	(46)	
Leisure Contract savings (net) off set by additional maintenance costs	(42)	
Net other movements	2	
Cemeteries and Closed Churchyards	33	
Harbour & Quays, Seafront & Coast Protection	38	
<b>Total Movement – Comm. &amp; Customer Contact</b>		<b>(15)</b>
Property, Internal Audit, Environmental Health & Communications		<b>(72)</b>
Net other movements		<b>( 29)</b>
<b>Total Movement</b>		<b>(157)</b>
<b>Variance to Cabinet (April to December)</b>		<b>(943)</b>

3.2 The main areas of under/overspend as at the end of December are as follows (items over £30,000 and not attributable to specific grants):

**Table 2:**

Service/Contract	Reason for variance	£'000
<b>Underspends:</b>		
Economy & Communities	Members Localism Grant	(30)
Housing Development & Strategy	Underspend on salaries	(39)

<b>Service/Contract</b>	<b>Reason for variance</b>	<b>£'000</b>
Commissioning & Customer Contact – Client & Amenity Services	Net underspend on salaries	(77)
Housing Benefits	Net underspend due to additional income in Housing Benefit overpayments debts raised, partially offset by an increase in the provision for bad debt.	(100)
Council Tax	Underspend on recovery of council tax court costs	(80)
Council Tax	New Burdens Grant	(30)
Chief Executive/Policy	Underspend mainly on salaries	(33)
Strategic Directors	Regeneration Director and Thames Gateway – net underspend on salaries (offset by reduced reimbursement)	(38)
Leisure & Sports Centres	Net savings on leisure contracts	(150)
Leisure & Sports	Additional income commuted sums	(47)
Cleansing	Net underspend on salaries	(33)
Waste Contract	Underspend on street cleansing contract	(44)
Waste Contract	Underspend on refuse & recycling contract	(37)
Waste Contract	Additional income enabling payments	(54)
Waste Contract	Additional income garden waste brown bins	(82)
Property	Additional depot rental income	(47)
Corporate Items	Additional external interest, pensions adjustment to KCC and additional grant	(86)
<b>Overspends:</b>		
Homelessness	Bed & Breakfast budget	108
Revenues & Benefits	Increased debit/credit card commissioning costs	34
Revenues & Benefits	Discretionary Housing Payments	30
Development Control	Projected shortfall on S106 monitoring fee income	35
Development Services	Net salary pressure	47
Leisure & Sports	Additional non-contract grounds maintenance	40
Refuse Collection / Street Cleansing	Additional wheeled bins	60

3.3 Table 3 shows the projected outturn position by service, with most services showing an underspend. The line-by-line variations are explained in Table 4.

**Table 3: Underspend by Service**

	Service Manager	Working Budget	Projected Outturn 2015/16	Projected Variance
		£	£	£
Chief Executive	A. Kara	258,450	237,970	(20,480)
Policy	D. Clifford	204,010	187,420	(16,590)
Economy & Communities	E. Wiggins	2,211,340	2,117,310	(94,030)
Communications	S. Toal	228,840	193,890	(34,950)
Resident Services	A. Christou	1,537,500	1,444,920	(92,580)
Planning	J. Freeman	882,940	937,040	54,100
Commissioning & Customer Contact	D. Thomas	5,827,950	5,424,550	(403,400)
Director of Corporate Services & Director of Regeneration	M. Radford / K. Carr	400,200	397,940	(2,260)
Information Technology	A. Cole	1,123,410	1,123,410	0
Audit	R. Clarke	155,520	141,750	(13,770)
Environmental Health	T. Beattie	472,820	467,090	(5,730)
Finance	N. Vickers	1,398,940	1,396,650	(2,290)
Human Resources	D. Smart	351,180	367,180	16,000
Legal	J. Scarborough	370,730	370,730	0
Democratic Services	K. Bescoby	921,250	922,420	1,170
Property	A. Adams	559,500	452,540	(106,960)
Variances to be met from underspend		0	12,000	12,000
Corporate Provision for Bad Debt		(465,930)	(565,930)	(100,000)
Minimum Revenue Provision		318,040	318,040	0
Corporate Items		1,169,310	1,035,780	(133,530)
<b>SERVICE EXPENDITURE</b>		<b>17,926,000</b>	<b>16,982,700</b>	<b>(943,300)</b>
<b>Financed by:</b>				
Revenue Support Grant		(2,929,000)	(2,929,000)	0
Business Rates		(5,040,000)	(6,180,000)	(1,140,000)
Collection Fund Surplus		(176,200)	(176,200)	0
New Homes Bonus		(2,824,000)	(2,824,000)	0
Council Tax Freeze Grant		(159,000)	(159,000)	0
Council Tax Surplus		0	0	0
Council Tax Requirement		(6,855,800)	(6,855,800)	0
<b>NET EXPENDITURE</b>		<b>(58,000)</b>	<b>(2,141,300)</b>	<b>(2,083,300)</b>
<b>Put Business Rate Underspend to Volatility Reserve</b>			<b>1,140,000</b>	<b>1,140,000</b>
Contribution to General Fund		58,000	58,000	0
<b>NET EXPENDITURE</b>		<b>0</b>	<b>(943,300)</b>	<b>(943,300)</b>

**Table 4: Main Variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2015</b>		
<b>Service – Cabinet Member (Head of Service)</b>		
	<b>£'000</b>	<b>Explanation</b>
<b>CHIEF EXECUTIVE – Cllr A. Bowles (Abdool Kara)</b>		
Chief Executive & Corporate Costs	(20)	Staff costs savings £16k, net other savings £4k.
Policy	(17)	Staff vacancy saving.
<b>TOTAL</b>	<b>(37)</b>	
<b>ECONOMY AND COMMUNITIES – Cllrs M. Cosgrove, M. Whiting &amp; K. Pugh (Emma Wiggins)</b>		
Environmental Services	7	Staff costs pressure.
Other Environmental	4	Environmental Initiatives loss of income re graffiti cleaning £1k, Pest Control additional income £1k, Dog Warden Service staff costs pressure £4k.
CCTV	10	Additional monitoring service costs.
Community Safety	(12)	Staff costs savings £2k and fees & charges savings £10k.
Local Engagement Forum	(30)	Underspend of Members' Localism Grants.
Economic Development	(12)	Net staff costs savings £9k and rates savings £3k.
Sittingbourne Town Centre Development	(10)	Sittingbourne Masterplan consultancy specialist advice underspend.
Learning & Skills	(5)	Net salary costs savings (apprentices).
Regeneration	(12)	High Street Innovation Fund grant unspent.
Remembrance and Commemoration – WW1 events	(6)	Underspends on WW1 commemorative activities – Peace Project £3K and Youth/Education Project £3k.
Markets	(12)	Net reduced rates.
Sports Development	(13)	Net staff costs savings £8k and 'SD-KCC Satellite Club' grant unspent £5k.
Other Economic Development and Community Service	(3)	Community halls and centres additional fees received £4k and additional utility costs incurred £2k, Culture & Liveability staff costs pressure £3k and Youth Diversion Project underspend £4k.
<b>TOTAL</b>	<b>(94)</b>	(Total net staff costs savings £10k)
<b>COMMUNICATIONS – (Sara Toal)</b>		
Corporate Costs	(4)	Additional advertising income.
Category Management	(10)	Saving on advertising & promotion.
Communications	(21)	Net staff costs savings.
<b>TOTAL</b>	<b>(35)</b>	
<b>RESIDENT SERVICES – (Amber Christou)</b>		
Housing Development and Strategy	(50)	£39k underspend on salaries due to vacant posts; £9k additional income and £2k due to miscellaneous savings.
Private Sector Housing	(12)	£9k mileage underspend; £2k additional licencing fees and miscellaneous other underspends £1k.

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2015</b>		
<b>Service – Cabinet Member (Head of Service)</b>		
	<b>£'000</b>	<b>Explanation</b>
Stay Put Scheme	(18)	£10k underspend on the stay put salary budget; £6k additional grants received; £2k miscellaneous pressures offset by a projected £10k pressure on the DFG fee income budget. We have also received health grants that have not been fully spent totalling £14k. The underspend is due to the lack of referrals from Health.
Housing Options	74	£108k projected overspend on the Bed & Breakfast budget, £20k expected underspend on the homeless hostel costs, additional grants £22k; £4k pressure on rental income and £4k miscellaneous pressures.
Revenues & Benefits & Council Tax	(86)	£334k pressure on the housing benefits admin subsidy budget which has been offset by an underspend on salary costs of £100k and the balance of £234k is being funded from reserves. £34k overspend as a result of increased card commissioning costs and bank charges, £80k underspend for the recovery of council tax court costs, £10k additional recovery of business rates collection fund costs, £30k projected overspend on Discretionary Housing payments; £5k miscellaneous overspend; £20k has been spent on an Empty Property review which is offset by additional council tax income and grants totalling £85k.
<b>TOTAL</b>	<b>(92)</b>	
<b>PLANNING – Cllr G. Lewin (James Freeman)</b>		
Building Control	(6)	£4k underspend on the building control contract and £2k underspend on dangerous structures.
Development Control	13	Additional planning fees currently projected to be £28k, this is offset by a projected shortfall on S106 monitoring fee income of £35k and a £20k pressure on pre-application planning fees. £8k underspend expected on the advertisement budget; £9k underspend on enforcement salaries and £3k miscellaneous overspends.
Development Services	52	£47k net salary pressure, and £5k additional cost of recruiting.
Local Land Charges	(14)	£16k additional Land Charges income forecast offset by fees of £2k.
Local Planning & Conservation	0	No variance reported.
Planning Mid Kent Planning Service (MKPS)	9	Forecast overspend for the Mid Kent Planning Support service in 15/16 offset by the 14/15 recharge being less than anticipated. This variance includes Land Charges.
<b>TOTAL</b>	<b>54</b>	



<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2015</b>		
<b>Service – Cabinet Member (Head of Service)</b>		
	<b>£'000</b>	<b>Explanation</b>
<b>COMMISSIONING &amp; CUSTOMER CONTACT – (Dave Thomas)</b>		
Commissioning & Customer Contact (C&CC), Client & Amenity Services (C&A) and Customer Service Centre (CSC)	(103)	Net staff costs savings £77k (including vacant post savings £71k), additional rent and rates re Alexander Centre £5k, Gateway fees & services and contract savings £25k, car user lump sum and mileage costs savings £5k, mobile phone costs savings £2k and minor CSC net additional costs £1k.
Parking Management	-	Nil variance reported.
Cemeteries and Closed Churchyards	33	Additional off-contract grounds maintenance costs re footpath repairs and tree work £28k, additional rates costs £1k, reduced non-burial income £11k and additional burial income £7k.
Harbour & Quays, Seafront and Coast Protection	38	Reduced mooring fees income £3k, savings on seafront staff £1k, reduced beach hut rental income £14k, additional non-contract grounds maintenance costs £10k, miscellaneous seafront additional costs £6k and agreed overspend on coast protection re Eastchurch Gap grant £6k.
Leisure & Sports	(97)	Net leisure contracts savings £150k (including operating fee and utility costs savings, increased recharge re Central House and reduced indexation increases), additional non-contract grounds maintenance (multiple areas) £40k, sports facilities additional consultancy costs £3k and reduced fees income £2k, Milton Country Park additional equipment hire/purchase costs £3k, Bartons Point additional cesspool emptying costs £5k, Open Spaces additional forestry work costs £6k, net savings for play areas equipment maintenance/purchase £9k, and other net miscellaneous additional costs £3k.
Cleansing	(31)	Net staff costs savings.
Refuse Collection / Street Cleansing	(58)	Net additional income special/bulky collections £28k, overspend for additional wheeled bins (not covered by waste contract) £60k, net increased bin sales £19k, reduced clinical waste recharge £11k, net waste contract saving (including Street Cleansing) £82k largely due to negative indexation. Note: £100k budget has been vired to fund major communication programme to improve recycling rates (assumed total spend in year) and £10k vired to fund Netcall (improved automated answering service in respect of payments for garden waste bin subscriptions).
Public Conveniences	(11)	Savings from retendered hygiene contract £11k and closed PC's £2k offset by staff costs overspend £2k.
Recycling & Waste Minimisation	(137)	Additional income from garden waste brown bins £82k and 'Enabling Payments' £54k and scrap metal costs savings £1k. (Under the new Waste contract, 'Enabling Payments' have compensated SBC for the income previously received from KCC re Recycling Credits.)

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2015</b>		
<b>Service – Cabinet Member (Head of Service)</b>		
	<b>£'000</b>	<b>Explanation</b>
Highways	(16)	Footway lighting utility costs and contractor costs savings £3k, Highways additional income £4k and General Improvement Areas contractor costs savings £9k.
Grounds Maintenance Contract	(21)	Savings on reduced area/no. of sports pitches £4k, open spaces £5k and cemeteries £12k.
<b>TOTAL</b>	<b>(403)</b>	
<b>DIRECTOR OF CORPORATE SERVICES – (Mark Radford)</b>		
Corporate Costs	-	Nil variance reported.
Licensing	(7)	Additional licensing income.
<b>TOTAL</b>	<b>(7)</b>	
<b>EMERGENCY PLANNING – (Della Fackrell)</b>		
Emergency Planning	-	Nil variance reported.
<b>TOTAL</b>	<b>-</b>	
<b>DIRECTOR OF REGENERATION – (Kathryn Carr)</b>		
Strategic Directors	5	Additional recruitment costs.
<b>TOTAL</b>	<b>5</b>	
<b>IT SERVICES – Cllr D. Dewar-Whalley (Andy Cole)</b>		
IT MKIP	-	Nil variance reported.
GIS	-	Nil variance reported.
<b>TOTAL</b>	<b>-</b>	
<b>ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)</b>		
Environmental Services MKIP	(6)	£10k variance additional costs from shared service partners, additional MKIP mileage, offset by additional fees and charges and grant income.
<b>TOTAL</b>	<b>(6)</b>	
<b>INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)</b>		
Audit Services	(14)	14/15 underspend of £9k and projected underspend for the shared service in 15/16 of £5k.
<b>TOTAL</b>	<b>(14)</b>	
<b>FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)</b>		
Financial Services	(2)	Net minor variation.
<b>TOTAL</b>	<b>(2)</b>	
<b>HUMAN RESOURCES – (Dena Smart)</b>		
MKIP Charges for HR Services	16	£15k savings on MKIP charges for HR not achieved due to Tunbridge Wells BC not joining the HR shared service. £1k additional costs.
<b>TOTAL</b>	<b>16</b>	
<b>LEGAL – (John Scarborough)</b>		
External Legal Fees	-	No variance reported.

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of December 2015</b>		
<b>Service – Cabinet Member (Head of Service)</b>		
	<b>£'000</b>	<b>Explanation</b>
Legal MKLS	-	As a result of increased demand for legal services a performance fund bid was submitted. This has been now approved.
<b>TOTAL</b>	-	
<b>DEMOCRATIC SERVICES – (Katherine Bescoby)</b>		
Democratic Process	23	Increased National Insurance on members travel following changes in HMRC taxation legislation.
Other Democratic costs	(22)	Underspend on salaries £7k, net underspend on election costs £15k.
<b>TOTAL</b>	<b>1</b>	
<b>PROPERTY – (Anne Adams)</b>		
Property Services	(34)	Underspend on salaries £23k due to vacant posts; £6k underspend on paper and £5k miscellaneous underspends.
Property Management	(55)	Additional depot rental income £47k; rental income received for back rent £10k; £2k additional licence fee income and a £4k overspend on rates due to empty properties.
Admin Buildings	(17)	£5k saving due to reduced energy costs; £5k underspend on equipment maintenance; £4k underspend on Sheerness District Office; £5k overspend on rates; £6k additional income for the recharge of Swale House office space and £2k underspend for the Guildhall.
Health & Safety	(2)	Underspend on books and e-resources.
Electric Pool Car	1	The electric pool car is likely to cost £1k in 2015/16.
<b>TOTAL</b>	<b>(107)</b>	
<b>OTHER VARIATIONS (TO BE MET FROM TOTAL UNDERSPEND)</b>		
Remembrance & Commemoration	12	Commemorations in respect of the 30,000 <sup>th</sup> Last Post.
<b>NON-SERVICE BUDGETS</b>		
Corporate Provision for Bad Debts	(100)	Net underspend due to additional income in Housing Benefit overpayments debts raised, partially offset by an increase in the provision for bad debt.
<b>Other Variations:</b>		
Play Areas Commuted Sums	(47)	To be transferred to reserves.
Corporate Items	(87)	Accounting adjustments - Grant received £27k, Insurance contract £10k overspend and additional external interest offset by pensions adjustment.
	<b>(943)</b>	<b>NET EXPENDITURE (Projected Variance)</b>

## Sensitivity Analysis

- 3.4 The Council has a small number of large and volatile budgets which will be the main cause of any significant variation in the Council's final outturn. The main volatile budgets are detailed below.
- 3.5 Planning Fees – we have currently received a slight increase above the forecast but the budget is subject to income from a small number of major applications, the S106 contributions and pre-application fees received are below budget.
- 3.6 Planning Agency Costs - these costs relate to the commissioning of consultants and agency staff with the aim of reducing the back-log of planning applications and to handle the recent increase in significant 'major' planning applications.
- 3.7 Bed & Breakfast - There is potentially an increased risk to this volatile budget due to the known increases in homelessness and the reduction in availability of private rented housing.
- 3.8 Council Tax recovery of costs - it is difficult to project this income as it is difficult to predict the amount of recovery action that will be taken and the likelihood of debtors paying their costs within a period of time.
- 3.9 Housing Benefits - This is an extremely volatile budget and could vary by +/- £100,000 at year-end on a gross budget of £57m.

## Business Rates

- 3.10 The headline figures for total Business Rates income are:

2014/15 NNDR3 (outturn)	£44,122,000
2015/16 Budget	£44,960,000
2015/16 NNDR1 (Forecast)	£46,494,000

This shows a strong growth in projected business rates with higher income than budget due to additional rateable values coming from, for example Neats Court.

- 3.11 The Council retains about 10% of total business rates and 40% of any growth over the 1 April 2013 base position. The Council has agreed to budget a year in arrears for business rates growth and any surplus goes into the Business Rates Volatility Reserve. The reserve currently stands at £1.2m and any surplus business rates for 2015/16 will be put to this reserve in order to be able to address any future volatility of income.
- 3.12 The Council set aside £5.6m for business rate appeals. This includes a provision for £0.9m as a result of a national tribunal ruling on business rates for purpose-built GP surgeries appeals which has resulted in substantial reductions in rateable value. This is a demonstration of how business rate income can vary greatly as a result of a decision on interpreting business rate legislation.

- 3.13 The table below shows the spread of the Council's business rate income for 2014/15. As can be seen, 14 properties make up 27% of the business rate taxbase. Therefore any changes to business rate appeals relating to a relatively small number of properties could have a significant effect on the total business rates collected.

**Table 7: Business Rateable Value for 2014/15**

Rateable Value Range	Rateable Values	No. of Properties
> £2,000,000	£2,752,220.00	1
> £1,000,000 < £2,000,000	£1,233,920.00	1
> £500,000 < £1,000,000	£8,256,660.00	12
> £250,000 < £500,000	£2,940,200.00	8
> £100,000 < £250,000	£5,903,054.00	39
> £50,000 < £100,000	£5,085,485.60	73
> £25,000 < £50,000	£5,805,473.10	164
> £10,000 < £25,000	£6,738,214.97	428
< £10,000	£6,457,848.40	3,468
<b>Grand Total</b>	<b>£45,173,076.07</b>	<b>4,194</b>

- 3.14 At time of writing the report there were 637 appeals outstanding with 353 not due to be decided upon until 2017/18. Given the sums involved this can make forecasting appeals a difficult issue and therefore use will have to be made of the business rate volatility reserve to continue to deal with any resulting variances.
- 3.15 A consultation on the changes to the new business rate retention system will be issued in the summer 2016, but it is intended that there will be engagement with authorities in the months running up to the consultation. There will also be a revaluation of business rates as at 1 April 2017.
- 3.16 DCLG have confirmed agreement to a business rate pool for 2016/17 consisting of KCC and ten district/ borough councils – Sevenoaks remains outside, Dartford comes in and Dover leaves.

### Improvement and Regeneration Funds

- 3.17 Table 8 below details the balance as at the end of December 2015 on the Improvement and Regeneration Funds:

**Table 8: Improvement and Regeneration Funds**

	Balance unallocated as at 1 April 2015	Transfers from reserve in year	Balance unallocated as at 31 December 2015
Funds:	£	£	£
Performance	519,208	184,743	334,465
Regeneration	347,647	81,806	265,841
Communities	89,027	55,623	33,404
Transformation	293,338	5,960	287,378
Local Loan Fund	193,805	0	193,805
<b>TOTAL</b>	<b>1,443,025</b>	<b>328,132</b>	<b>1,114,893</b>

- 3.18 The Regeneration Fund was topped up by £250,000 from the 2015/16 budget.
- 3.19 The Communities and Transformation Funds were topped up by £66,400 and £100,000 respectively from the 2014/15 underspend.
- 3.20 Further details of the approved allocations to the end of December 2015 are available in Appendix I.

### Usable Reserves

- 3.21 At 31 March 2015 the Council's usable reserves totalled £15.017m.
- 3.22 For 2015/16 to date the reserves have funded expenditure of £899,111 on revenue and £119,678 on capital. This use of reserves is mainly due to spend on approved projects from the improvement and regeneration funds or from the approved rollovers from the 2014/15 underspend.

### Capital Expenditure

- 3.23 This report details the latest position on the 2015/16 capital programme and highlights any variations between the revised 2015/16 capital budget and expenditure to the end of December 2015.
- 3.24 Actual expenditure to end of December 2015 is £1,252,104. This represents 43% of the revised budget. An underspend of £650,000 is forecast on the capital budget for projects which will now take place in 2016/17. Further details are set out in Appendix II.
- 3.25 At Cabinet on 15 July Members approved a number of capital rollover requests totalling £319,550 to be spent in 2015/16 to be released from the underspend of 2014/15.

### Funding of the 2015/16 Capital Programme

- 3.26 The 2015/16 capital programme expenditure to end of December 2015 is to be funded as set out in Table 9.

**Table 9: Capital Programme Funding**

	<b>2015/16 Revised Budget</b>	<b>2015/16 Actual to end of December 2015</b>
	<b>£</b>	<b>£</b>
Use of partnership funding (including S106 Grants) to fund capital expenditure	1,802,070	1,044,112
Use of earmarked reserves to fund capital expenditure	365,680	119,678
Use of repayment of long term debtors / third party loans to fund capital expenditure	0	32,712
Use of capital receipts to fund capital expenditure	713,680	55,602
<b>Total Funded</b>	<b>2,881,430</b>	<b>1,252,104</b>

3.27 The latest monitoring position is shown in Table 10.

**Table 10: Capital programme – main projected variances**

<b>Variance</b>	<b>Specific Issues</b>
Managed Underspend	<u>Disabled Facilities Grants £100k</u> - these grants will all be committed by the end of 2015/16 but payments are unlikely to be made until early 2016/17.
Pending Projects	<u>Sittingbourne Skate Park £200k</u> - The criteria for proceeding have yet to be met. <u>Faversham Creek £200k</u> - At this stage some of the conditions for this funding have yet to be met including the approval of the Faversham Neighbourhood Plan. <u>Refurbishment of Faversham Pools £150k</u> – The condition that the Swimming Pools Management Committee becomes an incorporated body is outstanding at this stage.

### Payment of Creditors

**Table 11: Invoice payment**

	<b>Target 2015/16</b>	<b>Cumulative year to date</b>	<b>December 2015</b>
Invoices paid in 30 days	97.00%	98.98%	98.48%

### Debtors

**Table 12: Recovery of debt raised in 2015/16**

	<b>Cumulative year to date</b>
In year recovery rate	93%

3.28 Tables 13, 14 and 15 analyse the debt outstanding.

3.29 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.

3.30 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.

**Table 13: Debt outstanding by due date (not including Rent Deposit Scheme)**

	<b>December 2015</b>	<b>September 2015</b>	<b>December 2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Not Due	114	288	220
1-2 Months	165	95	242
2-6 Months	38	65	52
6-12 Months	32	20	21
1-2 Years	9	10	5
2-3 Years	4	4	10
3-4 Years	8	9	19
4-5 Years	18	25	18
5-6 Years	17	10	6
6 Years +	16	15	13
<b>Total</b>	<b>421</b>	<b>541</b>	<b>606</b>
<b>Total Due</b>	<b>307</b>	<b>253</b>	<b>386</b>
<b>% Total Due</b>	<b>73%</b>	<b>47%</b>	<b>64%</b>

**Table 14: Debt outstanding by due date (including Rent Deposit Scheme)**

	<b>December 2015</b>	<b>September 2015</b>	<b>December 2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Not Due	116	288	220
1-2 Months	165	99	242
2-6 Months	49	73	51
6-12 Months	43	32	2
1-2 Years	29	34	38
2-3 Years	27	24	14
3-4 Years	13	15	27
4-5 Years	31	45	262
5-6 Years	169	154	6
6 Years +	16	15	13
<b>Total</b>	<b>658</b>	<b>779</b>	<b>875</b>
<b>Total Due</b>	<b>542</b>	<b>491</b>	<b>655</b>
<b>% Total Due</b>	<b>82%</b>	<b>63%</b>	<b>75%</b>

**Table 15: Total of invoices unpaid (including Rent Deposit Scheme)  
by Head of Service**

	<b>December 2015</b>	<b>September 2015</b>	<b>December 2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Rent Deposit Scheme	237	238	269
Commissioning & Customer Contact	43	137	98
Property	168	168	210
Residents Services	59	59	135
Legal (MKLS)	0	1	0
Economy & Communities	12	13	112
Planning	1	10	17
Regeneration	0	0	0
Communications	2	2	0



	<b>December 2015</b>	<b>September 2015</b>	<b>December 2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Environmental Health	1	2	2
Finance	0	119	0
Policy	2	2	3
Other	133	28	29
<b>Total</b>	<b>658</b>	<b>779</b>	<b>875</b>

## 4 Alternative Options

4.1 None identified – this report is largely for information.

## 5 Consultation Undertaken or Proposed

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

## 6 Implications

<b>Issue</b>	<b>Implications</b>
Corporate Plan	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 – Improvement and Regeneration Fund allocations as at end of December 2015;

Appendix II – Capital Programme – Projected outturn as at end of December 2015.

## 8 Background Papers

8.1 The Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2017/18

**IMPROVEMENT AND REGENERATION FUND ALLOCATIONS TO THE END OF DECEMBER 2015**

	<b>Amount £</b>
<b>Performance Fund</b>	
Fixed Penalty Notices pilot tackling anti-social behaviour	25,000
Cabinet Member ICT Equipment	9,000
Customer Service Excellence 2015/16	5,000
Investors in People Assessment January 2016	10,000
Leisure Development Officer	35,000
Kent Channel Shift Project 15/16	5,000
Local Area Perception survey	12,000
Additional resources in licensing 15/16	60,000
Additional resources for Mid Kent Legal Services	20,743
Review of Parking Fees & Charges	3,000
<b>Total Approved as at December 2015</b>	<b>184,743</b>
<b>Regeneration Fund</b>	
Members Regeneration Grants	47,000
The Meads Community Centre	11,000
Further development of 'Swale Means Business' website	8,100
Small Business Saturday 2015	3,500
Taking North Kent to the next level	5,000
Swale Means Business Conference	7,206
<b>Total Approved as at December 2015</b>	<b>81,806</b>
<b>Communities Fund</b>	
Swale Trustee Network Event 2015/16	4,400
Volunteers' Week Billboards 2015/16	1,168
Meads Community Centre Grant	22,500
Grantfinder Software – 3 year Licence	12,555
Culture Grants 2015/16	10,000
Sport in the Park - Hall Hire	250
Volunteer Swale Awards 2015/16	3,250
The Salt Giveaway 2015/16	1,500
<b>Total Approved as at December 2015</b>	<b>55,623</b>

## CAPITAL PROGRAMME

	Funding SBC / P	2015/16 Original Budget £	Approved Rollovers £	Other Adjustments £	2015/16 Working Budget £	2015/16 Actual to End of December 2015 £	2015/16 Projected Variance £
<b>SUMMARY</b>							
<b><u>PARTNERSHIP FUNDING SCHEMES</u></b>							
Economy & Communities	P	0	0	522,200	522,200	489,003	0
Commissioning & Customer Contact	P	18,000	129,810	0	147,810	445	0
Housing	P	1,040,000	92,060	0	1,132,060	546,184	-100,000
Property	P	0	0	0	0	0	0
<b>TOTAL PARTNERSHIP FUNDING SCHEMES</b>	<b>P</b>	<b>1,058,000</b>	<b>221,870</b>	<b>522,200</b>	<b>1,802,070</b>	<b>1,035,632</b>	<b>-100,000</b>
<b><u>SWALE BOROUGH COUNCIL FUNDING SCHEMES</u></b>							
Commissioning & Customer Contact	SBC	30,000	74,920	36,000	140,920	34,357	0
Economy & Communities	SBC	15,000	0	581,000	596,000	0	-550,000
Housing	SBC	0	0	200,000	200,000	41,193	0
Finance	SBC	0	22,760	0	22,760	21,244	0
Development Control	SBC	0	0	119,680	119,680	119,678	0
<b>TOTAL SBC FUNDING SCHEMES</b>	<b>SBC</b>	<b>45,000</b>	<b>97,680</b>	<b>936,680</b>	<b>1,079,360</b>	<b>216,472</b>	<b>-550,000</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>1,103,000</b>	<b>319,550</b>	<b>1,458,880</b>	<b>2,881,430</b>	<b>1,252,104</b>	<b>-650,000</b>

## CAPITAL PROGRAMME

	Funding SBC / P	2015/16 Original Budget £	Approved Rollovers £	Other Adjustments £	2015/16 Working Budget £	2015/16 Actual to End of December 2015 £	2015/16 Projected Variance £
<b>DEVELOPMENT CONTROL - J. FREEMAN</b>							
Wylie Court Slabbing over gas main - General Reserve	SBC	0	0	119,680	119,680	119,678	0
<b>TOTAL DEVELOPMENT CONTROL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,680</b>	<b>119,680</b>	<b>119,678</b>	<b>0</b>
<b>ECONOMY &amp; COMMUNITIES - E.WIGGINS</b>							
The Mill Project, Sittingbourne Skate Park - Capital Receipts	SBC	0	0	200,000	200,000	0	-200,000
Faversham Creek Basin Regeneration Project - Capital Receipts	SBC	0	0	200,000	200,000	0	-200,000
CCTV - Repairs & Renewals Reserve	SBC	15,000	0	0	15,000	0	0
Faversham Pools refurbishment	SBC	0	0	150,000	150,000	0	-150,000
Kemsley Community Facilities - S106	P	0	0	4,870	4,870	4,865	0
Easthall Farm Community Centre - S106	P	0	0	50,000	50,000	33,670	0
The Meads Community Centre- S106	P	0	0	417,330	417,330	417,330	0
The Meads Community Centre- KCC Grant	P	0	0	50,000	50,000	33,138	0
The Meads Community Centre- Regeneration Fund	SBC	0	0	31,000	31,000	0	0
<b>TOTAL ECONOMY &amp; COMMUNITIES</b>		<b>15,000</b>	<b>0</b>	<b>1,103,200</b>	<b>1,118,200</b>	<b>489,003</b>	<b>-550,000</b>
<b>FINANCE - N. VICKERS</b>							
Cash Receipting System - Replacement - Capital Receipts	SBC	0	22,760	0	22,760	21,244	0
<b>TOTAL FINANCE AND PERFORMANCE PORTFOLIO</b>		<b>0</b>	<b>22,760</b>	<b>0</b>	<b>22,760</b>	<b>21,244</b>	<b>0</b>

## CAPITAL PROGRAMME

	Funding SBC / P	2015/16 Original Budget £	Approved Rollovers £	Other Adjustments £	2015/16 Working Budget £	2015/16 Actual to End of December 2015 £	2015/16 Projected Variance £
<b>COMMISSIONING &amp; CUSTOMER CONTACT - D.THOMAS</b>							
Cemeteries - future burial provision in the borough - Capital Receipts	SBC	0	22,040	0	22,040	0	0
Milton Creek Footpath & Viewing platform - Capital Receipts	SBC	0	5,190	11,000	16,190	0	0
Tree Works in Cemeteries - Capital Receipts	SBC	30,000	7,690	0	37,690	34,357	0
Customer Service Centre telephony system - Capital Receipts	SBC	0	40,000	25,000	65,000	0	0
Thistle Hill Community Woodland - Trim Trail - S106	P	0	35,000	0	35,000	0	0
New Play Area - Iwade Schemes - S106	P	0	92,200	0	92,200	0	0
Faversham Recreation Ground Improvements- S106	P	0	2,610	0	2,610	0	0
Oare Village Hall - S106	P	9,000	0	0	9,000	445	0
Oare Gunpowder Works - S106	P	9,000	0	0	9,000	0	0
<b>TOTAL COMMISSIONING &amp; CUSTOMER CONTACT</b>		<b>48,000</b>	<b>204,730</b>	<b>36,000</b>	<b>288,730</b>	<b>34,802</b>	<b>0</b>
<b>HOUSING - A. CHRISTOU</b>							
DFG Mandatory Grants (CLG)	P	1,040,000	92,060	0	1,132,060	546,184	-100,000
DFG Mandatory Grants	SBC	0	0	0	0	0	0
HRG - Housing Repair Grants Over 60	SBC	0	0	0	0	8,480	0
HRG - DFG Remedial	SBC	0	0	0	0	0	0
RHB2 - Decent Home Loans Owner Occupier	SBC	0	0	0	0	32,713	0
Temporary Accommodation - Reserves				200,000	200,000	0	0
<b>TOTAL HOUSING</b>		<b>1,040,000</b>	<b>92,060</b>	<b>200,000</b>	<b>1,332,060</b>	<b>587,377</b>	<b>-100,000</b>

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17 March 2016

## ***Progressing reviews identified in 2015/16***

Report author: Bob Pullen – Policy and Performance Officer

### **Recommendations**

That the Committee:

- (1) note the review activity undertaken this year (para 2.1 and Appendix I);
- (2) agrees to establish a Task and Finish Group to review Development Management and make considerable progress on this in the next few months (paras 3.1 – 3.4 and Appendix II); and
- (3) agrees to establish Task and Finish Groups for the Leisure and Tourism and Housing Services reviews, but only start work in these areas once the Development Management review is clearly under way (para 3.5).

### **1 Purpose of report**

- 1.1 As we approach the end of the current Municipal Year, the Committee needs to consider how it can progress the three main reviews it identified at the start of the year.

### **2 Background**

- 2.1 Each year, the Committee decides which topics it should review and in what priority order. The Committee has completed a number of reviews, albeit these were mainly one-off items which were considered at a single Committee meeting. The schedule at Appendix I lists all of the topics the Committee has reviewed this year, including the current status of each one. This Appendix will form the centre-piece of the Committee's Annual Report to Council later this year.
- 2.2 This report invites the Committee to consider proposals for progressing those in-depth reviews for which review plans have been agreed but the detail of how the reviews are to be taken forward has not yet been decided.

### **3 Discussion**

- 3.1 The Committee approved review plans for the following three reviews earlier this year:

- development management;
- leisure and tourism; and
- housing services.

3.2 Since the review plans were agreed, the Committee has held initial discussions with the relevant Cabinet Members and lead officers to 'set the scene' for each of these three reviews. It has also indicated that the priority order for the three reviews should be development management first, followed by leisure and tourism and finally housing services.

### **Development Management review**

3.3 It is recommended that the Committee uses the period between now and the next scheduled meeting which is on [22] June to establish a Task and Finish Group to undertake much of the review work for the Development Management review. It has already been agreed that the Chairman of the Scrutiny Committee would lead this review. Two or three other Members of the Committee would need to be identified to form the Task and Finish Group.

3.4 An outline of a review programme, based on the review plan already agreed by the Committee, is at Appendix II. There are numerous gaps in this which the Task and Finish Group would need to complete and the dates of the various evidence sessions and other activities would need to be set. But would Members be content to proceed on this basis?

### **Leisure and Tourism and Housing Services Reviews**

3.5 The Committee agreed that these reviews should be ranked second and third in order of priority. In view of that, it is recommended that the Committee identify Members to form two separate Task and Finish Groups to formulate detailed review programmes (again based on the review plans which the Committee has already agreed), but hold off beginning any detailed review work until the Development Management review has begun in earnest. Would Members be content to proceed on that basis?

## **4 Conclusion**

4.1 That the Committee considers the way forward on outstanding reviews.

## **5 Officer contacts**

Bob Pullen – Policy and Performance Officer  
[BobPullen@swale.gov.uk](mailto:BobPullen@swale.gov.uk) ☎ 01795 417187



<b>Scrutiny Committee work programme 2015/16</b>			
<b>Title</b>	<b>Frequency</b>	<b>Focus of discussion</b>	<b>Status</b>
Performance and financial monitoring	Ongoing – reviewed periodically throughout the year	<ul style="list-style-type: none"> <li>Indicators not achieving target</li> <li>Significant budget variances</li> </ul>	Complete
Council budget	Annual review	<ul style="list-style-type: none"> <li>The Cabinet's annual budget proposals are scrutinised before these are ratified by the Council</li> </ul>	Complete – Budget Scrutiny undertaken on 28 January 2016
Fees and charges	Annual review	<ul style="list-style-type: none"> <li>The Cabinet's proposals for setting fees and charges for the forthcoming year are scrutinised before they are ratified by Council</li> </ul>	Complete – Proposals for Fees and Charges scrutinised at an extraordinary meeting of the Committee on 9 December 2015
Council Tax support scheme	One-off	<ul style="list-style-type: none"> <li>Pre-decision scrutiny of the Council's proposed Council Tax Support Scheme for 2016/17</li> </ul>	Complete – considered on 14 October 2015
Update on Sittingbourne Town Centre regeneration	Occasional	<ul style="list-style-type: none"> <li>To hear from the Cabinet Member and Director of Regeneration about the latest state of play on this major project</li> </ul>	Complete for 2015/16 – update considered on 14 October 2015. Committee indicated they should scrutinise plans for Phase 2 of the project at a later date
Elections 2015	One-off	<ul style="list-style-type: none"> <li>To review the</li> </ul>	Complete. The Committee

<b>Scrutiny Committee work programme 2015/16</b>			
<b>Title</b>	<b>Frequency</b>	<b>Focus of discussion</b>	<b>Status</b>
		arrangements for the combined Parliamentary, Local and Parish Council elections held in May 2015	discussed the 2015 elections with the Returning Officer and Democratic and Electoral Services Manager on 11 November 2015
Development Management	As required	<ul style="list-style-type: none"> <li>In-depth scrutiny of issues identified in the review plan</li> </ul>	Review plan agreed [ ]. Initial discussion with Cabinet Member and Head of Planning held on 13 January 2016. Decisions on how to take the review forward were scheduled to be discussed at meeting on 10 February 2016 but item postponed due to lack of time.
Leisure and Tourism	As required	<ul style="list-style-type: none"> <li>In-depth scrutiny of issues identified in the review plan</li> </ul>	Review plan agreed. Initial discussion with Cabinet Member and Economy and Community Services Manager held on 10 February 2016. Need to decide how to take forward the review.
Housing Services	As required	<ul style="list-style-type: none"> <li>In-depth scrutiny of issues identified in the review plan</li> </ul>	Review plan agreed. Initial discussion with Cabinet Member and Head of Resident Services held on 14 October 2015.

Scrutiny Committee work programme 2015/16			
Title	Frequency	Focus of discussion	Status
			Discussion with representatives of AmicusHorizon held on 11 November 2015. Need to decide how to take forward the review.
Call-ins	Occasional	<ul style="list-style-type: none"> <li>To scrutinise a decision taken either by Cabinet, a Cabinet Member or an officer acting under delegated authority of the Cabinet</li> </ul>	Complete – Call-ins held on 9 September 2015 to consider Cabinet decisions on allocations of grant to (a) purchase Section 106/CIL software and (b) allocate underspend of Members' grant with recommendation back to Cabinet to reconsider (b). Further call-in considered at an extraordinary meeting of the Committee on 5 January 2016 regarding a proposed consultation on the citing of CCTV cameras. The decision was referred back to the Cabinet Member.

## **Scrutiny Committee - Development Management Review Task and Finish Group**

### **1. Aim of the review**

- To review the effectiveness of Swale Borough Council's development management function;
- as necessary, to make recommendations to Cabinet; and
- to contribute towards the Development Management Service Improvement Plan 2016-18.

### **2. Why has this review been selected?**

The purpose of this review is to review a range of elements within the development management function which has concerned Members. These include:

- the usefulness of reports received from statutory consultees (eg. Kent County Council Highways; Highways England; Environment Agency);
- the role of parish and town councils in the development management process;
- the proportion of decisions before the Planning Committee, delegated decisions and impact on cost and performance;
- Member involvement in planning applications and Section 106 agreements – including the online tools available to help Members gain information on specific applications in their Wards;
- adoption of parcels of land on developments; and
- defending planning appeals.

### **3. Evidence and information to be gathered**

The following evidence and information will be sought:

- the protocols statutory partners operate when submitting representations on planning applications;

- what tools are available to Members to gain information on planning applications in their Wards, and to have greater input to Section 106 agreements;
- how Swale BC's system of deciding whether planning applications come before the Planning Committee or are delegated to officers compares with neighbouring councils – and what the implications are for cost and performance;
- the role of parish and town councils in the development management process and how this role can be further developed;
- the role of officers, Planning Committee Members and statutory consultees in the defence of planning appeals against the Council; and
- case studies on instances where small parcels of land on housing developments had created problems in relation to adoption and ongoing maintenance.

#### **4. Who will carry out the review?**

The review will be carried out by a Task and Finish Group including:

- Councillor Andy Booth (lead review Member);
- Councillors x, y and z.

#### **5. Officer support**

The main officer support will be Bob Pullen, Policy and Performance Officer. Officers from Planning Services will also be called upon for information and their assistance during the course of the review.

#### **6. How with the review be carried out?**

It is suggested that the Task and Finish Group takes a number of steps to work through the evidence and reach some conclusions. It is recommended that the Group should undertake the following activities:

##### **Activity 1 – Role of statutory partners [date to be set]**

To examine the protocols statutory partners operate when submitting representations on planning applications and discuss with those partners any variances/non-compliance in practice.

##### **Activity 2 – Tools available to Members to gain information on Section 106 etc**

To explore with [Andy Jeffers] online resources .....

### **Activity 3 – Planning delegations [dates to be agreed]**

To examine Swale's system of planning delegations compared to neighbouring authorities, including attending Maidstone BC's and Canterbury City Council Planning Committee meetings and meeting with the Chairmen of those to compare practices.

### **Activity 4 – Role of parish and town councils in planning [date to be agreed]**

To meet with a small group of parish and town councils and discuss their concerns against the protocols the council has in place. Compare current practice with neighbouring authorities.

Issue survey to all Swale PCs/TCs?

### **Activity 5 – Planning appeals [date to be set]**

Discussion with officers.

### **Activity 6 – Consider case studies on parcels of unadopted land on new developments [date to be set]**

Discussion with officers.

## **7. Timescale**

The Task and Finish Group will aim to complete a report for consideration by the Scrutiny Committee at its meeting on [22] June 2016.

## **8. Reporting**

Following the conclusion of information and evidence gathering, the Task and Finish Group will meet to consider their conclusions and the basis of a report. The Policy and Performance Officer will assist with the production of the Groups report.

The Task and Finish Group will aim to produce a report for consideration by the Scrutiny Committee at its meeting schedule for [22] June.

Once the report has been agreed and adopted by the Scrutiny Committee, it will be submitted to Cabinet in the normal way.

## 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	The creation of a permanent, full-time MKSD position was recommended by the MKIP Board at the meeting of 17 December and has now been agreed formally by each council through the annual budget process for 2016/17. Work is currently taking place on the Job Description and Key Deliverables for the post.
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	This is already happening through the maturing of the Shared Service Boards and the role of the Mid Kent Service Director. A review of clienting arrangements (including reviewing and updating the governance document and collaboration agreement template) 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	A. Kara	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. The Annual Report 2014/15, Who's Who and webpage have been completed with the SharePoint site nearing completion. A Swale member briefing is arranged for 24 March.
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	A. Kara	Ongoing	The MKIP Support Officer updated the MKIP Board on the progress made at the 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. An MKIP SharePoint site has been produced which will act as a repository of useful information, including MKIP Board agendas and minutes. Members will be briefed on this upon completion.

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

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

**April 2016 - July 2016**

**Notes:**

A key decision is defined as 'an Executive decision which is likely to (a) result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.'

The key decision threshold, confirmed by Council, is set at £100,000 (this relates to (a) of the definition above).

Where the decision will be made by Cabinet the Members of the Cabinet are:

**Councillor Andrew Bowles** - Leader

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

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

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

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

**Councillor Mike Whiting** - Cabinet Member for Localism, Sport, Culture and Heritage

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

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

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

Subject to any prohibition or restriction on their disclosure, copies or extracts of any documents listed below can be viewed at Swale House, East Street, Sittingbourne, Kent, ME10 3HT. Please contact Democratic Services to arrange a time to view the documents or to request copies by post by e-mailing [democraticservices@swale.gov.uk](mailto:democraticservices@swale.gov.uk) or by telephone on: 01795 417330. Fees may be charged in accordance with the Council's Fees and Charges policy.

Other documents relevant to the decision item may be submitted to the decision maker; please contact Democratic Services (contact details above) to request details of these documents as they become available.

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to belong to a scheme etc.) (England) Order 2014</p> <p>Legislation has been introduced which means it is a legal requirement for all lettings agents and property managers in England to join one of three Government-approved redress schemes. It allows a tenant to complain to an independent person if they are not happy with the service they have received.</p> <p>The report requests Members to agree the level of penalty charge to apply under the Order, to agree the appeal procedure and to delegate powers of enforcement to the Head of Residential Services.</p>	Cabinet 25 May 2016	<p>Non-Key</p> <p>This is not a key decision because it is 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		Cabinet Member for Housing  Phil Garland
	<p>The Smoke and Carbon Monoxide Alarm (England) Regulations</p> <p>The Smoke and Carbon Monoxide Alarm Regulations came into force on 1 October 2015. These regulations</p>	Cabinet 25 May 2016	<p>Non-Key</p> <p>This is not a key decision because it is not likely to result in the local authority incurring expenditure or</p>	Open		Cabinet Member for Housing  Phil Garland

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>require that smoke alarms are provided in most privately rented housing, and where there is a solid fuel combustion appliance, a carbon monoxide alarm is required.</p> <p>The report requests Members to agree a Statement of Principles regarding enforcement and penalty charges under the Regulations and to delegate powers of enforcement to the Head of Residential Services.</p>		<p>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>Payment Collection Service Contract To seek authorisation from Cabinet to allocate the current Payment Collection Service contract to a supplier under a Framework Agreement for Bill Payments.</p>	<p>Cabinet 25 May 2016</p>	<p>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.</p>	<p>Open</p>		<p>Cabinet Member for Finance Nick Vickers</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
	Bank Contract To seek authorisation from Cabinet to extend the current bank contract with Lloyds Bank to 2020.	Cabinet 25 May 2016	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
	Adoption of the Voluntary Code of Conduct for Street Entertaining and Busking in Swale To adopt the Voluntary Code of Conduct for Street Entertaining and Buskers in Swale following a period of consultation with a review within two years during the initial trial period.	Cabinet 25 May 2016	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	Open		Cabinet Member for Community Safety and Health  Lyn Newton

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.			
	Swale's Playing Pitch Strategy A draft playing pitch strategy for Swale has been developed out for consultation.	Cabinet 25 May 2016	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Graeme Tuff
	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 Buttfeld
	CCTV Effectiveness Review A review of all existing CCTV camera locations in the borough has been undertaken to determine their effectiveness, along with consultation having been undertaken with the	Cabinet 25 May 2016	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or	Open		Cabinet Member for Community Safety and Health  Steph Curtis

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>community.</p> <p>This report presents those locations for consideration for decommissioning or movement, based upon the findings of this review and consultation.</p>		<p>electoral divisions in the area of the local authority.</p>			