

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Wednesday, 31 August 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, Mark Ellen, Mick Galvin, Mike Henderson, Ken Ingleton, Nigel Kay, Samuel Koffie-Williams, Peter Marchington and Ben Stokes.

Quorum = 4

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Pages

#### 1. Fire Evacuation Procedure

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

#### 2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 20 July 2016 (Minute Nos. 791 - 797) as a correct record.

4. 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.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

**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**

5. Update on Sittingbourne Town Centre Regeneration 1 - 2

The Deputy Cabinet Member for Regeneration and the Interim Director of Regeneration have been invited to attend.

6. Performance Monitoring Report 2015/16 Quarter 4 3 - 20

The Committee is asked to consider the Performance Monitoring Report 2015/16 Quarter 4.

## Part Two - Business Items

7. Reviews at Follow-up Stage and Log of Recommendations 21 - 22

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

8. Other Review Progress Reports

The Committee is asked to consider updates on other reviews:

- Development Management;
- Leisure and Tourism;
- Housing Services.

9. Work Programme 2016/17 23 - 26

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

10. Cabinet Forward Plan 27 - 44

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

11. Urgent Business Reports

### Issued on Monday, 22 August 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

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## Swale Borough Council Scrutiny Committee 31 August 2016

### Report for information to the Scrutiny Committee on the Spirit of Sittingbourne Town Centre development project

#### Background

In September 2012 the Council entered into a Development Agreement with Spirit of Sittingbourne to redevelop the Town centre in two phases. The developer subsequently made a planning application for phase 1 works, comprising residential units on Cockleshell Walk, Spring Street, and Fountain Street Car Parks, major roadworks to realign the A2 to the front of the station, retail units on the Princess Street depot site, a cinema and restaurants on the Forum Car Park, and a multi-storey car park on St Michael's Road to replace spaces lost to the development.

Reports and updates were taken to and agreed by Cabinet on 06/07/11, 05/10/11, 06/06/12, 05/06/13, 09/04/14, 16/07/14, 14/07/15, and 01/12/15 and to Council on 30/07/14 and 27/01/16. .

Delegations to undertake further actions are in place, and the Council continues to take expert legal and commercial advice throughout the process.

#### Updates

- (i) **Governance:** the Council has rationalised the governance structure for the project, with a member-led Strategic Board, and an officer-to-officer Operational Board. This structure is ensuring that the Council maintains a high level of involvement in the development.
- (ii) **Highways works:** most of the funding for the road and infrastructure re-design and build is funded from £2.5 million SE LEP Local Growth Fund monies, a proportion of which has already been spent on design. SE LEP conditions require that this will be completed by the end of the 2016/17 financial year.

Spirit has now completed the designs for phase 1 of the highways works, and detailed drawings and specifications are with Network Rail and Kent Highways for approval, following which they will enter into agreements for section 278 works, and for stopping up of the relevant highways.

- (iii) **Multi-storey car park:** the Council has agreed to build and operate the proposed multi-storey car park itself, and has sourced a contractor through an open tender process. The contractor, Huber, has appointed an architect, and is preparing elevational drawings to satisfy the original planning consent. They have already provided concept drawings that have been considered, and detailed drawings will be provided for approval by the end of August 2016.

The Council is seeking to enter into a formal design and build contract for the car park, starting work ahead of the main development going unconditional because much of the development, in particular the cinema and hotel, is

conditional upon maintaining parking availability within the Town Centre, despite the loss of surface car parks to housing development.

- (iv) **Station forecourt:** Spirit has completed its design for the station forecourt, and the Council is currently working on an agreement with Network Rail for them to release the car park to the front of the station in exchange for part of the Council's car park on St Michael's Road. This will comprise a land swap between the Council and Network Rail, and the proposals are now going through Network Rail statutory processes prior to submission for approval from the national rail regulator.
- (v) **Lettings:** Spirit has sourced a number of tenants for phase 1 of the development, and is entering into conditional agreements and leases with a number of national operators. At the present time all of the residential units have been pre-sold; The Light Cinema has signed an agreement to lease for the leisure building; Wildwood and Pizza Express have agreements to lease units in the leisure building; and Home Bargains, The Food Warehouse and Costa are in the final stages of agreement to lease for the units on the depot site. Four of the smaller restaurant units in the leisure building are still to be let, but negotiations are ongoing. In addition, Travelodge has agreed heads of terms, and is in negotiations for an agreement to lease subject to planning permission (see below).
- (vi) **Planning issues:** Spirit has recently made two new planning applications for changes to the scheme required by their prospective tenants. The first application deals with revisions to the depot site to accommodate specific requirements from the identified lessees. The second application is for the addition of a multi-storey hotel.

The original planning application has an associated section 106 requirement, and this is with Spirit's lawyers for final checking and approval. Once agreed it will be submitted to Network Rail who will be a party to the agreement due to their land ownership, and once agreed by them it will be signed-off. However, the Council's Legal Team are considering whether this will need to be revised in light of the new planning applications.

## Summary

Overall, the project requires full viability to meet the conditions in the development agreement. The residential elements are already fully funded, and Spirit is confident that the retail units can also be funded. They anticipate going to market for funding for the retail and leisure elements in the autumn.

The Council's approach remains that the leisure elements are an essential requirement of the Development Agreement (alongside the multi-storey car park) as the key drivers of additional footfall to regenerate the Town Centre.

<b>Scrutiny Meeting</b>		<b>Agenda Item: 6</b>
<b>Meeting Date</b>	31 August 2016	
<b>Report Title</b>	<b>Performance Monitoring – 2015/16 Quarter 4</b>	
<b>Cabinet Member</b>	Cllr Dewar-Whalley, Finance and Performance	
<b>SMT Lead</b>	Abdool Kara, Chief Executive	
<b>Head of Service</b>	David Clifford, Policy and Performance Manager	
<b>Lead Officer</b>	David Clifford, Policy and Performance Manager	

## 1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the final quarter of 2015/16 (January-March 2016). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives.

## 2 Background

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

## 3 Proposal

- 3.1 Appendix I provides a scorecard for each cabinet portfolio, plus one providing a corporate overview. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.
- 3.2 With the exception of the corporate overview, each scorecard also includes a separate list of ‘exceptions’, providing more information on items shown as red on the scorecards.
- 3.3 Items may show as red for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. The purpose of the exception reports is to enable members to determine where further investigation may be fruitful.
- 3.4 At the year-end point it is worth highlighting Swale’s performance on indicators compared with other councils. National or other appropriate comparator datasets are available for exactly half of the council’s corporate indicators.

- 3.5 Based on this data, 80 percent of Swale’s indicators performed above the comparator median in 2015/16 (compared to 58 percent last year), including 35 percent performing in the best quartile (last year 37 percent). The remaining 20 percent of indicators (last year 42 percent) are performing below the comparator median, with ten percent (last year 26 percent) falling into the worst quartile.
- 3.6 Overall, this position is a marked improvement on previous years, as is illustrated by the chart in Figure 1.

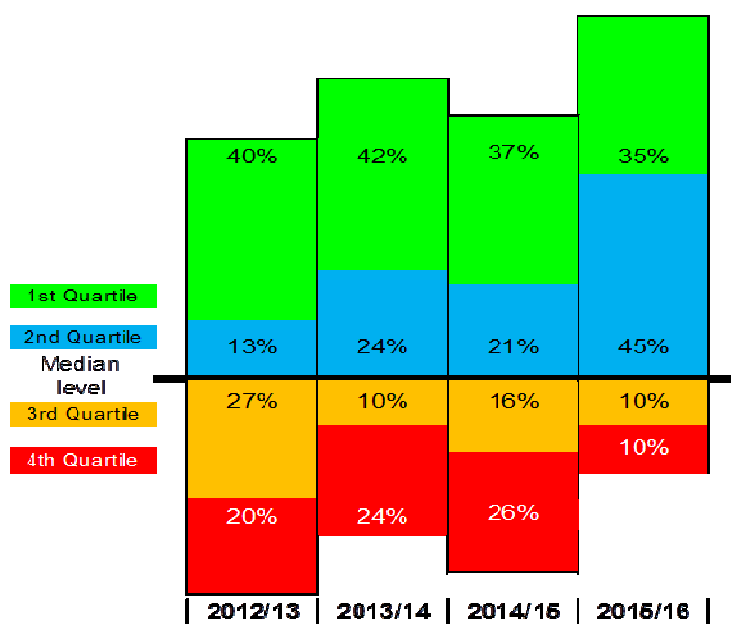


Figure 1: Swale’s corporate indicator performance against national/comparator data

- 3.7 By way of confirmation, this will of course be the last quarter in which the information is presented in the format of the current scorecards, with the individual scorecards updated to reflect the new portfolio responsibilities from Quarter 1.

#### 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 H&S	The scorecards include summary information on both strategic and operational risks. No direct health and safety implications.
Equality/Diversity	No direct implications.

## 7 Appendices

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

- Appendix I: Cabinet portfolio scorecard reports for 2015/16 Quarter 4.

## 8 Background Papers

- Quarterly financial monitoring reports
- Quarterly complaints reports
- Internal audit reports

# CORPORATE OVERVIEW

Balanced scorecard report for 2015/16 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2015/16 Quarter 4	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£1,601,750 (9%)	Underspend	£2,378,070	£2,378,070 (100%)	£2,308,671 (97%)

### Adverse audit opinions

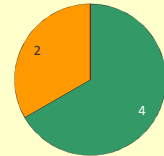
Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

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 4.

### 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>

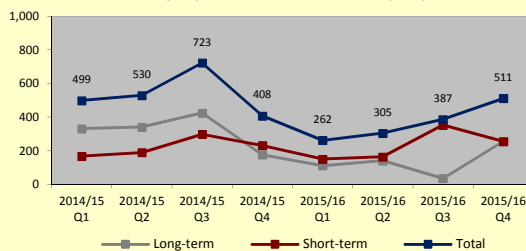


### Workforce count and sickness absence

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	282
2015/16 Q3	284
2015/16 Q4	282

Working days lost to sickness absence (per quarter)



### Strategic risks

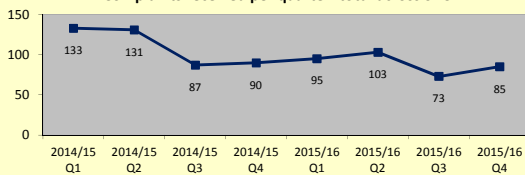
Strategic risk register 2015/16	Score	Likelihood	Impact
1. Welfare reform/wider economic pressures	5	5	3
2. Regeneration and place-shaping	5	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4	4
4. Transforming to meet the financial climate	3	3	3
5. Safeguarding	3	3	4

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 4

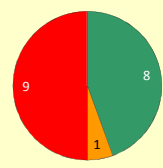
Total complaints received	85
Total complaints responded to within 10 working days	82
Proportion of complaints responded to within 10 working days (target: 90%)	96%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	75

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the final quarter of 2015/16. Three-quarters of corporate indicators met their targets, with the remainder split roughly evenly between those more and less than 5% adrift of target. It should be emphasized that targets generally get harder each year, so the 75% achievement this year is a much better result than the 71% achieved last year. Indeed, 2015/16 was Swale's best ever year in terms of indicator comparisons with other councils, with almost four-fifths of comparable indicators performing above the national median. Complaint numbers are stable and timeliness in responding to them is the best it has ever been at 96% within ten days. Short-term sickness absence fell back during Quarter 4 after spiking in Quarter 3, but a rise in long-term absence means that overall absence is now higher than it has been all year. Actions and risks continue to be well managed, and Audit issued no 'weak' or 'poor' control opinions during Quarter 4.

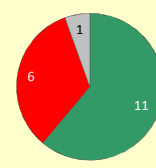
### Local area perception survey 2015

Indicators and targets (RAG)



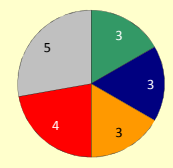
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



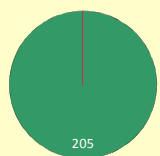
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

## Service Perspective

### Planned actions

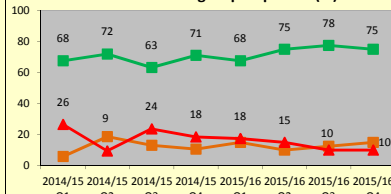
Actions in 2015/16 service plans



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

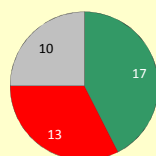
### Performance indicators

Indicators and targets per quarter (%)



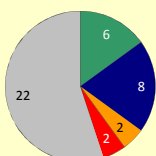
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q4



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

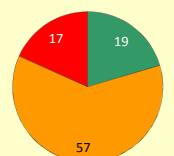
Quartile positions in latest available data



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

### Operational risks

Operational risks in 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 4

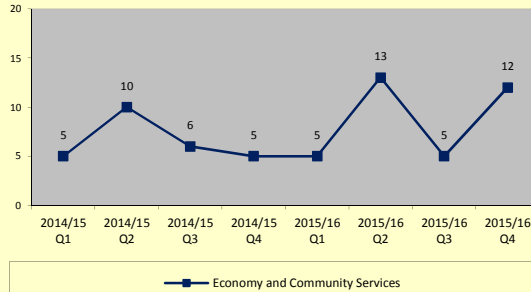


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

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



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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	12	12	100

#### Local Government Ombudsman complaints

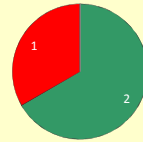
No complaints were referred to the Local Government Ombudsman during the quarter.

#### Compliments received during 2015/16 Quarter 4

Economy and Community Services	4
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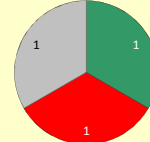
### Local area perception survey 2015

Indicators and targets (RAG)



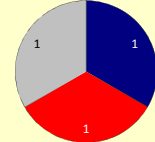
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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.

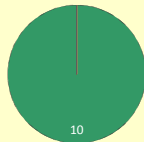
## Summary from the Policy and Performance Team

For the year ending March 2016, all crime is up 2% on the previous year (10,059 recorded incidents). This ranks Swale eighth out of the 15 LA areas in its most similar group, just into the third quartile. During the year, dwelling and non-dwelling burglaries fell by 14% and 15% respectively, with the Community Safety Unit playing an active role in the reduction through provision of safety tips and equipment. Part of the overall increase in crime can be traced to reporting of domestic abuse, which increased by 22% to 2,940 incidents within the year. There is a similar pattern across Kent, which is believed to reflect the increased confidence of victims to report what has historically been an underreported crime. Domestic abuse is another key priority for the CSP, and further work is being undertaken to better understand these figures. For information, incidents reported to Kent Police which occurred within the Sheppey prisons made up 1.1% of Swale's total incidents during 2015.

## Service Perspective

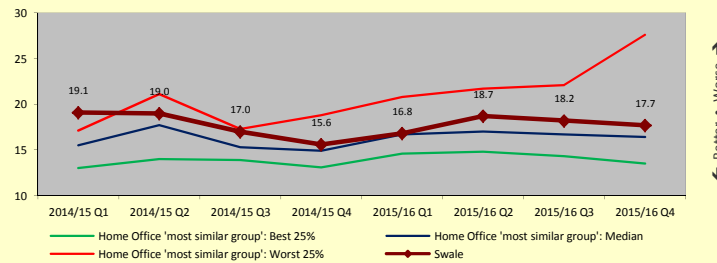
### Planned actions

Actions in 2015/16 service plans



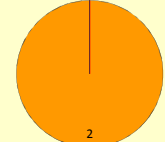
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### All crime per 1,000 population



### 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 4	Budget 15/16	Projected year-end position
Economy and Community Services	£2,194,290	£209,410 (10%) 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 4	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)

## 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 4:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 4.

**List of Exceptions for 2015/16 Quarter 4  
Community Safety and Health**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
CSP/001	All crime per 1,000 population.	Red against target (target: 60.7 crimes for the rolling year to end-March; outturn: 70.7 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.)
<b>Local area perception survey indicators</b>		
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%).
LI/LAPS/03	Proportion of people perceiving antisocial behaviour as a very or fairly big problem.	This appears to be a year-on-year deterioration (2014: 14%. 2015: 16%) but note that this change is not statistically significant.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[No Red risks]		

# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2015/16 Quarter 4

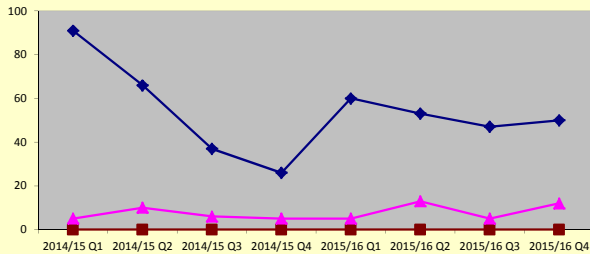


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

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



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

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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	100
Policy and Performance	0	0	N/A

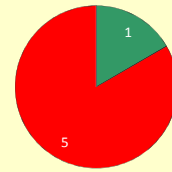
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2015/16 Quarter 4

Commissioning & Contact	58	Policy and Performance	0
Economy and Community	4		

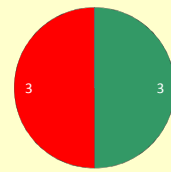
### Local area perception survey 2015

Indicators and targets (RAG)



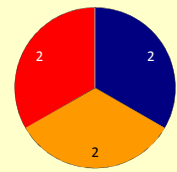
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



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

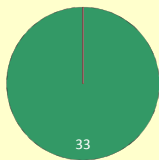
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the final quarter of 2015/16. Performance on indicators continues to improve, with 100% of targets for the year having been met. Swale's indicator performance relative to other councils is very good, with more than half of indicators for which comparisons can be made performing among the best 25% of authorities and all but one above the national median. Budgets, complaints, projects, service-plan actions and risks continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

### Planned actions

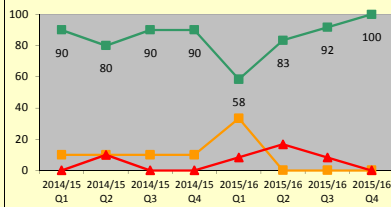
Actions in 2015/16 service plans



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

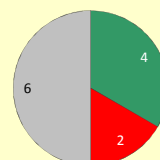
### Performance indicators

Indicators and targets per quarter (%)



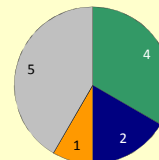
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q4



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

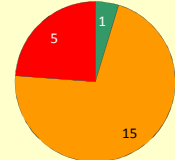
Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2015/16 Quarter 4	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%) Underspend
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend
Policy and Performance	£204,010	£29,510 (14%) Underspend

### Large projects

Sustainable Sheppey	<a href="http://www.swale.gov.uk/sustainable-sheppey-3/">http://www.swale.gov.uk/sustainable-sheppey-3/</a>
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

### Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)
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 4: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

**List of Exceptions for 2015/16 Quarter 4**  
**Environment and Rural Affairs**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
NI 191	Residual household waste per household	Year-on-year deterioration (2014/15 Q4: 478kg; 2015/16 Q4: 480kg). Note that this indicator remains green against target.
LI/PS/0003	Penalty charge notice recovery rate	Year-on-year deterioration (2014/15 Q4: 69%; 2015/16 Q4: 65%). Note that this indicator remains green against target.
<b>Local area perception survey indicators</b>		
LI/LAPS/07	Agreement that the borough council is making the area cleaner and greener.	Red against target (target: 59%; outturn: 52%). This is an improvement on the 2014 outturn of 48%.
LI/LAPS/13	Satisfaction with keeping the streets free of litter (all survey respondents).	Red against target (target: 50%; outturn: 45%). This appears to be an improvement on the 2014 outturn of 42%.
LI/LAPS/14	Satisfaction with kerbside recycling (service users).	The 2015 outturn of 76% is a statistically significant deterioration on the 2014 outturn of 83%.
LI/LAPS/16	Satisfaction with parks and open spaces (service users).	Red against target (target: 70%; outturn: 66%). This appears to be a deterioration on the 2014 outturn of 68% but is not statistically significant.
LI/LAPS/18	Satisfaction with parking enforcement (service users).	Red against target (target: 40%; outturn: 30%). The 2015 outturn is a statistically significant deterioration on the 2014 outturn of 41%.
LI/LAPS/20	Satisfaction with refuse collection (service users).	Red against target (target: 85%; outturn: 79%). This is a statistically significant improvement on the 2014 outturn of 74%.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Insufficient resource to deliver a shared service (Environmental Health).	Combined likelihood/impact score: 15.
	Dissolution of partnership (Environmental Health).	Combined likelihood/impact score: 12.
	Damage to reputation (Environmental Health).	Combined likelihood/impact score: 12.
	Change in political and/or senior leadership (Environmental Health).	Combined likelihood/impact score: 12.
	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 4

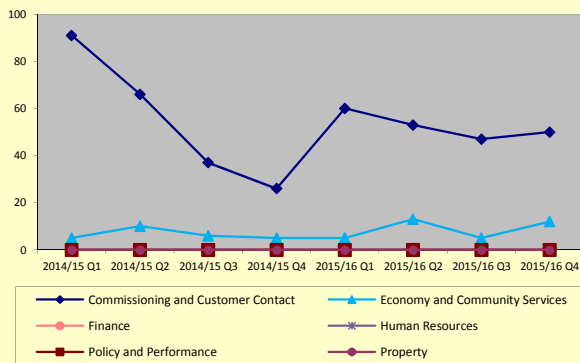


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



Compliments received during 2015/16 Quarter 4

Commissioning and Customer Contact	58	Economy and Community Services	4
Finance	0	Human Resources	0
Policy and Performance	0	Property	0

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

#### Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the final quarter of 2015/16. Two corporate performance indicators out of nine in these portfolios did not make their targets for the year, although both were within 5% of doing so. Two-thirds of indicators were improved from last year, and four-fifths of those for which comparator data is available finished the year above the national median. Projects, risks and service-plan actions on these portfolios 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 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	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

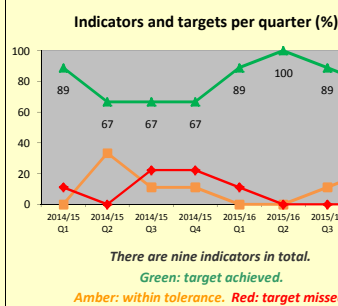
#### Planned actions

Actions in 2015/16 service plans

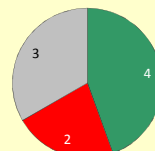


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Performance indicators

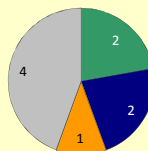


Indicators improved or deteriorated from 2014/15 Q4



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

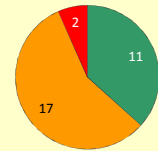
Quartile positions in latest available data



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

#### Risk management

Operational risks



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

### Corporate Perspective

#### Budget monitoring

At end of 2015/16 Quarter 4	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%) Underspend		£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend		£580,840	£580,840 (100%)	£547,795 (94%)
Finance	£755,390	£5,700 (1%) Underspend		£22,760	£22,760 (100%)	£20,213 (89%)
Human Resources	£351,180	£14,540 (4%) Underspend		£0	£0 (%)	£0 (%)
Property	£540,450	£117,130 (22%) Underspend		£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£29,510 (14%) Underspend		£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 4.

#### Large projects

**Tackling Inequality** <http://intranet/projects/Equalities%20Frame>  
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 4****Combined report for the Finance and Performance portfolios**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
BV78a	Speed of processing new housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q4: 12.5 days; 2015/16 Q4: 17.2 days). Note that this indicator remains within 5% of target.
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q4: 5.1 days; 2015/16 Q4: 6.4 days). Note that this indicator remains green against target.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Outtage of ICT service.	Combined likelihood/impact score: 15.
	Temporary increase in work volumes (Legal).	Combined likelihood/impact score: 12.



# HOUSING

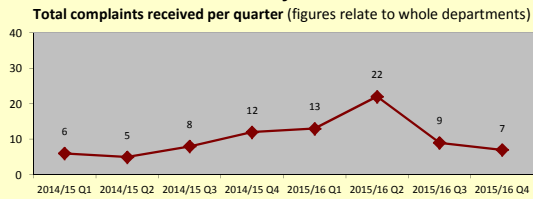
Balanced scorecard report for 2015/16 Quarter 4



Cabinet Member: Cllr Wright

## Customer Perspective

### Customer feedback



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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Resident Services	7	6	86

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

Compliments received during 2015/16 Quarter 4

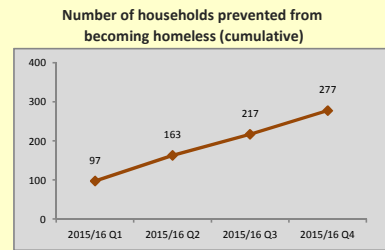
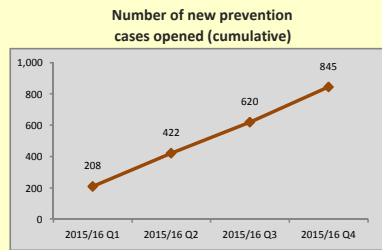
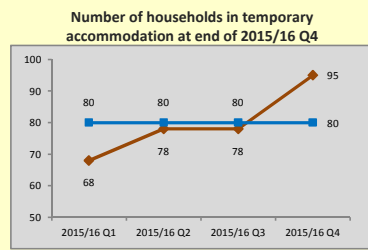
Resident Services	13
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### Summary from the Policy and Performance Team

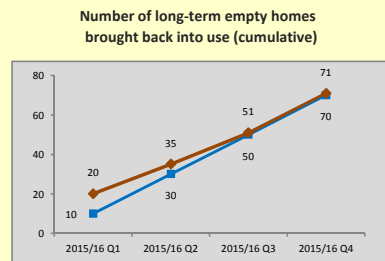
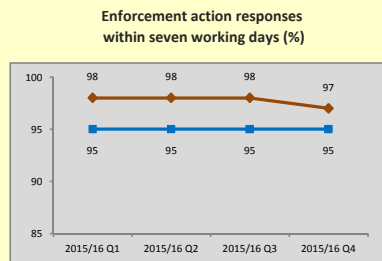
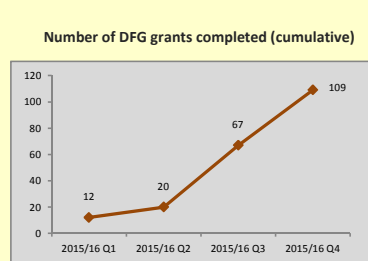
This scorecard gives an overview of council performance on the Housing portfolio at the end of the final quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation has risen to 95, which is in excess of the target maximum of 80. Given the pressures facing housing departments across the country, Swale is by no means alone in experiencing a rise in the number of households it places into TA, and the figure of 95 households at the year-end point puts Swale into the third quartile nationally on this measure. Complaints remain down on previous quarters notwithstanding ever-increasing workloads, and timeliness in responding to them is fair at 86% within ten days. Budgets, risks and service-plan actions are being well managed, and no adverse audit opinions were received during the quarter.

Chart legend: Target ——— Actual ———

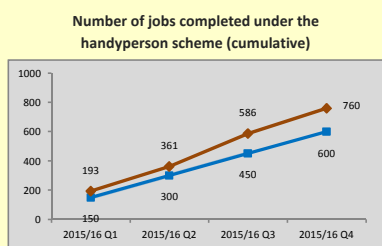
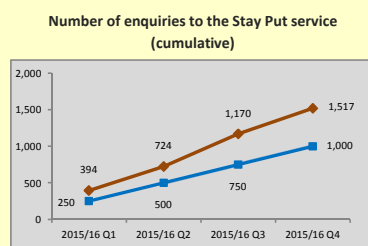
## Housing Options



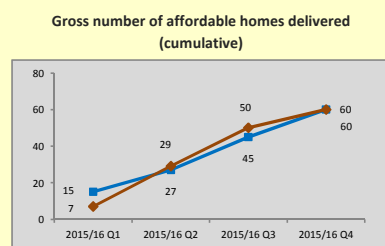
## Private Sector Housing



## Stay Put Service



## Housing Strategy



## Corporate Perspective

### Revenue budget

At end of 2015/16 Quarter 4	Budget 15/16	Projected year-end position
Resident Services	£885,130	£245,920 (28%) Underspend

### Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,332,060	£1,332,060 (100%)	£1,079,746 (81%)

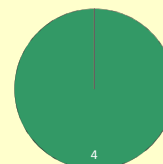
### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 4.

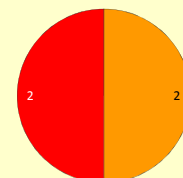
### Planned actions

Actions in 2015/16 Service Plans



### Risk management

Operational Risks



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

RAG denotes combined likelihood and impact scores. Red: high (>12). Amber: medium. Green: low (<54).

**List of Exceptions for 2015/16 Quarter 4  
Housing**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
NI 156	Number of households living in temporary accommodation.	Red against target (target maximum: 80 households; outturn at end of Q4: 95 households). Year-on-year deterioration (2014/15 Q4: 69 households; 2015/16 Q4: 95 households).
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q4: 156 homes; 2015/16 Q4: 60 homes). Note that this indicator remains green against the target of 60 homes.
LI/HS/01	Number of long-term empty homes brought back into use	Year-on-year deterioration (2014/15 Q4: 81 homes; 2015/16 Q4: 71 homes). Note that this indicator remains green against the target of 70 homes.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	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 4

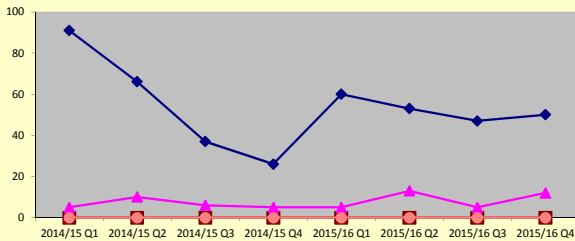


Cabinet Member: Cllr Whiting

## Customer Perspective

### Customer feedback

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



Legend: Commissioning and Customer Contact (blue), Economy and Community Services (magenta), Policy and Performance (red), Property (orange)

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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

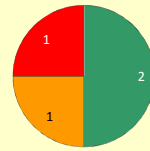
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 4

Commissioning & Contact	58	Economy & Community	4
Policy & Performance	0	Property	0

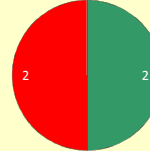
### Local area perception survey 2015

Indicators and targets (RAG)



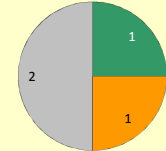
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



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

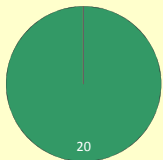
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the final quarter of 2015/16. While the membership level of the Swale Community Empowerment Network is buoyant, the number of residents attending local engagement forums has continued its decline, and a recommendation to cease the LEFs and Rural Forum was approved by Council in March. Budgets, service plans, projects and risks are being well managed on this portfolio, and no adverse audit opinions were issued during the quarter.

## Service Perspective

### Planned actions

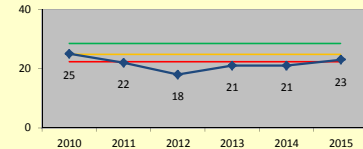
Actions in 2015/16 service plans



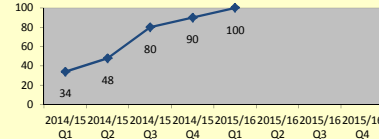
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Volunteering and engagement indicators

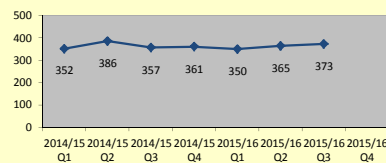
People who have given unpaid help to a club, society or organisation at least once per month in the last year (showing 2008 national quartiles)



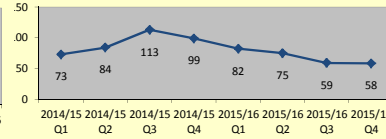
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

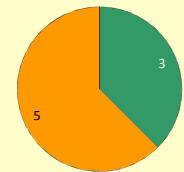


Number of residents attending community engagement events



### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2015/16 Quarter 4	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%) Underspend
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend
Policy and Performance	£204,010	£29,510 (14%) Underspend
Property	£540,450	£117,130 (22%) Underspend

### Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)
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 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

### Large projects

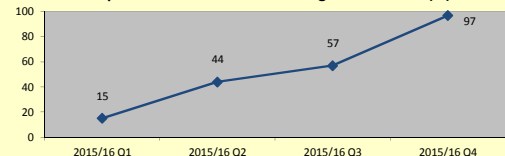
#### Community governance review

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

This project is now complete.

### Members' Localism Grant

Proportion of members' localism grant allocated (%)



**List of Exceptions for 2015/16 Quarter 4**  
**Localism, Culture, Heritage and Sport**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Local area perception survey indicators</b>		
LI/LAPS/10	Agreement that the borough council acts on the concerns of local residents.	The 2015 outturn (49%) appears to be a deterioration on the 2014 outturn (50%) but this is not statistically significant.
LI/LAPS/19	Satisfaction with sports/leisure facilities (service users).	Red against target (target: 52%; outturn: 46%). The 2015 outturn is a statistically significant deterioration on the 2014 outturn of 53%.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[No Red risks]		

# PLANNING

## Balanced scorecard report for 2015/16 Quarter 4

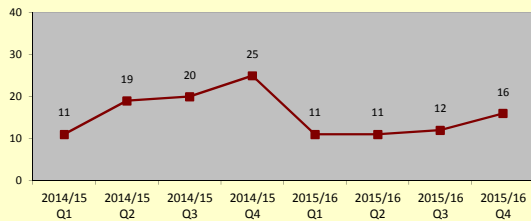


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



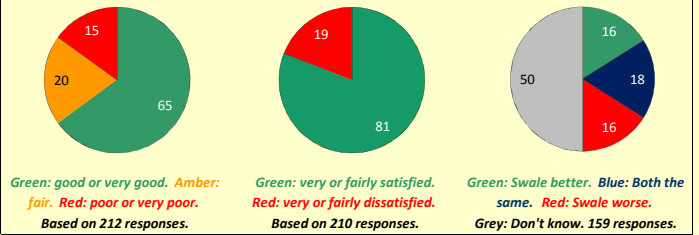
Complaints responded to within 10 working days (target: 90%)

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Development Services	16	16	100

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

#### Planning customer satisfaction survey 2013 (survey runs every three years)

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



### Summary from the Policy and Performance Team

Recent improvement in performance was sustained during the final quarter of 2015/16, with three-quarters of indicators either meeting their targets at year-end or within 5% of meeting them. This includes all indicators measuring timeliness of processing applications. Of the four indicators for which national comparator data is available, three are now performing above the median, although one remains in the bottom quartile nationally (see exceptions report). Complaint levels are broadly stable, and timeliness of responding to them is now excellent at 100% within 10 days. Planning fee receipts have been lower than expected, which has contributed to a 3% overspend on the Planning budget. 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. These risks are due to be updated for 2016/17. The portfolio's two large projects are both Green, and no adverse audit opinions were received 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%	33%		

Benchmarking data is not currently available for this indicator.

### Service Perspective

#### Planned actions

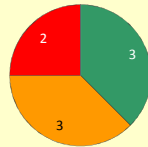
Actions in 2015/16 service plans



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

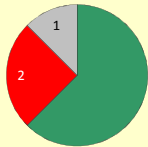
#### All service-plan performance indicators

Indicators and targets (RAG)



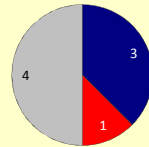
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014/15 Q4



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

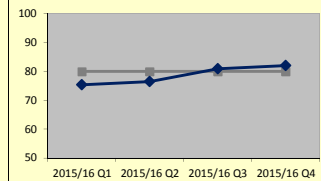
Indicator quartile positions in latest available data



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

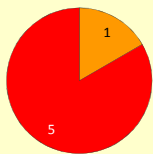
#### Planning enforcement

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



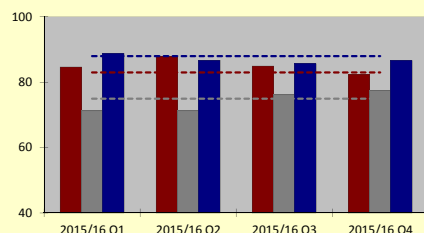
#### Risk management

Operational risks



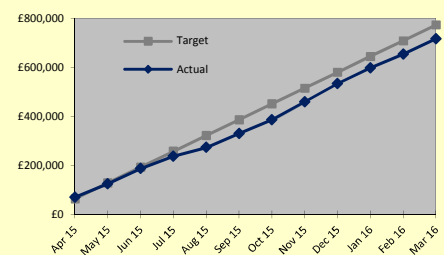
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### 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



### Corporate Perspective

#### Budget monitoring

At end of 2015/16 Quarter 4	Revenue budget		Capital expenditure		
	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£882,940	£27,730 (3%) Overspend	£119,680	£119,680 (100%)	£119,678 (100%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

#### Neighbourhood planning

Neighbourhood plans adopted: **0**      Neighbourhood plans in development: **3**

Absolute number of plans adopted and in development since 2011/12.

#### Large projects

Community Infrastructure Levy <http://intranet/projects/Local%20develop>

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

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

Local Plan <http://intranet/projects/Local%20develop>

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

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

**List of Exceptions for 2015/16 Quarter 4  
Planning**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
LI/LS/LCC01	Percentage of all local land searches completed in five working days.	Red against target (target: 95%; outturn: 70%). Note: The final year-end outturn is a significant improvement over the position at the mid-year point, when performance was at 52%. It is anticipated that the 95% target will be achievable going forwards.
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 87%; national 25th percentile: 89%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 16.0%). Year-on-year deterioration (2014/15 Q4: 13.2%; 2015/16 Q4: 16.0%).
LI/TBC/02	Proportion of major planning applications overturned at appeal	Year-on-year deterioration (2014/15 Q4: 2%; 2015/16 Q4: 4%). Note that this indicator remains green against the target maximum of 10%.
<b>Local area perception survey indicators</b>		
LI/LAPS/17	Satisfaction with Planning (service users).	Red against target (target: 41%; outturn: 33%). Note that the low base of 61 respondents for this indicator results in a very high margin of error.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	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 4

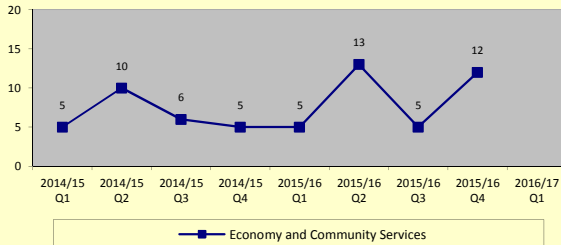


Cabinet Member: Cllr Cosgrove

### Customer Perspective

#### Customer feedback

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



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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	12	12	100

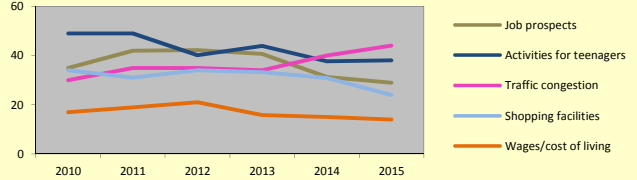
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2015/16 Quarter 4

Economy and Community Services	4
--------------------------------	---

#### Local area perception survey 2015

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



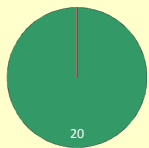
### Summary from the Policy and Performance Team

This scorecard gives an overview of the quantitative aspects of council performance on the Regeneration portfolio, together with some wider demographic information, at the end of the final quarter of 2015/16. The Sittingbourne town centre project remained Amber at the end of the quarter as a result of ongoing questions over viability. 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

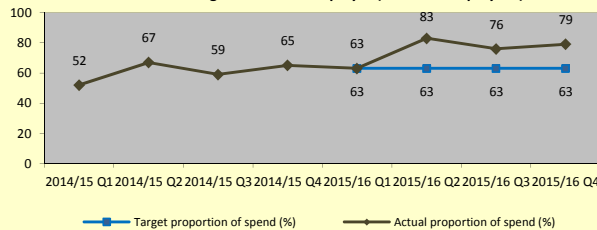
Actions in 2015/16 service plans



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

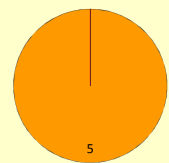
#### Local procurement

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



#### 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 4	Budget 15/16	Projected year-end position
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)

#### Adverse audit opinions

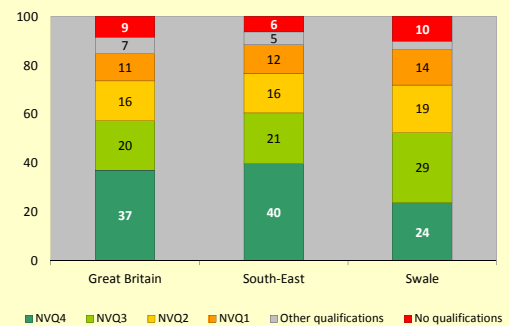
Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 4.

### Portfolio Perspective: Business and Skills

#### Swale skills profile

Proportion of workforce by NVQ qualification level (%)  
From latest available data (January 2016)



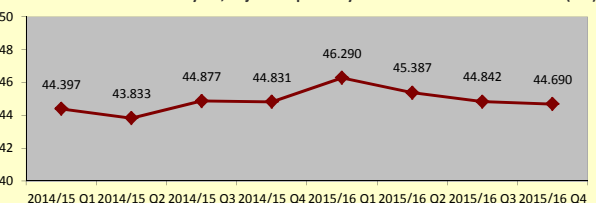
#### Large projects

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

#### Rateable business growth

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



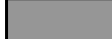




**List of Exceptions for 2015/16 Quarter 4  
Regeneration**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Local area perception survey indicators</b>		
[No exceptions]		
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[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	The creation of a permanent, full-time MKSD position, line managed by the Chief Executive of MBC, 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. All three authorities have formally made the decision to agree the MKSD collaboration agreement. Paul Taylor's secondment ended on 31 July and an interim MKSD, Steve McGinnes (the Head of Mid-Kent Revenues and Benefits), has been appointed until a permanent postholder is in place. Maidstone are running the recruitment process and will we will be going to market for a replacement Head of Mid-Kent Legal Services as part of the same exercise.
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 Services Director. A review of the overarching governance document (including moving to the Partnership existing in perpetuity with appropriate break clauses; changing the name of the Partnership from MKIP to MKS; and agreeing new the objectives and strategic priorities) and model collaboration agreement has taken place with those changes being formally approved at a co-located meeting on 4 July 2016.
Scrutiny	MKIP Governance and Communications	9	That a joint Communication Plan is developed.	Accepted	A. Kara	Ongoing	A Communications Plan has been developed and approved by the MKS Board. The Support Officer is currently undertaking the agreed actions throughout the year with regular updates to Chief Executives and to the Board. There is a dedicated MKS webpage on the SBC website, the Annual Report 2015/16 is nearing completion, member briefings are being planned for next year, the MKS Newsletter is back in regular circulation and there will soon be an all-member survey on MKS.
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 Support Officer continues to provide updates on progress against actions as a standing item at Chief Executives' meetings and at MKS Board meetings (17 December 2015, 24 March 2016, 28 June 2016 (Away Day)).
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	MKS papers will only be placed on the internal Intranet facility (and new SharePoint site), not published via the Council's external website.

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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31 August 2016	Agenda Item 9
<b><i>Scrutiny Committee Work Programme for 2016/17</i></b>	
Report author:	Bob Pullen – Policy and Performance Officer
<b>Recommendations</b> That the Committee considers which topics or services it should review during the course of the year.	

## 1 Purpose of report

- 1.1 Following the initial discussion of the Committee’s work programme for the forthcoming year at the meeting on 9 June, this report collates the suggestions made at that meeting and provides an initial analysis to help the Committee to select and prioritise what reviews might be taken forward.

## 2 Background

- 2.1 Each year, the Committee decides which topics it should review and in what priority order. This process has been delayed this year as little progress had been made on three reviews which had been identified in the previous year.

## 3 Discussion

- 3.1 As acknowledged at the meeting held on 9 June, if the Scrutiny Committee is to be effective and bring real value, it will need to focus on where it can make its biggest impact. This means basing decisions on what topics or services to review on clear objectives and hard evidence why such a review is justified.
- 3.2 The topics and services that were suggested as possible areas to review at the meeting on 9 June are listed in the schedule at Appendix I together with existing activity or reviews.
- 3.3 In prioritising which reviews to take forward, it should be remembered that the Committee will also be considering regular finance and performance reports and undertaking the annual scrutiny of the Cabinet’s budget proposals which all needs to be fitted into the Committee’s work schedule.

There may also be other urgent items arising during the course of the year which will require the Committee's attention.

- 3.4 New reviews will need to be scoped and a review plan (setting out clear justification, objectives, timescales and what information is being sought, and from whom), will need to be approved by the Committee in advance of any work starting in earnest.

## **4 Conclusion**

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

## **5 Officer contacts**

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

## Scrutiny Committee – Possible review activity 2016/17

Topic	Ongoing review/activity?	Commentary
1 - Financial monitoring	Yes	The Committee will continue to receive quarterly financial monitoring reports during the course of the year to review.
2 - Performance monitoring	Yes	The Committee will continue to receive quarterly performance monitoring reports during the course of the year to review.
3 - Council Budget	Yes	The annual review of the Cabinet's budget proposals for 2017/18 will take place at the Scrutiny Committee meeting on 26 January 2017.
4 – Fees and charges	Yes	The Committee has traditionally reviewed the Cabinet's proposals for setting Fees and Charges for Council Services for the next financial year. This is likely to take place at the Scrutiny Committee meeting on 16 November 2016.
5 – Leisure and tourism	Yes	This review is being taken forward by a Task and Finish Group. A report is due to be considered by the Committee on 12 October 2016.
6 - Housing services	Yes	This review is being taken forward by a Task and Finish Group. A report is due to be considered by the Committee on 12 January 2017.
7 – Development management	Yes	This review is being taken forward by a Task and Finish Group. A report is due to be considered by the Committee on 12 January 2017.
8 – Update on Sittingbourne Town Centre regeneration	Yes	An update on Sittingbourne Town Centre Regeneration is scheduled to be considered by the Committee on 31 August 2016. Following that, the Committee will consider the frequency with which further updates need to take place and any further action.
Street cleansing	No	Suggested at Scrutiny Committee meeting on 9 June.
Mid Kent Services update	No	Suggested at the Scrutiny Committee meeting on 9 June. During the 2014/15 Municipal Year, a Task and Finish Group of the Committee had undertaken a

Topic	Ongoing review/activity?	Commentary
		joint review of Mid Kent Improvement Partnerships (MKIP – now renamed Mid Kent Services (MKS)) with Maidstone and Tunbridge Wells Scrutiny Committees of Governance and Communications. The Committee receive a report on the implementation of recommendations made in that report at each meeting, but the purpose of this would be a more general update on MKS services. Alternatively, this could be held as an all-Member briefing as part of the regular development/training slots?
Troubled Families programme	No	This is something SBC does in partnership with the Kent County Council-led programme, so could possibly be done as part of an update?
Safeguarding	No	Again, is this something that is more appropriate as an update?

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

**September 2016 - December 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 Gerry Lewin** – Deputy Leader and Cabinet Member for Planning

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

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

**Councillor David Simmons** – Cabinet Member for Environment and Rural Affairs

**Councillor Alan Horton** – Cabinet Member for Safer Families and Communities

**Councillor Ken Pugh** – Cabinet Member for Housing and Wellbeing

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>Comensura Contract Extension</p> <p>This report seeks approval from Cabinet to extend the existing contract with Comensura from 1 October 2016 to 30 September 2017.</p>	<p>Cabinet 7 September 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 and Performance</p> <p>Baljinder Sandher</p>
	<p>Government Four Year Efficiency Plan</p> <p>In the local Government Financial Settlement for 2016/17 the Government introduced the concept of assurance on local authority funding in return for submitted a Four Year Efficiency Plan by 14 October 2016.</p>	<p>Cabinet 7 September 2016</p>	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance</p> <p>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
			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>Asset Transfer of Iwade Recreation Ground and associated features to Iwade Parish Council</p> <p>This report requests permission to transfer the recreation ground and facilities to Iwade Parish Council on a 125 year lease.</p> <p>Swale Borough Council will receive the land from the housing developer and look to transfer over to the Parish Council.</p> <p>The report sets out the reasons and head of terms to start the process.</p>	Cabinet 7 September 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	Open		Cabinet Member for Finance and Performance  Martyn Cassell

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
			divisions in the area of the local authority.			
	<p>Limited Liability Partnership (LLP)</p> <p>To seek Cabinet approval to create a Limited Liability Partnership (LLP) between Swale Borough Council and Public Sector Plc to be used as a vehicle to unlock regeneration, assist the Council's asset management, offer an alternative to normal market disposal, and other potential individual asset arrangements enabling the Council to share in development profit, provide an additional option for its assets and land holdings, and maximise the Council's capital and revenue funding streams. The report is presented in two parts. The public report incorporates all the information that is considered appropriate to place in the public domain in order to inform the decision of members. The exempt report is considered necessary to</p>	Cabinet 7 September 2016	<p>Key</p> <p>It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates. 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</p>	Part exempt		<p>Cabinet Member for Finance and Performance</p> <p>Mark Radford</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
	deal with certain matters on a confidential basis in order to maintain commercial confidentiality. Once the partnership is established it would look for opportunities to pursue property related projects in the borough. The LLP itself is not a developer of property but a facilitator, acting as a forum to bring together expertise and ideas about the potential use of property assets, and then through agreed procedures approving projects to proceed.		authority..			
	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 7 September 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	Open		Cabinet Member for Safer Families and Communities  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
			living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Financial Management Report: April - June 2016</p> <p>This report shows the revenue and capital projected outturn for 2016/17 as at the end of period 3, covering the period from April to June 2016.</p>	Cabinet 7 September 2016	Non-Key This is not a key decision as it is for information only.	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Proposal to move to a Single Employing Authority for the Mid Kent Environmental Health Service</p> <p>Co-located Meeting to be arranged.</p> <p>To consider adopting a single employing authority for the Mid Kent Environmental Health Service (MKEH) to provide an effective platform for future service development whilst</p>	Cabinet	Non-Key	Open		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Tracey Beattie</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
	retaining existing two site model. It summarises the range of benefits of moving to a single employer and considers how this supports the priorities of Mid Kent Improvement Partnership.					
	Award of Merchant Services Contract  To seek authorisation from Cabinet to agree award of the Merchant Services contract after a tendering exercise.	Cabinet 5 October 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 and Performance  Nick Vickers
	Public Conveniences Cleaning and Minor Maintenance Contract Renewal  The report contains a proposal	Cabinet 5 October 2016	Key It is likely to result in the Council incurring	Open		Cabinet Member for Environment and Rural Affairs  Alan Turner

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
	to retender the public conveniences cleaning and minor maintenance contract.		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. 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..			
	Business Rate Pooling  To seek cabinet agreement to participate in a business rate pool for 2017/18.	Cabinet 5 October 2016	Non-Key	Open		Cabinet Member for Finance and Performance  Nick Vickers

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
	Minutes of the South Thames Gateway Building Control Joint Committee held on 22 September 2016	Cabinet 5 October 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 local authority.	Open		Cabinet Member for Planning  James Freeman
	Minutes of the Swale Joint Transportation Board meeting held on 12 September 2016	Cabinet 5 October 2016	Non-Key This is not a key decision because is it not likely to result in the local authority incurring	Open		Cabinet Member for Regeneration  Dave Thomas

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
			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>Minutes of the Local Development Framework Panel on 22 September 2016</p> <p>This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by Full Council.</p>	<p>Cabinet 5 October 2016</p>	<p>Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.</p>	<p>Open</p>		<p>Cabinet Member for Planning  Gill Harris</p>
	<p>Review of Fees and Charges</p> <p>The report invites Cabinet to consider the proposals for the</p>	<p>Cabinet 9 November 2016</p>	<p>Key It is likely to result in the Council</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance  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
	level of fees and charges to be levied for the next financial year 2017/18 for submission to Council. Charges will take effect from 1 April 2017.		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>Stray Dog Kennel and Re-homing Contract</p> <p>The current stray dog kennel and re-homing Contract ends in 2017. This paper makes recommendations for service provision and seeks approval for any new contracts.</p>	Cabinet 7 December 2016	Non-Key	Open		<p>Cabinet Member for Safer Families and Communities</p> <p>Alister Andrews</p>
	<p>Contract for the provision of a pest control service within Swale</p> <p>The current pest control contract ends on 31 December 2017. This paper makes</p>	Cabinet 7 December 2016	Key It is likely to result in the Council incurring expenditure above £100,000	Open		<p>Cabinet Member for Safer Families and Communities</p> <p>Alister Andrews</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
	recommendations for service provision and seeks approval for any new contracts.		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>Minutes of the Local Development Framework Panel on 1 December 2016</p> <p>This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by Full Council</p>	Cabinet 7 December 2016	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning Gill Harris
	<p>Financial Management Report - April to September 2016</p> <p>This report shows the revenue and capital projected outturn for 2016/17 as at the end of period 6, covering the period from April to September 2016.</p>	Cabinet 7 December 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance Nick Vickers

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>Medium Term Financial Plan and 2017/18 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2017/18 Budget.</p>	<p>Cabinet 7 December 2016</p>	<p>Non-Key This is not a key decision as it will be considered and decided by full Council.</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Minutes of the South Thames Gateway Building Control Joint Committee held on 8 December 2016</p>	<p>Cabinet 11 January 2017</p>	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Planning</p> <p>James Freeman</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Minutes of the Swale Joint Transportation Board meeting held on 19 December 2016	Cabinet 11 January 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Regeneration  Dave Thomas
	Treasury Management Strategy Statement and Investment Strategy 2017/18  This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment	Cabinet 1 February 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers

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
	Strategy for the Council in 2017/18. It will be proposed to Council at the meeting on 15 February 2017.					
	<p>Medium Term Financial Plan and 2017/18 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2017/18 Budget.</p>	Cabinet 1 February 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	<p>Financial Management Report: April - December 2016</p> <p>This report shows the revenue and capital projected outturn for 2016/17 as at the end of period 9, covering the period from April to December 2016.</p>	Cabinet 15 March 2017	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	Minutes of the Swale Joint Transportation Board meeting held on 6 March 2017	Cabinet 15 March 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in	Open		Cabinet Member for Regeneration  Dave Thomas

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
			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>Minutes of the Local Development Framework Panel on 9 February 2017</p> <p>This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by Full Council</p>	<p>Cabinet 15 March 2017</p>	<p>Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.</p>	<p>Open</p>		<p>Cabinet Member for Planning  Gill Harris</p>
	<p>Minutes of the South Thames Gateway Building Control Joint Partnership held on 16 March 2017</p>	<p>Cabinet 24 May 2017</p>	<p>Non-Key This is not a key decision because is it not likely to result in the local</p>	<p>Open</p>		<p>Cabinet Member for Localism, Sport, Culture and Heritage  James Freeman</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			<p>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>			

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