

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Thursday, 12 January 2017

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 16 November 2016 (Minute Nos. 1006 - 1015) and the Extraordinary Meeting held on 29 November 2016 (Minute Nos. 1031 - 1035) 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 Item**

5. Performance Monitoring Report - 2016-17

1 - 16

The Committee is asked to consider the Performance Monitoring Report 2016-17 Quarter 1. The Policy and Performance Manager, the Cabinet Member for Finance and Performance and the Deputy Cabinet Member for Finance and Performance have been invited to attend for this item.

**Part Two - Business Items**

6. Reviews at Follow-up Stage and Log of Recommendations

17 - 18

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

7. Other Review Progress Reports

The Committee is asked to consider updates on other reviews:

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

8. Cabinet Forward Plan

19 - 34

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

9. Urgent Business Requests

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

10. Committee Work Programme

35 - 36

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

## Issued on Tuesday, 3 January 2017

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

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

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<b>Scrutiny Committee</b>		<b>Agenda Item: 5</b>
<b>Meeting Date</b>	12 January 2017	
<b>Report Title</b>	<b>Performance Monitoring – 2016/17 Quarter 1</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 first quarter of 2016/17 (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 for several years now. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators.
- 2.2 With the changes to the composition of Cabinet portfolios at the start of this financial year, the scorecards have been updated to reflect both the new spread of responsibilities and additional items of information as requested by individual Cabinet members in the course of one-to-one discussions over the summer and autumn.
- 2.3 Many of the metrics provided on the scorecards this quarter are completely new measures, which will take more than a single quarter to build into an informative time series. The scorecards do of course remain a work in progress, and members are always welcome to suggest further refinements.

## **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 consider where further investigation may be fruitful.

#### **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**

<b>Issue</b>	<b>Implications</b>
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 financial management reports produced by Finance and considered by Cabinet and Scrutiny.
Legal and Statutory	Few direct implications, as with 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 corporate indicator set and the local area perception survey both include measures on crime and antisocial behaviour.
Sustainability	No direct implications, although the corporate indicator set includes measures climate change and sustainability.

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 the council's comprehensive risk register. 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: Scorecard reports for 2016/17 Quarter 1.

# CORPORATE OVERVIEW

Balanced scorecard report for 2016/17 Quarter 1



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2016/17 Quarter 1	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,451,268	£199,000 (1%)	Underspend	£2,756,000	£689,000 (25%)	£346,003 (13%)

### Adverse audit opinions

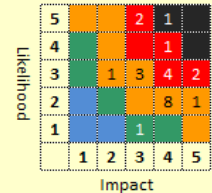
Number of poor or weak control opinions received during 2016/17 Quarter 1: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 1.

### Risk management

#### Comprehensive risk register: spread of residual risk scores

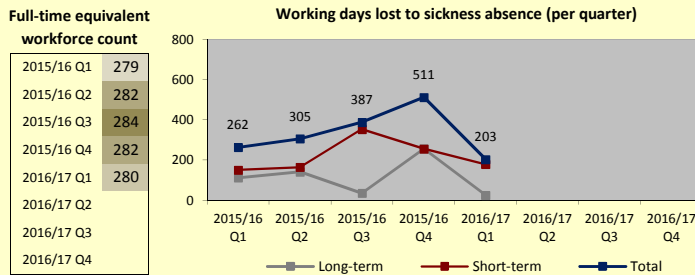
The council's comprehensive risk register lists all identified risks, regardless of where in the organisation they arise. Scores used in this summary are the current residual combined impact and likelihood score, after existing risk treatments have been factored in. Scores are graded **Black** (≥20), **Red** (12<20), **Amber** (5<12), **Green** (3<5), **Blue** (≤2).



#### Comprehensive risk register: summary excerpt

Following the adoption of the new risk management framework, the new comprehensive risk register remains under development. Once this is complete, future iterations of the Corporate Overview scorecard will include a summary excerpt of the five or six corporate risks with the highest combined likelihood and impact scores at the end of the relevant quarter.

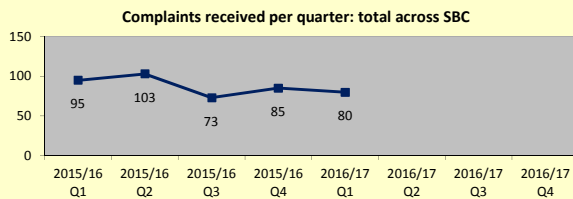
### Workforce count and sickness absence



Quarter	Count
2015/16 Q1	279
2015/16 Q2	282
2015/16 Q3	284
2015/16 Q4	282
2016/17 Q1	280
2016/17 Q2	
2016/17 Q3	
2016/17 Q4	

## Customer Perspective

### Customer feedback



#### Complaints and compliments across SBC: 2016/17 Quarter 1

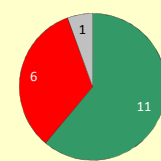
Total complaints received	80
Total complaints responded to within 10 working days	71
Proportion of complaints responded to within 10 working days (target: 90%)	<b>89%</b>
Total complaints referred to the Local Government Ombudsman	<b>0</b>
Total compliments received	64

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the first quarter of 2016/17. The format of the scorecard has changed somewhat this quarter, particularly in terms of the risk reporting: with the previous distinction between 'strategic' and 'operational' risks now superseded by a single comprehensive risk register, the intention going forwards is that this scorecard will show the spread of registered risks across impact and likelihood scores (as shown this quarter) and a short summary of the highest-scoring risks at the end of the relevant quarter (available from Quarter 2). Some three-quarters of corporate performance indicators are on target, which is a relatively good position compared with this point in previous years. More indicators are improved from Quarter 1 last year than are deteriorated, and the spread of Swale's comparable indicators across national quartiles remains excellent, with more than half in the best quartile. Overall complaint levels remain stable, but timeliness in responding to them dipped slightly during quarter, narrowly missing the target of 90% within ten days. Both long- and short-term sickness fell during the quarter, budgets and projects continue to be well managed, and no adverse audit opinions were received.

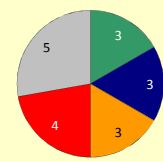
### Local area perception survey 2015

#### 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



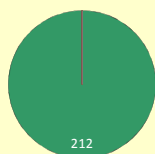
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

This scorecard includes 18 indicators derived from the LAPS.

## Service Perspective

### Planned actions

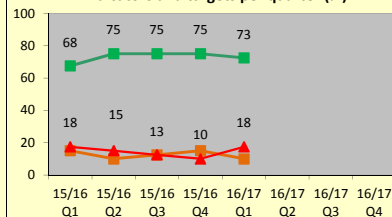
Actions in 2016/17 service plans



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

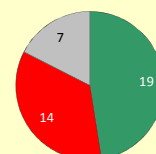
### Corporate performance indicators

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



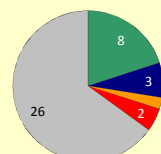
Green: target achieved. Amber: within tolerance. Red: target missed.

#### Indicators improved or deteriorated from 2015/16 Q1



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

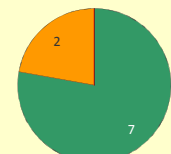
#### Quartile positions in latest available data



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

### Large projects

All large projects across SBC



Green: No issues. Amber: Minor issues raised/envisaged. Red: Significant issues raised/envisaged.

This scorecard includes all large projects and service-plan actions from across SBC, and all 40 performance indicators in the corporate set.



# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2016/17 Quarter 1

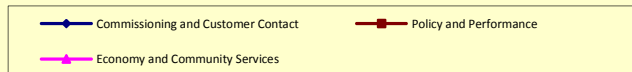
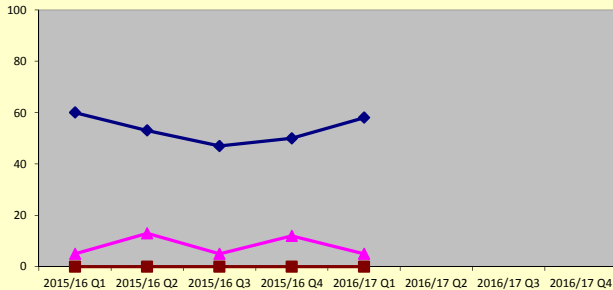


Cabinet Member: Cllr Simmons • Deputy Cabinet Member: Cllr Gent

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	58	52	90
Economy and Community Services	5	4	80
Policy and Performance	0	0	N/A

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

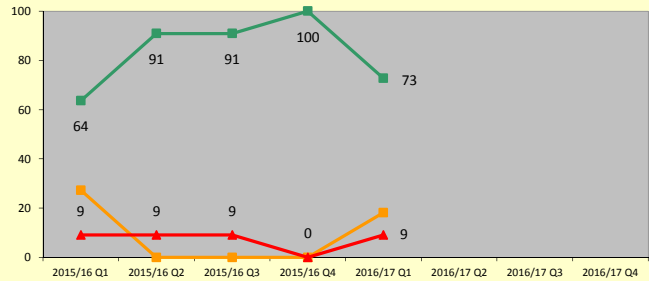
Compliments received during 2016/17 Quarter 1

Commissioning & Contact	52	Policy and Performance	0
Economy and Community	4		

## Service Perspective

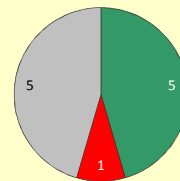
### Service plans: performance indicators and actions

Indicators and targets per quarter (%)



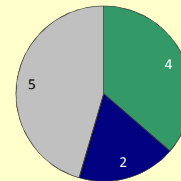
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q1



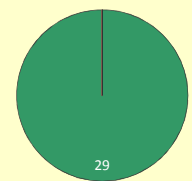
Green: improved. Red: deteriorated. Grey: static or no data.

Indicator quartile positions in latest available data



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

Actions in 2016/17 service plans



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

## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 1	Budget 16/17	Projected year-end position
Commissioning and Customer Contact	£5,486,430	£244,000 (4%) Underspend
Economy and Community Services	£2,066,690	£0 (0%) Underspend
Policy and Performance	£213,860	£1,000 (0%) Underspend

### Capital expenditure

At end of 2016/17 Quarter 1	Budget 16/17	Profiled spend	Actual spend
Commissioning and Customer Contact	£15,000	£3,750 (25%)	£0 (0%)
Economy and Community Services	£1,529,000	£382,250 (25%)	£13,538 (1%)
Policy and Performance	£0	£0 (%)	(%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 1.

## Summary from the Policy and Performance Team

This newly formatted scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the first quarter of 2016/17. Performance on corporate indicators is generally in line with expectations at this point in the year, with some three-quarters on target; more detail on those not reaching target is provided in the exceptions report. Five out of six indicators show improvement over this point last year, and two-thirds are performing in the best quartile nationally, with none below the national median. Complaint levels are stable and timeliness in responding to them is generally good. Budgets and service-plan actions continue to be well managed, and no adverse audit opinions were received during the quarter.

### Large projects

There are currently no large projects in this portfolio.

**List of Exceptions for 2016/17 Quarter 1**  
**Environment and Rural Affairs**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 191	Residual household waste per household	Red against target (target: 120kg; outturn: 127kg).
NI 195b	Improved street and environmental cleanliness: Detritus	Year-on-year deterioration (2015/16 Q1: 3%; 2016/17 Q1: 5%). Note that this indicator remains green against the target maximum of 7%.
<b>Planned actions</b>		
[No exceptions]		

# FINANCE AND PERFORMANCE

## Balanced scorecard report for 2016/17 Quarter 1

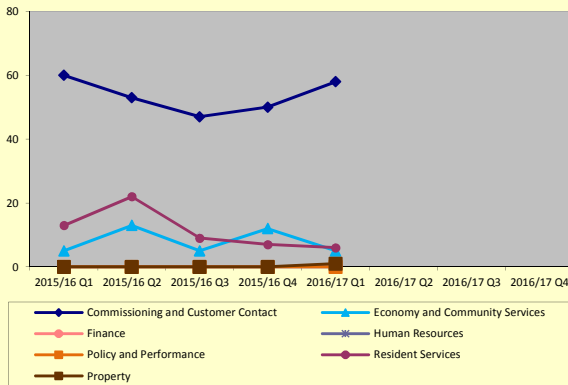


Cabinet Member: Cllr Dewar-Whalley • Deputy Cabinet Member: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	58	52	90
Economy and Community Services	5	4	80
Finance	0	0	N/A
Human Resources	0	0	N/A
Property	1	1	100
Policy and Performance	0	0	N/A
Resident Services	6	6	100

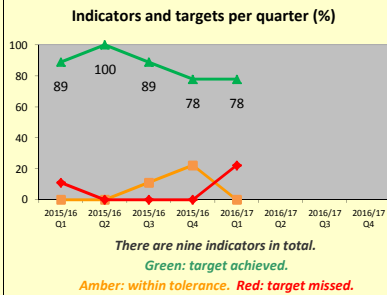
Compliments received during 2016/17 Quarter 1

Commissioning and Customer Contact	52	Economy and Community Services	4
Finance	1	Human Resources	0
Property	0	Policy and Performance	0
Resident Services	7		

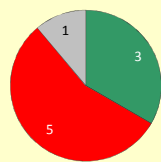
No complaints were referred to the Local Government Ombudsman during the quarter.

### Service Perspective

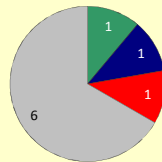
#### Performance indicators



Indicators improved or deteriorated from 2015/16 Q1



Quartile positions in latest available data



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

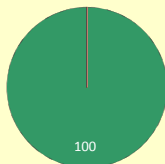
Green: improved. Red: deteriorated. Grey: static or no data.  
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

### Summary from the Policy and Performance Team

This newly formatted scorecard gives an overview of council performance on the Finance and Performance portfolio at the end of the first quarter of 2016/17. Some four-fifths of corporate performance indicators under this portfolio are meeting their targets, but more indicators have deteriorated from this point last year than have improved. Only three of this portfolio's indicators can be compared across authorities, of which two are performing above the national median and one in the worst quartile. More detail on any indicators marked as Red in the scorecard is provided in the exceptions report. The performance information for Mid-Kent ICT is new this quarter, based on the suite of measures routinely considered by the shared service board. Both of the portfolio's large projects remain Green, and no adverse audit opinions were received during the quarter.

#### Planned actions

Actions in 2016/17 service plans



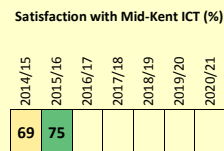
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Large projects

<b>Income generation</b>	<a href="#">Project intranet site</a>
Project status at end of quarter:	Green
<i>Both: no changes to timescales, budget or quality since last report.</i>	
<i>And: no future changes to timescales, budget, quality or risks envisaged.</i>	
<b>Sittingbourne skatepark</b>	<a href="#">Project intranet site</a>
Project status at end of quarter:	Green
<i>Both: no changes to timescales, budget or quality since last report.</i>	
<i>And: no future changes to timescales, budget, quality or risks envisaged.</i>	

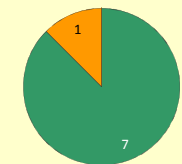
#### Mid-Kent ICT performance

Annual customer satisfaction survey



The target is 75% of respondents satisfied or very satisfied.

Indicators and targets 2016/17 Quarter 1 (%)



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

### Corporate Perspective

#### Budget monitoring

At end of 2016/17 Quarter 1	Revenue budget			Capital expenditure		
	Budget 16/17	Projected year-end position		Budget 16/17	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,486,430	£244,000 (4%) Underspend		£15,000	£3,750 (25%)	£0 (0%)
Economy and Community Services	£2,066,690	£0 (0%) Underspend		£1,529,000	£382,250 (25%)	£13,538 (1%)
Finance	£1,452,480	£9,000 (1%) Underspend		£0	£0 (%)	(%)
Human Resources	£342,010	£0 (0%) Underspend		£0	£0 (%)	(%)
Policy and Performance	£213,860	£1,000 (0%) Underspend		£0	£0 (%)	(%)
Property	£574,930	£5,000 (1%) Underspend		£0	£0 (%)	(%)
Resident Services	£1,654,760	£62,000 (4%) Overspend		£1,140,000	£285,000 (25%)	£323,965 (28%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 1.

**List of Exceptions for 2016/17 Quarter 1**  
**Finance and Performance**

<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 HB/CTB claims	Red against target (target: 17.0 days; outturn: 26.2 days). Year-on-year deterioration (2015/16 Q1: 19.4 days; 2016/17 Q1: 26.2 days). Worst quartile nationally (national 25th percentile: 24 days).
BV78b	Speed of processing changes of circumstances for HB/CTB claims	Red against target (target: 7.0 days; outturn: 7.6 days). Year-on-year deterioration (2015/16 Q1: 6.1 days; 2016/17 Q1: 7.6 days).
BV9	Percentage of council tax collected	Year-on-year deterioration (2015/16 Q1: 34.7%; 2016/17 Q1: 34.1%). Note that this indicator remains Green against target.
BV10	Percentage of non-domestic rates collected	Year-on-year deterioration (2015/16 Q1: 33.6%; 2016/17 Q1: 33.0%). Note that this indicator remains Green against target.
BV12b	Working days lost due to sickness absence (short-term)	Year-on-year deterioration (2015/16 Q1: 0.58 days; 2016/17 Q1: 0.64 days). Note that this indicator remains Green against target.
<b>Planned actions</b>		
[No exceptions]		

# HOUSING AND WELLBEING

Balanced scorecard report for 2016/17 Quarter 1

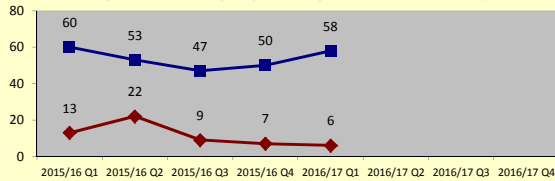


Cabinet Member: Cllr Pugh • Deputy Cabinet Member: Cllr Aldridge

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Resident Services	6	6	100
Commissioning and Customer Contact	58	52	90

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

Compliments received during 2016/17 Quarter 1

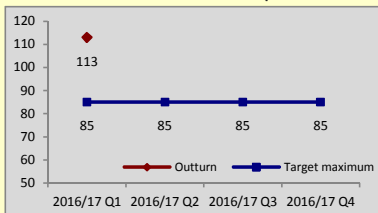
Resident Services	7
Commissioning and Customer Contact	52

### Summary from the Policy and Performance Team

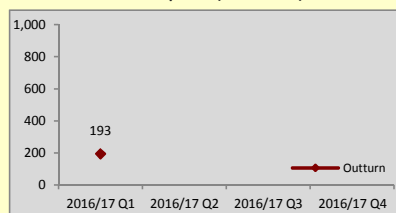
This newly formatted scorecard gives an overview of council performance on the Housing and Wellbeing portfolio at the end of the first quarter of 2016/17. The number of households in temporary accommodation (TA) has continued to increase and is now significantly above the target maximum. Homelessness continues to increase nationally, and although the number of preventions remains high in Swale, it is becoming more difficult to utilise the main prevention tool of a deposit bond to place families into the depleting private rented sector. It is expected that the number of households in TA will continue to rise, and further impacts may result from the Homelessness Reduction Bill which is currently being debated by Parliament. The Housing team is actively pursuing options to keep numbers in TA as low as possible, but given the dearth of suitable move-on accommodation, the focus is on securing the lowest-cost, best-quality TA within the borough and minimising the use of B&B accommodation. One side effect of the rise in the use of TA can be seen in the revenue budget forecast for Resident Services. Complaints, projects and actions within this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

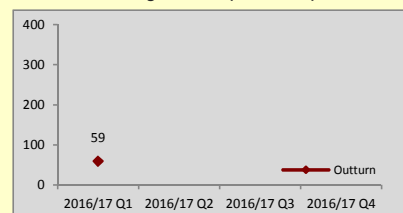
Number of households in temporary accommodation at end of quarter



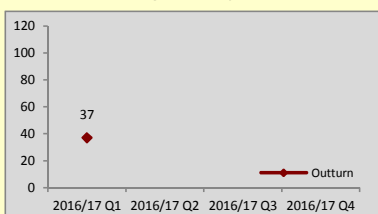
Number of new prevention cases opened (cumulative)



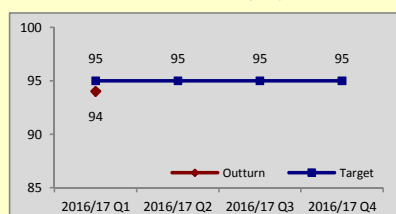
Number of households prevented from becoming homeless (cumulative)



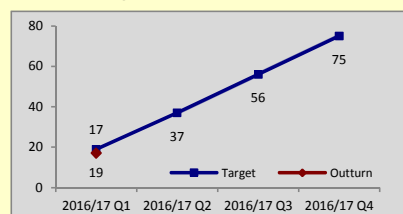
Number of DFG grants completed (cumulative)



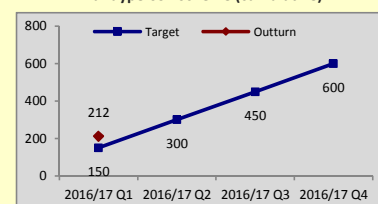
Enforcement action responses within seven working days (%)



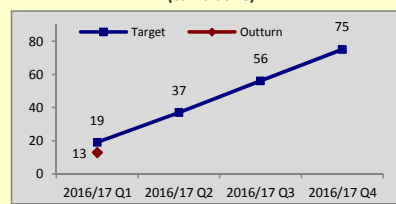
Number of long-term empty homes brought back into use (cumulative)



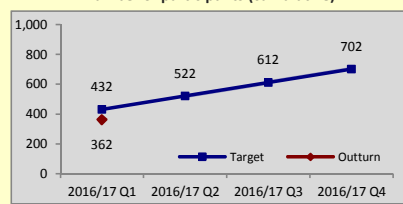
Number of jobs completed under the handyperson scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



Active Swale 4 U (health trainers programme) Number of participants (cumulative)



## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 1	Budget 16/17	Projected year-end position
Resident Services	£1,654,760	£62,000 (4%) Overspend
Commissioning and Customer Contact	£5,486,430	£244,000 (4%) Underspend

### Capital expenditure

At end of 2016/17 Quarter 1	Budget 16/17	Profiled spend	Actual spend
Resident Services	£1,140,000	£285,000 (25%)	£323,965 (28%)
Commissioning and Customer Contact	£15,000	£3,750 (25%)	£0 (0%)

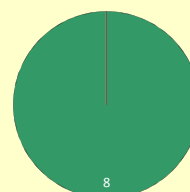
### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1:

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 1.

### Planned actions

Actions in 2016/17 Service Plans



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

### Large projects

Leisure contract replacement

[Project intranet site](#)

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 2016/17 Quarter 1  
Housing and Wellbeing**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 156	Number of households living in temporary accommodation.	Red against target (target maximum: 85 households; outturn at end of 2016/17 Q1: 113 households). Year-on-year deterioration (2015/16 Q1: 68 households; 2016/17 Q1: 113 households).
<b>Planned actions</b>		
[No exceptions]		

# PLANNING SERVICES

Balanced scorecard report for 2016/17 Quarter 1

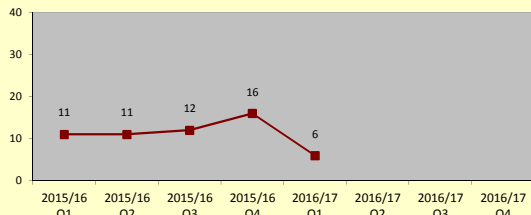


Cabinet Member: Cllr Lewin • Deputy Cabinet Member: Cllr Mulhern

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Development Services	6	6	100

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

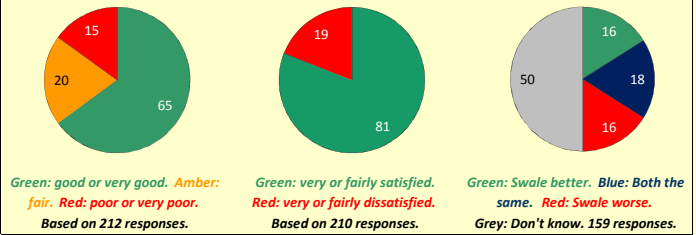
### Self-build and custom housebuilding register

Number of applicants on the register at the end of each quarter

16/17 Q1	16/17 Q2	16/17 Q3	16/17 Q4	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
6							

### Planning customer satisfaction survey 2014 (survey runs every three years)

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



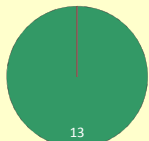
## Summary from the Policy and Performance Team

This newly formatted scorecard, providing an overview of council performance on the Planning portfolio, tells a very positive story at the end of the first quarter of 2016/17. All eight corporate performance indicators are now on target, seven of them are improved from this time last year (with one showing no change) and three-quarters of those which can be compared are in the best quartile nationally. Complaints are down and timeliness in responding to them is excellent. Performance on planning enforcement timeliness has improved dramatically. The significant forecast overspend is the result of pressure on planning fees and unforeseen appeal costs. The scorecard now provides details of the five-year housing land supply (updated annually) as a means of helping members to manage risks around this. The local plan and CIL projects continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

### Planned actions

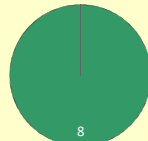
Actions in 2016/17 service plans



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

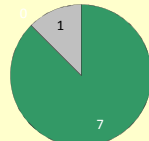
### All corporate performance indicators

Indicators and targets (RAG)



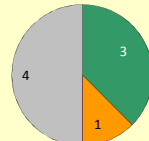
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2015/16 Q1



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

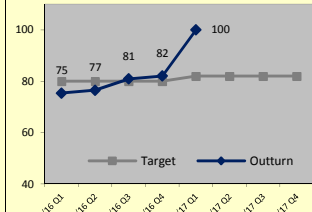
Indicator quartile positions in latest available data



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

### Planning enforcement

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



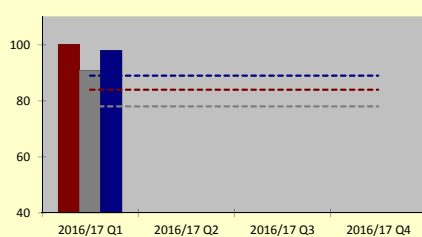
### Housing land supply

Five-year supply at 2014/15

	Dwellings
Five-year requirement*	3,911
Supply to 2019/20:	3,232
Equivalent years of supply:	4.13
Supply as proportion of requirement:	<b>82.63%</b>

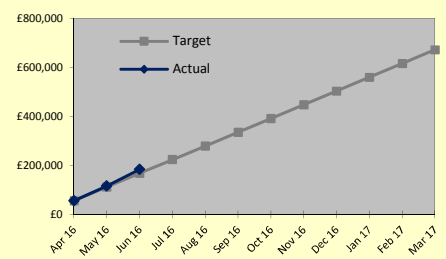
\*As per the Sedgefield calculation, the requirement consists of the Local Plan requirement, plus recovery of shortfall to date, plus a 5% buffer.

### 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 2016/17



## Corporate Perspective

### Budget monitoring

At end of 2016/17 Quarter 1	Revenue budget		Capital expenditure		
	Budget 16/17	Projected year-end position	Budget 16/17	Profiled spend	Actual spend
Development Services	£935,730	£145,000 (15%) Overspend	£0	£0 (%)	(%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 1.

### Neighbourhood planning

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

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

### Large projects

Community Infrastructure Levy <http://intranet/projects/Local%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 2016/17 Quarter 1  
Planning Services**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Planned actions</b>		
[No exceptions]		



# REGENERATION

Balanced scorecard report for 2016/17 Quarter 1

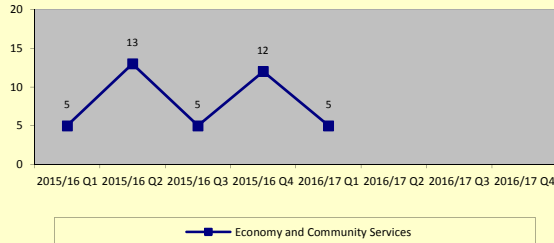


Cabinet Member: Cllr Cosgrove • Deputy Cabinet Member: Cllr Hunt

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	4	80

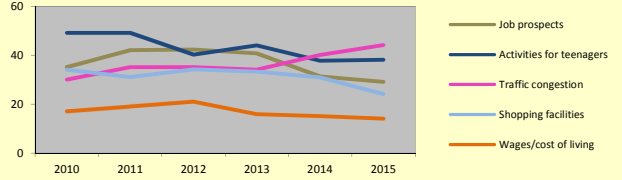
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2016/17 Quarter 1

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 newly formatted scorecard gives an overview of council performance on the Regeneration portfolio at the end of the first quarter of 2016/17. The chart showing the number of enquiries to the business support service is new this year; the very significant (170%) increase in enquiries in Quarter 1 is the result of additional publicity having been undertaken by the Economic Development team. There has also been a sizeable increase in the total level of business rates due for the year once new and deleted liabilities are factored in, but relatively large fluctuations in this measure at the start of the financial year are generally the result of changes to the rate itself, as set by central government, rather than to the number of liable properties.

## Service Perspective

### Planned actions

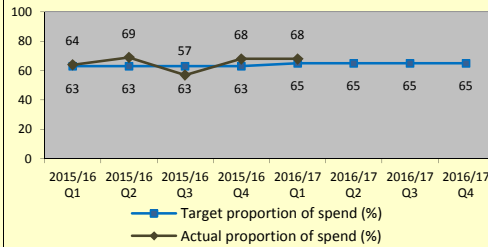
Actions in 2016/17 service plans



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

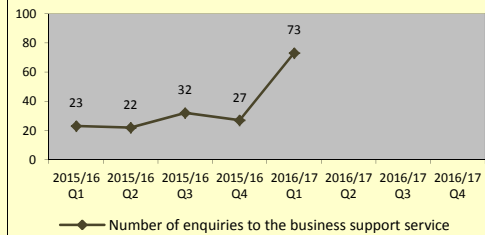
### Local procurement

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



### Business support

Number of enquiries to the business support service (absolute number per quarter)



## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 1	Budget 16/17	Projected year-end position
Economy and Community Services	£2,066,690	£0 (0%) Underspend

### Capital expenditure

At end of 2016/17 Quarter 1	Budget 16/17	Profilled spend	Actual spend
Economy and Community Services	£1,529,000	£382,250 (25%)	£13,538 (1%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 1.

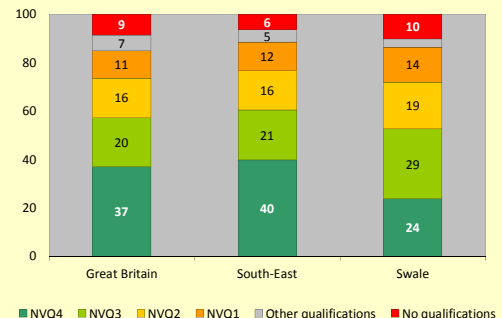
### Large projects

Sittingbourne Town Centre	<a href="http://intranet/projects/Sittingbourne%20Town">http://intranet/projects/Sittingbourne%20Town</a>
Project status at end of quarter:	Amber
Either: minor deviation from timescales, budget or quality since last report. Or: minor future changes to timescales, budget, quality or risks envisaged.	

## Portfolio Perspective: Business and Skills

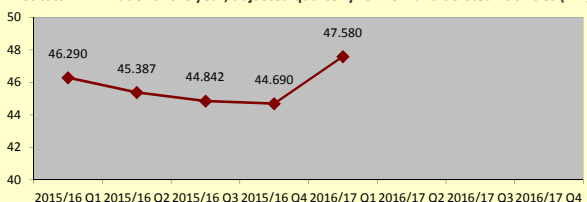
### Swale skills profile

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



### Rateable business growth

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



**List of Exceptions for 2016/17 Quarter 1  
Regeneration**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Planned actions</b>		
[No exceptions]		

# SAFER FAMILIES AND COMMUNITIES

Balanced scorecard report for 2016/17 Quarter 1

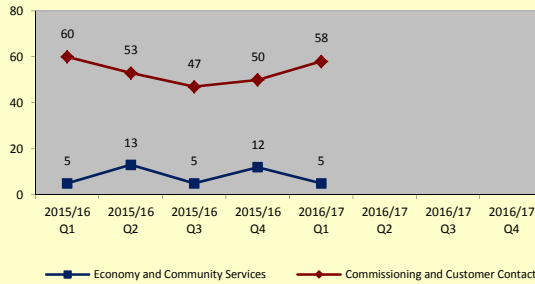


Cabinet Member: Cllr Horton • Deputy Cabinet Member: Cllr Hampshire

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	4	80
Commissioning and Customer Contact	58	52	90

### Local Government Ombudsman complaints

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

### Compliments received during 2016/17 Quarter 1

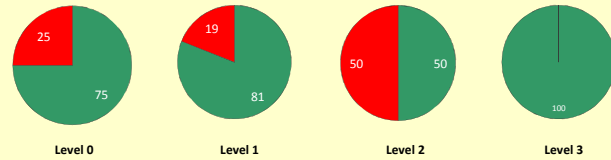
Economy and Community Services	4
Commissioning and Customer Contact	52

## Safeguarding Perspective

### Safeguarding training

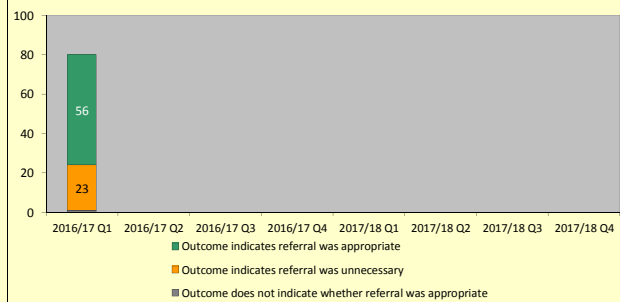
Proportion of staff up to date with mandatory training (by safeguarding role level)

Green: proportion up to date. Red: Proportion not up to date.



### Safeguarding referrals

Safeguarding referrals made by SBC to external agencies



## Service Perspective

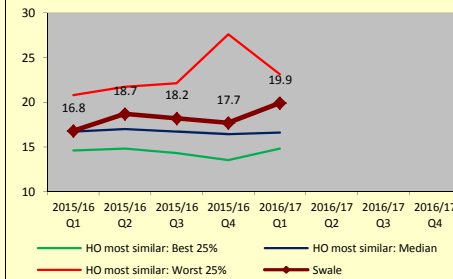
### Planned actions

Actions in 2016/17 service plans

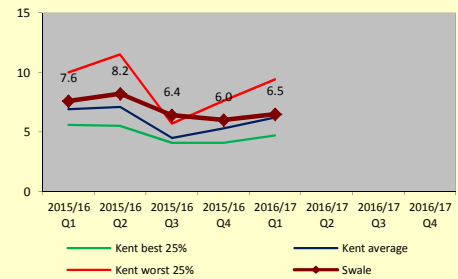


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### All crime per 1,000 population



### Antisocial behaviour incidents per 1,000 population

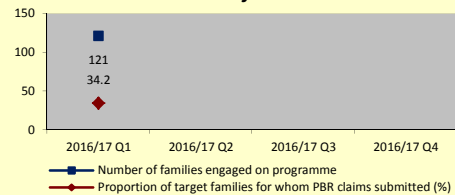


## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 1	Budget 16/17	Projected year-end position
Economy and Community Services	£2,066,690	£0 (0%) Underspend
Commissioning and Customer Contact	£5,486,430	£244,000 (4%) Underspend

### Troubled families



### Capital expenditure

At end of 2016/17 Quarter 1	Budget 16/17	Profiled spend	Actual spend
Economy and Community Services	£1,529,000	£382,250 (25%)	£13,538 (1%)
Commissioning and Customer Contact	£15,000	£3,750 (25%)	£0 (0%)

## Summary from the Policy and Performance Team

This new scorecard gives an overview of council performance on the Safer Families and Communities portfolio at the end of the first quarter of 2016/17. The proportion of staff having completed all mandatory training varies by safeguarding role level (from Level 0 which is essentially all staff through to Level 3 which covers specialist safeguarding roles), but it is worth noting that as the role level increases, (i) the number of relevant staff decreases, and (ii) the amount of mandatory training increases. This is a new measure which is expected to improve over time. The same is true of safeguarding referrals, where the number of 'green' referrals correlates broadly with the level of safeguarding issues being experienced in the borough, while the number of 'amber' referrals correlates inversely with the precision of SBC's processes in terms of making appropriate referrals. This scorecard now includes charts for both 'all crime' and 'antisocial behaviour incidents', and more detail is provided on the troubled families project than has previously been available.

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 1: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 1.

**List of Exceptions for 2016/17 Quarter 1**  
**Safer Families and Communities**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
CSP/0001	All crime per 1,000 population	Red against target (target: 60.7 crimes for the rolling year to end-June; outturn: 73.6 crimes for the rolling year). Year-on-year deterioration (2015/16 Q1: 69.7 crimes for the rolling year). (Note: Crime figures on the scorecard are provided on a discrete quarterly basis but the corporate performance indicator is based on rolling years.)
LI/PS/0003	Parking penalty charge notice recovery rate	Year-on-year deterioration (2015/16 Q1: 66.7%; 2016/17 Q1: 63.2%). Note that this indicator is Amber against target.
<b>Planned actions</b>		
[No exceptions]		

**OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS**



Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	MKS Governance and Communications	4	Creation of Mid Kent Services Director post should be considered favourably.	Accepted	A.Kara	Ongoing	Steve McGinnes (the Head of Mid-Kent Revenues and Benefits), has been appointed until a permanent postholder is in place. Interviews took place on 23/24 November with a suitable candidate chosen. An announcement will be made once HR/admin details have been resolved.
Scrutiny	MKS Governance and Communications	7	That a toolkit is created to assist managers in their role as internal clients of shared services.	Accepted	A.Kara	Implemented - all actions relating to this recommendation have been completed	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. There is now a standard reporting template for co-located meetings, the MKS Board and Shared Service Boards.
Scrutiny	STC Regeneration	3	That a monthly update to questions, in a format to be agreed in conjunction with the Scrutiny Committee Chairman and Policy and Performance Officer, be provided by the Cabinet Member for Regeneration to all Members in the form of a bulletin.	Accepted	E.Wiggins	Ongoing	Cabinet's response was: "Cabinet agree on the principle of regular updating to members, in a standard 'bulletin' format to be agreed. However, monthly updating is not considered reasonable, and instead reporting every two months, shortly after the STC Project Board meeting, is considered to be more practicable. These can be timed to coincide with the regular face-to-face updates for Group Leaders that the Cabinet Member has agreed to continue." A meeting to feedback latest developments to Group Leaders is being arranged.
Scrutiny	Leisure and tourism	1	Promotion and marketing - to commit a minimum of £25,000 to the tourism base budget to allow for substantial marketing and promotion of Swale as a tourist destination	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	2	Promotion and marketing - to agree an objective of growing Swale tourism by 5 – 10% over the next four years	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	3	Promotion and marketing - to consider as part of the future tourism plans the best forms of branding of Swale	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	4	Visitors and local infrastructure - SBC should identify and provide sufficient coach parking in convenient locations to meet the demands of all visitors to Swale	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	5	Visitors and local infrastructure - SBC should work closely with tourist attractions to ensure the Borough has a comprehensive coverage of up to date "brown tourist signs", including on strategic routes	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	6	Visitors and local infrastructure - provision of more local signs	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	7	Visitors and local infrastructure - consideration given to whether the funding of these signs could be supported by SBC, either through a new fund, Member grants, Section 106 grants or a combination of these	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	8	Visitors and local infrastructure - SBC should make sustained efforts to influence KCC Highways and Highways England to fulfil their responsibilities to keep roads clean, and do the same with Network Rail in relation to the approaches to local stations	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	9	Working with the local tourism sector - that SBC facilitates the establishment of collaborative groups preferably led by the private sector and/or voluntary sector	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	10	Working with the local tourism sector - that SBC establishes a challenge fund of £3,000 to support new activities or events	Pending	C.Hudson	N/A	

Scrutiny	Leisure and tourism	11	Research and intelligence - to conduct a full economic assessment of tourism in Swale. It is understood that this has been arranged to cover 2015 using "Destination Research". This should be repeated strictly every three years which has not recently been met	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	12	Research and intelligence - additionally extra information should be sought from useful reports available on the tourism market	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	13	Research and intelligence - to make contact with several other similar Boroughs to develop a benchmarking programme to seek the best ways of increasing the economic and cultural effects of tourism. A minimum of £2,000 pa should be set aside for research	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	14	Financial and other support to the sector - SBC to proactively assist local tourist organisations to find and bid for grants to increase tourism	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	15	Financial and other support to the sector - consider the creation and promotion of a challenge fund worth around £5,000, subject to future review, which local tourism businesses could bid for	Pending	C.Hudson	N/A	
Scrutiny	Leisure and tourism	16	Financial and other support to the sector - that SBC increases the availability of officer time to ensure the best possible potential achievement of all the recommendations made by the Scrutiny Committee	Pending	C.Hudson	N/A	
<b>Key to status</b>		2					
	<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.						

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

**February 2017 - May 2017**

**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>South Thames Gateway Building Control Partnership - Business Plan 2017 to 2020</p> <p>To agree the annual rolling three year business plan (2017 to 2020) and accompanying delivery plan for the shared building control service.</p>	<p>Cabinet 1 February 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>
	<p>Repairs to historic wall at Minster Abbey Churchyard</p> <p>This report seeks authority</p>	<p>Cabinet 1 February 2017</p>	<p>Non-Key This is not a key decision</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance</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
	to allocate funding and enter into a contract to carry-out essential repairs to a historic wall in Minster Abbey churchyard.		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.			David Brown
	Sittingbourne Town Centre Regeneration Project - variations to the development agreement Cabinet to approve the variations that are required to the development	Cabinet 1 February 2017	Non-Key This is not a key decision because is it not likely to result in the local authority	Open		Cabinet Member for Regeneration  Emma Wiggins

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	agreement.		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>Adoption of Biodiversity Action Plan and Swale Green Grid Strategy</p> <p>Swale Green Grid Partnership, comprising statutory environment agencies, has refreshed strategies to reflect current environment framework including legislative</p>	Cabinet 1 February 2017	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral	Open		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Lyn Newton</p>

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	<p>changes.</p> <p>The key documents can be used to support the Local Plan as well as support planning and external funding applications by local organisations.</p>		divisions in the area of the local authority.			
	<p>Public Conveniences Cleaning and Minor Maintenance Contract Renewal</p> <p>The report contains a proposal to retender the public conveniences cleaning and minor maintenance contract.</p>	Cabinet 1 February 2017	<p>Key</p> <p>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.</p>	Open		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Alan Turner</p>
	Minutes of the South Thames Gateway Building Control Joint Committee held on 8 December 2016	Cabinet 1 February 2017	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the</p>	Open		<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
			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.			
	Minutes of the Swale Joint Transportation Board meeting held on 19 December 2016	Cabinet 1 February 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

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			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.			
	The Mill Project This report request authority to award the Contract for the Design and Build of the skatepark at The Mill site Sittingbourne. The report also seeks approval to transfer the skatepark to Brogdale CIC under the Asset Transfer Policy.	Cabinet 1 February 2017	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	Open		Cabinet Member for Finance and Performance  Charlotte Hudson

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
			budget for the service or function to which the decision relates.			
	<p>Treasury Management Strategy Statement and Investment Strategy 2017/18</p> <p>This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2017/18. It will be proposed to Council at the meeting on 15 February 2017.</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>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

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>Proposal to move to a Single Employing Authority for the Mid Kent Environmental Health Service 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 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.</p>	Cabinet	<p>Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		
	<p>Property Asset Strategy 2017 - 2020 The report asks Cabinet to approve the Property Asset</p>	Cabinet 15 March 2017	<p>Non-Key This is not a key decision because is it</p>	Open		<p>Cabinet Member for Finance and Performance  Anne Adams</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
	Strategy 2017 - 2020.		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>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</p>	Cabinet 15 March 2017	Key It is likely to result in the Council incurring expenditure above £100,000 or	Open		<p>Cabinet Member for Safer Families and Communities</p> <p>Alistair 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
	service provision and seeks approval for any new contracts.		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.			
	Fees for the Pre-Application Planning Advice Service To review the current fees and charges for the Council's pre-application advice service for the next financial year.	Cabinet 15 March 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Planning  Andrew Jeffers
	Extension of the Bailiff Framework Agreement To consider the proposal to extend the bailiff services framework agreements relating to the recovery of unpaid Penalty Charge Notices and the collection of unpaid Council Tax and	Cabinet 15 March 2017	Key It is significant in terms of its effect on communities living or working in an area comprising two	Open		Cabinet Member for Safer Families and Communities  Jeff Kitson

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
	Non-domestic rates for a further two years.		or more wards or electoral divisions in the area of the local authority.			
	<p>Lakeview Village Hall Asset Transfer</p> <p>This report seeks approval for the transfer of The Lakeview Village Hall to The Lakeview Village Hall Trust.</p>	<p>Cabinet</p> <p>15 March 2017</p>	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance</p> <p>Charlotte Hudson</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
			local authority.			
	Extension to CCTV Partnership Agreement Agreement is to be sought to extend existing CCTV Partnership Agreement with Medway Council for 1 year to 31 March 2018, with possibility to extend a subsequent year.	Cabinet 15 March 2017	Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.	Open		Cabinet Member for Safer Families and Communities  Steph Curtis
	Visitor Economy Strategy Sets out priority actions for the tourism sector in Swale from 2017 to 2020.	Cabinet 15 March 2017	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant	Open		Cabinet Member for Regeneration  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
			having regard to the local authority's budget for the service or function to which the decision relates.			
	Financial Management Report: April - December 2016 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.	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	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
			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.			
	Minutes of the Local Development Framework Panel on 9 February 2017 This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by Full Council	Cabinet 15 March 2017	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

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 Partnership held on 16 March 2017	Cabinet 24 May 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 Localism, Sport, Culture and Heritage  James Freeman

## Scrutiny Committee work programme

Review title	Reviewers	Status	12-Jan	26-Jan	08-Feb	22-Mar
Quarterly budget monitoring	Committee	Live		√		√
Quarterly performance monitoring	Committee	Live	√			√
Scrutiny of 2017/18 Budget proposals	Committee	Live		2017/18 Budget scrutiny		
Scrutiny of 2017/18 Fees and Charges proposals	Committee	Live				
Housing Services	Task and Finish Group	Live	√			
Development Management	Task and Finish Group	Live				
Leisure and Tourism	Task and Finish Group	Complete				
Regeneration update	Committee	Update				

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