

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Thursday, 9 June 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, Prescott 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.

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 17 March 2016 (Minute Nos. 608 - 616) 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. Performance Monitoring Report 1 - 18

The Committee is asked to consider the Performance Monitoring Report.

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

6. Draft Overview and Scrutiny Annual Report 19 - 36

The Committee is asked to consider the Draft Overview and Scrutiny Annual Report 2015/16.

7. Reviews at Follow-up Stage and Log of Recommendations 37 - 38

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 - Verbal report

The Policy and Performance Officer will update the Committee verbally on the Work Programme 2016/17.

10. Cabinet Forward Plan - To Follow

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

**Issued on Tuesday, 31 May 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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<b>Scrutiny Meeting</b>		<b>Agenda Item: 5</b>
<b>Meeting Date</b>	9 June 2016	
<b>Report Title</b>	<b>Performance Monitoring – 2015/16 Quarter 3</b>	
<b>Cabinet Member</b>	Cllr Dewar-Whalley, Finance and Performance (2016/17) Cllr Wilcox, Performance (2015/16)	
<b>SMT Lead</b>	Abdool Kara, Chief Executive	
<b>Head of Service</b>	David Clifford, Policy and Performance Manager	
<b>Recommendation</b>	Scrutiny committee is recommended to <b>note</b> the information contained in the Quarter 3 balanced scorecard reports at Appendix I.	

## 1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the third quarter of 2015/16 (October-December 2015). 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 in recent years been primarily through portfolio balanced scorecards. 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 of the 2015/16 cabinet portfolios, plus one covering ‘corporate health’. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.
- 3.2 With the exception of ‘corporate health’, each scorecard also includes a separate list of ‘exceptions’, providing more information on items shown as red on the scorecards.
- 3.3 Items may show as red for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. The purpose of the exception reports is to enable members to determine where further investigation may be fruitful.

## 4 Alternative Options

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

## 5 Consultation Undertaken or Proposed

- 5.1 The scorecards are largely based on information provided either through Covalent or other council systems by senior officers, and have been circulated to SMT and heads of service for comment or corrections prior to being forwarded to members.

## 6 Implications

Issue	Implications
Corporate Plan	The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan.
Financial, Resource and Property	The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly budget monitoring reports produced by Finance.
Legal and Statutory	Few direct implications, as with very few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators.
Crime and Disorder	No direct implications, although the local area perception survey data includes a perception indicator on antisocial behaviour.
Sustainability	No direct implications.
Health and Wellbeing	No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents.
Risk Management and Health and Safety	The scorecards include summary information on both strategic and operational risks. No direct health and safety implications.
Equality and Diversity	No direct implications.

## **7 Appendices**

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

- Appendix I: Cabinet scorecard reports for 2015/16 Quarter 3.

## **8 Background Papers**

- Monthly SMT performance reports
- Quarterly financial monitoring reports
- Quarterly complaints reports
- Internal audit reports

# CORPORATE HEALTH

Balanced scorecard report for 2015/16 Quarter 3



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2015/16 Quarter 3	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£817,756 (5%)	Underspend	£2,881,430	£2,161,073 (75%)	£1,252,104 (43%)

### Adverse audit opinions

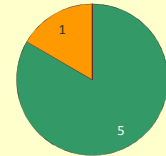
Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

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 3.

### 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>

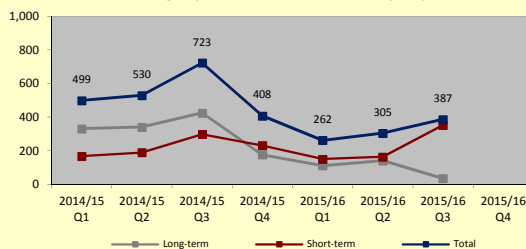


### Workforce count and sickness absence

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	

Working days lost to sickness absence (per quarter)



### Strategic risks

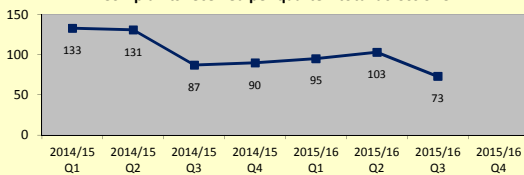
Strategic risk register 2015/16	Score	Likelihood	Impact
1. Welfare reform/wider economic pressures	5	5	3
2. Regeneration and place-shaping	5	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4	4
4. Transforming to meet the financial climate	3	3	3
5. Safeguarding	3	3	4

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 3

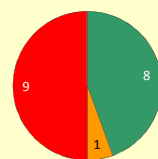
Total complaints received	73
Total complaints responded to within 10 working days	67
Proportion of complaints responded to within 10 working days (target: 90%)	92%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	92

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the second quarter of 2015/16. Almost four-fifths of corporate indicators are on target, with the remainder split evenly between those more and less than 5% adrift of target. More indicators are improved from this point last year than are deteriorated, and almost four-fifths of indicators for which a comparison with other councils can be made are performing better than the median, with over a third among the best 25% of councils in the country, although excluded from these figures are some indicators which can only be compared at year-end and on which Swale usually compares less favourably. Complaint numbers are down and timeliness in responding to them is good at 92% within ten days. Service-plan actions and risks are being well managed, and Audit issued no 'weak' or 'poor' control opinions during Quarter 3.

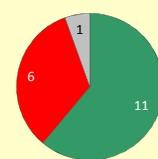
### Local area perception survey 2015

Indicators and targets (RAG)



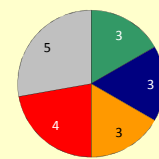
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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



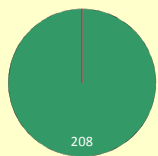
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

## Service Perspective

### Planned actions

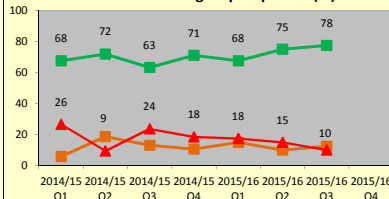
Actions in 2015/16 service plans



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

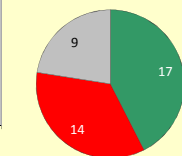
### Performance indicators

Indicators and targets per quarter (%)



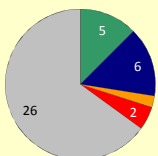
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

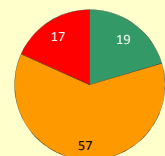
Quartile positions in latest available data



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 3

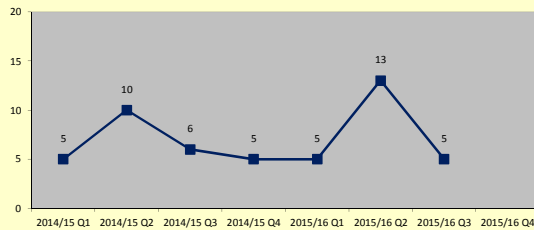


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

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



— Economy and Community Services

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

2015/16 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

Local Government Ombudsman complaints

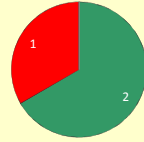
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Economy and Community Services	21
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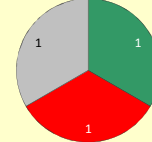
### Local area perception survey 2015

Indicators and targets (RAG)



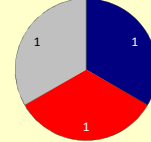
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

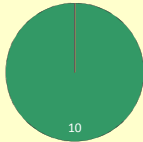
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the third quarter of 2015/16. The recent rise in the number of recorded crimes per 1,000 population has been stabilised in Swale but has continued in the worst-performing areas within our Home Office 'most similar group', resulting in an improvement in our relative performance. Budgets, actions and risks on this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

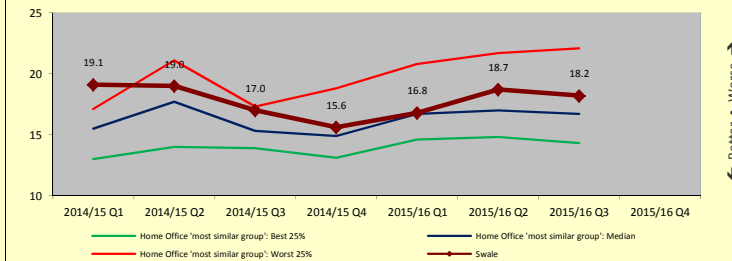
### Planned actions

Actions in 2015/16 service plans



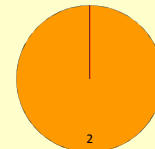
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### 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 3	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£88,230 (4%) 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 3	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)

## 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 3:	0
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Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

**List of Exceptions for 2015/16 Quarter 3**  
**Community Safety and Health**

Ref	Title/Description	Why is this red on the scorecard?
<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-December; outturn: 67.7 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 3

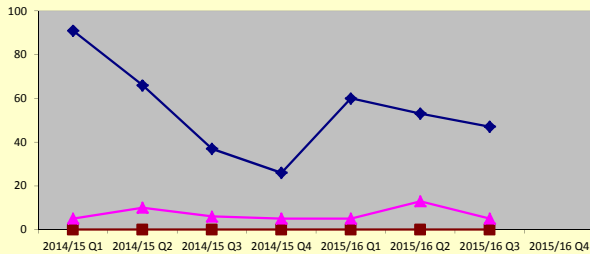


Cabinet Member: Cllr Simmons

## 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 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

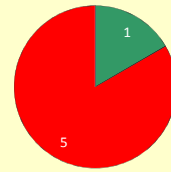
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Commissioning & Contact	60	Policy and Performance	0
Economy and Community	21		

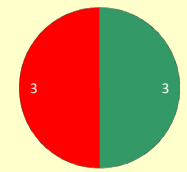
### Local area perception survey 2015

Indicators and targets (RAG)



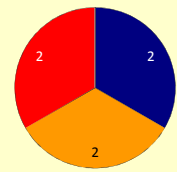
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

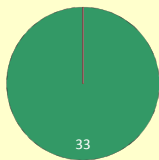
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the third quarter of 2015/16. Performance on indicators continues to improve, and performance against targets is now back to the usual high level. Swale's indicator performance relative to other councils is very good, with 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

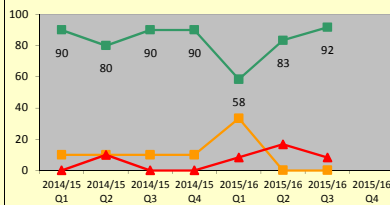
Actions in 2015/16 service plans



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

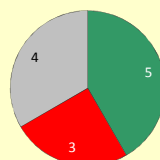
### Performance indicators

Indicators and targets per quarter (%)



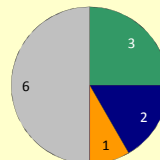
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

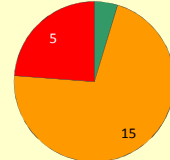
Quartile positions in latest available data



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 3	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£403,400 (7%) Underspend
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend
Policy and Performance	£204,010	£16,590 (8%) 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 3	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)
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 3: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

**List of Exceptions for 2015/16 Quarter 3**  
**Environment and Rural Affairs**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
NI 192	Percentage of household waste sent for reuse, recycling and composting	Year-on-year deterioration (2014/15 Q3: 42.83%; 2015/16 Q3: 42.82%). Note that this indicator remains green against target.
NI195b	Improved street and environmental cleanliness: Detritus	Year-on-year deterioration (2014/15 Q3: 3%; 2015/16 Q3: 7%). Note that this indicator remains green against target.
LI/EH/002	Proportion of food hygiene inspections completed that were due.	Red against target (target: 90%; outturn: 85%). (Note: This is a new indicator for 2015/16 intended to measure the performance of the Environmental Health shared service. The outturn of 85% in Q3 represents a significant improvement on the 65% recorded for Q1.)
LI/PS/0003	Penalty charge notice recovery rate	Year-on-year deterioration (2014/15 Q3: 68.9%; 2015/16 Q3: 65.6%). 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.
	Coastal issues: historical knowledge/experience requirement following deletion of Head of Service Delivery post.	Combined likelihood/impact score: 12.
	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.

# FINANCE and PERFORMANCE

## Combined balanced scorecard report for 2015/16 Quarter 3

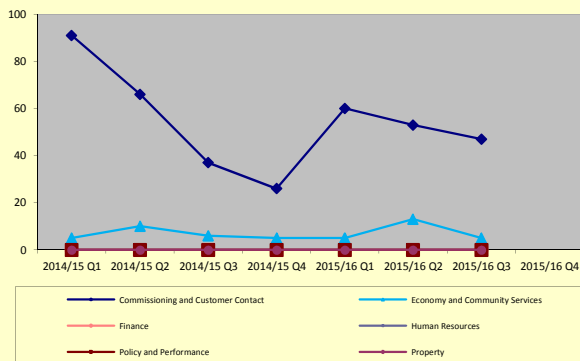


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



Compliments received during 2015/16 Quarter 3

Commissioning and Customer Contact	60	Economy and Community Services	21
Finance	0	Human Resources	0
Policy and Performance	0	Property	1

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

#### Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the third quarter of 2015/16. Only one corporate performance indicator in these portfolios is adrift of target, and all three for which comparator data is available are performing above the national median, although this does not include indicators which can only be compared at year-end and on which Swale usually compares relatively unfavourably. More indicators are improved from this time last year than are deteriorated. The 'tackling inequality' project has returned to Green this quarter, with the public consultation on the new equality scheme due to be launched during Quarter 4. The forecast overspend on the HR budget is the result of savings not being realised as expected due to Tunbridge Wells not joining the HR shared service. Service-plan actions and risks on this portfolio 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 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

### Service Perspective

#### Planned actions

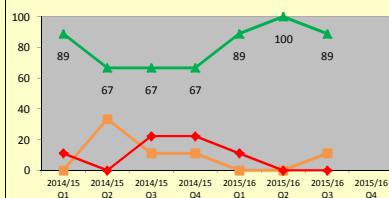
Actions in 2015/16 service plans



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

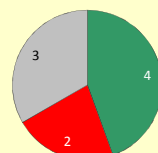
#### Performance indicators

Indicators and targets per quarter (%)



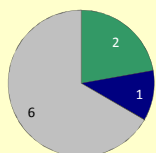
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

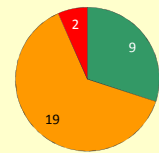
Quartile positions in latest available data



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 3	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,799,640	£403,400 (7%) Underspend		£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend		£1,118,200	£838,650 (75%)	£489,004 (44%)
Finance	£1,398,940	£2,290 (0%) Underspend		£22,760	£17,070 (75%)	£21,244 (93%)
Human Resources	£339,110	£16,000 (5%) Overspend		£0	£0 (%)	£0 (%)
Property	£527,550	£106,960 (20%) Underspend		£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£16,590 (8%) Underspend		£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

#### Large projects

Tackling Inequality	<a href="http://intranet/projects/Equalities%20Frame">http://intranet/projects/Equalities%20Frame</a>
Project status at end of quarter:	<b>Green</b>
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 3****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 Q3: 13.2 days; 2015/16 Q3: 16.8 days). Note that this indicator remains green against target.
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q3: 4.9 days; 2015/16 Q3: 5.3 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

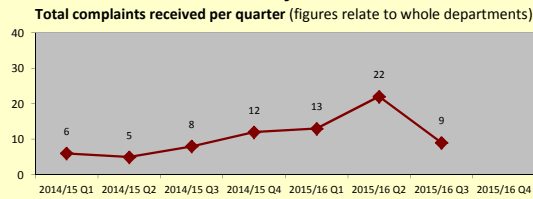
## Balanced scorecard report for 2015/16 Quarter 3



Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback



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

2015/16 Quarter 3	No. rec'd	No. timely	% timely
Resident Services	9	9	100

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

Compliments received during 2015/16 Quarter 3

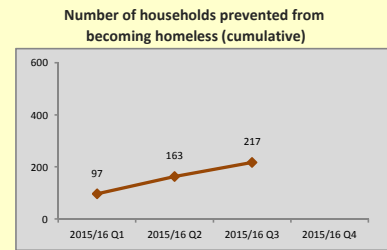
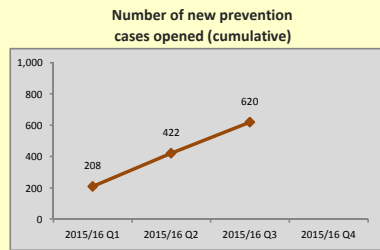
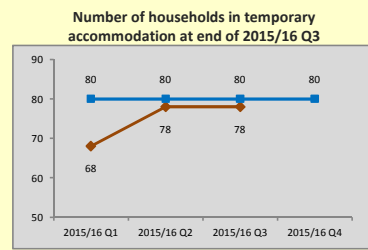
Resident Services	9
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#### Summary from the Policy and Performance Team

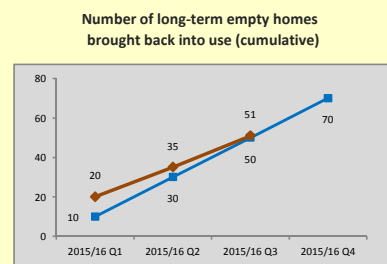
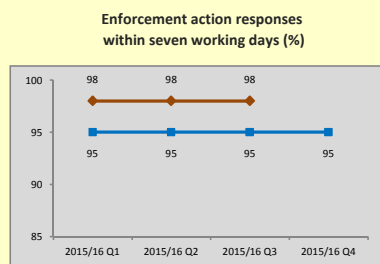
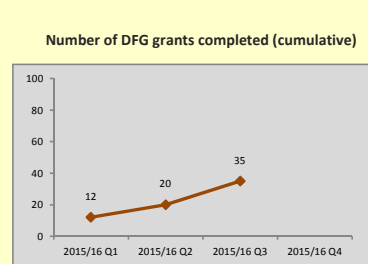
This scorecard gives an overview of council performance on the Housing portfolio at the end of the third quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation remains below the target maximum, although 78 households is still among the highest 25% of all housing authorities nationally. Complaints are considerably down on previous quarters notwithstanding ever-increasing workloads, and timeliness in responding to them is excellent at 100% 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 —

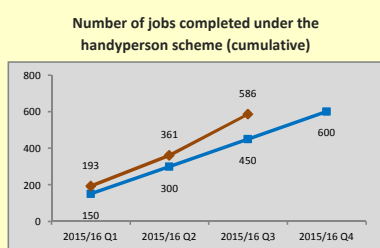
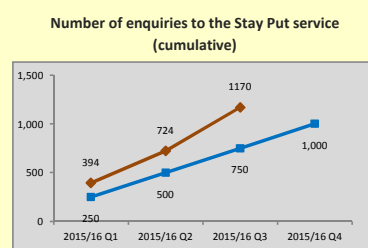
### Housing Options



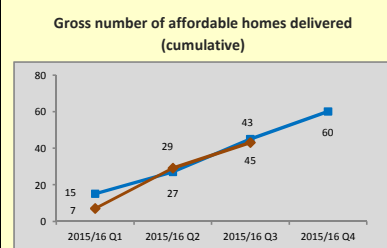
### Private Sector Housing



### Stay Put Service



### Housing Strategy



### Corporate Perspective

#### Revenue budget

At end of 2015/16 Quarter 3	Budget 15/16	Projected year-end position
Resident Services	£1,468,620	£92,580 (6%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,332,060	£999,045 (75%)	£587,377 (44%)

#### Adverse audit opinions

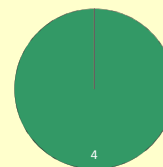
Number of poor or weak control opinions received during 2015/16 Quarter 3:	0
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Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 3.

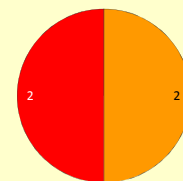
#### Planned actions

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 (≤4).

**List of Exceptions for 2015/16 Quarter 3  
Housing**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q3: 86 homes; 2015/16 Q3: 43 homes). Note that this indicator remains within 5% of target.
NI 156	Number of households living in temporary accommodation.	Year-on-year deterioration (2014/15 Q3: 71 households; 2015/16 Q3: 78 households). Worst quartile nationally. Note that this indicator remains green against target.
LI/HS/01	Number of long-term empty homes brought back into use	Year-on-year deterioration (2014/15 Q3: 81 homes; 2015/16 Q3: 51 homes). 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>		
	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 3

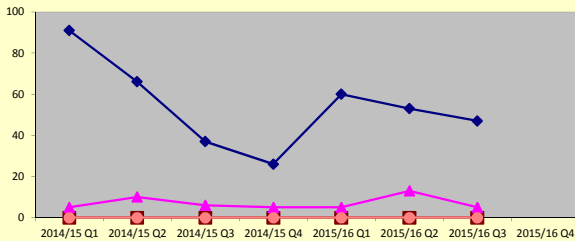


Cabinet Member: Cllr Whiting

## 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 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

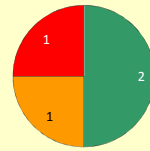
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Commissioning & Contact	60	Economy & Community	21
Policy & Performance	0	Property	1

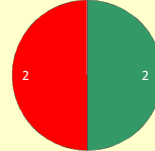
### Local area perception survey 2015

Indicators and targets (RAG)



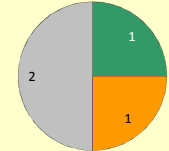
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

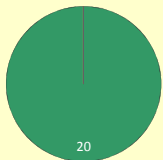
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the third quarter of 2015/16. While the membership level of the Swale Community Empowerment Network is buoyant, the number of residents attending local engagement forums continues to decline, and a recommendation to cease the LEFs and Rural Forum will come to 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

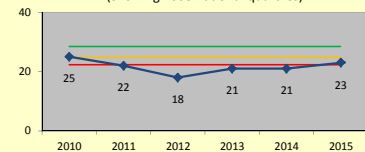
Actions in 2015/16 service plans



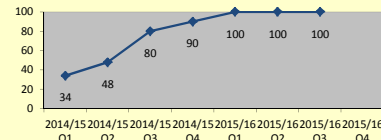
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Volunteering and engagement indicators

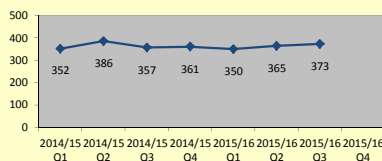
People who have given unpaid help to a club, society or organisation at least once per month in the last year (showing 2008 national quartiles)



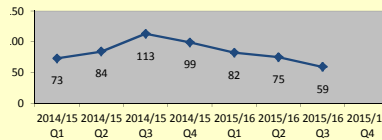
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

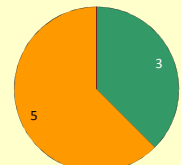


Number of residents attending community engagement events



### 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 3	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£403,400 (7%) Underspend
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend
Policy and Performance	£204,010	£16,590 (8%) Underspend
Property	£527,550	£106,960 (20%) Underspend

### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)
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 3: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 3.

### Large projects

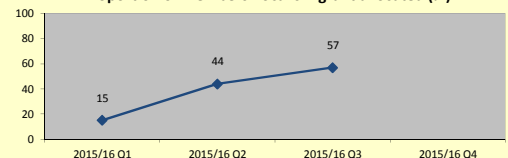
#### Community governance review

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 3**  
**Localism, Culture, Heritage and Sport**

Ref	Title/Description	Why is this red on the scorecard?
<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 3

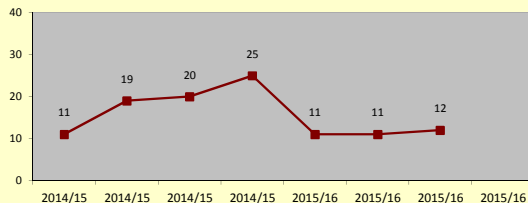


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



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

2015/16 Quarter 3	No. rec'd	No. timely	% timely
Development Services	12	8	67

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

#### Local area perception survey

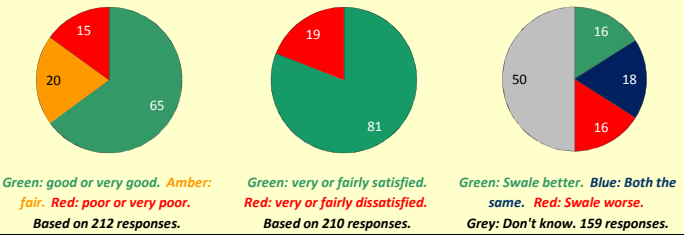
Proportion of service users satisfied with planning services

2010	2011	2012	2013	2014	2015	2016	2017
41%	41%	32%	35%	30%	33%		

Benchmarking data is not currently available for this indicator.

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

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



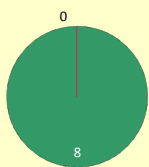
### Summary from the Policy and Performance Team

Recent improvement in performance has been sustained during Quarter 3, with three-quarters of indicators either meeting or within 5% of meeting their targets, including all three indicators measuring timeliness of processing applications. Of the four indicators for which national comparator data is available, three are performing above the median. Complaints have stabilised at a relatively low level, although timeliness of responding to complaints has fallen from 100% within 10 days in Q2 to 67% this quarter. Planning fee receipts have been lower than expected, which has contributed to a 6% forecast 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, as detailed in the exceptions report. The portfolio's two large projects are both Green, and no adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

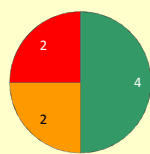
Actions in 2015/16 service plans



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

#### All service-plan performance indicators

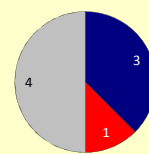
Indicators and targets (RAG)      Indicators improved or deteriorated from 2014/15 Q3      Indicator quartile positions in latest available data



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



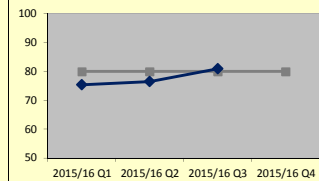
Green: improved. Red: deteriorated. Grey: static or no comparator data.



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

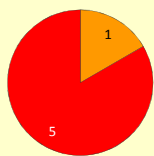
#### Planning enforcement

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



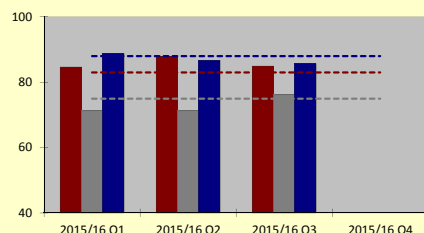
#### Risk management

Operational risks



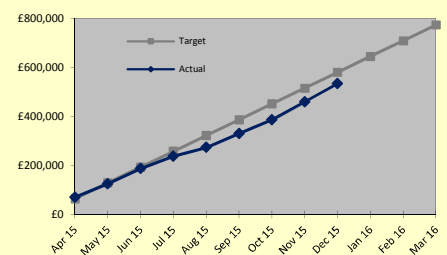
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### 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 3	Revenue budget		Capital expenditure		
	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£876,210	£54,100 (6%) Overspend	£119,680	£119,678 (100%)	£119,678 (100%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2015/16 Quarter 3.	

#### Neighbourhood planning

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

#### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://intranet/projects/Local%20develop">http://intranet/projects/Local%20develop</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.	
<b>Local Plan</b>	<a href="http://intranet/projects/Local%20develop">http://intranet/projects/Local%20develop</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.	

**List of Exceptions for 2015/16 Quarter 3  
Planning**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
LI/LS/LCC01	Percentage of all local land searches completed in five working days.	Red against target (target: 95%; outturn: 66%). Year-on-year deterioration (2014/15 Q3: 70%; 2015/16 Q3: 66%). (Note: This quarter's year-to-date outturn is a significant improvement over last quarter's 52%. Discrete monthly performance for December was 98%.)
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 88%; national 25th percentile: 89%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 15.8%). Year-on-year deterioration (2014/15 Q3: 12.9%; 2015/16 Q3: 15.8%).
LI/TBC/02	Proportion of major planning applications overturned at appeal	Year-on-year deterioration (2014/15 Q3: 3%; 2015/16 Q3: 5%). Note that this indicator remains green against target.
<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 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 3

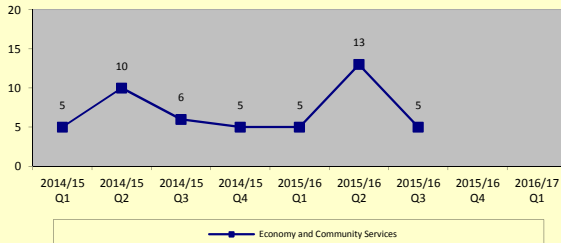


Cabinet Member: Cllr Cosgrove

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

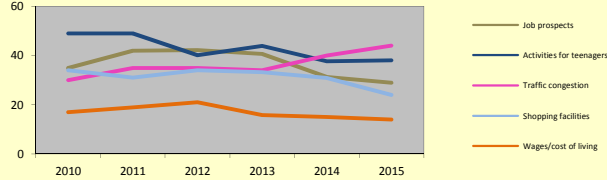
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2015/16 Quarter 3

Economy and Community Services	21
--------------------------------	----

#### Local area perception survey 2015

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



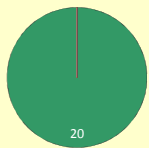
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the second quarter of 2015/16. The Sittingbourne town centre project remained Amber at the end of the quarter, when the agreement with The Light was not yet finalised. The drop in NNDR liability from Quarter 1 is due to the successful appeal by GPs, which significantly reduced the rateable value of purpose-built surgeries. 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

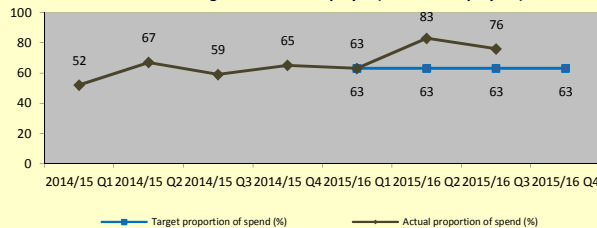
Actions in 2015/16 service plans



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

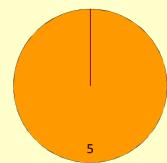
#### Local procurement

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 3	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)

#### Adverse audit opinions

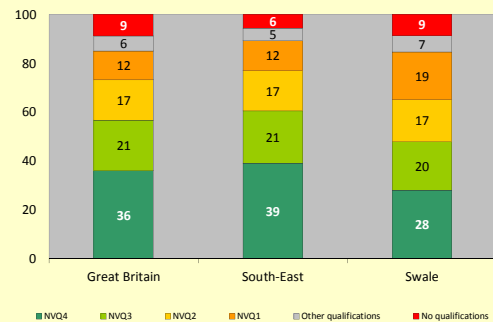
Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 3.

### Portfolio Perspective: Business and Skills

#### Swale skills profile

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



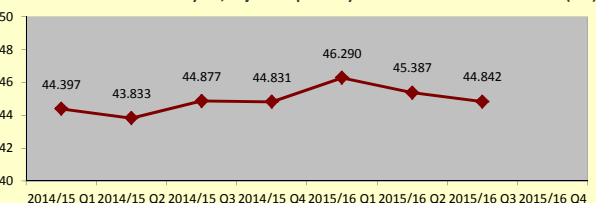
#### Large projects

**Sittingbourne Town Centre** <http://intranet/projects/Sittingbourne%20Town>  
Project status at end of quarter: **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 3  
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]		

## SCRUTINY COMMITTEE



9 June 2016		Agenda Item 6
<b><i>Draft Overview and Scrutiny Annual Report 2015/16</i></b>		
Lead Member:	Cllr Andy Booth - Chairman, Scrutiny Committee	
Report author:	Bob Pullen – Policy and Performance Officer	
<b>Recommendations</b>		
That the Committee:		
1. <b>Considers</b> and <b>agrees</b> the draft Overview and Scrutiny Annual Report for 2015/16 for presentation to Council.		

### 1 Purpose of report and executive summary

- 1.1 The draft annual report at Appendix I provides details on the work of the Scrutiny Committee during 2015/16.

### 2 Background

- 2.1 It is common practice among local authorities for the work of their overview and scrutiny (O&S) committees to be reported and considered each year by the authority, usually in the form of an annual report. The Scrutiny Committee's terms of reference require it to report annually to Council on its work and make any recommendations for amended working practices if appropriate.

### 3 Discussion and recommendations

- 3.1 The Scrutiny Committee made some good progress last year as noted in the report. Recommendations previously accepted by Cabinet have been or are in the process of being implemented.
- 3.2 The annual report also serves as a useful summary of the Committee's work which could be shared with residents via publication on the Council's website.

### 4 Appendices and background papers

- 4.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Draft Overview and Scrutiny Annual Report 2015/16.

### 6 Officer contact details

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

***Draft Overview and Scrutiny Annual Report 2015/16***

**Swale Borough Council**



## Foreword

Welcome to the overview and scrutiny report for 2015/16. The aim of this report is to reflect on the work that has been done in Swale this year.

2015/16 was a transitional year for the Scrutiny Committee. Following the Borough Elections in May 2015, we saw a big change to the membership of the Committee with many long-standing, experienced, former members standing down from the Council and a large influx of new members who had no previous experience of overview and scrutiny and were completely new to Swale Borough Council. All newly elected councillors had received comprehensive induction training, but it would have been too much to expect those members to have immediately taken on the role of 'scrutineers' before they had acclimatised themselves to the workings of Council, Cabinet and Committees. Overview and scrutiny operates quite differently from any other Council Committee.

As a result, it has taken us longer to get a number of reviews we identified earlier in the year up and running, although with renewed impetus three reviews are now up and running with reports and recommendations expected early in the new Municipal Year.

2016/17 presents a particularly challenging financial climate for the Council and the Committee has to continually adapt and respond to meet the many challenges ahead. We need to give a particular focus to resources and continually challenge whether the services the Council provide are being delivered in the most cost effective and efficient ways.

The overview and scrutiny function at Swale should not be excluded from this continuous drive for efficiency and effectiveness and we will review, during the course of the year, how we can improve. A refresh of the Swale Scrutiny Handbook will provide part of this impetus. It is two years since the Council last changed its overview and scrutiny processes and consideration will be given on whether to 'Peer Review' our systems and process to ensure we are as effective as the best in the country.

Overview and scrutiny will need to be at the very centre of the difficult decisions the Council will need to take during 2016/17 and we stand ready to play our part in these considerations in order to ensure that decisions are taken in a transparent and evidence-based way.

I hope that all members will continue to fully engage in the Committee's reviews in order to ensure that the Council's decision-making processes are appropriately scrutinised in a systematic, transparent and fair manner.

If you would like to contribute to the scrutiny process, or have ideas for areas which you think would benefit from scrutiny, we would welcome your suggestions. Please let us have your views by email [democraticservices@swale.gov.uk](mailto:democraticservices@swale.gov.uk) or telephone on 01795 417 330.

Councillor Andy Booth  
Chairman of the Scrutiny Committee 2015/16

# 1 What is overview and scrutiny?

## Introduction

- 1.1 Overview and scrutiny is a function of all English local authorities with an executive form of governance. This includes those, such as Swale, where a leader and cabinet take day-to-day decisions, and only decisions which affect the overall budget or policy framework are taken by the whole council.
- 1.2 Overview and scrutiny's main role is to hold the leader and cabinet to account on behalf of the whole council. This includes monitoring how well the council manages its resources and runs its services, as well as scrutinising the cabinet's formal decisions before they are put into operation.
- 1.3 Overview and scrutiny committees also have powers to examine other public services not provided by the council, including some health and policing matters.

## Overview and scrutiny at Swale

- 1.4 Swale Borough Council has a single Scrutiny Committee which exercises all of the formal powers available to it under the Local Government Act 2000 (as amended).
- 1.5 The Scrutiny Committee comprises 13 councillors who are not members of the Cabinet. Whereas Cabinet members are usually drawn exclusively from the political group with a majority of seats on the Council, the Scrutiny Committee is made up of councillors from all groups and seats on the Committee are allocated in accordance with the political balance considerations across the Council as a whole. The Chairman and Vice-Chairman are appointed at Annual Council at the start of each new Municipal Year.
- 1.6 The role of the Scrutiny Committee includes:
  - reviewing or scrutinising decisions made, performance of, the Cabinet and Committees and Council Officers both in relation to individual decisions and over time;
  - reviewing or scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - requiring members of the Cabinet and/or Committees and Chief Officers to attend before it to answer questions about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects; and

- reviewing and scrutinising the performance of other public bodies in the area.
- 1.7 The Scrutiny Committee also has special responsibility for scrutinising the Cabinet's annual budget proposals as part of the Budget and Policy Framework Procedure Rules.
- 1.8 The Scrutiny Committee is not a decision-making body as such. Instead it makes recommendations to Cabinet, who can either accept or reject them. In either case, Cabinet always responds 'on the record' to recommendations, stating why they have or have not been accepted. The Committee can also make recommendations to other organisations beyond the Council, but their legal powers here are weaker.
- 1.9 The Committee has a power to 'call-in' a Cabinet decision which has been taken but not yet implemented. Once the Committee has 'called-in' a Cabinet decision, it will consider the decision and decide whether to refer it back to Cabinet for reconsideration.
- 1.10 The Scrutiny Committee reviews a wide range of topics as well as regularly scrutinising financial and performance monitoring information.
- 1.11 Swale has also established a Policy Development and Review Committee which reviews any new or revised council policies and advises the relevant Cabinet member accordingly. This Committee does not have any formal overview and scrutiny powers, but it does have the power to make recommendations to the person or body that referred an item to it. A separate annual report for the Policy Development and Review Committee is prepared each year.

## **Principles**

- 1.12 The key local principles forming the foundation of the overview and scrutiny function at Swale Borough Council are as follows:
- the focus for scrutiny must be based upon the achievement of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the borough;
  - that overview and scrutiny be positive, objective and constructive, seeking to add value to any service that it considers. Scrutiny should acknowledge good practice where found and recommend improvements where necessary; and
  - it is essential that the Council has an active and challenging scrutiny function that reflects corporate priorities regarding the provision of services.
- 1.13 Overview and scrutiny plays an important role in the overall governance of the Council.

## 2 Scrutiny Committee

- 2.1 The Scrutiny Committee is responsible for focussing on scrutiny and holding to account of corporate issues such as the budget, service performance and delivery of planned actions. Its full Terms of Reference during 2015/16 were as follows:

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

**General role:** Within the terms of reference, the Committee will:

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

(x) in accordance with Section 19 of The Police and Justice Act 2006, to act as the Council’s “Crime and Disorder Committee” in terms of reviewing and scrutinising decisions made, or other actions taken, in connection with the responsible authorities discharge of their Crime and Disorder functions.

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

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

### Membership

2.2 The following Councillors served on the Scrutiny Committee since May 2014:

- |                                   |               |
|-----------------------------------|---------------|
| Councillor Andy Booth             | Chairman      |
| Councillor Lloyd Bowen            | Vice Chairman |
| Councillor Mike Baldock           |               |
| Councillor Derek Conway           |               |
| Councillor Mike Dendor            |               |
| Councillor Mick Galvin            |               |
| Councillor Mike Henderson         |               |
| Councillor Ken Ingleton           |               |
| Councillor Samuel Koffie-Williams |               |
| Councillor Peter Marchington      |               |
| Councillor Colin Prescott         |               |
| Councillor Ben Stokes             |               |
| Councillor Roger Truelove         |               |

### 3 Scrutiny work programme

The Scrutiny Committee’s work programme includes the oversight of many areas of Council business such as the budget, service performance and delivery of planned actions as well as a number of dedicated reviews. Key areas of work for 2015/16 are summarised below.

Work programme 2015/16			
Title	Frequency	Focus of discussion	Status
Performance and financial monitoring	Ongoing - reviewed periodically throughout the year	<ul style="list-style-type: none"> <li>▪ Indicators not achieving target</li> <li>▪ significant budget variances</li> </ul>	Complete
Council budget	Annual review	<ul style="list-style-type: none"> <li>▪ The Cabinet’s annual budget proposals are scrutinised before these are ratified by the Council</li> </ul>	Complete
Fees and charges	Annual review	<ul style="list-style-type: none"> <li>▪ The Committee considered Cabinet’s</li> </ul>	Complete

		proposals for fees and charges at an extraordinary meeting of the Committee held on 9 December 2015	
<b>Scrutiny reviews</b>			
<b>Review</b>	<b>Date review template agreed</b>	<b>Report/recommendations submitted to Cabinet</b>	<b>Status</b>
Sittingbourne Town Centre regeneration proposals	-	-	<b>Complete.</b>
Council Tax support scheme	-	-	<b>Complete.</b>
Housing services	14/10/15	-	<b>Ongoing.</b>
Leisure and tourism	14/10/15	-	<b>Ongoing.</b>
Development management	14/10/15	-	<b>Ongoing.</b>
Conduct of 2015 elections	-	-	<b>Complete.</b>
Call-in: Cabinet decisions on allocation of grant for S.106 software and reallocation of underspent member grants	-	9 December 2015	<b>Complete.</b>
Call-in: Cabinet decision on CCTV consultation	-	5 January 2016.	<b>Complete.</b>

### **3.1 Performance and financial monitoring**

- 3.1.1 The Committee receives reports on performance and financial monitoring at many of its meetings.
- 3.1.2 The Committee regularly considered those indicators where performance was not achieving targets and discussed with Heads of Service their plans for turning performance around on these indicators. The Committee plays a significant role in the Council's performance management arrangements in that indicators which consistently fall into the 'red' category are escalated up to the Scrutiny Committee for further investigation.
- 3.1.3 The Committee received regular financial monitoring reports that presented Members with the opportunity to highlight significant budget variances and ask questions of officers and Cabinet members about their plans to address this.

### **3.2 Council budget**

3.2.1 One of the Committee's key responsibilities is to scrutinise the Cabinet's annual budget proposals before these are ratified by the Council, which took place at a specially convened meeting on 28 January 2016. The Committee Chairman opened the meeting up so that any Council Member could attend and make representations. The Cabinet Member for Finance, along with other Cabinet Members and Senior Officers were present to respond to Members' questions. The Committee scrutinised the Cabinet's budget proposals line by line.

3.2.2 Cabinet noted the Committee's comments at their meeting of 3 February 2016.

3.2.3 The reports the Scrutiny Committee considered on the Council's draft budget are available here:

<http://services.swale.gov.uk/meetings/documents/s4197/FINAL%20-%202016-17%20Budget%20Report%20for%20December%20Cabinet%20Final%20v4.pdf>

3.2.4 The Committee's consideration of the draft budget is available here:

<http://services.swale.gov.uk/meetings/documents/g1594/Printed%20minutes%2028th-Jan-2016%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **3.3 Fees and charges**

3.3.1 The Committee considered the Council's annual review of fees and charges separately from the Budget this year. A record of the Committee's discussions with the Cabinet Member for Finance and Head of Finance is available here:

<http://services.swale.gov.uk/meetings/documents/g1657/Printed%20minutes%2009th-Dec-2015%2017.00%20Scrutiny%20Committee.pdf?T=1>

### **3.4 Sittingbourne Town Centre regeneration proposals**

3.4.1 The Committee received an update on 14 October 2015 from the Cabinet Member for Regeneration and the Director of Regeneration on the Sittingbourne Town Centre regeneration project.

3.4.2 A record of the discussion is available here:

<http://services.swale.gov.uk/meetings/documents/g1591/Printed%20minutes%2014th-Oct-2015%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **3.5 Council Tax support scheme**

3.5.1 The Committee had been maintaining a watching brief on welfare reform for several years and has periodically reviewed matters relating to the implementation of welfare reform at Swale.

3.5.2 The Committee heard from the Cabinet Member for Finance and the Revenues and Benefits Assistant Manager at their meeting of 14 October 2015 and were invited to consider the Council's proposals for the Council Tax



support scheme to operate in 2016/17. A record of the Committee's discussion with the Cabinet Member and lead officer is available here: <http://services.swale.gov.uk/meetings/documents/g1591/Printed%20minutes%2014th-Oct-2015%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **3.6 Housing services**

- 3.6.1 This review had started in the 2014/15 Municipal Year and the Committee had already discussed with the Cabinet Member for Housing, Head of Housing Services and the Housing Options Manager on a range of issues relating to housing. At that meeting on 2 September 2014, officers gave an overview of housing issues, both in the national and local contexts, and members explored issues such as: shortage of suitable accommodation; temporary accommodation; affordable housing; and private rented accommodation.
- 3.6.2. The Committee heard from representatives of AmicusHorizon, the largest Registered Social Landlord operating in Swale, at their meeting on 11 November 2015. A record of the Committee's consideration is available here: <http://services.swale.gov.uk/meetings/documents/g1592/Printed%20minutes%2011th-Nov-2015%2019.00%20Scrutiny%20Committee.pdf?T=1>
- 3.6.3 The Committee resolved to refresh this review and take it forward in the early part of the 2016/17 Municipal Year. A review coordinator and supporting Task and Finish Group have been appointed by the Committee.

### **3.7 Leisure and tourism**

- 3.7.1 This review was agreed by the Committee at the start of the Municipal Year and its purpose was to establish whether the Council was making the most of Swale's leisure and tourism offer in order to encourage people to visit the Borough.
- 3.7.2 The Committee had an initial discussion with the Cabinet Member for Regeneration and the officers who lead on tourism at their meeting on 10 February 2016. The key issues that were highlighted were:
- use of apprentices and internal partnership working;
  - budgets and resources;
  - investment in Swale and the support of local businesses;
  - use of social media to encourage visitors;
  - Visit Swale website;
  - performance monitoring of quality accommodation in Swale;
  - partnership agreement with Visit England;
  - The Faversham Society as an events provider and sole accredited museum in the Borough;
  - successful tourist projects in Swale; and
  - planned projects in the future.

3.7.3 A record of the Committee's discussion is available here:  
<http://services.swale.gov.uk/meetings/documents/g1595/Printed%20minutes%2010th-Feb-2016%2019.00%20Scrutiny%20Committee.pdf?T=1>

3.7.4 A Task and Finish Group has been established to take this review forward and it has already made significant progress in gathering evidence through issuing a questionnaire to local tourism facilities and serviced and non-serviced accommodation providers and visiting key operators in Swale's tourism sector. The Group is also planning to visit districts with a similar tourism profile to Swale in other parts of the country to compare how councils promote tourism and encourage visitors to their areas and whether the Council should consider adopting practice from elsewhere.

3.7.5 The Task and Finish Group will conclude the review early in the new Municipal Year and present and report and recommendations to the Committee for initial consideration. Recommendations will subsequently be submitted to Cabinet.

### **3.8 Development Management**

3.8.1 This review was also agreed by the Committee at the start of the Municipal Year and its purpose was to review the effectiveness of the Council's processes for deciding planning applications and all of the various elements that that entails.

3.8.2 The Committee had an initial discussion with the Cabinet Member for Planning, the Head of Planning Services and the Development Manager at their meeting on 13 January 2016. The key issues that were highlighted as areas to consider were:

- planning delegations and the volume of applications that were coming to the Planning Committee for decision;
- the role of statutory consultees in the decision process;
- the role of parish and town councils;
- planning appeals;
- unadopted land on new developments; and
- Section 106 agreements.

3.8.3 A record of the Committee's discussion is available here:  
<http://services.swale.gov.uk/meetings/documents/g1593/Printed%20minutes%2013th-Jan-2016%2019.00%20Scrutiny%20Committee.pdf?T=1>

3.8.4 The Task and Finish Group will conclude the review early in the new Municipal Year and present and report and recommendations to the Committee for initial consideration. Recommendations will subsequently be submitted to Cabinet.

### **3.9 Conduct of 2015 elections**

3.9.1 The Committee had invited the Chief Executive, Democratic and Electoral Services Manager and Electoral Services Officer to provide a report on the conduct of the 2015 elections. This took place at the Committee's meeting on 11 November 2015 and the report is available here:

[http://services.swale.gov.uk/meetings/documents/s3863/2015%20Elections%20Review\\_26.10.15.pdf](http://services.swale.gov.uk/meetings/documents/s3863/2015%20Elections%20Review_26.10.15.pdf) .

3.9.1 The elections held on 7 May 2015 combined those for the Parliamentary, Borough and parish/town councils and were the most complex ever held in Swale. They were also the first elections to be held since the introduction of Individual Electoral Registration and had to take account of changes to ward and parish boundaries following reviews.

3.9.2 The Committee considered a number of factors including:

- cross boundary arrangements with the Returning Officer for Maidstone Borough Council for the Faversham and Mid Kent Parliamentary election;
- resources and capacity in the Elections Team; and
- the conduct of the verification and counting of votes.

3.9.3 A record of the Committee's consideration is available here:

<http://services.swale.gov.uk/meetings/documents/g1592/Printed%20minutes%2011th-Nov-2015%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **3.10 Call-ins**

3.10.1 Call-ins were held on 9 September 2015 to consider Cabinet decisions on allocations of grant to (a) purchase Section 106/CIL software and (b) allocate underspend of Members' grant with recommendation back to Cabinet to reconsider (b). The Committee only resolved to refer the decision on Member grant back to Cabinet. A record of the consideration is available here:

<http://services.swale.gov.uk/meetings/documents/g1670/Printed%20minutes%2005th-Jan-2016%2018.00%20Scrutiny%20Committee.pdf?T=1> and a record of the Cabinet's decision is available here:

<http://services.swale.gov.uk/meetings/documents/g1648/Printed%20minutes%2021st-Sep-2015%2017.30%20Cabinet.pdf?T=1>

3.10.2 A further call-in was considered at an extraordinary meeting of the Committee on 5 January 2016 regarding a proposed consultation on the citing of CCTV cameras. The decision was referred back to the Cabinet Member. A record of the consideration is available here:

<http://services.swale.gov.uk/meetings/documents/g1670/Printed%20minutes%2005th-Jan-2016%2018.00%20Scrutiny%20Committee.pdf?T=1> and a record of the Cabinet Member's is available here:

<http://10.201.65.162/documents/g1674/Printed%20minutes%2007th-Jan-2016%2019.00%20Cabinet%20Delegated%20Decisions.pdf?T=1>.

## **4 Review of approach to overview and scrutiny in 2015/16**

4.1.1 We have taken this opportunity to review the way in which overview and scrutiny has worked in Swale during 2015/16, in order to build on our strengths and address any areas that could be identified for further development.

4.1.2 At Appendix I we set out a review of each of the major pieces of work that overview and scrutiny carried out during the year. Some common themes emerge from this review, as set out below.

4.1.3 Particular strengths that we would wish to build on during 2016/17 include:

- to devote sufficient time and resources to a few key issues which have major implications for residents rather than reviewing areas where there is little or no evidence to suggest services are under-performing;
- continuing the practice of undertaking more of scrutiny's work on a 'Task and Finish' basis so that Committee time can be used more effectively; and
- urging Cabinet Members and officers to bring forthcoming decisions to scrutiny at an early stage.

4.1.4 Particular areas that have been identified as requiring further development during 2016/17 include:

- restricting reviews to issues where evidence suggests that they would benefit from scrutiny input;
- seeking opportunities to have an early input to issues rather than being presented with a fait accompli; and
- being more diligent in ensuring reviews start as quickly as possible after the scope has been set, by appointing Task and Finish Groups quickly, and receiving regular reports from Task and Finish Group coordinators to ensure that reviews are progressing sufficiently.

4.1.5 The actions that we will put in place to address these include:

- revising the Swale Scrutiny Handbook which had been produced some years ago to bring it up to date;
- exploring with the Member Development Group how members of the Scrutiny Committee can develop their scrutiny skills through training; and
- ensuring Swale's overview and scrutiny processes mirror best practice elsewhere and reviewing whether a 'Peer Review' of the function should be instigated.

## **5. Contact details**

5.1 Scrutiny Committee meetings take place throughout the year and members of the public are welcome to attend. Dates, agendas, reports and minutes for these meetings can be found on the Council's website:

<http://www2.swale.gov.uk/dso/>. Alternatively, you can telephone Democratic Services on 01795 417 330.

5.2 The Scrutiny Team provides independent and professional support and advice to the Members of Scrutiny Committee.

5.3 You can contact the Scrutiny Team using one of the following methods:-

In writing to:

Scrutiny Team  
Policy and Performance Unit  
Swale Borough Council  
Room 310  
Swale House  
East Street  
Sittingbourne  
Kent  
ME10 3HT

By e-mail/telephone:

**Bob Pullen – Policy and Performance Officer**

[BobPullen@swale.gov.uk](mailto:BobPullen@swale.gov.uk)

01795 417 187

**Democratic Services**

[Democraticservices@swale.gov.uk](mailto:Democraticservices@swale.gov.uk)

01795 417 330

5.3 A full list of Committee meeting dates, times, venues and agendas is available on Swale Borough Council's website: <http://www2.swale.gov.uk/dso/>

## Overview and Scrutiny Committees Review of 2015/16 major reviews

Title	Overview	Strengths	Development Areas
Performance and financial monitoring	Scrutiny Committee focuses on indicators not achieving target and significant variations to the proposed budget	<p>The Chairman and Vice-Chairman have held regular pre-meetings with the Policy and Performance Team and Head of Finance in order to thoroughly prepare for Committee meetings – particularly those involving performance and/or finance.</p> <p>The Committee plays a significant role in the Council's performance management arrangements.</p> <p>The Committee receives regular financial monitoring reports that present members with the opportunity to highlight significant variations to the proposed budget and ask questions of officers and Cabinet members about their plans to address this.</p>	Develop Member skills through training on performance and financial management.
Council budget  Fees and charges	The focus is to scrutinise Cabinet's annual budget proposals before these are ratified by Council. This is normally preceded by scrutiny of Cabinet's proposals for fees and charges.	<p>Review took place at a specially convened meetings on 28 January 2016.</p> <p>The Committee Chairman opened the meeting up so that any Council Member could attend and make</p>	More could perhaps be done in the way of preparation by the Committee so that particular areas of the budget which give rise to concerns can be given greater focus and possible recommendations for change be made to Cabinet.


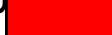



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		<p>representations.</p> <p>The majority of Cabinet Members and Heads of Service were present to answer questions and provide further information.</p>	
One off reviews and hearings	The Committee considers a number of topics throughout the year on a one-off basis rather than as part of an in-depth review. Examples this year include conduct of the 2015 elections and Sittingbourne Town Centre regeneration.	These reviews provided the Committee for non-executive members to raise concerns with Cabinet Members and senior officers in an open and transparent forum. The ability to discuss policy considerations and reasons for decisions in an open forum contributes to good governance.	It is imperative that Cabinet Members and senior officers ensure that the Cabinet Forward Plan is kept up to date with informative and timely information regarding forthcoming decisions so that the Scrutiny Committee has sufficient notice of when decisions are to be made so they can play an appropriate and proportionate part in the pre-decision process.
Major reviews	These are identified in the Committee's forward work programme at the beginning of each new Municipal Year. Examples this year include Housing Services, Development Management and Tourism and Leisure	These reviews work best when they are conducted through Task and Finish Groups who undertake most of the activity outside of the Committee cycle and provide progress reports periodically to the Committee which culminates in a report and recommendations for the Committee's consideration.	<p>The Task and Finish Groups need to be formed soon after the scope of the review has been agreed by the Committee.</p> <p>The Committee needs to pay particular attention to managing these reviews to ensure they provide evidence-based reports and recommendations in a timely manner.</p>
Call-ins	The Scrutiny Committee is the only Council Committee that has the power to 'call-in' Cabinet decisions for consideration once	There are clear guidelines on how call-in should be used, with safeguards against abuse of the powers available to the	There have effectively been three call-ins during the course of the year. Two resulted in a recommendation to Cabinet to

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	<p>they have been made, but not implemented. The Committee is able to consider Cabinet decisions and refer the decision back to Cabinet for reconsideration.</p>	<p>Committee.</p>	<p>reconsider their decisions, but neither resulted in any change.</p> <p>The Committee should carefully balance whether calling-in a Cabinet decision would make any difference to that decision against the time, effort and resource needed to hear the call-in.</p>



## OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS

Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	MKIP Governance and Communications	4	Creation of Mid Kent Services Director post should be considered favourably.	Accepted	A.Kara	Ongoing	The creation of a permanent, full-time MKSD position was recommended by the MKIP Board at the meeting of 17 December and has now been agreed formally by each council through the annual budget process for 2016/17. Work is currently taking place on the Job Description and Key Deliverables for the post as well as drawing up a collaboration agreement for the post.
Scrutiny	MKIP Governance and Communications	7	That a toolkit is created to assist managers in their role as internal clients of shared services.	Accepted	A.Kara	Ongoing	This is already happening through the maturing of the Shared Service Boards and the role of the Mid Kent Service Director. A review of the overarching governance document and collaboration agreement has taken place with those changes to be approved at a co-located meeting anticipated to take place before the summer recess.
Scrutiny	MKIP Governance and Communications	9	That a joint Communication Plan is developed.	Accepted	A. Kara	Ongoing	A plan has been developed and approved by the MKS Board. The Support Officer is currently undertaking, and updating the progress on, the agreed actions. The Annual Report 2014/15, Who's Who (2016) and partnership webpage on the SBC website have been completed with the SharePoint site nearing completion. Work on the Annual Report 2015/16 is ongoing. A Swale member briefing took place on 24 March in Swale. A Q+A document, following all three sets of briefings, is to be distributed to members.
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).
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, not published via the Council's external website. An MKS SharePoint site has been produced which will act as a repository of useful information, including MKS Board agendas and minutes. Members will be briefed on this upon completion.

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

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