

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Wednesday, 5 July 2017

Time: 7.00 pm

Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Membership:

Councillors Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Derek Conway, Mike Dendor, Mick Galvin, June Garrad, Mike Henderson, Lesley Ingham, Ken Ingleton, Nigel Kay, Samuel Koffie-Williams, Ben Stokes and Roger Truelove.

Quorum = 4

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Pages

1. Fire Evacuation Procedure

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

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

The Chairman will inform the meeting that:

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

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

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

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

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 22 March 2017 (Minute Nos. 1255 - 1265) 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 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. Sittingbourne Town Centre Regeneration Update 1 - 4

The Cabinet Member for Regeneration, the Interim Director of Regeneration and the Special Projects Manager have been invited to attend for this item.

#### 6. Financial Management Report 5 - 16

The Committee is asked to consider the Financial Management Report January 2017 – May 2017.

The Cabinet Member for Finance and Performance and the Chief Financial Officer are invited to attend for this item.

7. Performance Monitoring Report 17 - 32

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

## Part Two - Business Items

8. Draft Overview and Scrutiny Annual Report 33 - 50

The Committee is asked to consider the Draft Overview and Scrutiny Annual Report 2016/17.

9. Committee Work Programme 51 - 56

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

10. Reviews at Follow-up Stage and Log of Recommendations 57 - 58

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

11. Other Review Progress Reports 59 - 76

The Committee is asked to consider updates on other reviews:

- Leisure and Tourism
- Housing Services
- Development Management

12. Cabinet Forward Plan 77 - 90

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

13. Urgent Business Requests

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

## Issued on Monday, 26 June 2017

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

Chief Executive, Swale Borough Council,  
Swale House, East Street, Sittingbourne, Kent, ME10 3HT

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## Sittingbourne Town Centre Regeneration Scheme

### Update to Scrutiny Committee 5<sup>th</sup> July 2017

Members are asked to note that the Town Centre Development is now moving forwards at a very fast pace and planning, programming and co-ordination of the work is at an advanced stage. The Developer is currently co-ordinating the construction works and consulting with the Council and multiple stakeholders, including its own contractors and professional teams, statutory suppliers, bus and taxi operators, local businesses and schools, KCC Highways, Network Rail, South East trains and the general public. As the Development goes unconditional all construction risk passes to the Developer and they continue to be managed so that there will be no residual risk to the Council.

	Update
Development Agreement	<ul style="list-style-type: none"> <li>• The Development Agreement has been varied to allow the Spirit to go unconditional on a site by site basis.</li> <li>• Spirit is supplying information to satisfy the conditions and is planning to go unconditional on the retail site in early July.</li> <li>• Subject to completion of outstanding conditions Spirit is planning to go unconditional on the leisure and highways works by the end of July.</li> <li>• The Development Agreement Conditions are all in the process of being satisfied and will be formally signed off by the Interim Director of Regeneration.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• The section 111/106 agreement has been signed by all parties.</li> <li>• The three planning permissions have now been granted.</li> <li>• Spirit is providing planners with information to satisfy pre-commencement conditions.</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Spirit contractor is on site at the depot site setting up the site accommodation. They will commence construction as soon as the planning pre-commencement conditions have been cleared.</li> <li>• Gas main diversion works have been completed in the area of the MSCP.</li> <li>• New power supplies to the retail site are planned for July and August and these will require a closure of</li> </ul>

	<p>Milton Road for approximately 3 weeks scheduled 24<sup>th</sup> July – 25<sup>th</sup> August 2017.</p> <ul style="list-style-type: none"> <li>• Work to the MSCP is planned to start in January 2018.</li> <li>• Work to the leisure, comprising the Hotel, Cinema and Restaurants is planned to start in May 2018 once the roadworks are complete.</li> <li>• Spirit is revisiting the residential scheme for Cockleshell Walk, Spring Street and Fountain Street to see if a better scheme can be delivered.</li> </ul>
Highways and Services	<ul style="list-style-type: none"> <li>• Spirit has put in place additional resources to co-ordinate and manage the complex highways and service supplies for the Development</li> <li>• There will be a four phase roadworks programme scheduled to begin 1<sup>st</sup> August and run to September 2018</li> <li>• Highway work is scheduled to start in August with the first phase comprising work to St Michael's Road and the St Michael's road car park. This will run August – November. There will be no car parking at that car park at that time.</li> <li>• During this first phase traffic will be diverted from St Michael's road along Station Street so that water main, sewer and drainage diversions can be carried out to release the site for construction of the MSCP.</li> </ul>
Programme timelines	<ul style="list-style-type: none"> <li>• Spirit will be presenting the roadwork's programme and phasing to full Council on the 28<sup>th</sup> June</li> <li>• Spirit will present the same information to the scrutiny committee at the meeting</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• In conjunction with Spirit the Council is developing a full communications strategy to inform Members, residents and businesses about the works and particularly highways work.</li> <li>• This includes Member bulletins, the first one issued 27<sup>th</sup> June.</li> </ul>
SBC Project Team and reporting	<ul style="list-style-type: none"> <li>• There is a substantial project team in place that up to this point has been sufficient but as the project moves into the delivery phase a full time role for a scheme manager has now been advertised by the Interim Director of Regeneration. Interviews 5<sup>th</sup> July</li> <li>• The Head of Property is undergoing recruitment for a business manager to manage the elements that the Council will own once they are constructed.</li> <li>• Progress with the development is reported to the SMT every month by the Interim Director of Regeneration</li> </ul>

	<ul style="list-style-type: none"><li>• There are Joint Board meeting and internal Officer and Technical meetings held on a monthly basis.</li><li>• Updates to SBC officers are carried out at monthly internal officer group meetings where information is disseminated across the teams.</li></ul>
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From the report and information above the committee will appreciate the complexity of the scheme as it become operational and construction work gets underway. There is still a considerable amount of co-ordination work to do and things will undoubtedly change and the timelines and critical path will continue to be developed and refined as the works progress.

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<b>Scrutiny Committee</b>		<b>Agenda Item: 6</b>
<b>Meeting Date</b>	<b>5 July 2017</b>	
<b>Report Title</b>	<b>Financial Management Report 2016/17</b>	
<b>Cabinet Member</b>	<b>Cllr Duncan Dewar-Whalley, Cabinet Member for Finance &amp; Performance</b>	
<b>SMT Lead</b>	<b>Nick Vickers, Chief Financial Officer</b>	
<b>Head of Service</b>	<b>Nick Vickers, Chief Financial Officer</b>	
<b>Lead Officer</b>	<b>Phil Wilson, Financial Services Manager</b>	
<b>Key Decision</b>	<b>Yes</b>	
<b>Classification</b>	<b>Open</b>	
<b>Forward Plan</b>	<b>Reference number:</b>	
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. To note the gross revenue underspend on services of £1,419,100 (including £1,272,000 additional income).</li> <li>2. To consider the revenue service rollovers of £494,290, (including £241,390 due to roll forward of external funding, grants and use of additional income from 2016/17), and the setting up of new reserves as set out in Table 3 Appendix I for approval.</li> <li>3. To consider the revenue service bids of £248,100, as set out in Table 4 Appendix I for approval.</li> <li>4. To delegate to the Chief Financial Officer the allocation of uncommitted underspends to reserve funds.</li> <li>5. To consider the capital rollovers of £1,875,853, as detailed in Table 9 Appendix I for approval.</li> </ol>	

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

- 1.1 This report sets out the revenue and capital outturn position for 2016/17.
- 1.2 Whilst the report refers to “underspends”, this actually consists of two quite separate issues; genuine underspends against expenditure budgets, and additional income. The net effect is an underspend against the agreed Council budget.
- 1.3 This report shows that once again the Council has been able to achieve a significant underspend in the year. This is primarily due to the higher income which accounts for 90% of the £1.419m underspend and additional costs of £1.019m being offset by contract savings and underspends. With a well-known flightpath of reduced funding into the medium term, the Council has once again pre-empted future funding reductions by restricting expenditure in year.

- 1.4 The outturn position needs to be seen in the context of the Council's medium term financial position, as set out in the February Council budget report. The Council currently has a funding gap of £1,325,000 in 2018/19, and £1,775,000 in 2019/20. The scope of management efficiency savings and for savings on major contracts is also much reduced given the successful work to date. Balancing the budget therefore becomes much more about generating income, via business rates and New Homes Bonus in particular.
- 1.5 The headline figures are:
- total revenue underspend of £1,419,100;
  - £494,2900 bid requests from Heads of Service – Table 4 in Appendix I;
  - £248,100 rollover requests of operational underspends – Table 5 in Appendix I; and
  - capital underspend of £1,703,299.
- 1.6 The detailed outturn statements are detailed in Tables 1 and 2 in Appendix I.

## **2. Background**

- 2.1 The Council operates a monthly budget monitoring process at Head of Service level, with reports each month to the Strategic Management Team.
- 2.2 Financial monitoring reports are presented to Cabinet on a quarterly basis, as well as to Scrutiny Committee.

## **3. Proposals**

### **Revenue Outturn**

- 3.1 Table 1 in Appendix I shows the outturn position by service, with most services showing an underspend. The line-by-line variations are explained in Table 2 in Appendix I.
- 3.2 There are a number of service movements within the overall revenue outturn, and the most significant of these are summarised below in Table 1.

**Table 1: Service Movements**

Service/Contract	Reason for Variance	Working Budget	Year End Variance
		£'000	£'000
<b>Additional Income – Fees &amp; Charges set by SBC:</b>			
Parking Management	Additional income from pay & display fees	(1,615)	(444)
	Offset by net overpayments (reduced income)	(60)	40
	Parking Permits	(97)	(35)
	Additional income from season ticket income	(50)	(16)
Legal (MKLS)	Additional income from S106 fees	(29)	(83)
Recycling & Waste Minimisation	Additional income from garden waste collections (brown bins)	(368)	(39)
Refuse Collection	Bulky Waste Collection	(57)	(37)
Highways	Street Naming & Numbering additional income	(15)	(21)
Seafront	Beach huts	(8)	(7)
	Memorials	(1)	(4)
Cemeteries and Closed Churchyards	Additional income	(115)	(3)
Licensing	Additional income	(205)	(12)
Other	Additional income	-	(15)
<b>Other Income:</b>			
Planning	Fees – Additional planning income	(672)	(293)
Corporate Items	Additional external investment interest income	(93)	(161)
Property Management	Rental income	(381)	(85)
Environmental Services	Fixed Penalty Notices (net)	(3)	(53)
Parking	Penalty Charge Notices	(473)	(46)
Refuse Collection/ Street Cleansing / Public Conveniences	Special collections and sale of litter bins	(25)	(17)
Council Tax	MKS Enforcement Service	-	(37)
Policy	Sustainable Sheppey – additional grant	-	(16)
<b>Loss Income - Fees &amp; Charges set by SBC:</b>			
Planning	S106 Monitoring Fees	(65)	39
Land Charges	Loss of income	(221)	34
Planning	Pre-application advice	(60)	28
Refuse Collection/Street Cleansing	Sale of residential wheeled bins	(21)	11
<b>Total Net Income</b>			<b>(1,272)</b>

<b>Service/Contract</b>	<b>Reason for Variance</b>	<b>Working Budget £'000</b>	<b>Year End Variance £'000</b>
<b>Procurement/Shared Service Savings:</b>			
Refuse Collection/ Street Cleansing	Refuse/Street Cleansing/Public Conveniences Contracts	3,551	(162)
Housing Benefits	Fraud Partnership Service	93	(77)
Leisure, sports, open spaces, parks, countryside and allotments	Net Contract Savings	692	(68)
Grounds Maintenance	Contract Savings	1,241	(65)
Customer Service Centre	KCC contract	54	(37)
IT/GIS MKS	Reduced Shared Service Costs	464	(27)
Planning/land charges MKS	Net reduced MKS Costs	348	(17)
Environmental Health Shared Service	Reduced charges from partners and additional income	516	(15)
HR Shared Service	Savings on shared service with Maidstone	254	(6)
Audit Shared Service	Savings on shared service with Maidstone	157	(1)
Legal MKLS	Additional costs to SBC	(1,040)	44
Other		-	19
<b>Total Procurement/Shared Service Savings</b>			<b>(412)</b>
<b>Additional Costs:</b>			
Homelessness	Net Bed and Breakfast budget	111	473
Corporate	Minimum Revenue Provision	393	105
Housing Benefit & Council Tax Collection	Academy Recovery – Bad Debt	(653)	79
Refuse Collection	Purchased of wheeled bins	62	75
Legal	External Legal Fees	35	70
Planning	Court Costs & Appeal Costs	44	85
Property Management	Rates on empty depot	-	34
Parking	Grounds Maintenance	12	17
HR	Lump Sum Regular User	-	12
Parking	Road Lining/Road Signs	2	2
Street Cleansing	Clean Kent overspend	5	10
Corporate	Sittingbourne Master Plan – Legal Costs	-	30
Parking	Park & Ride	-	8
IT Clientside	Telephony costs		19
<b>Total Additional Costs</b>			<b>1,019</b>

<b>Service/Contract</b>	<b>Reason for Variance</b>	<b>Working Budget £'000</b>	<b>Year End Variance £'000</b>
<b>Underspends:</b>			
Local Planning & Conversation	Local Plan	151	(107)
Property	Building Maintenance	318	(95)
Salaries	Net Employee Costs (variance represents 0.6% of budget)	12,830	(79)
Cemeteries & Closed Churchyards	Grounds Maintenance	67	(41)
Refuse/Street Cleansing	Waste Recycling Campaign	106	(66)
Housing Benefit & Council Tax	Net Benefits	203	(30)
Housing Benefit & Council Tax	Card Commissioning & Bank Charges	106	(16)
Parks	Equipment Maintenance	83	(32)
Organisational Development	Corporate Training	97	(26)
LEF	Members Grants	114	(25)
Markets	Savings on rates	41	(17)
Learning & Skills	Adjustment to business support contract and KCC grant roll forward	79	(20)
IT	PC Maintenance	661	(25)
Parking	Resurfacing	10	(10)
Highways	General Improvement Areas	16	(10)
Council Tax Collection	Court Costs	24	(5)
Homelessness	Homelessness Prevention Service	74	(56)
Homelessness	Homeless Hostel	-	(35)
Corporate Items	Bad Debts Provision	-	(111)
<b>Total Underspends</b>			<b>(806)</b>
<b>Other Net Underspends/Net Overspends</b>			<b>52</b>
<b>Total Variance</b>			<b>(1,419)</b>

**Table 2:**

	<b>Service Manager</b>	<b>Working Budget £</b>	<b>Outturn 2016/17 £</b>	<b>Variance £</b>
Chief Executive	M. Radford	265,810	251,251	(14,559)
Policy	D. Clifford	222,560	197,942	(24,618)
Economy & Communities	C. Hudson	2,231,610	2,014,108	(217,502)
Communications	S. Toal	274,170	265,084	(9,086)
Resident Services	A. Christou	1,042,940	1,269,755	226,815
Planning	J. Freeman	1,134,340	1,018,637	(115,703)
Commissioning & Customer Contact	D. Thomas	5,867,110	4,808,826	(1,058,284)
Director of Corporate Services & Director of Regeneration	Vacant/E. Wiggins	436,700	380,009	(56,691)
Information Technology	C. Woodward	1,191,360	1,157,858	(33,502)
Audit	R. Clarke	161,990	161,488	(502)
Environmental Health	T. Beattie	515,790	500,304	(15,486)
Finance	N. Vickers	784,390	777,664	(6,726)
Human Resources	D. Smart	371,150	336,822	(34,328)
Legal	E. Culligan	395,640	426,825	31,185
Democratic Services	K. Bescoby	931,640	926,638	(5,002)
Property	A. Adams	801,000	566,676	(234,324)
Variances to be met from underspend		0	30,488	30,488
Corporate Items		1,822,800	1,941,568	118,768
<b>NET REVENUE SERVICE EXPENDITURE</b>		<b>18,451,000</b>	<b>17,031,943</b>	<b>(1,419,057)</b>
<b>Financed by:</b>				
Revenue Support Grant		(1,955,000)	(1,955,000)	0
Business Rates		(5,644,000)	(6,064,512)	(420,512)
New Homes Bonus		(3,482,000)	(3,482,000)	0
Collection Fund Surplus		(79,000)	(79,000)	0
Council Tax Requirement		(7,291,000)	(7,291,000)	0
<b>NET EXPENDITURE</b>		<b>0</b>	<b>(1,839,569)</b>	<b>(1,839,569)</b>
Put Business Rates Underspend to Economic Growth Reserve		0	420,512	420,512
<b>TOTAL CONTRIBUTION TO GENERAL FUND</b>		<b>0</b>	<b>(1,419,057)</b>	<b>(1,419,057)</b>

## 4. Proposed Revenue Rollovers

4.1 The use of rollovers is critical for the overall financial management of the Council. Their proposed use falls into two main categories:

- service requests for rollovers at an operational level (Table 3 Appendix I). These total £494,290 of which £241,390 relate to rollovers arising from external funding, grants and the re-investment of additional income;
- bids linked to the Council's priorities and the topping-up of specific reserve funds which it was not possible to do in the budget process (Table 4 Appendix I). These total £248,100.

## 5. Business Rates

- 5.1 In total the Council collected £48m of business rates in 2016/17. After the complicated system of levies and tariffs has been accounted for, the Council received £6.064m.
- 5.2 Council has previously agreed to the establishment of a Business Rates Volatility Reserve, in order to assist the Council in managing the anticipated volatility in business rate income resulting from the introduction of business rate localisation from 2013/14. There are a number of causes of this volatility, such as new businesses opening, existing business growing or closing, rating appeals, and collection rates.
- 5.3 The reserve has reduced in 2016/17 in order to meet the Council's contribution to the deficit on the Business Rates Collection Fund at the end of 2015/16 which was itself due to an increase in the provision for appeals, so that at the end of year the balance is £1.425m. There is a surplus on the business rates collection fund at the end of 2016/17 of £2.444m which will be redistributed to preceptors in 2017/18 resulting in an increase of £0.979m to this reserve.
- 5.4 In late 2014 the Council agreed to participate in a business rates pool with Kent CC, Kent Fire and Rescue, and 10 of the 12 District Councils. Maidstone BC, who act as accountable body for the scheme, has now finalised the 2016/17 outturn, and Swale was the largest beneficiary, with an additional business rates retained of £1.449m. This is split £0.435m direct to the Council, £0.435m to Kent CC, £0.420m to the economic growth reserve which is shared with KCC to be spent in the Borough, and £0.159m in the pool contingency fund. This was a risk which has been handsomely rewarded. The Council remained in the slightly re-formed pool for 2016/17.

## 6. Improvement and Regeneration Funds

- 6.1 Table 3 below details the outturn position on a number of reserve funds.

**Table 3: Improvement and Regeneration Funds**

	<b>Balance as at 1 April 2016</b>	<b>Transfers from reserve (Expenditure) in year</b>	<b>Transfers to reserve (Income) in year</b>	<b>Balance as at March 2017</b>	<b>Balance unallocated as at 31 March 2017</b>
<b>Funds:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Performance	536,417	(302,199)	300,000	534,218	199,153
Regeneration	362,649	(197,803)	522,000	686,846	295,302
Communities	71,913	(6,259)	50,000	115,654	85,820
Pension & Redundancy	212,142	0	33,000	245,142	245,142
Local Loan Fund	250,000	(50,000)	0	200,000	200,000
<b>TOTAL</b>	<b>1,433,121</b>	<b>(556,261)</b>	<b>905,000</b>	<b>1,781,860</b>	<b>1,025,417</b>

6.2 Table 6 of Appendix I details the allocations from the above funds during 2016/17.

## 7. Usable Reserves

7.1 Table 4 below summarises the usable reserves balance as at 31 March 2017.

**Table 4: Usable Reserves**

	<b>Balance as at 1 April 2016</b>	<b>Transfers from reserve in year</b>	<b>Transfers to reserve in year</b>	<b>Balance as at March 2017</b>
<b>Reserve</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Total Ring Fenced Revenue Reserves	11,054	(3,608)	3,815	11,261
General Fund	5,365	(491)	0	4,874
Capital Grants Unapplied	312	(71)	65	306
Usable Capital Receipts Reserve	1,127	(243)	102	986
<b>TOTAL</b>	<b>17,858</b>	<b>(4,413)</b>	<b>3,982</b>	<b>17,427</b>

7.2 Table 7 of Appendix I details the ring-fenced reserves as at 31 March 2017.

## 8. Capital Expenditure

8.1 This section of the report details actual capital expenditure and highlights any variations between the revised 2016/17 capital budget and the outturn.

8.2 Actual expenditure to end of March 2017 is £2,954,221. This represents 63% of the revised budget. There remains an underspend of £1,703,299. Further details are set out in Table 9 of Appendix I.

8.3 Heads of Service have submitted a number of capital rollover requests totalling £1,875,853 to be spent in 2017/18 to be released from the underspend of 2016/17. The requests are listed in Table 10 Appendix I, with an explanation provided by the service manager. Of these requests, £1,136,693 is linked with partnership funding as explained in the notes, leaving £739,160 to be met from internal resources. The largest items of rollover are:

- Disabled Facilities Grant - £402,189
- Easthall Farm Community Centre £365,748
- Sittingbourne Skate Park £240,000
- Faversham Creek Basin Regeneration Project (Swing Bridge) £200,000
- Thistle Hill Play Area £180,000
- Minster Leas Promenade Resurfacing £104,656



## 9. Funding of the 2016/17 Capital Programme

9.1 The 2016/17 capital programme expenditure of £2,954,221 was funded as set out in Table 5.

**Table 5: Capital Programme Funding**

	<b>2016/17 Revised Budget £</b>	<b>2016/17 Outturn £</b>
Capital grants and other contributions	3,446,630	2,482,209
Capital receipts	705,730	242,805
Earmarked reserves	505,160	229,207
<b>Total Capital Funding</b>	<b>4,657,520</b>	<b>2,954,221</b>

9.2 Capital receipts from sale of assets in 2016/17 were £52,248. Capital receipts from repayment of grants and loans were £49,284.

## 10. Payment of Creditors

10.1 The outturn for payment of creditors for 2016/17 was 98.95% against the target of 97%.

## 11. Debtors

11.1 The Council has to date collected 85% of the debt raised during 2016/17.

11.2 Tables 6, 7 and 8 below analyse the debt outstanding.

**Table 6: Debt outstanding by due date (not including Rent Deposit Scheme)**

	<b>March 2017 £'000</b>	<b>March 2016 £'000</b>	<b>January 2017 £'000</b>
Not Due	667	340	188
0-2 Months	35	116	77
2-6 months	42	37	42
6-12 months	41	16	17
1-2 Years	7	20	10
2-3 Years	16	3	15
3-4 Years	3	6	3
4-5 Years	4	8	4
5-6 Years	7	15	7
6 Years +	26	16	28
Total	848	577	391
<b>Total over two months</b>	<b>146</b>	<b>121</b>	<b>126</b>
<b>% Total over two months</b>	<b>17%</b>	<b>21%</b>	<b>32%</b>

**Table 7: Debt outstanding by due date (including Rent Deposit Scheme)**

	<b>March 2017 £'000</b>	<b>March 2016 £'000</b>	<b>January 2017 £'000</b>
Not Due	667	343	188
0-2 Months	38	121	78
2-6 months	43	39	48
6-12 months	53	28	27
1-2 years	25	44	32
2-3 years	39	29	34
3-4 years	26	10	23
4-5 years	5	16	5
5-6 years	7	119	8
6 years +	39	16	41
<b>Total</b>	<b>942</b>	<b>765</b>	<b>485</b>
<b>Total over two months</b>	<b>237</b>	<b>301</b>	<b>291</b>
<b>% Total over two months</b>	<b>25%</b>	<b>39%</b>	<b>60%</b>

**Table 8: Debt outstanding (including Rent Deposit Scheme) by Head of Service**

	<b>March 2017 £'000</b>	<b>March 2016 £'000</b>	<b>January 2017 £'000</b>
Rent Deposit Scheme	94	188	94
Commissioning & Customer Contact	93	64	13
Property	176	159	134
Housing	45	54	46
Legal (MKLS)	1	44	154
Economy & Communities	112	94	12
Planning	39	26	0
Regeneration	0	55	0
Communications	3	3	1
Environmental Health	2	1	18
Policy	21	28	0
Other	356	49	13
<b>Total</b>	<b>942</b>	<b>765</b>	<b>485</b>

11.3 It should be noted that the number of debts raised is increasing as we are now required to formally raise debts for all of our grants receivable from Kent County Council, the NHS etc.

11.4 The debt over six years old relates to charges on property, i.e. where the debt cannot be collected until the property concerned is sold.

11.5 As can be clearly seen, on the measure of collectable debt less than two months old, the position has improved significantly.

## **12. Alternative Options**

12.1 None identified – this report is largely for information.

### **13. Consultation Undertaken or Proposed**

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

### **14. Implications**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	Good financial management is key to achieving our Corporate Plan priority of being “A council to be proud of”
Financial, Resource and Property	As detailed in the report
Legal and Statutory	None identified at this stage
Crime and Disorder	None identified at this stage
Sustainability	None identified at this stage
Health & Wellbeing	None identified at this stage
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage

### **15. Appendices**

15.1 The following documents are published with this report and form part of the report:

Appendix I: Financial Outturn 2016/17

### **16. Background Papers**

16.1 The Budget 2016/17 and Medium Term Financial Strategy 2016/17 to 2018/19.

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<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	5 July 2017
<b>Report Title</b>	<b>Performance Monitoring – 2016/17 Quarter 3</b>
<b>Cabinet Member</b>	Cllr Dewar-Whalley, Finance and Performance
<b>SMT Lead</b>	Mark Radford, Chief Executive
<b>Head of Service</b>	David Clifford, Policy and Performance Manager
<b>Lead Officer</b>	David Clifford, Policy and Performance Manager

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

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the third quarter of 2016/17 (October-December 2016). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives.

## **2 Background**

- 2.1 Strategic performance monitoring by Cabinet and the Scrutiny Committee has been primarily through portfolio balanced scorecards for several years now. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators.
- 2.2 With the changes to the composition of Cabinet portfolios at the start of this financial year, the scorecards have been updated to reflect both the new spread of responsibilities and additional items of information as requested by individual Cabinet members in the course of one-to-one discussions over the summer and autumn.
- 2.3 Many of the metrics provided on the scorecards this quarter are completely new measures, which will take several quarters to build into an informative time series. The scorecards do of course remain a work in progress, and members are always welcome to suggest further refinements.

## **3 Proposal**

- 3.1 Appendix I provides a scorecard for each cabinet portfolio, plus one providing a corporate overview. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.

3.2 With the exception of the corporate overview, each scorecard also includes a separate list of 'exceptions', providing more information on items shown as red on the scorecards.

3.3 Items may show as red for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. The purpose of the exception reports is to enable members to consider where further investigation may be fruitful.

#### **4 Alternative Options**

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

#### **5 Consultation Undertaken or Proposed**

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

#### **6 Implications**

<b>Issue</b>	<b>Implications</b>
Corporate Plan	The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan.
Financial, Resource and Property	The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly financial management reports produced by Finance and considered by Cabinet and Scrutiny.
Legal and Statutory	Few direct implications, as with few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators.
Crime and Disorder	No direct implications, although the corporate indicator set and the local area perception survey both include measures on crime and antisocial behaviour.
Sustainability	No direct implications, although the corporate indicator set includes measures climate change and sustainability.

Health and Wellbeing	No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents.
Risk Management and H&S	The scorecards include summary information on the council's comprehensive risk register. No direct health and safety implications.
Equality/Diversity	No direct implications.

## **7 Appendices**

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

- Appendix I: Scorecard reports for 2016/17 Quarter 3.

## **8 Background Papers**

- Monthly SMT performance reports
- Quarterly financial monitoring reports
- Quarterly complaints reports
- Internal audit reports
- Comprehensive risk register
- Briefing on the local area perception survey 2016

# CORPORATE OVERVIEW

Balanced scorecard report for 2016/17 Quarter 3



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2016/17 Quarter 3	Revenue budget			Capital expenditure	
	Budget	Projected year-end position		Budget	Actual spend
Swale Borough Council	£18,541,000	£648,970 (4%)	Underspend	£4,678,540	£1,581,608 (34%)

### Adverse audit opinions

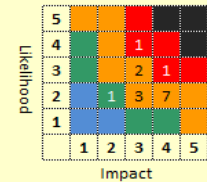
Number of poor or weak control opinions received during 2016/17 Quarter 3: **1**

This scorecard includes all adverse opinions received across SBC.  
Details of adverse opinions: Planning enforcement (weak controls opinion).

### Risk management

#### Comprehensive risk register: spread of residual scores (corporate risks)

The council's comprehensive risk register lists in one place and in a consistent format all of the council's risks. Scores used in this summary are the residual combined impact and likelihood score, after risk mitigation actions have been taken.

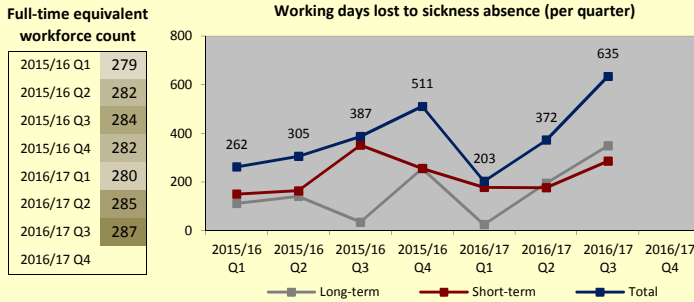


Scores are graded **Black** ( $\geq 20$ ), **Red** ( $12 < 20$ ), **Amber** ( $5 < 12$ ), **Green** ( $3 < 5$ ), **Blue** ( $\leq 2$ ).

#### Comprehensive risk register: summary excerpt (corporate risks)

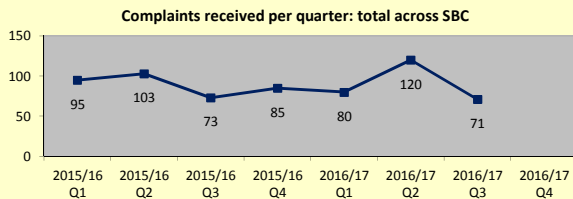
Highest residual risks at 2016/17 Q3	Service area	Score
Infrastructure investment (regeneration)	Corporate risk	<b>12</b>
Homelessness	Corporate risk	<b>12</b>
Workforce skills (borough-wide)	Corporate risk	<b>9</b>
Cyber security	Corporate risk	<b>9</b>
Sittingbourne town centre	Corporate risk	<b>8</b>
Other regeneration projects	Corporate risk	<b>8</b>
Local plan and planning decisions	Corporate risk	<b>8</b>

### Workforce count and sickness absence



## Customer Perspective

### Customer feedback



#### Complaints and compliments across SBC: 2016/17 Quarter 3

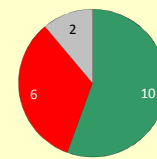
Total complaints received	71
Total complaints responded to within 10 working days	66
Proportion of complaints responded to within 10 working days (target: 90%)	<b>93%</b>
Total complaints referred to the Local Government Ombudsman	<b>1</b>
Total compliments received	61

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the third quarter of 2016/17. The proportion of corporate indicators meeting target is slightly down on last quarter, but so is the proportion more than 5% adrift of target, which is at its lowest level for some time. The apparent paradox that more indicators are improved from this point last year than are deteriorated even though the proportion meeting target is down is explained by the fact that targets generally become more ambitious each year. The spread of Swale's comparable indicators across national quartiles remains good, with almost two-thirds of those for which comparisons can be made performing above the national median. This is a deterioration on last quarter, but this trend is common as the end of the year approaches. Complaints are now back down to their lowest level in two years following the blip last quarter. Overall sickness absence has increased considerably this quarter due predominantly to a small number of long-term cases; short-term sickness is up on last quarter but down on the same period last year. Reporting of risks is improved this quarter, with the risk matrix now showing the residual scores for all 14 corporate-level risks. The intention remains that in future quarters the matrix will show residual scores for all risks across the organisation.

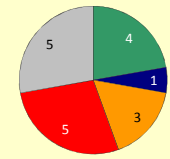
### Local area perception survey 2016

#### Indicators improved or deteriorated from 2015



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

#### Indicator quartile positions in 2008 Place Survey data



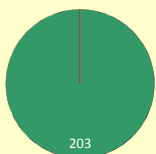
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

This scorecard includes all 18 indicators derived from the LAPS.

## Service Perspective

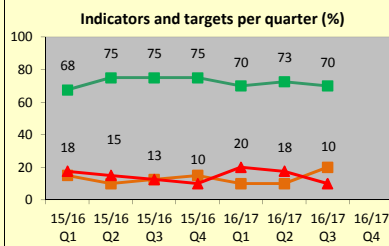
### Planned actions

Actions in 2016/17 service plans



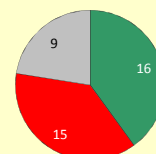
Green: complete or in progress.  
Amber: action due this quarter. Red: action overdue. Grey: cancelled.

### Corporate performance indicators



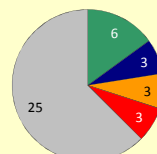
Green: target achieved.  
Amber: within tolerance. Red: target missed.

#### Indicators improved or deteriorated from 2015/16 Q3



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

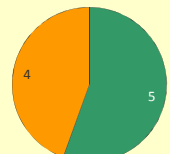
#### Quartile positions in latest available data



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

### Large projects

All large projects across SBC



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

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



# ENVIRONMENT AND RURAL AFFAIRS

## Balanced scorecard report for 2016/17 Quarter 3

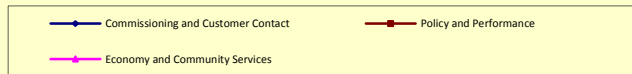
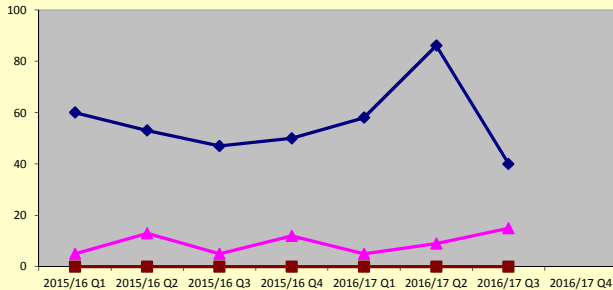


Cabinet Member: Cllr Simmons • Deputy Cabinet Member: Cllr Gent

### Customer Perspective

#### Customer feedback

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



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	40	37	93
Economy and Community Services	15	15	100
Policy and Performance	0	0	N/A

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

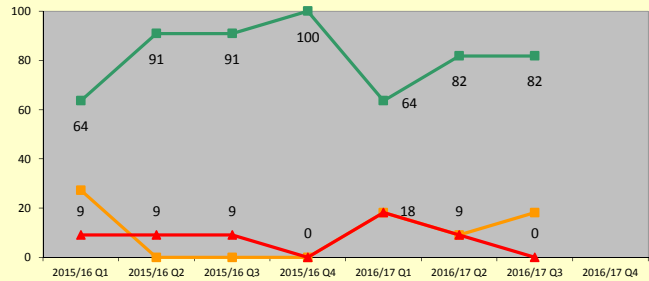
Compliments received during 2016/17 Quarter 3

Commissioning & Contact	51	Policy and Performance	0
Economy and Community	2		

### Service Perspective

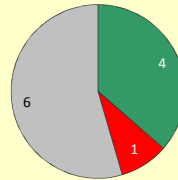
#### Service plans: performance indicators and actions

Indicators and targets per quarter (%)



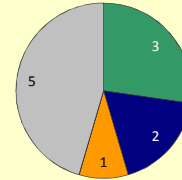
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2015/16 Q3



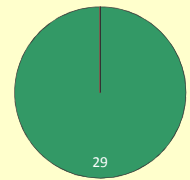
Green: improved. Red: deteriorated. Grey: static or no data.

Indicator quartile positions in latest available data



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

Actions in 2016/17 service plans



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

### Corporate Perspective

#### Revenue budget

At end of 2016/17 Quarter 3	Budget 16/17	Projected year-end position
Commissioning and Customer Contact	£5,725,260	£439,750 (8%) Underspend
Economy and Community Services	£2,104,880	£165,240 (8%) Underspend
Policy and Performance	£213,860	£24,250 (11%) Underspend

#### Capital expenditure

At end of 2016/17 Quarter 3	Budget 16/17	Actual spend
Commissioning and Customer Contact	£1,038,050	£127,488 (12%)
Economy and Community Services	£1,396,860	£164,785 (12%)
Policy and Performance	£0	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2016/17 Quarter 3.

### 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 2016/17. Performance on corporate indicators remains good, with almost three-quarters meeting target and none more than 5% adrift of target. Twice as many indicators have improved from this point last year than have deteriorated. More detail on deteriorating indicators and/or those not reaching target is provided in the exceptions report. Importantly, five out of the six indicators for which national comparator data is available are performing above the national median, with none in the worst quartile nationally. Complaint levels have fallen back considerably since the blip last quarter caused by rejected recycling levels, and are now at their lowest point in the last two years; timeliness in responding to complaints is also very good. Budgets and service-plan actions continue to be well managed, and no adverse audit opinions were received during the quarter.

#### Large projects

There are currently no large projects in this portfolio.

**List of Exceptions for 2016/17 Quarter 3**  
**Environment and Rural Affairs**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 191	Residual household waste per household	Year-on-year deterioration (2015/16 Q3: 362kg; 2016/17 Q3: 368kg). Note that this indicator is Amber against the target maximum of 360kg.
<b>Planned actions</b>		
[No exceptions]		

# FINANCE AND PERFORMANCE

## Balanced scorecard report for 2016/17 Quarter 3

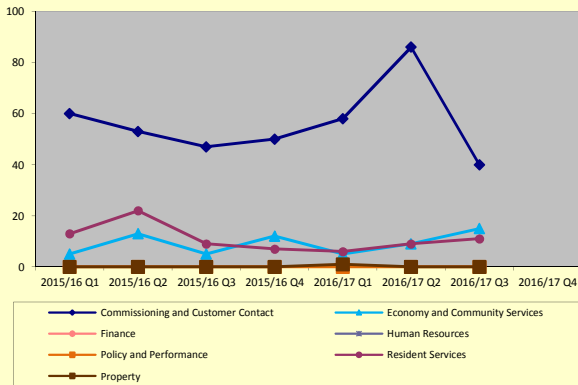


Cabinet Member: Cllr Dewar-Whalley • Deputy Cabinet Member: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	40	37	93
Economy and Community Services	15	15	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Property	0	0	N/A
Policy and Performance	0	0	N/A
Resident Services	11	9	82

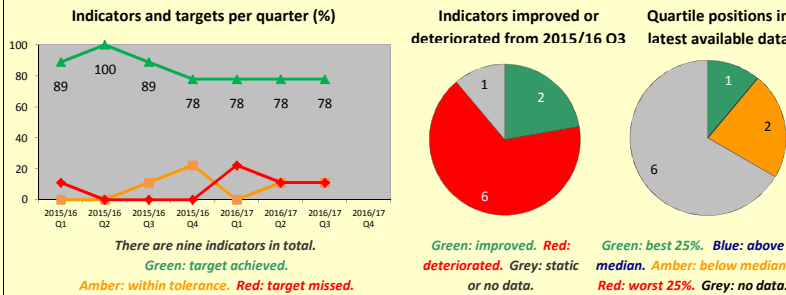
Compliments received during 2016/17 Quarter 3

Commissioning and Customer Contact	51	Economy and Community Services	2
Finance	0	Human Resources	0
Property	0	Policy and Performance	0
Resident Services	7		

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

### Service Perspective

#### Performance indicators

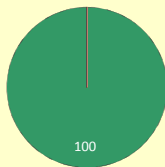


### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Finance and Performance portfolio at the end of the third quarter of 2016/17. Some four-fifths of corporate performance indicators under this portfolio are meeting their targets, but more indicators have deteriorated from this point last year than have improved. This apparent paradox is partly explained by the fact that indicator targets generally get harder each year. Full details of the indicators marked as Red in the scorecard are provided in the exceptions report. Budgets are being well managed, both of the portfolio's large projects remain Green, and no adverse audit opinions were received during the quarter.

#### Planned actions

Actions in 2016/17 service plans



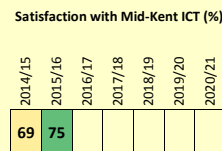
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Large projects

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

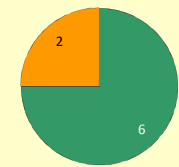
#### Mid-Kent ICT performance

Annual customer satisfaction survey



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

Indicators and targets 2016/17 Quarter 3



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

### Corporate Perspective

#### Budget monitoring

At end of 2016/17 Quarter 3	Revenue budget			Capital expenditure	
	Budget 16/17	Projected year-end position		Budget 16/17	Actual spend
Commissioning and Customer Contact	£5,725,260	£439,750 (8%) Underspend		£1,038,050	£127,488 (12%)
Economy and Community Services	£2,104,880	£165,240 (8%) Underspend		£1,396,860	£164,785 (12%)
Finance	£1,405,140	£4,560 (0%) Underspend		£2,500	£0 (0%)
Human Resources	£371,150	£8,070 (2%) Underspend		£0	£0 (%)
Policy and Performance	£213,860	£24,250 (11%) Underspend		£0	£0 (%)
Property	£801,000	£12,080 (2%) Underspend		£226,000	£150,000 (66%)
Resident Services	£1,643,600	£52,450 (3%) Underspend		£1,943,130	£1,130,835 (58%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 3.

**List of Exceptions for 2016/17 Quarter 3**  
**Finance and Performance**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
BV8	Proportion of invoices paid on time (within 30 days)	Year-on-year deterioration (2015/16 Q3: 99%; 2016/17 Q3: 97%). Note that this indicator remains Green against the target (97%).
BV12a	Working days lost due to sickness absence (long-term)	Year-on-year deterioration (2015/16 Q3: 1.2 days; 2016/17 Q3: 2.1 days). Note that this indicator remains Green against the target (3.2 days).
BV10	Percentage of non-domestic rates collected	Year-on-year deterioration (2015/16 Q3: 87%; 2016/17 Q3: 85%). Note that this indicator remains Green against the target (73%).
BV79b(i)	Percentage of recoverable HB overpayments that are recovered during period	Year-on-year deterioration (2015/16 Q3: 77%; 2016/17 Q3: 75%). Note that this indicator remains Green against the target (70%).
BV78b	Speed of processing changes of circumstances for HB/CTB claims	Year-on-year deterioration (2015/16 Q3: 5 days; 2016/17 Q3: 7 days). Note that this indicator is Amber against the target (7 days).
BV78a	Speed of processing new HB/CTB claims	Red against target (target: 17 days; outturn: 23 days). Year-on-year deterioration (2015/16 Q3: 17 days; 2016/17 Q3: 23 days).
<b>Planned actions</b>		
[No exceptions]		

# HOUSING AND WELLBEING

## Balanced scorecard report for 2016/17 Quarter 3

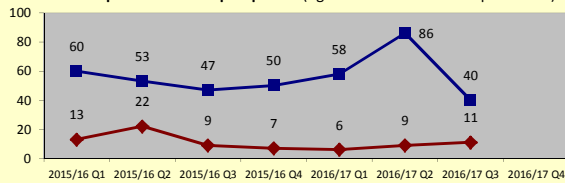


Cabinet Member: Cllr Pugh • Deputy Cabinet Member: Cllr Aldridge

### Customer Perspective

#### Customer feedback

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



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Resident Services	11	9	82
Commissioning and Customer Contact	40	37	93

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

Complaints received during 2016/17 Quarter 3

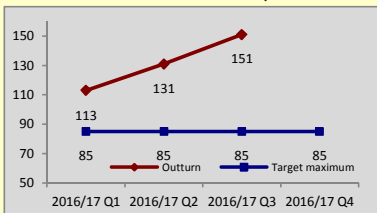
Resident Services	7
Commissioning and Customer Contact	51

#### Summary from the Policy and Performance Team

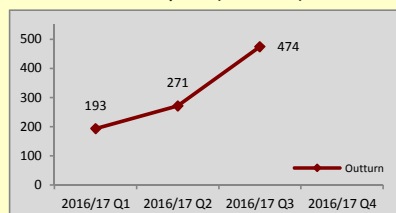
This scorecard gives an overview of council performance on the Housing and Wellbeing portfolio at the end of the third quarter of 2016/17. The number of households in temporary accommodation has continued to increase and remains significantly above the target maximum; however, homelessness has been prevented for over 100 households over the course of the year, in spite of the difficulties experienced by the Housing team placing vulnerable families into the overheated private rented sector. The team is actively pursuing options to keep numbers in TA as low as possible, but given the dearth of suitable move-on accommodation, the focus is on securing the lowest-cost, best-quality TA within the borough and minimising the use of B&B accommodation. Projects and actions within this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter. Complaint levels are stable, although timeliness in responding to them is below the target of 90% within ten days.

### Service Perspective

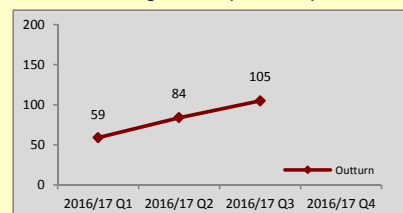
Number of households in temporary accommodation at end of quarter



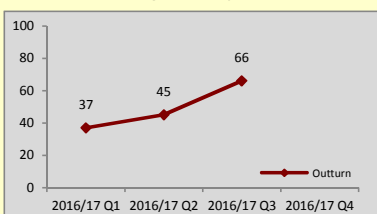
Number of new prevention cases opened (cumulative)



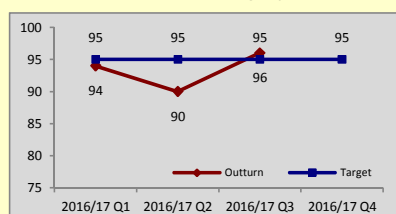
Number of households prevented from becoming homeless (cumulative)



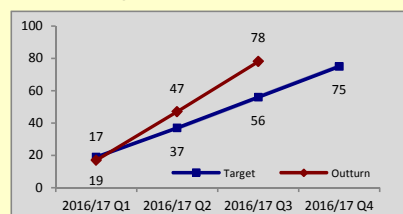
Number of DFG grants completed (cumulative)



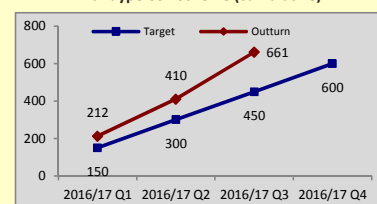
Enforcement action responses within seven working days (%)



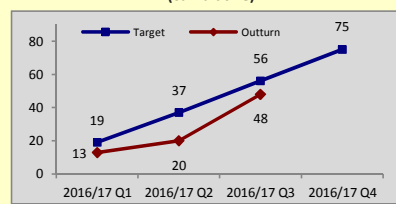
Number of long-term empty homes brought back into use (cumulative)



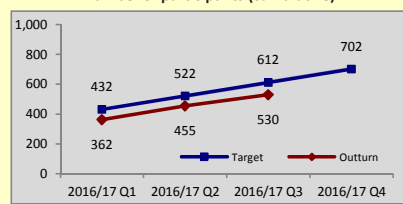
Number of jobs completed under the handyperson scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



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



### Corporate Perspective

#### Revenue budget

At end of 2016/17 Quarter 3	Budget 16/17	Projected year-end position
Resident Services	£1,643,600	£52,450 (3%) Underspend
Commissioning and Customer Contact	£5,725,260	£439,750 (8%) Underspend

#### Capital expenditure

At end of 2016/17 Quarter 3	Budget 16/17	Actual spend
Resident Services	£1,943,130	£1,130,835 (58%)
Commissioning and Customer Contact	£1,038,050	£127,488 (12%)

#### Adverse audit opinions

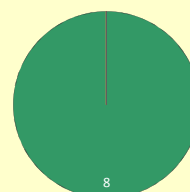
Number of poor or weak control opinions received during 2016/17 Quarter 3: 0

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2016/17 Quarter 3.

#### Planned actions

Actions in 2016/17 Service Plans



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

#### Large projects

Leisure contract replacement

[Project intranet site](#)

Project status at end of quarter:

Amber

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

**List of Exceptions for 2016/17 Quarter 3**  
**Housing and Wellbeing**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 156	Number of households living in temporary accommodation.	Red against target (target maximum: 85 households; outturn at end of 2016/17 Q3: 151 households). Year-on-year deterioration (2015/16 Q3: 78 households; 2016/17 Q3: 151 households).
<b>Planned actions</b>		
[No exceptions]		

# PLANNING SERVICES

Balanced scorecard report for 2016/17 Quarter 3

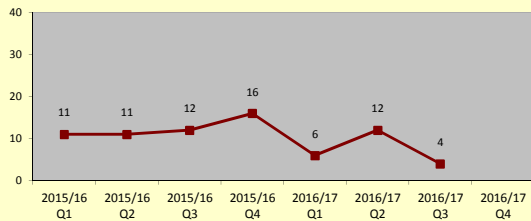


Cabinet Member: Cllr Lewin • Deputy Cabinet Member: Cllr Mulhern

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Development Services	4	4	100

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

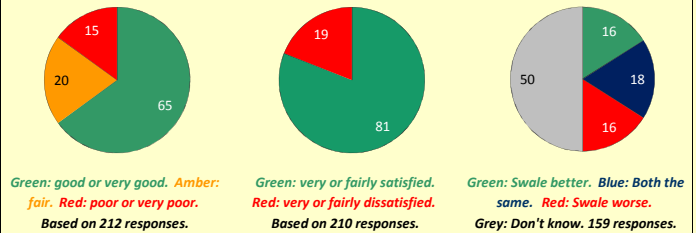
### Self-build and custom housebuilding register

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

16/17 Q1	16/17 Q2	16/17 Q3	16/17 Q4	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
6	5	9					

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

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



## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning Services portfolio at the end of the third quarter of 2016/17. All eight corporate performance indicators are either meeting target or within 5% of it, six of them are improved from this time last year (with two showing no change), and three of the four indicators for which national comparators are available are performing above the national median. The significant forecast overspend comes in spite of additional planning fee income, and is the result largely of unforeseen appeal costs and additional staffing costs. Complaints are at their lowest level for some time, and large projects and service-plan actions continue to be well managed. A 'weak' audit opinion was received in respect of the planning enforcement service during the quarter, and action is ongoing to implement the recommendations made.

## Service Perspective

### Planned actions

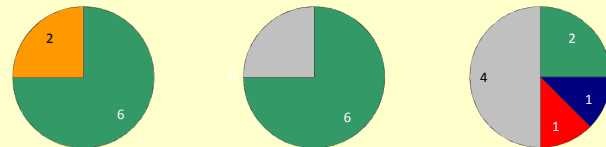
Actions in 2016/17 service plans



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

### All corporate performance indicators

Indicators and targets (RAG)      Indicators improved or deteriorated from 2015/16 Q3      Indicator quartile positions in latest available data



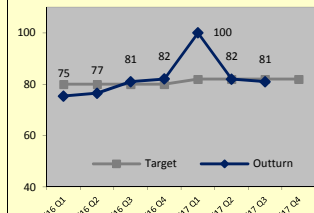
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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 (%)



Target: 80%. Outturn: 75, 77, 81, 82, 100, 82, 81.

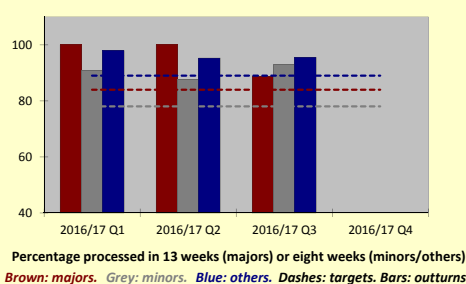
### Housing land supply

Five-year supply at 11/2016

	Dwellings
Five-year requirement*	4,192
Supply to 2020/21:	4,492
Equivalent years of supply:	5.4
Supply as proportion of requirement:	<b>117.2%</b>

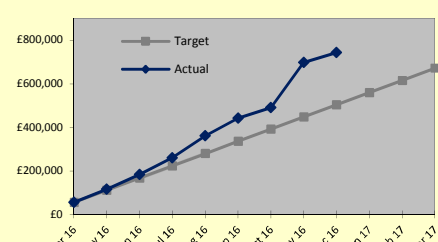
\*As per the Liverpool calculation, the requirement consists of the Local Plan requirement, plus recovery of shortfall to date, plus a 5% buffer.

### Timeliness of processing applications



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

### Planning fee income 2016/17



## Corporate Perspective

### Budget monitoring

At end of 2016/17 Quarter 3	Revenue budget		Capital expenditure	
	Budget 16/17	Projected year-end position	Budget 16/17	Actual spend
Development Services	£1,056,940	£59,040 (6%) Overspend	£0	£0 (%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 3:	<b>1</b>
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Details of adverse opinions: Planning enforcement (weak controls opinion).

### Neighbourhood planning

Neighbourhood plans adopted:	<b>0</b>	Neighbourhood plans in development:	<b>3</b>
------------------------------	----------	-------------------------------------	----------

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

### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://sbcintranet/projects/Local%20devel">http://sbcintranet/projects/Local%20devel</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.	
<b>Local Plan</b>	<a href="http://sbcintranet/projects/Local%20devel">http://sbcintranet/projects/Local%20devel</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 2016/17 Quarter 3**  
**Planning Services**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
LI/DC/DCE/004	Percentage of decisions delegated to officers	Worst quartile nationally (Swale outturn: 88%. National 25th percentile: 91%). Note that this indicator remains Green against the target minimum of 87%.
<b>Planned actions</b>		
[No exceptions]		



# REGENERATION

Balanced scorecard report for 2016/17 Quarter 3

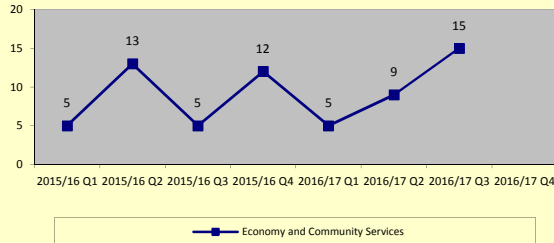


Cabinet Member: Cllr Cosgrove • Deputy Cabinet Member: Cllr Hunt

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	15	15	100

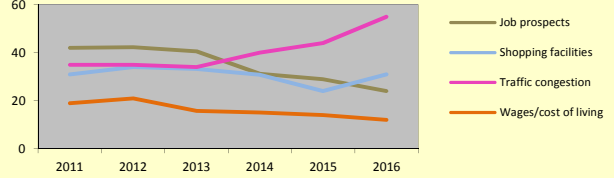
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2016/17 Quarter 3

Economy and Community Services	2
--------------------------------	---

### Local area perception survey 2016

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 third quarter of 2016/17. As with all the scorecards, it is focused on areas of the portfolio which can be managed quantitatively rather than, for example, large bespoke projects. The number of enquiries to the business support service has risen again and is now at its second-highest level in two years. Total business rates due for the year has risen slightly following the dip last quarter, and remains more than £1.5m higher than this time last year. Projects, budgets and service-plan actions continue to be well managed on this portfolio, and no adverse audit opinions were received during the quarter.

## Service Perspective

### Planned actions

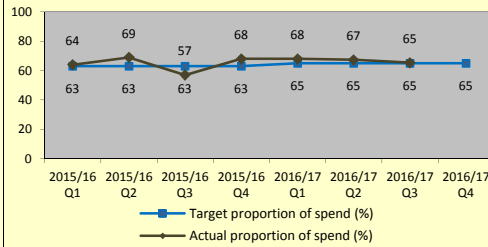
Actions in 2016/17 service plans



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

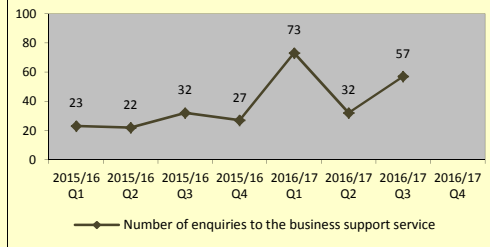
### Local procurement

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



### Business support

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



## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 3	Budget 16/17	Projected year-end position
Economy and Community Services	£2,104,880	£165,240 (8%) Underspend

### Capital expenditure

At end of 2016/17 Quarter 3	Budget 16/17	Actual spend
Economy and Community Services	£1,396,860	£164,785 (12%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 3.

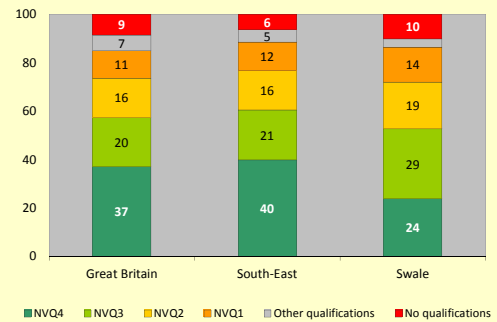
### Large projects

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

## Portfolio Perspective: Business and Skills

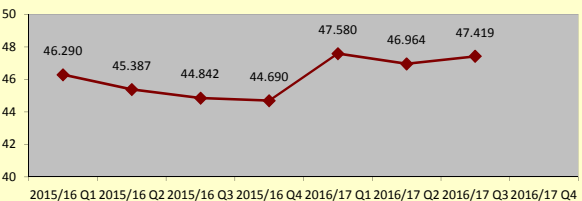
### Swale skills profile

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



### Rateable business growth

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



**List of Exceptions for 2016/17 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>Planned actions</b>		
[No exceptions]		

# SAFER FAMILIES AND COMMUNITIES

Balanced scorecard report for 2016/17 Quarter 3

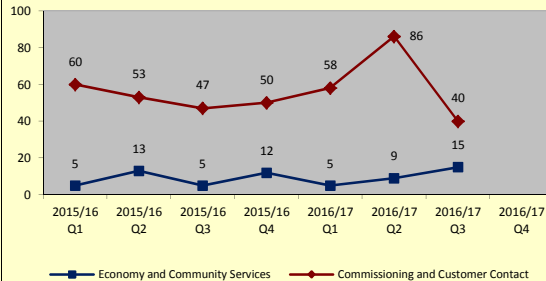


Cabinet Member: Cllr Horton • Deputy Cabinet Member: Cllr Hampshire

## Customer Perspective

### Customer feedback

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



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

2016/17 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	15	15	100
Commissioning and Customer Contact	40	37	93

### Local Government Ombudsman complaints

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

### Compliments received during 2016/17 Quarter 3

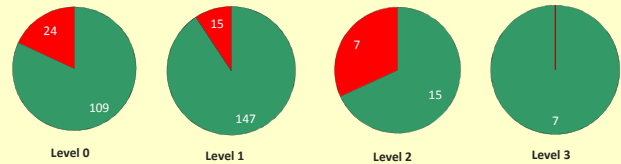
Economy and Community Services	2
Commissioning and Customer Contact	51

## Safeguarding Perspective

### Safeguarding training

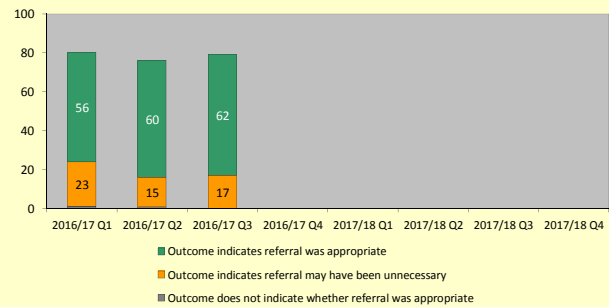
Staff up to date with mandatory training (by safeguarding role level)

Figures are absolute numbers of staff. Green: number up to date. Red: Number not up to date.



### Safeguarding referrals

Safeguarding referrals made by SBC to external agencies (per quarter)



## Service Perspective

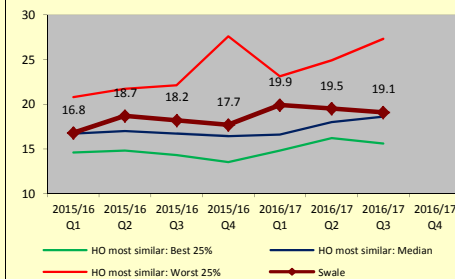
### Planned actions

Actions in 2016/17 service plans

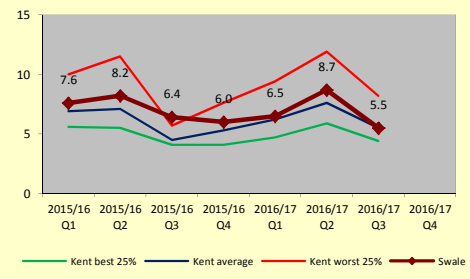


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### All crime per 1,000 population



### Antisocial behaviour incidents per 1,000 population

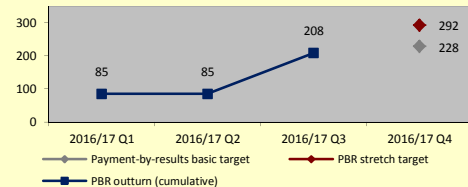


## Corporate Perspective

### Revenue budget

At end of 2016/17 Quarter 3	Budget 16/17	Projected year-end position
Economy and Community Services	£2,104,880	£165,240 (8%) Underspend
Commissioning and Customer Contact	£5,725,260	£439,750 (8%) Underspend

### Troubled families



### Capital expenditure

At end of 2016/17 Quarter 3	Budget 16/17	Actual spend
Economy and Community Services	£1,396,860	£164,785 (12%)
Commissioning and Customer Contact	£1,038,050	£127,488 (12%)

## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Safer Families and Communities portfolio at the end of the third quarter of 2016/17. The proportion of relevant staff up-to-date with mandatory safeguarding training has improved significantly since last quarter, but the drive to ensure 100% compliance continues, with managers being assisted to ensure that the necessary training is completed. Both crime and antisocial behaviour figures are down in both absolute and relative terms, with Swale now closer to the comparator median on both measures than at any point over the last two years. The latest payment-by-results submission on the Troubled Families programme has given a considerable boost to performance against target. Budgets, actions and complaints on this portfolio are being well managed, timeliness in responding to complaints is excellent, and no adverse audit opinions were received during the quarter.

### Adverse audit opinions

Number of poor or weak control opinions received during 2016/17 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2016/17 Quarter 3.

**List of Exceptions for 2016/17 Quarter 3**  
**Safer Families and Communities**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
CSP/0001	All crime per 1,000 population	Red against target (target: 61.7 crimes for the rolling year to end-December; outturn: 75.7 crimes for the rolling year). Year-on-year deterioration (2015/16 Q3: 67.7 crimes for the rolling year). (Note: Crime figures on the scorecard are provided on a discrete quarterly basis for ease of visual comprehension, but the corporate performance indicator is based on rolling years.)
LI/PS/0003	Parking penalty charge notice recovery rate	Year-on-year deterioration (2015/16 Q3: 66.5%; 2016/17 Q3: 63.1%). Note that this indicator is Amber against target (65%).
<b>Planned actions</b>		
[No exceptions]		

## SCRUTINY COMMITTEE



5 July 2017		Agenda Item 8
<b><i>Draft Overview and Scrutiny Annual Report 2016/17</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 2016/17 for presentation to Council.		

### 1 Purpose of report and executive summary

- 1.1 The draft annual report at Appendix I provides details of the work of the Scrutiny Committee during 2016/17.

### 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 should 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 2016/17.

### 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 2016/17***

**Swale Borough Council**

## Foreword

Welcome to the overview and scrutiny report for 2016/17. The aim of this report is to reflect on the work that has been done in Swale this year.

2016/17 saw good progress made on a number of reviews including leisure and tourism which produced a report and recommendations which have been submitted to Cabinet and housing services which has concluded with a report and recommendations to be considered by at the first meeting of the Committee in 2017/18. Progress has also been made on the review of development management, including a series of visits to other Kent districts to learn about their arrangements.

The Committee also had several sessions to consider progress of the Sittingbourne Town Centre regeneration, as well as considering the Cabinet's draft budget for 2017/18, fees and charges, and financial and performance monitoring reports.

2017/18 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. It is three years since the Council last changed its overview and scrutiny processes and a further review of our systems and processes, to ensure we are as effective as the best in the country, is timely.

Overview and scrutiny will need to be at the very centre of the difficult decisions the Council will need to take during 2017/18 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 2016/17



# 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 2016/17 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 during 2016/17:

Councillor Andy Booth	Chairman
Councillor Lloyd Bowen	Vice Chairman
Councillor Mike Baldock	
Councillor Derek Conway	
Councillor Mike Dendor	
Councillor Mark Ellen	
Councillor Mick Galvin	
Councillor Mike Henderson	
Councillor Ken Ingleton	
Councillor Nigel Kay	
Councillor Samuel Koffie-Williams	
Councillor Peter Marchington	
Councillor Ben Stokes	

## 3 Scrutiny work programme

3.1 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 2016/17 are summarised below.

Work programme 2016/17			
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	Not applicable	Regular updates provided by Cabinet Member for Regeneration and Interim Director of Regeneration	<b>Ongoing.</b>
Housing services	14/10/15	Draft report of Task and Finish Group to be considered by Scrutiny Committee on 5 July 2017	<b>Ongoing.</b>
Leisure and tourism	14/10/15	Report and recommendations submitted to Cabinet on 7 December 2016.	<b>Complete.</b>
Development management	14/10/15	Task and Finish Group made visits to several local authorities to find out how they operated development management. Review continuing into 2017/18	<b>Ongoing.</b>
Call-in: Cabinet decision on Capital Finance and Investment	Not applicable	Scrutiny Committee resolved on 29 November 2016 to refer the decision back to Cabinet	<b>Complete.</b>

## **Performance and financial monitoring**

- 3.2 The Committee receives reports on performance and financial monitoring at many of its meetings.
- 3.3 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.
- 3.4 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.

## **Council budget**

3.5 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 26 January 2017. 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.

3.6 Cabinet noted the Committee's comments at their meeting of 1 February 2017.

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

<http://services.swale.gov.uk/meetings/documents/s6893/Report%20-%20Cabinet%20Report%207.12.16%20Medium%20Term%20Financial%20Plan%20and%202017-18%20Budget.pdf>

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

<http://services.swale.gov.uk/meetings/documents/g1730/Printed%20minutes%2026th-Jan-2017%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **Fees and charges**

3.9 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/g1728/Printed%20minutes%2016th-Nov-2016%2019.00%20Scrutiny%20Committee.pdf?T=1>

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

3.10 The Committee received an update on 8 February 2017 from the Cabinet Member for Regeneration and the Interim Director of Regeneration on the Sittingbourne Town Centre regeneration project.

3.11 A record of the discussion is available here:

<http://services.swale.gov.uk/meetings/documents/g1731/Printed%20minutes%2008th-Feb-2017%2019.00%20Scrutiny%20Committee.pdf?T=1>

### **Housing services**

3.12 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.

- 3.13 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>
- 3.14 The Committee resolved to refresh this review and take it forward in the 2016/17 Municipal Year. A review coordinator and supporting Task and Finish Group were appointed by the Committee and the report and recommendations that will shortly be submitted to Cabinet is available here: [insert weblink when available].

### **Leisure and tourism**

- 3.15 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.
- 3.16 A Task and Finish Group was established to take this review forward and it 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. Members of the Group also visited two district council in Essex with a similar tourism profile to Swale to compare how other councils promote tourism and encourage visitors to their areas and whether the Council should consider adopting practice from elsewhere.
- 3.17 The Task and Finish Group concluded the review last summer and the report was agreed by the Scrutiny Committee at its meeting on 12 October 2016. The report and recommendations were submitted to Cabinet on 7 December 2016 and the report is available here: <http://services.swale.gov.uk/meetings/documents/s6587/Item%207%20Leisure%20and%20tourism%20review%20-%20Report%20to%20Cabinet.pdf>
- 3.18 The Cabinet's response to the report and recommendations is available here: <http://services.swale.gov.uk/meetings/documents/s6950/Final%20-%20Scrutiny%20recommendations%20Leisure%20and%20Tourism%202016.pdf>
- 3.19 Following the report and Cabinet's response, Members of the Task and Finish Group have met with the consultant employed by the Council to produce the Visitor Economy Strategy to share their findings and it is expected that the draft Visitor Economy Strategy will come before the Policy Development and Review Committee for consideration in due course.

### **Development Management**

- 3.20 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.
- 3.21 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.
- 3.22 A Task and Finish Group has been formed to take the review forward and so far its focus has been on the determination of planning applications, including delegation levels and the operation of the Planning Committee. The Task and Finish Group has visited three other district councils in Kent to discuss these matters with Members and officers and to observe how their Planning Committees operate.
- 3.23 Work on the review will continue into 2017/18.

### **Call-in**

- 3.24 A Call-in was held on 29 November 2016 to consider a Cabinet decision on borrowing up to £28m for capital financing and investment. The Committee resolved to refer the decision back to Cabinet. A record of the Committee's consideration and recommendations are available here: <http://services.swale.gov.uk/meetings/documents/g1817/Printed%20minutes%2029th-Nov-2016%2019.00%20Scrutiny%20Committee.pdf?T=1> and a record of the Cabinet's response to these is available here: <http://services.swale.gov.uk/meetings/documents/s6738/Response%20to%20Scrutiny%20Committee%20recommendations%207.12.16.pdf>.

## **4 Review of approach to overview and scrutiny in 2016/17**

- 4.1 We have taken this opportunity to review the way in which overview and scrutiny has worked in Swale during 2016/17, in order to build on our strengths and address any areas that could be identified for further development.
- 4.2 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.
- 4.3 Particular strengths that we would wish to build on during 2017/18 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.

4.4 Particular areas that have been identified as requiring further development during 2017/18 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.

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

- undertaking a self-evaluation of Swale's scrutiny function to identify any changes to arrangements or further developments needed;
- 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.

## **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 318  
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://services.swale.gov.uk/meetings/ieDocHome.aspx?bcr=1>

## Overview and Scrutiny Committees Review of 2016/17 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>	Review the frequency of monitoring reports going to Committee. Is the currently quarterly cycle the best use of the Committee's time, and what value does this add to debate at other forums (e.g. Cabinet and Council)?
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 26 January 2017.</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.

Title	Overview	Strengths	Development Areas
		<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 updates	The Committee considers a number of topics throughout the year either on a one-off or regular basis rather than as part of an in-depth review. The prime examples this year has been Sittingbourne Town Centre regeneration.	These reviews provide 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	<p>There has only been one call-in during the course of the year.</p> <p>The Committee should carefully</p>

Title	Overview	Strengths	Development Areas
	they have been made, but not implemented. The Committee is able to consider Cabinet decisions and refer the decision back to Cabinet for reconsideration.	Committee.	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.

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## SCRUTINY COMMITTEE



5 July 2017	Agenda Item 9
<b>Scrutiny Committee work programme 2017/18</b>	
Report author:	Bob Pullen – Policy and Performance Officer
<b>Recommendations</b>	
That the Committee considers which topics or services it should review during the course of the year.	

### 1 Purpose of report

1.1 This report is concerned with the Committee’s work programme for 2017/18. It considers how the Committee can exercise its terms of reference.

### 2 Background

2.1 Each year, the Committee decides which topics it should review and in what priority order.

2.2 The Committee’s amended terms of reference were approved by Council on 19 February 2014 and are reproduced at Appendix i. The terms of reference form part of the Council’s Constitution.

2.3 In summary, the purpose of the Committee is to exercise the statutory duties of overview and scrutiny for the Council by:

- reviewing or scrutinising decisions made, and performance of the Cabinet, or officers under delegated authority;
- reviewing or scrutinising the performance of the Council in relation to policy objectives, performance targets and/or particular service areas;
- reviewing and scrutinising the performance of other public bodies in the area about their activities.

2.4 The Committee is also responsible for considering monitoring reports on finance and performance and each year the Committee considers the Cabinet’s draft Budget proposals.

2.5 The Committee also has certain formal powers which only it can exercise including:

- calling-in Cabinet decisions which have been taken but not yet implemented; and
- to act as the Council’s “Crime and Disorder Committee” in terms of reviewing and scrutinising decisions made, or other action taken, in

connection with the responsible authorities discharge of their Crime and Disorder functions.

### **3 Discussion**

- 3.1 It is traditional at the start of each new Municipal Year for overview and scrutiny committees to devise and agree a work programme to plan the committees work for the next twelve months.
- 3.2 If the Scrutiny Committee is to be effective and bring real value, it will need to focus on where it can make the biggest impact. This means basing decisions on what topics or services to review on hard evidence. Anecdotal evidence, such as Members own experiences, or feedback from residents, can also be valuable.
- 3.3 There are also likely to be incidences throughout the year when the Committee will be invited to consider one-off issues.
- 3.4 The schedule at Appendix ii lists those reviews which were either instigated or started in 2016/17 or before.
- 3.6 Experience has shown that those reviews which have made the most impact have been those where:
- services have been under-performing; and/or
  - the Council's or other local service providers' operations are of concern to residents.
- 3.7 The Committee should also be mindful of the resources needed to undertake reviews given the pressures on Members, officers and partners time.

### **4 Conclusion**

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

### **5 Officer contacts**

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



## Terms of reference for the Scrutiny Committee

**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.

## Scrutiny Committee – Possible review activity 2017/18

Topic	Ongoing review/activity?	Commentary
<b>Standard monitoring/scrutiny items</b>		
1 - Financial monitoring	Yes	The Committee will continue to receive financial monitoring reports during the course of the year to review.
2 - Performance monitoring	Yes	The Committee will continue to receive performance monitoring reports during the course of the year to review.
3 - Council Budget	Yes	The annual review of the Cabinet's budget proposals for 2018/19 will take place at the Scrutiny Committee meeting on 25 January 2018.
4 – Fees and charges	Yes	The annual review of the Cabinet's proposals for setting Fees and Charges for Council Services for the next financial year. This is likely to take place at the Scrutiny Committee meeting on 15 November 2017 or thereabouts
<b>Ongoing reviews</b>		
5 - Housing services	Yes	This review is being taken forward by a Task and Finish Group. A report is due to be considered by the Committee on 5 July 2017.
6 – Development management	Yes	This review is being taken forward by a Task and Finish Group. An update will be given at the Committee on 5 July 2017. There is still a considerable amount of work to do on this review in 2017/18.
<b>Follow-ups to previous activity</b>		
7 – Leisure and tourism	Yes	Cabinet response received. Task and Finish Group meeting with consultant employed by SBC to take forward production of the Visitor Economy Strategy. Expected that this will come to Policy Development and Review Committee in due course.

Topic	Ongoing review/activity?	Commentary
<b>Updates</b>		
8 – Update on Sittingbourne Town Centre regeneration	Yes	Ongoing updates provided for the Committee on Sittingbourne Town Centre Regeneration – alternately by Cabinet Member and officers in person and in writing.
<b>Possible topics for review which the Committee have alluded to during the course of 2016/17</b>		
Street cleansing	No	
Residents Parking Permits	No	
Mid Kent Services update	No	Possibly just an update.
Troubled Families programme	No	This topic came up in discussion of a Financial Monitoring report during 2016/17. The Cabinet Member commissioned a briefing note on how the scheme was implemented in Swale and this was circulated to all members of the Committee in April 2017. Any further scrutiny activity in this area would most likely to be in the form of updates rather than a full blown review.
Safeguarding	No	Like Troubled Families, this is more likely to be an update-style briefing for the Committee if they do want to pursue it rather than a full blown review.

OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS							
Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	MKS Governance and Communications	4	Creation of Mid Kent Services Director post should be considered favourably.	Accepted	M.Radford	Implemented	Following an extensive recruitment exercise to find the person at Director level to take the partnership forward, the person who was offered the position decided against accepting it. Arrangements are underway to recruit a Director of MKS.
Scrutiny	STC Regeneration	3	That a monthly update to questions, in a format to be agreed in conjunction with the Scrutiny Committee Chairman and Policy and Performance Officer, be provided by the Cabinet Member for Regeneration to all Members in the form of a bulletin.	Accepted	E.Wiggins	Ongoing	Cabinet's response was: "Cabinet agree on the principle of regular updating to members, in a standard 'bulletin' format to be agreed. However, monthly updating is not considered reasonable, and instead reporting every two months, shortly after the STC Project Board meeting, is considered to be more practicable. These can be timed to coincide with the regular face-to-face updates for Group Leaders that the Cabinet Member has agreed to continue." A meeting to feedback latest developments to Group Leaders was held on 6 February and 15 March 2017. A further update will be presented to Scrutiny Committee on 5 July and information will be going out to all
Scrutiny	Leisure and tourism	1	Promotion and marketing - to commit a minimum of £25,000 to the tourism base budget to allow for substantial marketing and promotion of Swale as a tourist destination	Pending	C.Hudson	Ongoing	A Visitor Economy Strategy is currently being developed and will identify tourism priorities and make budget recommendations. The Task and Finish Group met with the consultant commissioned by the Council to develop the Visitor Economy Strategy on 6 June 2017.
Scrutiny	Leisure and tourism	2	Promotion and marketing - to agree an objective of growing Swale tourism by 5 – 10% over the next four years	Pending	C.Hudson	Ongoing	Visitor Economy Strategy will set out target market segments in conjunction with industry
Scrutiny	Leisure and tourism	3	Promotion and marketing - to consider as part of the future tourism plans the best forms of branding of Swale	Accepted	C.Hudson	Ongoing	To be included as part of the work to be undertaken on the Visitor Economy Strategy
Scrutiny	Leisure and tourism	4	Visitors and local infrastructure - SBC should identify and provide sufficient coach parking in convenient locations to meet the demands of all visitors to Swale	Accepted	C.Hudson	Ongoing	Internal discussions with parking team underway on this critical issue
Scrutiny	Leisure and tourism	5	Visitors and local infrastructure - SBC should work closely with tourist attractions to ensure the Borough has a comprehensive coverage of up to date "brown tourist signs", including on strategic routes	Accepted	C.Hudson	Ongoing	Technical help is provided to visitor attractions through Visit Swale and Visit Kent using national visitor guidance and will continue
Scrutiny	Leisure and tourism	6	Visitors and local infrastructure - provision of more local signs	Accepted	C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy
Scrutiny	Leisure and tourism	7	Visitors and local infrastructure - consideration given to whether the funding of these signs could be supported by SBC, either through a new fund, Member grants, Section 106 grants or a combination of these	Accepted	C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy
Scrutiny	Leisure and tourism	8	Visitors and local infrastructure - SBC should make sustained efforts to influence KCC Highways and Highways England to fulfil their responsibilities to keep roads clean, and do the same with Network Rail in relation to the approaches to local stations	Accepted	C.Hudson	Ongoing	Establish high level tourism stakeholder group to monitor Visitor Economy Strategy including external drivers impacting on tourism, leisure and hospitality
Scrutiny	Leisure and tourism	9	Working with the local tourism sector - that SBC facilitates the establishment of collaborative groups preferably led by the private sector and/or voluntary sector	Pending	C.Hudson	Ongoing	This is a model that has worked well in other LA areas where Visitor Economy Strategies and/or Destination Management Plans have been developed
Scrutiny	Leisure and tourism	10	Working with the local tourism sector - that SBC establishes a challenge fund of £3,000 to support new activities or events	Pending	C.Hudson	Ongoing	Will be reviewed as part of Visitor Economy Strategy
Scrutiny	Leisure and tourism	11	Research and intelligence - to conduct a full economic assessment of tourism in Swale. It is understood that this has been arranged to cover 2015 using "Destination Research". This should be repeated strictly every three years which has not recently been met	Accepted	C.Hudson	Ongoing	Model has been run based on 2015 data and the Visitor Economy Strategy will contain performance measures including volume and value data: noted requirement for performance monitoring every three years

Scrutiny	Leisure and tourism	12	Research and intelligence - additionally extra information should be sought from useful reports available on the tourism market	Accepted	C.Hudson	Ongoing	Council is in membership of Visit Kent and British Destinations Association and has access to tourism research and data on demand. The services of these and other agencies will be used in the preparation of the Visitor Economy Strategy
Scrutiny	Leisure and tourism	13	Research and intelligence - to make contact with several other similar Boroughs to develop a benchmarking programme to seek the best ways of increasing the economic and cultural effects of tourism. A minimum of £2,000 pa should be set aside for research	Accepted	C.Hudson	Ongoing	Districts meet twice a year through Visit Kent and the matter can be considered through this Forum
Scrutiny	Leisure and tourism	14	Financial and other support to the sector - SBC to proactively assist local tourist organisations to find and bid for grants to increase tourism	Pending	C.Hudson	Ongoing	Noted
Scrutiny	Leisure and tourism	15	Financial and other support to the sector - consider the creation and promotion of a challenge fund worth around £5,000, subject to future review, which local tourism businesses could bid for		C.Hudson	Ongoing	State Aid rules may apply and a review will be undertaken to see how/if this might be best achieved
Scrutiny	Leisure and tourism	16	Financial and other support to the sector - that SBC increases the availability of officer time to ensure the best possible potential achievement of all the recommendations made by the Scrutiny Committee		C.Hudson	Ongoing	Will be reviewed as part of the Visitor Economy Strategy
<b>Key to status</b>		2					
	<b>Pending:</b> Awaiting cabinet decision on whether to accept or reject.						
	<b>Rejected:</b> Recommendation not accepted by cabinet.						
	<b>Accepted:</b> Recommendation accepted, still within target date for implementation.						
	<b>Implemented:</b> Recommendation accepted, implementation complete.						
	<b>Overdue:</b> Recommendation accepted, target date for implementation exceeded.						

## HOUSING SERVICES

Report date:	5 July 2017
Lead reviewer(s):	Councillor Derek Conway (review coordinator) and Councillors Mike Dendor, Mick Galvin and Samuel Koffie-Williams
O&S support officer:	Bob Pullen, Policy and Performance Officer
Service liaison officer(s):	Amber Christou, Head of Resident Services
Head(s) of service:	Amber Christou, Head of Resident Services

### 1 Report summary

- 1.1 This draft report outlines the findings of the Task and Finish Group which was established to review the effectiveness of aspects of Swale BC's housing service.

### 2 List of recommendations

2.1 The Task and Finish Group recommends:

- a) **Cabinet should consider what more the Council can do to help housing associations provide more affordable and social housing in Swale;**
- b) **Cabinet should consider ways to provide housing associations a closer role in planning applications for housing development, e.g. by routinely consulting them;**
- c) **that Cabinet considers whether it should make further capital investments into selective housing stock;**
- d) **that Cabinet considers whether the Council is doing enough to alleviate social housing pressures, and whether Swale should follow the lead of other councils and adopt a less risk-adverse approach to property acquisition;**
- e) **that the housing team, supported by the Cabinet Member for Housing and Wellbeing, bid for capital funding should any empty properties become available that owners agree to let the Council use;**
- f) **Cabinet should consider whether the residency criteria (i.e. living in Swale for four years out of five) in Swale's Housing Allocations Policy is a help or a hindrance towards helping those in housing need, and if the latter, whether the policy should be reviewed.**

### **3 The review**

3.1 The Task and Finish Group (TFG) was established to:

- understand the reasons why the provision of temporary accommodation in Swale has been consistently problematic and how this can be overcome;
- explore the causes of pressures on housing services (lack of availability of affordable private rented sector housing, low numbers of affordable houses being built in the Borough, lack of available properties for tenants to 'down-size' to) and possible measures for alleviating them;
- review what effect the purchase of a property to house homeless families has had and whether this initiative should be extended; and
- as necessary, to make recommendations to Cabinet.

3.2 The review was instigated by the Scrutiny Committee and the review plan was agreed by the Committee on 17 March 2016 and is at Appendix I.

3.3 The review was conducted principally through a number of meetings between the TFG and representatives from housing associations, members and officers from other district councils and officers at Swale Borough Council. A schedule of who we met is at Appendix II and a glossary of key terms used in this report is at Appendix III.

3.4 The TFG would like to thank all those who agreed to meet with us to answer questions and for providing information. The TFG would also like to thank officers from Swale Borough Council for their input.

3.5 The review was led by Councillor Derek Conway and the other Task and Finish Group members were Councillors Mike Dendor, Mick Galvin and Samuel Koffie-Williams. The TFG were supported by Bob Pullen, Policy and Performance Officer, as overview and scrutiny support officer.

### **4 Background**

4.1 The Council has a statutory duty to house families who present themselves as homeless and are accepted as such under the Housing Act 1996. As the Council transferred all of its housing stock in the 1990s, the accommodation used to house homeless families is either:

- housing association stock;
- private rented accommodation; or
- temporary accommodation, e.g. bed and breakfast.

4.2 The incidence of homeless families being housed in temporary accommodation is becoming more prevalent. At December 2016 there were 145 households living in temporary accommodation. In 2013/14 there were 76. Homeless applications are also rising, with applications nearly doubling between 2013/14 and 2015/16.



This is not a case of the Council simply underperforming but has resulted from a series of factors which most local authorities in Kent are experiencing including:

- proximity to London and the displacement of people from the capital due to increasingly high and unaffordable rents and property prices;
- the changes brought about by welfare reform;
- the loss of private rented accommodation within the borough;
- the diminishing number of affordable homes being provided; and
- the increasing number of households who are presenting themselves as homeless.

4.3 In common with most areas, the biggest factor in households presenting themselves as homeless, or are threatened with homelessness, is termination of a private rented sector tenancy. This can be as a result of the landlord deciding to sell the property or choosing to rent to tenants with a more stable income. There is no obligation on private sector landlords to offer tenancies to homeless families.

4.4 The Housing Options Team within Resident Services work very hard to prevent households becoming homeless and in 2015/16 they successfully prevented 277 households from doing so. The work of the Team has been showcased nationally with Matt Allright from the Housing Enforcers BBC television series shadowing members of the Team as they go about their duties.

4.5 The report describes the reasons why it is getting harder to house families who present themselves as homeless and makes some proposals for measures that may alleviate them.

4.6 There were two significant policy dimensions on the horizon which could have a bearing on the Council's housing function as follows, and the key issues arising from these are described in Appendix IV:

- the Homelessness Reduction Act 2017 is due to be enacted by Government within the next two years; and
- the Housing White Paper was published on 7 February 2017.

## **5 Findings**

### **Role of housing associations**

#### **Key findings**

5.1 The landscape in which housing associations operate is changing.

5.2 A number of housing associations operate in Swale, but the biggest by far is AmicusHorizon who took over management of the Council's former housing stock when it was transferred to the then Swale Housing Trust in the 1990s. AmicusHorizon are a key strategic partner to the Council. They are represented

on the Swale Public Services Board, Health and Wellbeing Board and they have staff working alongside our officers - e.g. in the Community Safety Unit.

5.3 Other housing associations with a significant operation in Swale include Hyde and Moat, and along with Amicus, the Group met representatives from all of these housing associations. A key feature was that all were currently involved in mergers with other housing associations with the objective of creating bigger organisations which were more resilient to change and market forces.

5.4 The changing landscape that housing associations were operating in included:

- reduction in Government subsidies and grants;
- a 1% year on year reduction in social rents;
- changes to legislation and policy;
- classification of affordable housing being extended to starter homes; and
- becoming more commercially driven, using sales of property to cross-subsidise social housing.

5.5 The 2015-18 affordable homes programme had been transferred to the shared ownership homes programme and these homes are no longer designated for local people only.

5.6 All housing associations said that they operated in an opportunistic way, targeting areas where they could work with developers to provide social and affordable housing.

5.7 Housing associations welcomed being involved with local authorities at an early stage of a proposed development and all those we met said that they had a very positive relationship with the Council in this respect.

5.8 Shared ownership schemes, which the Government were actively promoting, were less deliverable in parts of Swale due to low land values.

5.9 Void rates in housing association stock in Swale is among the lowest in the country which is testament to the close working relationship the Council has with providers.

5.10 Given the constraints that housing associations now find themselves operating in and the importance of Swale having more social and affordable housing provision to help it meet housing need, the TFG considers that Cabinet gives consideration to these findings and therefore recommends:

**Recommendation:**

- a) Cabinet should consider what more the Council can do to help housing associations provide more affordable and social housing in Swale;***
- b) Cabinet should consider ways to provide housing associations a closer role in planning applications for housing development, e.g. by routinely consulting them;***

## Role of local authorities

### Key findings

5.11 In order to gain a different perspective, the Group visited two other local authorities to speak to members and officers about how they discharged their housing functions. The Group was struck by the challenges facing each council. A summary of these is as follows:

- Maidstone:
  - vibrant county town;
  - mainly affluent population;
  - lots of speculative commercial development which had been converted to residential under permitted development rights;
  - willingness to invest in property to be used as temporary accommodation including the establishment of an in-house team whose role was to identify and acquire investment opportunities, including residential;
  - purchased former NHS nursing accommodation for use as temporary accommodation for mainly young and vulnerable people, employed full time manager to run;
  - excellent transport links;
  - one main population centre;
  - no families placed in bed and breakfast accommodation;
  - significant problem of London Boroughs placing families in borough leaving less accommodation available for local families;
  - housing register stipulates two years local residency as a qualification criteria; and
  - most new development identified in the Local Plan will happen in rural areas – don't envisage any problems in securing affordable homes.
  
- Thanet:
  - still own and manage part of original housing stock – enables the council greater flexibility in housing homeless households and provides an additional funding stream for new development through the Housing Revenue Account;
  - major housing-led regeneration project in Cliftonville in one of the most deprived wards in England – legacy of holiday hotels being turned into Houses in Multiple Occupation (HMOs) in the 1980s, including the infamous Hotel Leslie;

- significant rough sleeping problem – council part funded winter shelters operated by the voluntary sector;
- largest number of empty homes in Kent;
- three year residency qualification criteria to be eligible for the housing register;
- close links with two local providers in the private sector for temporary accommodation and one agency that can place people across Kent;
- main population centres are individual towns, but all linked by good public transport networks; and
- Local Plan anticipates some 17,000 extra homes, mainly extending out from existing urban areas – confident in securing 30% affordable provision.

5.12 The key characteristics of Swale’s housing situation are as follows:

- variable viability across the borough with provision for affordable homes in the new Local Plan as follows:
  - Isle of Sheppey – 0%
  - Sittingbourne – 10%
  - Faversham – 35%
  - Rural areas – 40%;
- limited temporary accommodation with households having to be placed in hotels and bed and breakfast as a last resort, which is expensive;
- diminishing availability of private rented housing to use as temporary accommodation, partly as a result of national policy changes on stamp duty and taxation around buy-to-let;
- very small stock of council-owned accommodation to place households with a housing need;
- agents for London Boroughs placing their clients in the Swale area; and
- just under 300 families in Swale are likely to be affected by welfare reform with some unable to afford the full private sector rent or social rent potentially leading to unintentional homelessness.

5.13 In recent years Swale BC has used reserves to purchase two properties in Sittingbourne and Sheerness to place households in housing need in temporary accommodation. These have been augmented by the use of a further property in Teynham which had previously been brought back into use through the ‘No Use Empty’ scheme. While this has alleviated some of the pressures on the Council being able to find temporary accommodation in which to place households in housing need, the pressures on temporary accommodation are growing which is

already resulting in families having to be placed outside the borough, away from their support networks.

5.14 A recent innovation as a means of providing more accommodation for homeless families that the Task and Finish Group kept hearing about was modular homes. A number of the London Boroughs were embarking on schemes to provide accommodation in the form of temporary, factory-built units that can be moved between sites, or even modified shipping containers or chalets of the type that are used as temporary classrooms in schools or offices on building sites. The article from Inside Housing at Appendix V gives more details.

5.15 The TFG therefore recommends:

***Recommendation:***

**c) that Cabinet considers whether it should make further capital investments into selective housing stock;**

**d) that Cabinet considers whether the Council is doing enough to alleviate social housing pressures, and whether Swale should follow the lead of other councils and adopt a less risk-adverse approach to property acquisition;**

**e) that the housing team, supported by the Cabinet Member for Housing and Wellbeing, bid for capital funding should any empty properties become available that owners agree to let the Council use;**

5.16 The Group noted that the two councils it visited both had significantly different residency criteria in place than we have at Swale regarding the eligibility criteria under their housing allocations policies. Swale is four years out of five whereas Thanet's was three years and Maidstone's was two years.

5.17 The TFG therefore recommends:

***Recommendation:***

**f) Cabinet should consider whether the residency criteria (i.e. living in Swale for four years out of five) in Swale's Housing Allocations Policy is a help or a hindrance towards helping those in housing need, and if the latter, whether the policy should be reviewed.**

5.18 Despite the severe challenges facing the Housing Team, the Group did hear a great deal about the excellent service they provided to residents, some of whom were vulnerable and often desperately worried for themselves and their families.

5.19 For example, a newly created post of Housing Welfare Reform Officer had worked with over 30 households to help them into employment. All households are encouraged to seek pathways into employment as part of the routine homelessness prevention process, but the creation of this new post has massively increased the resource available and is having a big impact.

5.20 The Group also want to put on record some of the challenging situations which the Housing Options Team has to face. For example, during 2015/16 the Police or Ambulance Service were called out to assist customers at Swale House

over 50 times. These incidences arise from threats of violence, drug or alcohol problems, safeguarding referrals and mental health issues.

5.21 Notwithstanding the variable targets for affordable homes in the new Local Plan, the fact that the housing associations which operate in Swale are all going through the process of merging with sometimes much bigger associations should be a cause for optimism if these expanded organisations continue to invest in Swale.

## **Appendices**

Appendix i Review plan

Appendix ii Review participants

Appendix iii Glossary

Appendix iv Homelessness Reduction Act 2017 and Housing White Paper

## O&S REVIEW PLAN: PERFORMANCE REVIEW



### **About performance reviews**

The objective of a performance review is to examine the reasons for apparent under-performance of a council service, to assess prospects for improvement, and to make recommendations to Cabinet where appropriate. The output of a policy review is always a report to Cabinet. Typical questions for this type of review are:

- Is this service genuinely under-performing, and if so why?
- Are there plans and systems in place which will help it improve?
- What more needs to be done?

The review needs to be tightly focused on a single service area which appears to be under-performing against performance indicators, planned actions, customer satisfaction or budget management. A performance review could also be conducted on a service run by one of the council's partners, but in this case the committee will need to be clear that it has sufficient powers to review the service and make recommendations for improvements – if it does not, then the issue should be treated as an information item.

### **Part 1: Business Case**

<b>Subject:</b>	<b><i>Housing Services</i></b>
<b>Proposed by:</b>	Scrutiny Committee
<b>Length:</b>	Expected to take six months from start to finish.

#### **Objective**

- To understand the reasons why the provision of temporary accommodation in Swale has been consistently problematic and how this can be overcome;
- To explore the causes of pressures on housing services (lack of availability of affordable private rented sector housing, low numbers of affordable houses being built in the Borough, lack of available properties for tenants to 'down-size' to) and possible measures for alleviating them;
- To review what effect the purchase of a property to house homeless families has had and whether this initiative should be extended; and
- To make recommendations to Cabinet as necessary.

#### **Justification**

The number of households contacting Swale's Housing Service for help is increasing. The number of homeless applications has increased from 108 in 2011/12 to 271 in 2014/15. The number of households placed into temporary accommodation as at 31 March each year has increased from 65 in 2012 to 76 in 2015. The number of households placed into bed and breakfast has increased over the past three years resulting in net expenditure rising from £69,373 to £201,239 in 2014/15, although expenditure is now starting to show a downward trend following the signing of a new service level agreement with AmicusHorizon to provide additional properties for SBC

to use as temporary accommodation. The total number of affordable homes built varies from year to year as follows:

- 2010/11 – 155
- 2011/12 – 90
- 2012/13 – 116
- 2013/14 – 81
- 2014/15 – 156.

**Evidence and information to be gathered**

Information around the lack of suitable temporary accommodation in Swale and lack of alternatives to bed and breakfast. Information on the reasons why more affordable homes are not being built in what is a growth area. Why the costs of renting privately are so high and why some landlords are unwilling to let to benefit dependent households. The role of registered social landlords and the reasons for their unwillingness to let to welfare-dependent tenants.

**Sources of information and evidence**

<i>Individual or organisation</i>	<i>Committee session</i>	<i>Task and finish panel, site visit, correspondence, or other method</i>	<i>To be decided</i>
Cllr Ken Pugh, Cabinet Member for Housing and Wellbeing; Amber Christou, Head of Resident Services.	<b>X</b>	√	X
AmicusHorizon, Moat and Hyde Housing Associations	<b>X</b>	√	X
<b>Organisation(s) to be reviewed</b>	If partners' activities are to be reviewed, what powers or influence does the committee have?		
<input type="checkbox"/> SBC only.			
<input type="checkbox"/> Partner organisation only.			
<input checked="" type="checkbox"/> SBC working in partnership.			
<b>Timing constraints</b>	No external constraints identified.		

**Part 2: Review Plan**

**Review team**

Lead review member:	Cllr Derek Conway
Other review members:	Cllrs Mike Dendor, Mick Galvin and Samuel Koffie-



	Williams	
O&S support officer:	Bob Pullen, Policy and Performance Officer	
SBC service liaison officer:	Amber Christou, Head of Resident Services	
<b>Key dates</b>		
Date to begin evidence gathering:	July 2016	
Date(s) of committee sessions (if any):	12 January 2017	
Date for draft report to be presented to committee:	5 July 2017	
<b>Note:</b> Dates of committee session(s) and for the report to be presented to committee must be added to the committee forward plan.		

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## Review participants

<b>Date of meeting/visit</b>	<b>Name</b>	<b>Organisation</b>
14 October 2015 (Scrutiny Committee meeting)	Councillor John Wright, previous Cabinet Member for Housing	Swale Borough Council
"	Amber Christou, Head of Resident Services	"
11 November 2015	Eileen Martin, Regional Director	AmicusHorizon Housing Association
"	Neill Tickle, Development Director	"
2 August 2016	Tony Morgan	Hyde Housing Association
4 August 2016	Amber Christou, Head of Resident Services	Swale Borough Council
"	Rebecca Walker, Strategic Housing and Health Manager	"
24 August 2016	Eileen Martin, Regional Director	AmicusHorizon Housing Association
31 August 2016	Steve Nunn	Moat Housing Association
7 December 2016	Councillor Marion Ring, Chairman of Communities, Housing and Environment Committee	Maidstone Borough Council
"	John Littlemore, Head of Housing and Communities	"
"	Ellie Kershaw, Housing and Inclusion Manager	"
14 December 2016	Councillor Lin Fairbrass, Cabinet Member for Community Services	Thanet District Council
"	Bob Porter, Head of Housing	"
"	Vicky May, Housing Options Manager	"
"	Ashley Stacey, Housing Strategy Manager	"
12 January 2017	Scrutiny Committee consideration of 'working draft' version of report	Swale Borough Council
14 March 2017	Councillor Ken Pugh, Cabinet Member for Housing and Wellbeing	Swale Borough Council
"	Amber Christou, Head of Resident Services	"

## Glossary

Affordable housing <sup>1</sup>	<p>Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices.</p> <p>Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.</p>
Houses in Multiple Occupation (HMOs)	<p>A home is defined as a HMO if both of the following apply:</p> <ul style="list-style-type: none"> <li>• at least 3 tenants live there, forming more than 1 household; and</li> <li>• a toilet, bathroom or kitchen facilities are shared with other tenants.</li> </ul>
Intermediate housing <sup>2</sup>	<p>Intermediate housing is homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the affordable housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.</p>
Private sector housing	<p>Where the term ‘private sector’ is used in housing policy and housing statistics, it is generally meant “private housing” sector or non-social housing sector ie owner-occupied dwellings and those rented privately, including those that go with a job or business and not those owned by housing associations.</p>
Social housing	<p>Social rented housing is owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.</p>

<sup>1</sup> DCLG – definitions of general housing terms - <https://www.gov.uk/guidance/definitions-of-general-housing-terms>

<sup>2</sup> DCLG – National Planning Policy Framework – Glossary: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/6077/2116950.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6077/2116950.pdf)

### **Homelessness Reduction Act 2017**

This Act was originally introduced as a Private Members Bill and was adopted by government for inclusion in its legislative programme.

The Homelessness Reduction Act 2017 is designed to ensure that all households who are either homeless or threatened with homelessness within 56 days receive genuine help and advice from their local council. This is regardless of whether they are in priority need.

Originally, the Act would have given councils a duty to secure accommodation for 56 days, but this was withdrawn as impractical in the English context. The current wording will impose a duty on councils to assist all homeless and potentially homeless households; the government has indicated it will provide additional resources to councils to cover their costs.

The Act received Royal Assent on 27 April 2017. Commencement of the provisions of the Bill will depend on the introduction of Regulations by the Department for Communities and Local Government which could be up to two years.

The Department for Communities and Local Government is preparing an impact assessment for the whole Act to understand the implications for local housing authorities, financial and other ways, which derive from the Act.

### **Housing White Paper**

The government's Housing White Paper – Fixing our broken housing market – was published on 7 February 2017.

It sets out the government's strategy for building more of the right homes in the right places. Specifically, it includes proposals to:

- help create certainty and to simplify the planning system, including standardising the process for objectively assessed housing need (OAN);
- award new powers for councils to establish local development corporations;
- require 10 per cent of sites to be 0.5 hectare;
- increase planning fees by 20 per cent;
- apply fees to planning appeals;
- allow councils to compulsory purchase undeveloped land with planning permission;
- require starts on site within two years of planning permission being granted;
- introduce measures to hold councils to account through a delivery test;

- review of Section 106 and the Community Infrastructure Levy;
- introduce a commitment to offer some support for councils to build through their Housing Revenue Accounts and other ventures;
- a suggestion that the Government wants to see an offer similar to Right to Buy in housing delivered through such ventures; and
- introduce new flexibilities on the affordable home ownership products and a lower requirement of 10 per cent starter homes.

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## O&amp;S REVIEW PROGRESS REPORT



Part 1: About the review	
<b>Subject:</b>	<b><i>Development Management</i></b>
<b>Lead review member:</b>	Councillor Andy Booth
<b>Other review members:</b>	Councillors Mike Baldock, Cameron Beart, Lloyd Bowen, Derek Conway, Mike Henderson, Ken Ingleton and Peter Marchington
<b>Review type:</b>	Performance review
<b>Objective</b>	
<ul style="list-style-type: none"> <li>• To review the effectiveness of Swale Borough Council's development management function;</li> <li>• as necessary, to make recommendations to Cabinet; and</li> <li>• to contribute towards the Development Management Service Improvement Plan 2016-18.</li> </ul>	

Part 2: Progress report		
<b>Overall progress</b>		
<b>X</b>	Either: The deadlines on the work programme are expected to be met.	
	Or: The deadlines on the work programme are not expected to be met.	
<b>Changes to deadlines</b>	<u>Original expectation</u>	<u>Revised expectation</u>
Begin evidence gathering:	May 2016	-
Committee sessions (if any):	13 January 2016	-
Draft report to committee:	-	15 November 2017
<b>Note:</b> Changes to dates of committee session(s) and for the draft report to be presented to committee must be reflected in the committee work programme.		
<b>Progress against main review stages</b>		
Inception:	Completed	
Evidence/input:	In progress	
Report:	Not yet started	
Follow-up:	Not yet started	
<b>Commentary on progress</b>		
Members of the Task and Finish Group met on 24 May to discuss the way forward on		

this review and the following progress is as follows:

- planning delegations: the Head of Planning has provided comparative performance and financial data showing how Swale compares to other Kent authorities in terms of the proportion of planning applications that are decided by officers under delegated authority rather than being decided by the Planning Committee;
- the Policy and Performance Officer is undertook an analysis of the constitutions of Swale and three other Kent districts to see if there are any major differences of approach in setting officer delegations and other matters such as site visits;
- the Development Manager has been asked to provide protocols which our statutory partners are meant to follow in providing comments on planning applications;
- the Policy and Performance Officer arranged for members of the Task and Finish Group to visit other Kent districts so that members could observe other Planning Committees and to talk beforehand with Planning Committee Chairmen, other members and officers;
- the findings from all of the above will be drawn into a report from the Policy and Performance Officer for consideration by the Task and Finish Group;
- work is yet to start in earnest on:
  - the role of parish and town councils;
  - planning appeals;
  - parcels of unadopted land; and
  - enabling Members to obtain information about Section 106 agreements.



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

**July 2017 - October 2017**

**Notes:**

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

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

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

**Councillor Andrew Bowles** - Leader

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

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

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

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

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

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

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

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

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Resident Parking Scheme Policy</p> <p>The report outlines the current process applied to resident parking permit applications and outlines proposals to strengthen policy to maintain good levels of parking availability within the residential parking zones.</p>	Cabinet 12 July 2017	<p>Non-Key This is not a key decision because it is not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Cabinet Member for Safer Families and Communities</p> <p>Jeff Kitson</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Discretionary Business Rate Relief</p> <p>The Government has set-up a new discretionary Business Rate relief for businesses whose rateable value is less than £200k and whose rates have increased more than 12.5%. The Council must design a scheme to decide what businesses falling under this criteria will be given relief.</p>	<p>Cabinet 12 July 2017</p>	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates. It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance  Zoe Kent</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			area of the local authority..			
	<p>Council Tax Support Scheme 2018/19</p> <p>The Council must put in place its Council Tax Support (CTS) scheme to give help to those residents on a low income. From December 2017, Universal Credit will change to Full Service in Swale meaning that couples and families will start to claim Universal Credit. The CTS scheme will need to be reviewed to take account of this. A consultation will need to be completed by September and the scheme must be approved by Members by 31 January 2018.</p>	Cabinet 12 July 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Zoe Kent
	<p>Swale Open Spaces and Play Strategy 2017-2022</p> <p>This report updates</p>	Cabinet 6 September 2017	Key It is significant in terms of its effect on	Open		Cabinet Member for Environment and Rural Affairs

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Members on the progress on the Open Spaces and Play Strategy following consultation in 2016. It summaries the key findings of the assessment report and how these have been turned into strategic outcomes. It asks permission to put the draft document out to public consultation prior to final adoption later this year.		communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			Martyn Cassell
	Minutes of the Local Development Framework Panel held on 20 June 2017	Cabinet 12 July 2017	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning  Gill Harris
	Minutes of the Swale Joint Transportation Board meeting held on 26 June 2017	Cabinet 12 July 2017	Non-Key This is not a key decision because is it not likely to	Open		Cabinet Member for Regeneration

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Visitor Economy Strategy</p> <p>This sets-out priority actions for the tourism sector in Swale from 2017 to 2020.</p>	<p>Cabinet</p> <p>12 July 2017</p>	<p>Key</p> <p>It is likely to result in the Council incurring expenditure above £100,000 or the making of</p>	<p>Open</p>		<p>Cabinet Member for Regeneration</p> <p>Lyn Newton</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.			
	<p>Financial Management Report - Financial Outturn Report 2016/17</p> <p>Cabinet is asked to consider this report which shows the revenue and capital outturn for 2016/17 and to approve rollovers into 2017/18.</p>	Cabinet 12 July 2017	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	<p>Financial Management Report: April - June 2017</p> <p>This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 3, covering the</p>	Cabinet 6 September 2017	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	period from April to June 2017.					
	Minutes of the Local Development Framework Panel held on 21 September 2017	Cabinet 4 October 2017	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning  Gill Harris
	Minutes of the Swale Joint Transportation Board meeting held on 11 September 2017	Cabinet 4 October 2017	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on	Open		Cabinet Member for Regeneration



Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Review of Fees and Charges</p> <p>The report invites Cabinet to consider the proposals for the level of fees and charges to be levied for the next financial year 2018/19 for submission to Council. Charges will take effect from 1 April 2018.</p>	Cabinet 8 November 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	Minutes of the Local Development Framework Panel meeting held on 30 November 2017	Cabinet 6 December 2017	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be	Open		Cabinet Member for Planning  Gill Harris

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			considered and decided by full Council.			
	<p>Financial Management Report April to September 2017</p> <p>This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 6, covering the period from April to September 2017.</p>	Cabinet 6 December 2017	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	<p>Medium Term Financial Plan and 2018/19 Budget</p> <p>This report sets-out the Council's Medium Term Financial Plan and proposals for the 2018/19 Budget.</p>	Cabinet 6 December 2017	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	Minutes of the Swale Joint Transportation Board meeting held on 18 December 2017	Cabinet 10 January 2018	Non-Key This is not a key decision because is it	Open		Cabinet Member for Regeneration

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Treasury Management Strategy Statement and Investment Strategy 2018/19</p> <p>This report sets-out and seeks approval of the proposed Treasury</p>	<p>Cabinet 7 February 2018</p>	<p>Non-Key This is not a key decision as it will be considered and decided by full Council.</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Management Strategy and Investment Strategy for the Council in 2018/19. It will be proposed to Council at the meeting on 21 February 2018.					
	Medium Term Financial Plan and 2018/19 Budget This report sets-out the Council's Medium Term Financial Plan and proposals for the 2018/19 Budget.	Cabinet 7 February 2018	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	Financial Management Report: April - December 2017  This report shows the revenue and capital projected outturn for 2017/18 as at the end of period 9, covering the period from April to December 2017.	Cabinet 7 March 2018	Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on	Open		Cabinet Member for Finance and Performance  Nick Vickers

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	Minutes of the Local Development Framework Panel held on 8 February 2018	Cabinet 7 March 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning  Gill Harris

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