

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Wednesday, 4 July 2018

Time: 7.00 pm

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

Membership:

Councillors Mike Baldock, Bobbin, Lloyd Bowen (Chairman), Roger Clark, Derek Conway, Mike Dendor (Vice-Chairman), Mick Galvin, Mike Henderson, Ken Ingleton, George Samuel, Ben Stokes, Lynd Taylor 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 7 June 2018 (Minute Nos. 42 - 53) 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   |
|    | To receive a written update.  |         |
| 6. | Financial Management Report   | 5 - 48  |
|    | The Committee is asked to consider the Financial Management Report.   |         |
|    | The Cabinet Member and Deputy Cabinet Member for Finance and Performance have been invited to attend for this item. |         |
| 7. | Performance Monitoring Report   | 49 - 64 |
|    | The Committee is asked to consider the Performance Monitoring Report.   |         |

The Deputy Cabinet Member for Finance and Performance and the Policy and Performance Manager have been invited to attend for this item.

8. Housing - Update on recommendations made by the Scrutiny Committee 65 - 68

The Cabinet Member for Housing and Safer Communities and the Strategic Housing and Health Manager have been invited to attend for this item.

## Part Two - Business Items

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

Verbal update on frequency of future updates.

10. Committee Work Programme 2018/19 69 - 76

The Committee is asked to consider the Scrutiny Committee's Work Programme for the municipal year 2018/19.

11. Other Review Progress Reports

The Committee is asked to consider updates on other reviews.

12. Cabinet Forward Plan 77 - 88

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 Tuesday 26 June 2018

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 4<sup>th</sup> July 2018

	Update
Construction	<ul style="list-style-type: none"> <li>• Practical Completion was reached on Princes Street Retail Park on 1<sup>st</sup> June although the contractor has remained on site to complete a number of snagging items. The Costa building was handed over for fit out on 4<sup>th</sup> June and is now scheduled to open to the public on 5<sup>th</sup> July. Home Bargains opened to the public on 30<sup>th</sup> June.</li> <li>• The main Network Rail car park was opened to the public on 14<sup>th</sup> June with agreement from Network Rail and South Eastern Railways however currently this car park is illuminated with temporary lighting until the permanent solution is finalised.</li> <li>• The Forum car park re-opened to the public on 13<sup>th</sup> June however there are snagging items to address, lighting columns heads to install/connect and drainage in the service yard off of Station Street to complete ahead of Practical Completion.</li> <li>• Following further consultation with KCC, sealing of the S278 agreement by all parties and exchange of the land swap, the Phase 2 roadworks started on 12<sup>th</sup> June with the diversion set up and implemented from 8pm on 11<sup>th</sup> June. KCC, Spirit and Erith were all on site on the first day to implement 'hot adjustments' to the traffic management to ensure that traffic was hindered in the least way possible. Erith have now hoarded off the area in front of the station and have started excavation and site clearance activities ahead of the utility diversion works that have now started.</li> <li>• Huber has continued to carry out excavation works to prepare the ground for the piling operation including the removal of the asbestos lined water mains and the removal of contaminated ground to a specialist site using specific RAMS and protective equipment.</li> <li>• The storm water diversion works to the west of the MSCP site and the piling operation have now commenced.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Spirit continues to work with the Planning Team for the pre-commencement conditions relating to the Leisure</li> </ul>

	site.
Utility Services	<ul style="list-style-type: none"> <li>• Spirit continues to work with the utility companies regarding the provision of their services and diversions for Phase 2 Highways.</li> <li>• Vodafone completed the diversion of their apparatus on 23<sup>rd</sup> June for the MSCP site.</li> <li>• Huber has removed the asbestos lined water mains from the MSCP site.</li> <li>• Huber commenced installation of the storm water diversion within the West of the MSCP site on 18<sup>th</sup> June.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Spirit is maintaining the Developers risk register through all phases of the scheme.</li> <li>• The SBC specific Risk Register has been updated to reflect the current project risks.</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Spirit's communication and operations team carried out a member briefing on 14<sup>th</sup> June to advise on the Phase 2 works and associated diversion routes.</li> <li>• Spirit's communication team has sent out updated leaflets to STC businesses, schools, emergency services, surgeries regarding the Phase 2 works and continue to field queries from all parties.</li> <li>• The ribbon cutting event for the Retail Park is now planned for the 9<sup>th</sup> of July.</li> <li>• The competition for the naming of the main public square within the leisure quarter concluded on 8<sup>th</sup> June and the winning name, Bourne Place, was announced at full council on 13<sup>th</sup> June.</li> </ul>
SBC Team and Governance	<ul style="list-style-type: none"> <li>• The appointed QS/Employers Agent for the MSCP from Ian Sayer &amp; Co continues to take responsibility for the regular meetings during the construction phase.</li> <li>• Spirit have now issued future meeting dates so that the Councils monitoring surveyor from Ward Williams Associates can evaluate progress and provide regular updates on the Highways Works to the Head of Finance.</li> <li>• Cushman &amp; Wakefield continue to assist with the</li> </ul>

	<p>Managing Agent duties for the Retail Park.</p> <ul style="list-style-type: none"><li>• Board meetings, Key Officer Group meetings and Internal Officer Group meetings continue.</li></ul>
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<b>Scrutiny</b>		<b>Agenda Item:</b>
<b>Meeting Date</b>	4 July 2018	
<b>Report Title</b>	Financial Management Report – Outturn 2017/18	
<b>Cabinet Member</b>	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance & Performance	
<b>SMT Lead</b>	Nick Vickers, Chief Financial Officer	
<b>Head of Service</b>	Nick Vickers, Chief Financial Officer	
<b>Lead Officer</b>	Phil Wilson, Financial Services Manager	
<b>Key Decision</b>	Yes	
<b>Classification</b>	Open	
<b>Forward Plan</b>	Reference number:	
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. To note the gross revenue underspend on services of £829,000 (including £1,917,000 additional income).</li> <li>2. To consider the revenue service rollovers of £571,660 and the setting up of new reserves as set out in Table 3 in Appendix I for approval.</li> <li>3. To consider the revenue service bids of £288,060, as set out in Table 4 in Appendix I for approval.</li> <li>4. To consider topping up the Performance Fund and Regeneration Funds by £300,000 each from the General Fund and the Business Rates Volatility Reserve respectively.</li> <li>5. To delegate to the Chief Financial Officer the allocation of uncommitted underspends to reserve funds.</li> <li>6. To note the capital expenditure of £11,491,000, as detailed in paragraph 8 and Table 8 in Appendix I.</li> <li>7. To consider the capital rollovers of £2,027,970, as detailed in Table 8 in 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 2017/18.
- 1.2 Whilst the report refers to “underspends”, this actually consists of two quite separate issues; underspends against expenditure budgets, and additional income compared to budget. 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. 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, with Government funding continuing to decline and the Council being more dependent on its own resources. The scope of management efficiency savings and for savings on major contracts is also much reduced given the successful work to date. The rollover approach seeks to combine and continue to fund service initiatives and create funding sources to help us achieve a balanced budget position in the next two years. 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 £829,000 – Tables 1 and 2 in Appendix I;
  - £571,660 revenue rollover requests from Heads of Service – Table 3 in Appendix I;
  - £288,060 revenue operational bid requests – Table 4 in Appendix I;
  - capital underspend of £595,000 – Table 8 in Appendix I; and
  - £2,027,970 rollover requests of capital underspends – Table 9 in Appendix I.
- 1.6 The capital rollovers relate to Disabled Facilities Grant and projects which had not commenced or funds had not been drawn down at 31 March.
- 1.7 The total of revenue rollover requests and bids is £860k which exceeds the revenue underspend of £829k.
- 1.8 In 2017/18 £1.1m was spent on services which had been agreed by Cabinet as rollovers in previous years and therefore were funded from approved reserves.

## **2. Background**

- 2.1 The Council operates a regular budget monitoring process at Head of Service level, with regular reports 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 below details the service movements within the overall revenue outturn. The most significant movements are shown.
- 3.2 Table 2 below details the outturn position by service and Table 3 details the outturn position by directorate.
- 3.3 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.

3.4 The revenue outturn underspend is £829,000. The last reported variance to Cabinet in March 2018 (to end of period 9 – December) was an underspend of £781,000. This represents a movement of £48,000.

**Table 1: Service Movements**

Service/Contract	Reason for Variance	Working Budget £'000	Year End Variance £'000
<b>Additional Income (brackets in variance mean additional income)</b>			
Homelessness	Homelessness Prevention Grant underspend	(18)	(29)
	New Burdens Grant underspend	(2)	(87)
Parking Management	Additional income from pay & display fees	(1,725)	(317)
	Additional income from parking permits and PCNs – on street parking	(118)	(76)
	Additional income from season ticket income	(59)	(16)
Beach Huts	Additional income	(8)	(12)
Seafront	Additional income – rents/memorials	(25)	(12)
Recycling & Waste Minimisation	Additional income from garden waste collections (brown bins)	(385)	(58)
Planning	Fees – additional planning income	(729)	(192)
Licensing	Licensing Income	(141)	(14)
Licensing	Taxi Licensing – net surplus	-	(14)
Planning	Local Plan – additional grants	-	(65)
Environmental Initiatives	Fixed penalty notices (FPNs) (offset by additional costs)	(16)	(77)
Housing – Stay Put Scheme	Disabled facilities grant fees	(61)	(73)
Housing Private Sector	Additional fees and charges	(7)	(27)
Property Management	Rental income	(345)	(84)
Refuse & Street Cleansing	Special collections & refuse sales	(46)	(22)
	Bulky waste collections	(77)	(10)
Community Safety	Community budgets – complex needs grant offset by additional expenditure of £84k	-	(84)
Leisure	Central House utility costs recharge	-	(11)
Cemeteries	Internment Income	(113)	(36)
Democratic Services	Additional grant	-	(22)
External Legal Fees	Additional S106 fee income	(70)	(54)
Resident Services	Recovery of overpayment of Housing Benefits	(652)	(118)
Corporate	External Interest	(104)	(154)
<b>Loss of Income:</b>			
Land Charges	Loss of income (net)	(220)	35
<b>Other:</b>			
Net Income	Net additional income	-	(288)

Service/Contract	Reason for Variance	Working Budget £'000	Year End Variance £'000
<b>Total Net Income</b>		-	<b>(1,917)</b>
<b>Procurement/Shared Service Savings/Costs: (brackets in variance mean underspend)</b>			
Public Convenience	Public conveniences cleaning contract	255	(44)
Grounds Maintenance	Contract costs	1,282	(61)
Parks & Open Space	Grounds contract	28	84
Sheerness Gateway	Savings on KCC contract for fees and services	54	(37)
Leisure Services	Swale Community/SERCO Leisure contract savings on SCL operating fee (£27k), SERCO operating fee (£9k), utilities subsidy £12k, and other (£15k)	460	(63)
Street Cleansing	Contract savings	917	(32)
Planning	Reduced costs building control	78	(6)
Parking	Additional costs shared service	48	32
Parking	Additional contract costs	144	15
Planning	Additional costs shared service	192	22
Refuse & Recycling	Contract costs on waste contract	2,448	25
HR Shared Service	Reduced costs shared service due to refund from 2016/17.	254	(57)
Audit Shared Service	Additional costs shared service	157	10
Land Charges	Additional costs of shared service of £27k offset by £37k additional income from contribution from provisions	44	(10)
Legal Shared Service	Additional staff costs shared service (partly offset by additional external income)	-	64
IT Shared Service	Reduced costs shared service	406	(48)
IT Shared Service	Telephony savings	67	(15)
Environmental Health Shared Service	Additional savings shared service	416	(43)
Enforcement Service – Council Tax	Additional profit share shared service	(50)	(84)
<b>Total Procurement/Shared Service Savings/Costs</b>			<b>(248)</b>
<b>Additional Costs:</b>			
Homelessness	Net Bed and Breakfast Homelessness Houses	278	343
		-	10
Planning	Additional legal and planning specialists for planning appeals	-	77
Sittingbourne Town Centre	Cancellation of 2016/17 Sundry Debtor	-	82
Legal	External Legal Costs	49	97
Sittingbourne Master Plan	Consultancy fees re Sittingbourne Town Centre project.	-	59
Refuse Collection	Purchase of wheeled bins (net)	46	134
Environmental Initiatives	Fixed penalty notices – additional costs (see offsetting income above)	-	83

<b>Service/Contract</b>	<b>Reason for Variance</b>	<b>Working Budget £'000</b>	<b>Year End Variance £'000</b>
Community Safety	Support for community projects including Family Finance, Troubled Families and Youth work (offset by additional income as all expenditure funded from grants)	-	84
Property	Swale House – water rates	5	9
Property	Building Maintenance on a number of unplanned maintenance items including the heating of Swale House, roof repairs at the Health Living Centre and the bell tower at Bell Road cemetery	237	62
Corporate	Insurance	357	29
Parking	Car Parks – rates/water rates	211	12
	Cash security & licences	64	45
	Park & Ride	-	24
<b>Total Additional Costs</b>			<b>1,150</b>
<b>Underspends: (brackets in variance mean additional underspend)</b>			
Salaries	Net employee costs (incl. agency) (excludes Legal MKLS as included in net MKLS)	12,546	(72)
Community Halls and Centres	Alexander Centre grant	50	(50)
HR	Corporate training	101	(7)
Markets	Savings on rates	25	(17)
Arts Events & Activities	Remembrance & Commemoration	29	(14)
Corporate Items	Savings on finance lease	69	(13)
Council Tax	Recovery of council tax/housing benefit overpaid	-	(27)
Council Tax	External Audit / Bank Fees	88	(18)
IT shared services	Savings on computer maintenance & software	664	(19)
Chief Executive	Reduction in number of special projects	19	(12)
Public Conveniences	Savings on rates due to backdated rebate	23	(36)
Cemeteries	Savings on grounds maintenance – unfinished works on trees and unsafe monuments in closed churchyards	33	(19)
Printing	Savings on external printing/advertising and promotion	26	(25)
Parks & Open Spaces	Savings on equipment maintenance	35	(19)
Democratic Services	Members allowances	415	(29)
<b>Total Underspends</b>			<b>(377)</b>
		<b>Total Variance</b>	<b>(1,392)</b>
<b>Movement on reserves (see Corporate Items Table 2 in Appendix I)</b>			<b>683</b>
<b>Other Net Underspends</b>			<b>(120)</b>
		<b>Net Total Variance</b>	<b>(829)</b>

**Table 2: Projected Variance by Service**

	<b>Service Manager</b>	<b>Working Budget £</b>	<b>Outturn 2017/18 £</b>	<b>Variance £</b>
Chief Executive	M. Radford	390,180	370,464	(19,716)
Policy	D. Clifford	218,310	205,802	(12,508)
Economy & Communities	C. Hudson	2,412,060	2,220,789	(191,271)
Communications	S. Toal	291,150	277,009	(14,141)
Resident Services	A. Christou	1,132,170	1,073,092	(59,078)
Planning	J. Freeman	958,040	968,622	10,582
Commissioning & Customer Contact	M. Cassell	5,727,700	5,073,346	(654,354)
Director of Corporate Services & Director of Regeneration	Vacant/E. Wiggins	369,480	224,839	(144,641)
Licensing	D. Fackrell	(33,630)	(78,246)	(44,616)
Emergency Planning	D. Fackrell	82,570	84,206	1,636
Information Technology	C. Woodward	1,201,180	1,119,947	(81,233)
Audit	R. Clarke	164,380	174,817	10,437
Environmental Health	T. Beattie	547,250	492,279	(54,971)
Finance	N. Vickers	778,770	769,470	(9,300)
Human Resources	B. Sandher	381,000	314,394	(66,606)
Legal	P. Narebor	437,490	545,104	107,614
Democratic Services	K. Bescoby	970,260	943,747	(26,513)
Property	A. Adams	599,700	563,086	(36,614)
Sittingbourne Regeneration	E. Wiggins	0	142,285	142,285
Corporate Items	N. Vickers	1,493,940	1,808,006	314,066
<b>NET REVENUE SERVICE EXPENDITURE</b>		<b>18,122,000</b>	<b>17,293,058</b>	<b>(828,942)</b>
<b>Financed by:</b>				
Revenue Support Grant		(1,238,000)	(1,238,108)	(108)
Business Rates		(6,416,000)	(6,416,000)	0
New Homes Bonus		(2,743,000)	(2,742,330)	670
Collection Fund Surplus		(140,000)	(140,400)	(400)
Council Tax Requirement		(7,469,000)	(7,469,046)	(46)
<b>TOTAL FINANCING</b>		<b>(18,006,000)</b>	<b>(18,005,884)</b>	<b>116</b>
<b>NET EXPENDITURE</b>		<b>116,000</b>	<b>(712,826)</b>	<b>(828,826)</b>

**Table 3: Projected Variance by Directorate**

	<b>Working Budget</b> £	<b>Outturn</b> £	<b>Variance</b> £
Chief Executive	390,180	370,464	(19,716)
Mid Kent Services	2,731,300	2,646,541	(84,759)
Commissioning & Customer Services	5,727,700	5,073,346	(654,354)
Policy & Performance	218,310	205,802	(12,508)
Corporate Services	4,261,090	4,457,393	196,303
Regeneration	4,793,420	4,539,512	(253,908)
<b>NET REVENUE SERVICE EXPENDITURE</b>	<b>18,122,000</b>	<b>17,293,058</b>	<b>(828,942)</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 £571,660;
- 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 £288,060.

4.2 The rollovers will be funded from the 2017/18 underspend and the General Fund as required.

#### **5. Business Rates**

5.1 In total the Council collected £47.8m of business rates in 2017/18. After the complicated system of levies and tariffs has been accounted for, the Council received £9.1m.

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. In 2017/18 this reserve increased by £2.1m due to the Council's share of the 2016/17 surplus on the collection fund of £1m, income from the Kent Pool of £600k, additional income of £300k from renewable energy business rates and other income of £200k; as a result of the underspend on the general fund the original contribution from this reserve to revenue of £255k was not required. There was also an increase in the Kent Pool economic growth reserve which is shared with KCC to be spent in the Borough of £600k.

5.3 As previously commented on the Council has benefitted very significantly from the localisation of business rates. However, we should bear in mind the resetting of business rates in April 2020 which could take away the benefits moving forward.

## 6. Improvement and Regeneration Funds

6.1 Table 4 below details the outturn position on a number of reserve funds.

**Table 4: Improvement and Regeneration Funds**

	Balance as at 1 April 2017	Transfers from reserve (Expenditure) in year	Transfers to reserve (Income) in year	Balance as at March 2018	Balance unallocated as at 31 March 2018
<b>Funds:</b>	£	£	£	£	£
Performance	534,218	(371,810)	153,726	316,134	38,685
Regeneration	686,846	(337,122)	0	349,724	98,494
Communities	115,654	(4,287)	0	111,367	70,981
Pension & Redundancy	205,142	0	0	205,142	205,142
Local Loan Fund	200,000	0	0	200,000	200,000
<b>TOTAL</b>	<b>1,741,860</b>	<b>(713,219)</b>	<b>153,726</b>	<b>1,182,367</b>	<b>613,302</b>

6.2 Table 5 of Appendix I details the allocations from the above funds during 2017/18.

6.3 It is proposed that the Council tops up the Performance Fund by £300k and the Regeneration Fund by £300k from the General Fund and the Business Rates Volatility Reserve in 2018/19.

## 7. Usable Reserves

7.1 Table 5 below summarises the usable reserves balance as at 31 March 2018.

**Table 5: Usable Reserves**

	Balance as at 1 April 2017	Transfers from reserve in year	Transfers to reserve in year	Balance as at March 2018
<b>Reserve:</b>	£'000	£'000	£'000	£'000
Total Earmarked Revenue Reserves	11,261	(2,377)	4,890	13,774
General Fund	4,874	(179)	0	4,695
Capital Grants Unapplied	306	(44)	64	326
Usable Capital Receipts Reserve	986	(77)	172	1,081
<b>TOTAL</b>	<b>17,427</b>	<b>(2,677)</b>	<b>5,126</b>	<b>19,876</b>

7.2 Table 6 of Appendix I details the earmarked revenue reserves as at 31 March 2018.

## 8. Capital Expenditure

- 8.1 This section of the report details actual capital expenditure and highlights any variations between the revised 2017/18 capital budget and the outturn.
- 8.2 Actual expenditure to end of March 2018 is £11,491,444. This represents 95% of the revised budget. There remains an underspend of £594,785. Further details are set out in Table 9 of Appendix I.
- 8.3 Table 6 below summarises the capital underspend of £594,785 which includes £7.8m of overspends and £2.4m of underspends. The overspend is mainly as a result of the Sittingbourne Town Centre project (£1.6m). Although overspent in 2017/18 this is as a result of phasing and overall the total cost will be within budget.

**Table 6: Capital Programme Expenditure (Refer to Appendix I)**

	<b>2017/18 Revised Budget</b>	<b>2017/18 Outturn</b>	<b>2017/18 Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Economy & Communities	7,698	8,855	1,157
Commissioning & Customer Contact	251	216	(35)
Environmental Services MKS	77	21	(56)
Finance	83	67	(16)
Resident Services	92	44	(48)
<b>Total SBC funded</b>	<b>8,201</b>	<b>9,203</b>	<b>1,002</b>
<b>Total Partnership funded</b>	<b>3,885</b>	<b>2,288</b>	<b>(1,597)</b>
<b>Total Capital Programme</b>	<b>12,086</b>	<b>11,491</b>	<b>(595)</b>
<b>% Spent to date compared to Revised Budget</b>		<b>95 %</b>	

- 8.4 Heads of Service have submitted a number of capital rollover requests totalling £2,027,970 to be spent in 2018/19 to be released from the underspend of 2017/18. The requests are listed in Table 9 Appendix I, with an explanation provided by the service manager. Of these requests, £1,368,230 is linked with partnership funding as explained in the notes, leaving £659,740 to be met from internal resources. The largest items of rollover are:
- Disabled Facilities Grant - £1,170,000
  - Easthall Farm Community Centre £158,000
  - Sittingbourne Skate Park £219,000
  - Faversham Creek Basin Regeneration Project (Swing Bridge) £200,000
  - Minster Leas Promenade Resurfacing £85,000

## 9. Funding of the 2017/18 Capital Programme

9.1 The 2017/18 capital programme expenditure of £11,491,444 was funded as set out in Table 7.

**Table 7: Capital Programme Funding**

	<b>2017/18 Outturn</b>
	<b>£'000</b>
Capital grants and other contributions	2,904
Capital receipts	70
Earmarked reserves	241
Internal borrowing	8,276
<b>Total Capital Funding</b>	<b>11,491</b>

9.2 The funding of the Sittingbourne Town Centre Project, the Retail, early phase highway works and the Multi Storey Car Park will be funded from internal borrowing. Officers are working with Arlingclose the Council's treasury adviser, to develop an optimised long-term financing strategy.

9.3 Capital receipts from sale of assets in 2017/18 were £82,000. Capital receipts from repayment of grants and loans were £90,000.

## 10. Payment of Creditors

10.1 The outturn for payment of creditors for 2017/18 was 99% against the target of 97%.

## 11. Debtors

11.1 The Council has to date collected 72% of the debt raised during 2017/18.

11.2 Tables 8 and 9 below analyse the debt outstanding. The total over two months of £339k includes £153k relating to S106 (£53k), NHS grants (£44k) and £58k relating to one company. To date £146k has been paid.

**Table 8: Debt outstanding by due date**

	<b>March 2018 £'000</b>	<b>March 2017 £'000</b>	<b>January 2018 £'000</b>
Not Due	1,124	667	168
1-2 Months	57	38	505
2-6 months	141	43	51
6-12 months	81	53	52
1-2 years	21	25	24
2-3 years	23	39	29
3-4 years	28	26	18
4-5 years	7	5	7
5-6 years	2	7	1

6 years +	36	39	36
<b>Total</b>	<b>1,520</b>	<b>942</b>	<b>891</b>
<b>Total over two months</b>	<b>339</b>	<b>237</b>	<b>218</b>
<b>% Total over two months</b>	<b>22%</b>	<b>25%</b>	<b>24%</b>

**Table 9: Debt outstanding by Head of Service**

	<b>March 2018 £'000</b>	<b>March 2017 £'000</b>	<b>January 2018 £'000</b>
Commissioning & Customer Contact	113	93	54
Property	197	176	140
Residents Services	188	139	169
Legal (MKLS)	390	1	116
Economy & Communities	13	112	14
Planning	8	39	0
Regeneration	58	0	0
Communications	3	3	0
Environmental Health	1	2	1
Policy	1	21	0
Other	548	356	397
<b>Total</b>	<b>1,520</b>	<b>942</b>	<b>891</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 total debt for Property of £197,000 includes £94,000 relating to one company. The total debt for Other includes £269k debt not due relating to S106 income i.e. income due from developers relating to planning agreements, and £254k external grant from Kent County Council.

11.5 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.

## **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

<b>Issue</b>	<b>Implications</b>
Legal and Statutory	None identified at this stage
Crime and Disorder	None identified at this stage
Environmental 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
Privacy and Data Protection	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 2017/18

## **16. Background Papers**

16.1 The Budget 2017/18 and Medium Term Financial Strategy 2017/18 to 2019/20.

# Financial Outturn Report 2017/18

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**Table 1 – Underspend by Service**

	<b>Service Manager</b>	<b>Working Budget £</b>	<b>Outturn 2017/18 £</b>	<b>Variance £</b>
Chief Executive	M. Radford	390,180	370,464	(19,716)
Policy	D. Clifford	218,310	205,802	(12,508)
Economy & Communities	C. Hudson	2,412,060	2,220,789	(191,271)
Communications	S. Toal	291,150	277,009	(14,141)
Resident Services	A. Christou	1,132,170	1,073,092	(59,078)
Planning	J. Freeman	958,040	968,622	10,582
Commissioning & Customer Contact	M. Cassell	5,727,700	5,073,346	(654,354)
Director of Corporate Services & Director of Regeneration	Vacant/E. Wiggins	369,480	224,839	(144,641)
Licensing	D. Fackrell	(33,630)	(78,246)	(44,616)
Emergency Planning	D. Fackrell	82,570	84,206	1,636
Information Technology	C. Woodward	1,201,180	1,119,947	(81,233)
Audit	R. Clarke	164,380	174,817	10,437
Environmental Health	T. Beattie	547,250	492,279	(54,971)
Finance	N. Vickers	778,770	769,470	(9,300)
Human Resources	B. Sandher	381,000	314,394	(66,606)
Legal	P. Narabor	437,490	545,104	107,614
Democratic Services	K. Bescoby	970,260	943,747	(26,513)
Property	A. Adams	599,700	563,086	(36,614)
Sittingbourne Regeneration	E. Wiggins	0	142,285	142,285
Corporate Items	N. Vickers	1,493,940	1,808,006	314,066
<b>NET REVENUE SERVICE EXPENDITURE</b>		<b>18,122,000</b>	<b>17,293,058</b>	<b>(828,942)</b>
<b>Financed by:</b>				
Revenue Support Grant		(1,238,000)	(1,238,108)	(108)
Business Rates		(6,416,000)	(6,416,000)	0
New Homes Bonus		(2,743,000)	(2,742,330)	670
Collection Fund Surplus		(140,000)	(140,400)	(400)
Council Tax Requirement		(7,469,000)	(7,469,046)	(46)
<b>TOTAL FINANCING</b>		<b>(18,006,000)</b>	<b>(18,005,884)</b>	<b>116</b>
<b>NET EXPENDITURE</b>		<b>116,000</b>	<b>(712,826)</b>	<b>(828,826)</b>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>CHIEF EXECUTIVE – Cllr A. Bowles (Mark Radford)</b>		
Chief Executive & Corporate Costs	(80)	(£42k) Underspend – net staff costs. (£24k) Underspend – corporate costs. (£12k) Underspend – special project costs. (£2k) Net Underspend.
Transformation Project	61	£61k Additional costs – net staff costs due to extension of Project Team. This is offset by underspends in Revenues and Customer Service Centre.
<b>TOTAL</b>	<b>(19)</b>	
<b>POLICY – Cllr A. Bowles (David Clifford)</b>		
Policy	(13)	(£16k) Underspend – net staff costs. £3k Additional costs.
<b>TOTAL</b>	<b>(13)</b>	
<b>ECONOMY AND COMMUNITIES – Cllrs - All (Charlotte Hudson)</b>		
Environmental	(5)	£83k Additional costs - Environmental Initiatives, offset by: (£77k) Additional income - Fixed Penalty Notice fees received.  (£6k) Additional income Pest Control service. £12k Overspend – Salaries. (£13k) Underspend dog kennelling service. (£3k) Underspend unauthorised encampment clearance. (£1k) Underspend – net.
CCTV	4	£14k Overspend on monitoring service offset by: (£9k) Additional grant/contributions income. (£1k) Saving – net.
Community Halls and Centres	(55)	(£49k) Underspend – no grant due to Alexander Centre this year. (£6k) Underspend – net.
Community Safety	(40)	(£38k) Underspend – net staff costs. (£2k) Underspend – net of external grants.

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Economy & Community Services, Cultural & Economic	(51)	(£27k) Underspend – net staff costs. (£9k) Underspend – transport costs. (£3k) Additional income. (£12k) Underspend – net.
Members' Grants	(8)	(£8k) Underspend Localism grants.
Economic Development	7	£4k Overspend - net agency staff costs. £3k Overspend – consultancy costs.
Learning, Business & Skills	4	£14k Overspend – net salary costs. (£10k) Underspend – net.
Tourism	0	£6k Overspend – salary costs. (£1k) Increased income. £5k Saving – net.
Arts Events & Activities	(5)	(£14k) Underspend Remembrance and Commemoration budget. £9k Overspend – net.
Markets	(15)	(£17k) Saving on rates. (£17k) Increased income re Sittingbourne and Faversham. £13k Reduced income Sheerness. £6k Overspend – net.
Sports Development	(27)	(£14k) Underspend – grants. (£8k) Saving – salary costs. (£5k) Saving – net.
<b>TOTAL</b>	<b>(191)</b>	<b>(£32k is requested to roll forward into 2018/19 – refer to Table 3)</b>
<b>COMMUNICATIONS, PRINTING, ADVERTISING &amp; PROMOTION – Cllr A. Bowles (Sara Toal)</b>		
Communications	(14)	(£13k) Underspend – advertising and promotion budget. (£6k) Underspend – printing. (£6k) Underspend – Visitor Economy Strategy. £15k Additional costs - net staff costs. (£4k) Net underspend.
<b>TOTAL</b>	<b>(14)</b>	<b>(£28k is requested to roll forward into 2018/19 – refer to Table 3).</b>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>RESIDENT SERVICES – Cllrs K. Pugh and D. Dewar-Whalley (Amber Christou)</b>		
Housing Options	245	<p>£229k Additional net costs Homelessness Temporary Accommodation, being:</p> <p style="padding-left: 40px;">£343k net additional accommodation costs, offset by-</p> <p style="padding-left: 40px;">(£29k) net savings from underspend of Homelessness Prevention Grant;</p> <p style="padding-left: 40px;">(£87k) net savings from underspend of New Burdens Grant;</p> <p style="padding-left: 40px;">£2k residual Homelessness costs.</p> <p>£10k Additional costs re Homelessness Houses. £6k Overspend other Housing Options net costs.</p>
Housing Development and Strategy	(11)	<p>(£6k) Savings net staff costs. (£5k) Net other savings.</p>
Private Sector Housing	(24)	<p>£6k Overspend net staff costs. (£27k) Additional income, recovery of costs. (£3k) Net other savings.</p>
Stay Put Scheme	(53)	<p>(£73k) Additional income - Disabled Facility Grant fees. £6k Additional costs – net staff and agency staff. (£2k) Additional income – donations received for 'Keep-Safe' works re domestic abuse victims. £16k Net additional costs.</p>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Housing Benefit and Council Tax Collection	(216)	<p>(£195k) Additional income Council Tax Support grant;                      (£129k) Additional income DWP Housing Benefit grant;                      £433k Loss of income Housing Benefit Admin Subsidy;                      (£43k) staff cost savings.  <b>N.B. The additional cost of £66k detailed above has been met from reserves).</b></p> <p>(£118k) Additional income – from recovery of over payments of Housing Benefits.                      (£84k) Additional income – MKS Debt Enforcement Partnership surplus for 2017/18.                      (£27k) Additional income – recovery of Council Tax Benefit overpaid.</p> <p>(£41k) Underspend on staff to be offset against overspend in Transformation Team.                      (£21k) Underspend – Housing Benefits.</p> <p>(£18k) Savings – External audit and bank charges.                      £27k Additional costs – net.</p>
<b>TOTAL</b>	<b>(59)</b>	<b>(£97k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>PLANNING – Cllr G. Lewin (James Freeman)</b>		
Building Control/Dangerous Structures	(3)	<p>(£6k) Underspend on contract costs.                      £3k Additional expenditure – dangerous structures.</p>
Development Control	78	<p>(£192k) Additional income – planning fees.                      £107k Additional costs – staffing costs (to be met from planning income).                      £90k Additional costs – agency costs (to be met from planning income).                      £77k Additional costs - planning specialists for planning appeals.                      (£4k) Saving – planning advertising.</p>
Development Services	(22)	<p>(£44k) Saving – staffing costs.                      £9k Additional costs – recruitment.                      £13k Additional costs – net.</p>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Local Land Charges	25	£27k Additional costs - shared service. (£37k) Additional income – contribution from provision. (£14k) Additional income – New Burdens Grant. £49k Reduced income – local land charges.
Local Planning & Conservation	(89)	(£24k) Underspend – net. (£65k) Additional income – grants. <b>N.B. The underspend on the local plan has been transferred to the ring fenced reserve to be used solely to fund LDF associated work.</b>
Mid Kent Planning Service (MKPS)	22	£22k Additional costs on shared service.
<b>TOTAL</b>	<b>11</b>	
<b>COMMISSIONING &amp; CUSTOMER CONTACT – Cllr D. Simmons (Martyn Cassell)</b>		
Highways SBC	(12)	(£3k) Saving – footway lighting electricity costs. £13k Additional expenditure – contractor costs. (£22k) Additional income – fees and contributions.
Commissioning & Customer Contact, Client & Amenity Services, Customer Service Centre and Technical Services	(140)	(£46k) Saving – staff costs re Transformation Project Team. These savings offset cost of Transformation Project under Chief Executive. (£41k) Underspend - net staff costs savings. (£37k) Underspend – KCC Gateway contract. (£16k) Underspend – net.

**Table 2 – Main variations by Service**

Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018		
Service – Cabinet Member (Head of Service)	£'000	Explanation
Parking Management	(257)	<p>(£317k) Additional income – pay &amp; display fees.                      (£76k) Additional income – on street parking - permits and suspended parking bays etc.                      (£16k) Additional income – season tickets.</p> <p>£24k Additional expenditure – planned Christmas park &amp; ride schemes.                      £12k Additional expenditure – car park rates and water rates.                      £59k Additional expenditure – cash security and licences.                      £32k Additional expenditure – shared service.                      £15k Additional expenditure – parking contractor.                      £10k Additional expenditure – net.</p> <p><b>NB. The surplus of £64k re on-street parking will be transferred to the ring fenced on-street parking account under Section 55 of the Road Traffic Act 1984.</b></p>
Seafront and Harbour & Quays	(32)	<p>(£23k) Additional income – beach hut licences/rental.                      (£9k) saving – net.</p>
Cemeteries and Closed Churchyards	(61)	<p>(£19k) Underspend – unfinished works on trees and monuments in closed churchyards.                      (£36k) Additional income – burials charges.                      (£6k) Savings – net.</p>
Grounds Maintenance	(61)	<p>(£61k) Underspend – grounds maintenance.</p>
Contracts and Procurement	2	<p>£10k Additional expenditure – net staff costs.                      (£8k) Saving – net.</p>
Recycling & Waste Minimisation	(60)	<p>(£58k) Additional Income – garden waste bins.                      (£2k) Additional income – scrap metal.</p>
Leisure, Sports, Open Spaces, Parks, Countryside and Allotments	(44)	<p>(£11k) Additional income - utility costs recharge for Central House.                      (£63k) Contract savings - leisure centres maintenance.                      £2k Reduced income – sports facilities.                      £30k Additional expenditure – parks &amp; open spaces.                      (£2k) Additional income - misc.</p>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Refuse Collection / Street Cleansing/ Public Conveniences	11	<p>£134k Additional expenditure - programmed wheeled bin replacement.</p> <p>(£51k) Contract savings – £44k re procurement of public conveniences cleaning and £32k street cleansing contract offset by additional refuse contract costs £25k.</p> <p>(£22k) Additional income – special collections and sales.</p> <p>(£10k) Additional income – bulky waste collections.</p> <p>(£4k) Savings – A249 litter picking contract.</p> <p>(£3k) Savings – equipment - litter bins.</p> <p>(£33k) Savings – net.</p>
<b>TOTAL</b>	<b>(654)</b>	<b>(£161k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>DIRECTOR OF CORPORATE SERVICES/REGENERATION – Cllrs D. Dewar-Whalley, A. Bowles and M. Cosgrove.</b>		
Director of Corporate Services	(122)	<p>(£117k) Underspend – salaries.</p> <p>(£5k) Underspend – net.</p>
Director of Regeneration	(22)	<p>(£11k) Underspend – salaries.</p> <p>(£11k) Underspend – net.</p>
Emergency Planning	2	£2k Additional Expenditure – net.
Licensing	(45)	<p>£5k Additional staff costs net.</p> <p>(£49k) Additional income – licences.</p> <p>(£1k) Additional Savings –net.</p>
<b>TOTAL</b>	<b>(187)</b>	
<b>IT SERVICES – Cllr D. Dewar-Whalley (Chris Woodward)</b>		
IT MKS	(81)	<p>(£48k) Saving - shared service.</p> <p>(£19k) Saving – IT maintenance &amp; software.</p> <p>(£15k) Saving – Swale House telephones.</p> <p>£1k Net additional costs.</p> <p><b>N.B. The underspend of £19k at year-end on IT maintenance &amp; software has been transferred to the ring fenced reserve to be used solely to fund IT related expenditure in future years.</b></p>

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
<b>TOTAL</b>	<b>(81)</b>	
<b>ENVIRONMENTAL HEALTH – Cllr. D. Simmons (Tracey Beattie)</b>		
Environmental Health MKS	(55)	(£43k) Reduced cost re MKS charge. (£3k) Saving – contaminated land. (£6k) Saving – air quality project. (£3k) Net reduced costs.
<b>TOTAL</b>	<b>(55)</b>	<b>(£17k is requested to roll forward into 2017/18 – refer to Table 3).</b>
<b>INTERNAL AUDIT – Cllr D. Dewar-Whalley (Rich Clarke)</b>		
Audit Services	10	£10k Additional costs - shared service.
<b>TOTAL</b>	<b>10</b>	
<b>FINANCE – Cllr D. Dewar-Whalley (Nick Vickers)</b>		
Financial Services	(9)	(£9k) Net savings – contracts.
<b>TOTAL</b>	<b>(9)</b>	<b>(£9k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>HUMAN RESOURCES – Cllr D. Dewar-Whalley (Bal Sandher)</b>		
Human Resources	(57)	(£57k) Saving – shared service.
Organisational Development	(10)	(£7k) Saving – corporate training. (£3k) Net saving.
<b>TOTAL</b>	<b>(67)</b>	<b>(£46k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>LEGAL – Cllr D. Dewar-Whalley (Patricia Narebor)</b>		
Legal MKLS	64	£64k Additional costs on shared service.
External Legal Fees	97	£97k Additional expenditure – mainly planning legal costs.
S106 Income	(54)	(£54k) Additional income from S106 legal work.
<b>TOTAL</b>	<b>107</b>	
<b>DEMOCRATIC SERVICES – Cllr A. Bowles (Katherine Bescoby)</b>		
Democratic Process	(37)	(£29k) Underspend – members' allowances mainly the special responsibility allowance. (£12k) Underspend – members' travel. (£8k) Underspend – members' training. £12k Net additional costs.

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Elections & Electoral Registration	11	(£22k) Additional grant income offset by, £18k Additional costs equipment maintenance. £16k Additional costs fees & services. £8k Additional costs external printing. (£9k) Net underspend.
<b>TOTAL</b>	<b>(26)</b>	<b>(£1k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>PROPERTY SERVICES – Cllr D. Dewar-Whalley (Anne Adams)</b>		
Property Services	(3)	£13k Additional costs – salaries net. (£4k) Additional income – printing. (£6k) Savings – consultancy work – re income generation project & structural engineering advice. (£6k) Savings – net.
Administrative Buildings	(27)	£9k Additional costs – water at Swale House 16/17 and 17/18. (£6k) Savings – Utility costs. (£4k) Savings – salaries net. (£21k) Additional income – rental. (£5k) Savings – net.
Property Management	(69)	(£63k) Additional income – rental income and back dated rent. (£6k) Reduced expenditure.
Building Maintenance	62	£62k variance at year-end has been met from the buildings maintenance fund. The overspend is due to a number of unplanned maintenance items including the heating of Swale House, roof repairs at the Health Living Centre and the bell tower at Bell Road cemetery.
<b>TOTAL</b>	<b>(37)</b>	<b>(£96k is requested to roll forward into 2018/19 – refer to Table 3).</b>
<b>NON-SERVICE BUDGETS</b>		
Sittingbourne Town Centre	82	£82k Cancellation of sundry debtor raised in 2016/17 relating to Sittingbourne Town Centre regeneration.
Variance to be met from underspend – Sittingbourne Town Centre	59	Additional consultancy fees re Sittingbourne Town Centre.

**Table 2 – Main variations by Service**

<b>Projected Net (Under)/Overspend / Income Shortfall as at end of March 2018</b>		
<b>Service – Cabinet Member (Head of Service)</b>	<b>£'000</b>	<b>Explanation</b>
Corporate Items	314	<p>(£254k) Council Tax Grant from major preceptors. This has been transferred to the ring fenced reserve to be used to support the Council's budget).</p> <p>(£154k) Additional income – external interest (net). Increase in cash flow and an improved return on our investments.</p> <p>£29k Additional expenditure – insurance premiums. Our public liability premium has increased as a result of changes announced by the Government in February 2017 to the discount rate used by courts to determine future losses in personal injury and fatal accident cases. In addition based on advice from our Insurers our employer and public liability levels have increased. The insurance of property has also increased.</p> <p>£255k NNDR contribution from reserves not required.                      £254k Council Tax Grant contribution to reserves.                      £86k Net contribution to reserves from ring fenced services as detailed in table above.                      £88k Contributions from reserves not required.                      Total movement £683k</p> <p>£10k Net recharges.</p>
<b>TOTAL</b>	<b>455</b>	
	<b>(829)</b>	<b>NET EXPENDITURE (Underspend)</b>

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Anne Adams	Property Services	6,400	This budget is for ongoing consultancy work relating to the income generation project and various structural engineering advices. Rolling forward this budget will reduce the need to identify new budgets during 18/19.
Anne Adams	Property Services	89,600	This underspend in the budget mainly relates to additional rental income. It is requested that this is rolled into the Building Maintenance reserve. This will reduce the impact of the building maintenance budget overspends.
Baljinder Sandher	HR Shared Service	46,290	This underspend in the budget mainly relates to the income generated by the former Head of Service on secondment to Tower Hamlets. This will be used to implement the new workforce strategy at the council in 2018/19 and the underspend will be used to develop current systems, implement new systems and processes to support some of the changes agreed as part of the strategy.
Charlotte Hudson	Remembrance and Commemoration	14,110	Remembrance and Commemoration - as agreed at the World War One Centenary Steering Group meeting held on Tuesday 6 March 2018 the Cabinet Member for Finance and Performance agreed that the small sum remaining could be rolled over to the next financial year.
Charlotte Hudson	Heritage Grants	500	Heritage Grants - to roll £500 for one outstanding grant payment. This grant has been approved by the Cabinet Member for Finance and Performance but we await the return of the grant acceptance letter.
Charlotte Hudson	Sports Development	2,400	The roll of £2,400 for three outstanding Sports and Physical Activity Grant awards which have been authorised for payment by the Cabinet Member for Finance and Performance but await the grant acceptance offer letters returned.

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Charlotte Hudson	Environmental Initiatives	5,000	Environmental Initiatives - request the roll of £5,000 from the Fixed Penalty Notices (FPNs). It is a requirement of the legislation that any money generated is used to create a cleaner and greener environment. This money will be used for Environmental Initiatives in 2018/19.
Charlotte Hudson	Members Localism Grant	8,370	Members Localism Grant - there are 12 applications that have been approved by the Cabinet Member for Finance and Performance but still waiting for their grant offer acceptance letters to be returned totalling £4,060 before we can make the payment. We also request the balance of £4,310 to maintain the member grant allocation.
Charlotte Hudson	Business and Skill	1,800	Business and Skills - contribution of up to £1,800 is planned towards a project commissioned through Canterbury and Mid-Kent Colleges to develop the business case for future Further Education provision in Sittingbourne. The colleges have delayed the start from January to March but it is now commissioned, with the bulk of the study to take place during 2018/19.
Della Fackrell	Licensing	14,300	Net surplus on Hackney licences to be transferred to ring fenced account to meet possible future deficits. We have also changed from issuing a 1-year badge previously to issuing a 3-year badge during 2017/18, which increased our income. However, this will likely result in our income for 2018/19 reducing.
Emma Wiggins	Housing Private Sector	15,000	It is requested that the income derived from a pilot partnership with Gravesham Borough Council for technical and administrative services within private sector housing is rolled forward.
Emma Wiggins	Stay Put Scheme	67,280	Part of the money is for Community Safety Unit (CSU) cases given to us for our handyperson to visit and carry out secure checks.

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Emma Wiggins	Housing Strategy and Development	11,290	The request to rollover the staffing costs underspend is due to the need to allocate funds to enable the appointment of a specialist consultant to undertake and deliver the statutory Homelessness and Housing Strategy required for 2018. The underspend as a result of a secondment and temporary cover.
Emma Wiggins	Better Homes Active Lives	3,350	This will be put towards the appointment of a specialist consultant who will undertake the statutory Homelessness and Housing Strategy required for delivery this year 2018.
Jeff Kitson	Parking Services	35,000	The Service Plan for Parking Services sets out development within the pay and display car parks to provide greater efficiency, resilience and service improvement. I therefore request a rollover of £20,000 from the 2017/18 pay and display income surplus to fund three new pay units trialling the latest technology to improve services to our customers by providing Near Field Communication (NFC) for parking payments, ticketless systems and a "Check in Check Out" method of transaction which has proved successful within the parking industry. The Service Plan for Parking Services also sets out development within the pay and display car parks to renew two dual Electric Vehicle (EV) charging points in Sittingbourne and the installation of two dual EV points in Faversham and a further two dual EV points in Sheerness at prime locations. I therefore request a rollover of £15,000 from the 2017/18 pay and display income surplus as EV technology is developing rapidly requiring an improvement in parking infrastructure to meet increasing demand.
Katherine Bescoby	Mayor Civic Functions and Hospitality	1,390	This budget is for the Mayor (civic functions and hospitality), and the Mayoral year runs until the Annual Council meeting on 15 May 2018.

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Martyn Cassell	Head of Commissioning and Customer Contact	10,500	Salary underspend in Head of Commissioning and Customer Contact cost centre – to be used to cover the additional learning costs for two apprentices in the service who have excelled in their qualifications.
Martyn Cassell	Customer Service Staff	15,000	Underspend due to vacancy savings in the customer services team. As we move from phase 1 of the transfer to a new customer relationship management system (CRM) to the more detailed phase 2 which will help streamline how residents contact us. We may need some external support from digital specialists / IT developers.
Martyn Cassell	Public Conveniences Cleaning	44,000	Underspend on public conveniences cleaning. Rollover to fund full review of public toilets and some physical improvements to the facilities.
Martyn Cassell	Biffa Contract	15,440	On-going review of additional roads from new developments to be added on to contract - possible back payment to Biffa for those added in 17/18.
Martyn Cassell	Refuse and Recycling	20,000	On-going review of services including clinical, bulky and weekly collections - requesting rollover to cover any subsequent payments on completion of this review.
Martyn Cassell	A249 Litter Picking	4,000	On-going issues with high speed road cleaning, rollover requested to allow further temporary closures and cleansing.
Martyn Cassell	Street Cleansing	16,000	Rollover requested to allow for further resources to put out for key high speed roads such as A2, Thanet Way and A249.

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Martyn Cassell	Cemeteries	15,000	Over achievement of burial charges. Use to cover the costs of purchasing a new electronic burial records system as part of the transformation review recommendations and further expected costs at the new Iwade burial site.
Martyn Cassell	Closed Churchyard and War Memorial	18,000	Rollover request made due to unfinished major works on trees and monuments in closed churchyards.
Martyn Cassell	Leisure Centre Review	12,000	Rollover request for next stage of leisure centre review.
Phil Wilson	Treasury Investment Income	25,000	£25k of the additional treasury investment income is set aside to fund an upgrade to the finance system to the latest version to ensure continued support.
Phil Wilson	Finance	9,300	The savings are on contracts. The rollover would be to fund a formal review of the Council's card payments processes by an approved Payment Card industry Data Security Standard (PCI DSS) assessor, and to fund a review of reconciliation processes so they are fully automated where possible.
Sara Toal	Advertising and Promotion	13,260	We request the roll of £13,260 from the Advertising and Promotion budget to continue to deliver improved digital communications for community engagement during 2018/19.
Sara Toal	Visitor Economy Strategy	5,880	We request the roll of £5,880 from the Signage budget to support the Visitor Economy Strategy to help pay for the signage in the towns.
Sara Toal	Inside Swale	5,600	We request the roll of £5,600 from the Printing budget towards increased costs for Inside Swale following the previous supplier going into administration and re-tendering.

**Table 3 – Revenue Rollover Requests**

Head of Service	Funded from	Rollover Request £	Purpose of Rollover
Tracey Beattie	Contaminated Land	3,000	Due to staffing resource in the Environmental Protection Team no contaminated land investigations could be undertaken in 2017/18. We have two projects to investigate and the rollover of revenue will resource the initial survey of the land.
Tracey Beattie	Food Safety	11,500	The detailed costs associated with the new sampling contract with the Port of London have yet to be completed. Sampling charges for 2017/18 have been reduced as a result.
Tracey Beattie	Air Quality Programme	6,100	The residual amount in the budget will supplement the air quality monitoring programme in 2018-19 and any recommended actions from the Strategic Air Quality Action Plan 2018-2022.
	<b>TOTAL</b>	<b>571,660</b>	

**Table 4 – Revenue Operational Bid Requests**

Head of Service	Rollover Request £	Purpose of Rollover
Martyn Cassell	38,500	Underspend on leisure centre contract payment to SCL. However awaiting possible loss of income claim from them relating to outstanding maintenance issue in 17/18. Rollover requested to cover this should it be upheld. Furthermore there will be closures required in 2018 for the capital improvement works and so this money is requested to help cover future loss of income.
Martyn Cassell	9,000	As above, there will be closures required in 2018 at the leisure centre for the capital improvement works and so this money is requested to help cover future loss of income.
Martyn Cassell	8,000	Oare Gunpowder Works: Country Park – Interpretation Panel Replacement. Oare Gunpowder Works Country Park was officially opened 13 years ago with the various functions of the old Gunpowder works uncovered and presented in a sympathetic way in which through interpretation allows the site to be enjoyed as both a site for education and leisure visitors. The ten original interpretative signs around the site are in a poor state, some are faded and need updating and replacing with new signs. The Country Park was awarded a Green Flag this year and one of the key judging criteria is visible interpretation.
Martyn Cassell	15,000	Leysdown Coastal Park – Resurfacing and marking of Roadside Parking Area. Leysdown Coastal Park is a well-used facility but there has been an ongoing management issues of the entrance area and car park being used as a turning point for towed caravans, damaging the surfacing and creating traffic issues, To prevent this requires resurfacing and marking of roadside parking area.
Martyn Cassell	20,000	The rear of Delemark Road, Sheerness, close by to the Leisure Centre, is used daily by local businesses and visitors for unofficial ‘free’ parking. This creates traffic flow problems for users of Beachfields. The proposed works will be to resurface the road and then create a Traffic Order to displace the vehicles into using the nearby SBC paid and display car parks and provide extra spaces generating income. This will also improve the traffic flow in the area.
Martyn Cassell	10,000	Faversham Recreation Ground – Replacement Light Column Heads. Re: Replacement of the 23-year old Light Column Heads with more energy efficient and brighter units to assist in improving community safety and to support the HLF bid further.
Martyn Cassell	25,000	An invest to save request to address possible health & safety issues and to prevent future insurance liability claims: a comprehensive borough wide Tree audit was undertaken last year of trees in the Council’s ownership. A rolling programme of tree works has commenced. So far we have carried out work to approx. 140 trees with a priority grading of up to 1 year. There are circa 850 identified with works still required, with a priority up to three years which requires further budget allocation.

**Table 4 – Revenue Operational Bid Requests**

<b>Head of Service</b>	<b>Rollover Request £</b>	<b>Purpose of Rollover</b>
Martyn Cassell	50,000	Cabinet received a report at its meeting on the 30 May proposing a short-term solution for leisure centres of a 5.5-year contract extension. The funding requested will facilitate work on future leisure options and a report to come back by Spring 2019 with a detailed appraisal of options for long term provision for Swale's leisure centres.
Martyn Cassell	80,000	Following a second phase of the Heritage Lottery Fund parks for people programme, detailed plans for improvements and enhancements at Faversham Rec have been submitted and will be subject to a final decision in June 2018. If successful in achieving the £1.9m bid, SBC have committed to provide some match-funding to undertake complimentary improvements to items outside the scope of the HLF criteria. This bid is to provide the funds to meet this commitment.
Martyn Cassell	10,000	Following a feasibility study/costings and as identified at Council February 2018, additional funding required to enable replacement of a pedestrian bridge at Oare Gunpowder Works Country Park. This will increase visitor access, particularly to a wetland habitat area of the park, not previously accessible to all. Part funded from S106 contributions, but with the requirement for a further £10,000 to enable replacement.
Rich Clarke	11,560	MKS Audit received consent to procure a new Audit Management Software which required a one-off increase in audit contribution which was agreed separately with all the S151 officers. This £7,710 to Swale based on its usual contribution. In addition, the 18/19 budget was based on a 1% pay increase which was then the guidance being issued by MBC finance for budgeting. However, the final settlement was a 2% increase.
Chris Woodward	11,000	The current annual revenue cost of our Microsoft licences (including Skype for Business) is due to increase from £174k to £375k per annum in total for all three authorities due to the removal of the 45% public sector discount plus a further price increase. An alternative is to move from using the current premises based product which is installed locally to the cloud based Microsoft 365. The cost of this move is estimated to be £208k which is an extra £11k per annum cost per partner but significantly cheaper than if we were to maintain the status quo.
<b>Total</b>	<b>288,060</b>	

**Table 5 – Allocations from the Improvement and Regeneration Funds 2017/18**

	<b>Amount £</b>
<b>Performance Fund</b>	
Payment Card Industry Data Security Standard Compliance	83,726
Safeguarding Database Upgrade	14,250
CCTV Consultancy	8,250
Air Quality	16,608
Transformation Team	91,560
General Data Protection Regulations	19,800
<b>Total Approved as at March 2018</b>	<b>234,194</b>

	<b>Amount £</b>
<b>Regeneration Fund</b>	
Housing & Infrastructure Fund Submission	8,000
Economic Development Support Officer	43,024
Regeneration Officer (Town Centres)	51,784
Member Grants	47,000
<b>Total Approved as at March 2018</b>	<b>149,808</b>

	<b>Amount £</b>
<b>Communities Fund</b>	
Heritage Training	3,500
The Salt Giveaway	3,489
Volunteer Swale Awards	4,900
Survey Work at T S Hasarde	950
Car Park Charges re Faversham Transport Weekend	2,000
<b>Total Approved as at March 2018</b>	<b>14,839</b>

	<b>Amount £</b>
<b>Total Approved as at March 2018</b>	<b>398,841</b>

**Table 6 – Revenue Reserves (prior to 2017/18 rollovers)**

	<b>Balance 31 March 2017 £'000</b>	<b>Transfers out 2017/18 £'000</b>	<b>Transfers in 2017/18 £'000</b>	<b>Balance 31 March 2018 £'000</b>	<b>Note</b>
Business Rates Volatility	(1,425)	25	(2,149)	(3,549)	(a)
General Reserve	(2,918)	435	(532)	(3,015)	(b)
Business Rates Pool (Economic Developm	(748)	0	(598)	(1,346)	(c)
Building Maintenance	(934)	122	(12)	(824)	(d)
Preceptors Council Tax Support	(309)	0	(254)	(563)	(e)
Housing Benefits	(490)	136	(62)	(416)	(f)
Regeneration	(687)	337	0	(350)	(g)
Repairs & Renewals	(183)	73	(76)	(186)	(h)
Performance	(535)	372	(153)	(316)	(i)
Parking	(113)	1	(193)	(305)	(j)
Commuted Sums	(331)	92	(19)	(258)	(k)
Local Development Framework	(175)	0	(62)	(237)	(l)
Pension and Redundancy	(205)	0	0	(205)	(m)
Local Loan Fund	(200)	0	0	(200)	(n)
Financial Services	(134)	0	(50)	(184)	(o)
Stay Put Grants	(144)	0	(39)	(183)	(p)
Housing	(182)	134	(119)	(167)	(q)
Wheeled Bins	(111)	0	(35)	(146)	(r)
Communities Fund	(116)	6	(2)	(112)	(s)
Miscellaneous	(1,321)	644	(535)	(1,212)	(t)
<b>Total</b>	<b>(11,261)</b>	<b>2,377</b>	<b>(4,890)</b>	<b>(13,774)</b>	

**Table 6 – Revenue Reserves (prior to 2017/18 rollovers)**

**Notes**

Ref	Reserve	Description
(a)	Business Rates Volatility Reserve	To assist the Council in managing the volatility of business rate income as a result of business rate localisation.
(b)	General Reserve	The use of this reserve is subject to the approval of members.
(c)	Business Rates Pool (Economic)	This fund has been established as a result of the Council joining the Kent Business Rates Pool. It is to fund economic development as agreed by the Council and KCC.
(d)	Building Maintenance	To meet items of backlog building maintenance as identified in the Council's medium term maintenance plan as well as urgent or unexpected items. Each year the reserve is topped up by any underspend on the building maintenance revenue budget.
(e)	Preceptors Council Tax Support Reserve	Paid by KCC, Police and Fire to reflect the costs of council tax support localisation.
(f)	Housing Benefits	Savings made in the Benefits section, including unspent grants were transferred to this reserve. This is used to cover the shortfall in grant.
(g)	Regeneration	To fund regeneration projects in the Borough. Officers can submit bids to this reserve.
(h)	Repairs and Renewals	Regular contributions are made to this fund from the general fund for a number of services to fund the future cost of significant items of expenditure.
(i)	Performance	To improve overall performance. Officers are invited to submit a bidding list of proposals.
(j)	Parking	Any surplus from on street parking is transferred to the ring fenced on-street parking account under Section 55 of the Road Traffic Act 1984.
(k)	Commuted Sums	Set up to meet Grant Thornton UK LLP recommendations on accounting treatment. This reserve will be used to fund play area and open space maintenance in future years.
(l)	Local Development Framework	Any underspend or overspend on this service on the general fund will be transferred to this fund and used solely to fund Local Development Framework associated work.
(m)	Pension & Redundancy	To meet the cost of releasing the Pension Fund benefits to staff who have taken early retirement and to fund all other redundancy costs.
(n)	Local Loan Fund	To support voluntary, community or not-for-profit organisations and town and parish councils in Swale to enable management and delivery of local services and facilities.

## Table 6 – Revenue Reserves (prior to 2017/18 rollovers)

### Notes

Ref	Reserve	Description
(o)	Financial Services	To fund system developments to ensure that financial systems remain up to date and meeting the costs of the professional advice and staff development on accounting, taxation, payments, etc required to maintain the high standard of performance.
(p)	Stay Put Fund	To support the Council's Stay Put service which offers advice, support and help to the elderly and disabled, who are owner occupiers or private tenants and who need practical assistance to repair, adapt or improve their homes.
(q)	Housing	The Housing reserves will help to fund the homelessness service in future years.
(r)	Wheeled Bins	This reserve is to fund the new wheeled bins purchases and replacements.
(s)	Communities Fund	To support the Council's commitment to the voluntary community sector.
(t)	Miscellaneous	This is made up of the earmarked reserves that are less than £100,000. A full list of these reserves is available upon request.

**Table 7 – General Fund Balances 2017/18**

	<b>Working Budget £</b>	<b>2017/18 Outturn £</b>	<b>Variance £</b>
<b>Net Service Expenditure</b>	<b>18,122,000</b>	<b>17,293,007</b>	<b>(828,993)</b>
Contribution (from) / to General Fund Balance	(116,000)	712,877	828,877
<b>Net Revenue Expenditure</b>	<b>18,006,000</b>	<b>18,005,884</b>	<b>(116)</b>
<b>Net Service Expenditure</b>			
<b>Net Service Expenditure</b>	<b>18,122,000</b>	<b>17,293,007</b>	<b>(828,993)</b>
Less:			
Council Tax Requirement	(7,469,000)	(7,469,046)	(46)
Business Rates	(6,416,000)	(6,416,000)	-
Revenue Support Grant	(1,238,000)	(1,238,108)	(108)
Collection Fund Surplus	(140,000)	(140,400)	(400)
New Homes Bonus	(2,743,000)	(2,742,330)	670
<b>Net Deficit / (Surplus) on General Fund</b>	<b>116,000</b>	<b>(712,877)</b>	<b>(828,877)</b>

**Table 8 – Capital Programme 2017/18 Outturn**

Capital Scheme	Funding SBC/P	2017/18 Original Budget £	2017/18 Revised Budget £	2017/18 Outturn £	2017/18 Variance £	Rollover Request £	Note No (See Table 9)
CCTV2-Repairs and Renewals	SBC	15,000	15,000	0	(15,000)	0	
Easthall Farm Community Centre	P	0	507,743	304,954	(202,789)	158,165	1
The Mill Project, Sittingbourne Skate Park	SBC	0	200,000	0	(200,000)	200,000	2a
The Mill Project, Sittingbourne Skate Park	P	0	40,000	20,983	(19,017)	19,017	2b
Faversham Creek Basin Regeneration Project (Swing Bridge)	SBC	0	200,000	0	(200,000)	200,000	3
Sittingbourne Town Centre	SBC	0	7,282,885	8,855,292	1,572,407	0	4
<b>Total Economy &amp; Communities</b>		<b>15,000</b>	<b>8,245,628</b>	<b>9,181,229</b>	<b>935,601</b>	<b>577,182</b>	
Cemeteries	SBC	0	41,000	0	(41,000)	41,000	5
Thistle Hill Community Woodland - Trim Trail	P	0	35,000	35,012	12	0	
New Play Area - Iwade Schemes	P	0	150,000	145,988	(4,012)	0	
Sheerness Paddling Pool, Beachfields Park	SBC	0	12,526	12,526	0	0	
Play Area Queenborough Lines Nursery Close	P	0	6,515	27,575	21,060	0	
Milton Creek Footpath & Viewing Platform	SBC	0	17,386	17,351	(35)	0	
Gunpowder Works Oare Faversham	P	0	9,000	0	(9,000)	9,000	6
Faversham Recreation Ground Improvements	P	0	145,440	128,761	(16,679)	16,679	7
Newington Car Park Wall	SBC	0	11,260	0	(11,260)	0	
Car Park New Ticket Machines & Installation	SBC	0	14,000	0	(14,000)	0	
Kemsley Recreation Ground - Sports Improvements	P	0	20,640	20,546	(94)	0	
Resurfacing Promenade, The Leas	P	0	104,660	19,757	(84,903)	85,000	8
Car Park Information Boards	SBC	0	24,360	800	(23,560)	0	
Stonebridge Pond Timber Bridge, Faversham	SBC	0	20,765	23,340	2,575	0	
Modular Toilet Kiosks	SBC	0	30,000	0	(30,000)	30,000	9
Milton Creek Access Road	SBC	0	40,000	0	(40,000)	40,000	10
Bridge Deck Replacement at Barton's Point Coast Park, Queenborough Lines	SBC	0	18,860	18,860	0	0	
New Play Area - Thistle Hill	P	0	180,000	177,467	(2,533)	2,533	11

**Table 8 – Capital Programme 2017/18 Outturn**

Capital Scheme	Funding SBC/P	2017/18 Original Budget £	2017/18 Revised Budget £	2017/18 Outturn £	2017/18 Variance £	Rollover Request £	Note No (See Table 9)
Nursery Close/Queenborough Lines Bridge Replacement	SBC	0	1,735	1,735	0	0	
Iwade Recreation Ground Sports Provision	P	0	280,325	0	(280,325)	0	12
Coastal Monitoring Programme (Coast Protection)	P	0	0	56,608	56,608	0	13
Play Area - Castle Site Queenborough	P	0	0	14,896	14,896	0	
Beach Huts, Leysdown	SBC	0	19,259	19,595	336	0	
<b>Total Commissioning &amp; Customer Contact</b>		<b>0</b>	<b>1,182,731</b>	<b>720,817</b>	<b>(461,914)</b>	<b>224,212</b>	
Air Pollution Monitoring Station	SBC	35,000	77,380	20,742	(56,638)	56,638	14
<b>Environmental Services</b>		<b>35,000</b>	<b>77,380</b>	<b>20,742</b>	<b>(56,638)</b>	<b>56,638</b>	
Swale House Lift Conversion	SBC	0	0	48,793	48,793	0	
<b>Total Property Services</b>		<b>0</b>	<b>0</b>	<b>48,793</b>	<b>48,793</b>	<b>0</b>	
Housing Renewal Grants (HRGs) – Disabled Facilities Grant (DFGs) Mandatory Grants	P	1,664,800	2,405,890	1,328,050	(1,077,840)	1,077,840	15a
HRG'S - DFG Mandatory Grants	SBC	0	92,100	0	(92,100)	92,100	15b
HRG - Housing Repair Grants Over 60	P	0	0	7,304	7,304	0	
Regional Housing Board 2 (RHB2) Decent Home Loans Owner Occupier	SBC	0	0	36,831	36,831	0	
<b>Total Resident Services</b>		<b>1,664,800</b>	<b>2,497,990</b>	<b>1,372,185</b>	<b>(1,125,805)</b>	<b>1,169,940</b>	
Adelante Payment Card Software	SBC	0	82,500	67,718	(14,782)	0	
<b>Total Finance</b>		<b>0</b>	<b>82,500</b>	<b>67,718</b>	<b>(14,782)</b>	<b>0</b>	
IT MKS Payment	SBC	0	0	79,960	79,960	0	16
<b>Total Information Technology</b>		<b>0</b>	<b>0</b>	<b>79,960</b>	<b>79,960</b>	<b>0</b>	
Total Capital Programme (SBC funded)	SBC	<b>50,000</b>	<b>8,201,016</b>	<b>9,203,543</b>	<b>1,002,527</b>	<b>659,738</b>	
Total Capital Programme (Partnership funded)	P	<b>1,664,800</b>	<b>3,885,213</b>	<b>2,287,901</b>	<b>(1,597,312)</b>	<b>1,368,234</b>	
<b>Total Capital Programme (Gross Total)</b>	<b>SBC &amp; P</b>	<b>1,714,800</b>	<b>12,086,229</b>	<b>11,491,444</b>	<b>(594,785)</b>	<b>2,027,972</b>	

**Table 9 – Capital Rollover Requests and Explanation of Variations 2017/18**

Note No	Service / Portfolio	Service Manager	Description	Amount £	Notes
<b>Rollover Requests:-</b>					
1	Economy & Communities	Charlotte Hudson	Easthall Farm Community Centre	(158,165)	This rollover request is to pay for retention monies held.
2(a)	Economy & Communities	Charlotte Hudson	The Mill Project – Sittingbourne Skate Park	(200,000)	This rollover request is as a result of the delayed start date.
2(b)	Economy & Communities	Charlotte Hudson	The Mill Project – Sittingbourne Skate Park	(19,017)	
3	Economy & Communities	Charlotte Hudson	Faversham Creek Basin Regeneration Project (Swing Bridge)	(200,000)	Carry over is required until decision made on requirement for new bridge.
5	Commissioning & Customer Contact	Martyn Cassell	Cemeteries	(41,000)	Rollover has been requested to allow the various projects that make up this total, to be completed. The overarching aim is for improvements to cemeteries.
6	Commissioning & Customer Contact	Martyn Cassell	Gunpowder Works Oare	(9,000)	Rollover requested for feasibility for replacement bridge at Oare Gun Powder Works completed, but works held up due to need for additional funding to complete the work and requirement for English Heritage consent.
7	Commissioning & Customer Contact	Martyn Cassell	Faversham Recreation Ground Improvements	(16,679)	Second round bid to Heritage Lottery Fund (HLF) completed with procured consultant costs for development stage less than estimated. Rollover budget will be used for delivery of the improvement project
8	Commissioning & Customer Contact	Martyn Cassell	The Leas Promenade Resurfacing Scheme	(85,000)	There has been a spend of £170,000 of the £255,000 grant leaving a capital budget of £85,000 to carry over to 2018/19.

**Table 9 – Capital Rollover Requests and Explanation of Variations 2017/18**

Note No	Service / Portfolio	Service Manager	Description	Amount £	Notes
9	Commissioning & Customer Contact	Martyn Cassell	Modular Toilets	(30,000)	This requires rolling over as due to resources the full feasibility of the toilet block at Minster beach huts has not been completed. Initial work is suggesting more capital will be required but it forms an important part of the tourism agenda as we look to extend the current beach hut scheme
10	Commissioning & Customer Contact	Martyn Cassell	Milton Creek Access Road	(40,000)	Requires rolling forwards as SBC has been awaiting the outcome of the sale and build out of the area directly next to the country park. This will free up the required land under agreement with KCC to complete the vehicle access to the park
11	Commissioning & Customer Contact	Martyn Cassell	New Play Area - Thistle Hill	(2,533)	Play area and trim trail installation completed, small residue for additional play elements if snagging not required
14	Environmental Services	Tracey Beattie	Air Pollution Monitoring Station	(56,638)	A number of factors have caused the delay in the replacement of QA equipment. The continuation of building works in Ospringe has slowed the commissioning of new AQ equipment until the work is complete (due to the sensitivity of the monitoring equipment). The relocation of the St Paul's station was delayed due to installation of a metered electrical supply to the station. The new equipment will be commissioned early 2018/19. The development and review of a Strategic AQAP in 2017-18 has also meant postponing the decision to commit to additional equipment until the longer term strategic measures have been agreed.

**Table 9 – Capital Rollover Requests and Explanation of Variations 2017/18**

Note No	Service / Portfolio	Service Manager	Description	Amount £	Notes
15a	Resident Services	Glyn Pritchard	HRG'S - DFG Mandatory Grants	(1,077,840)	The carry over relates to Better Care fund (BCF) incorporating disabled facilities grants. Funding is from the Government and administered via KCC. In January, we received an additional £230,000 direct from DCLG on top of our original funding to spend by the end of March. DCLG monies are to be accounted for in the January to March spending. Leaving the BCF to carry over as agreed by Strategic Management Team and used for new or committed work which has either not yet commenced or not yet been completed where interim payments have been made. Cumulative cases offered DFG, currently stands at £1,966,632 with approximately £328,000 to £230,000 further cases in the system
15b	Resident Services	Glyn Pritchard	HRG'S - DFG Mandatory Grants	(92,100)	
<b>TOTAL</b>				<b>2,027,972</b>	

<b>Explanation of other variations:-</b>					
4	Economy & Communities	Charlotte Hudson	Sittingbourne Town Centre	1,572,406	The Retail, early phase highways works and the Multi Storey Car Park will be funded from internal borrowing. Officers are working with Arlingclose, the Council's treasury adviser, to develop an optimised long-term borrowing strategy.
12	Commissioning & Customer Contact	Martyn Cassell	Iwade Recreation Ground Sports Provision	(280,325)	This scheme was originally part of the Capital programme. However, the Section 106 monies were repaid to the developer along with responsibility for construction.
13	Commissioning & Customer Contact	Martyn Cassell	Coastal Monitoring Programme (Coast Protection)	56,608	This is the Swale element of the national coastal monitoring programme that is paid by the Environment Agency. This is administered by New Forest District Council.
16	Information Technology	Chris Woodward	IT MKS Payment	79,960	This is the capital element of Information Technology that is funded through Revenue.

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<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	4 July 2018
<b>Report Title</b>	<b>Performance Monitoring – 2017/18 Quarter 4</b>
<b>Cabinet Member</b>	Cllr Dewar-Whalley, Finance and Performance
<b>SMT Lead</b>	Mark Radford, Chief Executive
<b>Lead Officer</b>	David Clifford, Policy and Performance Manager

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

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the final quarter of 2017/18 (Jan - Mar 2018). 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.

## **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 Appendices**

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

- Appendix I: Cabinet scorecard reports for 2017/18 Quarter 4.

## **5 Background Papers**

- Monthly SMT performance reports
- Quarterly complaints reports
- Internal audit reports and comprehensive risk register
- Briefing on the local area perception survey 2016

# CORPORATE OVERVIEW

Balanced scorecard report for 2017/18 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2017/18 Quarter 4	Revenue budget		Capital expenditure	
	Budget	Projected year-end position	Budget	Actual spend
Swale Borough Council	Budget information for Quarter 4 will be available when the final outturn report is published.			

### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2017/18 Quarter 4.

### 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** ( $\leq 2$ ).

Likelihood	Impact				
	1	2	3	4	5
5					
4			1		
3		2	2	3	
2	2	2	2	4	
1					

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

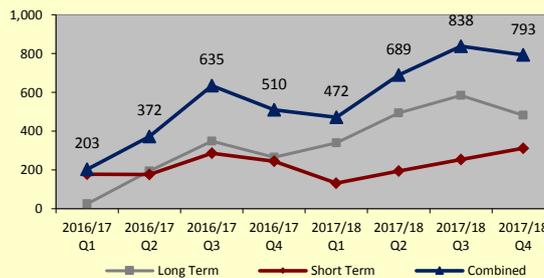
Highest residual risks at 2017/18 Q4	Service area	Score
Homelessness	Corporate risk	12
Cyber security	Corporate risk	12
External partners' decision-making	Corporate risk	12
General Data Protection Regulations (GDPR)	Corporate risk	12
Effect of funding restrictions on SBC	Corporate risk	9
Skills gap within Borough	Corporate risk	9

### Workforce count and sickness absence

#### Full-time equivalent workforce count

2016/17 Q1	280
2016/17 Q2	285
2016/17 Q3	287
2016/17 Q4	286
2017/18 Q1	281
2017/18 Q2	277
2017/18 Q3	275
2017/18 Q4	273

#### Working days lost to sickness absence (per quarter)



## Customer Perspective

### Customer feedback

#### Complaints received per quarter: total across SBC



#### Complaints and compliments across SBC: 2017/18 Quarter 4

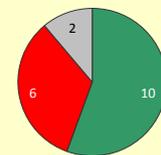
Total complaints received	95
Total complaints responded to within 10 working days	94
Proportion of complaints responded to within 10 working days (target: 90%)	99%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	44

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the final quarter of 2017/18. Seventy-six percent of corporate indicators met their targets for the year: whilst not as good as last year this is now our second highest level of performance. It should be emphasized that targets generally get harder each year, so this is a good achievement. Comparing our performance nationally, whilst the performance was not as strong as 2016/17, fifty-nine percent of our comparable indicators performed above the national median. Long-term sickness absence continued to impact the overall figure but has showed a drop in Quarter 4 as the number of staff on long term sick leave reduces. Meanwhile complaints increased slightly in the quarter due mainly to the weather, yet timeliness in responding to them is excellent at 99% within ten days for the whole year. No significant issues exist with any of the large projects and no adverse audit opinions were received during Quarter 4, giving a total of three received across the council during the whole year. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

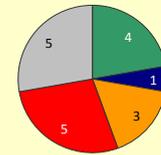
### Local area perception survey 2016

#### Indicators improved or deteriorated from 2015



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

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



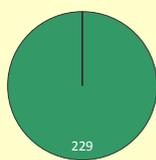
Green: best 25%. Blue: above median.  
Amber: below median.  
Red: worst 25%. Grey: no data.

This scorecard includes all 18 indicators derived from the LAPS. Next LAPS survey is 2018

## Service Perspective

### Planned actions

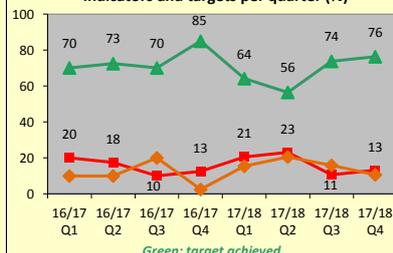
#### Actions in 2017/18 service plans



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

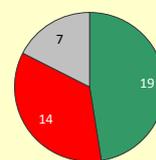
### Corporate performance indicators

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



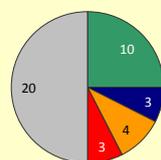
Green: target achieved.  
Amber: within tolerance. Red: target missed.

#### Indicators improved or deteriorated from 2016/17 Q4



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

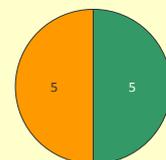
#### Quartile positions in latest available data



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

### Large projects

#### All large projects across SBC



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



# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2017/18 Quarter 4

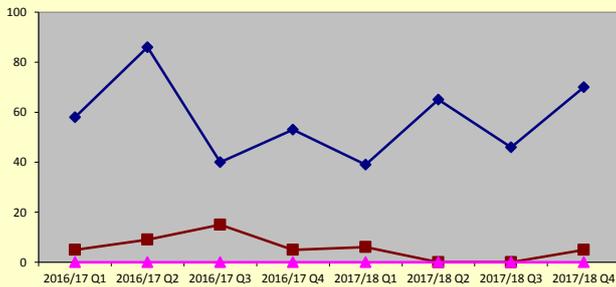


Cabinet Member: Cllr Simmons • Deputy Cabinet Member: Cllr Gent

## Customer Perspective

### Customer feedback

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



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	70	70	100
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

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

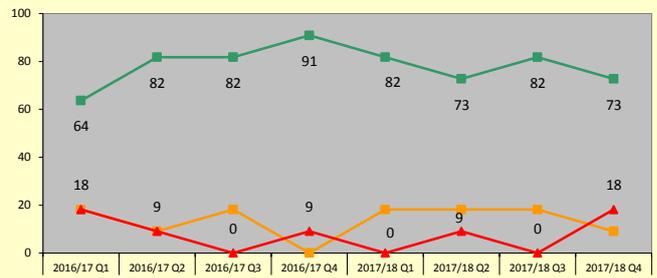
Compliments received during 2017/18 Quarter 4

Commissioning & Contact	29	Policy and Performance	0
Economy and Community	8		

## Service Perspective

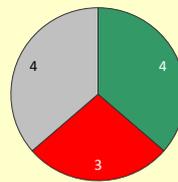
### Service plans: performance indicators and actions

Indicators and targets per quarter (%)



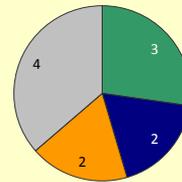
There are 11 indicators in total. Green: target achieved.  
Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2016/17 Q4



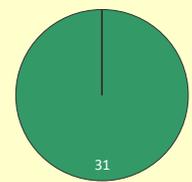
Green: improved.  
Red: deteriorated.  
Grey: static or no data.

Indicator quartile positions in latest available data



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

Actions in 2017/18 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 2017/18 Quarter 4	Budget 17/18	Projected year-end position
Commissioning and Customer Contact	Budget information for Quarter 4 will be available when the final outturn report is published.	
Economy and Community Services		
Policy and Performance		

### Capital expenditure

At end of 2017/18 Quarter 4	Budget 17/18	Actual spend
Commissioning and Customer Contact	Budget information for Quarter 4 will be available when the final outturn report is published.	
Economy and Community Services		
Policy and Performance		

### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4:	0
--	---

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2017/18 Quarter 4.

## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the final quarter of 2017/18. Performance on corporate indicators was slightly below the authority overall result, with two indicators missing target by more than 5% (food hygiene inspections due to staff vacancies and household waste recycling due to the impact of weather and food compactor issues) and one missing it by less than 0.5% (residual household waste to landfill due to impact of weather). Importantly, more indicators improved on their year-end performance compared to 2016/17 than deteriorated. More detail on deteriorating indicators and/or those not reaching target is provided in the exceptions report. Complaint levels have remained relatively stable although the service impacts due to snow did cause a rise in the last quarter; timeliness in responding to them is exceptional at 100% within ten days and 95% for the whole year. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2017/18. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

### Large projects

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

**List of Exceptions for 2017/18 Quarter 4**  
**Environment and Rural Affairs**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
LI/EH/001	Percentage of environmental planning consultations responded to in 21 days	Year-on-year deterioration (2016/17 Q4: 97.1%; 2017/18 Q4: 94.9%). Note that this indicator remains Green against the target (90%).
LI/EH/002	Proportion of food hygiene inspections completed that were due	Red against target (target 90%; outturn 84.6%) Year-on-year deterioration (2016/17 Q4: 94.2%; 2017/18 Q4: 84.6%)
NI195c	Improved street and environmental cleanliness: Graffiti	Year-on-year deterioration (2016/17 Q4: 0%; 2017/18 Q4: 1%). Note that this indicator remains Green against the target (1%).
NI 192	Percentage of household waste sent for reuse, recycling and composting	Red against target (target 45%; outturn 42.6%)
<b>Planned actions</b>		
[No exceptions]		

# FINANCE AND PERFORMANCE

## Balanced scorecard report for 2017/18 Quarter 4

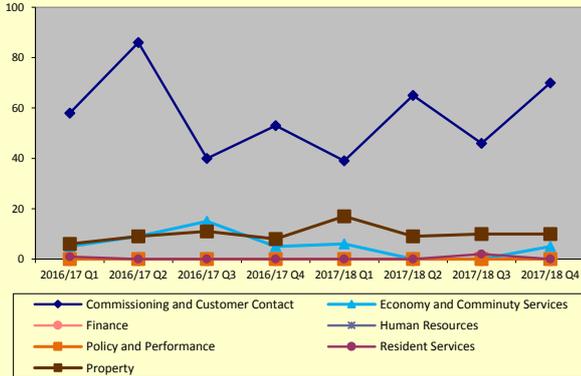


Cabinet Member: Cllr Dewar-Whalley • Deputy Cabinet Member: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	70	70	100
Economy and Community Services	5	5	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	10	9	90

Compliments received during 2017/18 Quarter 4

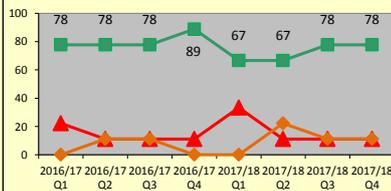
Commissioning and Customer Contact	29	Economy and Community Services	8
Finance	0	Human Resources	0
Property	0	Policy and Performance	0
Resident Services	6		

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

### Service Perspective

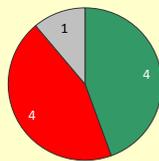
#### Performance indicators

Indicators and targets per quarter (%)



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

Indicators improved or deteriorated from 2016/17 Q4



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

Quartile positions in latest available data



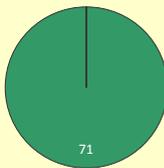
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

### 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 final quarter of 2017/18. Over three quarters of corporate performance indicators under this portfolio are meeting their targets, with only one indicator more than 5% drift of target (long-term sickness absence). An equal number of performance indicators improved their performance compared to those whose performance deteriorated when compared to this point last year. Details of indicators marked as Red in the scorecard are provided in the exceptions report. No large projects are currently red and no adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2017/18. As usual this quarter, financial information will not be available until closedown is completed and the outturn report published.

#### Planned actions

Actions in 2017/18 service plans



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

#### Large projects

##### Income generation

[Project intranet site](#)

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

Both: no changes to timescales, budget or quality since last report.

And: no future changes to timescales, budget, quality or risks envisaged.

##### Sittingbourne skatepark

[Project intranet site](#)

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

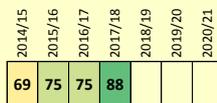
Either: minor deviation from timescales, budget or quality since last report.

Or: minor future changes to timescales, budget, quality or risks envisaged.

#### Mid-Kent ICT performance

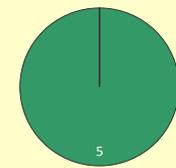
Annual customer satisfaction survey

Satisfaction with Mid-Kent ICT (%)



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

Indicators and targets 2017/18 Quarter 4



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

### Corporate Perspective

#### Budget monitoring

At end of 2017/18 Quarter 4	Revenue budget		Capital expenditure	
	Budget 17/18	Projected year-end position	Budget 17/18	Actual spend
Commissioning and Customer Contact				
Economy and Community Services				
Finance				
Human Resources				
Policy and Performance				
Property				
Resident Services				

*Budget information for Quarter 4 will be available when the final outturn report is published.*

#### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2017/18 Quarter 4.

**List of Exceptions for 2017/18 Quarter 4****Finance and Performance**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
BV12a	Working days lost due to sickness absence (long-term)	Red against target (target: 4.2days; outturn: 6.86 days). Year-on-year deterioration (2016/17 Q4: 2.88 days; 2017/18 Q4: 6.86 days).
BV12b	Working days lost due to sickness absence (short-term)	Year-on-year deterioration (2016/17 Q4: 2.97; 2017/18 Q4: 3.05). Note that this indicator remains Green against the target (3.2).
BV9	Percentage of council tax collected	Year-on-year deterioration (2016/17 Q4: 97.5%; 2017/18 Q4: 97.2%). Note that this indicator remains Amber against the target (97.4%)
BV79b(i)	Percentage of recoverable HB overpayments that are recovered during period	Year-on-year deterioration (2016/17 Q4: 80.97%; 2017/18 Q4: 75.89%). Note that this indicator remains Green against the target (75%).
<b>Planned actions</b>		
[No exceptions]		

# HOUSING AND WELLBEING

Balanced scorecard report for 2017/18 Quarter 4

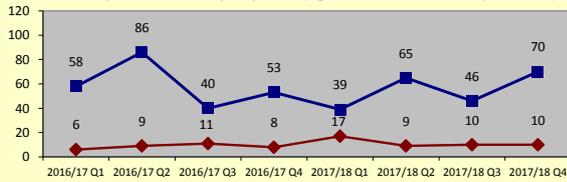


Cabinet Member: Cllr Pugh • Deputy Cabinet Member: Cllr Aldridge

## Customer Perspective

### Customer feedback

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



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Resident Services	10	9	90
Commissioning and Customer Contact	70	70	100

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

Complaints received during 2017/18 Quarter 4

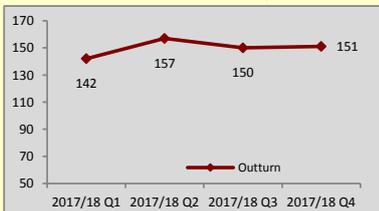
Resident Services	6
Commissioning and Customer Contact	29

### Summary from the Policy and Performance Team

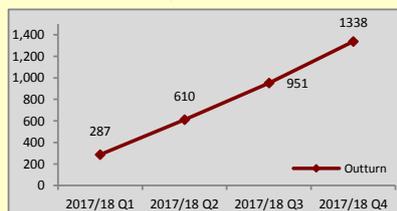
This scorecard gives an overview of council performance on the Housing and Wellbeing portfolio at the end of the final quarter of 2017/18. The number of households in temporary accommodation has remained relatively stable throughout the year albeit it still remains at a much higher level than two years ago. Conversely, the number of households prevented from becoming homeless has remained consistent in the final quarter, whilst the number of long term homes bought back into use and the number of affordable homes delivered have both exceeded their targets considerably. Complaint numbers under this portfolio remain relatively consistent with response times continuing to hit target. All of the performance indicators achieved their targets in this quarter, no large projects are current Red status and no adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

## Service Perspective

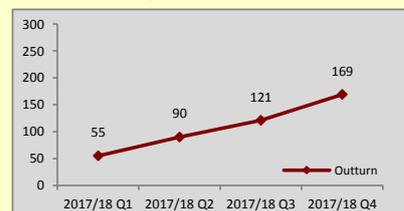
Number of households in temporary accommodation at end of quarter



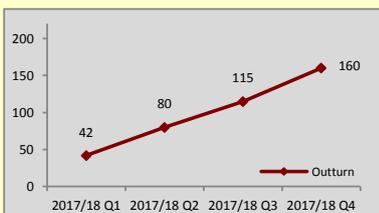
Number of new prevention cases opened (cumulative)



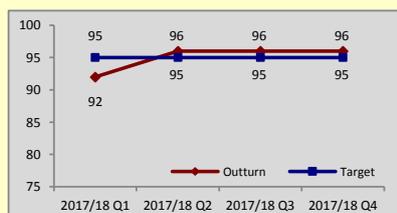
Number of households prevented from becoming homeless (cumulative)



Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)



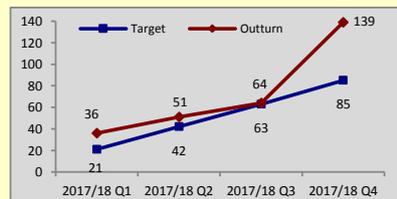
Number of long-term empty homes brought back into use (cumulative)



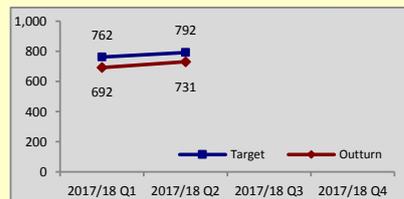
Number of jobs completed under the handyperson scheme (cumulative)



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 2017/18 Quarter 4	Budget 17/18	Projected year-end position
Resident Services		Budget information for Quarter 4 will be available when the final outturn report is published.
Commissioning and Customer Contact		

### Capital expenditure

At end of 2017/18 Quarter 4	Budget 17/18	Actual spend
Resident Services		Budget information for Quarter 4 will be available when the final outturn report is published.
Commissioning and Customer Contact		

### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4: **Page 57**  
Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2017/18 Quarter 4.

### Planned actions

Actions in 2017/18 Service Plans  
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled



### Large projects

Leisure contract replacement	<a href="#">Project intranet site</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.	
Sittingbourne skatepark	<a href="#">Project intranet site</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.	

**List of Exceptions for 2017/18 Quarter 4  
Housing and Wellbeing**

<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]		

# PLANNING SERVICES

Balanced scorecard report for 2017/18 Quarter 4

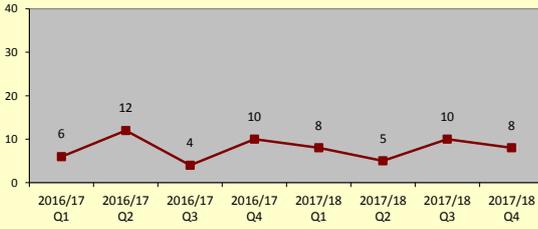


Cabinet Member: Cllr Lewin • Deputy Cabinet Member: Cllr Mulhern

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Development Services	8	8	100

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

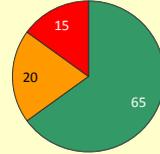
### Self-build and custom housebuilding register

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

16/17 Q1	16/17 Q2	16/17 Q3	16/17 Q4	17/18 Q1	17/18 Q2	17/18 Q3	17/18 Q4
6	5	9	17	22	37	38	43

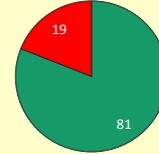
### Planning customer satisfaction survey 2014 (survey runs every three years)

Overall how would you rate the Planning Service? (%)



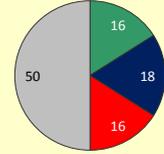
Green: good or very good. Amber: action due this quarter. Red: action overdue. Based on 212 responses.

How satisfied are you with service in the last 18 months?



Green: very or fairly satisfied. Red: very or fairly dissatisfied. Based on 210 responses.

How does Swale compare to other planning authorities? (%)



Green: Swale better. Blue: Both the same. Red: Swale worse. Grey: Don't know. 159 responses.

## 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 final quarter of 2017/18. Seven of the eight corporate performance indicators on this portfolio met their targets for the year; the percentage of local land searches completed in five working days missed its target by 2.5% due to significant technical processing issues following a windows update. Performance on planning enforcement timeliness has continued at 100% bringing average performance back onto target for the year and planning income improved from its forecast shortfall to be just under target. No large projects are currently Red status and no adverse audit opinions were received under this portfolio during the quarter, with only one received during the whole of 2017/18. As usual this quarter, financial information will not be available until closedown is completed and the outturn report published.

## Service Perspective

### Planned actions

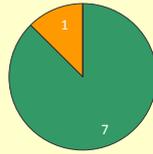
Actions in 2017/18 service plans



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

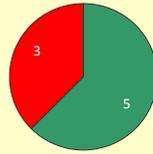
### All corporate performance indicators

Indicators and targets (RAG)



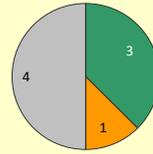
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2016/17 Q4



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

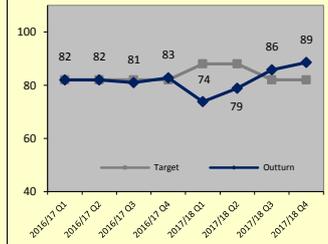
Indicator quartile positions in latest available data



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

### Planning enforcement

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



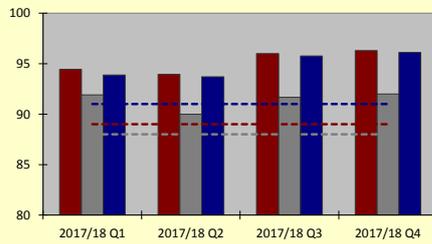
### Housing land supply

Five-year supply at 12/2017

	Dwellings
Five-year requirement*	4,261
Supply to 2020/21:	4,536
Equivalent years of supply:	5.3
Supply as proportion of requirement:	106.5%

\*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



Percentage processed in 13 weeks (majors) or eight weeks (minors/others)<sup>(\*)</sup>  
Brown: majors. Grey: minors. Blue: others. Dashes: targets. Bars: outturns.  
<sup>(\*)</sup> Includes agreements to Extensions of Time

### Planning fee income 2017/18



## Corporate Perspective

### Budget monitoring

At end of 2017/18 Quarter 4	Revenue budget		Capital expenditure	
	Budget 17/18	Projected year-end position	Budget 17/18	Actual spend
Development Services				

Budget information for Quarter 4 will be available when the final outturn report is published.

### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2017/18 Quarter 4.

### Neighbourhood planning

Neighbourhood plans adopted: **1** Neighbourhood plans in development: **1**

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

### Large projects

Community Infrastructure Levy <http://sbcintranet/projects/Local%20devel>

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

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

Local Plan <http://sbcintranet/projects/Local%20devel>

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

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

**List of Exceptions for 2017/18 Quarter 4  
Planning Services**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
LI/LS/LCC01	Percentage of all local land searches completed in five working days	Year-on-year deterioration (2016/17 Q4: 99.0%; 2017/18 Q4: 87.8%). Note this indicator is Amber against target (90%)
LI/TBC/02	Proportion of major planning applications overturned at appeal	Year-on-year deterioration (2016/17 Q4: 2.4%; 2017/18 Q4: 5.9%). Note that this indicator is Green against target (10%)
LI/DC/DCE/006	Proportion of planning applications refused	Year-on-year deterioration (2016/17 Q4: 14.5%; 2017/18 Q4: 14.8%). Note that this indicator is Green against target (15%)
<b>Planned actions</b>		
[No exceptions]		

# REGENERATION

## Balanced scorecard report for 2017/18 Quarter 4

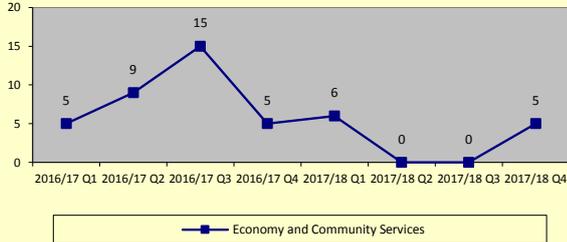


Cabinet Member: Cllr Cosgrove • Deputy Cabinet Member: Cllr Hunt

### Customer Perspective

#### Customer feedback

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



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

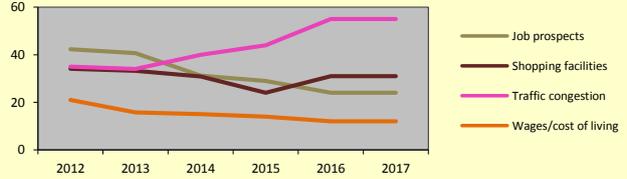
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2017/18 Quarter 4

Economy and Community Services	8
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#### Local area perception survey 2016

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



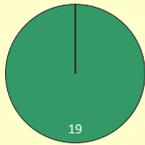
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the final quarter of 2017/18. 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 remained low as a positive result of streamlining the service using the website and online chat facilities. The Sittingbourne town centre project experienced delays to the start of Phase II relating to S278 and land swap agreements whilst the multi-story car park was also delayed due to live water mains and Vodaphone cables being encountered. No adverse audit opinions were received under the portfolio during the quarter, or indeed during the whole of 2016/17. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

### Service Perspective

#### Planned actions

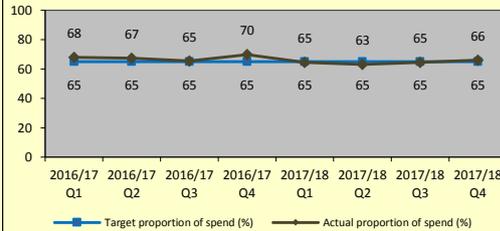
Actions in 2017/18 service plans



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

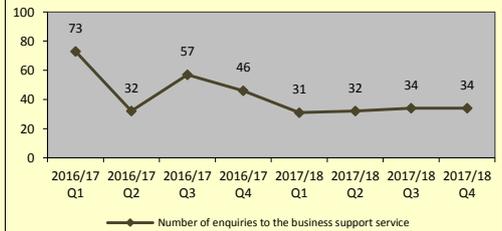
#### Local procurement

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 2017/18 Quarter 4	Budget 17/18	Projected year-end position
Economy and Community Services		Budget information for Quarter 4 will be available when the final outturn report is published.

#### Capital expenditure

At end of 2017/18 Quarter 4	Budget 17/18	Actual spend
Economy and Community Services		Budget information for Quarter 4 will be available when the final outturn report is published.

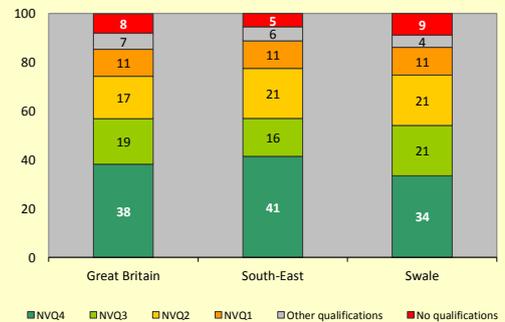
#### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2017/18 Quarter 4.	

### Portfolio Perspective: Business and Skills

#### Swale skills profile

Proportion of workforce by NVQ qualification level (%)  
Data from December 2017



#### Large projects

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

#### Rateable business growth

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



<b>List of Exceptions for 2017/18 Quarter 4 Regeneration</b>		
<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
LI/PRO/03	Proportion of spend with businesses whose HQ is in Swale or are a significant local employer	Year-on-year deterioration (2016/17 Q4: 69.8%; 2017/18 Q4: 66.1%). Note that this indicator is Green against target (65%)
<b>Planned actions</b>		
[No exceptions]		

# SAFER FAMILIES AND COMMUNITIES

Balanced scorecard report for 2017/18 Quarter 4

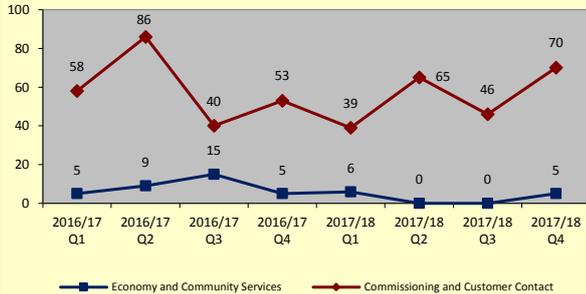


Cabinet Member: Cllr Horton • Deputy Cabinet Member: Cllr Hampshire

## Customer Perspective

### Customer feedback

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



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

2017/18 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100
Commissioning and Customer Contact	70	70	100

Local Government Ombudsman complaints

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

Compliments received during 2017/18 Quarter 4

Economy and Community Services	8
Commissioning and Customer Contact	29

## Safeguarding Perspective

### Safeguarding training

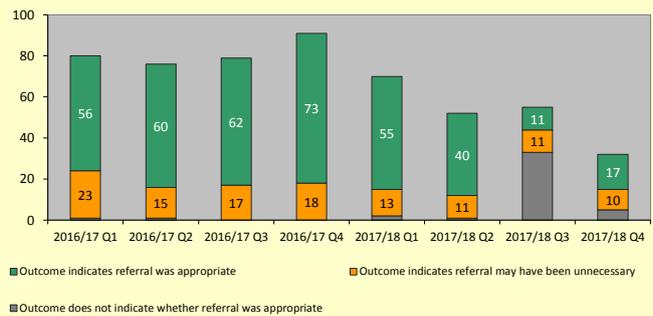
Staff up to date with mandatory training (by safeguarding role level)

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

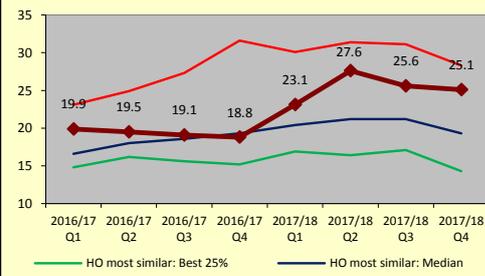
### Planned actions

Actions in 2017/18 service plans

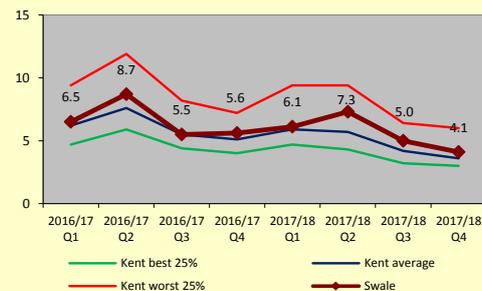


Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### All crime per 1,000 population



### Antisocial behaviour incidents per 1,000 population



## Corporate Perspective

### Revenue budget

At end of 2017/18 Quarter 4	Budget 17/18	Projected year-end position
Economy and Community Services		
Commissioning and Customer Contact		

Budget information for Quarter 4 will be available when the final outturn report is published.

### Capital expenditure

At end of 2017/18 Quarter 4	Budget 17/18	Actual spend
Economy and Community Services		
Commissioning and Customer Contact		

Budget information for Quarter 4 will be available when the final outturn report is published.

### Adverse audit opinions

Number of poor or weak control opinions received during 2017/18 Quarter 4:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2017/18 Quarter 4.

## 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 final quarter of 2017/18. The proportion of relevant staff up-to-date with mandatory safeguarding training (85% complete) is relatively good, particularly given that the minimum amount of training changes; nonetheless, the drive to ensure 100% compliance continues. The number of safeguarding referrals has continued to drop through the year but it is still taking additional time to establish the outcomes following staffing changes. The 'all crime' statistics reported throughout this year have been considerably higher than 2016/17 however Quarter 4 has continued the downward trend of improvement for the last two quarters. It should also be noted that whilst antisocial behaviour incidents had also increased at the start of 2017/18, performance has improved considerably in the last half of the year and is now closely tracking the Kent average. No adverse audit opinions were received under this portfolio during the quarter, or indeed during the whole of 2017/18. As usual in the final quarter, financial outturn information will not be available until the accounts closedown is completed and the outturn report published.

**List of Exceptions for 2017/18 Quarter 4**  
**Safer Families and Communities**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
CSP/0001	All crime per 1,000 population	Red against target (target: 77.2 crimes ; outturn: 98.9 crimes). Year-on-year deterioration (2016/17 Q4: 76.5 crimes). (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.)
<b>Planned actions</b>		
[No exceptions]		

# OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS



Committee	Review Title	Rec. No	Summary of Recommendations	Status	Head of Service	Target Date	Notes	Updates (4 <sup>th</sup> July 2018)
Scrutiny	Housing Services	1	Cabinet should consider what more the Council can do to help housing associations to provide more affordable and social housing in Swale	Accepted	A.Christou	On-going	<p>Cabinet's response: Agreed. The council works in close partnership with these key organisations, meeting regularly, and supporting funding bids for their homes with the Homes and Communities Agency National Affordable Housing Programme. As the scrutiny committee review report confirms, the operating landscape of social housing providers is changing, and it has become more challenging for them to provide the level of affordable rented housing that is needed within the borough. Housing association Boards are now taking difficult decision to focus more greatly on shared ownership housing, than rented housing, due to viability of house building schemes and the requirement of the lenders. This does not accord with Swale local plan requirements, or the needs of local residents and this will be fully considered within the development of the upcoming housing and homelessness strategy for Swale.</p>	<p>In Swale affordable housing delivery is subsidised through Homes England grant funding, allocated to Housing Associations (HA's).</p> <p>There are several Housing Associations currently delivering or interested in developing in Swale:</p> <ul style="list-style-type: none"> <li>▪ Optivo</li> <li>▪ Moat</li> <li>▪ Hyde</li> <li>▪ West Kent Housing Association</li> <li>▪ English Rural Housing Association</li> <li>▪ Golding Homes</li> <li>▪ Grainger (New to the area (Jan 2018))</li> <li>▪ Sage Housing Association (New to the area June 2018)</li> <li>▪ Sanctuary Housing</li> </ul> <p>Update meetings are held with HA's to discuss upcoming sites, the percentage of affordable delivery required on each site, and the tenure split between affordable rent tenure homes and shared ownership housing.</p> <p>New HA's are encouraged to develop in Swale, and in the last six months Grainger HA have provided 22 affordable rented flats in Sittingbourne, and Sage HA have recently made enquiries about a further two sites in the Sittingbourne area.</p> <p>The 2017/18 affordable housing delivery target was 85. Delivery exceeded this with 132 new affordable homes provided, split as 72 affordable rent tenure and 60 shared ownership housing. Three HA's provided all of the units; the two largest providers were Optivo and Hyde, followed by Grainger.</p> <p>Areas in greatest demand for those in housing need or applying as homeless is in the areas of Sheerness and Sittingbourne. However, these areas either have</p>

								<p>with very low or zero affordable housing delivery requirement due to viability, and this should be reviewed during the next Local Plan review.</p> <p>The council is currently considering how to further support the increase of affordable housing in the borough in partnership with HA's. A current proposal to be considered by Cabinet on the 11 July 2018, is to agree whether to use the remaining £180,000 commuted sum with Optivo HA to enable the delivery of an additional eleven affordable homes across two Council owned sites in Iwade and Oare.</p>
Scrutiny	Housing Services	2	Cabinet should consider ways to provide housing associations a closer role in planning applications for housing developments, e.g. by routinely consulting them	Accepted	A.Christou	On-going	Cabinet's response: Agreed. Housing associations partners are engaged in the development of the local plan, and consulted in all relevant planning policies as well as discussions on a site by site basis, as housing developments come forward. We will continue to seek additional ways to provide a closer role where possible and appropriate.	<p>Planning routinely consults Housing on all sites due to deliver more than ten dwellings, this is normally at pre-application stage and then again when the application is submitted. This involves partnership working with HA's, private developers and Planning colleagues.</p> <p>The Strategic Housing Manager facilitates partnership working and meetings to ensure sites are brought forward with an appropriate amount of affordable housing that adheres to policy, unless viability permits otherwise.</p> <p>HA partners make use of this enabling resource regularly.</p>
Scrutiny	Housing Services	5	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	Accepted	A.Christou	On-going	Cabinet's response: Agreed. The Council supports owners and landlords to secure cost-effective loans to renovate properties to bring back to use with some success. If and when such properties become available, the council will take a proactive approach, including where possible bidding for funds to make best use of the property to meet local needs.	<p>The Private Sector Housing Team continues to work with KCC's 'No use Empty' scheme. This provides a consultant and interest free loans to people to assist in renovating properties that have been empty for more than 6 months. Funding levels are up to £25k per unit to a maximum of £175K for multiple units. The housing team is currently working to identify owners of properties that have been empty for longer than 2 years and continue to take a proactive approach to finding solutions.</p> <p>The Private Sector Housing Manager and the Council Tax Manager are undertaking a joint project to maximise the use of empty homes within the Borough for both short and long term empty properties.</p>
Scrutiny	Housing Services	6	Cabinet should consider whether	Accepted	A.Christou	On-going	Cabinet's response: Agreed. With the soon to	This will be considered as part of the Allocations Policy Review which is required in light of the New

			the residency criteria (i.e. living in Swale for four years out of five) in Swale's housing allocations policy is a help or hindrance towards helping those in housing need, and if the latter, whether the policy should be reviewed				be implemented Homelessness Reduction Act, and recent case law affecting Reasonable Preference requirements the allocations policy does require a full review, and this will begin by May 2018.	Homeless Reduction Act enacted on the 3 April 2018. This review will commence in 2018.
Scrutiny	Housing Services	7	That Cabinet can be encouraged to write to the Secretary of State for Communities and Local Government drawing attention to the severe pressure Swale was facing in housing homeless families	Accepted	A.Christou	On-going	Cabinet's response: Agreed.	It appears this letter was not sent. However, in light of the introduction of the new Homelessness Reduction Act implemented in April 2018, the new Deputy Leader and Cabinet Member for Housing and Safer Communities, has taken the opportunity to send a jointly signed letter from the Leader highlighting the current situation in Swale, noting the impact the introduction of the new Act has had on the Housing Team highlighting the additional workload, increasing administration burden, a continued increased in the demand for temporary accommodation and an advice service that has been unwelcomed by the public so far.

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## SCRUTINY COMMITTEE



4 July 2018	Agenda Item 10
<b><i>Scrutiny Committee work programme 2018/19</i></b>	
Report author:	Bob Pullen – Policy and Performance Officer
<b>Recommendations</b>	
That the Committee considers which topics or services it should review during the course of the year.	

### 1 Purpose of report

1.1 This report is concerned with the Committee’s work programme for 2018/19. 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 2017/18 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 2018/19

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 2019/20 will take place at the Scrutiny Committee meeting on 23 January 2019.
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 7 November 2018 or thereabouts.
<b>Ongoing reviews</b>		
5 – Development management	Yes	This review is being taken forward by a Task and Finish Group. Interim report on Officer Delegations submitted to Cabinet. Scrutiny Committee agreed revised membership of Task and Finish Group and to complete the remaining five strands of the review during 2018/19 (i.e. (i) reports from statutory consultees; (ii) role of parish and town councils in development management; (iii) member involvement in planning applications and S.106 agreements; (iv) adoption of parcels of land on new developments; and (v) planning appeals).

Topic	Ongoing review/activity?	Commentary
6 – Non-STC regeneration	Yes	A review plan was agreed in late 2017/18 and members appointed to a Task and Finish Group to undertake the review. The Group met twice before membership of the Scrutiny Committee changed following Annual Council. A revised membership of the Group was agreed by Scrutiny Committee on 7 June and they are due to have their first meeting on 21 June 2018.
<b>Follow-ups to previous activity</b>		
7 – Leisure and tourism	No	Cabinet response received. Visitor Economy Strategy was considered by Policy Development and Review Committee during 2017/18. Cabinet member and officers attended Scrutiny Committee on 7 June 2018 to provide updates on progress. Committee to undertake ongoing monitoring of implementation of those Scrutiny Committee recommendations accepted by Cabinet.
8 – Housing Services	No	Cabinet response received. Committee to undertake ongoing monitoring of implementation of those recommendations accepted by Cabinet. Cabinet member and officers invited to give an update to Scrutiny Committee on 4 July 2018.
<b>Updates</b>		
9 – 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 2017/18</b>		
Residents Parking Permits	No	

Topic	Ongoing review/activity?	Commentary
Infrastructure for Swale's utilities	No	A review on this issue was prompted by the interruption to water supplies to the Sittingbourne area during the freezing weather conditions last winter and to the Isle of Sheppey several years ago.

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

**July 2018 - October 2018**

**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 Alan Horton** – Deputy Leader and Cabinet Member for Housing and Safer Communities

**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 Sarah Aldridge** – Cabinet Member for Health 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>Cabinet Delegated Decision - date to be confirmed - Easement for New Water Main, Kemsley - DS Smith Paper</p> <p>This report is to seek approval for the grant of an easement over various parcels of Council owned land to install a replacement for part of the water pipe from Sonora Fields in Sittingbourne to the paper mill in Kemsley.</p>	Cabinet Delegated Decisions	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Part exempt		<p>Cabinet Member for Finance and Performance</p> <p>Kent Parker</p>
	<p>Property Investment</p> <p>Property Investment</p>	Cabinet 11 July 2018	<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</p>	Fully exempt		<p>Cabinet Member for Regeneration</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
			the decision relates.			
	<p>Landholdings Review - Sale of Land at Oak Road, Murston</p> <p>This report seeks approval for the sale of a small parcel of land as a potential site for housing development subject to planning permission.</p>	Cabinet 11 July 2018	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.	Fully exempt		Cabinet Member for Finance and Performance  Kent Parker
	<p>17/17A Station Street, Sittingbourne - options for future</p> <p>This report sets out the options for the future of 17/17A Station Street and recommends that Cabinet decides to convert the building to temporary homeless accommodation.</p>	Cabinet 11 July 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 communities living or working	Open		Cabinet Member for Finance and Performance  Anne Adams

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
			in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Consultation to develop a draft Swale Cycling and Walking Framework</p> <p>The report is to seek approval from Cabinet to launch an eight week consultation on cycling and walking in Swale, seeking ways to promote this form of transport and suggestions to develop appropriate facilities in the Borough. The results of the consultation will then be used to develop a new Cycling and Walking Framework.</p>	Cabinet 11 July 2018	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		Cabinet Member for Regeneration  Charlotte Hudson
	<p>Use of Affordable Housing Commuted Sums</p> <p>This report seeks approval to allocate the remaining £180,000 commuted sum to Optivo Housing Association towards the costs of delivering affordable homes on</p>	Cabinet 11 July 2018	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which</p>	Open		Cabinet Member for Housing and Safer Communities  Rebecca Walker

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
	two Council owned sites at Evergreen Close, Iwade and Colegates Close, Oare.		are, significant having regard to the local authority's budget for the service or function to which the decision relates.			
	<p>Staying Put Contractor Framework Agreement</p> <p>To seek approval of the extension of the existing Staying Put Contractor Framework for a period of two years from 1 October until 30 September 2020.</p>	Cabinet 11 July 2018	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Cabinet Member for Housing and Safer Communities</p> <p>Rebecca Walker</p>
	<p>Shellness Local Council Tax Discount</p> <p>The hamlet of Shellness is not covered by the planning restrictions restricting occupation</p>	Cabinet 11 July 2018	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>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
	<p>of holiday sites through the winter months which allow the Council to exempt properties from paying Council Tax whilst occupation is prohibited.</p> <p>The Cabinet Member for Finance and the Revenues and Benefits Manager have visited the site and have ascertained that the hamlet is not suitable for permanent occupation 12 months of the year so it is proposed to award a local discount to the hamlet during the winter months to recognise that this area is only suitable to be used as holiday accommodation.</p>		<p>expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>			
	<p>Planned and reactive term maintenance contract - award of contract</p> <p>This report seeks authority to delegate the decision to award the contract, for reasons of urgency, to the Head of Property Services in consultation with the Cabinet Member for Finance and Performance and the Chief Financial Officer.</p>	<p>Cabinet 11 July 2018</p>	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	<p>Open</p>		<p>Cabinet Member for Finance and Performance  Anne Adams</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Economic Regeneration Framework</p> <p>The Council's new policy framework, setting out its priorities for regeneration in the Borough.</p>	<p>Cabinet 11 July 2018</p>	<p>Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Regeneration  Kieren Mansfield</p>
	<p>Swale Strategic Air Quality Action Plan 2018 – 2022</p> <p>A review and quantitative assessment has been made of the proposed measures put forward in the current Interim Air Quality Action Plan.</p> <p>The measures have been reviewed and endorsed by the Air Quality Steering Group and now require Cabinet approval before being submitted to Defra. These measures provide the basis on which Swale intends to improve air quality within the declared Air Quality Management Areas and the wider district. It identifies the actions Swale and its partners can take to achieve this improvement within the context of other strategic tools.</p>	<p>Cabinet 11 July 2018</p>	<p>Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Cabinet Member for Environment and Rural Affairs  Tracey Beattie</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Cabinet's response to recommendations of Scrutiny Committees review of Development Management</p> <p>Cabinet's formal response to the recommendations brought forward by the Scrutiny Committees review of Development Management.</p>	Cabinet 11 July 2018	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Cabinet Member for Planning  James Freeman</p>
	<p>Financial Management report - financial outturn report 2017/18</p> <p>Cabinet is asked to consider this report which shows the revenue and capital outturn for 2017/18 and to approve rollovers into 2018/19.</p>	Cabinet 11 July 2018	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area</p>	Open		<p>Cabinet Member for Finance and Performance  Nick Vickers</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			comprising two or more wards or electoral divisions in the area of the local authority.			
	Minutes of the Swale Joint Transportation Board meeting held on 25 June 2018	Cabinet 11 July 2018	Non-Key	Open		Cabinet Member for Regeneration
	Minutes of the Local Plan Panel held on 20 September 2018	Cabinet 26 September 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  James Freeman
	Minutes of the Swale Joint Transportation Board meeting held on 10 September 2018	Cabinet 26 September 2018	Non-Key	Open		Cabinet Member for Regeneration
	Financial Management Report: April - June 2018  This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 3, covering the period from April to June 2018.	Cabinet 26 September 2018	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>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 2019/20 for submission to Council. Charges will take effect from 1 April 2019.</p>	Cabinet 31 October 2018	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Minutes of the Local Plan Panel held on 29 November 2018</p>	Cabinet 12 December 2018	<p>Non-Key</p> <p>This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.</p>	Open		<p>Cabinet Member for Planning</p> <p>James Freeman</p>
	<p>Financial Management Report: April to September 2018</p> <p>This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 6, covering the period from April to September 2018.</p>	Cabinet 12 December 2018	<p>Non-Key</p> <p>This is not a key decision as it is for information only.</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>
	<p>Medium Term Financial Plan and 2019/20 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2019/20 Budget.</p>	Cabinet 12 December 2018	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<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
	<p>Medium Term Financial Plan and 2019/20 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2019/20 Budget.</p>	Cabinet 6 February 2019	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance  Nick Vickers
	<p>Treasury Management Strategy Statement and Investment Strategy 2019/20</p> <p>This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2019/20. It will be proposed to Council at the meeting on 20 February 2019.</p>	Cabinet 6 February 2019	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 17 December 2018	Cabinet 6 February 2019	Non-Key	Open		Cabinet Member for Regeneration
	Minutes of the Local Plan Panel held on 31 January 2019	Cabinet 6 February 2019	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered	Open		Cabinet Member for Planning  James Freeman

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
			and decided by full Council.			
	Minutes of the Swale Joint Transportation Board meeting held on 18 March 2019	Cabinet 20 March 2019	Non-Key	Open		Cabinet Member for Regeneration
	Financial Management Report: April - December 2018  This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 9, covering the period from April to December 2018.	Cabinet 20 March 2019	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance  Nick Vickers