

30 September 2014		Agenda Item 5
<b>Balanced scorecard reports 2014/15 Quarter 1</b>		
Scrutiny lead:	Cllr Booth – Scrutiny Chair	
Cabinet member:	Cllr Wilcox – Cabinet Member for Performance	
Report author:	David Clifford – Policy and Performance Manager	
<b>Recommendation</b>		
That the Committee:		
<b>Notes</b> the performance position at the end of 2014/15 Quarter 1.		

**1 Purpose of Report and Executive Summary**

1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the first quarter (April-June) of 2014/15. The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives.

**2 Background**

2.1 Strategic performance monitoring by Cabinet and the Scrutiny Committee has been primarily through portfolio balanced scorecards since 2011.

**3 Proposal**

3.1 Appendix I provides a scorecard for each Cabinet portfolio, plus one covering ‘corporate health’. This latter combines some information which is only relevant from a cross-organisational perspective with a high-level summary of some of the information which is included in more detail on individual portfolios’ scorecards.

3.2 Items may show as Red for a number of reasons (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, as well as the summaries by the policy team on each scorecard, is to enable members to determine where further scrutiny of the numbers may be beneficial.

## **4 Alternative Options**

4.1 Regular monitoring of organisational performance is widely regarded as essential to a well-governed council. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators and progress on delivering service and action plans.

4.2 The monthly SMT report, which is more tightly focused on these traditional measures, continues to be circulated to Cabinet and Scrutiny members on an individual basis for information. Formal consideration of this report could at any time be included as an agenda item for either of these meetings.

## **5 Consultation Undertaken or Proposed**

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

## **6 Appendices**

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

- Appendix I: Cabinet scorecard reports for 2014/15 Quarter 1.

# CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 1



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,221,000	£406,000 (2%)	Underspend	£1,681,460	£420,369 (25%)	£305,094 (18%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 1.

### Large projects

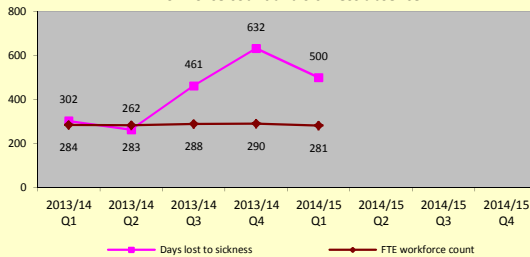
All large projects across SBC

Green: No issues. Amber: Minor issues raised/envisaged since last report. Red: Significant issues raised/envisaged since last report. For more details see portfolio scorecards or go to: <http://intranet/projects/default.aspx>



### Workforce

Workforce count and sickness absence



### Strategic risks

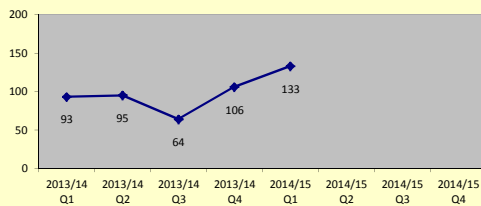
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

\*The RAG rating relates to the combined likelihood-impact score.

## Customer Perspective

### Customer feedback

Complaints received per quarter: total across SBC



Complaints and compliments across SBC: 2014/15 Quarter 1

Total complaints received	133
Total complaints responded to within 10 working days	120
Proportion of complaints responded to within 10 working days (target 85%)	90%
Total complaints referred to the Local Government Ombudsman	2
Total compliments received	78

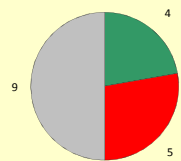
### Local area perception survey 2013

Indicators and targets (RAG)



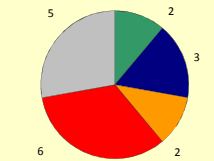
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



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

Indicator quartile positions in 2008 Place Survey data



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

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

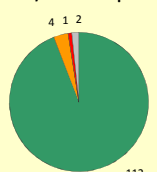
## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the first quarter of 2014/15. Two-thirds of the indicators for which an outcome can be calculated are on target, but eight planning-related indicators cannot be calculated due to issues encountered in the move to a shared planning administration service; information on these indicators will be available again from Quarter 2. More than half of the indicators for which national comparisons can be made are performing among the best 25% of local authorities nationally. There has been a rise in complaints resulting from the implementation of the new waste contract. Complaint levels are expected to return to normal by Quarter 2, and timeliness in complaint handling is good. Sickness absence appears to be returning to Swale's normally very low level following a rise last quarter. More detail on many of the measures in this scorecard is presented on the individual portfolio scorecards.

## Service Perspective

### Planned actions

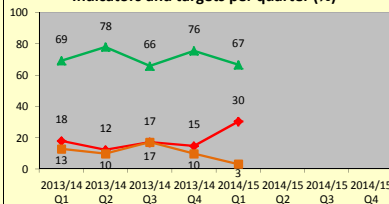
Actions in 2014/15 service plans



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

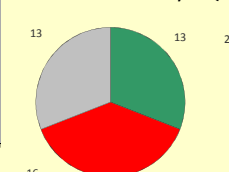
### Performance indicators

Indicators and targets per quarter (%)



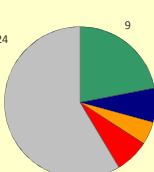
There are 41 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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

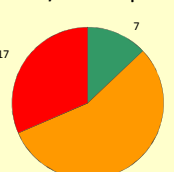
Quartile positions in latest available data



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

### Operational risks

Operational risks in 2014/15 service plans



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

This scorecard includes all actions and operational risks from across SBC service plans, and all 41 performance indicators in the corporate set.

# COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 1

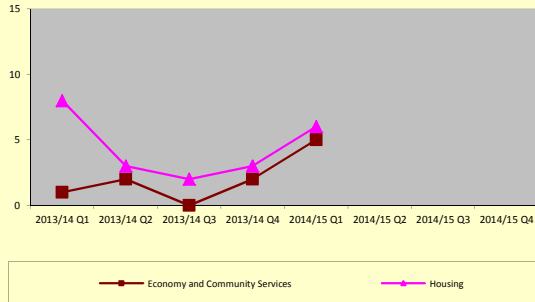


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100
Housing	6	5	83

#### Local Government Ombudsman complaints

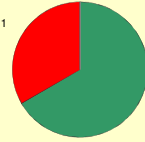
No complaints were referred to the Local Government Ombudsman during the quarter.

#### Compliments received during 2014/15 Quarter 1

Economy & Community	7	Housing	8
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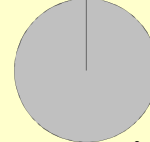
### Local area perception survey 2013

Indicators and targets (RAG)



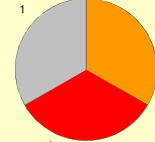
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



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

Indicator quartile positions in 2008 Place Survey data



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

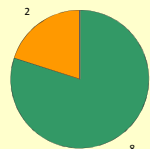
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the first quarter of 2014/15. The only corporate indicator under this portfolio is the overall crime rate, which has once again risen slightly from the previous quarter and thus remains Red at 19.1 crimes per 1,000 population against a target of 14.7 crimes. There are likely to be multiple reasons for this high crime level, but two stand out. Firstly, domestic abuse accounts for fully 47% of violent crime in the borough, and recent work by SATEDA is encouraging better reporting of these crimes. Secondly, there has been a spike in burglaries recently, but a number of key individuals have been arrested and remanded in custody. Further detail is available from the Community Safety Unit. All service plan actions for this portfolio are on track, all three operational risks are being appropriately managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

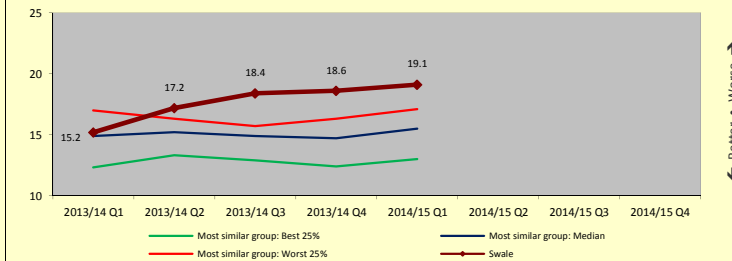
### Planned actions

Actions in 2014/15 service plans



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

All crime per 1,000 population



### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Housing	£1,105,180	£5,000 (0%) Overspend

### Large projects

There are currently no large projects in this portfolio.

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Housing	£1,178,890	£294,723 (25%)	£198,077 (17%)

## Portfolio-Specific Perspective

There are currently no portfolio-specific items in this portfolio.

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 1

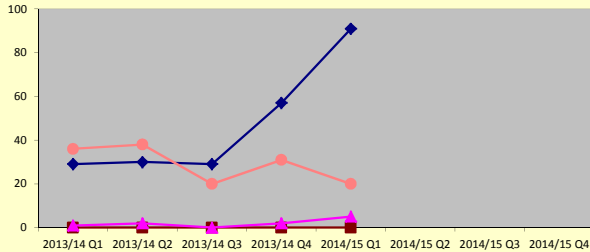


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Service Delivery	20	20	100

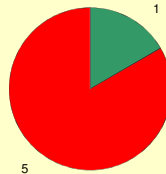
One complaint was referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 1

Commissioning & Contact	56	Economy & Community	7
Policy & Performance	0	Service Delivery	5

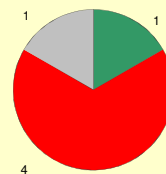
### Local area perception survey 2013

Indicators and targets (RAG)



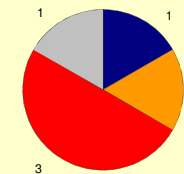
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



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

Indicator quartile positions in 2008 Place Survey data



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

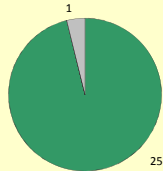
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the first quarter of 2014/15. Performance on indicators is excellent, with all ten indicators achieving their targets and all but one of the indicators for which comparator data is available performing above the national median. Complaint levels have increased again during the quarter as a result of the implementation of the new waste contract, but the timeliness of complaint handling across all service areas is good. All current service plan actions are making progress as expected, budgets and operational risks are being well managed, and no adverse audit opinions were received during the quarter. Sustainable Sheppey, the portfolio's only large project, continues to experience minor issues, but is expected to return to Green status by Quarter 2.

## Service Perspective

### Planned actions

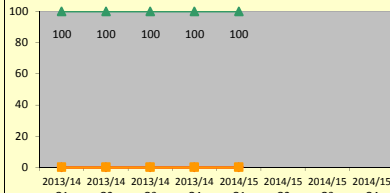
Actions in 2014/15 service plans



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

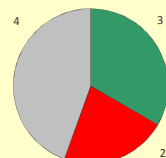
### Performance indicators

Indicators and targets per quarter (%)



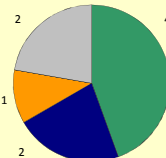
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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

Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,875,330	£301,000 (4%) Underspend
Policy and Performance	£203,900	£0 (0%) Underspend
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Service Delivery	-£681,700	£26,000 (4%) Underspend

### Large projects

Sustainable Sheppey	<a href="http://www.swale.gov.uk/sustainable-sheppey-3/">http://www.swale.gov.uk/sustainable-sheppey-3/</a>
Project status at end of quarter:	Amber
Either: minor deviation from timescales, budget or quality since last report. Or: minor future changes to timescales, budget, quality or risks envisaged.	

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Service Delivery	£45,000	£11,250 (25%)	£0 (0%)

## Portfolio-Specific Perspective

There are currently no portfolio-specific items in this scorecard.

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: 0

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

# FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 1

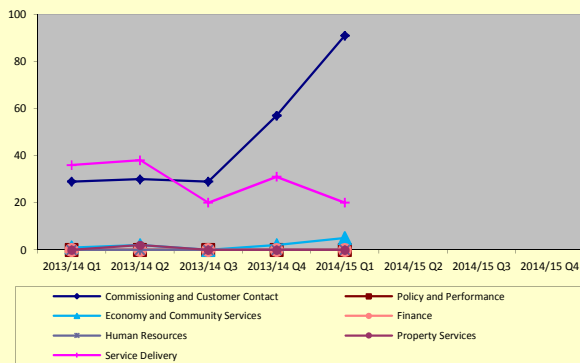


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 1

Commissioning and Customer Contact	56	Human Resources	0
Policy and Performance	0	Property Services	0
Economy and Community Services	7	Service Delivery	5
Finance	0		

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

### Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the first quarter of 2014/15. All but one performance indicators are achieving target; two-thirds of those for which comparator data is available are performing in the best quartile, although the remaining two indicators are in the worst quartile. Two-thirds of indicators have improved when compared with this point last year. All service plan actions are making expected progress, risks and budgets are being well managed, and no adverse audit opinions were received during the quarter. Progress on tackling inequalities, the portfolios' only large project, is also on track.

Complaints responded to within 10 working days (target: 85%)

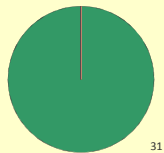
2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	20	20	100

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

## Service Perspective

### Planned actions

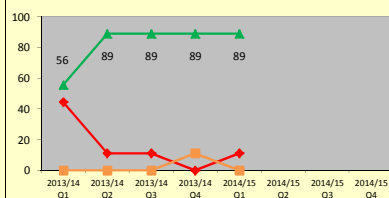
Actions in 2014/15 service plans



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

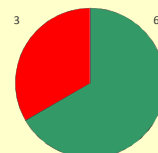
### Performance indicators

Indicators and targets per quarter (%)



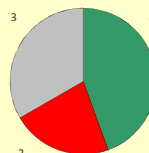
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q1



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

Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,875,330	£301,000 (4%)	Underspend	£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£203,900	£0 (0%)	Underspend	£0	£0 (%)	£0 (%)
Economy and Community Services	£1,913,620	£12,000 (1%)	Overspend	£87,540	£21,885 (25%)	£33,736 (39%)
Finance	£653,770	£0 (0%)	Underspend	£56,570	£14,143 (25%)	£0 (0%)
Human Resources	£366,820	£0 (0%)	Underspend	£0	£0 (%)	£0 (%)
Property Services	£655,190	£65,000 (10%)	Underspend	£91,500	£22,877 (25%)	£0 (0%)
Service Delivery	£681,700	£26,000 (4%)	Underspend	£45,000	£11,250 (25%)	£0 (0%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 1.

### Large projects

Tackling Inequalities	<a href="http://intranet/projects/Equaliti">http://intranet/projects/Equaliti</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.	

# HOUSING

## Balanced scorecard report for 2014/15 Quarter 1

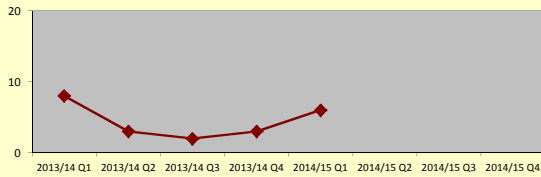


Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Housing Services	6	5	83

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

Compliments received during 2014/15 Quarter 1

Housing Services	8
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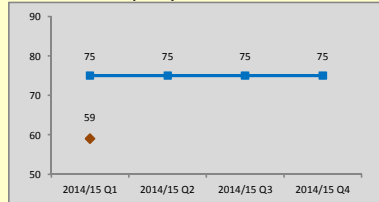
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the first quarter of 2014/15, providing a range of metrics to give a holistic view of the service. Of the service's three corporate indicators, the number of households in temporary accommodation is down this quarter and well within target. The number of long-term empty homes brought back into use and the number of affordable homes delivered are both slightly adrift of target, but these indicators are particularly difficult to profile quarterly, and are expected to return to Green status by year-end. Complaints are up a little on previous quarters, but timeliness in responding to them has improved. All current service-plan actions are on track, budgets and operational risks are being appropriately managed, and no adverse audit opinions have been received.

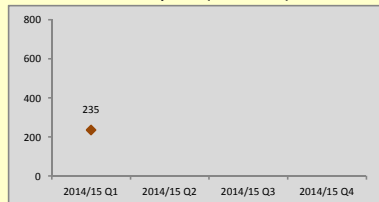
Chart legend: Target — Actual —

### Housing Options

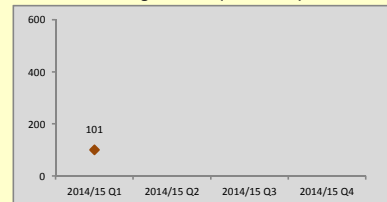
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

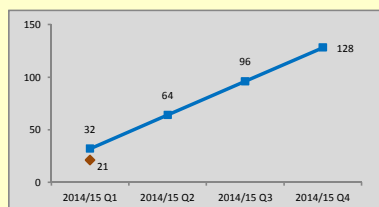


Number of households prevented from becoming homeless (cumulative)

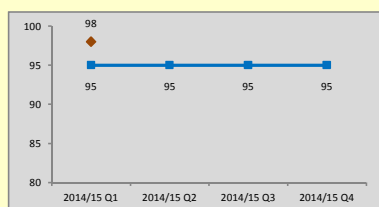


### Private Sector Housing

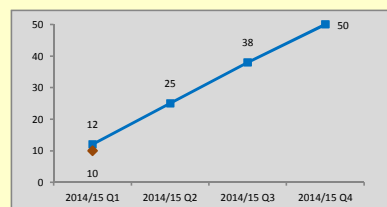
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

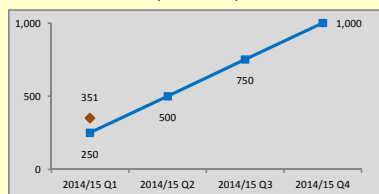


Number of long-term empty homes brought back into use (cumulative)

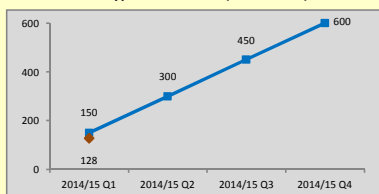


### Stay Put Service

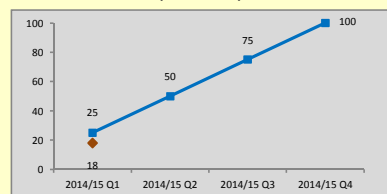
Number of enquiries to the Stay Put service (cumulative)



Number of jobs completed under the handyman scheme (cumulative)



Gross number of affordable homes delivered (cumulative)



### Corporate Perspective

#### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Housing Services	£1,105,180	£5,000 (0%) Overspend

#### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Housing Services	£1,178,890	£294,723 (25%)	£198,077 (17%)

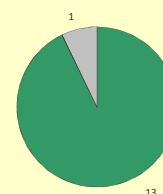
#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

#### Planned actions

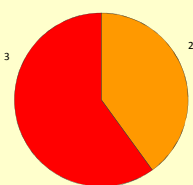
Actions in 2014/15 Service Plans



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

#### Risk management

Operational Risks



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



# LOCALISM

## Balanced scorecard report for 2014/15 Quarter 1

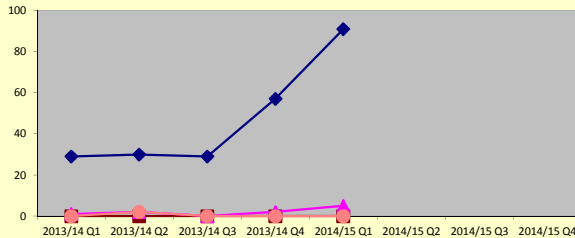


Cabinet Member: Cllr Whiting

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Commissioning and Customer Contact  
Policy and Performance  
Economy and Community Services  
Property Services

Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	91	83	91
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 1

Commissioning & Contact	56	Economy & Community	7
Policy & Performance	0	Property Services	0

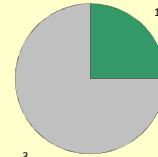
#### Local area perception survey 2013

Indicators and targets (RAG)



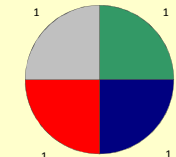
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2012



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

Indicator quartile positions in 2008 Place Survey data



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

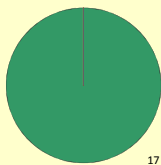
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the first quarter of 2014/15, showing progress on a number of volunteering and engagement indicators for the first time. The membership level of the SCEN is significantly up from last quarter and last year, but the number attending LEFs has fallen back to the levels achieved a year ago. All service plan actions under this portfolio are on track, and only two operational risks have been assessed with a combined likelihood and impact score greater than 12 (see the attached exception report for details). Budgets are being well managed, and no adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

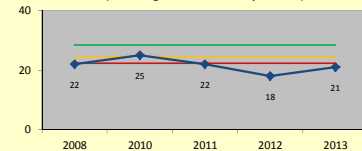
Actions in 2014/15 service plans



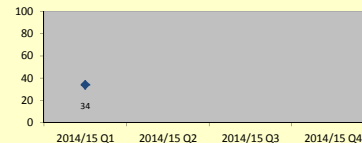
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Volunteering and engagement indicators

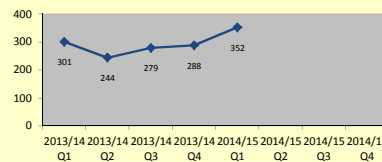
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



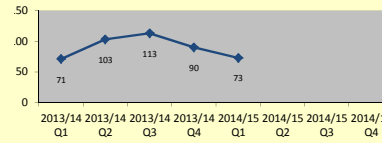
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

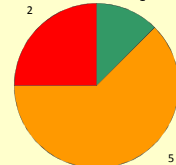


Number of residents attending community engagement events



#### Risk management

Operational risks



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

### Corporate Perspective

#### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,875,330	£301,000 (4%) Underspend
Policy and Performance	£203,900	£0 (0%) Underspend
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend
Property Services	£655,190	£65,000 (10%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£201,960	£50,491 (25%)	£67,065 (33%)
Policy and Performance	£0	£0 (0%)	£0 (0%)
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)
Property Services	£91,500	£22,877 (25%)	£0 (0%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 1.	

### Local Jobs

#### Large projects

##### Community governance review

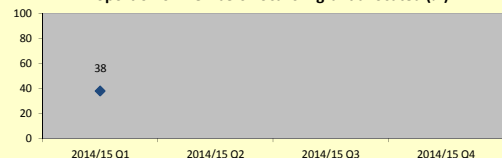
<http://intranet/projects/>

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.

### Members' Localism Grant

Proportion of members' localism grant allocated (%)





# PLANNING

## Balanced scorecard report for 2014/15 Quarter 1

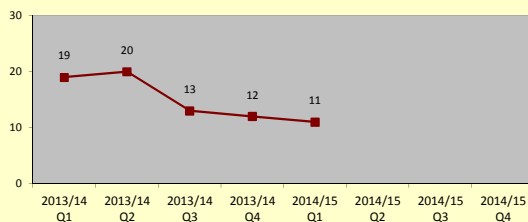


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Development Services	11	7	64

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

#### Local area perception survey

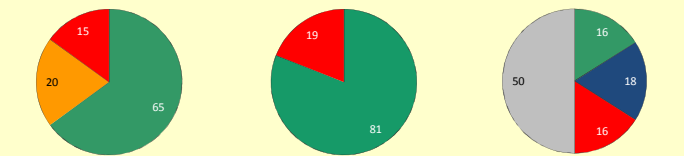
Satisfaction with planning services (service users)

2008	2009	2010	2011	2012	2013	2014	2015
N/A	N/A	41%	41%	32%	35%		

Benchmarking data is not currently available for this indicator.

#### Planning Service customer satisfaction survey 2013

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



Green: good or very good. Amber: fair. Red: poor or very poor. Based on 212 responses.  
 Green: very or fairly satisfied. Red: very or fairly dissatisfied. Based on 210 responses.  
 Green: Swale better. Blue: Both the same. Red: Swale worse. Grey: Don't know. 159 responses.

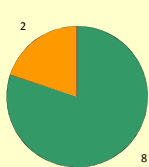
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning portfolio at the end of the first quarter of 2014/15. Issues arising from the new planning administration shared service have meant that all but one of the portfolio's nine performance indicators cannot be calculated this quarter; a complete list of these, together with detail on the one Red indicator, is given in the exceptions report. Complaint numbers continue a slight downward trend from previous quarters, all service plan actions are on track, and planning fee income is well above the target. Of the portfolio's six operational risks with combined likelihood/impact scores greater than 12, those with the highest scores are related to the shared administration service. Recent issues with the local plan mean that both the portfolio's large projects continue to be reported as Red this quarter, but are expected to return to Green in Q2 following the decision by the LDF Panel to agree a new local plan/CIL programme.

### Service Perspective

#### Planned actions

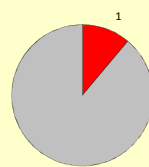
Actions in 2014/15 service plans



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

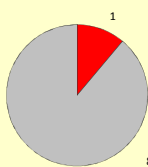
#### All service-plan performance indicators

Indicators and targets (RAG)



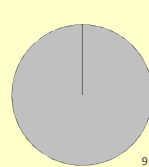
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013/14 Q1



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

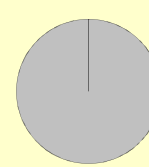
Indicator quartile positions in latest available data



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

#### Enforcement indicators

Indicators and targets (RAG)



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

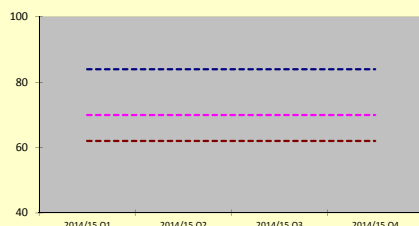
#### Risk management

Operational risks



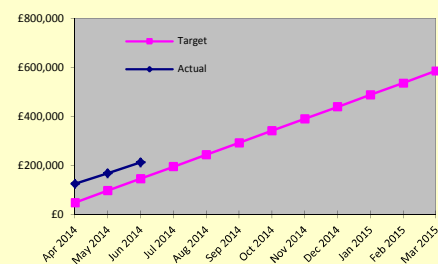
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### Timeliness of processing applications



Percentage processed in 13 weeks (majors) or eight weeks (minors/others). Brown: majors. Cerise: minors. Blue: others. Dashes: targets. Bars: outturns.

#### Planning fee income 2014/15



### Corporate Perspective

#### Budget monitoring

At end of 2014/15 Quarter 1	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£914,990	£36,000 (4%)	Underspend	£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 1.	

#### Neighbourhood planning

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

#### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://intranet/projects/Local%20level">http://intranet/projects/Local%20level</a>
Project status at end of quarter:	Red
Either: significant deviation from timescales, budget or quality since last report. Or: significant future changes to timescales, budget, quality or risks envisaged.	
<b>Local Development Framework</b>	<a href="http://intranet/projects/Local%20level">http://intranet/projects/Local%20level</a>
Project status at end of quarter:	Red
Either: significant deviation from timescales, budget or quality since last report. Or: significant future changes to timescales, budget, quality or risks envisaged.	

# REGENERATION

Balanced scorecard report for 2014/15 Quarter 1

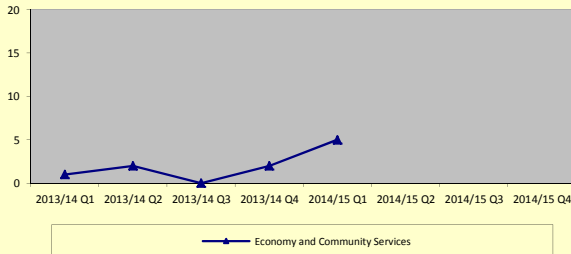


Cabinet Member: Cllr Cosgrove

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Complaints responded to within 10 working days (target: 85%)

2014/15 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

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

Compliments received during 2014/15 Quarter 1

Economy and Community Services	7
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### Further customer perspective measures

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

## 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 first quarter of 2014/15. Both the indicators on local procurement are Red this quarter, with the significant drop in council spend with businesses with local presence/employment being attributed largely to the reduction in the value of the Biffa contract. Service plan actions, budgets, projects and operational risks under this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter. Swale's skills profile has been updated for Quarter 1, showing a further reduction in the proportion of residents with no qualifications: the figure for Swale is falling faster than those for Great Britain and the South-East, with Swale's figure lower than the national figure for the first time this year. Swale's proportion of residents qualified to NVQ level 4 and above is rising, but more slowly than the national and regional figures. Swale school pupils' achievement of any five GCSEs at A\*-C grades remained good compared to other areas in 2013, but the proportion achieving an A\*-C grade in both English and maths in Swale (60%) remains lower than the national (62%) and Kent (64%) figures.

## Service Perspective

### Planned actions

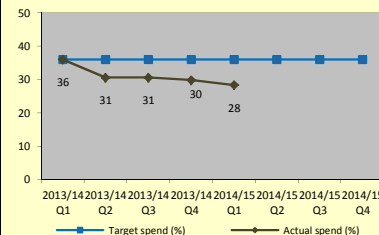
Actions in 2014/15 service plans



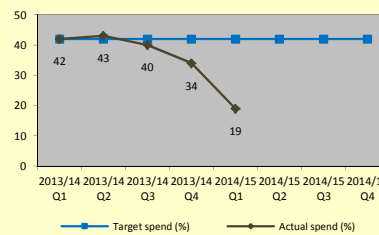
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Local procurement indicators

Council spend over £500 with businesses headquartered in Swale (%)



Council spend over £500 with businesses with significant local presence/employment (%)



### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 1	Budget 14/15	Projected year-end position
Economy and Community Services	£1,913,620	£12,000 (1%) Overspend

### Capital expenditure

At end of 2014/15 Quarter 1	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£87,540	£21,885 (25%)	£33,736 (39%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 1:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 1.

### Large projects

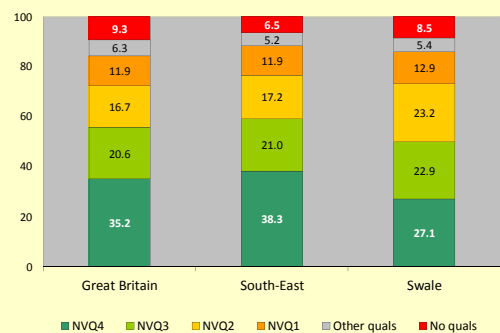
Sittingbourne Town Centre	<a href="http://intranet/projects/Sit">http://intranet/projects/Sit</a>
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

## Portfolio Perspective: Learning and Skills

### Swale skills profile

Proportion of workforce by NVQ qualification level (%)

Data from December 2013



### Schools: GCSE attainment

Proportion of 16-year-old cohort attaining five or more GCSEs grades A\*-C (%)

