

Scrutiny Meeting		Agenda Item:
Meeting Date	13 January 2015	
Report Title	Performance Monitoring – 2014/15 Quarter 2	
Cabinet Member	Cllr Wilcox, Performance	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	David Clifford, Policy and Performance Manager	
Lead Officer	David Clifford, Policy and Performance Manager	
Key Decision	No	
Classification	Open	

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the second quarter (July-September) 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 With the exception of 'corporate health', each scorecard also includes a separate list of 'exceptions', providing more information on items shown as Red on the scorecards.
- 3.3 Items may show as Red for a number of reasons (eg 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 investigation 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 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 through Covalent or other council systems by senior officers, and have been circulated to SMT and heads of service for comment or corrections prior to being forwarded to members.

6 Implications

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

7 Appendices

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

- Appendix I: Cabinet scorecard reports for 2014/15 Quarter 2.

CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 2



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2014/15 Quarter 2	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,137,020	£687,720	(4%) Underspend	£2,428,190	£1,214,095 (50%)	£640,970 (26%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2: **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 2.

Large projects

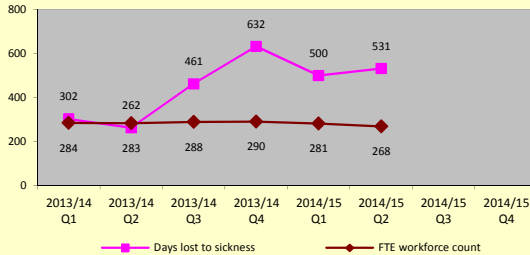
All large projects across SBC

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

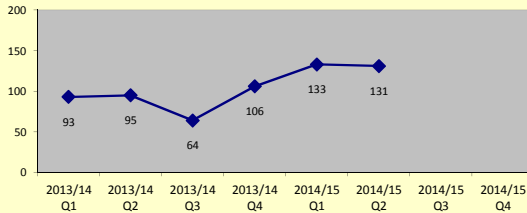
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

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

Customer Perspective

Customer feedback

Complaints received per quarter: total across SBC

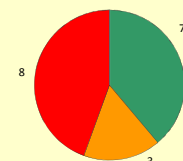


Complaints and compliments across SBC: 2014/15 Quarter 2

Total complaints received	131
Total complaints responded to within 10 working days	108
Proportion of complaints responded to within 10 working days (target 87.5%)	82%
Total complaints referred to the Local Government Ombudsman	3
Total compliments received	38

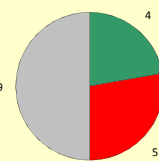
Local area perception survey 2014

Indicators and targets (RAG)



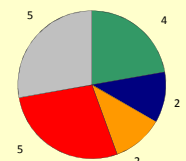
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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.

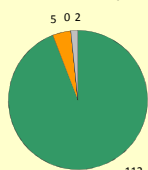
Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the second quarter of 2014/15. Three-quarters of the indicators for which an outcome can be calculated are on target, but nine 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 3. More than half of the indicators for which national comparisons can be made are performing among the best 25% of local authorities nationally. The rise in complaints witnessed over the last two quarters appears to have stabilised, although timeliness in complaint handling has deteriorated. All but two of the council's large projects are Green, with only Individual Elector Registration and the communications review experiencing minor issues. More detail on many of the measures in this scorecard is presented on the individual portfolio scorecards.

Service Perspective

Planned actions

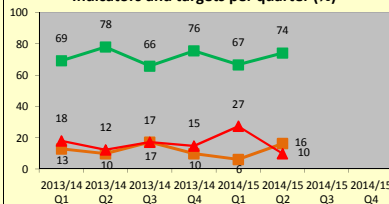
Actions in 2014/15 service plans



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

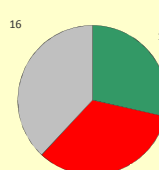
Performance indicators

Indicators and targets per quarter (%)



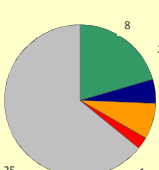
There are 41 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q2



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

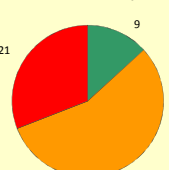
Quartile positions in latest available data



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 42 performance indicators in the corporate set.

COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 2

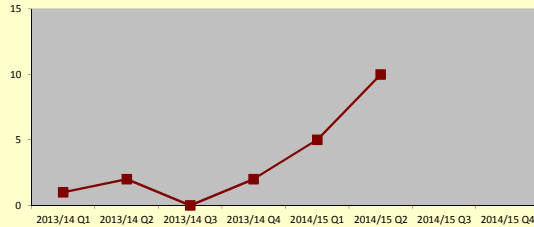


Cabinet Member: Cllr Pugh

Customer Perspective

Customer feedback

Total complaints received per quarter



— Economy and Community Services

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

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Economy and Community Services	10	7	70

Local Government Ombudsman complaints

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

Compliments received during 2014/15 Quarter 2

Economy & Community	6
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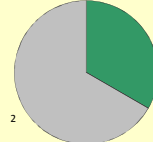
Local area perception survey 2014

Indicators and targets (RAG)



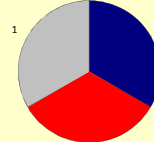
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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 second quarter of 2014/15. The only corporate indicator under this portfolio is the overall crime rate, which appears to have stabilised following recent rises. It remains Red at 19 crimes per 1,000 population against a target of just below 15 crimes. Swale's figure is improved in comparison to those of its most similar comparator areas, which may reflect better crime recording practices nationwide, although the membership of the most similar group has also been updated recently. Further detail is available from the Community Safety Unit. All service plan actions for this portfolio are on track, both the portfolio's operational risks are being appropriately managed, and no adverse audit opinions were received during the quarter.

Service Perspective

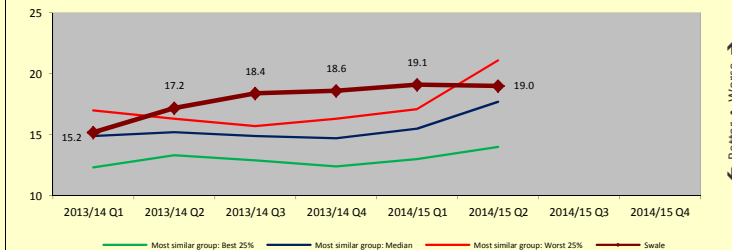
Planned actions

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 2	Budget 14/15	Projected year-end position
Economy and Community Services	£2,129,040	£19,000 (1%) Overspend

Projects

Troubled families

Project status at end of quarter:	Amber
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*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 2	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£414,770	£207,385 (50%)	£40,245 (10%)

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 2:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 2.

ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 2

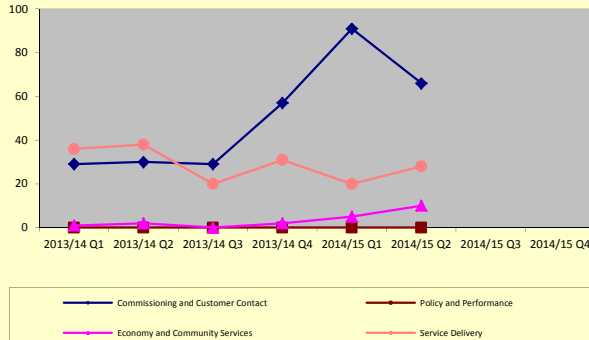


Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	66	56	85
Policy and Performance	0	0	N/A
Economy and Community Services	10	7	70
Service Delivery	28	24	86

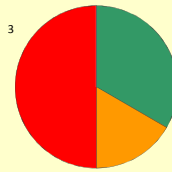
One complaint was referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 2

Commissioning & Contact	22	Economy & Community	6
Policy & Performance	0	Service Delivery	4

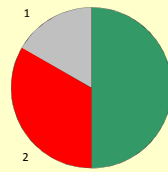
Local area perception survey 2014

Indicators and targets (RAG)



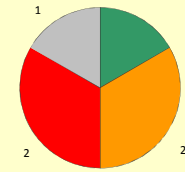
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013



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.

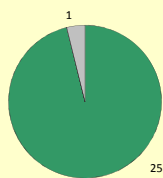
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the second quarter of 2014/15. Performance on indicators remains good, with all but one indicators achieving their targets and more than half of the indicators for which comparator data is available performing among the best 25% of authorities in the country. Complaint levels have fallen back again following the rise caused by the implementation of the new waste contract, but the timeliness of complaint handling across all service areas is mixed. 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, has returned to Green status as a result of the follow-up audit which upgraded the assurance opinion from 'limited' to 'substantial'.

Service Perspective

Planned actions

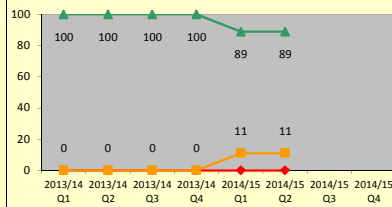
Actions in 2014/15 service plans



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

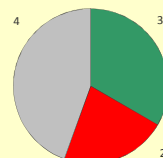
Performance indicators

Indicators and targets per quarter (%)



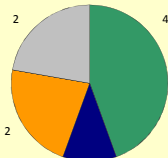
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q2



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

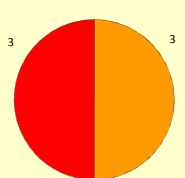
Quartile positions in latest available data



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 2	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,816,470	£485,000 (7%) Underspend
Policy and Performance	£203,900	£13,000 (6%) Underspend
Economy and Community Services	£2,129,040	£19,000 (1%) Overspend
Service Delivery	£645,360	£12,000 (2%) Underspend

Large projects

Sustainable Sheppey	http://www.swale.gov.uk/sustainable-sheppey-3/
Project status at end of quarter:	Green
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.	

Capital expenditure

At end of 2014/15 Quarter 2	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£418,260	£209,130 (50%)	£70,051 (17%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£414,770	£207,385 (50%)	£40,245 (10%)
Service Delivery	£45,000	£22,500 (50%)	£449 (1%)

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 2: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 2.

FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 2

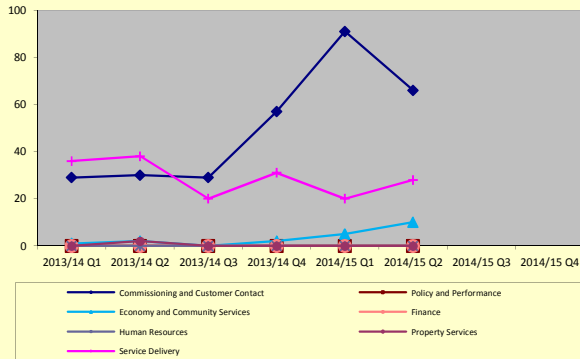


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

Customer Perspective

Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 2

Commissioning and Customer Contact	22	Human Resources	0
Policy and Performance	0	Property Services	2
Economy and Community Services	6	Service Delivery	4
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 second quarter of 2014/15. No performance indicators are missing target by more than 5%, and all of those for which comparator data is available are performing above the national median. Just over half 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: 87.5%)

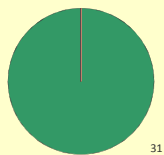
2014/15 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	66	56	85
Policy and Performance	0	0	N/A
Economy and Community Services	10	7	70
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	28	24	86

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

Service Perspective

Planned actions

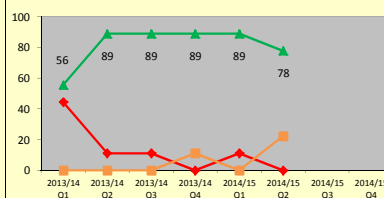
Actions in 2014/15 service plans



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

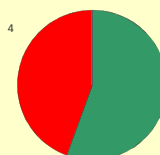
Performance indicators

Indicators and targets per quarter (%)



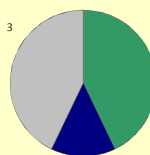
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q2



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

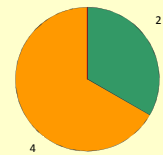
Quartile positions in latest available data



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 2	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,816,470	£485,000 (7%) Underspend		£418,260	£209,130 (50%)	£70,051 (17%)
Policy and Performance	£203,900	£13,000 (6%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£2,129,040	£19,000 (1%) Overspend		£414,770	£207,385 (50%)	£40,245 (10%)
Finance	£974,090	£20,000 (2%) Underspend		£56,570	£28,285 (50%)	£0 (0%)
Human Resources	£387,040	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£659,190	£85,000 (13%) Underspend		£143,500	£71,750 (50%)	£73,141 (51%)
Service Delivery	£-645,360	£12,000 (2%) Underspend		£45,000	£22,500 (50%)	£449 (1%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 2.

Large projects

Tackling Inequalities	http://intranet/projects/Equality
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.	

HOUSING

Balanced scorecard report for 2014/15 Quarter 2

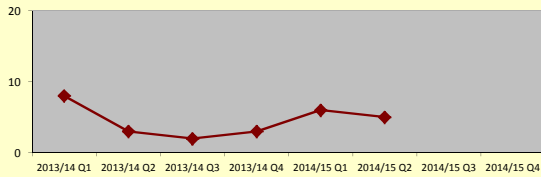


Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Housing Services	5	3	60

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

Compliments received during 2014/15 Quarter 2

Housing Services	0
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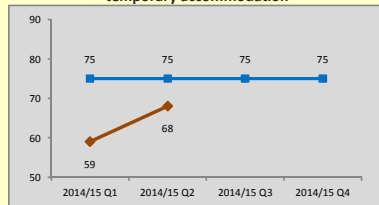
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the second quarter of 2014/15, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation is up this quarter but remains well below the target maximum. The number of long-term empty homes brought back into use has seen a significant increase, to the extent that the year-end target has already been achieved by the mid-point of the year. Complaint levels are steady, but timeliness in responding to them has dipped again after almost achieving target last quarter. All current service-plan actions are on track, budgets and operational risks are being appropriately managed, and no adverse audit opinions have been received.

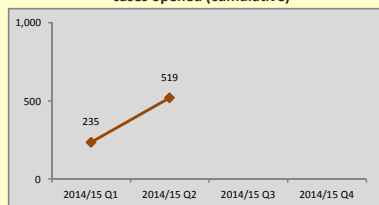
Chart legend: Target — Actual —

Housing Options

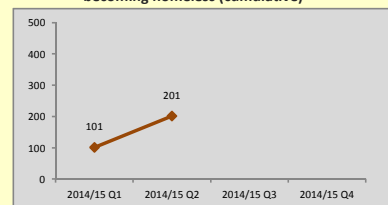
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

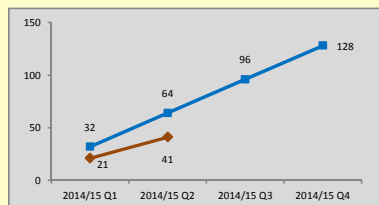


Number of households prevented from becoming homeless (cumulative)

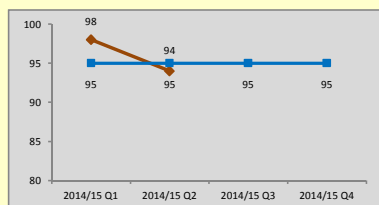


Private Sector Housing

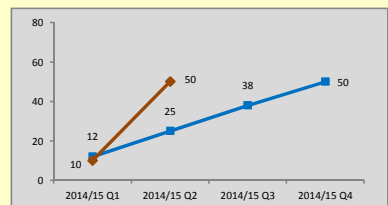
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

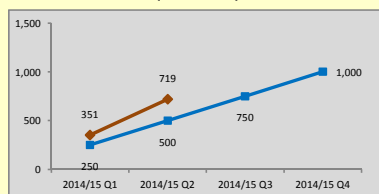


Number of long-term empty homes brought back into use (cumulative)

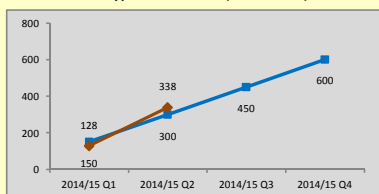


Stay Put Service

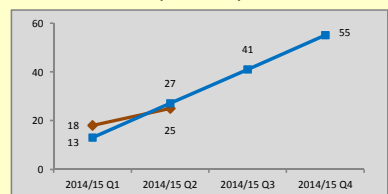
Number of enquiries to the Stay Put service (cumulative)



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 2	Budget 14/15	Projected year-end position
Housing Services	£1,157,410	£4,000 (0%) Underspend

Capital expenditure

At end of 2014/15 Quarter 2	Budget 14/15	Profiled spend	Actual spend
Housing Services	£1,343,890	£671,945 (50%)	£450,868 (34%)

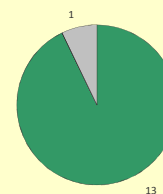
Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 2.

Planned actions

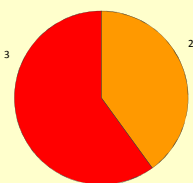
Actions in 2014/15 Service Plans



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 2

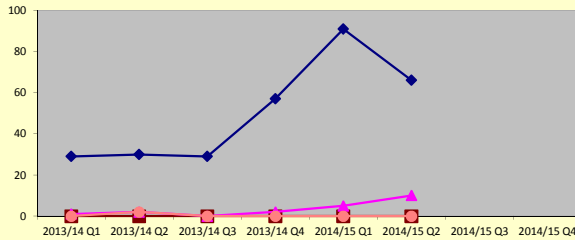


Cabinet Member: Cllr Whiting

Customer Perspective

Customer feedback

Total complaints received per quarter



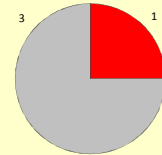
Local area perception survey 2014

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



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.

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

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	66	56	85
Policy and Performance	0	0	N/A
Economy and Community Services	10	7	70
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 2

Commissioning & Contact	22	Economy & Community	6
Policy & Performance	0	Property Services	2

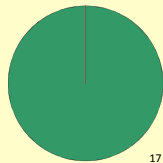
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the second quarter of 2014/15. The membership level of the SCEN is up again from last quarter and last year, and the volunteering strategy action plan is almost half-complete at the mid-point in the year. The lack of improvement in the 2014 Local Area Perception Survey results on volunteering is disappointing given the council's focus on volunteering over the past year, and work will be undertaken to analyse and understand this result better so as to inform a future work programme. All service plan actions under this portfolio are on track, and operational risks are being appropriately managed, while a small overspend on the Economy and Community Services budget is being forecast for year-end. No adverse audit opinions were received during the quarter.

Service Perspective

Planned actions

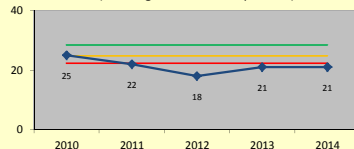
Actions in 2014/15 service plans



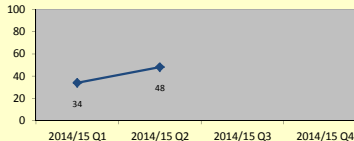
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Volunteering and engagement indicators

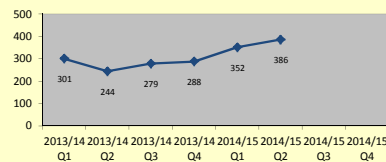
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



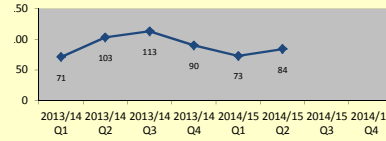
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

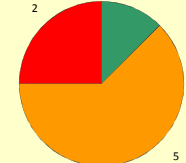


Number of residents attending community engagement events



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 2	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,816,470	£485,000 (7%) Underspend
Policy and Performance	£203,900	£13,000 (6%) Underspend
Economy and Community Services	£2,129,040	£19,000 (1%) Overspend
Property Services	£659,190	£85,000 (13%) Underspend

Capital expenditure

At end of 2014/15 Quarter 2	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£418,260	£209,130 (50%)	£70,051 (17%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£414,770	£207,385 (50%)	£40,245 (10%)
Property Services	£143,500	£71,750 (50%)	£73,141 (51%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 2.	

Large projects

Community governance review

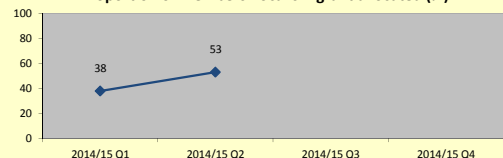
<http://intranet/projects/>

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 2

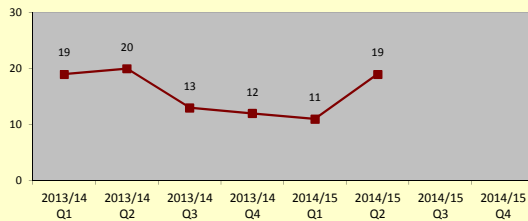


Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter



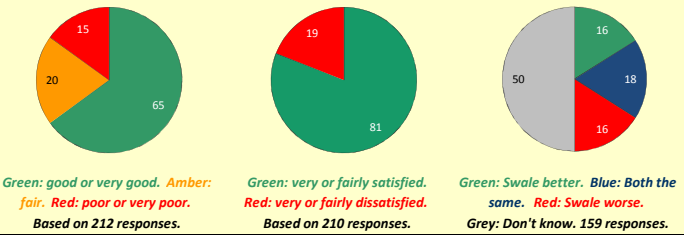
Complaints responded to within 10 working days (target: 87.5%)

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Development Services	19	15	79

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

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? (%)



Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning portfolio at the end of the second quarter of 2014/15. Issues arising from the new planning administration shared service have meant that none of the portfolio's nine corporate performance indicators can be calculated this quarter; a complete list of these is provided in the exceptions report. Officers are working intensively on a solution to these issues, and at this stage it is anticipated that outturns for seven of the nine indicators will be available, along with retrospective outturns for Quarters 1 and 2, in time for the Quarter 3 scorecards. There has been a rise in complaints, and timeliness in responding to them has not met target. Of the portfolio's eight operational risks with combined likelihood/impact scores greater than 12, those with the highest scores are related to the shared administration service, as detailed in the exceptions report. Planning fee income is well above the target, while the portfolio's two large projects have returned to Green status following the decision by the LDF Panel to agree a new local plan/CIL programme.

Local area perception survey

Satisfaction with planning services (service users)

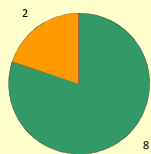
2008	2009	2010	2011	2012	2013	2014	2015
N/A	N/A	41%	41%	32%	35%	30%	

Benchmarking data is not currently available for this indicator.

Service Perspective

Planned actions

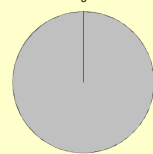
Actions in 2014/15 service plans



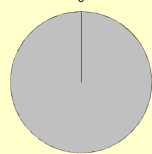
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

All service-plan performance indicators

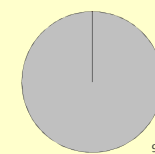
Indicators and targets (RAG) Indicators improved or deteriorated from 2013/14 Q2 Indicator quartile positions in latest available data



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



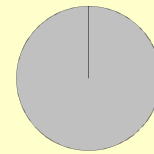
Green: improved. Red: deteriorated. Grey: static or no statistically significant change



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

Enforcement indicators

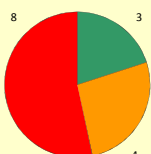
Indicators and targets (RAG)



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

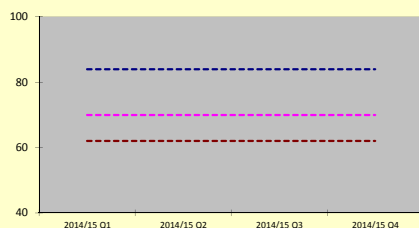
Risk management

Operational risks



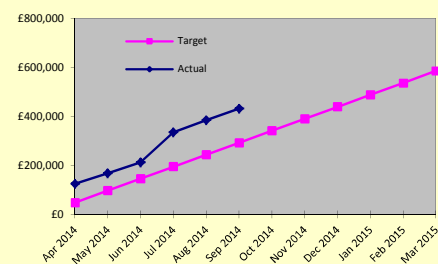
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

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 2	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£981,340	£19,000 (2%)	Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 2.

Neighbourhood planning

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

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

Large projects

Community Infrastructure Levy <http://intranet/projects/Local%20dev>

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 Development Framework <http://intranet/projects/Local%20dev>

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.

REGENERATION

Balanced scorecard report for 2014/15 Quarter 2

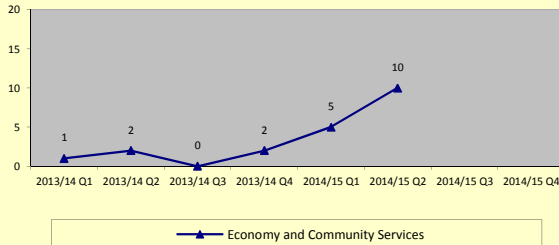


Cabinet Member: Cllr Cosgrove

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 2	No. rec'd	No. timely	% timely
Economy and Community Services	10	7	70

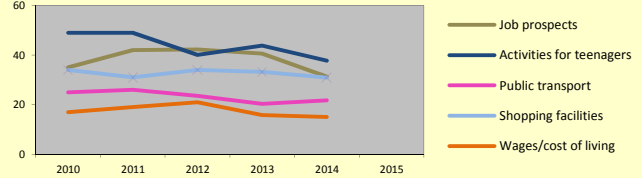
One complaint was referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 2

Economy and Community Services	6
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Local area perception survey

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



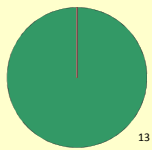
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the second quarter of 2014/15. Following a data quality check by the policy team, the definitions for the two local procurement indicators have been clarified and historical outturns re-calculated to provide robust time-series, as shown in the graphs this quarter. The long-term trend on the first of these indicators is positive, while on the other (which is dominated by large council contracts) it is static. Service plan actions and operational risks under this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter. Sittingbourne town centre, the portfolio's only large project, remained Green at the end of the quarter in anticipation of the Phase I planning application.

Service Perspective

Planned actions

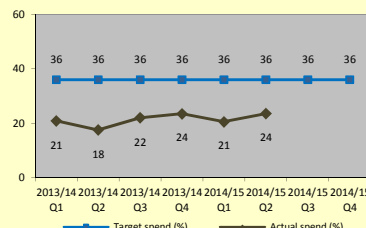
Actions in 2014/15 service plans



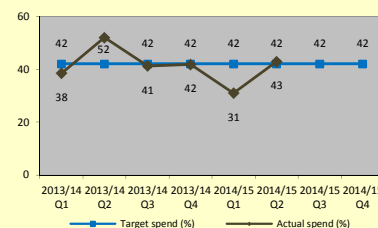
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Local procurement indicators

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

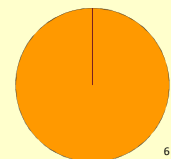


Council spend over £500 with businesses employing ≥30 local people (%)



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 2	Budget 14/15	Projected year-end position
Economy and Community Services	£2,129,040	£19,000 (1%) Overspend

Capital expenditure

At end of 2014/15 Quarter 2	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£414,770	£207,385 (50%)	£40,245 (10%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 2: **0**

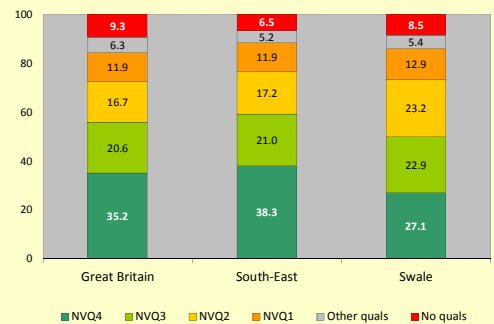
Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 2.

Portfolio Perspective: Learning and Skills

Swale skills profile

Proportion of workforce by NVQ qualification level (%)

Data from December 2013



Large projects

Sittingbourne Town Centre <http://intranet/projects/Sit>

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.

Schools: GCSE attainment

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

