

<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	19 March 2015
<b>Report Title</b>	<b>Performance Monitoring – 2014/15 Quarter 3</b>
<b>Cabinet Member</b>	Cllr Wilcox, Performance
<b>SMT Lead</b>	Abdool Kara, Chief Executive
<b>Head of Service</b>	David Clifford, Policy and Performance Manager
<b>Lead Officer</b>	David Clifford, Policy and Performance Manager
<b>Key Decision</b>	No
<b>Classification</b>	Open

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

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the third quarter (October-December) 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 3.

# CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 3



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2014/15 Quarter 3	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,097,320	£867,600 (5%)	Underspend	£2,611,165	£1,958,374 (75%)	£1,317,745 (50%)

### Adverse audit opinions

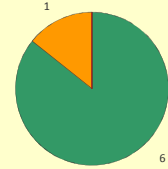
Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 3.

### Large projects

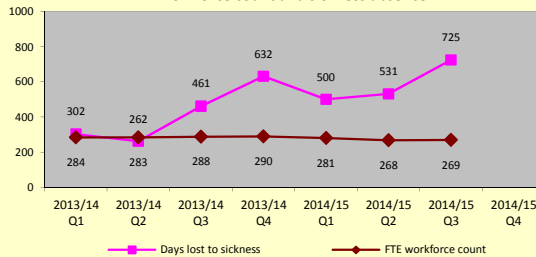
All large projects across SBC

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



### Workforce

Workforce count and sickness absence



### Strategic risks

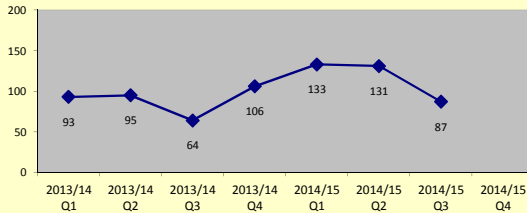
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

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

## Customer Perspective

### Customer feedback

Complaints received per quarter: total across SBC

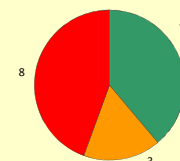


Complaints and compliments across SBC: 2014/15 Quarter 3

Total complaints received	87
Total complaints responded to within 10 working days	74
Proportion of complaints responded to within 10 working days (target 87.5%)	85%
Total complaints referred to the Local Government Ombudsman	2
Total compliments received	74

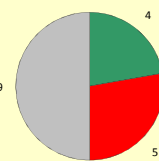
### Local area perception survey 2014

Indicators and targets (RAG)



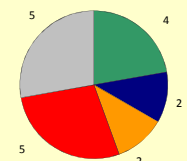
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

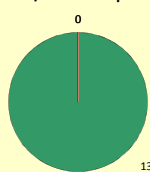
## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the third quarter of 2014/15. Outturns are now available once again for the eight planning indicators which we have recently been unable to calculate due to difficulties with the new software. As expected, performance on these indicators is not good, and has dragged the overall proportion of corporate indicators achieving target this quarter down to 62%, but appropriate actions are being taken to ensure a return to acceptable performance by the end of the financial year. Notwithstanding the planning issues, more than two-thirds of the council's indicators for which a comparison can be made are performing above the national median. The deterioration in the council's sickness absence figure has been caused by a number of long-term absences. Short-term absence remains within target, and the council's final sickness figure outturn for the year is still forecast to be among the best 25% of councils nationally.

## Service Perspective

### Planned actions

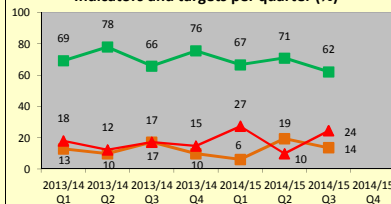
Actions in 2014/15 service plans



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

### Performance indicators

Indicators and targets per quarter (%)



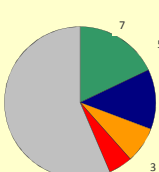
There are 41 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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

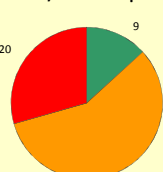
Quartile positions in latest available data



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

### Operational risks

Operational risks in 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 3

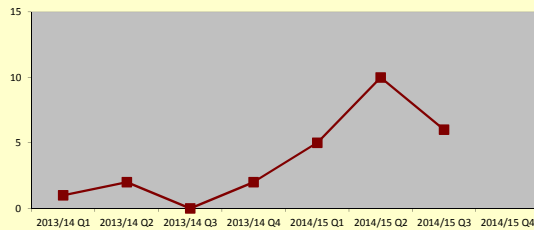


Cabinet Member: Cllr Pugh

## 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 3	No. rec'd	No. timely	% timely
Economy and Community Services	6	4	67

### Local Government Ombudsman complaints

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

### Compliments received during 2014/15 Quarter 3

Economy & Community	5
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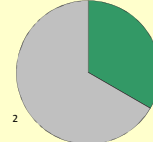
### Local area perception survey 2014

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.

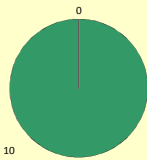
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the third quarter of 2014/15. The only corporate indicator under this portfolio is the overall crime rate, which has fallen by more than ten per cent since Quarter 2. This reflects similar falls across many of the poorer performers in Swale's most similar group, with the interquartile range having roughly halved from Quarter 2. The indicator remains Red at 17 crimes per 1,000 population against a target of just below 15 crimes. The troubled families project has returned to 'green' status this quarter, and all service-plan actions are on track.

## Service Perspective

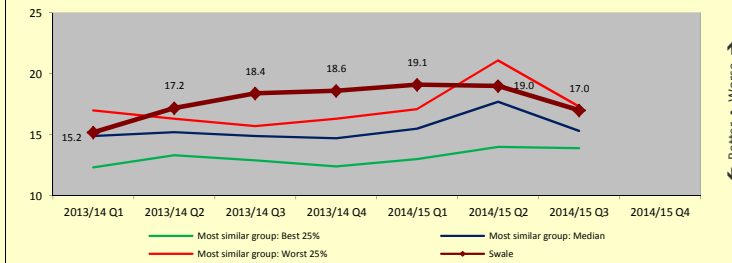
### Planned actions

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 3	Budget 14/15	Projected year-end position
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend

### Projects

#### Troubled families

Project status at end of quarter: Green

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

### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)

## 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 3: 0

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 3

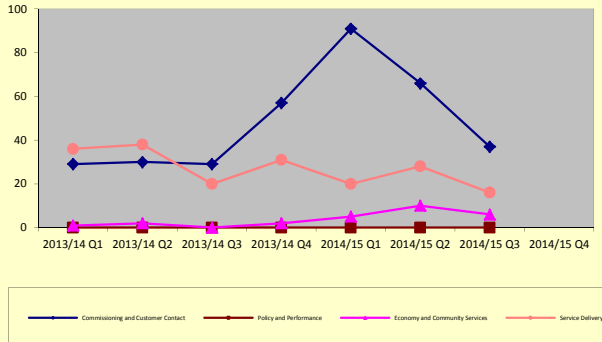


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Service Delivery	16	16	100

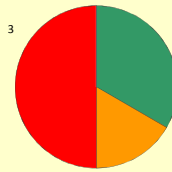
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 3

Commissioning & Contact	47	Economy & Community	5
Policy & Performance	0	Service Delivery	6

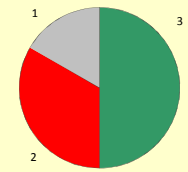
### Local area perception survey 2014

Indicators and targets (RAG)



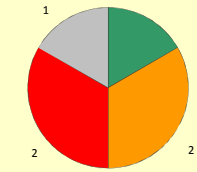
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

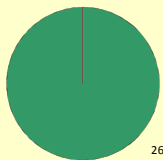
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the third quarter of 2014/15. Performance on indicators remains good, with all indicators but one achieving their targets and all but one for which comparator data is available performing above the national median. Complaint levels have fallen back again following the rise caused by the implementation of the new waste contract, and all current service plan actions are making progress as expected. Budgets 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

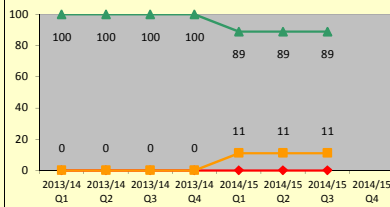
Actions in 2014/15 service plans



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

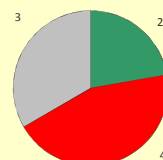
### Performance indicators

Indicators and targets per quarter (%)



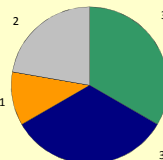
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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

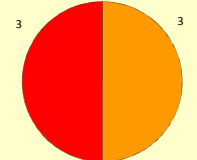
Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2014/15 Quarter 3	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend
Policy and Performance	£204,700	£13,600 (7%) Underspend
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend
Service Delivery	£710,520	£75,100 (11%) Underspend

### Large projects

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

### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)
Service Delivery	£45,000	£33,750 (75%)	£47,682 (106%)

## 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 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 3.

# FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 3

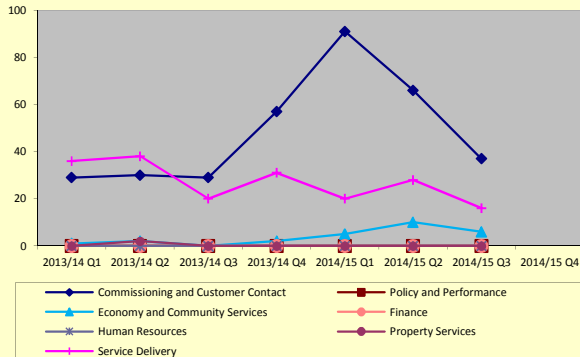


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

## Customer Perspective

### Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 3

Commissioning and Customer Contact	47	Human Resources	0
Policy and Performance	0	Property Services	1
Economy and Community Services	5	Service Delivery	6
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 third quarter of 2014/15. Two performance indicators are missing target by more than 5% (see the list of exceptions for details), but 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, 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%)

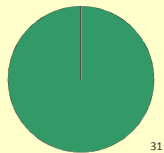
2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	16	16	100

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

## Service Perspective

### Planned actions

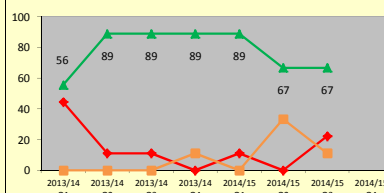
Actions in 2014/15 service plans



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

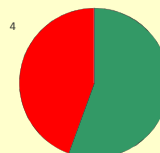
### Performance indicators

Indicators and targets per quarter (%)



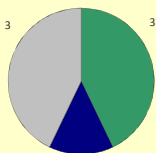
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q3



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

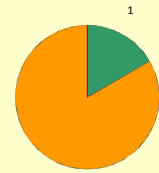
Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Budget monitoring

At end of 2014/15 Quarter 3	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend		£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£204,700	£13,600 (7%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend		£466,770	£350,078 (75%)	£107,814 (23%)
Finance	£1,760,700	£25,900 (1%) Underspend		£56,570	£42,428 (75%)	£0 (0%)
Human Resources	£387,040	£0 (0%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£659,190	£51,500 (8%) Underspend		£148,275	£111,206 (75%)	£88,487 (60%)
Service Delivery	£-710,520	£75,100 (11%) Underspend		£45,000	£33,750 (75%)	£47,682 (106%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

### 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 3

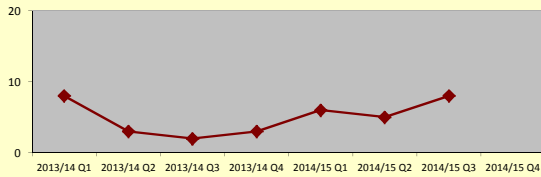


Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Housing Services	8	8	100

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

Compliments received during 2014/15 Quarter 3

Housing Services	14
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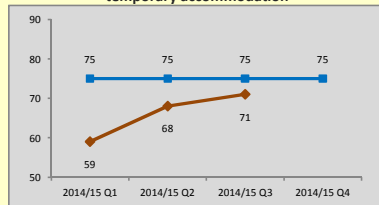
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the third quarter of 2014/15, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation is up again this quarter but remains below the target maximum. The number of long-term empty homes brought back into use has seen a further significant increase, with more than twice as many homes back in use at the end of Quarter 3 as was targeted. The number of affordable homes delivered has seen a significant rise, with the year-end target now already exceeded by more than 50%. Complaint levels to the Housing team are steady, and timeliness in responding to them is good this quarter at 100%. All current service-plan actions are on track, budgets are being appropriately managed, and no adverse audit opinions have been received.

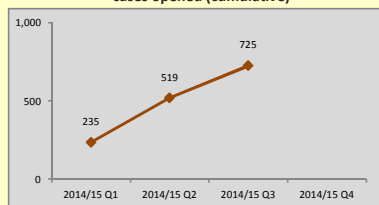
Chart legend: Target — Actual —

### Housing Options

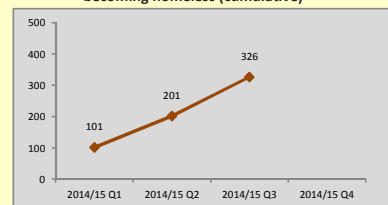
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

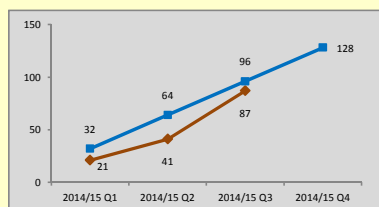


Number of households prevented from becoming homeless (cumulative)

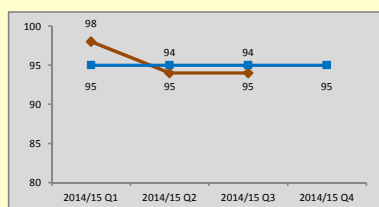


### Private Sector Housing

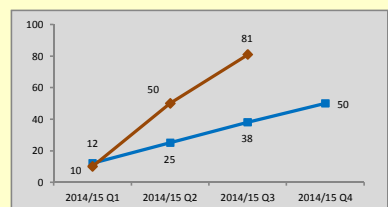
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

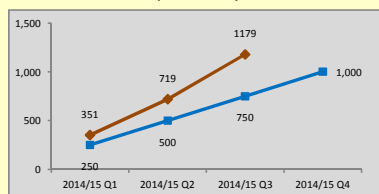


Number of long-term empty homes brought back into use (cumulative)

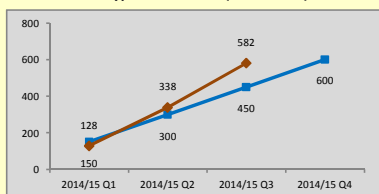


### Stay Put Service

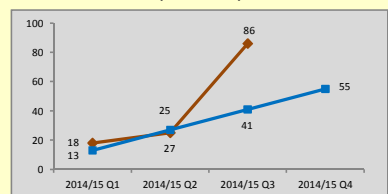
Number of enquiries to the Stay Put service (cumulative)



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 3	Budget 14/15	Projected year-end position
Housing Services	£1,168,420	£7,600 (1%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Housing Services	£1,343,890	£1,007,918 (75%)	£928,167 (69%)

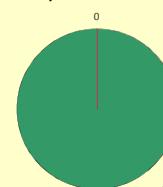
#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3:	0
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Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

#### Planned actions

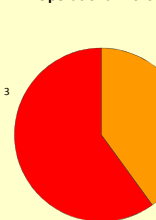
Actions in 2014/15 Service Plans



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 (2/12). Amber: medium. Green: low (5/4).



# LOCALISM

## Balanced scorecard report for 2014/15 Quarter 3

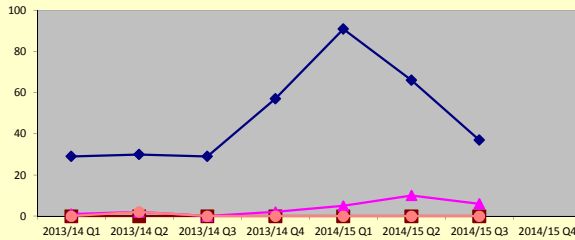


Cabinet Member: Cllr Whiting

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



Legend: Commissioning and Customer Contact (Blue), Policy and Performance (Red), Economy and Community Services (Green), Property Services (Grey)

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

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	37	33	89
Policy and Performance	0	0	N/A
Economy and Community Services	6	4	67
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 3

Commissioning & Contact	47	Economy & Community	5
Policy & Performance	0	Property Services	1

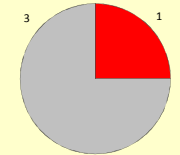
#### Local area perception survey 2014

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.

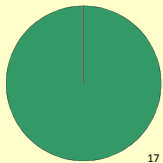
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the third quarter of 2014/15. The number of residents attending community engagement events is back up to the level it reached this time last year, and the volunteering strategy action plan is now four-fifths complete. Some 70% of the members' localism grant has been allocated. All service plan actions under this portfolio are on track, and the small overspend which had been forecast on the Economy and Community Services budget last quarter has now been reduced to yield a small underspend. No adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

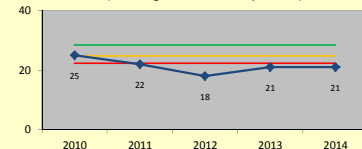
Actions in 2014/15 service plans



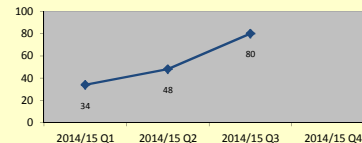
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Volunteering and engagement indicators

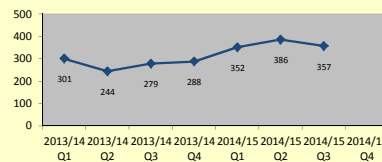
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



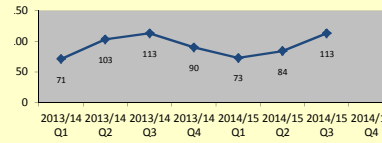
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

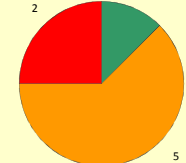


Number of residents attending community engagement events



#### 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 3	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,745,900	£494,200 (7%) Underspend
Policy and Performance	£204,700	£13,600 (7%) Underspend
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend
Property Services	£659,190	£51,500 (8%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£544,460	£408,345 (75%)	£139,379 (26%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)
Property Services	£148,275	£111,206 (75%)	£88,487 (60%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 3.	

#### Large projects

##### Community governance review

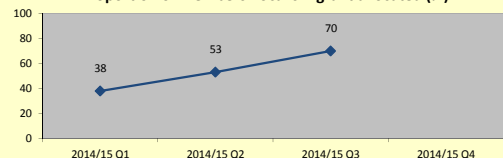
<http://intranet/projects/>

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 3

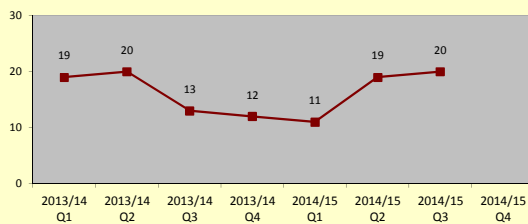


Cabinet Member: Cllr Lewin

## Customer Perspective

### Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Development Services	20	13	65

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

### Local area perception survey

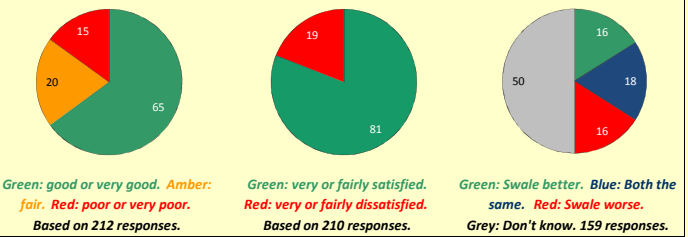
Satisfaction with planning services (service users)

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

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? (%)



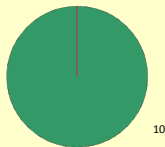
## Summary from the Policy and Performance Team

Precise or indicative outturns are now available once again for the eight indicators which we have recently been unable to calculate due to difficulties with the new software. As expected, performance on these indicators is not good, with only two out of eight meeting target (more detail is available on the list of exceptions). Appropriate actions are being taken to ensure a return to acceptable performance by the end of the financial year. Notwithstanding the issues with the shared administration service, complaint levels are steady. Apparent issues with timeliness in responding to complaints are in fact related to closing them on the system rather than the actual timeliness of responses. 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.

## Service Perspective

### Planned actions

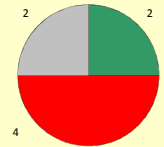
Actions in 2014/15 service plans



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

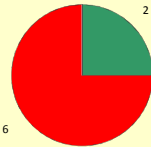
### All service-plan performance indicators

Indicators and targets (RAG)



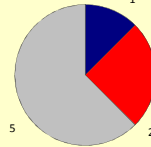
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013/14 Q3



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

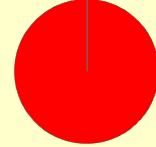
Indicator quartile positions in latest available data



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.

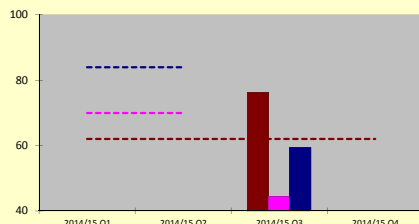
### Risk management

Operational risks



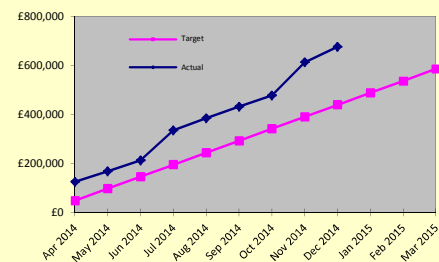
RAG denotes combined likelihood and impact scores. Red: high ( $\geq 12$ ). Amber: medium. Green: low ( $\leq 4$ ).

### 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 3	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£930,850	£27,400 (3%)	Underspend	£0	£0 (%)	£0 (%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

### Neighbourhood planning

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

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

### Large projects

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

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

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

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

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

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

# REGENERATION

## Balanced scorecard report for 2014/15 Quarter 3

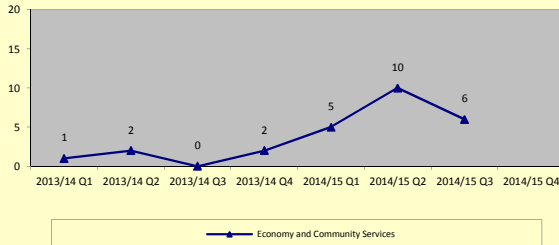


Cabinet Member: Cllr Cosgrove

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 3	No. rec'd	No. timely	% timely
Economy and Community Services	6	4	67

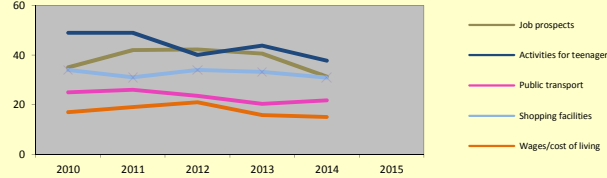
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 3

Economy and Community Services	5
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#### Local area perception survey 2014

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



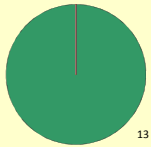
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the third quarter of 2014/15. Service plan actions under this portfolio continue to make expected progress, 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 following validation of the Phase I planning application.

### Service Perspective

#### Planned actions

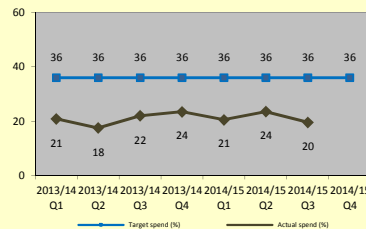
Actions in 2014/15 service plans



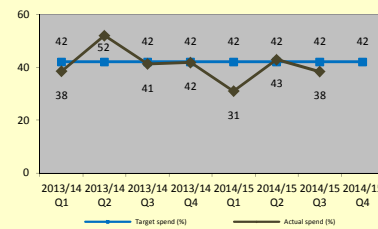
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

#### Local procurement indicators

Council spend with businesses headquartered in Swale (%)

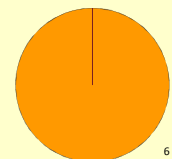


Council spend with businesses employing ≥30 local people (%)



#### 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 3	Budget 14/15	Projected year-end position
Economy and Community Services	£2,125,730	£62,400 (3%) Underspend

#### Capital expenditure

At end of 2014/15 Quarter 3	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£466,770	£350,078 (75%)	£107,814 (23%)

#### Adverse audit opinions

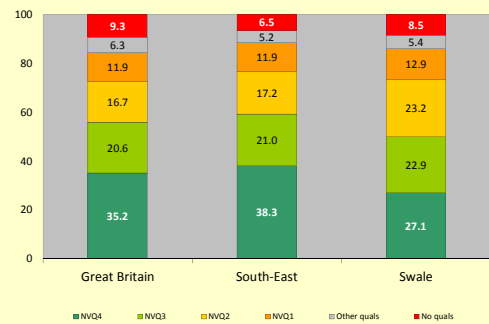
Number of poor or weak control opinions received during 2014/15 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2014/15 Quarter 3.

### Portfolio Perspective: Learning and Skills

#### Swale skills profile

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

