

CORPORATE HEALTH

Balanced scorecard report for 2014/15 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2014/15 Quarter 4	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£18,053,000	£1,436,410 (8%)	Underspend	£2,467,690	£2,467,690 (100%)	£2,218,988 (90%)

Adverse audit opinions

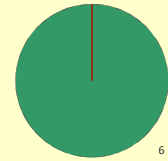
Number of poor or weak control opinions received during 2014/15 Quarter 4: **3**

This scorecard includes all adverse opinions received across SBC. Details of adverse opinions: Safeguarding (weak controls opinion). Housing benefit systems (weak controls opinion). MKIP ICT helpdesk (weak controls opinion).

Large projects

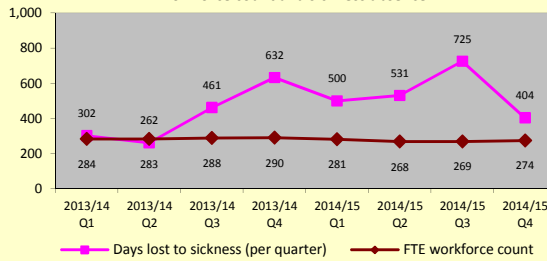
All large projects across SBC

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

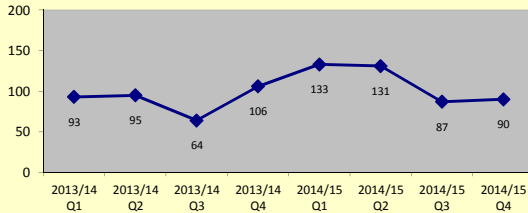
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

*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 4

Total complaints received	90
Total complaints responded to within 10 working days	85
Proportion of complaints responded to within 10 working days (target 87.5%)	94%
Total complaints referred to the Local Government Ombudsman	3
Total compliments received	84

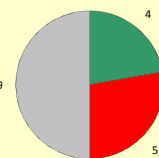
Local area perception survey 2014

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.

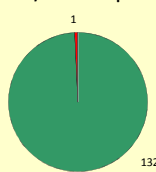
Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the fourth quarter of 2014/15. At year-end 27 corporate indicators (71%) met their targets while 11 (29%) did not. Some 37% of indicators for which comparator data is available ended the quarter in the best quartile nationally, but 26% ended in the worst quartile. Slightly more indicators were deteriorated from 2014/15 Quarter 4 than were improved, although this measure includes very minor changes in performance. More detail is provided in the individual scorecards and their exception reports. Sickness absence has fallen back to more normal levels following a spike last quarter. From next quarter, long-term and short-term sickness absence will be reported separately; for information, 57% of sickness absence this quarter was short-term and 43% was long-term. Three adverse audit opinions were received during the quarter, further details of which are available from the Internal Audit team. All the council's large projects are on track, complaint levels are stable, and timeliness in responding to complaints is now exceeding the target of 87.5% within 10 working days. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

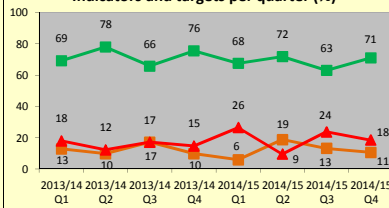
Actions in 2014/15 service plans



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

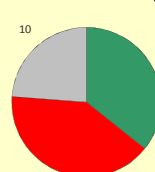
Performance indicators

Indicators and targets per quarter (%)



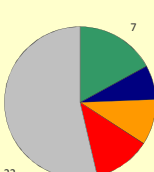
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q4



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

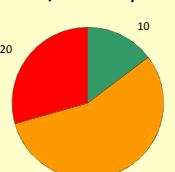
Quartile positions in latest available data



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

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 40 performance indicators in the corporate set.

COMMUNITY SAFETY AND HEALTH

Balanced scorecard report for 2014/15 Quarter 4

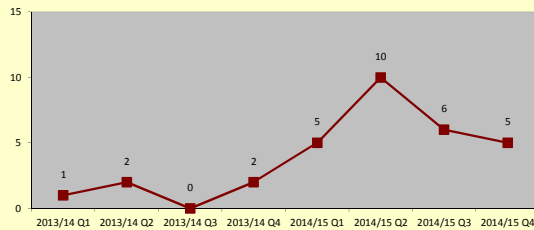


Cabinet Member: Cllr Pugh

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 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

Local Government Ombudsman complaints

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

Compliments received during 2014/15 Quarter 4

Economy & Community	11
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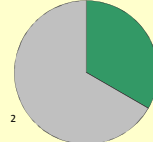
Local area perception survey 2014

Indicators and targets (RAG)



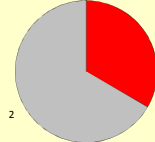
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

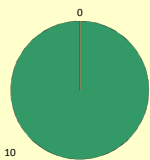
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the final quarter of 2014/15. Last quarter's fall in the overall crime rate has been sustained, and crime in Swale has fallen at a faster rate than among the borough's most similar areas, so that Swale's crime rate is now closer to the median than at any time since mid-2013. The indicator nonetheless remains Red at 15.6 crimes per 1,000 population against a target of just below 14.7 crimes. One 'weak controls' audit opinion was received during the quarter, relating to safeguarding. Further details are available from the Internal Audit team. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

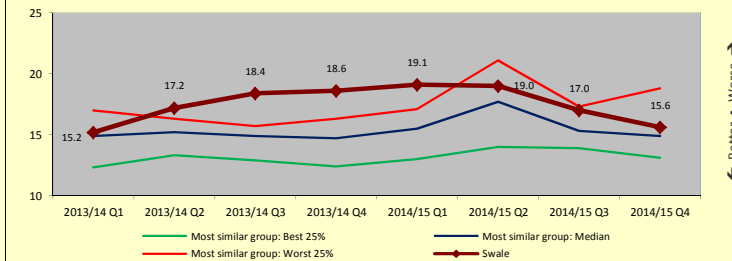
Planned actions

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 4	Budget 14/15	Projected year-end position
Economy and Community Services	£2,105,420	£175,450 (8%) 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 4	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

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 4:	1
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Details of adverse opinions: Safeguarding (weak controls opinion).

**List of Exceptions for 2014/15 Quarter 4
Community Safety and Health**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
CSP/001	All crime per 1,000 population	Red against target (target: 14.7 crimes; outturn: 15.6 crimes).
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/02	Agreement that the local area is a place where people from different backgrounds get on well together.	Red against target (target: 75%; outturn: 66%). Worst quartile nationally. Note however that the 2014 outturn for this indicator is a statistically significant improvement over the 2013 outturn of 61%.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2014/15 Quarter 4

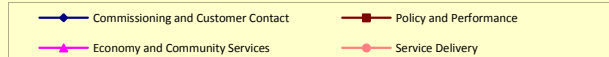
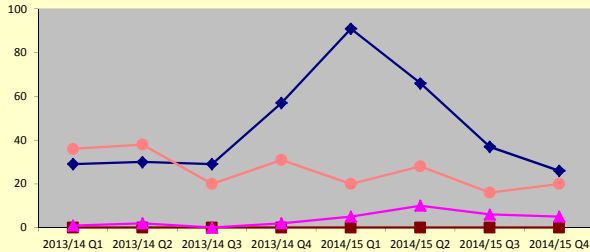


Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Service Delivery	20	18	90

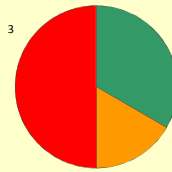
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2014/15 Quarter 4

Commissioning & Contact	54	Economy & Community	11
Policy & Performance	0	Service Delivery	11

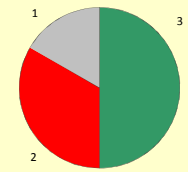
Local area perception survey 2014

Indicators and targets (RAG)



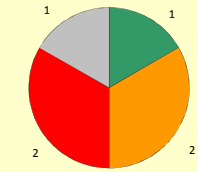
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

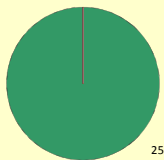
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the final quarter of 2014/15. Performance on indicators is good, with all but one of the corporate PIs achieving their targets by year-end and almost three-quarters of those for which comparator data is available performing better than the national median. Complaints have now returned to normal levels following the spike caused by the implementation of the new waste contract, and all current service plan actions are making progress as expected. Sustainable Sheppey, the portfolio's only large project, remains Green, and no adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

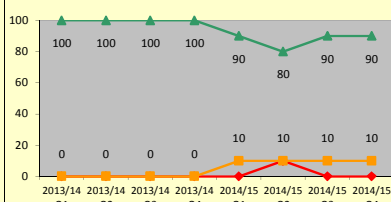
Actions in 2014/15 service plans



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

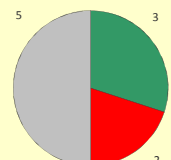
Performance indicators

Indicators and targets per quarter (%)



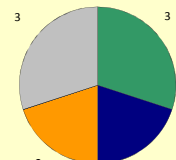
There are ten indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q4



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

Quartile positions in latest available data



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

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 4	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend
Policy and Performance	£204,700	£47,117 (23%) Underspend
Economy and Community Services	£2,105,420	£175,450 (8%) 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 4	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

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 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 4.

List of Exceptions for 2014/15 Quarter 4
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 195i	Improved street and environmental cleanliness (levels of litter)	Year-on-year deterioration from 2013/14 Q4 (outturn: 3%) to 2014/15 Q4 (outturn: 5%).
LI/TBC	The number of missed refuse bins per annum	Year-on-year deterioration from 2013/14 Q4 (outturn: 211 bins) to 2014/15 Q4 (outturn: 2,578 bins).
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/7	Agreement that the borough council is making the area cleaner and greener.	Red against target (target: 59%; outturn: 48%) Year-on-year deterioration (2012: 52%). Worst quartile nationally.
LI/LAPS/13	Satisfaction with keeping the streets free of litter (all survey respondents).	Red against target (target: 50%; outturn: 42%). Worst quartile nationally.
LI/LAPS/20	Satisfaction with refuse collection (service users).	Red against target (target: 85%; outturn: 74%). Year-on-year deterioration (2013: 78%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Pay & Display stations	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.
	Implementation of waste contract	Likelihood score: 3. Impact score: 4. Combined score: 3 * 4 = 12.
	Open spaces H&S risk management	Likelihood score: 3. Impact score: 4. Combined score: 3 * 4 = 12.

FINANCE and PERFORMANCE

Combined balanced scorecard report for 2014/15 Quarter 4

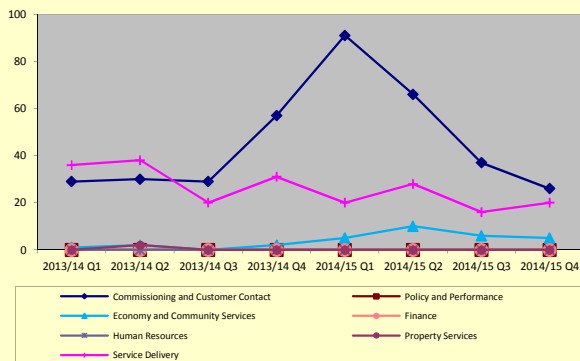


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

Customer Perspective

Customer feedback

Total complaints received per quarter



Compliments received during 2014/15 Quarter 4

Commissioning and Customer Contact	54	Human Resources	0
Policy and Performance	0	Property Services	0
Economy and Community Services	11	Service Delivery	11
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 final quarter of 2014/15. Only two-thirds of performance indicators met their year-end targets, and slightly more indicators are deteriorated from this time last year than are improved. Half of the indicators for which comparator data is available are performing among the best 25% of local authorities in the country, but one-third are among the worst 25%. The attached exceptions report provides more detail. Two 'weak controls' audit opinions were received during the quarter, relating to housing benefit systems and the ICT helpdesk. Further details are available from the Internal Audit team. All service plan actions are making expected progress, and progress on tackling inequalities, the portfolios' only large project, is also on track. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

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

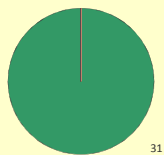
2014/15 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Property Services	0	0	N/A
Service Delivery	20	18	90

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

Service Perspective

Planned actions

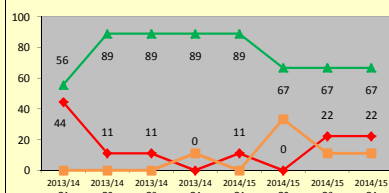
Actions in 2014/15 service plans



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

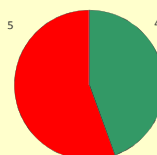
Performance indicators

Indicators and targets per quarter (%)



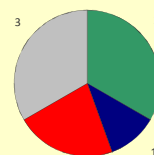
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2013/14 Q4



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

Quartile positions in latest available data



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

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 4	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend		£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£204,700	£47,117 (23%) Underspend		£0	£0 (%)	£0 (%)
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend		£158,040	£158,040 (100%)	£150,086 (95%)
Finance	£743,130	£0 (0%) Underspend		£56,570	£56,570 (100%)	£33,806 (60%)
Human Resources	£385,720	£15,302 (4%) Underspend		£0	£0 (%)	£0 (%)
Property Services	£559,670	£120,017 (21%) Underspend		£148,280	£148,280 (100%)	£122,021 (82%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:

2

Details of adverse opinions: Housing benefit systems (weak controls opinion). MKIP ICT helpdesk (weak controls opinion).

Large projects

Tackling Inequalities

<http://intranet/projects/Equalities%20Framev>

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.

List of Exceptions for 2014/15 Quarter 4**Combined report for the Finance and Performance portfolios**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/TBC	Proportion of recoverable benefit overpayments recovered	Red against target (target: 76%; outturn: 66%). Year-on-year deterioration from 2013/14 Q4 (outturn: 78%) to 2014/15 Q4 (outturn: 66%).
BV12	Working days lost due to sickness absence	Red against target (target: 7.28 days; outturn: 7.85 days). Year-on-year deterioration from 2013/14 Q4 (outturn: 5.95 days) to 2014/15 Q4 (outturn: 7.85 days). The figures given for this indicator are cumulative figures across the year, calculated by dividing the actual number of days lost by the number of FTE employees to give an average number of days lost per FTE employee. This indicator will be reported as two separate indicators for long-term and short-term sickness absence from 2015/16 Q1.
BV8	Proportion of invoices paid within 30 days	Year-on-year deterioration from 2013/14 Q4 (outturn: 98%) to 2014/15 Q4 (outturn: 97%).
LI/IA/001	Achievement of annual audit plan	Year-on-year deterioration from 2013/14 Q4 (outturn: 92%) to 2014/15 Q4 (outturn: 91%).
BV9	Proportion of council tax collected	Year-on-year deterioration from 2013/14 Q4 (outturn: 97.4%) to 2014/15 Q4 (outturn: 97.3%). Worst quartile nationally (national 25th percentile: 97.4%).
BV10	Proportion of non-domestic rates collected	Worst quartile nationally (outturn: 97.3%; national 25th percentile: 97.8%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

HOUSING

Balanced scorecard report for 2014/15 Quarter 4

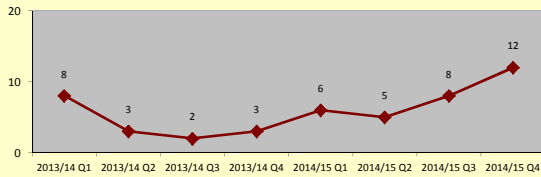


Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Resident Services	12	12	100

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

Compliments received during 2014/15 Quarter 4

Resident Services	7
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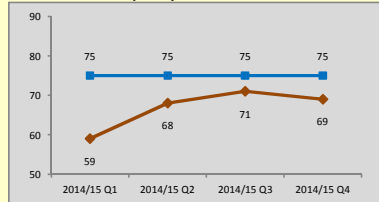
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the final quarter of 2014/15, providing a range of metrics to give a holistic view of the service. The workload of the Housing Options team continues to be high, with an average 1.9 households prevented from becoming homeless every working day during 2014/15. The number of households in temporary accommodation remains below the target maximum, although 69 households is still among the highest 25% of all housing authorities nationally. Performance on long-term empty homes and affordable homes has exceeded target by significant margins. All service plan actions are making expected progress, and no adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

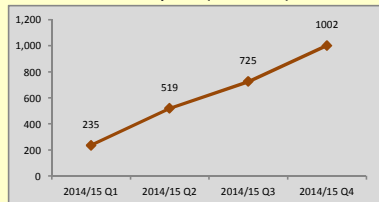
Chart legend: Target — Actual —

Housing Options

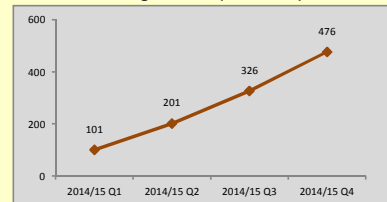
Number of households in temporary accommodation



Number of new prevention cases opened (cumulative)

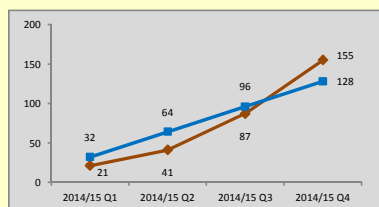


Number of households prevented from becoming homeless (cumulative)

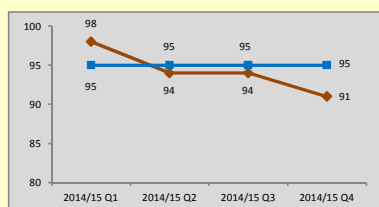


Private Sector Housing

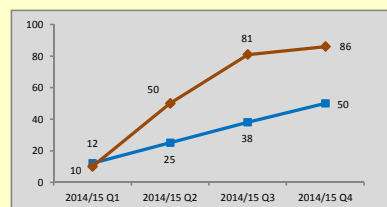
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

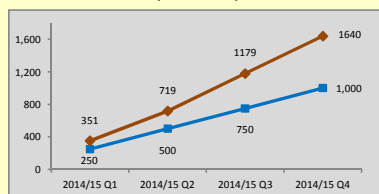


Number of long-term empty homes brought back into use (cumulative)

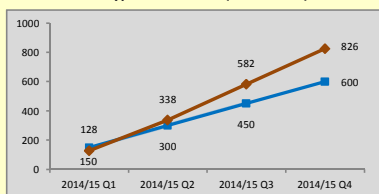


Stay Put Service

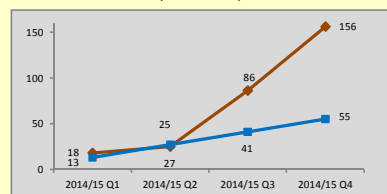
Number of enquiries to the Stay Put service (cumulative)



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 4	Budget 14/15	Projected year-end position
Resident Services	£1,450,970	£45,536 (3%) Underspend

Capital expenditure

At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Resident Services	£1,343,890	£1,343,890 (100%)	£1,337,242 (100%)

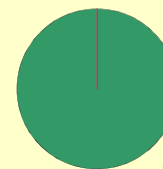
Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 4.

Planned actions

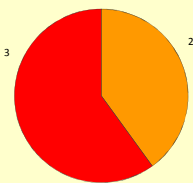
Actions in 2014/15 Service Plans



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).

**List of Exceptions for 2014/15 Quarter 4
Housing**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Insufficient funds to meet mandatory obligations to approve disabled facilities grant.	Combined risk score: 20.
	Increase in homelessness.	Combined risk score: 15.
	Supporting People budget reduction.	Combined risk score: 15.

LOCALISM

Balanced scorecard report for 2014/15 Quarter 4

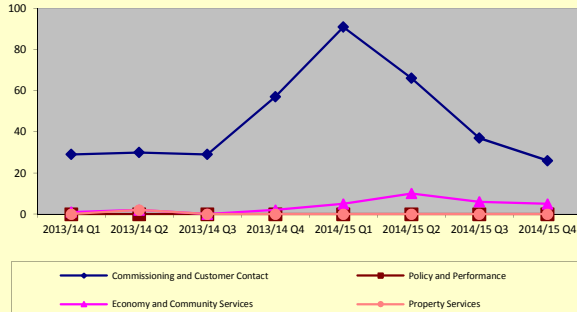


Cabinet Member: Cllr Whiting

Customer Perspective

Customer feedback

Total complaints received per quarter



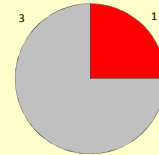
Local area perception survey 2014

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 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	26	26	100
Policy and Performance	0	0	N/A
Economy and Community Services	5	5	100
Property Services	0	0	N/A

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

Compliments received during 2014/15 Quarter 4

Commissioning & Contact	54	Economy & Community	11
Policy & Performance	0	Property Services	0

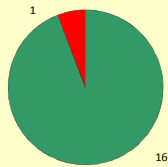
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the final quarter of 2014/15. All but one service plan action was on track at the end of the quarter; more information on the overdue action is provided in the attached exceptions report. Good progress was made over the course of the year in implementing the volunteering strategy and in allocating the members' localism grant. The community governance review, the portfolio's only large project, remains Green and is now due for imminent closure. No adverse audit opinions were received during the quarter. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

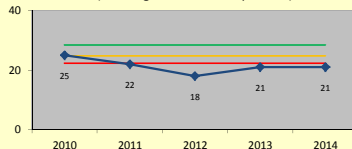
Actions in 2014/15 service plans



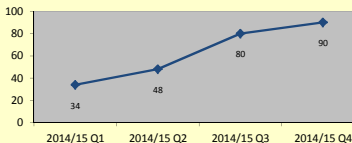
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Volunteering and engagement indicators

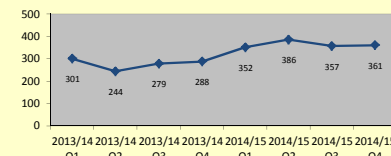
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



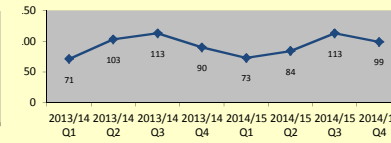
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

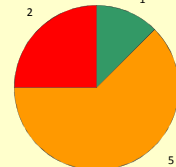


Number of residents attending community engagement events



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 4	Budget 14/15	Projected year-end position
Commissioning and Customer Contact	£6,010,110	£880,291 (15%) Underspend
Policy and Performance	£204,700	£47,117 (23%) Underspend
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend
Property Services	£559,670	£120,017 (21%) Underspend

Capital expenditure

At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Commissioning and Customer Contact	£636,710	£636,710 (100%)	£439,144 (69%)
Policy and Performance	£0	£0 (%)	£0 (%)
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)
Property Services	£148,280	£148,280 (100%)	£122,021 (82%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2014/15 Quarter 4.	

Large projects

Community governance review

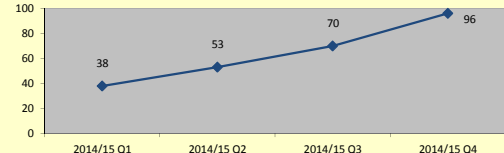
<http://intranet/projects/default.aspx>

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 (%)



List of Exceptions for 2014/15 Quarter 4**Localism**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/04	Proportion of people who have worked on a voluntary basis in the last twelve months.	Red against target (target: 22%; outturn: 21%). Worst quartile nationally.
LI/LAPS/09	Agreement that the borough council listens to the views of local residents	Red against target (target: 44%; outturn: 40%). Year-on-year deterioration (2013: 42%).
Planned actions		
	Meads Community Centre	The project is currently behind schedule due to an issue with the design-and-build contract performance and the subsequent re-tender. The programme has been reviewed and the revised programme will be to complete the project by December 2015/January 2016.
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Sustainability of leisure trusts.	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.
	Leisure centre contracts and agreements.	Likelihood score: 4. Impact score: 3. Combined score: 4 * 3 = 12.

PLANNING

Balanced scorecard report for 2014/15 Quarter 4

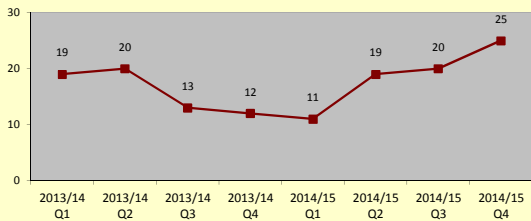


Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Development Services	25	23	92

Two complaints were referred to the Local Government Ombudsman during the quarter.

Local area perception survey

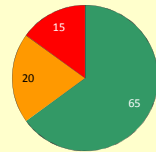
Satisfaction with planning services (service users)

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.

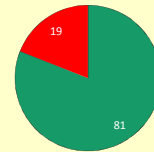
Planning customer satisfaction survey 2013 (survey runs every three years)

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



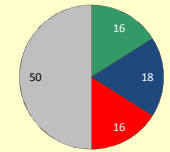
Green: good or very good. Amber: fair. Red: poor or very poor. Based on 212 responses.

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



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

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



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

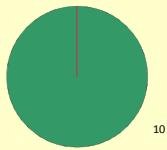
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Planning portfolio at the end of the final quarter of 2014/15. Reliable outturns are now available for seven of the indicators which we have recently been unable to calculate due to difficulties with the new software. Three of these indicators met their targets at the end of Quarter 4, while four did not. More detail on individual indicators is available on the list of exceptions. Complaint levels are up on recent quarters, but they remain low in the light of the scale of the issues experienced, and timeliness in responding to them has returned to Green in Quarter 4. 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. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

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.

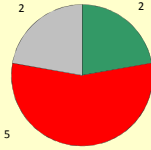
All service-plan performance indicators

Indicators and targets (RAG)



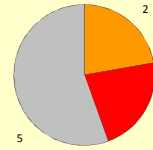
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2013/14 Q4



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

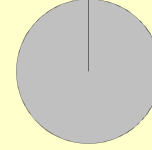
Indicator quartile positions in latest available data



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

Enforcement indicators

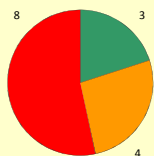
Indicators and targets (RAG)



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

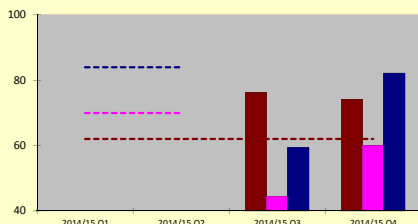
Risk management

Operational risks



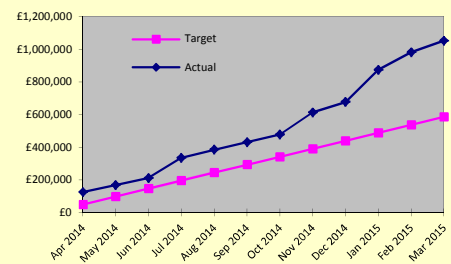
RAG denotes combined likelihood and impact scores. Red: high (>12). Amber: medium. Green: low (<=4).

Timeliness of processing applications



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

Planning fee income 2014/15



Corporate Perspective

Budget monitoring

At end of 2014/15 Quarter 4	Revenue budget			Capital expenditure		
	Budget 14/15	Projected year-end position		Budget 14/15	Profiled spend	Actual spend
Development Services	£926,900	£222,919 (24%)	Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2014/15 Quarter 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2014/15 Quarter 4.

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%20develop>

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%20develop>

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.

**List of Exceptions for 2014/15 Quarter 4
Planning**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 157b	Processing of planning applications within timescales: minor applications (eight weeks)	In view of the issues experienced with the shared planning administration service, the usual cumulative target for this indicator was temporarily replaced during the year with a target that for applications determined during March 2015 we would have returned to national median performance, with 70% of applications determined within eight weeks. With an outturn of 60%, performance for March did not achieve this figure and is Red, but performance is steadily improving: the outturn for 2014/15 Q3 was only 44%. Despite the month-on-month improvement, the March outturn shows year-on-year deterioration from 2013/14 Q4, when the outturn was 78%, and the indicator continues to perform in the worst quartile nationally (national 25th percentile: 61.8%). The improvement of recent months is now expected to be sustained, however, and for 2015/16 we have reverted to the usual cumulative annual target, which has been set at 75%, a figure midway between the current England median and best quartile.
NI 157c	Processing of planning applications within timescales: other applications (eight weeks)	As with NI 157b, the usual cumulative target for this indicator was temporarily replaced during the year with a target that for applications determined during March 2015 we would have returned to national median performance, with 84% of applications determined within eight weeks. With an outturn of 82%, performance for March did not quite achieve this figure and is Amber, but performance is steadily improving: the outturn for 2014/15 Q3 was only 59%. Despite the month-on-month improvement, the March outturn shows year-on-year deterioration from 2013/14 Q4, when the outturn was 92%; however, the indicator is no longer performing in the worst quartile nationally. The improvement of recent months is now expected to be sustained, and for 2015/16 we have reverted to the usual cumulative annual target, which has been set at 88%, a figure midway between the current England median and best quartile.
LI/DC/DCE/004	Proportion of planning decisions delegated to officers	Red against target (target: 93.0%; outturn: 86.5%). Year-on-year deterioration (2013/14 Q4: 87.1%; 2014/15 Q3: 86.5%). Worst quartile nationally (national 25th percentile: 89.0%).
LI/LS/LCC/01	Proportion of all local land searches completed in five working days	Red against target (target: 95%; outturn: 61%). Year-on-year deterioration (2013/14 Q4: 98%; 2014/15 Q4: 61%).
LI/DC/EN/003	Planning enforcement action within timescales - major breach	It has not been possible to calculate robust outturns for these indicators since the new planning support software has been live. Given members' long-standing concerns over the usefulness of these indicators, it is intended that a new indicator with a sharper focus on enforcement outcomes will be reported from 2015/16 Q1. Work to enable the software to support this is currently ongoing.
LI/DC/EN/004	Planning enforcement action within timescales - medium breach	
Local area perception survey indicators (data from summer 2014)		
LI/LAPS/17	Satisfaction with Planning (service users).	Red against target (target: 41%; outturn: 30%). Year-on-year deterioration (2013: 35%).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Short-term impacts of moving to new shared service and IT system	Combined likelihood/impact score: 24
	Short-term impact on performance on moving to shared service and new IT systems	Combined likelihood/impact score: 24
	Maintain high quality staff, particularly at senior level	Combined likelihood/impact score: 20
	Maintain quality decision-making: poorly trained and/or unmotivated staff	Combined likelihood/impact score: 18
	Limitations on existing IT systems to provide the necessary support for efficient services	Combined likelihood/impact score: 16
	Increased workload leading to less ability to respond to customer queries	Combined likelihood/impact score: 15
	Data quality: over-reliance on IT systems	Combined likelihood/impact score: 15
	Lack of support to maintain and develop IT systems	Combined likelihood/impact score: 12

REGENERATION

Balanced scorecard report for 2014/15 Quarter 4

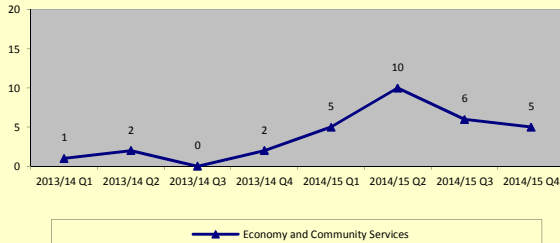


Cabinet Member: Cllr Cosgrove

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2014/15 Quarter 4	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

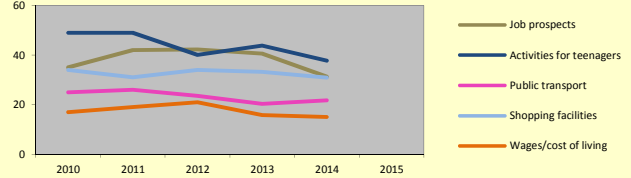
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2014/15 Quarter 4

Economy and Community Services	11
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Local area perception survey 2014

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



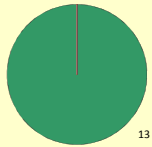
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the fourth 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. Rateable business growth has been included as a new measure from this quarter, intended as a simple proxy for the effectiveness of the council's regeneration and economic development efforts. As usual in Quarter 4, budget outturns will not be available until the final year-end outturn report is published.

Service Perspective

Planned actions

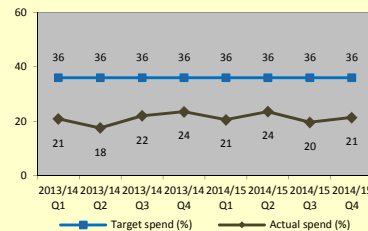
Actions in 2014/15 service plans



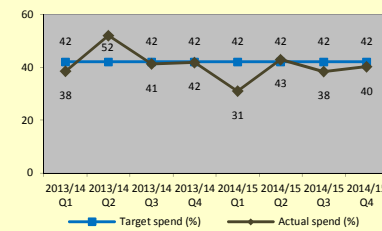
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Local procurement indicators

Council spend with businesses headquartered in Swale (%)

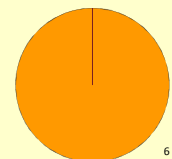


Council spend with businesses employing ≥30 local people (%)



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 4	Budget 14/15	Projected year-end position
Economy and Community Services	£2,105,420	£175,450 (8%) Underspend

Capital expenditure

At end of 2014/15 Quarter 4	Budget 14/15	Profiled spend	Actual spend
Economy and Community Services	£158,040	£158,040 (100%)	£150,086 (95%)

Adverse audit opinions

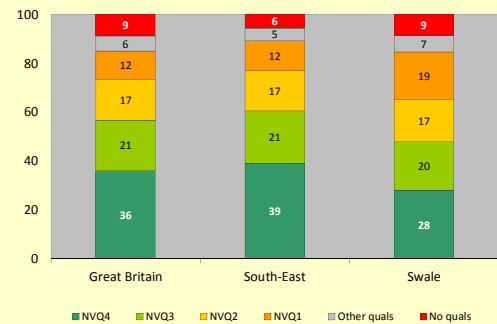
Number of poor or weak control opinions received during 2014/15 Quarter 4:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2014/15 Quarter 4.

Portfolio Perspective: Business and Skills

Swale skills profile

Proportion of workforce by NVQ qualification level (%)
From latest available data (December 2014)



Large projects

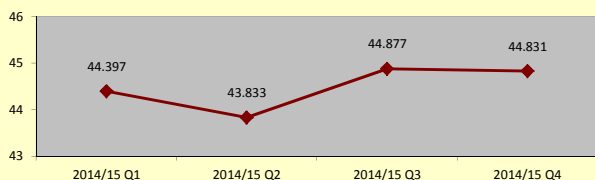
Sittingbourne Town Centre <http://intranet/projects/Sittingbourne%20Town>

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.

Rateable business growth

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



**List of Exceptions for 2014/15 Quarter 4
Regeneration**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/PR/01	Council spend with businesses headquartered in Swale	Red against target (target: 36%; outturn: 21%). This indicator will be replaced with a new one for which data quality will be more robust from 2015/16 Q1.
LI/PR/01	Council spend with businesses employing ≥30 local people	Red against target (target: 42%; outturn: 40%). This indicator will be replaced with a new one for which data quality will be more robust from 2015/16 Q1.
Local area perception survey indicators (data from summer 2014)		
[No exceptions]		
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		