

<b>Scrutiny Committee</b>		<b>Agenda Item:</b>
<b>Meeting Date</b>	11 November 2015	
<b>Report Title</b>	<b>Performance Monitoring – 2015/16 Quarter 1</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 first quarter of 2015/16 (April-July 2015). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives. A3 copies of the scorecards will be tabled at the meeting.

## **2 Background**

- 2.1 Strategic performance monitoring by cabinet and the scrutiny committee has been primarily through portfolio balanced scorecards since 2011.
- 2.2 The scorecards seek to deal with ‘performance’ in the broadest sense, rather than focusing only on traditional measures such as indicators and actions. However, they do contain a good deal of information about these measures, including benchmarking and year-on-year comparisons for indicators, and commentaries in the ‘exception reports’ against all ‘red’ indicators and actions.

## **3 Proposal**

- 3.1 Appendix I provides a scorecard for each cabinet portfolio, plus one covering ‘corporate health’. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.
- 3.2 Items may show as red on the scorecards for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. More detail on red items can generally be found in the summaries and/or the exception reports.

## 4 Alternative Options

- 4.1 Although national performance reporting burdens have reduced considerably in recent years, regular monitoring of organisational performance both by members and by senior officers is widely regarded as essential to a well-governed, self-aware and effective council. The option of dispensing with performance reporting to members is therefore not recommended.

## 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	The scorecards include summary information on both strategic and operational risks. 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: Scorecard reports for 2015/16 Quarter 1.

## **8 Background Papers**

- Cabinet budget monitoring report for 2015/16 Quarter 1:  
<http://services.swale.gov.uk/meetings/ieListDocuments.aspx?CId=129&MIId=1543&Ver=4>
- Quarterly complaints report [available from the Customer Service team]
- Internal audit reports [available from Internal Audit]

# CORPORATE HEALTH

Balanced scorecard report for 2015/16 Quarter 1



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2015/16 Quarter 1	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£319,390 (2%)	Underspend	£1,863,420	£465,855 (25%)	£119,803 (6%)

### Adverse audit opinions

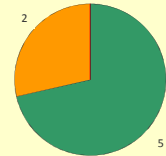
Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 1.

### Large projects

All large projects across SBC

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

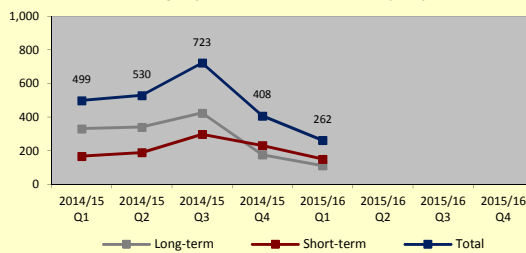


### Workforce count and sickness absence

Full-time equivalent workforce count

2014/15 Q1	283
2014/15 Q2	270
2014/15 Q3	271
2014/15 Q4	275
2015/16 Q1	279
2015/16 Q2	
2015/16 Q3	
2015/16 Q4	

Working days lost to sickness absence (per quarter)



### Strategic risks

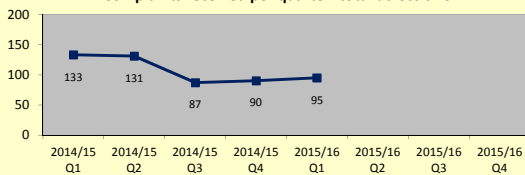
Strategic risk register 2014/15	* Likelihood	Impact
1. Welfare reform/wider economic pressures	5	3
2. Regeneration and place-shaping	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4
4. Transforming to meet the financial climate	3	3
5. Safeguarding	3	4

\*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: 2015/16 Quarter 1

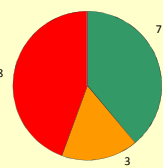
Total complaints received	95
Total complaints responded to within 10 working days	91
Proportion of complaints responded to within 10 working days (target: 90%)	96%
Total complaints referred to the Local Government Ombudsman	4
Total compliments received	77

## Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the first quarter of 2015/16. Some two-thirds of corporate indicators are on target, with just under one-fifth more than 5% adrift of target. Almost four-fifths of indicators for which a comparison with other councils can be made are performing better than the median, with over a third among the best 25% of councils in the country, although excluded from these figures are some indicators which can only be compared at year-end and on which Swale usually compares less favourably. More indicators (15) are improved from this time last year than are deteriorated (11), a result which does not take into account a number of Planning indicators for which no reliable data was available for 2014/15 Q1 but on which we can be sure that the 2015/16 Q1 figure is an improvement. Sickness absence is shown with separate lines for short- and long-term absence for the first time this quarter; thanks to continuing downward trends on both measures, overall sickness is now at the lowest level it has been since 2012. Complaint levels are stable, and timeliness in responding to complaints is now very good at 96% within 10 working days.

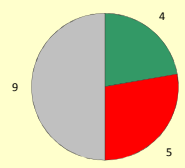
### Local area perception survey 2014

Indicators and targets (RAG)



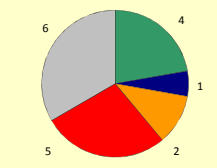
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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



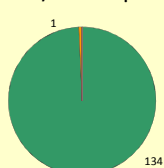
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

## Service Perspective

### Planned actions

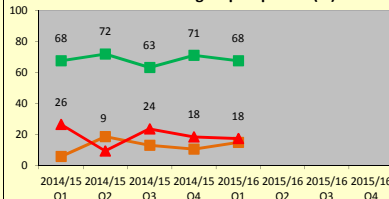
Actions in 2015/16 service plans



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

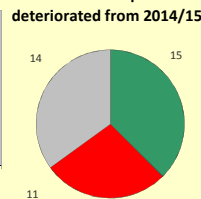
### Performance indicators

Indicators and targets per quarter (%)



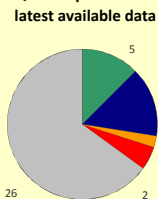
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q1



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

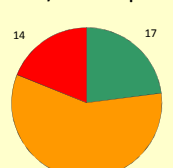
Quartile positions in latest available data



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

### Operational risks

Operational risks in 2015/16 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 2015/16 Quarter 1

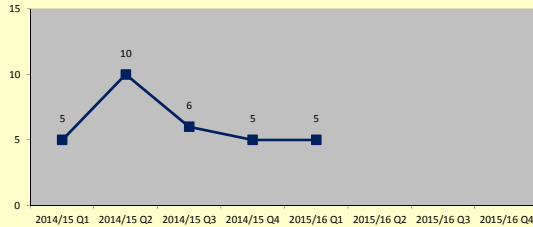


Cabinet Member: Cllr Pugh

## Customer Perspective

### Customer feedback

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



— Economy and Community Services

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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

Local Government Ombudsman complaints

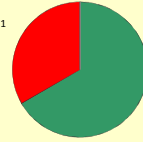
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 1

Economy and Community Services	12
--------------------------------	----

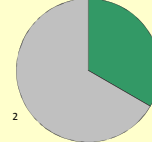
### Local area perception survey 2014

Indicators and targets (RAG)



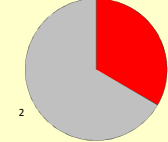
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

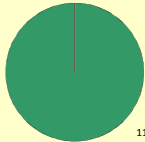
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the first quarter of 2015/16. Recent falls in the overall crime rate have been halted, although there were 12% fewer crimes in the first quarter of this year than in the same period last year. Given sharper rises in most of Swale's comparator areas, Swale is now very close to the median for the most similar group, compared to a position well into the worst quartile this time last year. The corporate performance indicator, which is based on a rolling 12-month period, nonetheless remains Red at 68 crimes per 1,000 population for the year to the end of June against a target of 61 crimes.

## Service Perspective

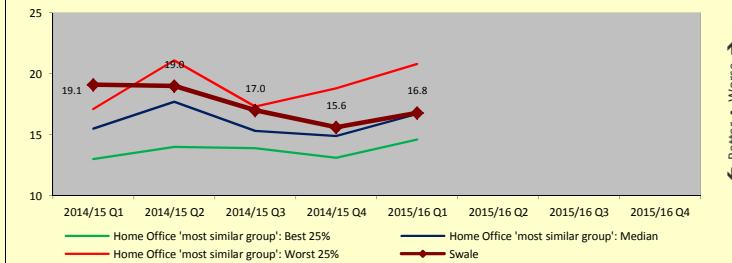
### Planned actions

Actions in 2015/16 service plans



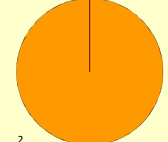
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### 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 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£0 (0%) 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 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)

## Portfolio-Specific Perspective

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

### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 1.

**List of Exceptions for 2015/16 Quarter 1**  
**Community Safety and Health**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
CSP/001	All crime per 1,000 population.	Red against target (target: 60.7 crimes for the rolling year to end-June; outturn: 69.7 crimes for the rolling year). (Note: Crime figures on the scorecard are provided on a discrete quarterly basis but the corporate performance indicator is based on rolling years.)
<b>Local area perception survey indicators (data from summer 2014)</b>		
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%.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[No Red risks]		

# ENVIRONMENT AND RURAL AFFAIRS

Balanced scorecard report for 2015/16 Quarter 1

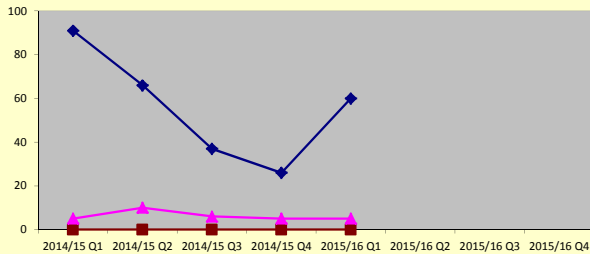


Cabinet Member: Cllr Simmons

## Customer Perspective

### Customer feedback

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



Legend: Commissioning and Customer Contact (blue diamond), Policy and Performance (red square), Economy and Community Services (pink triangle)

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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

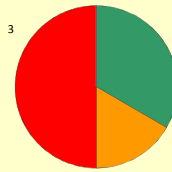
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 1

Commissioning & Contact	53	Policy and Performance	0
Economy and Community	12		

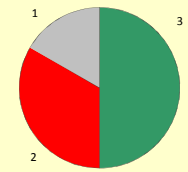
### Local area perception survey 2014

Indicators and targets (RAG)



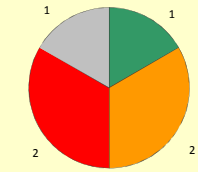
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

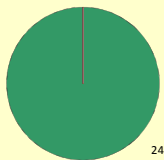
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the first quarter of 2015/16. Performance on indicators has deteriorated, although to some extent this is the result of new indicators having been introduced to the corporate indicator set this year: both the single red indicator and one of the ambers this quarter are Environmental Health indicators which are new in 2015/16. Further detail on the Red indicator is given in the exceptions report. Of the original indicators, as many are deteriorated from the same quarter last year as are improved, but Swale's performance remains good relative to other councils, with all but one for which comparator data is available performing above the national median. The rise in complaints to the Commissioning and Customer Contact team is largely attributable to the movement of Parking into the team following the deletion of the Head of Service Delivery post: there was no increase in the overall number of complaints, and complaints relating to the waste contract have continued to decrease. Timeliness in responding to complaints is now very good at 98% within 10 working days.

## Service Perspective

### Planned actions

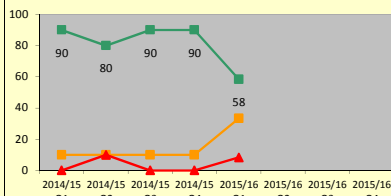
Actions in 2015/16 service plans



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

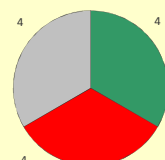
### Performance indicators

Indicators and targets per quarter (%)



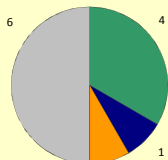
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q1



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

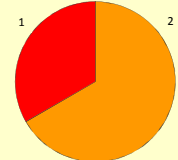
Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£318,490 (5%) Underspend
Economy and Community Services	£2,092,760	£0 (0%) Underspend
Policy and Performance	£204,010	£4,720 (2%) 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 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)
Policy and Performance	£0	£0 (%)	£0 (%)

## Portfolio-Specific Perspective

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

### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 1.

**List of Exceptions for 2015/16 Quarter 1**  
**Environment and Rural Affairs**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
LI/EH/002	Proportion of food hygiene inspections completed that were due.	Red against target (target: 90%; outturn: 65%). Note: This is a new indicator for 2015/16 intended to measure the performance of the Environmental Health shared service.
NI195a	Improved street and environmental cleanliness: Litter.	Year-on-year deterioration (2014/15 Q1: 3%; 2015/16 Q1: 5%).
LI/TBC/01	Number of missed bins per annum.	Year-on-year deterioration (2014/15 Q1: 484; 2015/16 Q1: 684).
LI/PS/0003	Penalty charge notice recovery rate.	Year-on-year deterioration (2014/15 Q1: 68.9%; 2015/16 Q1: 66.7%).
NI 192	Percentage of household waste sent for reuse, recycling and composting.	Year-on-year deterioration (2014/15 Q1: 41.0%; 2015/16 Q1: 38.3%).
<b>Local area perception survey indicators (data from summer 2014)</b>		
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%).
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Coastal issues: historical knowledge/experience requirement following deletion of Head of Service Delivery post.	Combined likelihood/impact score: 12.



# FINANCE and PERFORMANCE

## Combined balanced scorecard report for 2015/16 Quarter 1

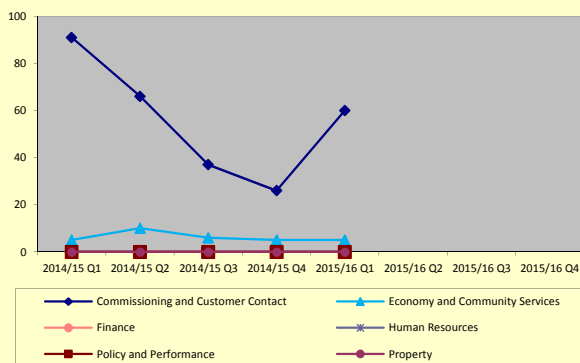


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



Compliments received during 2015/16 Quarter 1

Commissioning and Customer Contact	53	Economy and Community Services	12
Finance	1	Human Resources	0
Policy and Performance	0	Property	1

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

#### Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the first quarter of 2015/16. All but one corporate performance indicators are on target, with detail on the Red indicator provided on the exceptions report. All three indicators for which comparator data is available are performing above the national median, but this does not include indicators which can only be compared at year-end and on which Swale usually compares relatively unfavourably. The 'tackling inequality' project is Amber this quarter due to a minor delay on the new equality scheme, which is now due to come to members during the winter of 2015/16. Budgets, risks and service plans are being managed well, and no adverse audit opinions were issued during the quarter.

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

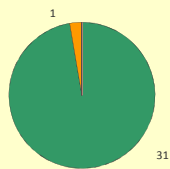
2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

### Service Perspective

#### Planned actions

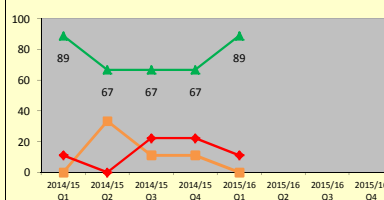
Actions in 2015/16 service plans



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

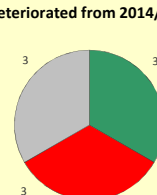
#### Performance indicators

Indicators and targets per quarter (%)



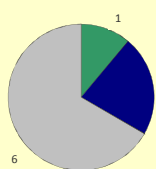
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q1



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

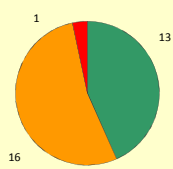
Quartile positions in latest available data



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

#### Risk management

Operational risks



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

### Corporate Perspective

#### Budget monitoring

At end of 2015/16 Quarter 1	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,799,640	£318,490 (5%)	Underspend	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£2,092,760	£0 (0%)	Underspend	£15,000	£3,750 (25%)	£0 (0%)
Finance	£1,398,940	£1,150 (0%)	Underspend	£22,760	£5,690 (25%)	£4,800 (21%)
Human Resources	£339,110	£0 (0%)	Underspend	£0	£0 (%)	£0 (%)
Property	£527,550	£23,360 (4%)	Underspend	£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£4,720 (2%)	Underspend	£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 1.

#### Large projects

**Tackling Inequality** <http://intranet/projects/Equalities%20Framev>  
Project status at end of quarter: **Amber**  
Either: minor deviation from timescales, budget or quality since last report.  
Or: minor future changes to timescales, budget, quality or risks envisaged.

**List of Exceptions for 2015/16 Quarter 1****Combined report for the Finance and Performance portfolios**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
BV78a	Speed of processing new housing benefit and council tax support claims.	Red against target (target: 17.0 days; outturn: 19.4 days). Year-on-year deterioration (2014/15 Q1: 16.2 days; 2015/16 Q1: 19.4 days).
BV10	Percentage of non-domestic rates collected.	Year-on-year deterioration (2014/15 Q1: 34.8%; 2015/16 Q1: 33.6%).
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q1: 4.2 days; 2015/16 Q1: 6.1 days).
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Outtage of ICT service.	Combined likelihood/impact score: 15.

# HOUSING

## Balanced scorecard report for 2015/16 Quarter 1

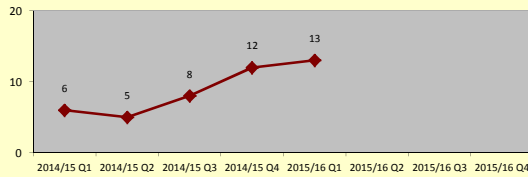


Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback

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



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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Resident Services	13	11	85

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

Compliments received during 2015/16 Quarter 1

Resident Services	9
-------------------	---

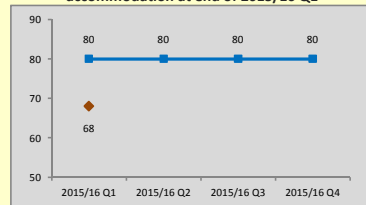
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the first quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation remains below the target maximum, although 68 households is still among the highest 25% of all housing authorities nationally. Complaints are increased from this time last year, reflecting both an increase in caseloads and the creation of the combined Resident Services team covering revenues and benefits as well as housing. All service plan actions are making expected progress, and no adverse audit opinions were received during the quarter.

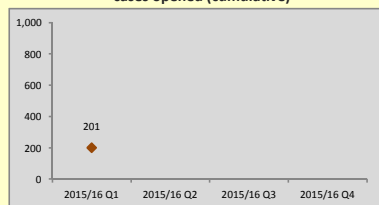
Chart legend: Target (blue line), Actual (red line)

### Housing Options

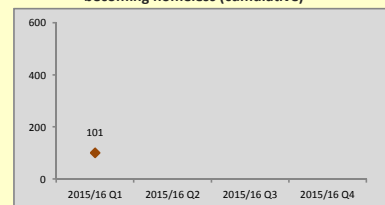
Number of households in temporary accommodation at end of 2015/16 Q1



Number of new prevention cases opened (cumulative)

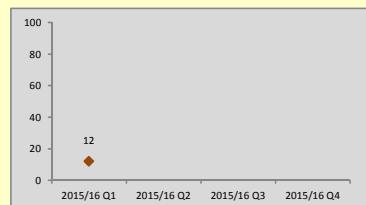


Number of households prevented from becoming homeless (cumulative)

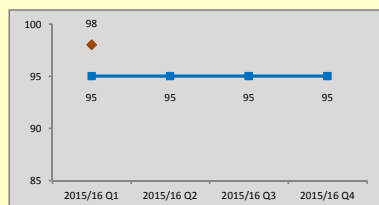


### Private Sector Housing

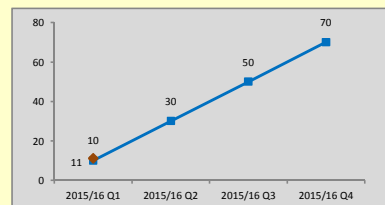
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

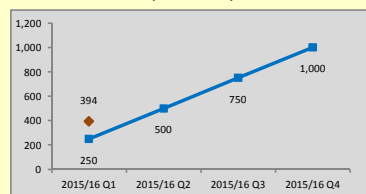


Number of long-term empty homes brought back into use (cumulative)

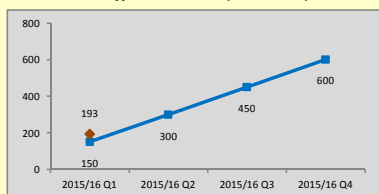


### Stay Put Service

Number of enquiries to the Stay Put service (cumulative)

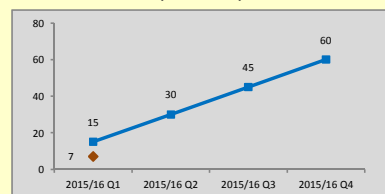


Number of jobs completed under the handyperson scheme (cumulative)



### Housing Strategy

Gross number of affordable homes delivered (cumulative)



### Corporate Perspective

#### Revenue budget

At end of 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Resident Services	£1,468,620	£0 (0%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,150,060	£287,515 (25%)	£87,509 (8%)

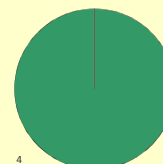
#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0
--	---

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 1.

#### Planned actions

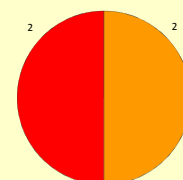
Actions in 2015/16 Service Plans



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**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q1: 18 homes; 2015/16 Q1: seven homes).
NI 156	Number of households living in temporary accommodation.	Year-on-year deterioration (2014/15 Q1: 59 households; 2015/16 Q1: 68 households). Worst quartile nationally.
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Impact of national and local economic position.	Combined likelihood/impact score: 20.
	Disabled facilities grant funding changes.	Combined likelihood/impact score: 15.

# LOCALISM, CULTURE, HERITAGE AND SPORT

Balanced scorecard report for 2015/16 Quarter 1

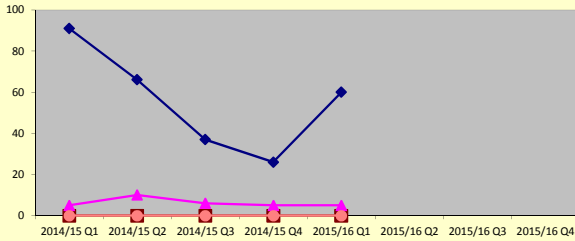


Cabinet Member: Cllr Whiting

## Customer Perspective

### Customer feedback

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



Legend for Customer Feedback Chart:

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

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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	60	59	98
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

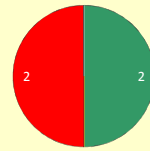
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 1

Commissioning & Contact	53	Economy & Community	12
Policy & Performance	0	Property	1

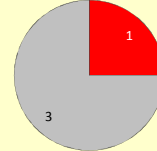
### Local area perception survey 2014

Indicators and targets (RAG)



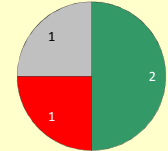
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

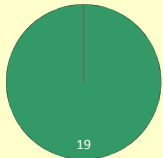
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the first quarter of 2015/16. All actions on the volunteering strategy action plan are now complete; the 2015 local area perception survey indicator outcome on regular volunteering will be available next quarter. The membership level of the SCEN is steady, but the number of residents attending community engagement events (principally local engagement forums) has declined over the last two quarters. Budgets, service plans, projects and risks are being well managed, and no adverse audit opinions were issued during the quarter.

## Service Perspective

### Planned actions

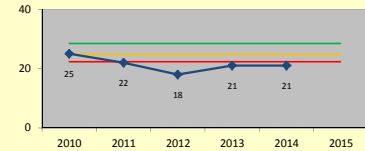
Actions in 2015/16 service plans



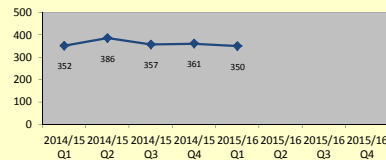
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Volunteering and engagement indicators

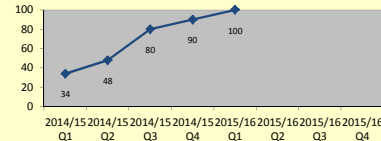
People who have given unpaid help to a club, society or organisation at least once per month in the last year (showing 2008 national quartiles)



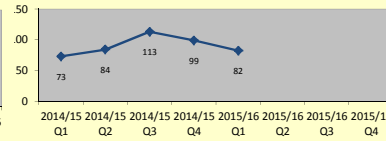
Swale Community Empowerment Network: Number of member organisations



Proportion of Volunteering Strategy action plan completed (%)

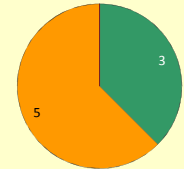


Number of residents attending community engagement events



### 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 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£318,490 (5%) Underspend
Economy and Community Services	£2,092,760	£0 (0%) Underspend
Policy and Performance	£204,010	£4,720 (2%) Underspend
Property	£527,550	£23,360 (4%) Underspend

### Large projects

Community governance review

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

Project status at end of quarter:

Green

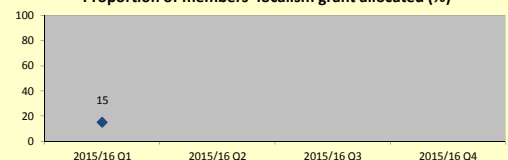
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.

### Capital expenditure

At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£140,920	£35,230 (25%)	£15,351 (11%)
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)
Policy and Performance	£0	£0 (%)	£0 (%)
Property	£0	£0 (%)	£0 (%)

### Members' Localism Grant

Proportion of members' localism grant allocated (%)



### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 1.

**List of Exceptions for 2015/16 Quarter 1****Localism**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Local area perception survey indicators (data from summer 2014)</b>		
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%).
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[No Red risks]		

# PLANNING

## Balanced scorecard report for 2015/16 Quarter 1

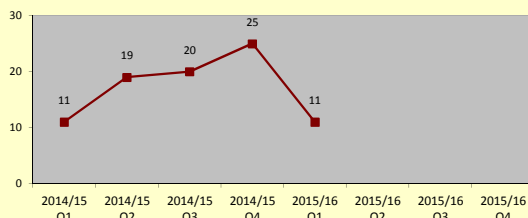


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Development Services	11	10	91

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

#### Local area perception survey

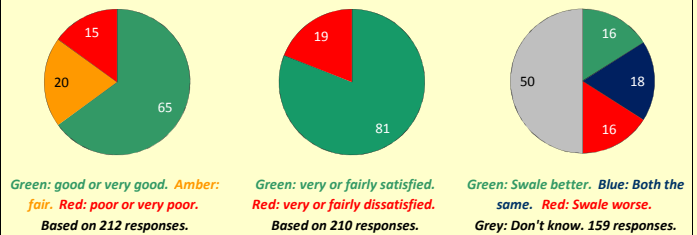
Proportion of service users satisfied with planning services

2010	2011	2012	2013	2014	2015	2016	2017
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? (%)      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

Reliable outturns are now available for all corporate Planning indicators, and the improvement in performance over recent months is evident. Overall half of indicators remain more than 5% adrift of target (details in the exceptions report), but three-quarters of indicators for which a comparison can be made are performing above the national median. One indicator has deteriorated from Q1 last year, with none showing as having improved, but this is due to the lack of data for Q1 last year: in reality, we can be confident of significant improvement on several measures. Complaints have dropped back to the level experienced this time last year, while timeliness in responding to complaints is good at 91% within 10 days. 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 2015/16 service plans



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

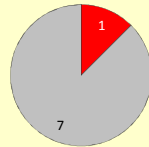
#### All service-plan performance indicators

Indicators and targets (RAG)



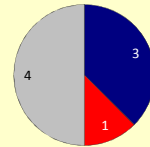
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014/15 Q1



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

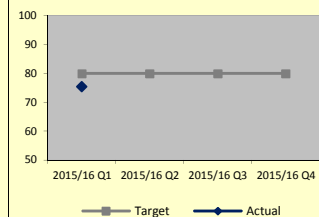
Indicator quartile positions in latest available data



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

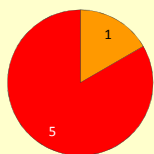
#### Planning enforcement

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



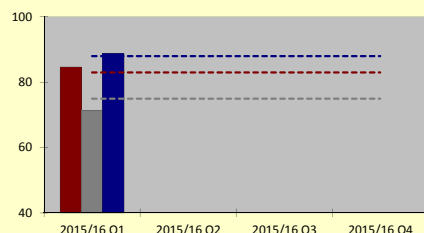
#### Risk management

Operational risks



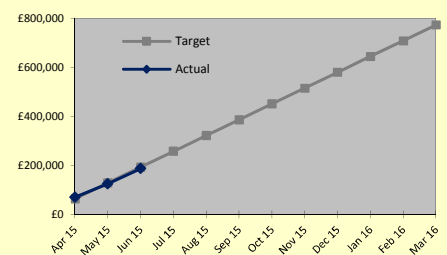
RAG denotes combined likelihood and impact scores. Red: high (>12). Amber: medium. Green: low (<=4).

#### Timeliness of processing applications



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

#### Planning fee income 2015/16



### Corporate Perspective

#### Budget monitoring

At end of 2015/16 Quarter 1	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Development Services	£876,210	£0 (0%)	Underspend	£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 1:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2015/16 Quarter 1.	

#### Neighbourhood planning

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

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

#### Large projects

<b>Community Infrastructure Levy</b>	<a href="http://intranet/projects/Local%20develop">http://intranet/projects/Local%20develop</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.	
<b>Local Plan</b>	<a href="http://intranet/projects/Local%20develop">http://intranet/projects/Local%20develop</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.	

**List of Exceptions for 2015/16 Quarter 1  
Planning**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
LI/LS/LCC01	Percentage of all local land searches completed in five working days.	Red against target (target: 95.0%; outturn: 31.6%). Year-on-year deterioration (2014/15 Q1: 88.4%; 2015/16 Q1: 31.6%).
LI/DC/DCE/007	Planning enforcement: Informing complainant within 21 days.	Red against target (target: 80.0%; outturn: 75.4%).
BV109b NI 157b	Processing of planning applications: minor applications (within 8 weeks).	Red against target (target: 75.0%; outturn: 71.2%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 15.9%).
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 84%; national 25th percentile: 89%).
<b>Local area perception survey indicators (data from summer 2014)</b>		
LI/LAPS/17	Satisfaction with Planning (service users).	Red against target (target: 41%; outturn: 30%). Year-on-year deterioration (2013: 35%).
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
	Customer care.	Combined likelihood/impact score: 20.
	Financial stability.	Combined likelihood/impact score: 20.
	ICT systems.	Combined likelihood/impact score: 18.
	Maintain and enhance performance.	Combined likelihood/impact score: 12.
	Data quality.	Combined likelihood/impact score: 12.



# REGENERATION

Balanced scorecard report for 2015/16 Quarter 1

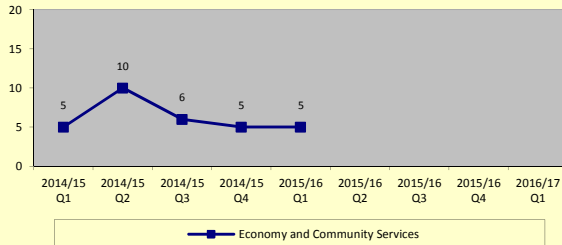


Cabinet Member: Cllr Cosgrove

## Customer Perspective

### Customer feedback

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



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

2015/16 Quarter 1	No. rec'd	No. timely	% timely
Economy and Community Services	5	5	100

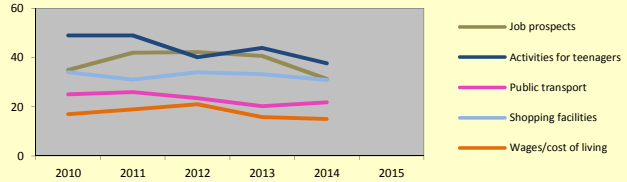
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 1

Economy and Community Services	12
--------------------------------	----

### Local area perception survey 2014

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



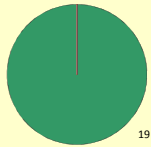
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the first quarter of 2015/16. A new single performance indicator has been introduced this year to measure the proportion of council spend which benefits the local economy. We are more confident of the quality of the data behind this indicator than was the case for the two indicators it replaces, and outturns for the previous four quarters have been calculated retrospectively. The total NNDR due for the year, which is reported as a proxy for business growth, has increased significantly thanks to new liabilities. Service plan actions under this portfolio continue to make expected progress, and no adverse audit opinions were issued during the quarter.

## Service Perspective

### Planned actions

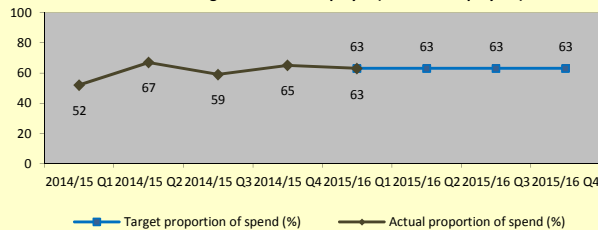
Actions in 2015/16 service plans



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

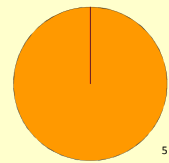
### Local procurement

Proportion of council spend with businesses whose HQ is in Swale or which are a significant local employer (≥30 local employees)



### 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 2015/16 Quarter 1	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£0 (0%) Underspend

### Capital expenditure

At end of 2015/16 Quarter 1	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£15,000	£3,750 (25%)	£0 (0%)

### Adverse audit opinions

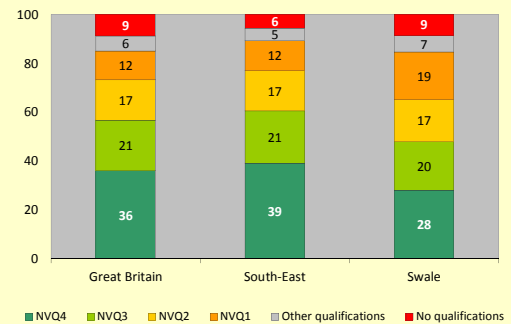
Number of poor or weak control opinions received during 2015/16 Quarter 1: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 1.

## Portfolio Perspective: Business and Skills

### Swale skills profile

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



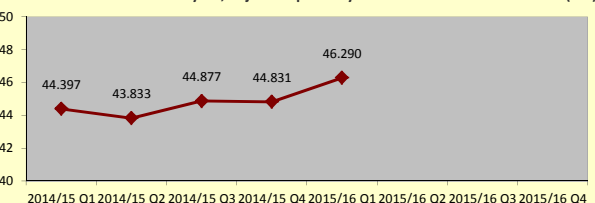
### Large projects

**Sittingbourne Town Centre** <http://intranet/projects/Sittingbourne%20Town>  
Project status at end of quarter: **Amber**

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

### Rateable business growth

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



**List of Exceptions for 2015/16 Quarter 1  
Regeneration**

<b>Ref</b>	<b>Title/Description</b>	<b>Why is this red on the scorecard?</b>
<b>Performance indicators</b>		
[No exceptions]		
<b>Local area perception survey indicators (data from summer 2014)</b>		
[No exceptions]		
<b>Planned actions</b>		
[No exceptions]		
<b>Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)</b>		
[No Red risks]		