

Scrutiny Meeting		Agenda Item: 6
Meeting Date	10 February 2016	
Report Title	Performance Monitoring – 2015/16 Quarter 2	
Cabinet Member	Cllr Wilcox, Performance	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	David Clifford, Policy and Performance Manager	
Recommendation	Scrutiny committee is recommended to <i>note</i> the information contained in the Quarter 2 balanced scorecard reports at Appendix I.	

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the second quarter of 2015/16 (July-September 2015). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives.

2 Background

- 2.1 Strategic performance monitoring by cabinet and the scrutiny committee has been primarily through portfolio balanced scorecards since 2011. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators.

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 With the exception of 'corporate health', each scorecard also includes a separate list of 'exceptions', providing more information on items shown as red on the scorecards.
- 3.3 Items may show as red for a number of reasons (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. The purpose of the exception reports is to enable members to determine where further investigation may be fruitful.

4 Alternative Options

- 4.1 Although national performance reporting burdens have reduced considerably over the last five 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: Cabinet scorecard reports for 2015/16 Quarter 2.

8 Background Papers

- Monthly SMT performance reports
- Quarterly financial monitoring reports
- Quarterly complaints reports
- Internal audit reports

CORPORATE HEALTH

Balanced scorecard report for 2015/16 Quarter 2



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2015/16 Quarter 2	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£785,915	(4%) Underspend	£2,528,653	£1,264,327 (50%)	£643,998 (25%)

Adverse audit opinions

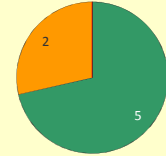
Number of poor or weak control opinions received during 2015/16 Quarter 2: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 2.

Large projects

All large projects across SBC

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

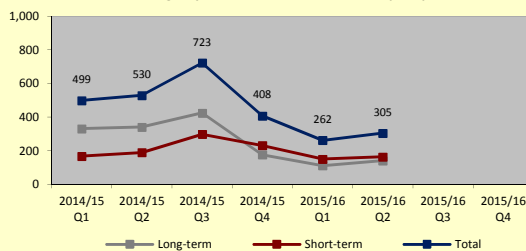


Workforce count and sickness absence

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	282
2015/16 Q3	
2015/16 Q4	

Working days lost to sickness absence (per quarter)



Strategic risks

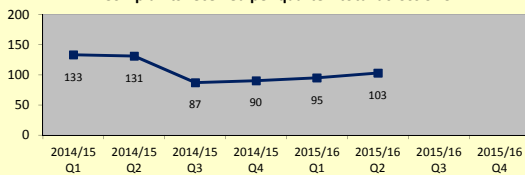
Strategic risk register 2014/15	Score	Likelihood	Impact
1. Welfare reform/wider economic pressures	5	5	3
2. Regeneration and place-shaping	5	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4	4
4. Transforming to meet the financial climate	3	3	3
5. Safeguarding	3	3	4

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 2

Total complaints received	103
Total complaints responded to within 10 working days	94
Proportion of complaints responded to within 10 working days (target: 90%)	91%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	93

Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the second quarter of 2015/16. Three-quarters of corporate indicators are on target, up from two-thirds at the end of Quarter 1, and more indicators are improved from this point last year than are deteriorated. 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. Sickness absence is slightly up on last quarter but still historically low. Complaints are also slightly up, but timeliness in responding to them remains good, and no adverse audit reports were issued during Quarter 2. New data from the 2015 local area perception survey is included in the scorecards this quarter, and a separate briefing note on this is being circulated in tandem with the scorecards.

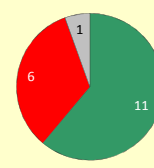
Local area perception survey 2015

Indicators and targets (RAG)



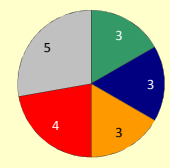
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



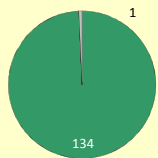
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

Service Perspective

Planned actions

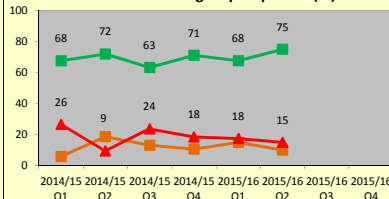
Actions in 2015/16 service plans



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

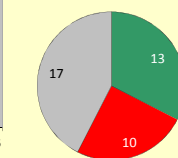
Performance indicators

Indicators and targets per quarter (%)



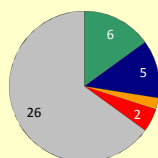
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q2



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

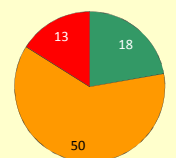
Quartile positions in latest available data



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

Operational risks

Operational risks in 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 2

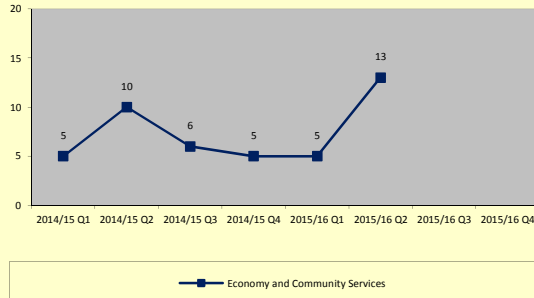


Cabinet Member: Cllr Pugh

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 2	No. rec'd	No. timely	% timely
Economy and Community Services	13	11	85

Local Government Ombudsman complaints

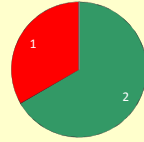
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 2

Economy and Community Services	13
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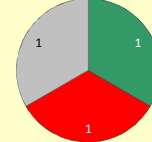
Local area perception survey 2015

Indicators and targets (RAG)



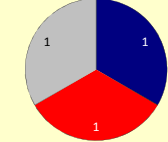
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



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

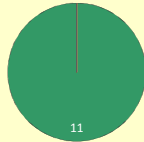
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the second quarter of 2015/16. A second consecutive rise in the number of recorded crimes per 1,000 population means that the crime rate is now only very slightly down on the same point last year; this rising trend is reflected across the Home Office 'most similar group' of local authority areas for Swale. New data from the 2015 local area perception survey is included in the scorecards this quarter, and a separate briefing note on this is being circulated in tandem with the scorecards.

Service Perspective

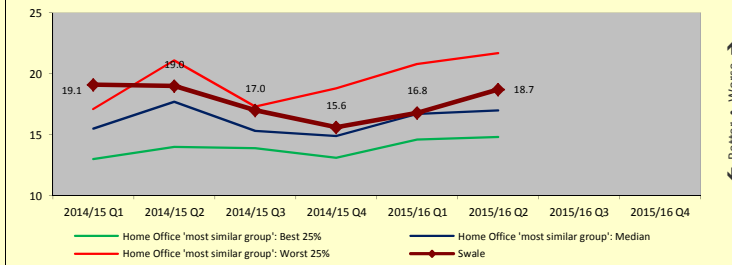
Planned actions

Actions in 2015/16 service plans



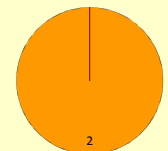
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

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 2	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£19,490 (1%) 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 2	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,085,103	£542,552 (50%)	£311,454 (29%)

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 2:	0
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Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 2.

List of Exceptions for 2015/16 Quarter 2
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: 60.7 crimes for the rolling year to end-June; outturn: 67.8 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.)
Local area perception survey indicators (data from autumn 2015)		
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%).
LI/LAPS/03	Proportion of people perceiving antisocial behaviour as a very or fairly big problem.	Year-on-year deterioration (2014: 14%. 2015: 16%). Note that this change is not statistically significant.
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 2015/16 Quarter 2

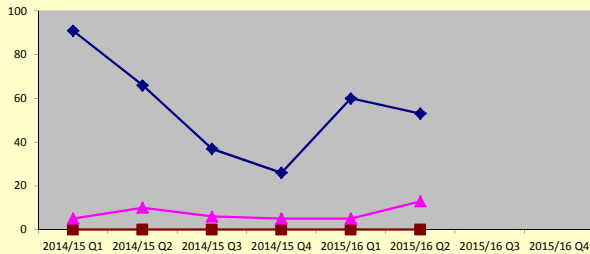


Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

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



Commissioning and Customer Contact
Economy and Community Services
Policy and Performance

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

2015/16 Quarter 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	53	48	91
Economy and Community Services	13	11	85
Policy and Performance	0	0	N/A

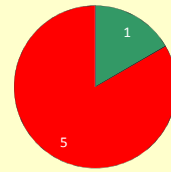
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 2

Commissioning & Contact	57	Policy and Performance	0
Economy and Community	13		

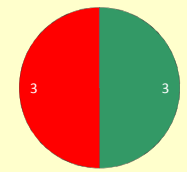
Local area perception survey 2015

Indicators and targets (RAG)



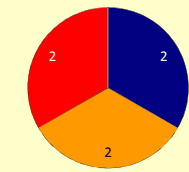
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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

Indicator quartile positions in 2008 Place Survey data



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

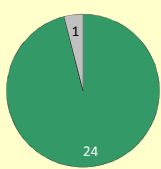
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the second quarter of 2015/16. Performance on indicators has improved following the blip last quarter, and performance against targets is now back to the usual high level. In addition to the quarter-on-quarter improvement, five indicators are improved from Quarter 2 last year, with only one having deteriorated, and Swale's performance relative to other councils is very good, with two-thirds of indicators for which comparisons can be made performing among the best 25% of authorities. Projects, service-plan actions, complaints and budgets are being well managed, and no adverse audit opinions were received during the quarter. New data from the 2015 local area perception survey is included in the scorecards this quarter, and a separate briefing note on this is being circulated in tandem with the scorecards.

Service Perspective

Planned actions

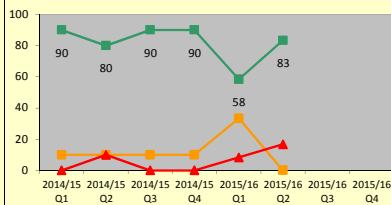
Actions in 2015/16 service plans



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

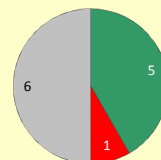
Performance indicators

Indicators and targets per quarter (%)



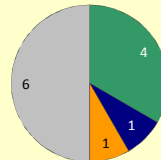
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q2



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

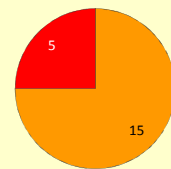
Quartile positions in latest available data



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

Risk management

Operational risks



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

Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 2	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£388,075 (7%) Underspend
Economy and Community Services	£2,092,760	£19,490 (1%) Underspend
Policy and Performance	£204,010	£15,470 (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 2015/16 Quarter 2	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£288,730	£144,365 (50%)	£23,174 (8%)
Economy and Community Services	£1,085,103	£542,552 (50%)	£311,454 (29%)
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 2: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 2.

List of Exceptions for 2015/16 Quarter 2
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/EH/002	Proportion of food hygiene inspections completed that were due.	Red against target (target: 90%; outturn: 81%). Note: This is a new indicator for 2015/16 intended to measure the performance of the Environmental Health shared service. The outturn of 81% in Q2 represents a significant improvement on the 65% recorded for Q1.
LI/PS/0003	Penalty charge notice recovery rate.	Red against target (target: 70%; outturn: 66%). Year-on-year deterioration (2014/15 Q2: 69%; 2015/16 Q2: 66%).
Local area perception survey indicators (data from autumn 2015)		
LI/LAPS/07	Agreement that the borough council is making the area cleaner and greener.	Red against target (target: 59%; outturn: 52%). This is an improvement on the 2014 outturn of 48%.
LI/LAPS/13	Satisfaction with keeping the streets free of litter (all survey respondents).	Red against target (target: 50%; outturn: 45%). This appears to be an improvement on the 2014 outturn of 42%.
LI/LAPS/14	Satisfaction with kerbside recycling (service users).	The 2015 outturn of 76% is a deterioration on the 2014 outturn of 83%.
LI/LAPS/16	Satisfaction with parks and open spaces (service users).	Red against target (target: 70%; outturn: 66%). This appears to be a deterioration on the 2014 outturn of 68%.
LI/LAPS/18	Satisfaction with parking enforcement (service users).	Red against target (target: 40%; outturn: 30%). The 2015 outturn is a deterioration on the 2014 outturn of 41%.
LI/LAPS/20	Satisfaction with refuse collection (service users).	Red against target (target: 85%; outturn: 79%). This is an improvement on the 2014 outturn of 74%.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Insufficient resource to deliver a shared service (Environmental Health).	Combined likelihood/impact score: 15.
	Coastal issues: historical knowledge/experience requirement following deletion of Head of Service Delivery post.	Combined likelihood/impact score: 12.
	Dissolution of partnership (Environmental Health).	Combined likelihood/impact score: 12.
	Damage to reputation (Environmental Health).	Combined likelihood/impact score: 12.
	Change in political and/or senior leadership (Environmental Health).	Combined likelihood/impact score: 12.

FINANCE and PERFORMANCE

Combined balanced scorecard report for 2015/16 Quarter 2

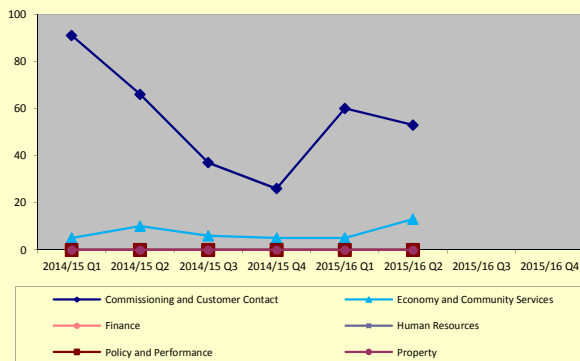


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

Customer Perspective

Customer feedback

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



Compliments received during 2015/16 Quarter 2

Commissioning and Customer Contact	57	Economy and Community Services	13
Finance	0	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 second quarter of 2015/16. All nine corporate performance indicators in these portfolios are on target, and all three for which comparator data is available are performing above the national median, although this does not include indicators which can only be compared at year-end and on which Swale usually compares relatively unfavourably. As many indicators are deteriorated from this time last year as are improved, but given the 100% rate for performance against target, the deteriorations are not significant. The 'tackling inequality' project remains Amber this quarter due to the minor delay on the new equality scheme, which is now due to come to Cabinet and then Council in June. 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 2	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	53	48	91
Economy and Community Services	13	11	85
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

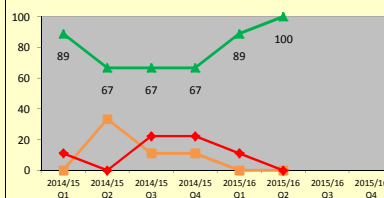
Actions in 2015/16 service plans



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

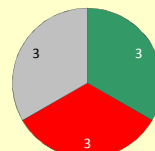
Performance indicators

Indicators and targets per quarter (%)



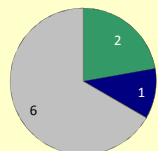
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q2



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

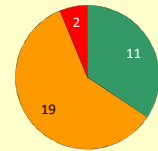
Quartile positions in latest available data



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

Risk management

Operational risks



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

Corporate Perspective

Budget monitoring

At end of 2015/16 Quarter 2	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	£388,075 (7%) Underspend		£288,730	£144,365 (50%)	£23,174 (8%)
Economy and Community Services	£2,092,760	£19,490 (1%) Underspend		£1,085,103	£542,552 (50%)	£311,454 (29%)
Finance	£1,398,940	£800 (0%) Underspend		£22,760	£11,380 (50%)	£4,950 (22%)
Human Resources	£339,110	£15,000 (4%) Overspend		£0	£0 (%)	£0 (%)
Property	£527,550	£86,300 (16%) Underspend		£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£15,470 (8%) Underspend		£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 2: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 2.

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 2**Combined report for the Finance and Performance portfolios**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
BV10	Percentage of non-domestic rates collected.	Year-on-year deterioration (2014/15 Q2: 60.1%; 2015/16 Q2: 60.0%).
BV78a	Speed of processing new housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q2: 15.7 days; 2015/16 Q2: 16.5 days).
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q2: 5.3 days; 2015/16 Q2: 6.3 days).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	Outtage of ICT service.	Combined likelihood/impact score: 15.
	Temporary increase in work volumes (Legal).	Combined likelihood/impact score: 12.

HOUSING

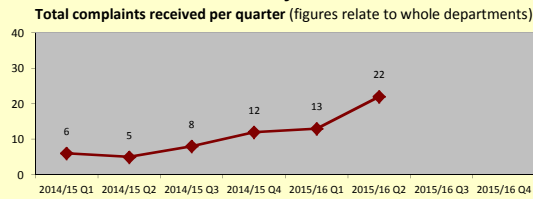
Balanced scorecard report for 2015/16 Quarter 2



Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback



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

2015/16 Quarter 2	No. rec'd	No. timely	% timely
Resident Services	22	22	100

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

Compliments received during 2015/16 Quarter 2

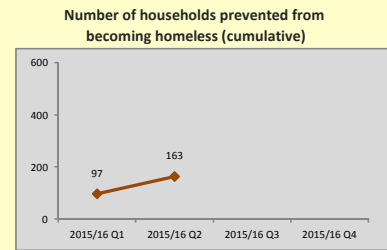
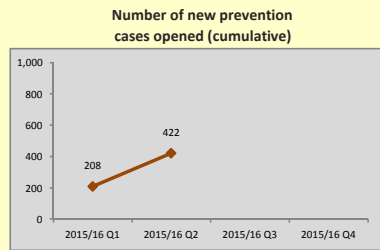
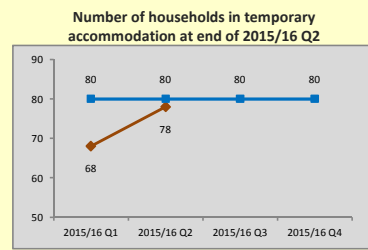
Resident Services	20
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Summary from the Policy and Performance Team

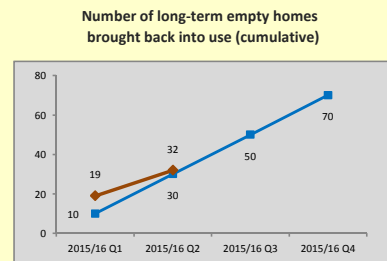
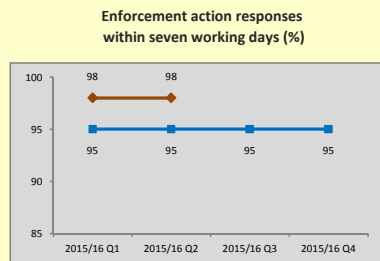
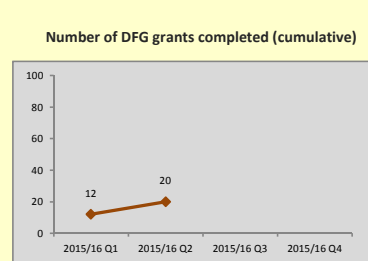
This scorecard gives an overview of council performance on the Housing portfolio at the end of the first quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation remains below the target maximum, although 68 households 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 ——— Actual ———

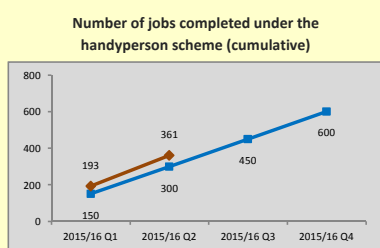
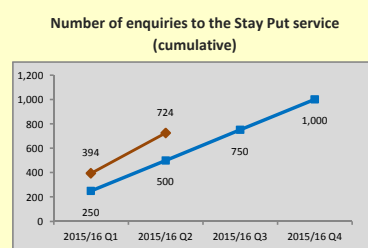
Housing Options



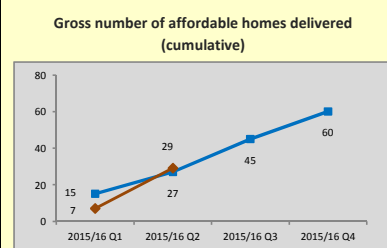
Private Sector Housing



Stay Put Service



Housing Strategy



Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 2	Budget 15/16	Projected year-end position
Resident Services	£1,468,620	£103,400 (7%) Underspend

Capital expenditure

At end of 2015/16 Quarter 2	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,132,060	£566,030 (50%)	£304,420 (27%)

Adverse audit opinions

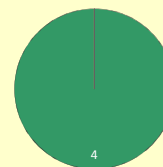
Number of poor or weak control opinions received during 2015/16 Quarter 2:	0
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Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 2.

Planned actions

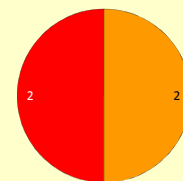
Actions in 2015/16 Service Plans



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 (<54).

**List of Exceptions for 2015/16 Quarter 2
Housing**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q2: 29 homes; 2015/16 Q2: 21 homes).
NI 156	Number of households living in temporary accommodation.	Year-on-year deterioration (2014/15 Q2: 68 households; 2015/16 Q2: 78 households). Worst quartile nationally.
LI/HS/01	Number of long-term empty homes brought back into use	Year-on-year deterioration (2014/15 Q2: 40 homes; 2015/16 Q2: 32 homes).
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	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 2

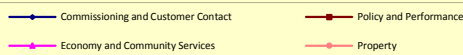
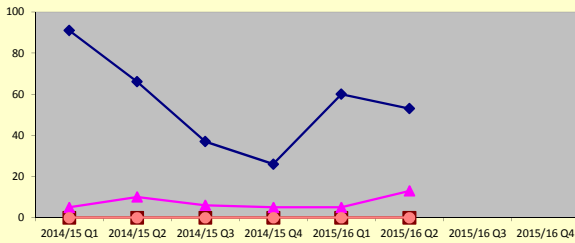


Cabinet Member: Cllr Whiting

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 2	No. rec'd	No. timely	% timely
Commissions and Customer Contact	53	48	91
Economy and Community Services	13	11	85
Policy and Performance	0	0	N/A
Property	0	0	N/A

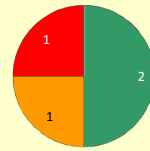
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 2

Commissions & Contact	57	Economy & Community	13
Policy & Performance	0	Property	1

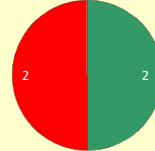
Local area perception survey 2015

Indicators and targets (RAG)



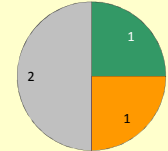
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014



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.

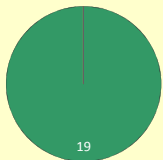
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the second quarter of 2015/16. New data from the 2015 local area perception survey is included in the scorecards this quarter, and a separate briefing note on this is being circulated in tandem with the scorecards, but it should be noted here that the proportion of residents who undertake volunteering activity at least once a month has increased by two percentage points on last year, and by a statistically significant five percentage points on the 2012 result. With all actions on the volunteering strategy action plan now complete, it is heartening that this indicator is heading in a positive direction. Budgets, service plans, projects and risks are being well managed on this portfolio, and no adverse audit opinions were issued during the quarter.

Service Perspective

Planned actions

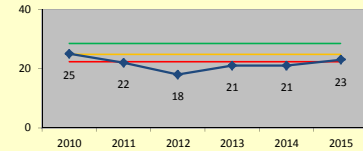
Actions in 2015/16 service plans



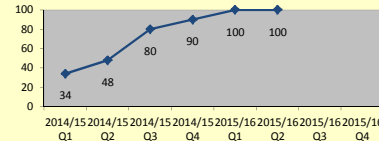
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Volunteering and engagement indicators

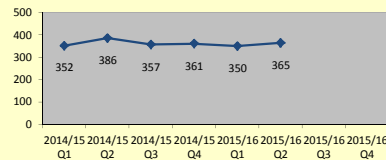
People who have given unpaid help to a club, society or organisation at least once per month in the last year (showing 2008 national quartiles)



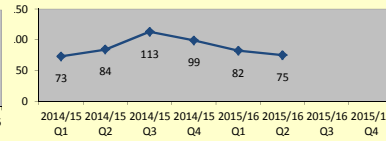
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

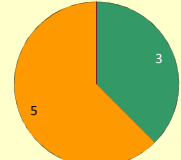


Number of residents attending community engagement events



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 2015/16 Quarter 2	Budget 15/16	Projected year-end position
Commissions and Customer Contact	£5,799,640	£388,075 (7%) Underspend
Economy and Community Services	£2,092,760	£19,490 (1%) Underspend
Policy and Performance	£204,010	£15,470 (8%) Underspend
Property	£527,550	£86,300 (16%) Underspend

Large projects

Community governance review

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

Project status at end of quarter: Green

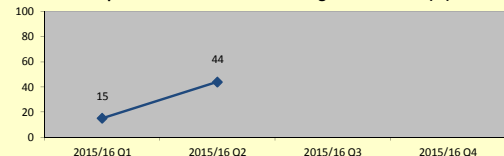
Both: no changes to timescales, budget or quality since last report. And: no future changes to timescales, budget, quality or risks envisaged.

Capital expenditure

At end of 2015/16 Quarter 2	Budget 15/16	Profiled spend	Actual spend
Commissions and Customer Contact	£288,730	£144,365 (50%)	£23,174 (8%)
Economy and Community Services	£1,085,103	£542,552 (50%)	£311,454 (29%)
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 2: 0

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 2.

List of Exceptions for 2015/16 Quarter 2
Localism, Culture, Heritage and Sport

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators (data from autumn 2015)		
LI/LAPS/10	Agreement that the borough council acts on the concerns of local residents.	The 2015 outturn (49%) appears to be a deterioration on the 2014 outturn (50%).
LI/LAPS/19	Satisfaction with sports/leisure facilities (service users).	Red against target (target: 52%; outturn: 46%). The 2015 outturn is a deterioration on the 2014 outturn of 53%.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
[No Red risks]		

PLANNING

Balanced scorecard report for 2015/16 Quarter 2

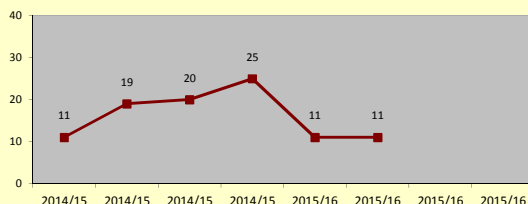


Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2015/16 Quarter 2	No. rec'd	No. timely	% timely
Development Services	11	11	100

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

Local area perception survey

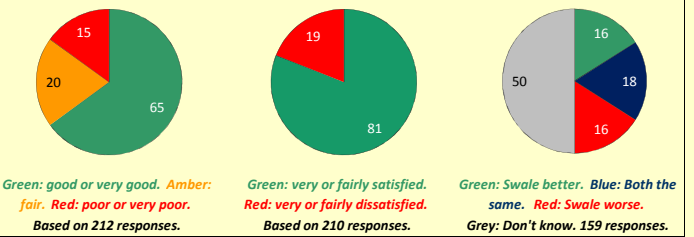
Proportion of service users satisfied with planning services

2010	2011	2012	2013	2014	2015	2016	2017
41%	41%	32%	35%	30%	33%		

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? (%)



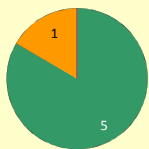
Summary from the Policy and Performance Team

With reliable outturns now available for all corporate Planning indicators, the recent improvement in performance has been sustained during Quarter 2. Just over a third of indicators remain more than 5% adrift of target (down from half of indicators last quarter), and three-quarters of indicators for which a comparison can be made are performing above the national median. Owing to the lack of data for the first half of 2014/15, the pie-chart showing improvement/deterioration on the scorecard is blank, but in reality we can be confident of significant improvement from this time last year. Complaints have stabilised at a relatively low level, while timeliness in responding to complaints is excellent at 100% 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

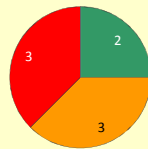
Actions in 2015/16 service plans



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

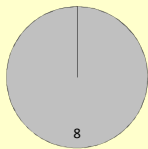
All service-plan performance indicators

Indicators and targets (RAG)



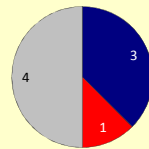
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014/15 Q2



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

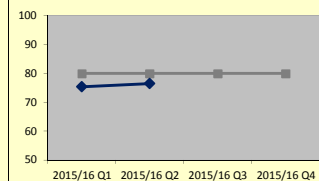
Indicator quartile positions in latest available data



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

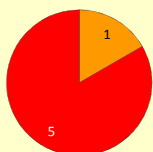
Planning enforcement

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



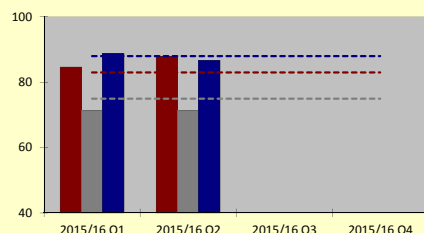
Risk management

Operational risks



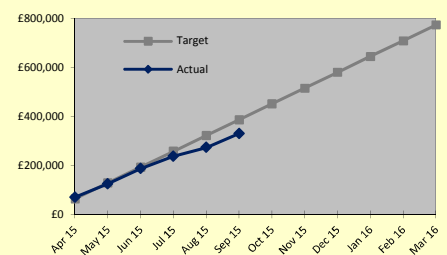
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

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 2	Revenue budget		Capital expenditure		
	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£876,210	£8,800 (1%) Overspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 2: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 2.

Neighbourhood planning

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

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

Large projects

Community Infrastructure Levy <http://intranet/projects/Local%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 Plan <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 2015/16 Quarter 2
Planning**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
LI/LS/LCC01	Percentage of all local land searches completed in five working days.	Red against target (target: 95.0%; outturn: 51.7%). Note: This quarter's year-to-date outturn is a significant improvement over last quarter's 31.6%. Discrete performance for September was 99.4%.
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: 86%; national 25th percentile: 89%).
Local area perception survey indicators (data from autumn 2015)		
LI/LAPS/17	Satisfaction with Planning (service users).	Red against target (target: 41%; outturn: 33%). Note that the low base of 61 respondents for this indicator results in very high margin of error.
Planned actions		
[No exceptions]		
Operational risks (where combined likelihood and impact score is at least 12, out of a possible 24)		
	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 2

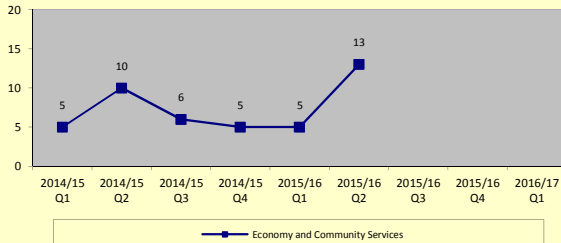


Cabinet Member: Cllr Cosgrove

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 2	No. rec'd	No. timely	% timely
Economy and Community Services	13	11	85

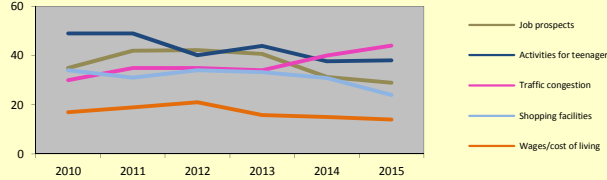
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 2

Economy and Community Services	13
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Local area perception survey 2015

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



Summary from the Policy and Performance Team

This scorecard gives an overview of council performance and wider demographic information on the Regeneration portfolio at the end of the second quarter of 2015/16. The drop in NNDR liability is due to the successful appeal by GPs, which significantly reduced the rateable value of purpose-built surgeries; however, even after this, total liability is higher than it was six months ago. The apparent spike in the proportion of local procurement spend is largely due to the payment structure in the Biffa contract. Service plan actions under this portfolio continue to make expected progress, and no adverse audit opinions were issued during the quarter. New data from the 2015 local area perception survey is included in the scorecards this quarter, and a separate briefing note on this is being circulated in tandem with the scorecards.

Service Perspective

Planned actions

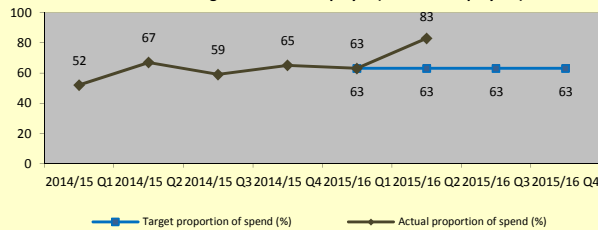
Actions in 2015/16 service plans



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

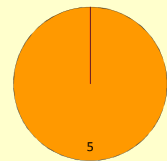
Local procurement

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 2	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£19,490 (1%) Underspend

Capital expenditure

At end of 2015/16 Quarter 2	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,085,103	£542,552 (50%)	£311,454 (29%)

Adverse audit opinions

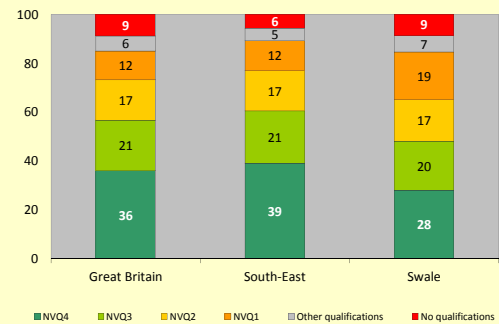
Number of poor or weak control opinions received during 2015/16 Quarter 2: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 2.

Portfolio Perspective: Business and Skills

Swale skills profile

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



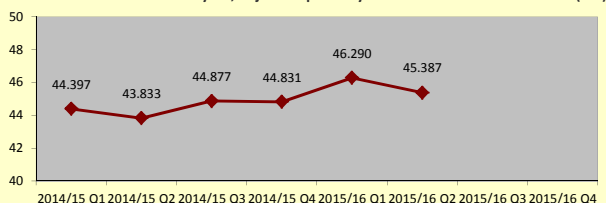
Large projects

Sittingbourne Town Centre <http://intranet/projects/Sittingbourne%20Tow>
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 2
Regeneration**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators (data from autumn 2015)		
[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]		