

<b>Scrutiny Meeting</b>		<b>Agenda Item: 5</b>
<b>Meeting Date</b>	9 June 2016	
<b>Report Title</b>	<b>Performance Monitoring – 2015/16 Quarter 3</b>	
<b>Cabinet Member</b>	Cllr Dewar-Whalley, Finance and Performance (2016/17) Cllr Wilcox, Performance (2015/16)	
<b>SMT Lead</b>	Abdool Kara, Chief Executive	
<b>Head of Service</b>	David Clifford, Policy and Performance Manager	
<b>Recommendation</b>	Scrutiny committee is recommended to <b>note</b> the information contained in the Quarter 3 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 third quarter of 2015/16 (October-December 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 in recent years been primarily through portfolio balanced scorecards. 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 of the 2015/16 cabinet portfolios, 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 3.

## **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 3



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

## Corporate Overview

### Budget monitoring

At end of 2015/16 Quarter 3	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£817,756 (5%)	Underspend	£2,881,430	£2,161,073 (75%)	£1,252,104 (43%)

### Adverse audit opinions

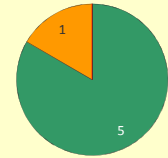
Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

This scorecard includes all adverse opinions received across SBC. Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

### Large projects

All large projects across SBC

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

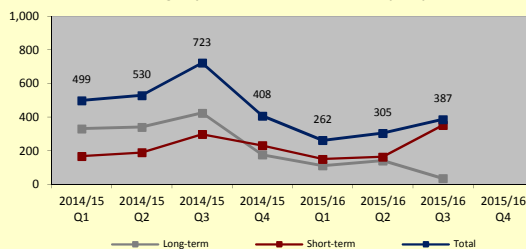


### Workforce count and sickness absence

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	284
2015/16 Q4	

Working days lost to sickness absence (per quarter)



### Strategic risks

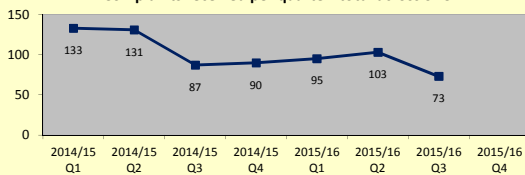
Strategic risk register 2015/16	Score	Likelihood	Impact
1. Welfare reform/wider economic pressures	5	5	3
2. Regeneration and place-shaping	5	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4	4
4. Transforming to meet the financial climate	3	3	3
5. Safeguarding	3	3	4

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 3

Total complaints received	73
Total complaints responded to within 10 working days	67
Proportion of complaints responded to within 10 working days (target: 90%)	92%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	92

## 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. Almost four-fifths of corporate indicators are on target, with the remainder split evenly between those more and less than 5% adrift of target. More indicators are improved from this point last year than are deteriorated, and 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. Complaint numbers are down and timeliness in responding to them is good at 92% within ten days. Service-plan actions and risks are being well managed, and Audit issued no 'weak' or 'poor' control opinions during Quarter 3.

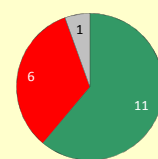
### Local area perception survey 2015

Indicators and targets (RAG)



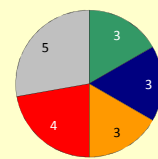
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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



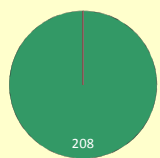
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

## Service Perspective

### Planned actions

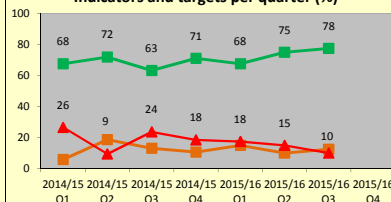
Actions in 2015/16 service plans



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

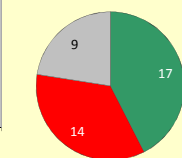
### Performance indicators

Indicators and targets per quarter (%)



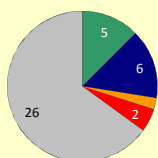
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

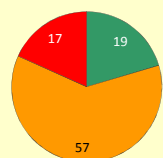
Quartile positions in latest available data



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

### Operational risks

Operational risks in 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 3

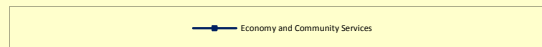
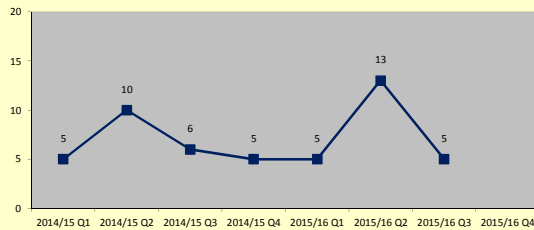


Cabinet Member: Cllr Pugh

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

Local Government Ombudsman complaints

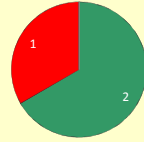
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Economy and Community Services	21
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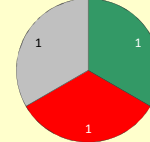
### Local area perception survey 2015

Indicators and targets (RAG)



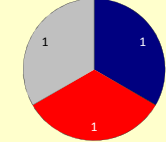
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

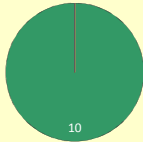
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Community Safety and Health portfolio at the end of the third quarter of 2015/16. The recent rise in the number of recorded crimes per 1,000 population has been stabilised in Swale but has continued in the worst-performing areas within our Home Office 'most similar group', resulting in an improvement in our relative performance. Budgets, actions and risks on this portfolio continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

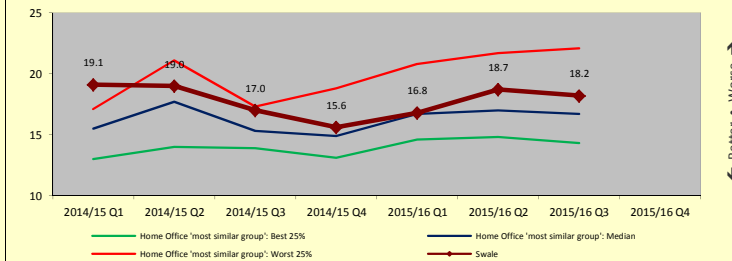
### Planned actions

Actions in 2015/16 service plans



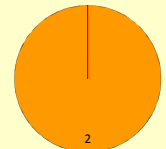
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### 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 3	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£88,230 (4%) 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 3	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)

## 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 3: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

**List of Exceptions for 2015/16 Quarter 3**  
**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-December; outturn: 67.7 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</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%).
LI/LAPS/03	Proportion of people perceiving antisocial behaviour as a very or fairly big problem.	This appears to be a year-on-year deterioration (2014: 14%. 2015: 16%) but note that this change is not statistically significant.
<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 3

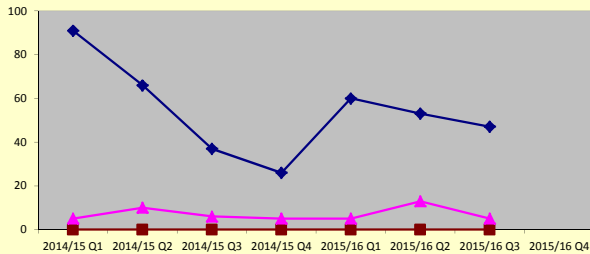


Cabinet Member: Cllr Simmons

## 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 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A

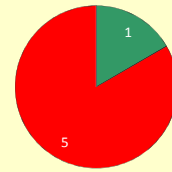
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Commissioning & Contact	60	Policy and Performance	0
Economy and Community	21		

### Local area perception survey 2015

Indicators and targets (RAG)



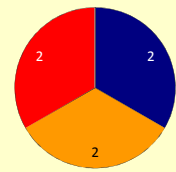
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

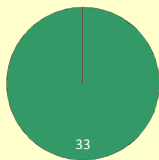
## Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the third quarter of 2015/16. Performance on indicators continues to improve, and performance against targets is now back to the usual high level. Swale's indicator performance relative to other councils is very good, with half of indicators for which comparisons can be made performing among the best 25% of authorities and all but one above the national median. Budgets, complaints, projects, service-plan actions and risks continue to be well managed, and no adverse audit opinions were received during the quarter.

## Service Perspective

### Planned actions

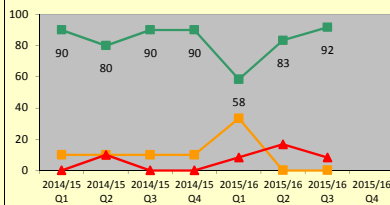
Actions in 2015/16 service plans



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

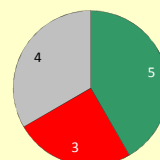
### Performance indicators

Indicators and targets per quarter (%)



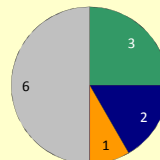
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

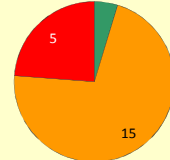
Quartile positions in latest available data



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

### Risk management

Operational risks



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

## Corporate Perspective

### Revenue budget

At end of 2015/16 Quarter 3	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£403,400 (7%) Underspend
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend
Policy and Performance	£204,010	£16,590 (8%) 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 3	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)
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 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

**List of Exceptions for 2015/16 Quarter 3**  
**Environment and Rural Affairs**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
NI 192	Percentage of household waste sent for reuse, recycling and composting	Year-on-year deterioration (2014/15 Q3: 42.83%; 2015/16 Q3: 42.82%). Note that this indicator remains green against target.
NI195b	Improved street and environmental cleanliness: Detritus	Year-on-year deterioration (2014/15 Q3: 3%; 2015/16 Q3: 7%). Note that this indicator remains green against target.
LI/EH/002	Proportion of food hygiene inspections completed that were due.	Red against target (target: 90%; outturn: 85%). (Note: This is a new indicator for 2015/16 intended to measure the performance of the Environmental Health shared service. The outturn of 85% in Q3 represents a significant improvement on the 65% recorded for Q1.)
LI/PS/0003	Penalty charge notice recovery rate	Year-on-year deterioration (2014/15 Q3: 68.9%; 2015/16 Q3: 65.6%). Note that this indicator remains green against target.
<b>Local area perception survey indicators</b>		
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 statistically significant 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% but is not statistically significant.
LI/LAPS/18	Satisfaction with parking enforcement (service users).	Red against target (target: 40%; outturn: 30%). The 2015 outturn is a statistically significant 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 a statistically significant improvement on the 2014 outturn of 74%.
<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>		
	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 3

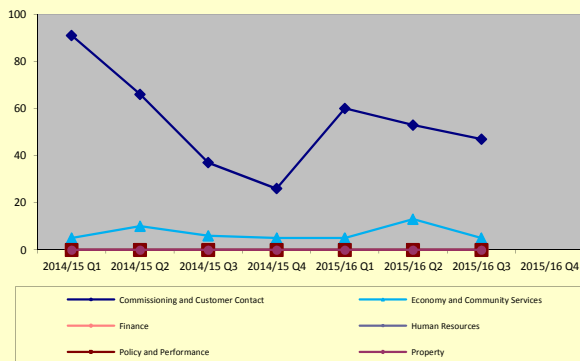


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

### Customer Perspective

#### Customer feedback

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



Compliments received during 2015/16 Quarter 3

Commissioning and Customer Contact	60	Economy and Community Services	21
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 third quarter of 2015/16. Only one corporate performance indicator in these portfolios is adrift of 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. More indicators are improved from this time last year than are deteriorated. The 'tackling inequality' project has returned to Green this quarter, with the public consultation on the new equality scheme due to be launched during Quarter 4. The forecast overspend on the HR budget is the result of savings not being realised as expected due to Tunbridge Wells not joining the HR shared service. Service-plan actions and risks on this portfolio are being managed well, and no adverse audit opinions were issued during the quarter.

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

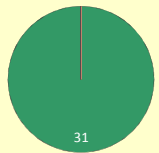
2015/16 Quarter 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

### Service Perspective

#### Planned actions

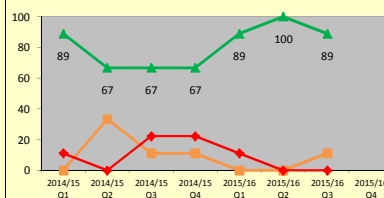
Actions in 2015/16 service plans



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

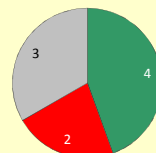
#### Performance indicators

Indicators and targets per quarter (%)



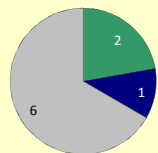
There are nine indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q3



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

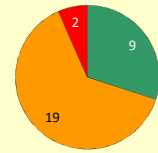
Quartile positions in latest available data



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

#### Risk management

Operational risks



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

### Corporate Perspective

#### Budget monitoring

At end of 2015/16 Quarter 3	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	£403,400 (7%) Underspend		£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend		£1,118,200	£838,650 (75%)	£489,004 (44%)
Finance	£1,398,940	£2,290 (0%) Underspend		£22,760	£17,070 (75%)	£21,244 (93%)
Human Resources	£339,110	£16,000 (5%) Overspend		£0	£0 (%)	£0 (%)
Property	£527,550	£106,960 (20%) Underspend		£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£16,590 (8%) Underspend		£0	£0 (%)	£0 (%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 3.

#### Large projects

**Tackling Inequality** <http://intranet/projects/Equalities%20Framev>  
 Project status at end of quarter: **Green**  
 Both: no changes to timescales, budget or quality since last report.  
 And: no future changes to timescales, budget, quality or risks envisaged.

**List of Exceptions for 2015/16 Quarter 3****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.	Year-on-year deterioration (2014/15 Q3: 13.2 days; 2015/16 Q3: 16.8 days). Note that this indicator remains green against target.
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q3: 4.9 days; 2015/16 Q3: 5.3 days). Note that this indicator remains green against target.
<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.
	Temporary increase in work volumes (Legal).	Combined likelihood/impact score: 12.

# HOUSING

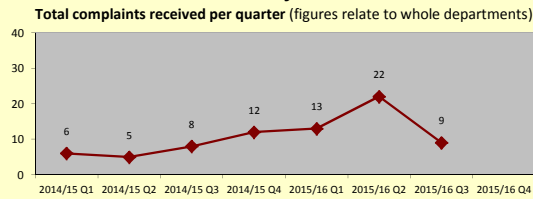
## Balanced scorecard report for 2015/16 Quarter 3



Cabinet Member: Cllr Wright

### Customer Perspective

#### Customer feedback



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

2015/16 Quarter 3	No. rec'd	No. timely	% timely
Resident Services	9	9	100

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

Compliments received during 2015/16 Quarter 3

Resident Services	9
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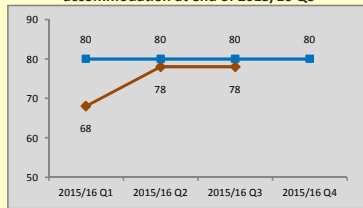
#### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Housing portfolio at the end of the third quarter of 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 78 households is still among the highest 25% of all housing authorities nationally. Complaints are considerably down on previous quarters notwithstanding ever-increasing workloads, and timeliness in responding to them is excellent at 100% within ten days. Budgets, risks and service-plan actions are being well managed, and no adverse audit opinions were received during the quarter.

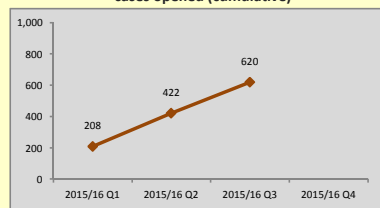
Chart legend: Target ——— Actual ———

### Housing Options

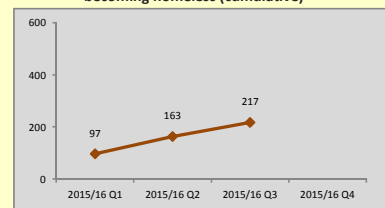
Number of households in temporary accommodation at end of 2015/16 Q3



Number of new prevention cases opened (cumulative)

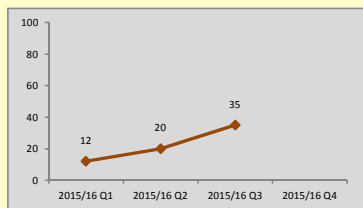


Number of households prevented from becoming homeless (cumulative)

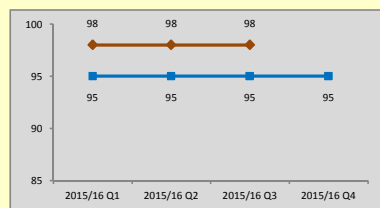


### Private Sector Housing

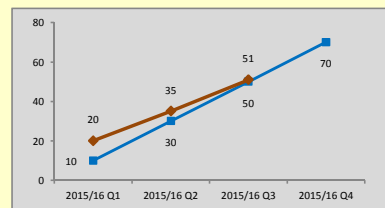
Number of DFG grants completed (cumulative)



Enforcement action responses within seven working days (%)

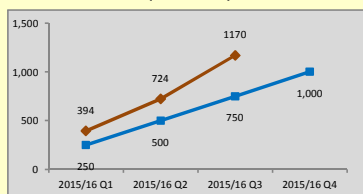


Number of long-term empty homes brought back into use (cumulative)

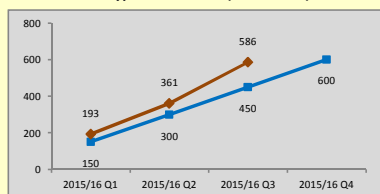


### Stay Put Service

Number of enquiries to the Stay Put service (cumulative)

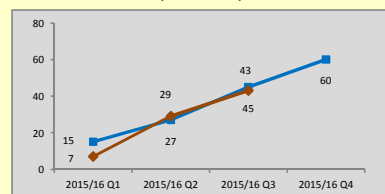


Number of jobs completed under the handyperson scheme (cumulative)



### Housing Strategy

Gross number of affordable homes delivered (cumulative)



### Corporate Perspective

#### Revenue budget

At end of 2015/16 Quarter 3	Budget 15/16	Projected year-end position
Resident Services	£1,468,620	£92,580 (6%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,332,060	£999,045 (75%)	£587,377 (44%)

#### Adverse audit opinions

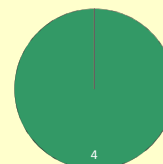
Number of poor or weak control opinions received during 2015/16 Quarter 3:	0
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Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 3.

#### Planned actions

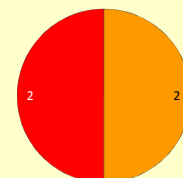
Actions in 2015/16 Service Plans



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 2015/16 Quarter 3  
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 Q3: 86 homes; 2015/16 Q3: 43 homes). Note that this indicator remains within 5% of target.
NI 156	Number of households living in temporary accommodation.	Year-on-year deterioration (2014/15 Q3: 71 households; 2015/16 Q3: 78 households). Worst quartile nationally. Note that this indicator remains green against target.
LI/HS/01	Number of long-term empty homes brought back into use	Year-on-year deterioration (2014/15 Q3: 81 homes; 2015/16 Q3: 51 homes). Note that this indicator remains green against target.
<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 3

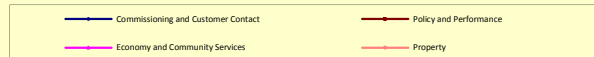
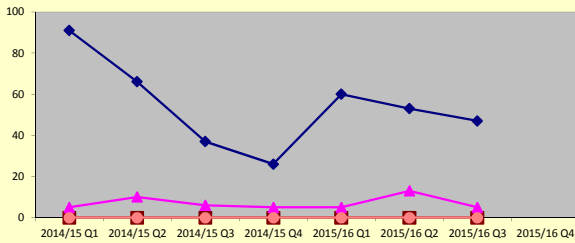


Cabinet Member: Cllr Whiting

## 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 3	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	47	45	96
Economy and Community Services	5	5	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

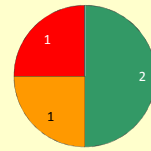
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Commissioning & Contact	60	Economy & Community	21
Policy & Performance	0	Property	1

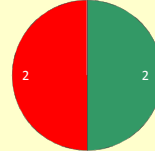
### Local area perception survey 2015

Indicators and targets (RAG)



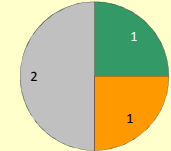
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

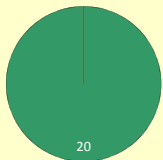
### Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the third quarter of 2015/16. While the membership level of the Swale Community Empowerment Network is buoyant, the number of residents attending local engagement forums continues to decline, and a recommendation to cease the LEFs and Rural Forum will come to Council in March. 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

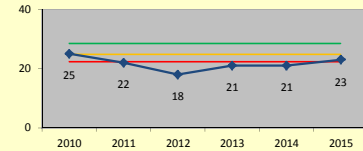
Actions in 2015/16 service plans



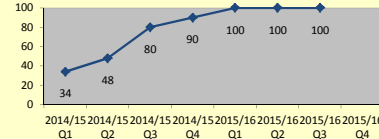
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

### Volunteering and engagement indicators

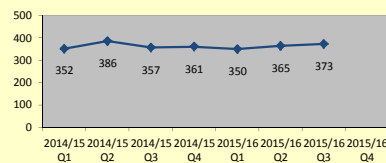
People who have given unpaid help to a club, society or organisation at least once per month in the last year (%) (showing 2008 national quartiles)



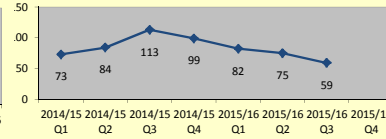
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

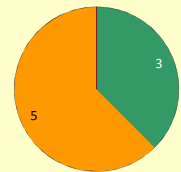


Number of residents attending community engagement events



### 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 3	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,799,640	£403,400 (7%) Underspend
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend
Policy and Performance	£204,010	£16,590 (8%) Underspend
Property	£527,550	£106,960 (20%) Underspend

### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£288,730	£216,548 (75%)	£34,802 (12%)
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)
Policy and Performance	£0	£0 (%)	£0 (%)
Property	£0	£0 (%)	£0 (%)

### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 3.

### Large projects

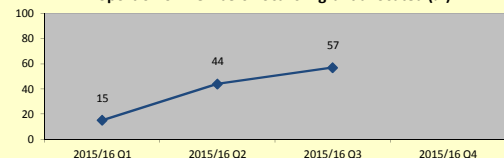
#### Community governance review

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

This project is now complete.

### Members' Localism Grant

Proportion of members' localism grant allocated (%)



**List of Exceptions for 2015/16 Quarter 3**  
**Localism, Culture, Heritage and Sport**

Ref	Title/Description	Why is this red on the scorecard?
<b>Performance indicators</b>		
[No exceptions]		
<b>Local area perception survey indicators</b>		
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%) but this is not statistically significant.
LI/LAPS/19	Satisfaction with sports/leisure facilities (service users).	Red against target (target: 52%; outturn: 46%). The 2015 outturn is a statistically significant deterioration on the 2014 outturn of 53%.
<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 3

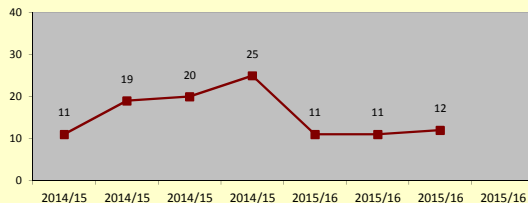


Cabinet Member: Cllr Lewin

### Customer Perspective

#### Customer feedback

Total complaints received per quarter



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

2015/16 Quarter 3	No. rec'd	No. timely	% timely
Development Services	12	8	67

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

#### Local area perception survey

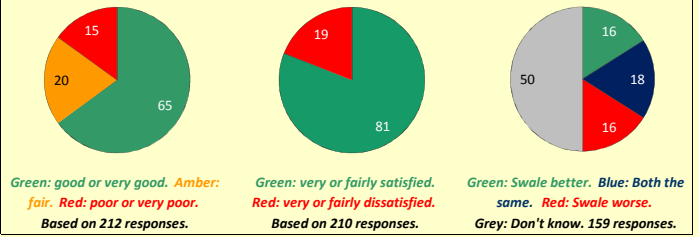
Proportion of service users satisfied with planning services

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? (%)



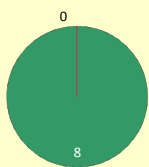
### Summary from the Policy and Performance Team

Recent improvement in performance has been sustained during Quarter 3, with three-quarters of indicators either meeting or within 5% of meeting their targets, including all three indicators measuring timeliness of processing applications. Of the four indicators for which national comparator data is available, three are performing above the median. Complaints have stabilised at a relatively low level, although timeliness of responding to complaints has fallen from 100% within 10 days in Q2 to 67% this quarter. Planning fee receipts have been lower than expected, which has contributed to a 6% forecast overspend on the Planning budget. 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. The portfolio's two large projects are both Green, and no adverse audit opinions were received during the quarter.

### Service Perspective

#### Planned actions

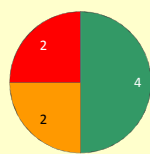
Actions in 2015/16 service plans



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

#### All service-plan performance indicators

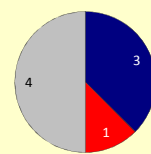
Indicators and targets (RAG)      Indicators improved or deteriorated from 2014/15 Q3      Indicator quartile positions in latest available data



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



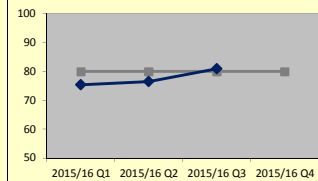
Green: improved. Red: deteriorated. Grey: static or no comparator data.



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

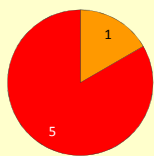
#### Planning enforcement

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



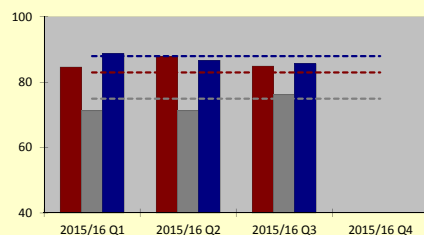
#### Risk management

Operational risks



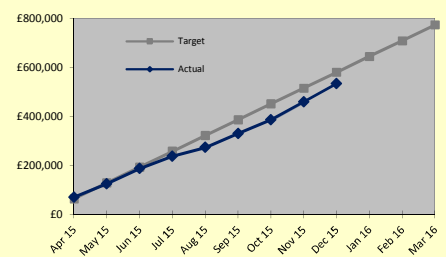
RAG denotes combined likelihood and impact scores. Red: high (≥12). Amber: medium. Green: low (≤4).

#### 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 3	Revenue budget		Capital expenditure		
	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£876,210	£54,100 (6%) Overspend	£119,680	£119,678 (100%)	£119,678 (100%)

#### Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 3:	0
Where adverse opinions are received, details are provided here.	
No adverse opinions were received in 2015/16 Quarter 3.	

#### Neighbourhood planning

Neighbourhood plans adopted:	0	Neighbourhood plans in development:	3
Absolute number of plans adopted and in development since 2011/12.			

#### Large projects

<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 3  
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%; outturn: 66%). Year-on-year deterioration (2014/15 Q3: 70%; 2015/16 Q3: 66%). (Note: This quarter's year-to-date outturn is a significant improvement over last quarter's 52%. Discrete monthly performance for December was 98%.)
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 88%; national 25th percentile: 89%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 15.8%). Year-on-year deterioration (2014/15 Q3: 12.9%; 2015/16 Q3: 15.8%).
LI/TBC/02	Proportion of major planning applications overturned at appeal	Year-on-year deterioration (2014/15 Q3: 3%; 2015/16 Q3: 5%). Note that this indicator remains green against target.
<b>Local area perception survey indicators</b>		
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.
<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 3

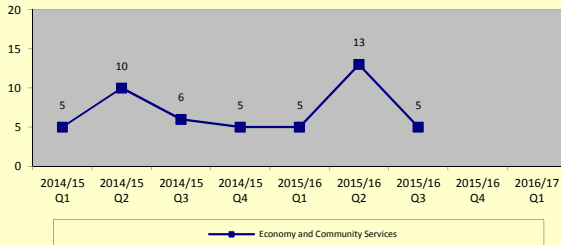


Cabinet Member: Cllr Cosgrove

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

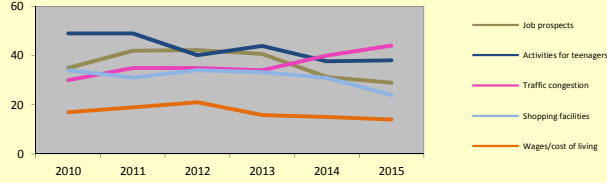
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 3

Economy and Community Services	21
--------------------------------	----

#### 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 Sittingbourne town centre project remained Amber at the end of the quarter, when the agreement with The Light was not yet finalised. The drop in NNDR liability from Quarter 1 is due to the successful appeal by GPs, which significantly reduced the rateable value of purpose-built surgeries. 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

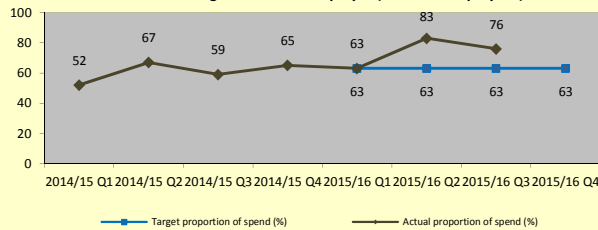
Actions in 2015/16 service plans



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

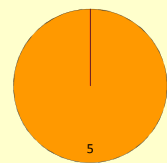
#### Local procurement

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 3	Budget 15/16	Projected year-end position
Economy and Community Services	£2,092,760	£88,230 (4%) Underspend

#### Capital expenditure

At end of 2015/16 Quarter 3	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£1,118,200	£838,650 (75%)	£489,004 (44%)

#### Adverse audit opinions

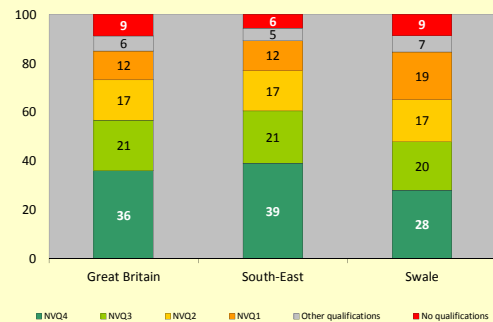
Number of poor or weak control opinions received during 2015/16 Quarter 3: **0**

Where adverse opinions are received, details are provided here.  
No adverse opinions were received in 2015/16 Quarter 3.

### Portfolio Perspective: Business and Skills

#### Swale skills profile

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



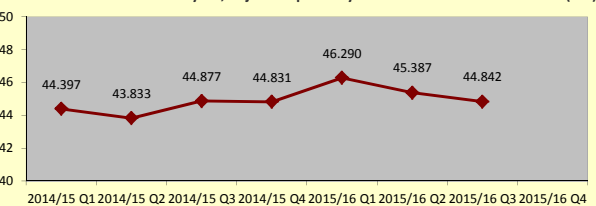
#### Large projects

**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 3  
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</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]		