

Scrutiny Meeting		Agenda Item: 6
Meeting Date	31 August 2016	
Report Title	Performance Monitoring – 2015/16 Quarter 4	
Cabinet Member	Cllr Dewar-Whalley, Finance and Performance	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	David Clifford, Policy and Performance Manager	
Lead Officer	David Clifford, Policy and Performance Manager	

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the final quarter of 2015/16 (January-March 2016). 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 providing a corporate overview. 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 the corporate overview, 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.
- 3.4 At the year-end point it is worth highlighting Swale's performance on indicators compared with other councils. National or other appropriate comparator datasets are available for exactly half of the council's corporate indicators.

- 3.5 Based on this data, 80 percent of Swale’s indicators performed above the comparator median in 2015/16 (compared to 58 percent last year), including 35 percent performing in the best quartile (last year 37 percent). The remaining 20 percent of indicators (last year 42 percent) are performing below the comparator median, with ten percent (last year 26 percent) falling into the worst quartile.
- 3.6 Overall, this position is a marked improvement on previous years, as is illustrated by the chart in Figure 1.

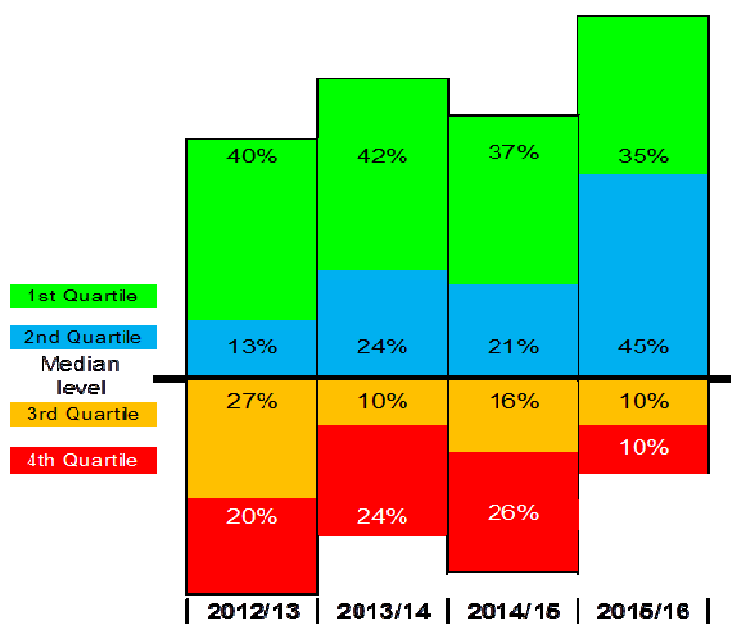


Figure 1: Swale’s corporate indicator performance against national/comparator data

- 3.7 By way of confirmation, this will of course be the last quarter in which the information is presented in the format of the current scorecards, with the individual scorecards updated to reflect the new portfolio responsibilities from Quarter 1.

4 Alternative Options

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

5 Consultation Undertaken or Proposed

- 5.1 The scorecards are largely based on information provided either through Covalent or other council systems by senior officers, and have been circulated to

SMT and heads of service for comment or corrections prior to being forwarded to members.

6 Implications

Issue	Implications
Corporate Plan	The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan.
Financial, Resource and Property	The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly budget monitoring reports produced by Finance.
Legal and Statutory	Few direct implications, as with very few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators.
Crime and Disorder	No direct implications, although the local area perception survey data includes a perception indicator on antisocial behaviour.
Sustainability	No direct implications.
Health and Wellbeing	No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents.
Risk Management and H&S	The scorecards include summary information on both strategic and operational risks. No direct health and safety implications.
Equality/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 portfolio scorecard reports for 2015/16 Quarter 4.

8 Background Papers

- Quarterly financial monitoring reports
- Quarterly complaints reports
- Internal audit reports

CORPORATE OVERVIEW

Balanced scorecard report for 2015/16 Quarter 4



Council Leader: Cllr Bowles • Deputy Leader: Cllr Lewin

Corporate Overview

Budget monitoring

At end of 2015/16 Quarter 4	Revenue budget			Capital expenditure		
	Budget	Projected year-end position		Budget	Profiled (target) spend	Actual spend
Swale Borough Council	£17,926,000	£1,601,750 (9%)	Underspend	£2,378,070	£2,378,070 (100%)	£2,308,671 (97%)

Adverse audit opinions

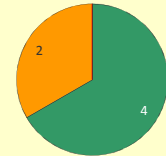
Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

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 4.

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>

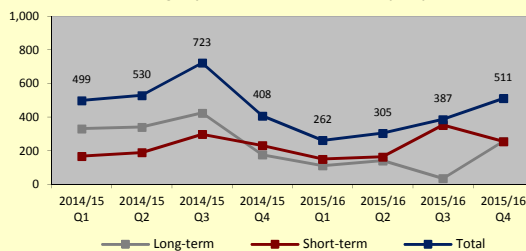


Workforce count and sickness absence

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	282

Working days lost to sickness absence (per quarter)



Strategic risks

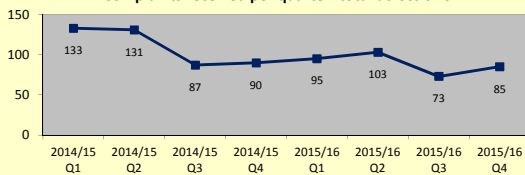
Strategic risk register 2015/16	Score	Likelihood	Impact
1. Welfare reform/wider economic pressures	5	5	3
2. Regeneration and place-shaping	5	5	3
3. Balancing the budget 2014/15 to 2016/17	4	4	4
4. Transforming to meet the financial climate	3	3	3
5. Safeguarding	3	3	4

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 4

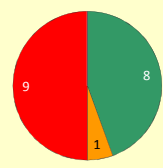
Total complaints received	85
Total complaints responded to within 10 working days	82
Proportion of complaints responded to within 10 working days (target: 90%)	96%
Total complaints referred to the Local Government Ombudsman	0
Total compliments received	75

Summary from the Policy and Performance Team

This scorecard gives an overview of the state of the council at the end of the final quarter of 2015/16. Three-quarters of corporate indicators met their targets, with the remainder split roughly evenly between those more and less than 5% adrift of target. It should be emphasized that targets generally get harder each year, so the 75% achievement this year is a much better result than the 71% achieved last year. Indeed, 2015/16 was Swale's best ever year in terms of indicator comparisons with other councils, with almost four-fifths of comparable indicators performing above the national median. Complaint numbers are stable and timeliness in responding to them is the best it has ever been at 96% within ten days. Short-term sickness absence fell back during Quarter 4 after spiking in Quarter 3, but a rise in long-term absence means that overall absence is now higher than it has been all year. Actions and risks continue to be well managed, and Audit issued no 'weak' or 'poor' control opinions during Quarter 4.

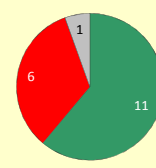
Local area perception survey 2015

Indicators and targets (RAG)



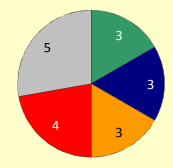
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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



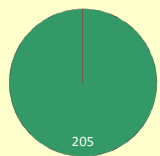
Green: best 25%. Blue: above median. Amber: below median. Red: worst 25%. Grey: no data.

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

Service Perspective

Planned actions

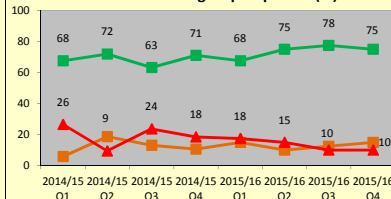
Actions in 2015/16 service plans



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

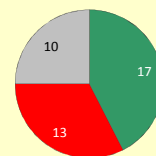
Performance indicators

Indicators and targets per quarter (%)



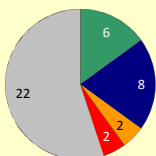
There are 40 corporate indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q4



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

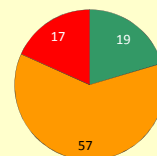
Quartile positions in latest available data



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

Operational risks

Operational risks in 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 4

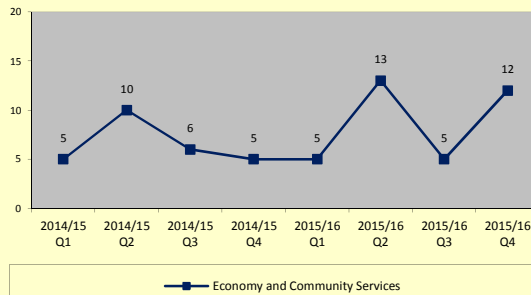


Cabinet Member: Cllr Pugh

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 4	No. rec'd	No. timely	% timely
Economy and Community Services	12	12	100

Local Government Ombudsman complaints

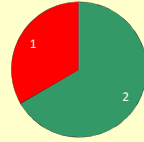
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 4

Economy and Community Services	4
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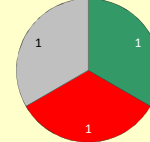
Local area perception survey 2015

Indicators and targets (RAG)



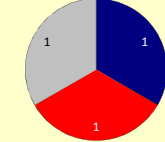
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

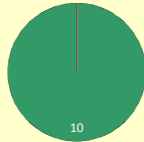
Summary from the Policy and Performance Team

For the year ending March 2016, all crime is up 2% on the previous year (10,059 recorded incidents). This ranks Swale eighth out of the 15 LA areas in its most similar group, just into the third quartile. During the year, dwelling and non-dwelling burglaries fell by 14% and 15% respectively, with the Community Safety Unit playing an active role in the reduction through provision of safety tips and equipment. Part of the overall increase in crime can be traced to reporting of domestic abuse, which increased by 22% to 2,940 incidents within the year. There is a similar pattern across Kent, which is believed to reflect the increased confidence of victims to report what has historically been an underreported crime. Domestic abuse is another key priority for the CSP, and further work is being undertaken to better understand these figures. For information, incidents reported to Kent Police which occurred within the Sheppey prisons made up 1.1% of Swale's total incidents during 2015.

Service Perspective

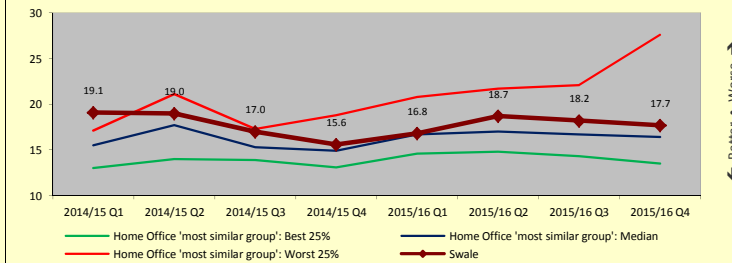
Planned actions

Actions in 2015/16 service plans



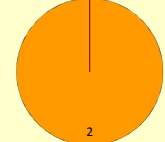
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

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 4	Budget 15/16	Projected year-end position
Economy and Community Services	£2,194,290	£209,410 (10%) 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 4	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)

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 4: 0

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

List of Exceptions for 2015/16 Quarter 4
Community Safety and Health

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
CSP/001	All crime per 1,000 population.	Red against target (target: 60.7 crimes for the rolling year to end-March; outturn: 70.7 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.)
Local area perception survey indicators		
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.
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 4

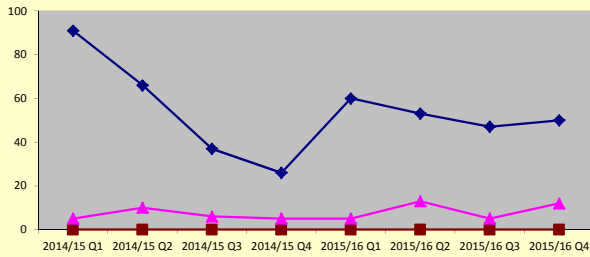


Cabinet Member: Cllr Simmons

Customer Perspective

Customer feedback

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



Legend: Commissioning and Customer Contact (blue line), Policy and Performance (red line), Economy and Community Services (green line)

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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	100
Policy and Performance	0	0	N/A

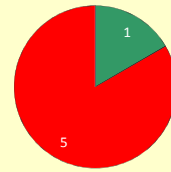
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2015/16 Quarter 4

Commissioning & Contact	58	Policy and Performance	0
Economy and Community	4		

Local area perception survey 2015

Indicators and targets (RAG)



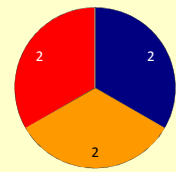
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

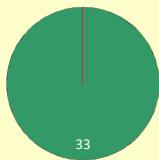
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Environment and Rural Affairs portfolio at the end of the final quarter of 2015/16. Performance on indicators continues to improve, with 100% of targets for the year having been met. Swale's indicator performance relative to other councils is very good, with more than 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

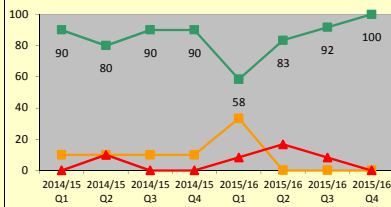
Actions in 2015/16 service plans



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

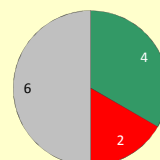
Performance indicators

Indicators and targets per quarter (%)



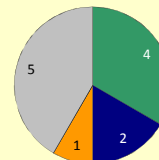
There are 12 indicators in total. Green: target achieved. Amber: within tolerance. Red: target missed.

Indicators improved or deteriorated from 2014/15 Q4



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

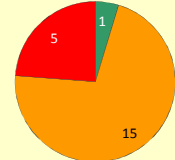
Quartile positions in latest available data



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

Risk management

Operational risks



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

Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 4	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%) Underspend
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend
Policy and Performance	£204,010	£29,510 (14%) 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 4	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)
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 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

List of Exceptions for 2015/16 Quarter 4
Environment and Rural Affairs

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 191	Residual household waste per household	Year-on-year deterioration (2014/15 Q4: 478kg; 2015/16 Q4: 480kg). Note that this indicator remains green against target.
LI/PS/0003	Penalty charge notice recovery rate	Year-on-year deterioration (2014/15 Q4: 69%; 2015/16 Q4: 65%). Note that this indicator remains green against target.
Local area perception survey indicators		
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%.
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.
	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.
	Coastal issues: historical knowledge/experience requirement following deletion of Head of Service Delivery post.	Combined likelihood/impact score: 12.

FINANCE and PERFORMANCE

Combined balanced scorecard report for 2015/16 Quarter 4

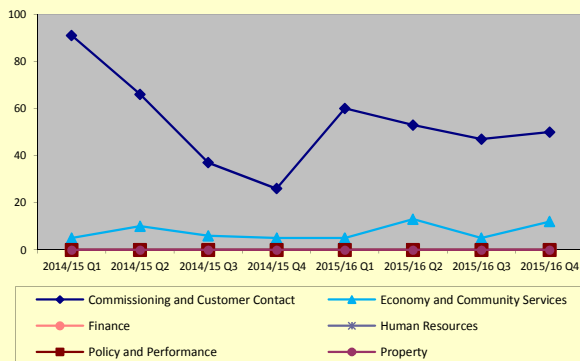


Cabinet Member for Finance: Cllr Dewar-Whalley • Cabinet Member for Performance: Cllr Wilcox

Customer Perspective

Customer feedback

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



Compliments received during 2015/16 Quarter 4

Commissioning and Customer Contact	58	Economy and Community Services	4
Finance	0	Human Resources	0
Policy and Performance	0	Property	0

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

Summary from the Policy and Performance Team

This combined scorecard gives an overview of council performance on both the Finance and the Performance portfolios at the end of the final quarter of 2015/16. Two corporate performance indicators out of nine in these portfolios did not make their targets for the year, although both were within 5% of doing so. Two-thirds of indicators were improved from last year, and four-fifths of those for which comparator data is available finished the year above the national median. Projects, risks and service-plan actions on these portfolios are being managed well, and no adverse audit opinions were issued during the quarter.

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

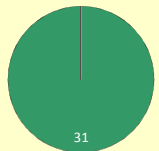
2015/16 Quarter 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	100
Finance	0	0	N/A
Human Resources	0	0	N/A
Policy and Performance	0	0	N/A
Property	0	0	N/A

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

Service Perspective

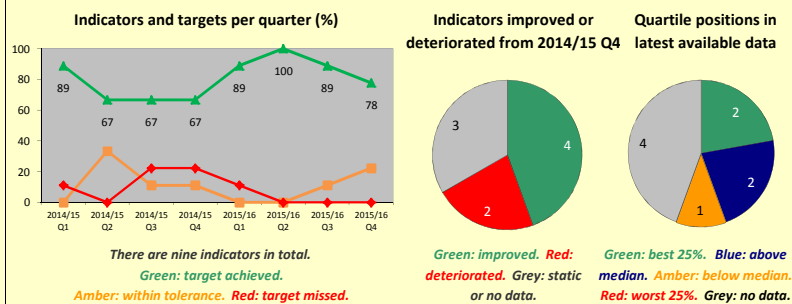
Planned actions

Actions in 2015/16 service plans



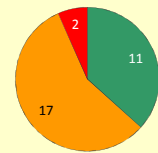
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Performance indicators



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 4	Revenue budget			Capital expenditure		
	Budget 15/16	Projected year-end position		Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%)	Underspend	£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£2,194,290	£209,410 (10%)	Underspend	£580,840	£580,840 (100%)	£547,795 (94%)
Finance	£755,390	£5,700 (1%)	Underspend	£22,760	£22,760 (100%)	£20,213 (89%)
Human Resources	£351,180	£14,540 (4%)	Underspend	£0	£0 (%)	£0 (%)
Property	£540,450	£117,130 (22%)	Underspend	£0	£0 (%)	£0 (%)
Policy and Performance	£204,010	£29,510 (14%)	Underspend	£0	£0 (%)	£0 (%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 4.

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

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
BV78a	Speed of processing new housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q4: 12.5 days; 2015/16 Q4: 17.2 days). Note that this indicator remains within 5% of target.
BV78b	Speed of processing changes of circumstances for housing benefit and council tax support claims.	Year-on-year deterioration (2014/15 Q4: 5.1 days; 2015/16 Q4: 6.4 days). Note that this indicator remains green against target.
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

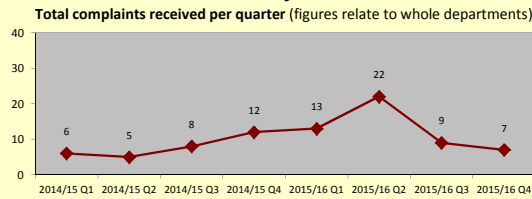
Balanced scorecard report for 2015/16 Quarter 4



Cabinet Member: Cllr Wright

Customer Perspective

Customer feedback



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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Resident Services	7	6	86

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

Compliments received during 2015/16 Quarter 4

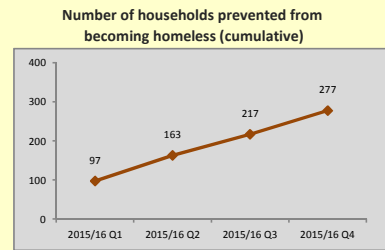
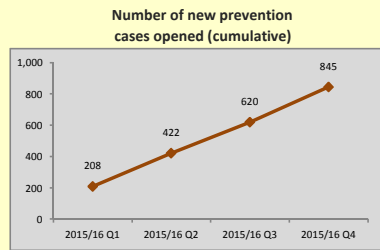
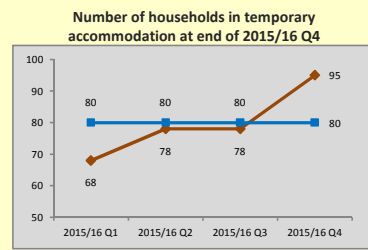
Resident Services	13
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Summary from the Policy and Performance Team

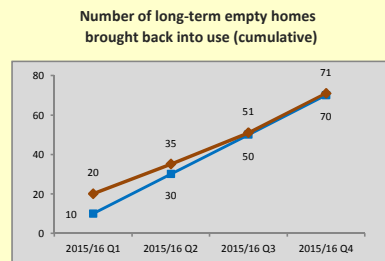
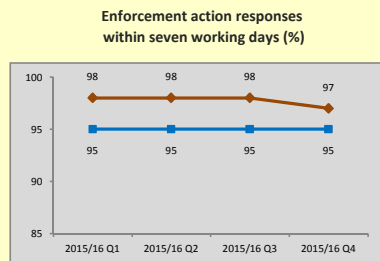
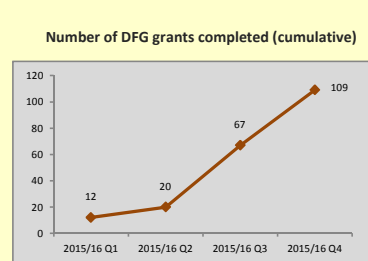
This scorecard gives an overview of council performance on the Housing portfolio at the end of the final quarter of 2015/16, providing a range of metrics to give a holistic view of the service. The number of households in temporary accommodation has risen to 95, which is in excess of the target maximum of 80. Given the pressures facing housing departments across the country, Swale is by no means alone in experiencing a rise in the number of households it places into TA, and the figure of 95 households at the year-end point puts Swale into the third quartile nationally on this measure. Complaints remain down on previous quarters notwithstanding ever-increasing workloads, and timeliness in responding to them is fair at 86% 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 ———

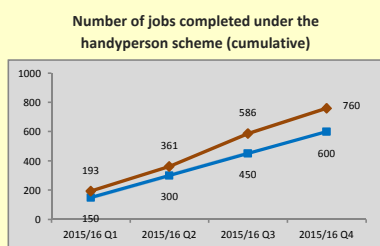
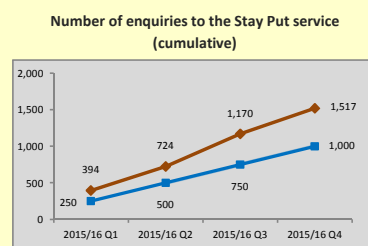
Housing Options



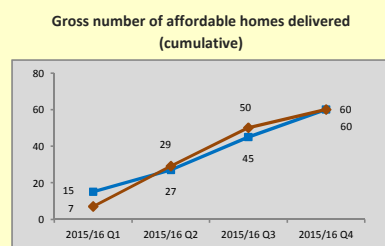
Private Sector Housing



Stay Put Service



Housing Strategy



Corporate Perspective

Revenue budget

At end of 2015/16 Quarter 4	Budget 15/16	Projected year-end position
Resident Services	£885,130	£245,920 (28%) Underspend

Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Resident Services	£1,332,060	£1,332,060 (100%)	£1,079,746 (81%)

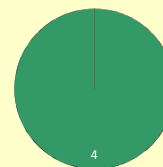
Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 4.

Planned actions

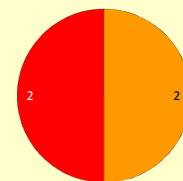
Actions in 2015/16 Service Plans



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 4
Housing**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
NI 156	Number of households living in temporary accommodation.	Red against target (target maximum: 80 households; outturn at end of Q4: 95 households). Year-on-year deterioration (2014/15 Q4: 69 households; 2015/16 Q4: 95 households).
NI 155	Number of affordable homes delivered (gross).	Year-on-year deterioration (2014/15 Q4: 156 homes; 2015/16 Q4: 60 homes). Note that this indicator remains green against the target of 60 homes.
LI/HS/01	Number of long-term empty homes brought back into use	Year-on-year deterioration (2014/15 Q4: 81 homes; 2015/16 Q4: 71 homes). Note that this indicator remains green against the target of 70 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 4

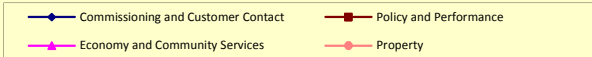
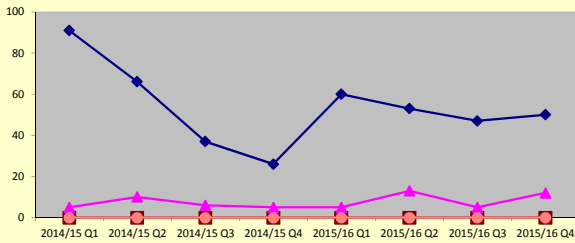


Cabinet Member: Cllr Whiting

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 4	No. rec'd	No. timely	% timely
Commissioning and Customer Contact	50	48	96
Economy and Community Services	12	12	100
Policy and Performance	0	0	N/A
Property	0	0	N/A

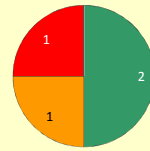
No complaints were referred to the Local Government Ombudsman during the quarter.

Compliments received during 2015/16 Quarter 4

Commissioning & Contact	58	Economy & Community	4
Policy & Performance	0	Property	0

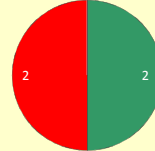
Local area perception survey 2015

Indicators and targets (RAG)



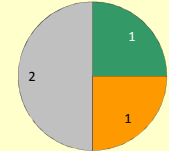
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

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.

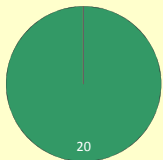
Summary from the Policy and Performance Team

This scorecard gives an overview of council performance on the Localism portfolio at the end of the final quarter of 2015/16. While the membership level of the Swale Community Empowerment Network is buoyant, the number of residents attending local engagement forums has continued its decline, and a recommendation to cease the LEFs and Rural Forum was approved by 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

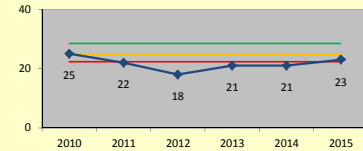
Actions in 2015/16 service plans



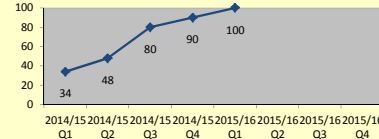
Green: complete or in progress. Amber: action due this quarter. Red: action overdue. Grey: action cancelled.

Volunteering and engagement indicators

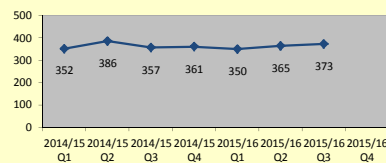
People who have given unpaid help to a club, society or organisation at least once per month in the last year (showing 2008 national quartiles)



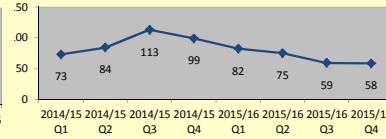
Proportion of Volunteering Strategy action plan completed (%)



Swale Community Empowerment Network: Number of member organisations

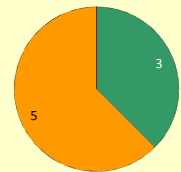


Number of residents attending community engagement events



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 4	Budget 15/16	Projected year-end position
Commissioning and Customer Contact	£5,807,520	£1,025,790 (18%) Underspend
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend
Policy and Performance	£204,010	£29,510 (14%) Underspend
Property	£540,450	£117,130 (22%) Underspend

Large projects

Community governance review

Project status at end of quarter: Complete

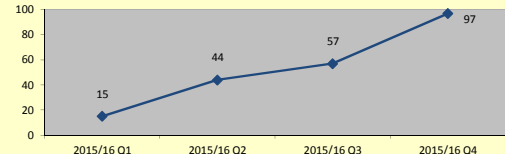
This project is now complete.

Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Commissioning and Customer Contact	£322,730	£322,730 (100%)	£541,239 (168%)
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)
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 4: 0

Where adverse opinions are received, details are provided here.

No adverse opinions were received in 2015/16 Quarter 4.

List of Exceptions for 2015/16 Quarter 4
Localism, Culture, Heritage and Sport

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators		
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%.
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 4

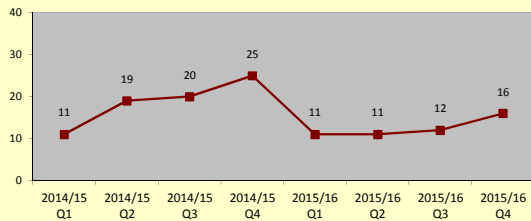


Cabinet Member: Cllr Lewin

Customer Perspective

Customer feedback

Total complaints received per quarter



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

2015/16 Quarter 4	No. rec'd	No. timely	% timely
Development Services	16	16	100

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

Local area perception survey

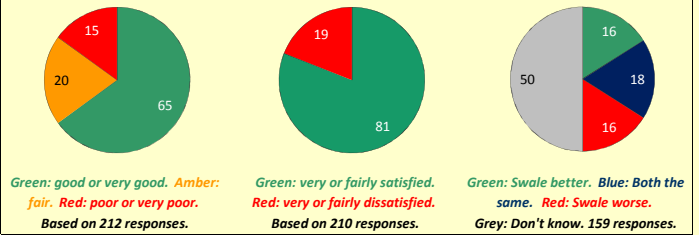
Proportion of service users satisfied with planning services

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

Recent improvement in performance was sustained during the final quarter of 2015/16, with three-quarters of indicators either meeting their targets at year-end or within 5% of meeting them. This includes all indicators measuring timeliness of processing applications. Of the four indicators for which national comparator data is available, three are now performing above the median, although one remains in the bottom quartile nationally (see exceptions report). Complaint levels are broadly stable, and timeliness of responding to them is now excellent at 100% within 10 days. Planning fee receipts have been lower than expected, which has contributed to a 3% 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. These risks are due to be updated for 2016/17. The portfolio's two large projects are both Green, and no adverse audit opinions were received during the quarter.

Service Perspective

Planned actions

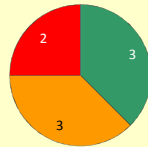
Actions in 2015/16 service plans



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

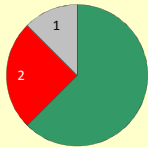
All service-plan performance indicators

Indicators and targets (RAG)



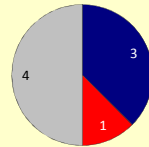
Green: target achieved. Amber: within tolerance. Red: target missed. Grey: no data or no target.

Indicators improved or deteriorated from 2014/15 Q4



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

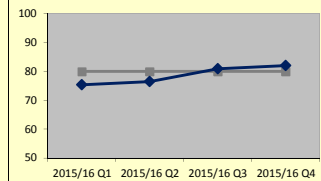
Indicator quartile positions in latest available data



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

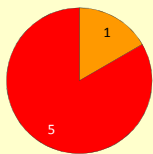
Planning enforcement

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



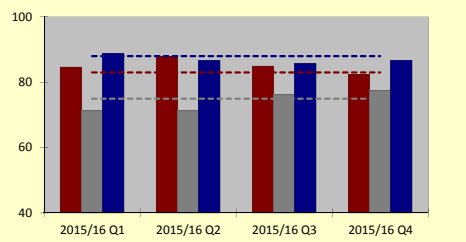
Risk management

Operational risks



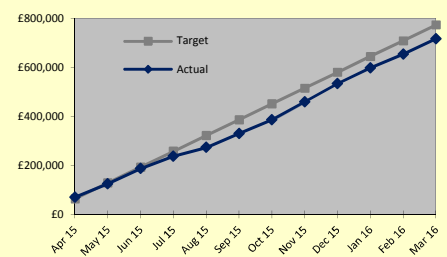
RAG denotes combined likelihood and impact scores. Red: high (>12). Amber: medium. Green: low (<=4).

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 4	Revenue budget		Capital expenditure		
	Budget 15/16	Projected year-end position	Budget 15/16	Profiled spend	Actual spend
Development Services	£882,940	£27,730 (3%) Overspend	£119,680	£119,680 (100%)	£119,678 (100%)

Adverse audit opinions

Number of poor or weak control opinions received during 2015/16 Quarter 4: **0**

Where adverse opinions are received, details are provided here. No adverse opinions were received in 2015/16 Quarter 4.

Neighbourhood planning

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

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

Large projects

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

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

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

Local 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 4
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%; outturn: 70%). Note: The final year-end outturn is a significant improvement over the position at the mid-year point, when performance was at 52%. It is anticipated that the 95% target will be achievable going forwards.
LI/DC/DCE/004	Percentage of delegated decisions (officers).	Worst quartile nationally (Swale: 87%; national 25th percentile: 89%).
LI/DC/DCE/006	Proportion of planning applications refused.	Red against target (target: 15.0%; outturn: 16.0%). Year-on-year deterioration (2014/15 Q4: 13.2%; 2015/16 Q4: 16.0%).
LI/TBC/02	Proportion of major planning applications overturned at appeal	Year-on-year deterioration (2014/15 Q4: 2%; 2015/16 Q4: 4%). Note that this indicator remains green against the target maximum of 10%.
Local area perception survey indicators		
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 a 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 4

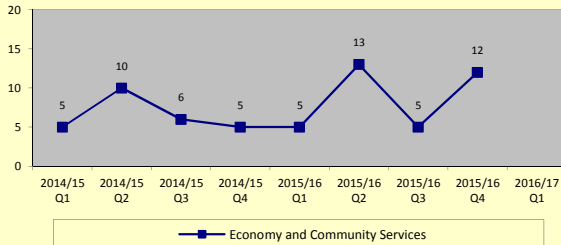


Cabinet Member: Cllr Cosgrove

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 4	No. rec'd	No. timely	% timely
Economy and Community Services	12	12	100

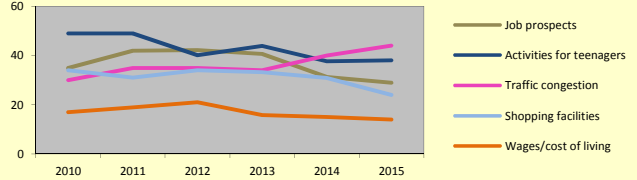
No complaints were referred to the Local Government Ombudsman during the quarter.

Complaints received during 2015/16 Quarter 4

Economy and Community Services	4
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Local area perception survey 2015

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



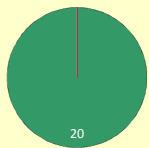
Summary from the Policy and Performance Team

This scorecard gives an overview of the quantitative aspects of council performance on the Regeneration portfolio, together with some wider demographic information, at the end of the final quarter of 2015/16. The Sittingbourne town centre project remained Amber at the end of the quarter as a result of ongoing questions over viability. 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

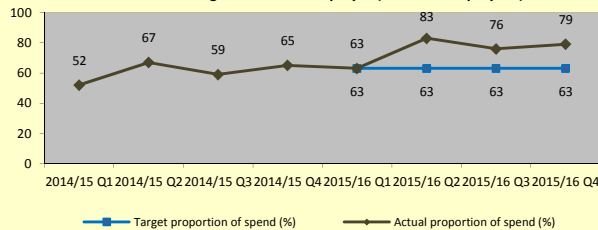
Actions in 2015/16 service plans



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

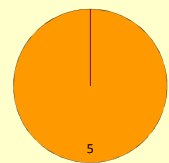
Local procurement

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 4	Budget 15/16	Projected year-end position
Economy and Community Services	£2,194,290	£209,410 (10%) Underspend

Capital expenditure

At end of 2015/16 Quarter 4	Budget 15/16	Profiled spend	Actual spend
Economy and Community Services	£580,840	£580,840 (100%)	£547,795 (94%)

Adverse audit opinions

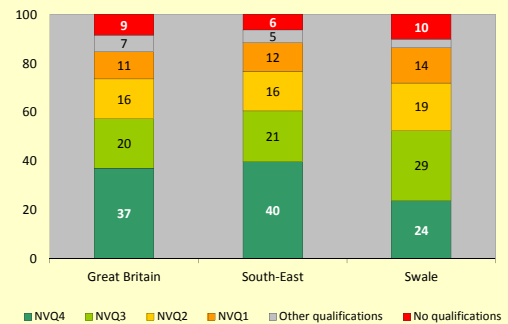
Number of poor or weak control opinions received during 2015/16 Quarter 4:	0
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Where adverse opinions are received, details are provided here.
No adverse opinions were received in 2015/16 Quarter 4.

Portfolio Perspective: Business and Skills

Swale skills profile

Proportion of workforce by NVQ qualification level (%)
From latest available data (January 2016)



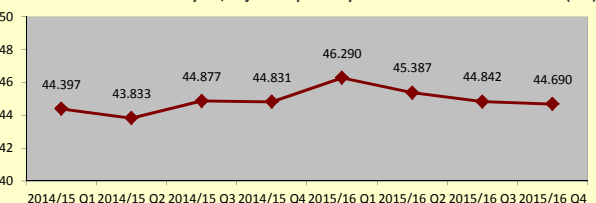
Large projects

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 4
Regeneration**

Ref	Title/Description	Why is this red on the scorecard?
Performance indicators		
[No exceptions]		
Local area perception survey indicators		
[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]		