

O&S REVIEW PLAN: PERFORMANCE REVIEW



About performance reviews

The objective of a performance review is to examine the reasons for apparent under-performance of a council service, to assess prospects for improvement, and to make recommendations to Cabinet where appropriate. The output of a policy review is always a report to Cabinet. Typical questions for this type of review are:

- Is this service genuinely under-performing, and if so why?
- Are there plans and systems in place which will help it improve?
- What more needs to be done?

The review needs to be tightly focused on a single service area which appears to be under-performing against performance indicators, planned actions, customer satisfaction or budget management. A performance review could also be conducted on a service run by one of the council's partners, but in this case the committee will need to be clear that it has sufficient powers to review the service and make recommendations for improvements – if it does not, then the issue should be treated as an information item.

Part 1: Business Case

Subject:	<i>Regeneration schemes (other than Sittingbourne Town Centre)</i>
Proposed by:	Scrutiny Committee
Length:	Expected to take 6 – 9 months from start to finish.

Objective

- To review the effectiveness of measures to regenerate the Borough, including the role played by Swale Borough Council and its partners;
- To review how individual schemes contribute to the strategic drivers of the local economy (business, skills, employability, infrastructure, investment, innovation etc);
- As necessary, to make recommendations to Cabinet.

Justification

One of the Council's key outcomes under the 'Borough to be proud of' priority theme in the Corporate Plan 2015-18 is to the 'delivery of smaller-scale regeneration projects elsewhere in the Borough to improve the appearance and facilities of our towns and villages'. This is the second key outcome under this priority theme after the regeneration of Sittingbourne Town Centre which understandingly takes centre stage in the Council's regeneration priorities.

The Scrutiny Committee already closely follow progress on the Sittingbourne Town Centre regeneration scheme through bi-monthly sessions with the Cabinet Member and Director of Regeneration, supplemented with monthly written updates to the Committee.

There is a danger that, given the prominence of the Sittingbourne Town Centre scheme in the Council's priorities, smaller schemes across Swale are possibly not receiving either the support or resources that they need.

It is recognised that not all regeneration activity in Swale is led by the Council.

Indeed, it is apparent that a range of organisations including private business, Government agencies, other public sector authorities and the voluntary and community sector are all involved in a range of projects across Swale.

This review is therefore promulgated on a two-pronged approach:

- (i) To examine a range of regeneration activities across Swale; and
- (ii) To examine how these activities fit into the wider strategic picture.

Evidence and information to be gathered

As mentioned above, the Sittingbourne Town Centre regeneration scheme is regularly scrutinised as part of the Committee’s ongoing work programme, but it will feature in this review as a means of informing the wider picture element.

The Task and Finish Group (TFG) will develop a standard template to gather information on a range of regeneration activities across the borough. There won’t be time to examine every single regeneration activity, so the Task and Finish Group will focus on a representative sample of activities across the Swale, with a mix of activities led either by the Council itself, the Council in partnership with other organisations or entirely by external bodies. These might be very large schemes with implications for large areas of the Borough, or very local ones which nevertheless have a positive impact on local communities.

The template/matrix will seek to gather information in a standard format on e.g. who leads the activity; location; timescale; costs/resources; SBC role; target outcomes/impacts; etc.

In the first stage, discussions will be held with all leading stakeholders within the Council (Cabinet Member, Director of Regeneration and her team), those leading regeneration activities, and visits to one or two local authorities with a similar socio-economic profile to Swale to investigate how others are tackling regeneration.

The second stage will examine how this activity links to the strategic outcomes the regeneration activity seeks to achieve (nb. The Policy Development Review Committee will be reviewing the Council’s draft Regeneration Strategy at their meeting scheduled for 2 May 2018 – this Strategy will focus on a number of topics which are pertinent to this review).

Sources of information and evidence

<i>Individual or organisation</i>	<i>Committee session</i>	<i>Task and finish panel, site visit, correspondence, or other method</i>	<i>To be decided</i>
<ul style="list-style-type: none"> • Cllr Mike Cosgrove, Cabinet Member for Regeneration • Emma Wiggins, Director of Regeneration • Officers from Economy and Community Services 	X	√	X
<ul style="list-style-type: none"> • Regenerations scheme sponsors and partners 	X	√	X
<ul style="list-style-type: none"> • Other local authorities with similar socio-economic 	X	√	X

profile to Swale			
• [any others?]			
Organisation(s) to be reviewed	If partners' activities are to be reviewed, what powers or influence does the committee have?		
X SBC only.			
X Partner organisation only.			
X SBC working in partnership.			
Timing constraints	Aim to complete review and submit report and recommendations in time for start of Council's budget planning processes.		

Part 2: Review Plan

Review team

Lead review member:	Cllr Nigel Kay
Other review members:	Cllrs Cameron Beart, Mike Henderson and Roger Truelove
O&S support officer:	Bob Pullen, Policy and Performance Officer
SBC service liaison officer:	Emma Wiggins, Director of Regeneration

Key dates

Date to begin evidence gathering:	TBA once Committee agree review plan
Date(s) of committee sessions (if any):	N/A
Date for draft report to be presented to committee:	Autumn 2018

Note: Dates of committee session(s) and for the report to be presented to committee must be added to the committee forward plan.