

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 2 October 2019

Time: 7.00pm.

Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Membership:

Councillors Lloyd Bowen (Chairman), Richard Darby, Steve Davey, Mike Dendor (Vice-Chairman), Tim Gibson, Alastair Gould, James Hall, Carole Jackson, Elliott Jayes, Denise Knights, Lee McCall, Pete Neal and Ken Pugh.

Quorum = 4

Pages

1. Emergency Evacuation Procedure

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the [Minutes](#) of the Meeting held on 4 September (Minute Nos. 190 - 195) as a correct record.

4. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part One - Substantive Items

5. Performance Monitoring Report 5 - 18

The Committee is asked to consider the Performance Monitoring Report Quarter 1 April – June 2019.

6. Infrastructure Provision in Swale

Open discussion for Members on which Infrastructure Providers to invite to a future Scrutiny Committee meeting and topics for questions.

Part Two - Business Items

7. Other Review Progress Reports 19 - 22

The Committee is asked to consider updates on other reviews:

Sittingbourne Town Centre Regeneration (written update)

Regeneration Schemes (other than Sittingbourne Town Centre)

8. Cabinet Forward Plan 23 - 34

The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.

9. Urgent Business Requests

The Committee is asked to consider any requests from Committee Members to commence a review.

10. Committee Work Programme 35 - 36

The Committee is asked to note the Committee's Work Programme for the remainder of the year.

Issued on Tuesday, 24 September 2019

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEMOCRATIC SERVICES on 01795 417330**. To find out more about the work of the Scrutiny Committee, please visit www.swale.gov.uk

**Chief Executive, Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT**

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Scrutiny Meeting	
Meeting Date	2 October 2019
Report Title	Performance Monitoring – 2019/20 Quarter 1
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Services
Lead Officer	Tony Potter, Policy and Performance Support Officer

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly performance management report for the first quarter of 2019/2020 (April - June 2019) as previously reported to SMT and informal Cabinet (attached as Appendix I).

2 Background

- 2.1 Historically performance management reporting was based on central government requirements for reporting performance, through Best Value performance indicators and subsequently the national indicator set. Quarterly performance reports were presented to the Senior Management Team and then forwarded to Cabinet before being collated and reported to Central Government.
- 2.2 In 2011, on the request of the Cabinet Member for Performance, Balanced Scorecards were introduced as a replacement to the Quarterly Performance Report.
- 2.3 The national indicator set has since been abolished however the Balanced Scorecards had continued to be used even though they mostly only contained second-hand information which generally had already been reported, (e.g. revenue, budgets, complaints etc.)
- 2.4 Following review and agreement with informal Cabinet, this report reverts back to the same performance report and content that is currently presented to SMT each quarter, in order to be more timely, relevant, consistent and transparent. The report can then be presented to informal Cabinet as soon as the following week, and to Scrutiny within a further two weeks, subject to their next meeting dates.

3 Proposal

- 3.1 Scrutiny are asked to **note** the Performance Management Report for 2019/2020 Q1 as attached at Appendix I

4 Appendices

4.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Performance Management Report for 2019/20 June (Quarter 1).

5 Background Papers

- Monthly SMT performance reports
- Quarterly complaints reports
- Internal audit reports
- Finance reports

SMT Meeting	
Meeting Date	23 July 2019
Report Title	Performance Monitoring – 2019/20 Quarter 1
Cabinet Member	Cllr Roger Truelove, Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Services
Head of Service	David Clifford, Head of Policy, Communications and Customer Services
Lead Officer	Tony Potter, Policy and Performance Support Officer
Key Decision	No
Classification	Open
Recommendation	That SMT <i>note</i> the latest performance position

1 Purpose of Report and Executive Summary

- 1.1 This is the quarterly performance report for the period ending June 2019, summarising the Council's performance against the corporate indicators, projects of interest and service plan actions, for the first quarter of the financial year to 30 June.
- 1.2 At the end of June **63% of all indicators are Green**, **12% are Amber**, and **25% are Red**.

2 Background

- 2.5 This is the first quarterly report of the 2019/20 financial year. It follows on from previous monthly performance reports

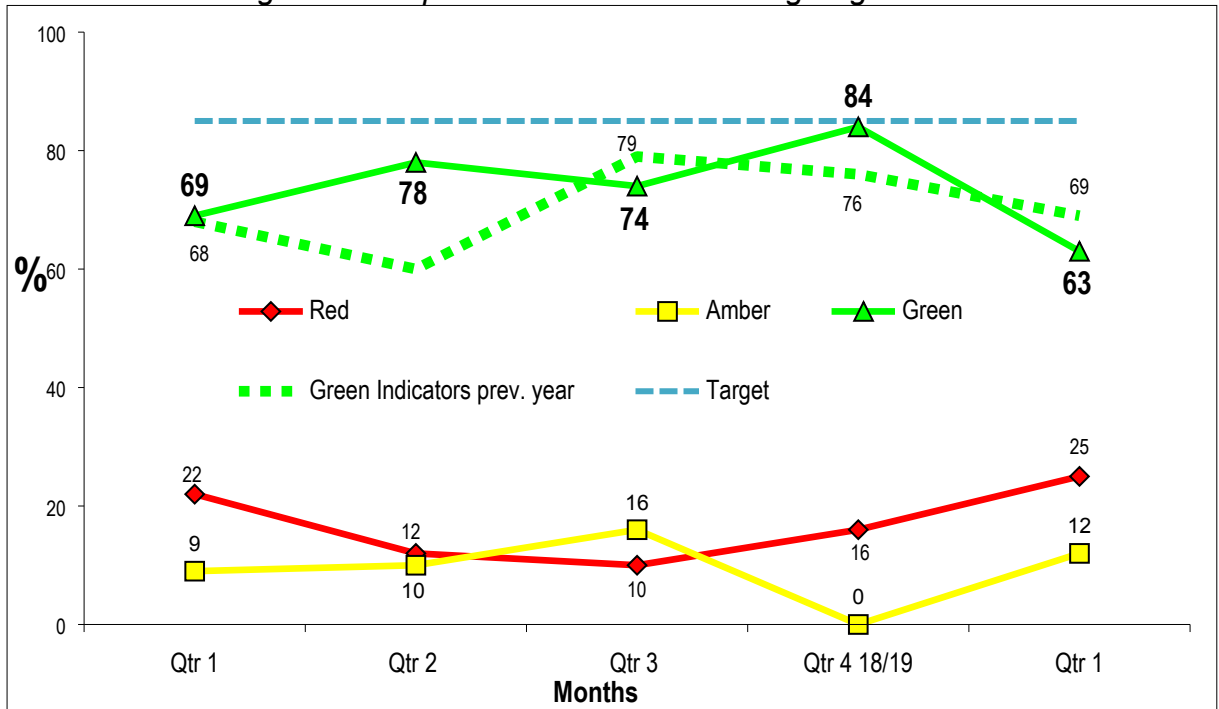
Year-to-date performance – all corporate indicators

- 2.6 Combining both monthly and quarterly KPI performance results together shows that for Quarter 1:
- twenty indicators (**63%**) are meeting target (**Green**);
 - four indicators (**12%**) are within 5% of target: (**Amber**); and
 - eight indicators (**25%**) are more than 5% adrift of target (**Red**).

2.7 The status of all indicators is attached as Appendix I

2.8 Chart 1 below tracks the year to date progress of all corporate indicators for the current and previous four quarters. Compared to this period last year, one less indicator is green.

Chart 1: Percentage of all corporate indicators achieving target at 30 June 2019



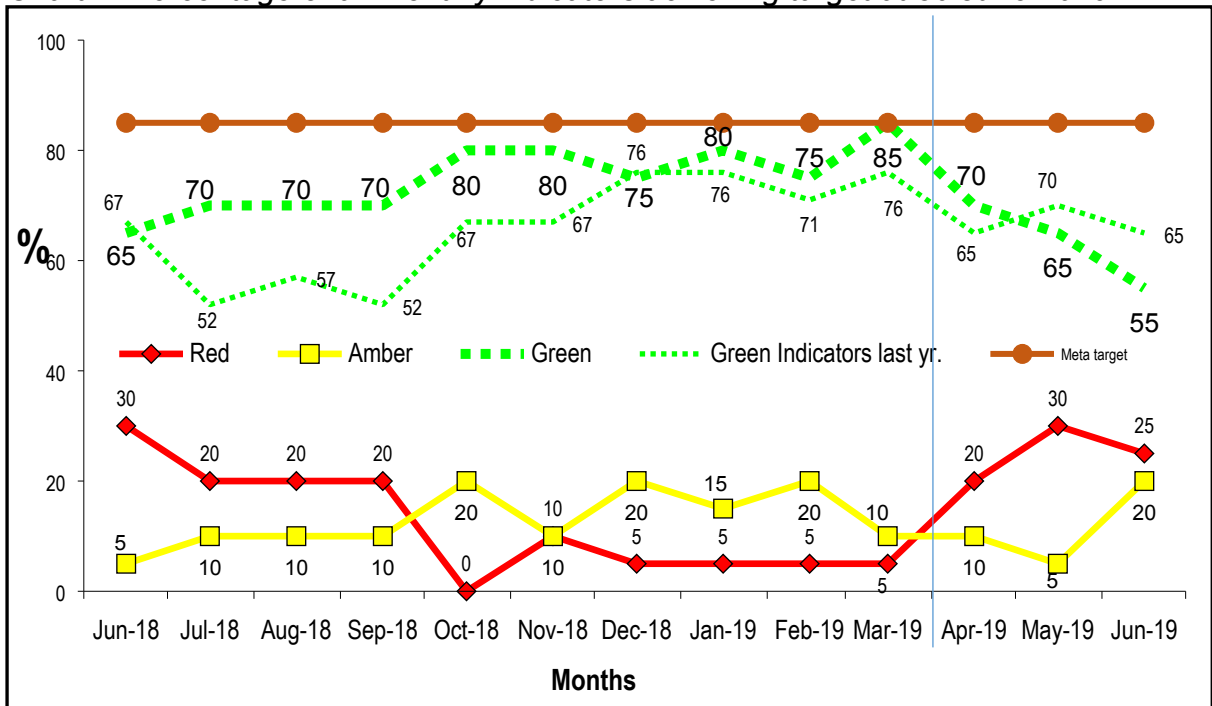
Year-to-date performance – monthly indicators

2.9 A summary of performance against the 20 corporate indicators which are routinely reported on a monthly basis, shows that for the year to 30 June:

- eleven indicators (**55%**) are meeting target (**Green**);
- four indicators (**20%**) are within 5% of meeting target (**Amber**); and
- five indicators (**25%**) is more than 5% adrift of target (**Red**).

2.10 Chart 2 below tracks the year-to-date progress of monthly reported indicators.

Chart 2: Percentage of all monthly indicators achieving target at 30 June 2019













Red and amber indicators this period





2.11 Quarter 1 results are often challenging given that we strive each year to improve performance targets. Feedback suggests that as we understand the specific issues that are impacting on challenging areas such that we can expect performance outcomes to improve over the coming months.

2.12 Out of the 32 managed performance indicators, there are eight year-to-date **Red** indicators this month, as detailed in Table 1, together with related commentary.

Table 1: YTD Red indicators at 30 June 2019













This period	Last period	Ref	Description	YTD	2019/ 20 target	Managers commentary
🔴	🔴	NI195a	Improved street and environmental cleanliness: Litter	5%	4%	Resource issues at Biffa on frontline collections had a knock on effect on streets over the past few months as drivers had to be moved to cover frontline operations. This has resulted in a number of roads being out of grade which has been raised with Biffa

This period	Last period	Ref	Description	YTD	2019/ 20 target	Managers commentary
		NI 191	The amount of residual household waste per household	122 kgs	115kgs	Figures improved during June, unfortunately not enough to recover from the high tonnages experienced in May and as a result we continue to be over target. Officers continue to work with comms and residents to encourage recycling
		LI/TBC/01	Number of missed refuse and recycling bins per annum	671	533 YTD	Missed bins remain high throughout June. This is mainly due to an increase in garden waste tonnages requiring additional tip runs, leading to drivers running out of driving hours and consequent failure to complete their round, Biffa have undertaken a big piece of work on re-routing the garden waste rounds and have advised that this should resolve the issues. The proposal has been sent to informal cabinet for approval.
		BV78b	Speed of processing change of circumstances for Housing/Council Tax Benefit	7.8 days	6.5 days	This target is being affected by the reduction in Housing Benefit work received which affects the average and means that if we are delayed in dealing with changes for examples customers take time to provide information and we receive a significant amount of Universal Credit alerts it makes it difficult to deal with all changes within one week of them being received. Customers are still receiving a good level of service if their change is dealt with in 8 days.
		LI/IC/CSC /0002	Percentage of CSC abandoned calls	9.1%	8.5%	Contributing factors include; Biffa breakdowns, therefore not completing their rounds. This has a knock on effect as we see an increase in demand most of which comes through at the same time either the end of the day or first thing in the morning so not easy to manage such a spike in calls. Council Tax sent around 7000 reminders which impacts on our service as customers dial or hold for Customer Services when they cannot get through to Council Tax. We also experienced quite a lot of sickness within the team during June in addition to maximum capacity being on leave.
		LI/IC/CSC /0004	Percentage of calls to CSC	59.8 %	75%	

This period	Last period	Ref	Description	YTD	2019/20 target	Managers commentary
		BV79b(i)	Percentage of Housing Benefit overpayment recovered	68.8%	80%	Now that so many customers have moved onto Universal Credit it has removed the choice of recovering any outstanding overpayments from ongoing Housing Benefits, this means we have to pursue recovery by other means. We had five fraud referrals through from the DWP during May and June which lead to the total for outstanding overpayments for the year so far increasing by £100,000 from the 5 overpayments. This then takes time to recover which reduces the percentage for the quarter collected. If we just removed the highest fraud overpayment of £43k we would have met the target for the quarter.
		LI/IA/005	Percentage of Audit recommendations implemented	89%	95%	One of nine recommendations deferred (Waste Income reconciliation), rescheduled for Q2/Q3 implementation.

2.13 For information, Table 2 details the four indicators which are currently Amber

Table 2: YTD Amber indicators at 30 June 2019






YTD Status	This period	Last period	Ref	Description	YTD	2019/20 target	Variance
			BV9	Percentage of Council Tax collected	29.8%	30%	0.7% of target
			BV109b	Processing of Minor planning applications within 8 weeks	80.6%	82%	1.7% of target
			LI/LS/LCC 01	Percentage of all Local Land Searches completed in 5 working days	90.8%	95%	4.4% of target
			NI 192	Percentage of household waste sent for reuse, recycling and composting	44.6%	45%	0.9% of target

Monitored performance indicators (MPIs)

2.14 Two monthly and three quarterly performance indicators are monitored as opposed to managed, and reported separately as detailed in Table 3 below. Note that 'Variance' is calculated against the 'baseline' value set at the start of the financial year or the YTD baseline value.

2.15 Please note that crime performance stats are normally reported one month in arrears.

Table 3: Monitored performance indicators as at 30 June 2019






Ref	Description	Baseline value	Current value	Variance from baseline value	Movement from previous value
NI 156	Number of households living in temporary accommodation	183	186	NEGATIVE 2%	
BV12a	Long term working days lost due to sickness absence	2.05 (ytd)	2.39	NEGATIVE 17%	
NI 155	Number of affordable homes delivered	15 (ytd)	27	POSITIVE 80%	
CSP/001	All crime per 1000 population <i>(As at May 2019)</i>	115.9	114.9	POSITIVE 1%	
LI/CSC/006	Complaints escalated to Stage 2	7%	6%	POSITIVE 14%	

2.16 In 2013 DCLG (now MHCLG) introduced a measure to manage authorities' underperformance in the quality and timeliness of decision making on major planning applications.

2.17 'Designation' will occur when an indicator exceeds set thresholds, with additional penalties applied for failing to report at all. Current performance and thresholds are as indicated in Table 4.

2.18 As can be seen from Table 4, based on current performance Swale will not be in a position of Designation.

Table 4: Rolling two year designation performance at 30 June 2019

Status	Indicator	Designation criteria	Threshold (2015-17)	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	60%	97.3% (03/2019)	96.5%
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	10% (11/113)	1.6% (03/2018)	0.9% (1 / 113)
	Percentage of non-major applications ⁽¹⁾ determined in 8 weeks	Lower % than threshold	70%	95.6% (03/2019)	95.6%
	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	10% (166/1658)	1.9% (03/2019)	1.9% (32 / 1658)
	Number of missed quarterly returns to DCLG	More than threshold	2	0	0

(1) Non-major applications are defined as minor developments plus 'Change of Use' and 'Householder Developments' (PS2 codes 13-21)

Projects status

2.19 Table 5 lists eleven projects / service plan actions identified to be 'of interest', and their latest status.

Table 5: Projects of interest and their latest status.

Project Title	Project Status	Project Manager	RAG Status						Update freq.
			Jul	Aug	Sept	Oct	Nov	Dec	
CCTV Review – Part III	In progress	Stephanie Curtis	Green						Monthly
Beach Huts	Not yet started	Martyn Cassell	Yellow	Black	Black		Black	Black	Quarterly
Faversham Recreation Ground Improvements	In progress	Graeme Tuff	Green						Monthly
Mill skate park	In progress	Peter Binnie	Yellow						Monthly
Leisure Centre Review	In progress	Martyn Cassell	Green						Monthly
Sittingbourne Town Centre Phase 1	In progress	Peter Binnie	Yellow						Monthly
Sittingbourne multi-storey car park	In progress	Peter Binnie	Red	Late opening: Health and safety assessment identified necessary improvements					Monthly
Rough Sleeper Initiative Funded Project	In progress	Roxanne Sheppard	Yellow						Monthly
Local Plan Review	In progress	Gill Harris	Yellow	Black	Black		Black	Black	Quarterly
Heritage Strategy	In progress	Simon Algar	Green						Monthly
Climate Change	Bid prep stage	Janet Hill	Green	Black		Black		Black	Bi-monthly

2.20 Currently an average of 23% of progress has been made on 146 service plan actions and none are overdue.

Internal Audit reports

2.21 The internal audit process now involves earlier client engagement spanning a longer period of time. The introduction of draft reporting means that the published report will not be issued until three or four weeks after conclusion of the audit work.

2.22 For reference, Audit assurance rating definitions are as detailed in Table 7.

Table 7: Audit assurance rating definitions

<p>Strong – Controls within the service are well designed and operating as intended, exposing the service to no uncontrolled risk. There will also often be elements of good practice or value for money efficiencies which may be instructive to other authorities. Reports with this rating will have few, if any, recommendations and those will generally be priority 4.</p>	<p>Sound – Controls within the service are generally well designed and operated but there are some opportunities for improvement, particularly with regard to efficiency or to address less significant uncontrolled operational risks. Reports with this rating will have some priority 3 and 4 recommendations, and occasionally priority 2 recommendations where they do not speak to core elements of the service.</p>	<p>Effective Service</p>
<p>Weak – Controls within the service have deficiencies in their design and/or operation that leave it exposed to uncontrolled operational risk and/or failure to achieve key service aims. Reports with this rating will have mainly priority 2 and 3 recommendations which will often describe weaknesses with core elements of the service.</p>	<p>Poor – Controls within the service are deficient to the extent that the service is exposed to actual failure or significant risk and these failures and risks are likely to affect the Council as a whole. Reports with this rating will have priority 1 and/or a range of priority 2 recommendations which, taken together, will or are preventing from achieving its core objectives.</p>	<p>Ineffective Service</p>

2.23 Table 8 sets out work that has been completed or in progress as at the end of Quarter 1 2019. Progress is in line with expectations for this point in the year. Table 9 details the audits (including Mid Kent Services) that are currently planned.

Table 8: Mid Kent Audit – Status as at end of June 2019

No.	Ref.	Head of Service	Title	Progress	Assurance
1	S19-AR03	James Freeman	Conservation Planning	ISSUED	SOUND
2	S19-AR04	Zoe Kent	Council Tax Reduction Scheme	ISSUED	SOUND
3	S19-AR08	Phil Wilson	Insurance	ISSUED	STRONG
4	S19-AR10	Katherine Bescoby	Members' Allowances	ISSUED	STRONG
5	S19-AR13	Emma Wiggins	Temporary Accommodation	ISSUED	SOUND
6	S19-AR14	Phil Wilson	Treasury Management	ISSUED	STRONG
7	S19-AR16	Martyn Cassell	Waste Income	ISSUED	SOUND
8	S19-P101	Zoe Kent	Council Tax Investigation	ISSUED	N/A
9	S19-AR09	Della Fackrell	Licensing Compliance	REPORTING	
10	S19-AR01	Anne Adams	Asset Management	REPORTING	
11	S19-AR12	Charlotte Hudson	Sittingbourne Town Centre	REPORTING	
12	X19-AR01	Bal Sandher	Absence Management	ISSUED	SOUND
13	X19-AR04	David Clifford	GDPR	REPORTING	
14	X19-AR10	Sheila Coburn	Revs & Bens Compliance Team	REPORTING	
15	X19-IV01	Rich Clarke	National Fraud Initiative	ONGOING	
16	X19-AR03	Chris Woodward	Cyber Security	FIELDWORK	

17	X19-CON01	Rich Clarke	CIPFA Financial Resilience Index	ISSUED	N/A
18	S20-AR07	Anne Adams	Health & Safety	PLANNING	
19	S20-AR08	Charlotte Hudson	Home Improvement Grants	PLANNING	
20	S20-AR09	David Clifford	Declaration of Interests	PLANNING	
21	S20-AR10	Zoe Kent	Discretionary Housing Payments	PLANNING	
22	X20-AR02	Jeff Kitson	Civil Parking Enforcement	PLANNING	
23	X20-AR05	Bal Sandher	Recruitment	PLANNING	
24	X20-IV01	Rich Clarke	National Fraud Initiative	ONGOING	

Table 9: Mid Kent Audit – 2019-20 planned audits

No.	Ref.	Head of Service/ Sponsor	Title
1	S20-AR01	Katherine Bescoby	Member Development
2	S20-AR02	Charlotte Hudson	Economic Development
3	S20-AR03	James Freeman	Strategic Planning
4	S20-AR04	Charlotte Hudson	Homelessness
5	S20-AR05	Phil Wilson	Budget Setting & Monitoring
6	S20-AR06	Della Fackrell	Emergency Planning
7	S20-AR11	Zoe Kent	Council Tax Recovery & Write Offs
8	S20-AR12	David Clifford	Social Media
9	S20-AR13	Zoe Kent	Universal Credit
10	X20-AR01	Donna Price	Information Management
11	X20-AR03	Chris Woodward	Network Security
12	X20-AR04	Chris Woodward	ICT Technical Support
13	X20-AR07	James Freeman	Planning Administration
14	X20-AR09	Chris Woodward	IT Project Management
15	X20-CON01	Rich Clarke	Anti-Bribery Training Package
16	X20-CON02	Rich Clarke	Financial Resilience Index
17	X20-FRR01	Rich Clarke	Fraud Risk Review
18	Not yet allocated	Martyn Cassell	Cemeteries
19	Not yet allocated	James Freeman	Developer Income
20	Not yet allocated	James Freeman	Planning Enforcement
21	Not yet allocated	Martyn Cassell	Commissioning & Procurement
22	Not yet allocated	Anne Adams	Property Income
23	Not yet allocated	Chris Woodward	IT Backup & Recovery
24	Not yet allocated	Chris Woodward	IT Asset Management
25	Not yet allocated	Jeff Kitson	Residents' Parking

3 Proposal

3.2 Informal Cabinet are asked to **note** the Performance Management Report for 2019/2020 Q1

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 performance report is largely based on information provided either through Pentana or other council systems by senior officers, and then reviewed by SMT for comment or corrections prior to being forwarded to members.

6 Implications

- 6.1 As this report is for noting and does not contain any recommendations for decision there are no cross-cutting implications to consider.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: KPI performance overview YTD

8 Background Papers

- Monthly SMT performance reports
- Briefing note – Overview of corporate performance management reporting at Swale Borough Council.

Appendix I:

KPI performance overview YTD

Monthly Performance Indicators		19/20	Apr	Ma	Jun		
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)		Target					
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G		
BV9	Percentage of Council Tax collected	97.45%	G	G	A		
BV10	Percentage of Non-domestic Rates collected	97.8%	G	G	G		
BV12b	Short term working days lost due to sickness absence	3.2 days	G	G	G		
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	R		
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5 days	R	R	R		
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	A	G		
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	A	R		
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	A		
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	G	G	G		
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G		
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	G		
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	G	G	G		
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	R	R	A		
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	R	R	R		
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	Y		
LI/TBC/01	Number of missed bins per annum		G	R	R		
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G		
NI 191	Residual household waste per household	460kgs	G	R	R		
NI 192	Percentage of household waste sent for reuse, recycling and comp	46%	A	G	G		
MONTHLY INDICATOR RESULTS (x 20)		YEAR TO DATE (Colour)			15G	13G	11G
		PERIOD TOTAL (TEXT)			1A	1A	4A
			4R	6R	5R		
			15G	13G	11G		
			1A	2A	3A		
			4R	5R	6R		

MPIs – Monitored Performance Indicators (no targets / performance not managed)			A-M-J / Q1		
NI 156	Number of households living in temporary accommodation	183	183	193	186
BV12a	Long term working days lost due to sickness absence	6 days	0.81	1.66	2.39
NI155	Number of affordable homes delivered (gross)	68	27/15		
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7%	6%		
CSP/0001	All crime per 1000 population	115.9	114.9		

Quarterly Performance Indicators		19/20 Target	Q1
Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)			
LI/ICT/0006	Website availability	99%	G
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	R
LI/CSC/003	Complaints responded to within 10 working days	90%	G
LI/HS/01	Number of long-term empty homes brought back into use	90	G
NI188	Planning to Adapt to Climate Change	3	G
NI195a	Improved street and environmental cleanliness: Litter	4	R
NI195b	Improved street and environmental cleanliness: Detritus	8	G
NI195c	Improved street and environmental cleanliness: Graffiti	1	G
NI195d	Improved street and environmental cleanliness: Fly-posting	1	G
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G
LI/IA/004	Audit recommendations implemented	95%	R
YEAR TO DATE (Colour)			9G 0A 3R
QUARTERLY TOTAL (TEXT)			9G 0A 3R
COMBINED INDICATOR RESULTS (x32)		YEAR TO DATE (Colour)	20G 4A 8R
		PERIOD TOTAL (TEXT)	20G 3A 9R

Sittingbourne Town Centre Regeneration

Update to Scrutiny Committee 2nd October 2019

	Progress Update
SPIRIT OF SITTINGBOURNE	
Highway Works	<p>Erith continue with the Section 1 S278 works to the one-way system by Cockleshell Walk and Spring Street car parks. The kerb works are now complete and night work is currently taking place (from 16th September) to resurface the footways and carriageway adjacent to the 2 car parks.</p> <p>As well as the night works around the one-way, Erith are carrying out the carriageway re-surfacing that has not been accepted by KCC's Development Team within Phases 1 & 2. Spirit has put additional monitoring and supervisory measures in place to ensure that the work carried out is done to the required specification and quality.</p> <p>The bus operators have now submitted their revised timetables to the traffic commissioner which confirms that the bus stop area can fully open on 14th October. Erith will be completing the additional works to the bus stop area agreed with KCC before the end of September.</p>
Leisure Development (Bourne Place)	<p>PDR continues to make good progress with the hotel cladding and window installation which is programmed for completion by the end of September.</p> <p>PDR continue to install bedroom furniture to the hotel and confirm that 2/3's is now complete.</p> <p>Decorations and joinery is on-going in the hotel however doors and frame delivery has now been pushed back to November. PDR are chasing and have asked Travelodge for assistance with the supplier.</p> <p>PDR is still continuing with laying the hot melt roofing material to the cinema which should be complete by the end of September.</p> <p>PDR continues with the installation of the external cladding and the construction of the internal blockwork and low-level brickwork to the cinema.</p> <p>Spirit submitted the Minor Material Amendment (MMA) for the leisure site on 13th September.</p> <p>The legal teams for Spirit, SBC and UKPN are currently executing the legal documents for the internal substation</p>

	<p>within the cinema so that the installation can commence around 8th October.</p> <p>Spirit is currently in discussion with KCC and is also considering other options regarding the location of the external sub-station as a position could not be agreed with the adjoining landowner, Praxis.</p>
Princes Street Retail Park / The Forum Car Park	<p>Mitchells continue to carry out the snagging items in Princes Street Retail Park. Recently they have resurfaced some of the Costa drive through to remove the ponding. SBC still await a date for the remedials to the landscaping areas adjoining Eurolink Way which has been outstanding since June 2018.</p> <p>Erith has arranged a meeting with Praxis and SBC for week commencing 23rd September to discuss the installation of the additional bollards within the Forum Car Park.</p>
Residential	<p>A further high-level meeting took place with Spirit on 13th September to discuss the residential element.</p>
Planning	<p>Spirit continues to work with the Planning Team for the conditions relating to the Leisure site.</p> <p>As stated above, Spirit submitted the Minor Material Amendment (MMA) for the leisure site on 13th September.</p>
Risks	<p>Spirit is maintaining the Developers risk register through all phases of the scheme.</p>
Communications	<p>Spirit's communications team continue to respond to queries from the public on a daily basis.</p> <p>Spirit issued an email to their local community email list (70+ addresses), indicating the relocation of the bus stop on the one-way. All bus operators are now using the new stop which has moved approx. 200m North.</p> <p>There was an incorrect story in the Sittingbourne News Extra about the closure of station street. This information was obtained from KCC notices rather than contacting Spirit directly. The newspaper was informed of their error, and PDR carried out a letter drop to station street letting the residents/businesses know that only the section adjacent to the PDR site would remain closed and there would be no impact on access.</p> <p>Ahead of the overnight remedial works conducted by Erith, Spirit emailed their community list (70+ addresses including local businesses) and uploaded a blog to their website. Erith also conducted a letter drop to residents in the surrounding area.</p>

SBC	
Multi-Storey Car Park (MSCP)	<p>Huber were on site for two weeks from 19th August to install the additional column extensions and mesh to the top floor and horizontal beams and mesh to the ground floor. Huber's sub-contractor, PP Construction, also carried out the soil installation to the landscaping areas and the remedial works to the blockwork paths adjacent to the two stair cores.</p> <p>Other contractors were also on site during the same two weeks installing the seagull proofing to the lighting columns, brackets and luminaires on the top floor, carrying out some operational line marking and signage installation, and carrying out a full clean of the building prior to opening.</p> <p>The parking management system engineer was on site from 2nd – 4th September to complete the commissioning of the parking management system and train all necessary staff from SBC, SBC Parking contractors and Cushman & Wakefield's security contractors.</p> <p>The MSCP opened to the public on 9th September 2019 operating from 8am – 7pm each day.</p> <p>Youths have continued to cause problems over the past month. Two incidents have been reported to the police and the police are taking steps to identify the culprits (from the CCTV footage available). The police have set up an operation to focus and deal with ASB likely to affect public confidence and the usage of the regeneration environment.</p> <p>At the request of the police additional no cycling/scooting/skateboarding signs/rollerblading were installed at all entrances to the car park on 16th September.</p> <p>Due to the continued vandalism that has been experienced over the past few months the Barrel CCTV cameras on the external faces of the building are being replaced with Turret types. This will take place on 24th September.</p> <p>A final account/close out meeting has been arranged with SBC, SBC's Employers Agent and Huber on 3rd October.</p>

<p>SBC Team and Governance</p>	<p>The appointed QS/Employers Agent for the MSCP from Ian Sayer & Co continues to support the SBC team until the project is closed.</p> <p>The next progress meeting with Spirit, PDR and the Councils monitoring surveyor from Ward Williams Associates is scheduled to take place on 26th September 2019.</p> <p>Interim site visits of the PDR site continue to take place with SBC's Scheme Manager and Spirits Project Director.</p> <p>Cushman & Wakefield continue to assist with the Managing Agent duties for the Retail Park and the MSCP and are continuing to develop a Fit-Out Guide for the tenants for the leisure development.</p> <p>An Internal Officer Group meeting took place on 10th September. The next Key Officer Group meeting is planned for 7th October.</p>
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**SWALE BOROUGH COUNCIL
FORWARD PLAN AND NOTICE OF KEY DECISIONS**

October 2019 - January 2020

Notes:

A key decision is defined as 'an Executive decision which is likely to (a) result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.'

The key decision threshold, confirmed by Council, is set at £100,000 (this relates to (a) of the definition above).

Where the decision will be made by Cabinet, the Members of the Cabinet are:

Councillor Roger Truelove – Leader and Cabinet Member for Finance
Councillor Mike Baldock – Deputy Leader and Cabinet Member for Planning
Councillor Richard Palmer – Cabinet Member for Community
Councillor Monique Bonney - Cabinet Member for Economy and Property
Councillor Tim Valentine - Cabinet Member for Environment
Councillor Harrison – Cabinet Member for Health and Wellbeing
Councillor Ben J Martin – Cabinet Member for Housing

Subject to any prohibition or restriction on their disclosure, copies or extracts of any documents listed below can be viewed at Swale House, East Street, Sittingbourne, Kent, ME10 3HT. Please contact Democratic Services to arrange a time to view the documents or to request copies by post by e-mailing democraticservices@swale.gov.uk or by telephone on: 01795 417330. Fees may be charged in accordance with the Council's Fees and Charges policy.

Other documents relevant to the decision item may be submitted to the decision maker; please contact Democratic Services (contact details above) to request details of these documents as they become available.

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>The Lodge Faversham Recreation Ground - Lease to Faversham Rugby Club</p> <p>This report seeks approval for the draft heads of terms and delegation to the Head of Property for the final terms for a new 10 year lease to Faversham Rugby for the Lodge at Faversham Recreation Ground.</p>	<p>Cabinet 25 September 2019</p>	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Councillor Tim Valentine - Cabinet Member for Environment</p> <p>Graeme Tuff</p>
	<p>Safeguarding Policy 2019-20 refresh</p> <p>This report is to seek approval from Cabinet to adopt the revised Safeguarding Policy.</p>	<p>Cabinet 25 September 2019</p>	<p>Key It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Councillor Angela Harrison - Cabinet Member for Health and Wellbeing</p> <p>Steph Curtis</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Sittingbourne Town Centre Scheme</p> <p>To review progress regarding the scheme</p>	Cabinet 25 September 2019	<p>Key</p> <p>It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Councillor Monique Bonney - Cabinet Member for Economy and Property</p> <p>Emma Wiggins</p>
	<p>Landholdings Review - Proposed Sale of Land, North Road, Queenborough</p> <p>This report seeks approval for the sale by auction of a small parcel of surplus land with potential as a infill housing building plot subject to planning permission.</p>	Cabinet 25 September 2019	<p>Key</p> <p>It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	Fully exempt		<p>Councillor Monique Bonney - Cabinet Member for Economy and Property</p> <p>Kent Parker</p>
	<p>Council Tax Support Scheme 2020/21</p> <p>The Council must put in place its Council Tax Support scheme to give help to those residents on a low income. A consultation will</p>	Cabinet 25 September 2019	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Zoe Kent</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	need to be completed by December 2019 and the scheme must be approved by Members by 28 February 2020.					
	<p>Warden Bay Land (Junction Imperial Drive and Cliff Drive) Community Asset Transfer</p> <p>This report seeks approval for the community asset transfer of land located on the junction of Imperial Drive and Cliff Drive, Warden Bay.</p>	Cabinet 25 September 2019	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Councillor Monique Bonney - Cabinet Member for Economy and Property</p> <p>Sophia Ramm</p>
	<p>Contract award for the supply of water and sewerage services</p> <p>A mini-competition is being undertaken through the Laser Framework Agreement for the supply of Swale Borough Council's water and sewerage services. This report seeks approval to award the contract to</p>	Cabinet 25 September 2019	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Charlotte Knowles</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	the successful supplier for a duration of five years with option to extend by a further two years.		the local authority's budget for the service or function to which the decision relates.			
	<p>Disposal of 17/17A Station Street, Sittingbourne</p> <p>This report is to consider the potential disposal of the property formerly occupied by the Citizens Advice Service and is now surplus to requirements.</p>	Cabinet 25 September 2019	<p>Key</p> <p>It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	Part exempt		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Kent Parker</p>
	<p>Warden Bay Land (Junction Imperial Drive and Cliff Drive) Community Asset Transfer</p> <p>This report seeks approval for the community asset transfer of land located on the junction of Imperial Drive and Cliff Drive, Warden Bay.</p>	Cabinet 25 September 2019	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Sophia Ramm</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	Recommendations from the Swale Joint Transportation Board meeting held on 9 September 2019	Cabinet 25 September 2019	Non-Key	Open		
	Financial Management Report: April - June 2019 This report shows the revenue and capital projected outturn for 2019/20 as at the end of period 3, covering the period from April to June 2019.	Cabinet 25 September 2019	Non-Key This is not a key decision as it is for information only.	Open		Councillor Roger Truelove - Cabinet Member for Finance Nick Vickers
	Recommendations from the Local Plan Panel meeting held on 25 July 2019	Cabinet 25 September 2019	Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Councillor Mike Baldock - Cabinet Member for Planning

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Contract for the External Enforcement Agents for Mid-Kent Services</p> <p>In 2014 Maidstone Borough Council were the Lead Authority in the procedure of a panel of companies to provide Enforcement Services for the collection of unpaid Council Tax, Non-Domestic Rates for the Revenues and Benefits Section and Penalty Charge Notices for Parking Services Departments. In 2016 an internal Enforcement team were set-up however some debts still need to be transferred to an external company. A procurement process has been carried out and the new contract is being put forward for approval.</p>	Cabinet 30 October 2019	<p>Non-Key This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Zoe Kent</p>
	<p>Review of Fees and Charges</p> <p>The report invites Cabinet to consider the proposals for the level of fees and charges to be levied for the next financial year 2020/21 for submission to Council. Charges will take effect from 1 April 2020.</p>	Cabinet 30 October 2019	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Nick Vickers</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			the decision relates.			
	<p>Fuel and Water Poverty Outreach Worker</p> <p>To get Cabinet's approval to go to tender for a third sector organisation to deliver fuel and water poverty advice to our most vulnerable residents</p>	Cabinet 30 October 2019	<p>Key</p> <p>It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Councillor Tim Valentine - Cabinet Member for Environment</p> <p>Janet Hill</p>
	<p>Recommendations from the Local Plan Panel meeting held on 17 October 2019</p>	Cabinet 30 October 2019	<p>Non-Key</p> <p>This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.</p>	Open		Councillor Mike Baldock - Cabinet Member for Planning
	<p>Recommendations from the Swale Joint Transportation Board meeting held on 2 December 2018</p>	Cabinet 11 December 2019	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to</p>	Open		

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	<p>Financial Management Report April to September 2019</p> <p>This report shows the revenue and capital projected outturn for 2019/20 as at the end of period 6, covering the period from April to September 2019.</p>	Cabinet 11 December 2019	<p>Non-Key</p> <p>This is not a key decision as it is for information only.</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Nick Vickers</p>
	<p>Medium Term Financial Plan and 2020/21 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2020/02 Budget.</p>	Cabinet 11 December 2019	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Nick Vickers</p>
	<p>Treasury Management Strategy Statement and Investment Strategy 2020/21</p> <p>This report sets out and seeks approval of the proposed Treasury Management Strategy</p>	Cabinet 12 February 2020	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Councillor Roger Truelove - Cabinet Member for Finance</p> <p>Nick Vickers</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	and Investment Strategy for the Council in 2020/21. It will be proposed to Council at the meeting on 26 February 2020.					
	<p>Medium Term Financial Plan and 2020/21 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for the 2020/21 Budget.</p>	Cabinet 12 February 2020	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Councillor Roger Truelove - Cabinet Member for Finance Nick Vickers
	<p>Financial Management Report: April - December 2019</p> <p>This report show the revenue and capital projected outturn for 2019/20 as at the end of period 9, covering the period from April to December 2019.</p>	Cabinet 18 March 2020	Non-Key This is not a key decision as it is for information only.	Open		Councillor Roger Truelove - Cabinet Member for Finance Nick Vickers
	<p>Council Beach Hut Policy</p> <p>The report sets out the future policies for the Council to support investment to increase beach hut provision in Swale, improved localised infrastructure which will help grow our tourism offer and operational and charging policies for hut users.</p> <p>Decision date to be agreed.</p>	Cabinet	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which	Open		Councillor Richard Palmer - Cabinet Member for Community Mike Marsh

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			the decision relates.			
	<p>Corporate Plan</p> <p>This report recommends cabinet to propose a new corporate plan to council focused on the political priorities of the coalition administration.</p> <p>Decision date to be confirmed.</p>	Cabinet	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	Open		<p>Councillor Roger Truelove - Leader</p> <p>David Clifford</p>

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Scrutiny Committee work programme - 2019/20

Review item	Reviewers	Status	02-Oct	06-Nov	15-Jan	22-Jan	27-Feb	25-Mar
Quarterly budget monitoring	Committee	Live		2nd Qtr		3rd Qtr		
Quarterly performance monitoring	Committee	Live	1st Qtr	2nd Qtr			3rd Qtr	
Scrutiny of 2020/21 Budget proposals	Committee	Live				✓		
Scrutiny of 2020/21 Fees and Charges proposals	Committee	Live		✓				
STC update - Cabinet Member and officers present	Committee	Live		✓			✓	
STC update - written report only	Committee	Live	✓		✓			✓
Infrastructure in Swale	Committee	Live	✓		✓			✓
Non STC regeneration activity	Task and Finish Group	Live						✓

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