

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Wednesday, 15 January 2020

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 6 November 2019 (Minute Nos. 338 - 348) 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. Invitation to South East Local Enterprise Partnership (SELEP)

Rhiannon Mort, Capital Programme Manager has confirmed attendance at the meeting.

6. Performance Monitoring Report

5 - 16

The Committee is asked to consider the Performance Monitoring Report Quarter 2 July – September 2019.

Part Two - Business Items

7. Other Review Progress Reports

The Committee is asked to consider updates on other reviews:

Regeneration Schemes (other than Sittingbourne Town Centre).

8. Cabinet Forward Plan

17 - 24

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

25 - 26

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

Issued on Tuesday, 7 January 2020

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	15 January 2020
Report Title	Performance Monitoring – 2019/20 Quarter 2
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 second quarter of 2019/2020 (July – September 2019) as previously reported to SMT and informal Cabinet (attached as Appendix I).

2 Background

- 2.1 This is the second quarterly performance report in the newer format, replacing the older Balanced Scorecards report view.
- 2.2 Members are advised that this is an amended report following proposals to amend KPI targets that were not subsequently approved and therefore removed from the original report.

3 Proposal

- 3.1 Scrutiny are asked to **note** the Performance Management Report for 2019/2020 Quarter 2 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: 2019/20 Quarter 2.

5 Background Papers

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

SMT Meeting	Agenda Item: x
Meeting Date	22 October 2019
Report Title	Performance Management Report: 2019/20 Quarter 2
Cabinet Member	Clr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Service
Head of Service	David Clifford, Head of Policy, Communications and Customer Service
Lead Officer	Tony Potter, Policy and Performance Officer
Recommendations	That SMT note the latest performance position (§ 2.2).

1 Purpose of Report and Executive Summary

- 1.1 This is the quarterly performance report for the period ending September 2019, summarising the Council's performance against the corporate indicators, projects of interest and service plan actions, for the second quarter of the financial year to 30 September.
- 1.2 At the end of September **71% of all indicators are Green, 6% are Amber, and 23% are Red**. This is an improvement from Q1 and equivalent to one amber indicator now being reported as green.
- 1.3 More detail on each of the performance indicators on which this report is based can be accessed online at <http://www.swale.gov.uk/monthly-performance-monitoring/>.

2 Background

- 2.1 This is the second quarterly report of the 2019/20 financial year. It follows on from previous monthly performance reports.
- 2.2 SMT are asked to **note** the following:

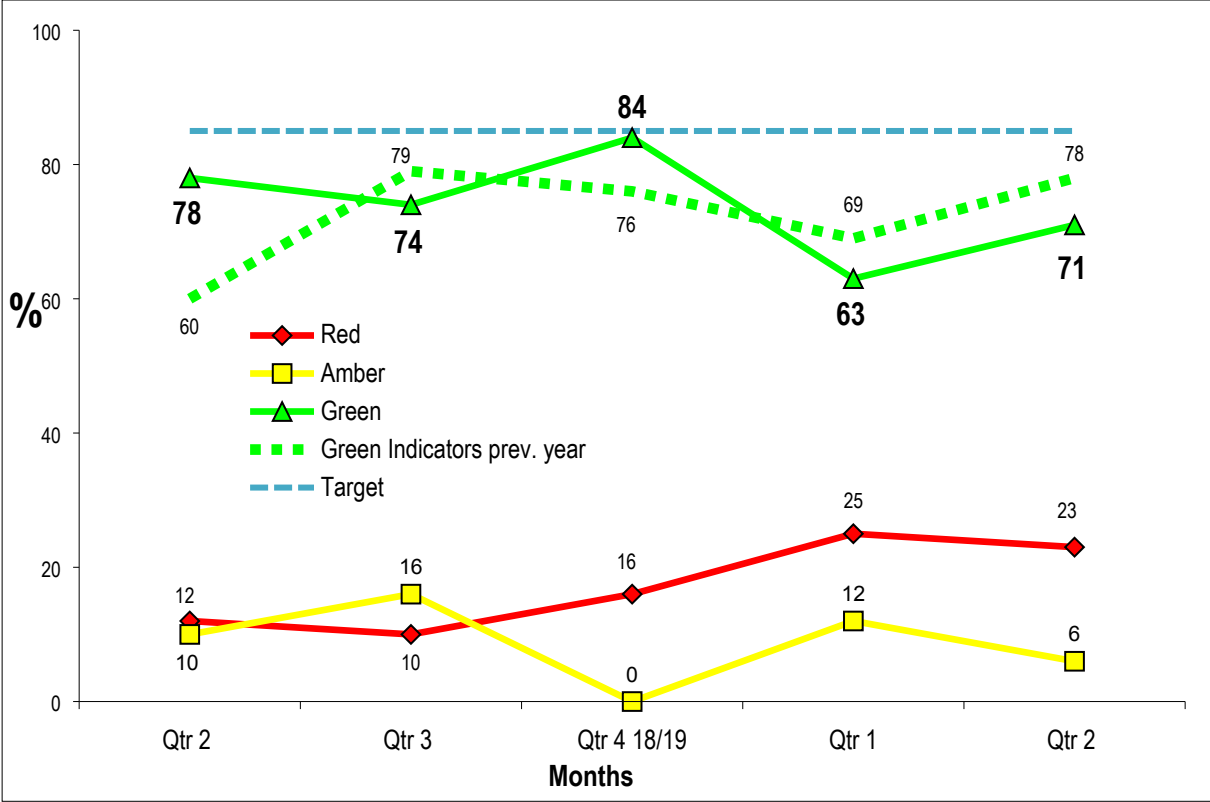
Year-to-date performance – all corporate indicators

- 2.3 Combining both monthly and quarterly KPI performance results together shows that for Quarter 2:
 - twenty-two indicators (**71%**) are meeting target (**Green**);
 - two indicators (**6%**) are within 5% of meeting target (**Amber**); and
 - seven indicators (**23%**) is more than 5% adrift of target (**Red**).

2.4 The status of all indicators is attached as Appendix I

2.5 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, three less indicators are green.

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



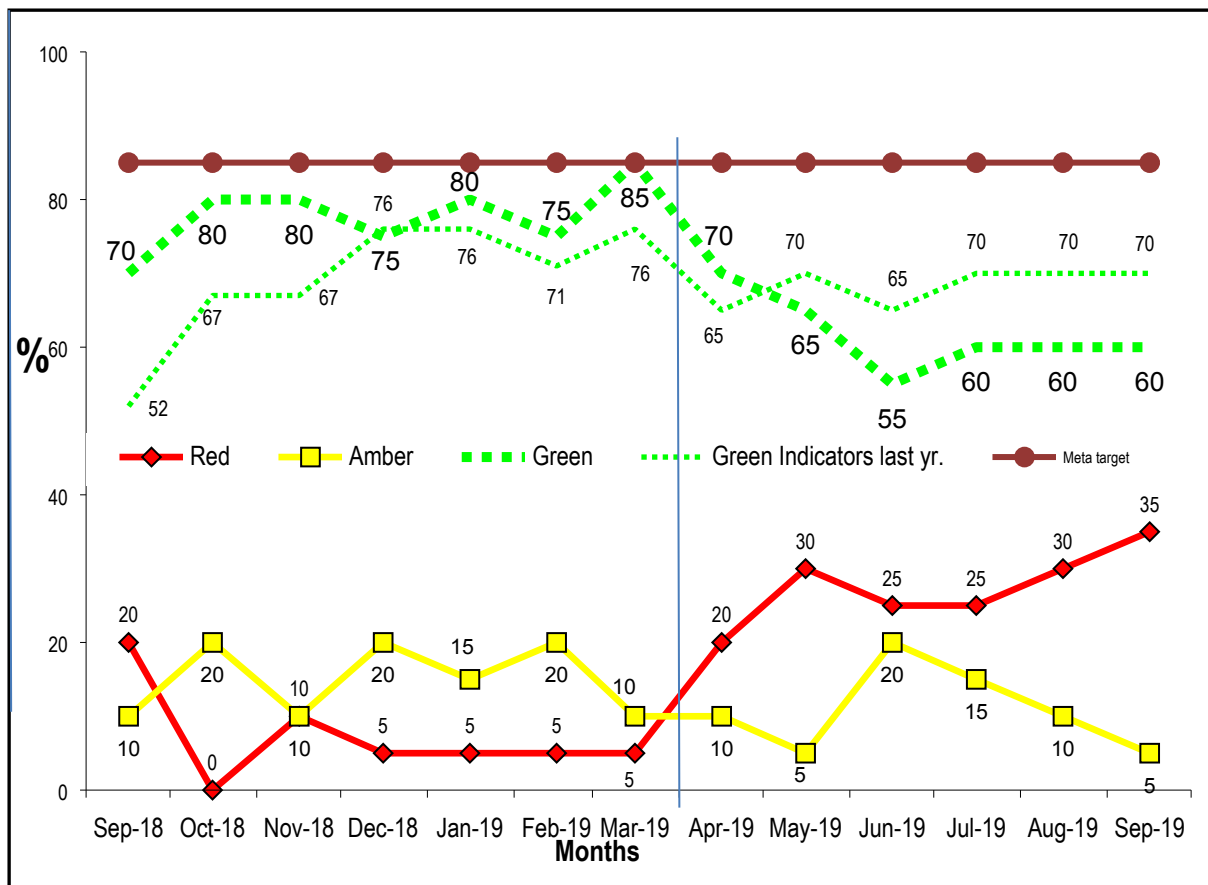
Year-to-date performance – monthly indicators

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

- twelve indicators (60%) are meeting target (Green);
- one indicator (5%) are within 5% of target: (Amber); and
- seven indicators (35%) are more than 5% adrift of target (Red).

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

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



Red and amber indicators this period

2.8 There are seven year-to-date red indicators this month, as detailed in Table 1, together with related commentary.

Table 1: YTD Red indicators at 30 September 2019

This period	Last period	Ref	Description	YTD	2019/ 20 target
🔴	🔴	LI/DC/DC E/006	Refused planning applications	16.7%	15%
<p>Commentary from lead officer: Performance in September is within 1% of target (and the lowest numbers of refusals so far this year.) If we had refused 1 less decision we would have achieved target. We have reviewed the decisions where planning permission was refused and there does not appear to be a pattern, but we will continue to monitor over next couple of months. The performance in August had a considerable impact on our year to date performance given that for the first 3 months we were reasonably below the target. We expect to recover performance and achieve the target by the end of the year.</p>					
🔴	🔴	NI 191	The amount of residual household waste per household	432kgs YTD	230kgs YTD
<p>Commentary from lead officer: Biffa advised of issues with the food compactor at KCC during September which resulted in food waste going into the residual waste stream throughout the majority of September, there is also a noticeable drop in recycling tonnage throughout September which is being investigated currently. The three months of July, August and September were the worst performance in the history of the contract across all three authorities. Financial penalties across the partnership are also at their highest. The failure of the collection service has meant that missed bins have reached levels that no amount of additional resource would be able to recover within the year. This will impact the amount of residual waste and recycling rates as residents are left with no other option than to change behaviour in how much they recycle during that period.</p>					

Officers have used every available option in the contract to reduce the impact and an action plan is currently in place with Biffa to try to ensure a return to expected levels of service. Cabinet Members and Senior Managers are keeping an eye on progress of this.					
		NI 192	Percentage of household waste sent for reuse, recycling and composting	40.95%	45%
Commentary from lead officer: Issues with the food compactor at Church Marshes means food waste for September had been tipped in residual, this is coupled with a significant drop in dry recycling throughout September which is being investigated with Biffa.					
		LI/TBC/0 1	Number of missed refuse and recycling bins per annum	1933 YTD	1074 YTD
Commentary from lead officer: Ongoing issues with Biffa including staff shortages and vehicle breakdowns has resulted in extremely high missed bin numbers. Added to this was a garden waste re-route which had also caused a number of issues resulting in further missed bins. This is being dealt with via the Performance Mechanism. The first week of October was under target at 29/100,000, this is the first week that we have come under target since the end of May.					
		BV78b	Speed of processing change of circumstances for Housing/Council Tax Benefit	7.6 days	6.5 days
Commentary from lead officer: Since the reduction of posts in January we have been unable to meet the target of an average of 6.5 days to reassess changes in circumstances. We received a higher number of changes of circumstances during September, so the average has dropped by just over one day. We are working hard to clear the alerts that come in from the DWP to get the average back on track again but it will not be possible to achieve the year-end target. Since 2012 the DWP have been reducing our administration grant towards the funding of the housing benefit team. This has led to us carrying out two restructures the latest in January 2019 leading to the removal of 13 posts from the Revenues and Benefits team. This has partly been possible because we no longer deal with new Housing Benefit claims for most working age claimants because they now move to Universal Credit. Universal Credit has not however reduced the amount of work we deal with overall. The DWP now works in conjunction with HMRC and we receive alerts every time (often on a monthly basis) a person's Universal Credit or earnings change. This has meant although our caseload has reduced, we still have around 400 claims per week that need reassessing and the same number of alerts that need to be reviewed before completing with no further action.					
		LI/IC/CS C/0002	Percentage of CSC abandoned calls	11.3%	8.5%
		LI/IC/CS C/0004	Percentage of calls to CSC answered in 20 seconds	53.4%	75%
Commentary from lead officer: Call responses saw a 5% decrease in calls answered compared to previous month and 11% increase in calls handled compared to September 2018. Call demand meant an additional 200 calls compared to the previous month and an 18% increase compared to September 2018. Waste calls continued to create high peaks at various intervals which makes it difficult to predict and manage. This is out of our control and every effort was made to place resource accordingly. To encourage and support digital, recorded scripts were added to the phone lines and advisors have promoted self-service to avoid waiting in queues. (Of the 19598 transactions made through the MCS platform, 28% were completed online. A further 3545 calls were made to the 24/7 automated payment line. This therefore equates to 39% of enquiries/services being carried out by self-service as opposed to speaking to a CSC advisor by phone, face to face or email.) Measures put into place to support getting targets back on track include the recent success of the CSC phone platform being able to be accessed at Sheppey Gateway. This will also support business continuity. We continue to work closely with Contracts: With waste collections getting back on track this should alleviate some of the pressures of the influx of demand. Sickness is being managed within the absence management policy. Addendum (TP): The phone technology used cannot differentiate between a caller hanging up after listening to and taking advice from recorded scripts, versus a caller hanging up because they are not prepared to wait for the next available officer. As the use of scripts have become more prevalent and their impact more noticeable, the abandoned calls performance indicator is now being reviewed but will continue to be reported as is for the time being.					

2.9 For information, Table 2 details the two indicators which are currently Amber












YTD Status	This period	Last period	Ref	Description	YTD	2019/20 target	Variance
			BV79b (i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during the period	76.8%	80%	4% of target
			LI/LS/LCC 01	Percentage of all Local Land Searches completed in 5 working days	92.6%	95%	2.6% of target

Table 2: YTD Amber indicators at 30 September 2019

Monitored performance indicators (MPIs)

- 2.10 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.
- 2.11 Please note that crime performance stats are normally reported one to two months in arrears. Currently the latest report available is up to the end of July 2019.
- 2.12 Please note that the target for long term sickness is an arbitrary split of the total sickness target with short term sickness. The combined sickness value is 5.25 days against a YTD target of 5.4 days. Three officers are currently on long term sickness absence, two due to hospital treatment/surgery and one due to mental health issues.

Table 3: Monitored performance indicators as at 30 September 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	197	NEGATIVE 8%	
BV12a	Long term working days lost due to sickness absence	3.8 (ytd)	4.26	NEGATIVE 12%	
NI 155	Number of affordable homes delivered	30 (ytd)	48	POSITIVE 60%	
CSP/001	All crime per 1000 population <i>.(As at July 2019)</i>	115.9	111.7	POSITIVE 4%	
LI/CSC/006	Complaints escalated to Stage 2	7%	3%	POSITIVE 43%	






Planning performance designation

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

2.14 '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.

2.15 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 September 2019























Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	60%	97.3% (03/2019)	96.3%
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	10% (11/107)	1.6% (03/2018)	2.8% (3/107)
	Percentage of non-major applications ⁽¹⁾ determined in 8 weeks	Lower % than threshold	70%	94.8% (06/2019)	94.8%
	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	10% (169/1695)	1.9% (03/2019)	1.9% (32 / 1695)
	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

2.16 Table 5 lists eleven projects identified to be 'of interest to SMT', and their latest status. A summary of those projects with a status of Amber or Red is included in Appendix II.

Table 5: Projects of interest to SMT 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							Monthly
Beach Huts	Not yet started	Martyn Cassell							Quarterly
Faversham Recreation Ground Improvements	In progress	Graeme Tuff							Monthly
Mill skate park	In progress	Peter Binnie							Monthly
Leisure Centre Review	In progress	Martyn Cassell							Monthly

Sittingbourne Town Centre Phase 1	In progress	Peter Binnie	Yellow	Yellow	Yellow	Yellow			Monthly
Sittingbourne multi-storey car park	In progress	Peter Binnie	Yellow	Yellow	Green	Green			Monthly
Rough Sleeper Initiative Funded Project	In progress	Roxanne Sheppard	Yellow	Green	Green	Green			Monthly
Local Plan Review	In progress	James Freeman	Yellow	Black	Black	Green	Black	Black	Quarterly
Heritage Strategy	In progress	Simon Algar	Green	Green	Green	Green			Monthly
Climate Change	Bid prep stage	Janet Hill	Green	Black	Green	Black		Black	Bi-monthly

RAG Status definition	
	<i>Either:</i> Significant deviation from timescales, budget or quality since last report <i>Or:</i> Significant future changes to timescales, budget, quality or risks envisaged
	<i>Either:</i> Minor deviation from timescales, budget or quality since last report <i>Or:</i> Minor future changes to timescales, budget, quality or risks envisaged
	<i>Both:</i> No changes to timescales, budget or quality since last report <i>And:</i> No future changes to timescales, budget, quality or risks envisaged

Internal Audit Reports

2.17 SMT are reminded that changes to the internal audit process now involve 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.

2.18 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>	Effective Service
<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>	Ineffective Service

2.19 Table 8 sets out work that has been completed or in progress for Quarter 2 2019. Progress is in line with expectations for this point in the year. Table 9

details the audits (including Mid Kent Services) that are planned but not yet started.

Table 8: Mid Kent Audit – Work completed, in progress and planned in Q2 2019-2020

No.	Ref.	Head of Service	Title	Progress	Assurance
1	S19-AR09	Della Fackrell	Licensing Compliance	REPORTING	
2	S19-AR01	Anne Adams	Asset Management	ISSUED	SOUND
3	S19-AR12	Charlotte Hudson	Sittingbourne Town Centre	ISSUED	SOUND
4	X19-AR04	David Clifford	GDPR	ISSUED	N/A
5	X19-IV01	Rich Clarke	National Fraud Initiative	ONGOING	
6	X19-AR03	Chris Woodward	Cyber Security	REPORTING	
7	S20-AR07	Anne Adams	Health & Safety	FIELDWORK	
8	S20-AR08	Charlotte Hudson	Home Improvement Grants	PLANNING	
9	S20-AR09	David Clifford	Declaration of Interests	PLANNING	
10	S20-AR10	Zoe Kent	Discretionary Housing Payments	ISSUED	SOUND
11	S20-AR10	David Clifford	Social Media	PLANNING	
12	X20-AR02	Jeff Kitson	Civil Parking Enforcement	REPORTING	
13	X20-AR05	Bal Sandher	Recruitment	REPORTING	
14	X20-IV01	Rich Clarke	National Fraud Initiative	ONGOING	

Table 9: Mid Kent Audit – 2018-19 audits not yet started

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

2.20 One project has been removed from the 2019/20 Audit Plan as agreed with the Head of Service at the time and detailed in Table 10 below.

Table 10: Mid Kent Audit – 2019-20 projects removed from the Audit Plan

No.	Ref.	Head of Service/Sponsor	Title
1	S20-AR02	Charlotte Hudson	Economic Development

3 Proposals

3.1 SMT are asked to **note** the Performance Management Report for 2019/2020 Q2.

4 Alternative Options

4.1 There are no alternative options as this report is largely for noting only.

5 Consultation Undertaken or Proposed

5.1 Heads of Service and relevant senior managers have been consulted in preparing this report.

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

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

- Appendix II: KPI performance overview YTD

8 Background Papers

8.1 Previous performance reports

KPI performance overview YTD

Appendix II

Monthly Performance Indicators		19/20	Apr	Ma	Jun	July	Aug	Sep
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	A	G	A
BV9	Percentage of Council Tax collected	97.45%	G	G	A	G	G	G
BV10	Percentage of Non-domestic Rates collected	97.8%	G	G	G	G	G	G
BV12b	Short term working days lost due to sickness absence	3.2 days	G	G	G	G	G	G
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	R	R	G	G
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5 days	R	R	R	R	R	R
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	A	G	G	R	G
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	A	R	A	G	G
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	A	G	G	G
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	G	G	G	G	G	G
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	A	G	G
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	G	R	R	R
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	G	G	G	G	G	G
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	R	R	A	R	R	G
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	R	R	R	R	R	R
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	G	G	G	R
LI/TBC/01	Number of missed bins per annum	2148	G	R	R	R	R	R
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	R	R	G
NI 191	Residual household waste per household	460kgs	G	R	R	R	R	R
NI 192	Percentage of household waste sent for reuse, recycling and comp	46%	A	G	G	R	R	R
MONTHLY INDICATOR RESULTS (x 20)	YEAR TO DATE (Colour)		15G 1A 4R	13G 1A 6R	11G 4A 5R	12G 3A 5R	12G 2A 6R	12G 1A 7R
	PERIOD TOTAL (TEXT)		15G 1A 4R	13G 2A 5R	11G 3A 6R	8G 3A 8R	11G 0A 9R	12G 1A 7R

MPIs – Monitored Performance Indicators (no targets / performance not managed)			A-M-J / Q1			J-A-S / Q2		
NI 156	Number of households living in temporary accommodation	183	183	193	186	200	206	197
BV12a	Long term working days lost due to sickness absence	6 days	0.81	1.66	2.39	2.91	3.73	4.26
NI155	Number of affordable homes delivered (gross / target)	68	27/15			48/30		
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7%	6%			3%		
CSP/0001	All crime per 1000 population	115.9	114.9			111.7 (July)		

Quarterly Performance Indicators		19/20 Target	Q1	Q2
Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)				
LI/ICT/0006	Website availability	99%	G	G
BV79b(j)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	R	G
LI/CSC/003	Complaints responded to within 10 working days	90%	G	G
LI/HS/01	Number of long-term empty homes brought back into use	90	G	G
NI188	Planning to Adapt to Climate Change	3	G	G
NI195a	Improved street and environmental cleanliness: Litter	4	R	G
NI195b	Improved street and environmental cleanliness: Detritus	8	G	G
NI195c	Improved street and environmental cleanliness: Graffiti	1	G	G
NI195d	Improved street and environmental cleanliness: Fly-posting	1	G	G
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G	G
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G	G
LI/IA/004	Audit recommendations implemented	95%	R	
YEAR TO DATE (Colour)			9G 0A 3R	10G 1A 0R
QUARTERLY TOTAL (TEXT)			9G 0A 3R	11G 0A 0R

COMBINED INDICATOR RESULTS (x32)	YEAR TO DATE (Colour)	20G 4A 8R	22G 2A 7R
	PERIOD TOTAL (TEXT)	20G 3A 9R	23G 1A 7R

Summary commentary for Amber and Red status projects

Project Title	Project Manager	RAG Status	Commentary since last update report
CCTV Review – Part III	Stephanie Curtis		<p>Completion of the project implementation by the end of March 2020 remains unlikely, but the existing CCTV partnership are receptive to an extension of our leaving date if required.</p> <p>A concern has been identified regarding powering some of the cameras in the future. Many are currently powered through its BT box, however when the fibre line contract is cancelled, BT have advised that they would be looking to power down the box which could affect the camera. A meeting is taking place with BT and also MCG to determine how this could be resolved and if any action can be taken prior to the upgrade work commencing.</p>
Beach Huts	Martyn Cassell		<p>Discussions are ongoing regarding the potential start date of this project which is now later than initially anticipated.</p>
Mill skate park	Peter Binnie		<p>There are three points to note:</p> <ul style="list-style-type: none"> • There are additional costs for access licence, which will be funded from the project contingency fund • Additional ecology works maybe required if the construction does not begin shortly • The adjacent project of the barge museum and consideration of SKLR have also highlighted issues that need to be resolved as part of this project.
Sittingbourne Town Centre Phase 1	Peter Binnie		<p>Long term financial issues include balancing the Council's losses from car park income against likely gains from building maintenance and retention of business rate growth.</p> <p>The council will need to provide capital for fit out of the new civic building when it has been constructed.</p> <p>The council has agreed to build and operate the phase 1 multi storey car parking and accept a greater risk to its escrow payment with it being realised after the developers priority return.</p> <p>The council has agreed to fund the leisure and big box retail sites to a value of £28m, to underwrite £500k of demolition costs and to fund £2.2m of highways and infrastructure works.</p> <p>The Council has agreed to consider the provision of free parking on a Sunday to support the Cinema and a fixed 24 hour fee for the hotel residents and these will need to be considered as part of the budget setting process for fees and charges.</p> <p>The project is currently on programme to the revised long stop dates however whether these can be met will be dependent on the Phase 2 roadworks.</p>

**SWALE BOROUGH COUNCIL
FORWARD PLAN AND NOTICE OF KEY DECISIONS**

February 2020 - May 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
	Recommendations from the Swale Joint Transportation Board meeting held on 13 January 2020	Cabinet 12 February 2020	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.	Open		
	Recommendations from the Local Plan Panel meeting held on Thursday 30 January 2020	Cabinet 12 February 2020	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 James Freeman

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>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. The consultation has been completed and the scheme must be approved by Members by 28 February 2020.</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>Zoe Kent</p>
	<p>Fuel and Water Poverty Outreach Worker</p> <p>To get Cabinet's approval to go to appoint a third sector organisation to deliver fuel and water poverty advice to our most vulnerable residents</p>	Cabinet 12 February 2020	<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>Staying Put Contractor Framework Procurement</p> <p>This is the retendering of the Staying Put frameworks which covers Disabled works including falls prevention and hospital discharge.</p>	Cabinet 12 February 2020	<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</p>	Open		<p>Councillor Ben J Martin - Cabinet Member for Housing</p> <p>Susan Hughes</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
			function to which the decision relates. 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>Treasury Management Strategy Statement and Investment Strategy 2020/21</p> <p>This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2020/21. It will be proposed to Council at the meeting on 26 February 2020.</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>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

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>South Thames Gateway Building Control Business Plan 2020 to 2023</p> <p>To agree the roll forward of the Business Plan 2020 to 2023</p>	<p>Cabinet 12 February 2020</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>Part exempt</p>		<p>Councillor Mike Baldock - Cabinet Member for Planning</p> <p>James Freeman</p>
	<p>Recommendations from the Swale Joint Transportation Board meeting held on Monday 2 March 2020</p>	<p>Cabinet 18 March 2020</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</p>	<p>Open</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
			comprising two or more wards or electoral divisions in the area of the local authority.			
	<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>Swale Heritage Strategy 2020 – 2032</p> <p>Covering report (recommending adoption and providing details of public consultation feedback) to accompany heritage strategy document and action plan (both revised as appropriate following public consultation).</p>	Cabinet 18 March 2020	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.	Open		Councillor Mike Baldock - Cabinet Member for Planning Simon Algar
	<p>Constitutional Review: Area Committees</p> <p>Meeting date to be confirmed. This report recommends cabinet to propose the establishment of area committees to council, as the first stage in the wider</p>	Cabinet	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Councillor Mike Baldock - Cabinet Member for Planning David Clifford

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
	constitutional review.					
	<p>Webcasting Council Meetings To discuss webcasting Council meetings, including resource and data protection implications.</p> <p>Decision date to be confirmed.</p>	Cabinet	<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>Sarah Porter</p>
	<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>	Cabinet	<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 Monique Bonney - Cabinet Member for Economy and Property</p> <p>Martyn Cassell</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
	Decision date to be agreed.		the local authority's budget for the service or function to which 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>

Scrutiny Committee work programme - 2019/20

Agenda item 10

Review item	Reviewers	Status	15-Jan	22-Jan	27-Feb	25-Mar
Quarterly budget monitoring	Committee	Live		2nd Qtr		
Quarterly performance monitoring	Committee	Live	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				√
Call-in: Development Agreement between the Council and Spirit of Sittingbourne	Committee	Complete				
South East Local Enterprise Partnership	Committee	Live	√			
Constitutional review - scrutiny arrangements	Committee	Not scoped				
Non STC regeneration activity	Task and Finish Group	Live				√

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