

## AGENDA

### SCRUTINY COMMITTEE MEETING

Date: Thursday, 27 February 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

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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 22 January 2020 (Minute Nos. 471 - 477) 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. Sittingbourne Town Centre Regeneration Update

The Director of Regeneration, the Cabinet Member for Economy and Property, the Sittingbourne Town Centre Scheme Manager, and representatives from KCC and Spirit of Sittingbourne have been invited to attend for this item.

6. Performance Monitoring Report

5 - 18

The Committee is asked to consider the Performance Monitoring Report 2019/20 Quarter 3 (October – December 2019).

The Leader and the Business Support Officer – Policy have been invited

to attend for this item.

## **Part Two - Business Items**

7. Other Review Progress Reports

The Committee is asked to consider updates on other reviews.

8. Cabinet Forward Plan

19 - 26

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

27 - 28

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

## **Issued on Monday, 17 February 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](http://www.swale.gov.uk)

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

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<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	27 February 2020
<b>Report Title</b>	<b>Performance Monitoring – 2019/20 Quarter 3</b>
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	David Clifford, Head of Policy, Communications and Customer Services
<b>Lead Officer</b>	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 third quarter of 2019/2020 (October – December 2019) as previously reported to SMT and informal Cabinet (attached as Appendix I).

## **2 Background**

- 2.1 This is the third quarterly performance report in the newer format, replacing the older Balanced Scorecards report view.

## **3 Proposal**

- 3.1 Scrutiny are asked to **note** the Performance Management Report for 2019/2020 Q3 as attached at Appendix I.

## **4 Appendices**

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

- Appendix I: Performance Management Report: December 2019

## **8 Background Papers**

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

<b>SMT Meeting</b>	<b>Agenda Item: x</b>
<b>Meeting Date</b>	28 January 2020
<b>Report Title</b>	<b>Performance Management Report: December 2019</b>
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	David Clifford, Head of Policy, Communications and Customer Service
<b>Head of Service</b>	David Clifford, Head of Policy, Communications and Customer Service
<b>Lead Officer</b>	Tony Potter, Policy and Performance Officer
<b>Recommendations</b>	That SMT <i>notes</i> the latest performance position

## 1 Purpose of Report and Executive Summary

- 1.1 This is the quarterly performance report for the period ending December 2019, summarising the Council's performance against the corporate indicators, projects of interest and service plan actions, for the third quarter of the financial year to 31 December.
- 1.2 At the end of December **67% of all indicators are Green**, **9% are Amber**, and **24% are Red**. This is a 12% improvement on last month but lower than the previous quarter and same period last year.
- 1.3 Based on current performance and expectations, it is predicted that 78% of indicators will be on target at the end of the year. Detailed performance for all indicators is attached as Appendix I.

## 2 Background

- 2.1 This is the third 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:

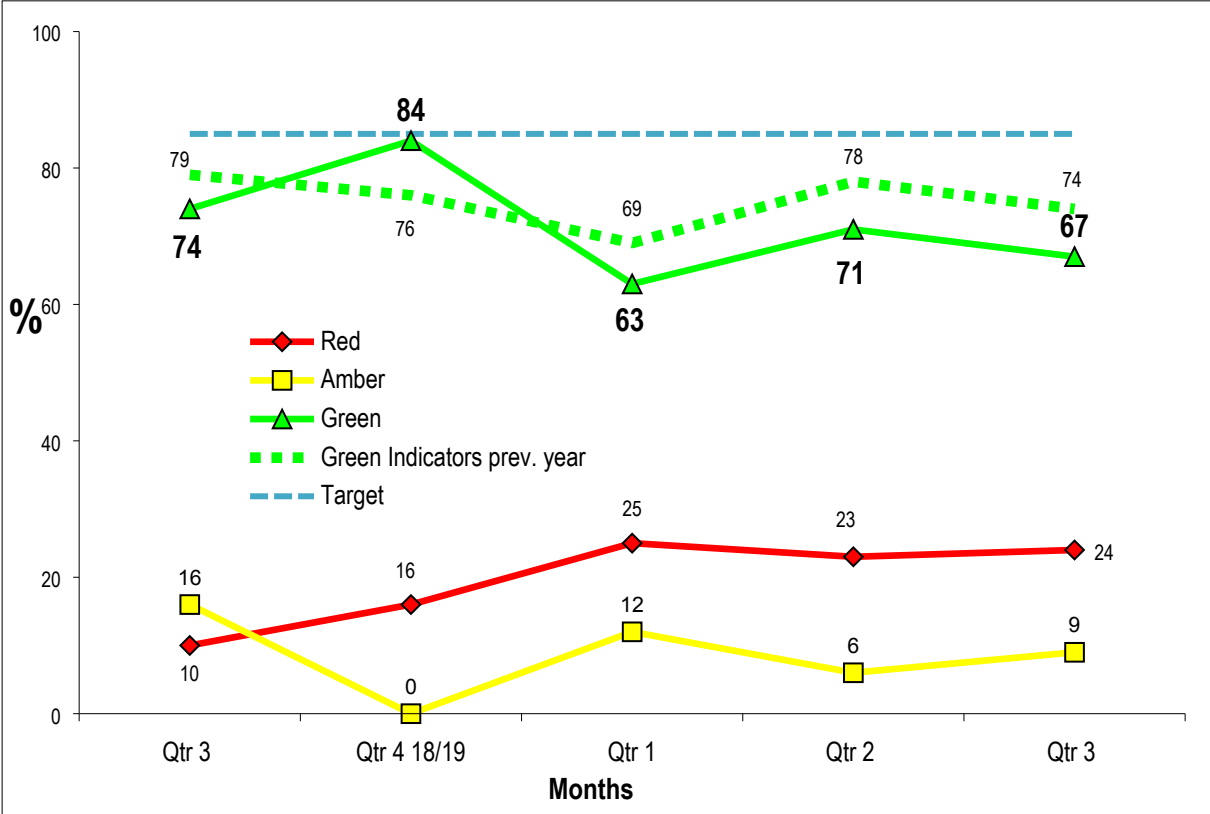
### Year-to-date performance – all corporate indicators

- 2.3 Combining both monthly and quarterly KPI performance results together shows that for Quarter 3:
- twenty-two indicators (**67%**) are meeting target (**Green**);
  - three indicators (**9%**) are within 5% of meeting target (**Amber**); and
  - eight indicators (**24%**) 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, two less indicators are green.

Chart 1: Percentage of all corporate indicators achieving target at 31 Dec 2019



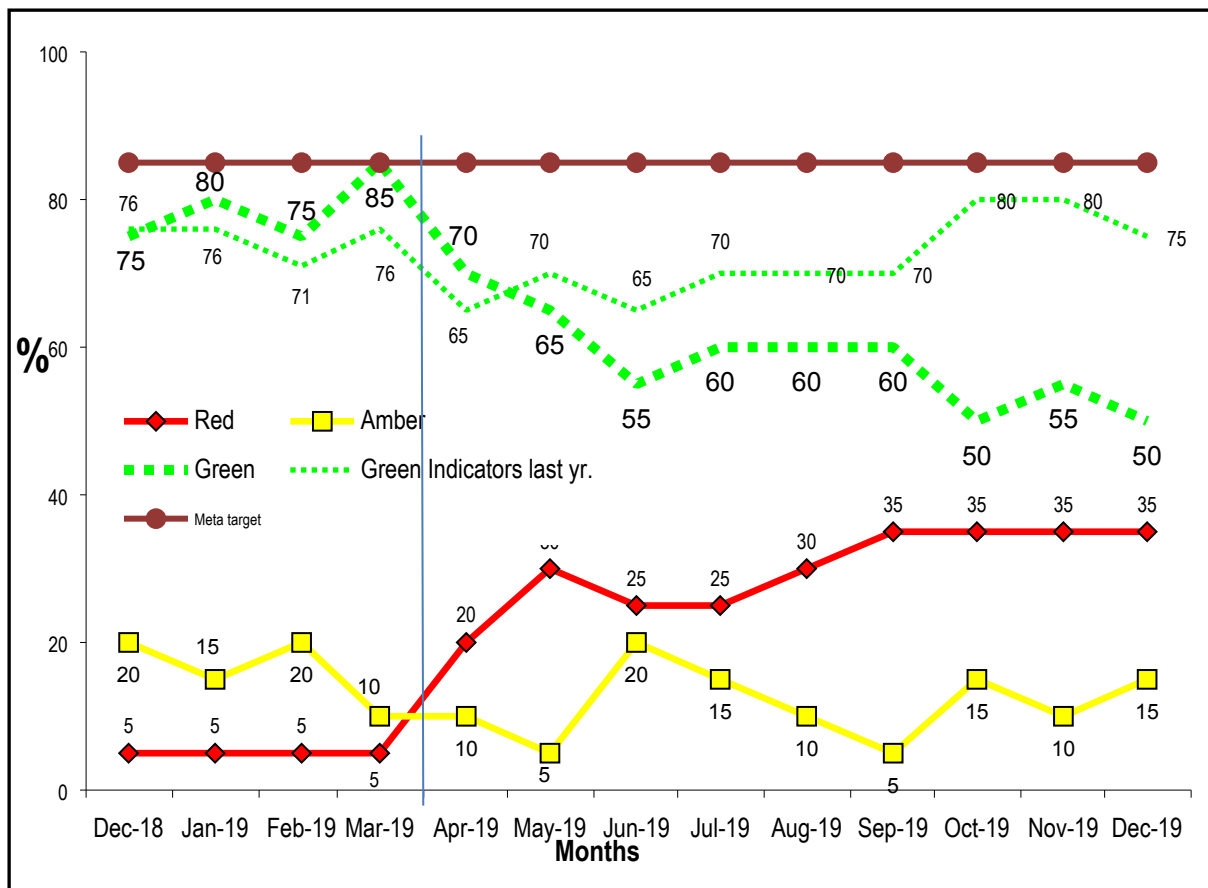
**Year-to-date performance – monthly indicators**

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 31 December:

- ten indicators (50%) are meeting target (Green);
- three indicators (15%) 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 31 Dec 2019















**Red and amber indicators this period**

2.8 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 31 December 2019*

This period	Last period	Ref	Description	YTD	2019-20 target	Managers Commentary
🔴	🔴	BV78b	Speed of processing - changes of circumstances for HB/CTB claims	7.6 days	6.5 days	Performance slipped slightly this month due to a number of staff being off sick. Now that we have got through the Christmas period we should start to get back on track again and achieve the year-end target.
🔴	🔴	LI/DC/DCE/006	Refused planning applications	19%	15%	Three of the refusals were for new dwellings in the countryside contrary to planning policy, whilst 12 others (11 of which are householders) were refused for reasons of poor design and/or impact on adjoining properties, which were considered so harmful that acceptable amendments would have required new planning applications. This reflects to some extent the lower take up of the pre-












						app service. In these circumstances, we will raise the issue at the Agents Forum to review why there is a lower take up in the pre-app service and consider what changes can be made to promote the service, including promotion of the householder extension SPG on our webpages..
		LI/IC/CS C/002	Percentage of abandoned calls	9.3%	8.5%	We have achieved the target this month for the 4 <sup>th</sup> month running. We expect this positive performance to continue and achieve the year-end target
		LI/IC/CS C/004	Percentage of calls to Customer Contact Centre answered in 20secs	61%	75%	Target achieved for Dec, however due to previous months reported issues it is looking unlikely that the end of year target will be reached. All efforts remain to resource accordingly within the team and we continue to look at ways to minimise the impact from peaks in calls, for example we have added some proactive messages to call flows and also the team gave out information during each call to advise customers of Christmas bin collections to reduce call backs.
		LI/TBC/01	Number of missed bins per annum	2694 ytd	1615 ytd	Small breaks in service due to resource and vehicle issues during December have led to missed bins remaining out of target, however this has improved from last month and Biffa have advised that interviews are being held for additional staff over and above contracted resources to provide contingency as part of the action plan to reduce these problems
		NI 192	Residual household waste per household	545 kgs ytd	345kg s ytd	Refuse tonnage throughout December is within target - albeit over target as a whole throughout the year. Pilots have been planned to improve sack collections in Marine Town area which we are hopeful will improve this target further.
		NI 192	Percentage of household waste sent for reuse, recycling and composting	42.5 %	45%	This indicator narrowly missed target this month however previous summer 2019 performance is still impacting year to date performance and means that we will not achieve the year-end target value.
		NI 195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	81%	93%	This target was missed due to vehicle issues that disrupted the leafing clearance period. This has been raised on an action plan with Biffa, requesting that crews hand sweep until the vehicles are

						repaired.
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2.9 For information, Table 2 details the three indicators which are currently Amber. All are expected to be back on target by the end of the year.

*Table 2: YTD Amber indicators at 31 December 2019*

YTD Status	This period	Last period	Ref	Description	YTD	2019/20 target	Variance
			BV8	Percentage of invoices paid on time (within 30 days)	96.8%	97%	0.2% of target
			BV9	Percentage of Council Tax collected	89.1%	90%	1% of target
			LI/LS/LCC 01	Percentage of all Local Land Searches completed in 5 working days	94.3%	95%	0.8% of target

### Monitored performance indicators (MPIs)

2.10 Seven monthly and eight 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 five new indicators implemented at the start of the financial year, were deferred until Quarter 3 whilst methodologies for capturing the data were established, as highlighted in the table footnote (\*)

2.12 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 October 2019.

2.13 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 8.1 days against a YTD target of 7.4 days. Seven officers are currently on long term sickness absence, five due to hospital treatment/surgery, one due to mental health issues and one has a broken bone

*Table 3: Monitored performance indicators as at 31 December 2019*

Ref	Description	Baseline value	Current value
NI 156	Number of households living in temporary accommodation	183	205
BV12a	Long term working days lost due to sickness absence	5 (ytd)	6.5
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	100	100


LI/EC/MON10	Swale Means Business – Website analytics for no. of visitors	551	412
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	2	1
LI/EC/MON28	Swale VCS – Number of enquiries received	19	8
LI/EC/MON2	No. of enquiries to the business support service	76	29
NI 155	Number of affordable homes delivered	49 (ytd)	85
CSP/001	All crime per 1000 population (As at October 2019)	115.9	111.7
LI/CSC/006	Percentage of complaints escalated to Stage 2.	7	10
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	38*	38
HO/MON8	Percentage of households who secured accommodation at the end of relief duty	23*	23
EC/MON33	Safeguarding training (total % of all training completed by staff)	42.8*	42.8
LI/CEL/001	No. of visits to Council owned or supported leisure centres	159,105*	159,105
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	40*	40





(\*) New baseline value effective 2019-20 Q3

## Planning performance designation

- 2.14 In 2013 DCLG (now MHCLG) introduced a measure to manage authorities' underperformance in the quality and timeliness of decision making on major planning applications.
- 2.15 '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.
- 2.16 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 31 December 2019

Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	<b>60%</b>	96.3% (09/2019)	96.3%











Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	<b>10%</b> (11/107)	1.6% (03/2018)	2.8% (3/107)
	Percentage of non-major applications <sup>(1)</sup> determined in 8 weeks	Lower % than threshold	<b>70%</b>	94.8% (06/2019)	94.8%
	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	<b>10%</b> (169/1695)	1.9% (03/2019)	1.9% (32 / 1695)
	Number of missed quarterly returns to DCLG	More than threshold	2	0	0

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

## Projects status

2.17 Table 5 lists twelve projects identified to be 'of interest to SMT', and their current status. A summary of those projects with a status of Amber or Red is included as Appendix II.

*Table 5: Projects of interest to SMT and their current status.*

Project Title	Project Status	Project Manager	RAG Status
CCTV Review – Part III	In progress	Stephanie Curtis	
Beach Huts	Not yet started	Martyn Cassell	
Website and digital services	In progress	Philip Sutcliffe	
Faversham Recreation Ground Improvements	In progress	Graeme Tuff	
Mill skate park	In progress	Sue Maidens	
Leisure Centre Review	In progress	Martyn Cassell	
Sittingbourne Town Centre Phase 1	In progress	Dean Radmore	
Sittingbourne multi-storey car park	In progress	Dean Radmore	
Rough Sleeper Initiative Funded Project	In progress	Roxanne Sheppard	
Local Plan Review	In progress	James Freeman	

Heritage Strategy	In progress	Simon Algar	
Climate Change	Bid prep stage	Janet Hill	

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

2.18 Currently an average of 52% of progress has been made on 114 open service plan actions.

### Internal Audit Reports

2.19 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.

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

*Table 7: Audit assurance rating definitions*

<b>Strong</b> – 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.	<b>Sound</b> – 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.	<b>Effective Service</b>
<b>Weak</b> – 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.	<b>Poor</b> – 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.	<b>Ineffective Service</b>

2.21 Table 8 sets out work that has been completed or in progress for Quarter 3 2019. Table 9 details the audits (including Mid Kent Services) that are planned but not yet started.

*Table 8: Work completed, in progress and planned in Q3 2019-2020*

No.	Ref.	Head of Service	Title	Progress	Assurance
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1	S20-AR03	James Freeman	Strategic Planning	Planning	
2	S20-AR04	Charlotte Hudson	Homelessness	Planning	
3	S20-AR05	Phil Wilson	Budget Setting & Monitoring	Planning	
4	S20-AR07	Anne Adams	Health & Safety	Draft Report	
5	S20-AR08	Charlotte Hudson	Home Improvement Grants	Planning	
6	S20-AR09	David Clifford	Declarations of Interest	Draft Report	
7	S20-AR10	Zoe Kent	Discretionary Housing Payments	Issued	<b>SOUND</b>
8	S20-AR12	David Clifford	Social Media	Planning	
9	S20-AR14	James Freeman	Planning Enforcement	Draft Report	
10	X20-AR02	Jeff Kitson	Civil Parking Enforcement	Issued	<b>SOUND</b>
11	X20-AR05	Baljinder Sandher	Recruitment	Issued	<b>SOUND</b>

*Table 9: Audits not yet started*

No.	Ref.	Head of Service/ Sponsor	Title
1	S20-AR01	Jo Millard	Member Development
2	S20-AR06	Della Fackrell	Emergency Planning
3	S20-AR11	Zoe Kent	Council Tax Recovery & Write-Offs
4	S20-AR13	Zoe Kent	Universal Credit
5	S20-AR15	Martyn Cassell	Commissioning and Procurement
6	S20-AR16	Anne Adams	Property Income
7	X20-AR01	Donna Price	Information Management
8	X20-AR03	Chris Woodward	Network Security
9	X20-AR04	Chris Woodward	ICT Technical Support
10	X20-AR07	Caroline Pieri	Planning Administration
11	X20-AR09	Chris Woodward	IT Project Management
12	Not yet allocated	Martyn Cassell	Cemeteries
13	Not yet allocated	James Freeman	Developer Income
14	Not yet allocated	Chris Woodward	IT Backup & Recovery
15	Not yet allocated	Chris Woodward	IT Asset Management

2.22 Two projects have been removed from the Audit Plan as agreed with the Heads of Service at the time and detailed in Table 10 below.

*Table 10: Projects removed from the Audit Plan for 2019-20*

No.	Ref.	Head of Service/Sponsor	Title
1	S20-AR02	Charlotte Hudson	Economic Development
2	Not yet allocated	Jeff Kitson	Residents' Parking

### 3 Proposals

3.1 SMT are asked to **note** the contents of this report.

### 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 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 I: KPI performance overview YTD
- Appendix II: Summary commentary for Amber and Red status projects

## **8 Background Papers**

8.1 Previous performance reports

KPI performance overview YTD

Appendix I

Monthly Performance Indicators		19/20	Apr	Ma	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)		Target												PRED
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G	A	G	A	A	A	G			
BV9	Percentage of Council Tax collected	97.45%	G	G	A	G	G	G	G	G	A			
BV10	Percentage of Non-domestic Rates collected	97.8%	G	G	G	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	G	R	G			
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	R	R	G	G	G	G	G			
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5 days	R	R	R	R	R	R	R	R	R			
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	A	G	G	R	G	R	G	G			
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	A	R	A	G	G	A	G	G			
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	A	G	G	G	G	G	G			
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	G	G	G	G	G	G	G	G	G			
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	A	G	G	G	G	G			
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	G	R	R	R	R	R	R			
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	G	G	G	G	G	G	G	G	G			
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	R	R	A	R	R	G	G	G	R			
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	R	R	R	R	R	R	A	G	R			
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	G	G	G	R	G	G	G			
LI/CC/01	Number of missed bins per annum	2148	G	R	R	R	R	R	R	R	R			
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	R	R	G	G	G	G			
NI 191	Residual household waste per household	460kgs	G	R	G	R	G	R	G	R	R			
NI 192	Percentage of household waste sent for reuse, recycling and comp	46%	A	G	G	R	R	R	R	G	A			
MONTHLY INDICATOR RESULTS (x 20)		YEAR TO DATE (Colour)		15G	13G	11G	12G	12G	12G	10G	11G	10G		
		PERIOD TOTAL (TEXT)		1A	1A	4A	3A	2A	1A	3A	2A	3A		
				4R	6R	5R	5R	6R	7R	7R	7R	7R		
				15G	13G	12G	8G	12G	12G	12G	15G	14G		
				1A	2A	3A	3A	0A	1A	3A	1A	2A		
				4R	5R	5R	8R	8R	7R	5R	4R	4R		

Page 16

Monthly MPis – Monitored Performance Indicators (no targets / performance not managed)			A-M-J / Q1			J-A-S / Q2			O-N-D / Q3			J-F-M / Q4		
NI 156	Number of households living in temporary accommodation	183	183	193	186	200	205	197	194	209	205			
BV12a	Long term working days lost due to sickness absence	5 days	0.81	1.66	2.39	2.91	6.50	4.26	5.13	5.79	6.50			
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	95%							100	100	100			
LI/EC/MON10	Swale Means Business – Website analytics	551							551	539	412			
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	2							2	1	1			
LI/EC/MON28	Swale VCS – Number of enquiries received	19							19	16	8			
LI/EC/MON2	No. of enquiries to the business support service	76							76	51	29			



Quarterly Performance Indicators		19/20 Target	Q1	Q2	Q3	Q4
Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)						
LI/ICT/0006	Website availability	99%	G	G	G	
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	R	Y	G	
LI/CSC/003	Complaints responded to within 10 working days	90%	G	G	A	
LI/HS/01	Number of long-term empty homes brought back into use	90	G	G	R	
NI188	Planning to Adapt to Climate Change	3	G	G	G	
NI195a	Improved street and environmental cleanliness: Litter % at Grade B standard	4	R	G	G	
NI195b	Improved street and environmental cleanliness: Detritus % at Grade B standard	8	G	G	R	
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G	G	G	
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G	G	G	
LI/IA/004	Audit recommendations implemented	95%	R	G	G	
LI/CEL/002	Percentage of beach huts occupied	75% ?			G	
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	95% ?			G	
LI/PAR/001	Civil enforcement officer accuracy rate	98% ?			G	
YEAR TO DATE (Colour)			9G 0A 3R	9G 1A 0R	12G 0A 1R	
QUARTERLY TOTAL (TEXT)			9G 0A 3R	10G 0A 0R	10G 1A 2R	

Quarterly MPis – Monitored Performance Indicators (no targets / performance not managed)		Year opening value	Q1	Q2	Q3	Q4
NI155	Number of affordable homes delivered (gross / target)	68	27/15	48/30	85/49	
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7	6	3	10	
CSP/0001	All crime per 1000 population	115.9	114.9	111.7 (July)	111.7 (Oct)	
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended				38	
HO/MON8	Percentage of households who secured accommodation at the end of relief duty				23	
EC/MON33	Safeguarding training (total % of all training completed by staff)				42.8	
LI/CEL/001	No. of visits to Council owned or supported leisure centres				159,105	
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services				40	

COMBINED INDICATOR RESULTS (x32)	YEAR TO DATE (Colour)	20G 4A 8R	22G 2A 7R	22G 3A 8R	
	PERIOD TOTAL (TEXT)	20G 3A 9R	23G 1A 7R	24G 3A 6R	

## Summary commentary for Amber and Red Status projects

Project Title	Project Manager	RAG Status	Commentary since last update report
Beach Huts	Martyn Cassell	Amber	Some progress has been made with initial consultation through Minster Parish Council and with Cabinet members in the relevant portfolios. The next phase is re-working the Beach hut strategy and drawing up the project to build the huts which will progress later in 2020
Faversham Recreation Ground Improvements	Graeme Tuff	Red	The construction phase of the project is coming to an end however the discovery of significant asbestos with the need to remove and remediate has impacted both in terms of program delay and budget. Officers are working to reduce overspend through project savings and bring the completion deadline forward.
Mill skate park	Sue Maidens	Amber	Continued issues with contractor completing the works, although substantially complete we are waiting for relevant handover documentation and final inspection to be carried out before handover.

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

**March 2020 - June 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](mailto: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>Protecting Tonge Country Park Background information</p> <p>Tonge Country Park is an important heritage and green space asset to the borough. The report seeks approval to enter into discussions with the landowners to in the short term get access to Becketts Pond and longer term wider access and potentially public ownership</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 comprising two or more wards or electoral divisions in the area of the local authority.</p>	<p>Open</p>		<p>Councillor Mike Baldock - Cabinet Member for Planning</p> <p>Emma Wiggins</p>
	<p>Anti-Idling Legislation</p> <p>To seek approval for the introduction of anti-idling legislation as laid down by the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002. This would give authorised officers of the Council the power to issue a Fixed Penalty Notice (FPN) to drivers allowing their engines to run unnecessarily while the vehicle is stationary.</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</p>	<p>Open</p>		<p>Councillor Tim Valentine - Cabinet Member for Environment</p> <p>Julie Oates</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
			in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	Swale House To set-out an approach to the refurbishment of Swale House.	Cabinet 18 March 2020	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 the decision relates.	Fully exempt		Councillor Monique Bonney - Cabinet Member for Economy and Property  Nick Vickers
	Recommendations from the Swale Joint Transportation Board meeting held on Monday 2 March 2020	Cabinet 18 March 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	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
			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 - 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>Recommendations from the Swale Joint Transportation Board meeting held on Monday 2 March 2020</p>	Cabinet 18 March 2020	Non-Key This is not a key decision because is it not likely to result in the local	Open		Councillor Monique Bonney - Cabinet Member for Economy and Property

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
			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>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>	<p>Cabinet 18 March 2020</p>	<p>Non-Key This is not a key decision as it will be considered and decided by full Council.</p>	<p>Open</p>		<p>Councillor Roger Truelove - Leader</p> <p>David Clifford</p>
	<p>Recommendations from the Extraordinary Local Plan Panel meeting held on Tuesday 25 February 2020</p>	<p>Cabinet 10 June 2020</p>	<p>Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.</p>	<p>Open</p>		<p>Councillor Mike Baldock - Cabinet Member for Planning</p> <p>James Freeman</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
	Recommendations from the Extraordinary Local Plan Panel meeting held on Thursday 26 March 2020	Cabinet 10 June 2020	Non-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
	Overarching enforcement policy  The policy is intended as an umbrella policy and applies to all service areas of the Council with enforcement activity. The policy sets out what those who are on the receiving end of enforcement action should expect from the Council in how it discharges its responsibilities.	Cabinet 10 June 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		Councillor Roger Truelove - Leader  Bob Pullen
	Community Housing Fund: Options for future delivery models in Swale  To consider options available to	Cabinet 10 June 2020	Key It is likely to result in the Council incurring expenditure	Part exempt		Councillor Ben J Martin - Cabinet Member for Housing  Rebecca Walker



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 Council regarding Swale's remaining Community Housing Fund of £281,232 and, agree an approach for spending this ring-fenced grant.		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>Webcasting Council Meetings</p> <p>To discuss webcasting Council meetings, including resource and data protection implications.</p> <p>Decision date to be confirmed.</p>	Cabinet	<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 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>

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 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>	<p>Cabinet</p>	<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>	<p>Open</p>		<p>Councillor Monique Bonney - Cabinet Member for Economy and Property</p> <p>Martyn Cassell</p>

Scrutiny Committee work programme - 2019/20

Agenda item 10

Review item	Reviewers	Status	27-Feb	25-Mar
Quarterly budget monitoring	Committee	Live		
Quarterly performance monitoring	Committee	Live	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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