

AGENDA

POLICY DEVELOPMENT AND REVIEW COMMITTEE MEETING

Date: Wednesday, 24 February 2016

Time: 7.00 pm

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

Membership:

Councillors Mike Baldock, Monique Bonney, Andy Booth (Vice-Chairman), Lloyd Bowen (Chairman), Katy Coleman, Alan Horton, James Hunt, Peter Marchington, George Samuel, Ben Stokes and Roger Truelove.

Quorum = 3

| | Pages |
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| 1. Fire Evacuation Procedure | |
| The Chairman will advise the meeting of the evacuation procedures to follow 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 20 January 2016 (Minute Nos. 435 - 439) 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. | |

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 Director of Corporate Services as Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

Part B reports for the Committee to decide

5. Complaints Policy and Unreasonably Persistent and Vexatious Contact Policy 1 - 10

The Leader and Assistant Solicitor Mid-Kent Legal Partnership have been invited to attend for these items.

6. Review of Council's Policy on use of Section 215 Powers 11 - 16

The Cabinet Member for Planning, Head of Planning Services and Enforcement Team Leader (Planning Enforcement) have been invited to attend for this item.

7. Committee Work Programme 17 - 18

The Committee is asked to review and discuss the Committee's Work Programme for the remainder of the year.

Issued on Tuesday, 16 February 2016

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Director of Corporate Services Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT

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| Policy Development and Review Committee | | Agenda Item: 5 |
| Meeting Date | 24 February 2016 | |
| Report Title | Complaints Policy and Unreasonably Persistent and Vexatious Complaints Policy | |
| Cabinet Member | Andrew Bowles, Leader | |
| SMT Lead | Abdool Kara, Chief Executive | |
| Head of Service | Dave Thomas, Head of Procurement and Customer Contact | |
| Lead Officer | Donna Price, Team Leader Corporate Governance Carol Sargeant, Customer Services Manager | |
| Key Decision | No | |
| Classification | Open | |
| Forward Plan | Reference number: | |
| Recommendations | 1. That the Committee provide feedback, direction and input into the draft Complaints Policy and the draft Unreasonably Persistent and Vexatious Complaints Policy | |

1 Purpose of Report and Executive Summary

- 1.1 This report presents a new Complaints Policy and a new Unreasonably Persistent and Vexatious Complaints Policy for comment. Strategic Management Team (SMT) has already considered the policies, and would welcome any comments from the Committee before finally approving them.
- 1.2 The two new policies will provide a framework for both our staff and customers to follow when making complaints, as all those associated with the complaint will know what is expected from them.

2 Background

- 2.1 Whilst there has been a complaints procedure in place for some time, no overall complaints policy has been adopted by Swale Borough Council. In addition, there has been no policy to assist with the small number of unreasonably persistent and vexatious complainants who can take up a disproportionate amount of officer time in dealing with their complaints.

- 2.2 Recognising this issue, Legal Services were asked for their advice in putting in place a policy to deal with such requests. A number of suggestions on how best to bring this forward were looked at and, following consultation between Legal Services and the Customer Services Manager, it was decided that a stand alone policy to deal with unreasonably persistent and vexatious requests be proposed. Since this initial consultation took place a decision was made to review the complaints documentation provided to our customers and that a formal complaints policy should also be adopted.
- 2.3 Whilst both policies could be amalgamated, this may have a negative effect on those wishing to complain because when provided with a policy where over a quarter of it deals with complaints that are unreasonably persistent or vexatious, this may not portray an openness to accepting complaints being made against the authority.
- 2.4 Following further discussions between Legal Services and the Customer Services Manager it was decided that both policies be considered by the Strategic Management Team simultaneously, in order that an informed decision on how best to proceed could be made.
- 2.5 Strategic Management Team considered and approved the two policies on 24 November 2015, subject to any comments from the Policy Development and Review Committee.

3 Proposals

- 3.1 This report invites the committee to consider the draft Complaints Policy and the draft Unreasonable and Vexatious Complaints Policy, and to provide feedback to enable the policies to be finalised.

4 Alternative Options

- 4.1 The Committee may take a view that it is not appropriate to adopt a Complaints Policy or an Unreasonably Persistent and Vexatious Complaints Policy. However, this is not recommended as the policies provide transparency in how complaints are dealt with, and they are designed to assist officers in dealing in an effective way with those complainants who are unreasonably persistent and vexatious.
- 4.2 The Committee may consider that the two policies should be amalgamated. However, consideration should be given as to whether the focus of the substantive Complaints Policy is overshadowed by the Unreasonably Persistent and Vexatious Policy, and the image this may portray to our customers.

5 Consultation Undertaken or Proposed

- 5.1 Consultation has taken place between the Customer Services Manager and Mid Kent Legal Services, Strategic Management Team, and the Leader of the Council.

6 Implications

| Issue | Implications |
|---------------------------------------|---|
| Corporate Plan | These policies contribute to the “council to be proud of” corporate priority. In particular, it enables those residents with genuine complaints to be dealt with in an effective manner, without undue time being spent on those making unreasonably persistent and vexatious complaints. |
| Financial, Resource and Property | None identified at this stage. |
| Legal and Statutory | Adherence to the policies may mitigate any issues should any complaint be made to the Local Government Ombudsman. The final decision on adoption of the policies will be made by SMT taking into account the views of the Policy Development and Review Committee. |
| Crime and Disorder | None identifies at this stage. |
| Sustainability | None identified at this stage. |
| Health and Wellbeing | None identified at this stage. |
| Risk Management and Health and Safety | None identified at this stage. |
| Equality and Diversity | The policies apply to everyone in the same way. |

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Complaints Policy
 - Appendix II: Unreasonably Persistent and Vexatious Complaints Policy

8 Background Papers

8.1 None.

Complaints Policy

Introduction

Our corporate values as a council are Fairness, Integrity, Respect, Service and Trust. As such we are focused on improving our services for customers.

We recognise that we will not always get it right, and that complaints are not only a way of customers telling us when they are dissatisfied, but also provide useful information that can help us to improve our services.

This policy sets out how we define complaints as a council, and how we will respond to them. It also includes detail on the monitoring and reporting of complaints and our complaints process.

Where the policy refers to customers this includes both residents and businesses.

What is a Complaint

We define a complaint as “a formal expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the council (council includes staff and contractors) affecting a customer or group of customers.”

A complaint is not a request for service or an enquiry about a service. A request for service may be escalated to a complaint if the council fails to meet our service standards after receiving the initial enquiry.

Complaints can be placed into one of the following three categories, complaints about our:

- Services
- Policies
- Staff (including contractors)

Certain complaints have their own appeal or complaints procedure, such as penalty charge notices and complaints against elected members. If your complaint falls under such a process you will be advised of this and told how it will be investigated.

How you can make a complaint

Complaints can be made to the Council in a number of ways, these include:

- On line
- By email or letter
- By telephone
- In person
- With the assistance of a member of staff

How we will deal with your complaint

When dealing with a complaint we will:

- Seek to understand your needs and address your complaint
- Seek to use information from complaints for improvement
- Respond within the time frame agreed or inform you when this is not possible
- Respond in plain English
- Be accessible, allowing any customer to provide feedback by whatever means are appropriate for them
- Recording the Complaint

The council will log all complaints centrally, and you will be given a unique reference number when the complaint is recorded.

The Complaints Process

The Council has a two stage complaints process

Stage 1

Wherever possible we will try to resolve the matter you have raised. After you have raised the complaint it will be passed to the relevant Head of Service to respond to. However, if the complaint is about a Head of Service this will be dealt with by their direct line manager instead.

We aim to respond to all stage 1 complaints within ten working days. If we are unable to do this we will contact you to let you know the reasons why, and keep you informed of progress.

If you are not happy with the response received at stage 1 you have the right to take the complaint to stage 2 for further investigation.

Stage 2

You can request a complaint be taken to stage 2 using any of the means listed at section 3.1. You do not have to submit your request in writing, but you do need to tell us why you are unhappy with the response received at stage 1.

The Chief Executive will be responsible for the carrying out of an independent investigation and dealing with all stage 2 complaints. We aim to respond to all stage 2 complaints within 10 working days. If we are unable to do this we will contact you to let you know the reasons why, and keep you informed of progress.

Local Government Ombudsman

If after having followed our complaints process you are still unhappy, you can contact the Local Government Ombudsman, an independent service set up by the Government to investigate complaints about most council matters. Generally the Ombudsman will not investigate most complaints until they have been through the Council's complaints process first.

Monitoring and Reporting

Complaints will be monitored and reported on a quarterly basis to the Strategic Management Team. Reports will be produced by the Customer Service Manager and will include areas where the council has improved and or changed services as a result of complaints, as well as statistics on satisfaction with complaints, and the number of complaints received and resolved within the agreed timescales. An annual complaints report is provided to Cabinet and published on our website.

Unreasonably Persistent and Vexatious Complaints

There are times when a complainant becomes unreasonably persistent or vexatious. When this happens we will deal with the complainant following the procedure set out in the Unreasonable Persistent and Vexatious Contact Policy.

Policy review

Following consultation with the Policy and Review Committee on 24 February 2016 this policy was approved by Senior Management Team in

This policy will be reviewed at least every three years. However, the Council reserves the right to change this policy at any time.

For further information please contact the Customer Service Centre on 01795 417 850.

Unreasonably Persistent and Vexatious Contact Policy

Introduction

Every day Swale Borough Council receives a high volume of contacts from customers by telephone, email, letter, and in person. As a Council we are committed to dealing with all customer contacts fairly and impartially. We acknowledge that certain queries and/or complaints can be difficult to resolve, and so can cause anxiety and distress to customers, employees, and councillors.

Whilst we always aim to find a way to resolve such matters, there are times because of the nature or frequency of their contact with the Council, a small number of customers hinder the consideration of their own, or other customers' cases. This may be because of unacceptable behaviour in their dealings with us, or because they become unreasonably persistent in their quest to obtain the outcome they want, or because their request is vexatious.

This Policy is designed to set out the Council's approach in such cases. It does not cover deceitful, abusive, offensive, threatening, or other forms of unacceptable behaviour from customers which the Council will not tolerate. If this occurs, we will take proportionate action in line with our policies relating to potentially violent and unacceptable behaviour, in order to protect the wellbeing of our staff and the integrity of our processes.

Unreasonably persistent and vexatious contact

Whilst not an exhaustive list, examples of what we deem to be unreasonably persistent or vexatious complaints include:

- unfounded accusations;
- personal grudges;
- repeated demands for action or information;
- refusal to accept documented evidence as being factual;
- persistent pursuit of a complaint where the complaints procedure has been fully implemented and exhausted; and
- repeatedly contacting the Council with letters of complaint or telephone calls, placing unreasonable demands on staff.

Our staff manage a number of matters at any one time, using their time and resources to best effect. They cannot do so if someone acts in a way which dominates their attention with frequent, lengthy contacts, and repetitive requests for information. When necessary we will take appropriate action as follows.

Process where a contact is considered unreasonably persistent or vexatious

Where a decision is made that a customer has become unreasonably persistent or their request is vexatious, the relevant Head of Service will in the first instance give the customer a warning that if their behaviour continues we may take action or apply restrictions which may include; but are not limited to:

- requesting contact in a particular form and/or with a named officer;
- restricting number of telephone calls and/or time limits for such calls; or
- banning the customer from Council premises.

Other options may be considered depending upon the customer's particular circumstances and behaviours. The relevant Head of Service will inform the customer in writing if any such restrictions are imposed.

Termination of contact

In cases where the customer persists in communicating with us about a particular matter or a complaint that has completed all stages of the Council's complaints process, we may decide to terminate contact with them. In such cases the relevant Head of Service will inform the customer in writing that we will not respond further to any communications regarding their complaint or the specific matter being pursued.

Where restrictions are imposed or a decision is made to terminate communication, the customer has a right to request a review within 14 days of being notified of the decision. Any such review will be carried out by the relevant Director of the service.

Other relevant matters

New contacts / complaints from a customer who has had such restrictions placed upon them will be treated on their own merits, and previous restrictions will not automatically apply to a new matter.

The Council reserves the right to take further action as appropriate.

Policy review

Following consultation with the Policy and Review Committee on 24 February 2016 this Policy was approved by Senior Management Team in

This Policy will be reviewed every three years. The Council reserves the right to change this Policy at any time in the interests of good governance.

For further information please contact the Customer Service Centre on 01795 417 850.

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| Policy Development and Review Committee Meeting | |
| Meeting Date | 24 February 2016 |
| Report Title | Planning Enforcement Report – Section 215 Action. |
| Cabinet Member | Clr Gerry Lewin, Cabinet Member for Planning |
| SMT Lead | Kathryn Carr – Director of Regeneration |
| Head of Service | James Freeman – Head of Planning |
| Lead Officer | Andrew Jeffers – Development Manager |
| Key Decision | No |
| Classification | Open |
| Forward Plan | Reference number: |
| Recommendations | 1. To consider the report from the Head of Planning, and make recommendations to the Cabinet Member for Planning regarding the future approach and resourcing of Section 215 Notices |

1 Purpose of Report and Executive Summary

- 1.1 This report considers the current situation in respect of cases referred to the Enforcement Section under Section 215 of The Town and Country Planning Act 1990 (the Act).
- 1.2 This section of the Act was initially intended to tackle land that was detrimentally affecting the “amenity” of the area. Amenity is not a defined term under planning legislation, but was clearly intended to tackle gardens or land that was seriously overgrown, and was therefore affecting the attractiveness of the area in general.
- 1.3 There are increasing incidents of premises being left in an untidy condition, mainly arising from an increasingly elderly population. As with all enforcement action, the Council would be expected to take a proportionate approach in tackling such issues, and in some cases using direct works powers to resolve situations may not be considered appropriate. Section 215 works often involves removal of overgrown vegetation etc, and once removed will return over time potentially leading to further Section 215 action.
- 1.4 At this stage, the costs involved in Section 215 powers have been met from the existing Planning Services’ budget. However, should the situation further deteriorate, or the demands for action to be taken increase, consideration will need to be given as to how increased service requirements will be resourced.

2 Background

- 2.1 Although essentially intended to tackle gardens or land, action has been successfully taken in respect of buildings that have become in such bad condition that they fall within the definition of detrimentally affecting the amenity of the area, and are thereby capable of action being taken under Section 215.
- 2.2 Procedurally, on receipt of a complaint or information received in respect of land or buildings, a site inspection will be undertaken by planning enforcement officers. The situation will be noted, with a number of photographs taken. Officers will then meet and consider the situation, and determine if it would justify action being taken under Section 215.
- 2.3 Decisions on these cases need to be carefully handled as the perception of the effect of overgrown land upon the “amenity” of an area is necessarily subjective in nature, and may involve persons with an unusual or eccentric lifestyle.
- 2.4 Where the complaint was received from a Councillor, he/she would be kept informed of progress, and consulted on a decision on the way forward, as with any other complainant.
- 2.5 Where enforcement action is considered to be appropriate, the enforcement case officer will then undertake an HM Land Registry search to identify the freehold owner of the land, and will send a first letter advising the owner that the situation would justify the service of a notice under Section 215.
- 2.6 The owner will be requested to improve the condition of the land or building over a timescale varying from one month up to possibly six months (if a building is involved) depending on the extent of the work required.
- 2.7 If no agreement or response is received to this first letter, a notice under Section 215 will be prepared and served. This puts the expectations of the work required on a formal and legally-enforceable basis.
- 2.8 The notice will identify a set timescale for the work specified in the notice to be completed. Failure to comply with a valid notice (which does carry appeal procedures) is a criminal offence, prosecutable in the Magistrates Court.
- 2.9 If normal procedures are followed and the works required under the notice are not carried out, evidence would be sent to the Legal Team requesting the matter be taken before the Magistrates Court.
- 2.10 Depending on the outcome of the court action, and if appropriate, the land or building owners will be allowed a short period of time to comply with the requirements of the notice. Failure to comply with the notice after this extended period would bring a second Magistrates court action.

3 Issues and Proposals

Residential Properties

- 3.1 As identified later on in this report, many cases are now coming to light where the owners of properties are old, ill, or infirm, such that they are not able to carry out the required work. The reputation of the Council would be tarnished if such persons were seen to be prosecuted by the Council for the criminal offence of not maintaining their gardens.
- 3.2 In extreme cases, the Council does have powers under the Act to undertake the required work, charging the costs of so doing to the land/building owner via a charge against the land or property involved (using Direct Work powers under Section 219 of the Act). Repayment of such charges may be problematic if, for example the value of the land/property concerned has fallen into a negative equity situation. In such cases, the Council's charge against the land/property will not be a first charge, and may not therefore ever be repaid. The possible ramifications of the Council taking this action are examined later on in this report.
- 3.3 Alternatively, there is the possibility of undertaking work required under the notice via the ACT Prison Scheme, where the person involved is elderly, infirm, receives care assistance, has limited money, and is facing eviction (eg possibly homeless) due to the offence. This is, however, a community service, and hence is not available to resolve matters where able-bodied residents are not prepared to undertake the work themselves. Essentially appropriate prisoners are allowed to undertake the work required under careful supervision. Agreement for prisoners to undertake work under this scheme must first be obtained from the land/property owner.
- 3.4 It is important to be clear that, in order for the work to be carried out under Section 219 of the Act as referred to above, the Council would have to specify in each case that the ACT Prison Scheme is undertaking the work on behalf of the Council, and so is equivalent to the Council undertaking the work under Section 219 of the Act, as there is no legislative right under the Act to employ such persons to carry out such works. This raises legal concerns about insurance etc, which are examined later on in this report.
- 3.5 It is becoming increasingly obvious that it is the age, infirmity and illness of the property owners, limiting their physical ability to undertake any work to prevent land from becoming overgrown in the first place, that is causing the increase in such cases. Similarly, there is an increase in property being found to be empty, with investigations identifying that the owners have been admitted into a care home, or have passed away leaving no family. The need to investigate is causing problems and delays in dealing with these cases.

- 3.6 In such cases the Council has little alternative but to consider undertaking the required work under Section 219 of the Act. Currently the Council has no budget to undertake any works under a Section 215 Notice. Repayment of any charges incurred undertaking this work is potentially problematic as identified above.
- 3.7 The Council's Legal Team has raised several concerns including possible liabilities, insurance, Human Rights issues, and rights of entry when undertaking direct works action. As the Council would be undertaking work under Section 219 of the Act, there is strictly no need to obtain the consent of owners prior to the Council undertaking the work. However, the legal advice suggests that there may be possible objections from owners and neighbours regarding prisoners employed under the ACT Prison Scheme carrying out work in back gardens on adjacent properties if used formally under Section 219 Direct Works powers.
- 3.8 In terms of the rights of entry on to land and property, Section 219 is silent about what might happen if any damage is caused to land or chattels in the exercise of a right of entry. It is possible that the Council could be liable for compensation to the person suffering the damage if it was considered to be excessive or unreasonable. If, however, the damage is the inevitable result of the taking of action under the Section 215 notice, there would be no liability so far as the Council was concerned.
- 3.9 Furthermore, under Section 219, there is no ongoing responsibility or obligation for any continuing maintenance of land once remedied. Once the work has been completed the case can be closed. However, and inevitably, where the property is empty, or the owners too ill or too infirm to undertake work in subsequent years, a fresh Section 215 notice would need to be served and the process started again at a later date. This is creating a significant ongoing work load.

Commercial Properties

- 3.10 The service does encounter problems with commercial sites - the site at Newington Working Men's club has often been raised as a prime example. A notice under Section 215 was previously served on the owners of this site, and work to improve the appearance of the site was undertaken at the time. However, over the following months, the site became overgrown, again and a second section 215 notice was served. After a number of contacts with the site owners, some work to improve the appearance of the site has been undertaken, although generally the site remains in an untidy condition.
- 3.11 It appears likely that further Section 215 Notices would need to be served every time the site becomes overgrown. In this particular case, however, it should be remembered that this site did have planning permission for substantial residential redevelopment, and a recent request for pre-application advice is currently pending.

Potential Financial Implications

- 3.12 Although it is difficult to judge how many such cases are being dealt with by the Enforcement Team each year, it has been noted that these cases are significantly increasing year-on-year. In 2015, approximately 40 Section 215 cases were investigated by the Team. It is estimated that the costs to undertake direct work action would be in the region of £1,500 to £2,000 per case. Extrapolating these figures, if only five to ten of these cases fell into a situation requiring direct work action, the costs to the Council could amount to £15,000 to £20,000 per year, with no guarantee of full recovery.
- 3.13 At this stage, the costs involved in Section 215 powers have been met from the existing Planning Services' budget. However, should the situation further deteriorate, or the demands for action to be taken increase as highlighted above, consideration will need to be given as to how increased service requirements will be resourced.
- 3.14 Initially the objective will be to meet additional costs from the Planning Services base budget. If costs cannot be contained within this then bids will be made against one off reserve funds to support the activity.

4 Alternative Options

- 4.1 The report includes references to potential means for handling Section 215 cases. This Committee may wish to recommend potential alternative approaches for the Cabinet Member for Planning to consider.

5 Consultation Undertaken or Proposed

- 5.1 This report has been prepared in consultation with the Cabinet Member for Planning. At this stage no further consultation is currently planned.

6 Implications

| Issue | Implications |
|----------------------------------|---|
| Corporate Plan | S.215 Notices would involve tacking land which is currently having a detrimental impact on local amenity and would therefore contribute towards improving the local environment in accordance with the objective of being a Borough to be proud of. |
| Financial, Resource and Property | See paragraphs 3.11 and 3.12 |
| Legal and Statutory | See section 3 of main report. |

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|---------------------------------------|--|
| Crime and Disorder | Untidy exterior areas can lead to an area being perceived as being a low priority, and so increase the likelihood of increased environmental crime and emerging anti-social behaviour. |
| Sustainability | None identified. |
| Health and Wellbeing | None identified. |
| Risk Management and Health and Safety | See section 3 of the main report |
| Equality and Diversity | There is a major issue in relation to untidy properties in the ownership or occupation of some elderly residents. The Council needs to demonstrate that it takes a proportionate approach to handling such issues. |

7 Appendices

7.1 None.

8 Background Papers

8.1 None.

Policy Development and Review Committee - Policies, plans and strategies due for review in 2015/16

| Policies, plans and strategies | Service unit | Due date for publication of new/revised policy, plan or strategy | Policy Development and Review Committee dates | Commentary |
|---|-------------------------|---|--|--|
| Complaints Policy | Legal | ? | 24 February 2016 | These items could be taken as a single agenda item. |
| Unreasonably Persistent and Vexatious Contact Policy | Legal | ? | 24 February 2016 | |
| Review of Council's policy on use of Section 215 of the Town and Country Planning Act 1990 powers | Planning Services | - | 24 February 2016 | Section 215 of the Town and Country Planning Act 1990 provides local planning authorities with a power to require land to be cleaned up when its condition adversely affects the amenity of an area. |
| Busking Policy | Economy and Communities | | 23 March 2016 | |
| Revised Community Safety Plan | Economy and Communities | By March 2016 | 23 March 2016 | The Plan will ultimately be approved by the Swale Community Safety Partnership |

| Policies, plans and strategies | Service unit | Due date for publication of new/revised policy, plan or strategy | Policy Development and Review Committee dates | Commentary |
|---|------------------------------------|---|--|---|
| Corporate Equalities Strategy | Policy and Performance | July 2016 | 23 March 2016 | The Committee considered an earlier report on this on 18/03/15. |
| | | | | |
| Open Spaces Strategy, incorporating Play Policy | Commissioning and Customer Contact | | 2016/17 | |
| Revised Property Asset Strategy 2016-19 | Property Services | | 2016/17 | SMT decided to put the revised Strategy on hold until 2016/17 |

Policy Development and Review Committee dates 2015/16:

| Committee meeting | Deadline for reports |
|--------------------------|-----------------------------|
| Wednesday 23 March 2016 | Friday 11 March 2016 |