

# AGENDA

## SCRUTINY COMMITTEE MEETING

Date: Wednesday, 24 June 2015  
Time: 7.00 pm  
Venue: Council Chamber - Swale House

### Membership:

Councillors Mike Baldock, Andy Booth (Chairman), Lloyd Bowen (Vice-Chairman), Derek Conway, Mike Dendor, Mick Galvin, Mike Henderson, Ken Ingleton, Samuel Koffie-Williams, Peter Marchington, Prescott, Ben Stokes and Roger Truelove.

Quorum = 4

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Pages

1. Apologies for Absence and Confirmation of Substitutes

2. Minutes

To approve the Minutes of the Meeting held on 19 March 2015 (Minute Nos. 568 - 578) as a correct record.

3. 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.

4. Draft Overview and Scrutiny Annual Report 2014/15 1 - 18
- The Committee is asked to consider and agree the draft Overview and Scrutiny Annual Report for activity undertaken in 2014/15.
5. Work Programme for the forthcoming Municipal Year 19 - 28
- The Committee is asked to consider the Work Programme for 2015/16.
6. Cabinet Forward Plan 29 - 40
- The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny.

### Issued on Tuesday, 16 June 2015

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)

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

## SCRUTINY COMMITTEE



24 June 2015

### ***Draft Overview and Scrutiny Annual Report 2014/15***

Lead Member: Cllr Andy Booth - Chairman, Scrutiny Committee

Report author: Bob Pullen – Policy and Performance Officer

#### **Recommendations**

That the Committee:

1. **Considers** and **agrees** the draft Overview and Scrutiny Annual Report for 2014/15 for presentation to Council.

#### **1 Purpose of report and executive summary**

- 1.1 The draft annual report at Appendix I provides details on the work of the Scrutiny Committee during 2014/15.

#### **2 Background**

- 2.1 It is common practice among local authorities for the work of their overview and scrutiny (O&S) committees to be reported and considered each year by the authority, usually in the form of an annual report. The Scrutiny Committee's terms of reference require it to report annually to Council on its work and make any recommendations for amended working practices if appropriate.

#### **3 Discussion and recommendations**

- 3.1 The Scrutiny Committee made good progress last year as noted in the report. Many of its recommendations have been accepted by Cabinet, and have been or are in the process of being implemented.
- 3.2 The annual report also serves as a useful summary of the Committee's work which could be shared with residents via publication on the Council's website.

#### **4 Appendices and background papers**

- 4.1 The following documents are to be published with this report and form part of the report:
  - Appendix I: Draft Overview and Scrutiny Annual Report 2014/15.

#### **6 Officer contact details**

Bob Pullen – Policy and Performance Officer  
[bobpullen@swale.gov.uk](mailto:bobpullen@swale.gov.uk) ☎ 01795 417187

***Draft Overview and Scrutiny Annual Report 2014/15***

**Swale Borough Council**

## Foreword

Welcome to the overview and scrutiny report for 2014/15. The aim of this report is to reflect on the work that has been done in Swale this year.

The success of overview and scrutiny has continued to expand over the past year. It is gaining a reputation as a force for change and improvement at the Council. However, overview and scrutiny has to continually adapt and respond to meet the many challenges ahead, particularly in regards to the continually challenging financial climate. As part of this, the Council undertook a review of Swale's overview and scrutiny function last year and decided to make some changes to the committee structures which were implemented during 2014/15.

We have had many successes but have also reflected on where we need to think through our processes and evaluate where and how we are gaining our best outcomes.

2015/16 looks set to be another challenging year, with councils continuing to look at the way they have traditionally provided services to their residents. We are also facing a difficult budget round for 2015/16 where the Council will have to take some difficult decisions on funding priorities. Overview and scrutiny will need to be at the very centre of these considerations in order to ensure that decisions are taken in a transparent and evidence-based way.

If you would like to contribute to the scrutiny process, or have ideas for areas which you think would benefit from scrutiny, we would welcome your suggestions. Please let us have your views by email [democraticservices@swale.gov.uk](mailto:democraticservices@swale.gov.uk) or telephone on 01795 417 330.

Councillor Andy Booth  
Chairman of the Scrutiny Committee 2014/15

# 1 What is overview and scrutiny?

## Introduction

- 1.1 Overview and scrutiny is a function of all English local authorities with an executive form of governance. This includes those, such as Swale, where a leader and cabinet take day-to-day decisions, and only decisions which affect the overall budget or policy framework are taken by the whole council.
- 1.2 Overview and scrutiny's main role is to hold the leader and cabinet to account on behalf of the whole council. This includes monitoring how well the council manages its resources and runs its services, as well as scrutinising the cabinet's formal decisions before they are put into operation.
- 1.3 Overview and scrutiny committees also have powers to examine other public services not provided by the council, including some health and policing matters.

## Overview and scrutiny at Swale

- 1.4 Swale Borough Council has a single Scrutiny Committee which exercises all of the formal powers available to it under the Local Government Act 2000 (as amended).
- 1.5 The Scrutiny Committee comprises 13 councillors who are not members of the Cabinet. Whereas Cabinet members are usually drawn exclusively from the political group with a majority of seats on the Council, the Scrutiny Committee is made up of councillors from all groups and seats on the Committee are allocated in accordance with the political balance considerations across the Council as a whole. The Chairman and Vice-Chairman are appointed at Annual Council at each new Municipal Year.
- 1.6 The role of the Scrutiny Committee includes:
  - reviewing or scrutinising decisions made, performance of, the Cabinet and Committees and Council Officers both in relation to individual decisions and over time;
  - reviewing or scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
  - requiring members of the Cabinet and/or Committees and Chief Officers to attend before it to answer questions about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects; and

- reviewing and scrutinising the performance of other public bodies in the area.
- 1.7 The Scrutiny Committee also has special responsibility for scrutinising the Cabinet's annual budget proposals as part of the Budget and Policy Framework Procedure Rules.
- 1.8 The Scrutiny Committee is not a decision-making body as such. Instead it makes recommendations to Cabinet, who can either accept or reject them. In either case, Cabinet always responds 'on the record' to recommendations, stating why they have or have not been accepted. The Committee can also make recommendations to other organisations beyond the Council, but their legal powers here are weaker.
- 1.9 The Committee has a power to 'call-in' a Cabinet decision which has been taken but not yet implemented. Once the Committee has 'called-in' a Cabinet decision, it will consider the decision and decide whether to refer it back to Cabinet for reconsideration.
- 1.10 The Scrutiny Committee reviews a wide range of topics as well as regularly scrutinising financial and performance monitoring information.
- 1.11 Swale has also established a Policy Development and Review Committee which reviews any new or revised council policies and advises the relevant Cabinet member accordingly. This Committee does not have any formal overview and scrutiny powers, but it does have the power to make recommendations to the person or body that referred an item to it. A separate annual report for the Policy Development and Review Committee is prepared each year.

## **Principles**

- 1.12 The key local principles forming the foundation of the overview and scrutiny function at Swale Borough Council are as follows:
- the focus for scrutiny must be based upon the achievement of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the borough;
  - that overview and scrutiny be positive, objective and constructive, seeking to add value to any service that it considers. Scrutiny should acknowledge good practice where found and recommend improvements where necessary; and
  - it is essential that the Council has an active and challenging scrutiny function that reflects corporate priorities regarding the provision of services.
- 1.13 Overview and scrutiny plays an important role in the overall governance of the Council.

## 2 Scrutiny Committee

- 2.1 The Scrutiny Committee is responsible for focussing on scrutiny and holding to account of corporate issues such as the budget, service performance and delivery of planned actions. Its full Terms of Reference during 2014/15 were as follows:

**Preamble:** the Scrutiny Committee satisfies the requirement under legislation (S.9F of the Local Government Act 2000 as inserted by the Localism Act 2011) to include provision for the appointment of one or more committees. The Scrutiny Committee plays a particular role in scrutinising the Executive's annual budget proposals as part of the Budget and Policy Framework Procedure Rules (Part 4.3 of the Constitution refers).

**General role:** Within the terms of reference, the Committee will:

- (i) review or scrutinise decisions made, and performance of, the Cabinet and Committees and Council Officers both in relation to individual decisions and over time;
- (ii) review or scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) require Members of the Cabinet and/or Committees and Chief Officers to attend before it to answer questions about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) make recommendations to the Cabinet or appropriate Committee or Council arising from the outcome of the scrutiny process – it is expected that reviews of policy arising out of the work of the committee would be referred to the Policy Development and Review Committee;
- (v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance;
- (vi) make reports or recommendations to the authority or the executive with respect to any functions which are not the responsibility of the executive;
- (vii) make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of the area;
- (viii) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the executive;
- (ix) consider Councillor Call for Action requests in accordance with the Councillor Call for Action Protocol contained in Part 5 of this Constitution; and



(x) in accordance with Section 19 of The Police and Justice Act 2006, to act as the Council’s “Crime and Disorder Committee” in terms of reviewing and scrutinising decisions made, or other actions taken, in connection with the responsible authorities discharge of their Crime and Disorder functions.

The Scrutiny Committee shall exercise overall responsibility for any finances made available to them.

Annual Report – the Scrutiny Committee must report annually to the full council on its work and make recommendations for amended working methods if appropriate.

## Membership

2.2 The following Councillors served on the Scrutiny Committee since May 2014:

Councillor Andy Booth	Chairman
Councillor Lloyd Bowen	Vice Chairman
Councillor Sylvia Bennett	
Councillor Jackie Constable	
Councillor John Coulter	
Councillor Mark Ellen	
Councillor June Garrad	
Councillor Mike Haywood	
Councillor Mike Henderson	
Councillor Peter Marchington	
Councillor Colin Prescott	
Councillor Ben Stokes	
Councillor Ghlin Whelan	

## 3 Scrutiny work programme

The Scrutiny Committee’s work programme includes the oversight of many areas of Council business such as the budget, service performance and delivery of planned actions as well as a number of dedicated reviews. Key areas of work for 2014/15 are summarised below.

Work programme 2014/15			
Title	Frequency	Focus of discussion	Status
Performance and financial monitoring	Ongoing - reviewed periodically throughout the year	<ul style="list-style-type: none"> <li>▪ Indicators not achieving target</li> <li>▪ significant budget variances</li> </ul>	Complete
Council budget	Annual review	<ul style="list-style-type: none"> <li>▪ The Cabinet’s annual budget proposals are scrutinised before these are ratified by the Council</li> </ul>	Complete
Fees and charges	Annual review	<ul style="list-style-type: none"> <li>▪ The Committee decided to consider the annual</li> </ul>	Complete

		review of fees and charges separately to the Council Budget	
<b>Scrutiny reviews</b>			
<b>Review</b>	<b>Date review template agreed</b>	<b>Report/recommendations submitted to Cabinet</b>	<b>Status</b>
Sittingbourne Town Centre regeneration proposals	-	-	<b>Complete.</b>
Welfare reform	-	-	<b>Ongoing.</b>
Housing services	23/09/14	-	<b>Ongoing.</b>
Mid Kent Improvement Partnership – Governance and Communications	10/09/14	11/03/2015	<b>Complete.</b>
Mid Kent Improvement Partnership – Planning Support	-	-	<b>To be decided.</b>
Economic development review	13/06/13	-	<b>To de decided.</b>
Asset transfers	05/12/13	-	<b>Ongoing.</b>
Contracts and procurement	24/09/14	-	<b>Complete.</b>
Forum Shopping Centre, Sittingbourne (Call-in)	-	-	<b>Complete.</b>

### **3.1 Performance and financial monitoring**

- 3.1.1 The Committee receives reports on performance and financial monitoring at many of its meetings.
- 3.1.2 The Committee regularly considered those indicators where performance was not achieving targets and discussed with Heads of Service their plans for turning performance around on these indicators. The Committee plays a significant role in the Council's performance management arrangements in that indicators which consistently fall into the 'red' category are escalated up to the Scrutiny Committee for further investigation.
- 3.1.3 The Committee received regular financial monitoring reports that presented Members with the opportunity to highlight significant budget variances and ask questions of officers and Cabinet members about their plans to address this.

## **3.2 Council budget**

3.2.1 One of the Committee's key responsibilities is to scrutinise the Cabinet's annual budget proposals before these are ratified by the Council, which took place at a specially convened meeting on 28 January 2015. The Committee Chairman opened the meeting up so that any Council Member could attend and make representations. The Cabinet Member for Finance, along with other Cabinet Members and Senior Officers were present to respond to Members' questions. The Committee scrutinised the Cabinet's budget proposals line by line.

3.2.2 Cabinet noted the Committee's comments at their meeting of 4 February 2015.

3.2.3 The reports the Scrutiny Committee considered on the Council's draft budget are available here:

<http://services.swale.gov.uk/meetings/documents/s1916/Budget%20report.pdf>  
<http://services.swale.gov.uk/meetings/documents/s1951/Budget%20Update%20Scrutiny.pdf>

3.2.4 The Committee's consideration of the draft budget is available here:

<http://services.swale.gov.uk/meetings/documents/g1311/Printed%20minutes%2028th-Jan-2015%2019.00%20Scrutiny%20Committee.pdf?T=1>

## **3.3 Fees and charges**

3.3.1 The Committee considered the Council's annual review of fees and charges separately from the Budget this year. A record of the Committee's discussions with the Cabinet Member for Finance and Head of Finance is available here:

<http://services.swale.gov.uk/meetings/documents/g1303/Printed%20minutes%2029th-Oct-2014%2019.00%20Scrutiny%20Committee.pdf?T=1>

## **3.4 Sittingbourne Town Centre regeneration proposals**

3.4.1 The Committee considered a proposal to construct and operate a multi-storey car park on the Forum car park site in Sittingbourne in order to support the regeneration of the Town Centre and to replace parking spaces being lost to development.

3.4.2 The review took place at a single Committee meeting with the Cabinet Member for Finance, the Director of Regeneration and the Special Projects Officer present. The review did not lead to any recommendations being made by the Scrutiny Committee. Cabinet approved proposals to construct and operate the car park at its meeting of 16 July 2014.

3.4.3 A record of the Committee's discussions with the Cabinet Member for Finance and lead officers is available here:

<http://services.swale.gov.uk/meetings/CeListDocuments.aspx?MID=1459&RD=Minutes&DF=25%2f06%2f2014&A=1&R=0>

### **3.5 Welfare reform and Universal Credit**

- 3.5.1 The Committee had been maintaining a watching brief on this topic for several years and has periodically reviewed matters relating to the implementation of welfare reform at Swale.
- 3.5.2 The Committee heard from the Cabinet Member for Finance and Revenues and Benefits Assistant Manager at their meeting of 23 July 2014 about latest developments including: Discretionary Housing Payments; changes to Council Tax support; the work the Council was undertaking in partnership with AmicusHorizon and Job Centre Plus, as well as with the Council's own Housing Options service, to provide a holistic package of support to claimants. A record of the Committee's discussion with the Cabinet Member and lead officer is available here:  
<http://services.swale.gov.uk/meetings/CeListDocuments.aspx?MID=1460&RD=Minutes&DF=23%2f07%2f2014&A=1&R=0>.
- 3.5.3 The Committee also heard from the Revenues and Benefits Assistant Manager at their meeting of 27 November 2014 about Discretionary Housing Payments and an update on implementation of Welfare Reform. A record of the Committee's consideration of these matters is available here:  
<http://services.swale.gov.uk/meetings/documents/g1304/Printed%20minutes%2027th-Nov-2014%2019.00%20Scrutiny%20Committee.pdf?T=1>.
- 3.5.4 The Committee were provided with a further update on implementation of Welfare Reform at their meeting on 11 February 2015 and a record of this can be found here: <http://services.swale.gov.uk/meetings/mgAi.aspx?ID=1105>.

### **3.6 Housing services**

- 3.6.1 The Committee met with the Cabinet Member for Housing, Head of Housing Services and the Housing Options Manager on 2 September 2014 to consider a range of issues relating to housing. Officers gave an overview of housing issues, both in the national and local contexts, and members explored issues such as: shortage of suitable accommodation; temporary accommodation; affordable housing; and private rented accommodation.
- 3.6.2 The Committee had decided at the beginning of the year to review housing services, but the impetus to lead the review waned during the course of the year and little progress had been made leading to the Committee agreeing to revisit the issue in 2015/16.

### **3.7 Mid Kent Improvement Partnership – Governance and Communications**

- 3.7.1 The Committee agreed to participate in a joint scrutiny review, along with members from Maidstone and Tunbridge Wells Scrutiny Committees, to consider the governance and communications arrangements relating to the Mid Kent Improvement Partnership (MKIP).

- 3.7.2 A Joint Task and Finish Group (JTFG) was established consisting of two members of each of the three Scrutiny Committees. The JTFG was chaired by the Chairman of the Swale Scrutiny Committee. The JTFG met some six times over the space of three months to hear evidence from MKIP Board members, Heads of Service, joint service delivery officers and external experts as well as review various reports and other documents at eleven witness sessions.
- 3.7.3 Following the review, the JTFG formulated their recommendations and report which was presented to a special joint meeting of the three Scrutiny Committees held on 12 January 2015. A record of that meeting can be found here:  
<http://services.swale.gov.uk/meetings/documents/g1504/Printed%20minutes%2012th-Jan-2015%2019.00%20Special%20Meeting%20of%20the%20Overview%20and%20Scrutiny%20Committee.pdf?T=1>.
- 3.7.4 Subsequently, the report and recommendations were submitted to the respective Cabinets of each authority – in Swale’s case that was on 11 March 2015. The Scrutiny Committee’s recommendations and Cabinet’s response to them can be found here:  
<http://services.swale.gov.uk/meetings/documents/s2259/Report.pdf>. A record of that meeting can be found here:  
<http://services.swale.gov.uk/meetings/documents/g1277/Printed%20minutes%2011th-Mar-2015%2019.00%20Cabinet.pdf?T=1>.

### **3.8 Mid Kent Improvement Partnership – Planning support**

- 3.8.1 The Committee agreed to participate in a joint scrutiny review with the Scrutiny Committees of Maidstone and Tunbridge Wells Borough Councils to consider the poor performance of the planning support shared service following the transfer of this service to the Mid Kent Improvement Partnership (MKIP).
- 3.8.2 All members of the three Scrutiny Committees from Maidstone, Swale and Tunbridge Wells Borough Councils were invited to attend a special joint committee meeting at Maidstone Town Hall on 23 February 2015. The Committees: (a) considered a Project Implementation Review undertaken by Mid Kent Audit Services; (b) questioned members of the MKIP Board over the implementation of the shared service; and (c) received a verbal update from the Interim Head of Planning Support Services on the latest state of play.
- 3.8.3 During the discussion of ‘Next Steps’, consideration was given to whether the three Committees should establish a Task and Finish Group to review the MKIP Planning Support implementation more thoroughly. The three Committees agreed to this in principle and agreed to revisit this in the new Municipal Year following the elections that would be taking place in all three councils. A record of the discussion can be found here:  
<http://services.swale.gov.uk/meetings/documents/g1512/Printed%20minutes%2023rd-Feb-2015%2019.00%20Special%20Meeting%20of%20the%20Overview%20and%20Scrutiny%20Committee.pdf?T=1>.

3.8.4 It should be noted that two issues of significance have occurred since the joint meeting of the Scrutiny Committees on 23 February 2015 which may have a bearing on whether joint scrutiny of this matter by the three authorities proceeds. These are: (a) Tunbridge Wells Borough Council gave notice subsequent to the meeting that they intended to withdraw from the MKIP Planning Support service; and (b) Maidstone Borough Council have changed their governance arrangements from Leader and Cabinet to the Committee System and therefore no longer operate Overview and Scrutiny. Whether there will be a review of MKIP Planning Support in the new Municipal Year, either singularly or jointly, will need to be considered.

### **3.9 Economic development**

3.9.1 This review had commenced in 2013/14 under the auspices of the former Policy Overview Committee. Following the winding up of that Committee, the review was included in the work programme for the Scrutiny Committee in 2014/15. However, no progress was made on the review during the course of the year.

### **3.10 Asset transfers**

3.10.1 An earlier review of Asset Transfers had been completed in 2011/12 which had resulted in an interim report to Cabinet. It had been decided that this topic should be revisited in the future as the number of community asset transfers which had taken place during 2011/12 was still relatively small.

3.10.2 A small group of Committee members formed a Review Group to take forward this work and met with a number of Cabinet Members and lead officers to discuss. The culmination of the review will be a report to be presented to the Committee early in 2015/16.

### **3.11 Contracts and procurement**

3.11.1 This review, which had begun in 2013/14, was also led by a small group of Committee members who had met with the relevant Cabinet Members and lead officers to review whether the changes which had been made to the Council's contracts and procurement procedures had been effective.

3.11.2 The conclusion of the review was that the new systems that had been introduced had bedded in, and there had been significant savings, for example on the waste contract. The review had provided reassurance that the contracts and procurement processes at Swale Borough Council were working efficiently and consequently there were no recommendations to take to Cabinet.

### **3.12 Forum shopping centre, Sittingbourne**

3.12.1 The Committee regularly review the Council's Forward Plan of forthcoming decisions and had identified that a future decision was imminent on a proposal to purchase a 30% share in the Forum Shopping Centre, Sittingbourne. The Committee decided to exercise its power to call-in for review the decision

made by Cabinet on 11 March 2015 to proceed with this proposal on the basis that there had been insufficient consultation leading up to Cabinet taking the decision.

3.12.2 The Committee heard the call-in at its meeting on 19 March 2015. The Leader of the Council, Chief Executive and Head of Finance were all present for the hearing. This item of the meeting was held in 'closed session' as the report contained confidential financial information.

3.12.3 The Committee scrutinised the reasons underlying the proposals, including on why the proposals were not consulted on; whether the proposal was a good investment; risks; borrowing instead of using reserves to fund the investment; where any proceeds from the investment could be spent.

3.12.4 Following consideration, the Committee decided not to refer the decision back to Cabinet for consideration. A record of the call-in hearing is available here: <http://services.swale.gov.uk/meetings/mgAi.aspx?ID=1407>.

## **4 Review of approach to overview and scrutiny in 2014/15**

4.1.1 We have taken this opportunity to review the way in which overview and scrutiny has worked in Swale during 2014/15, in order to build on our strengths and address any areas that could be identified for further development.

4.1.2 At Appendix I we set out a review of each of the major pieces of work that overview and scrutiny carried out during the year. Some common themes emerge from this review, as set out below.

4.1.3 Particular strengths that we would wish to build on during 2015/16 include:

- to devote sufficient time and resources to issues which have major implications for residents rather than reviewing areas where there is little or no evidence to suggest services are under-performing;
- continuing the practice of undertaking more of scrutiny's work on a 'Task and Finish' basis so that Committee time can be used more effectively; and
- urging Cabinet Members and officers to bring forthcoming decisions to scrutiny at an early stage.

4.1.4 Particular areas that have been identified as requiring further development during 2015/16 include:

- restricting reviews to issues where evidence suggests that they would benefit from scrutiny input;
- seeking opportunities to have an early input to issues rather than being presented with a fait accompli; and
- considering more joint working with scrutiny members from other councils – eg. for scrutiny of jointly delivered services.

4.1.5 The actions that we will put in place to address these include:

- revising the Swale Scrutiny Handbook which had been produced some years ago to bring it up to date;
- exploring with the Member Development Group how members of the Scrutiny Committee can develop their scrutiny skills through training; and
- ensuring Swale's overview and scrutiny processes mirror best practice elsewhere.

## 5. Contact details

5.1 Policy Overview and Scrutiny Committee meetings take place throughout the year and members of the public are welcome to attend. Dates, agendas, reports and minutes for these meetings can be found on the Council's website: <http://www2.swale.gov.uk/dso/>. Alternatively, you can telephone Democratic Services on 01795 417 330.

5.2 The Scrutiny Team provides independent and professional support and advice to the Members of The Policy Overview and Scrutiny Committees.

5.3 You can contact the Scrutiny Team using one of the following methods:-

In writing to:

Scrutiny Team  
Policy and Performance Unit  
Swale Borough Council  
Room 310  
Swale House  
East Street  
Sittingbourne  
Kent  
ME10 3HT

By e-mail/telephone:

**Bob Pullen – Policy and Performance Officer**

[BobPullen@swale.gov.uk](mailto:BobPullen@swale.gov.uk)

01795 417 187

**Democratic Services**

[Democraticservices@swale.gov.uk](mailto:Democraticservices@swale.gov.uk)

01795 417 330

5.3 A full list of Committee meeting dates, times, venues and agendas is available on Swale Borough Council's website: <http://www2.swale.gov.uk/dso/>



## Overview and Scrutiny Committees Review of 2014/15 major reviews

Title	Overview	Strengths	Development Areas
Performance and financial monitoring	Scrutiny Committee focuses on indicators not achieving target and significant variations to the proposed budget	<p>The Chairman and Vice-Chairman have held regular pre-meetings with the Policy and Performance Team and Head of Finance in order to thoroughly prepare for Committee meetings – particularly those involving performance and/or finance.</p> <p>The Committee plays a significant role in the Council's performance management arrangements.</p> <p>The Committee receives regular financial monitoring reports that present members with the opportunity to highlight significant variations to the proposed budget and ask questions of officers and Cabinet members about their plans to address this.</p>	Develop Member skills through training on performance and financial management.
Council budget	The focus is to scrutinise Cabinet's annual budget proposals before these are ratified by Council	<p>Review took place at a specially convened meetings on 28 January 2015.</p> <p>The Committee Chairman opened the meeting up so that any Council Member could attend and make</p>	

Title	Overview	Strengths	Development Areas
		<p>representations.</p> <p>The majority of Cabinet Members and Heads of Service were present to answer questions and provide further information.</p>	
MKIP Governance and Communications	<p>A Joint Task and Finish Group (JTFG) comprised of two members from each of Maidstone's, Swale's and Tunbridge Wells Borough Council's Scrutiny Committees reviewed the effectiveness of the Mid Kent Improvement Partnership's Governance and Communications arrangements and make recommendations for improvement.</p>	<p>The JTFG achieved a lot in a very short space of time, demonstrating that complicated matters can be investigated thoroughly and effectively if there is the will to do it.</p> <p>The members of the JTFG worked well together, each bringing their own expertise and experience to the process.</p>	<p>There was perhaps too much emphasis placed on process rather than the findings of the review when reports came back to joint meetings of the three Committees. Consequently, the non JTFG members were at risk of feeling disengaged from the process.</p> <p>Trying to align three councils' different governance arrangements in order to set up meetings and issues reports was time consuming and very complicated. If joint scrutiny of MKIP or MKIP services is to be a growing area of work, we should seek to streamline these processes.</p>
All other reviews on the work programme	-	<p>Some of the review areas are suited to 'briefing-style' items on Committee agendas where the Cabinet Member and lead officer provide a short update and members can raise questions. A good example is Welfare Reform which the</p>	<p>Other reviews are not suited to 'briefing-style' items on the Committee agendas and need some in-depth work undertaken in order to enable the Committee to make evidence-based recommendations for submission to Cabinet. The</p>

Title	Overview	Strengths	Development Areas
		Committee has maintained a watching brief over for some time.	Committee needs to consider how it can get to a position which results in this, and guard against taking on too many reviews.

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## SCRUTINY COMMITTEE



24 June 2015	
<b>Scrutiny Committee work programme 2015/16</b>	
Report author:	Bob Pullen – Policy and Performance Officer
<p><b>Recommendations</b></p> <p>That the Committee:</p> <ol style="list-style-type: none"> <li>1. agree to review any areas of concern which arise as a result of the Committee’s consideration of performance and/or financial monitoring or strategic risks; and</li> <li>2. decide whether it wants to take forward any reviews which were started during the last Municipal Year.</li> </ol>	

### 1 Purpose of report

1.1 This report is concerned with the Committee’s work programme for 2015/16. It considers how the Committee can exercise its terms of reference.

### 2 Background

2.1 The Committee’s amended terms of reference were approved by Council on 19 February 2014 and are reproduced at Appendix i. The terms of reference form part of the Council’s Constitution.

2.2 In summary, the purpose of the Committee is to exercise the statutory duties of overview and scrutiny for the Council by:

- reviewing or scrutinising decisions made, and performance of the Cabinet, or officers under delegated authority;
- reviewing or scrutinising the performance of the Council in relation to policy objectives, performance targets and/or particular service areas;
- reviewing and scrutinising the performance of other public bodies in the area about their activities.

2.3 The Committee is also responsible for considering quarterly monitoring reports on finance and performance and each year the Committee considers the Cabinet’s draft Budget proposals.

2.4 The Committee also has certain formal powers which only it can exercise including:

- calling-in Cabinet decisions which have been taken but not yet implemented; and

- to act as the Council’s “Crime and Disorder Committee” in terms of reviewing and scrutinising decisions made, or other action taken, in connection with the responsible authorities discharge of their Crime and Disorder functions.

2.5 The other decision taken by Council on 19 February 2014 was to establish a new Policy Development and Review Committee. The purpose of this Committee is to assist the Cabinet in developing or reviewing either new or existing policies, strategies or plans. The Policy Development and Review Committee is not an overview and scrutiny committee and it does not have any scrutiny powers.

2.6 The focus of the Policy Development and Review Committee is **policy**. By contrast, the focus of the Scrutiny Committee is **performance**.

### **3 Discussion**

3.1 It is traditional at the start of each new Municipal Year for overview and scrutiny committees to devise and agree a work programme to plan the committees work for the next twelve months.

3.2 If the Scrutiny Committee is to be effective and bring real value, it will need to focus on where it can make the biggest impact. This means basing decisions on what topics or services to review on hard evidence. Anecdotal evidence, such as Members own experiences, or feedback from residents, can also be valuable. The other area that might point to areas for the Committee to consider are Strategic Risks which form part of the Balanced Scorecards the Committee review on a quarterly basis in their performance monitoring role.

3.3 There are also likely to be incidences throughout the year when the Committee will be invited to consider one-off issues.

3.4 The schedule at Appendix ii lists those reviews which were either instigated or started in 2014/15 or before. The Committee may wish to continue these reviews or, if they feel there are more pressing issues, suggest new areas to review instead.

3.5 The schedule at Appendix iii lists the dates of Scrutiny Committee meetings during the course of the 2015/16 Municipal Year plus the expected dates when financial and performance monitoring reports will be brought before the Committee for review.

3.6 Experience has shown that those reviews which have made the most impact have been those where:

- services have been under-performing; and/or
- the Council’s or other local service providers’ operations are of concern to residents.

3.7 The Committee should also be mindful of the resources needed to undertake reviews given the pressures on Members, officers and partners time.

#### **4 Conclusion**

4.1 The Committee is invited to:

- agree to review any areas of concern which arise as a result of the Committee's consideration of performance and/or financial monitoring or strategic risks; and
- decide whether it wants to take forward any reviews which were started during the last or previous Municipal Years.

#### **5 Officer contacts**

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## Terms of reference for the Scrutiny Committee

**Preamble:** the Scrutiny Committee satisfies the requirement under legislation (S.9F of the Local Government Act 2000 as inserted by the Localism Act 2011) to include provision for the appointment of one or more committees. The Scrutiny Committee plays a particular role in scrutinising the Executive's annual budget proposals as part of the Budget and Policy Framework Procedure Rules (Part 4.3 of the Constitution refers).

**General role:** within the terms of reference, the Committee will:

- (i) review or scrutinise decisions made, and performance of, the Cabinet and Committees and Council Officers both in relation to individual decisions and over time;
- (ii) review or scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) require Members of the Cabinet and/or Committees and Chief Officers to attend before it to answer questions about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) make recommendations to the Cabinet or appropriate Committee or Council arising from the outcome of the scrutiny process – it is expected that reviews of policy arising out of the work of the Committee would be referred to the Policy Development and Review Committee;
- (v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance;
- (vi) make reports or recommendations to the authority or the executive with respect to any functions which are not the responsibility of the executive;
- (vii) make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of the area;
- (viii) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the executive;



- (ix) consider Councillor Call for Action requests in accordance with the Councillor Call for Action Protocol contained in Part 5 of this Constitution; and
- (x) in accordance with Section 19 of the Police and Justice Act 2006, to act as the Council's "Crime and Disorder Committee" in terms of reviewing and scrutinising decisions made, or other actions taken, in connection with the responsible authorities discharge of their Crime and Disorder functions.

The Scrutiny Committee shall exercise overall responsibility for any finances made available to them.

Annual Report – the Scrutiny Committee must report annually to the full council on its work and make recommendations for amended working methods if appropriate.

## Scrutiny Committee – Draft work programme 2014/15

Review activity	Lead Cabinet Member/officer	Timeframe	Commentary
Financial monitoring	Cabinet Member for Finance/Nick Vickers	Quarterly	The Committee will continue to receive quarterly financial monitoring reports during the course of the year to review.
Performance monitoring	Cabinet Member for Performance/David Clifford	Quarterly	The Committee will continue to receive quarterly 'Balanced Scorecard' performance monitoring reports during the course of the year to review.
Council budget	All Cabinet Members/All senior officers	28 January 2016	Annual review of Cabinet's budget proposals for 2016/17.
Fees and charges	Cabinet Member for Finance/Nick Vickers	To be determined, but likely to be either November 2015 or January 2016	Annual review of Cabinet's proposals for setting Fees and Charges for Council Services in 2016/17.
Welfare reform	Cabinet Member for Finance/Zoe Kent	To be determined	Would the Committee like to continue to receive periodic reports from the Cabinet Member and lead officer on implementation of welfare reform measures in Swale?
Housing services	Cabinet Member for Housing/Amber Christou	To be determined	Review scoped in 2014/15, but little progress aside from

Review activity	Lead Cabinet Member/officer	Timeframe	Commentary
			an initial discussion with Cabinet Member and lead officers. Revisit in 2015/16?
Mid Kent Improvement Partnership (MKIP) – Planning support	Cabinet Member for Planning/James Freeman	To be determined	There was an initial discussion with the MKIP Board and a joint meeting of the Maidstone, Swale and Tunbridge Wells Scrutiny Committees in February 2015. If Committee wish to pursue, need to clarify whether on a joint basis or just through Swale.
Economic development review	Cabinet Member for Regeneration/Pete Raine	To be determined	This review had commenced in 2013/14 under the former Policy Overview Committee when the Task and Finish Group set up to lead it undertook a number of interviews with business interests across the Borough. No progress was made during 2014/15.
Asset transfers	Cabinet Member for Localism, Culture, Heritage and Sport/Charlotte Hudson; and Cabinet Member for Finance/Anne Adams	To be determined	Interim report submitted to Cabinet during 2011/12. Task and Finish Group established to review what had happened since 2011/12 during last

Review activity	Lead Cabinet Member/officer	Timeframe	Commentary
			Municipal year. Reported to Committee expected imminently.

**Financial and performance monitoring  
2015/16**

Appendix iii

Review title	24 Jun	21 Jul	09 Sep	14-Oct	11-Nov	13-Jan	28-Jan	10-Feb	10-Mar
Quarterly budget monitoring		2014/15 Outturn	2015/16 Quarter 1			2015/16 Quarter 2			
Quarterly performance monitoring		2014/15 Outturn		2015/16 Quarter 1		2015/16 Quarter 2			
Scrutiny of 2016/17 Budget proposals							Budget scrutiny		
Scrutiny of 2016/17 Fees and Charges proposals					?	?			

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

**July 2015 - October 2015**

**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 Andrew Bowles** - Leader

**Councillor Kenneth Pugh** - Cabinet Member for Community Safety and Health

**Councillor David Simmons** - Cabinet Member for Environmental and rural affairs

**Councillor Duncan Dewar-Whalley** - Cabinet Member for Finance

**Councillor John Wright** - Cabinet Member for Housing

**Councillor Mike Whiting** - Cabinet Member for Localism, Sport, Culture and Heritage

**Councillor Ted Wilcox** - Cabinet Member for Performance

**Councillor Mike Cosgrove** - Cabinet Member for Regeneration

**Councillor Gerry Lewin** - Deputy Leader and Cabinet Member for Planning

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>Mid Kent Planning Support Review</p> <p>Following Tunbridge Wells Borough Council's decision to withdraw from the shared support service (subject to confirmation from Tunbridge Wells Borough Council Cabinet on 28 June 2015), the report will review options and way forward for Swale Borough Council.</p>	<p>Cabinet 15 July 2015</p>	<p>Non-Key This is not a key decision as it is for information only.</p>	<p>Open</p>		<p>Cabinet Member for Planning</p> <p>James Freeman (Head of Planning)</p>
	<p>Cabinet Delegated Decision - Guidance on policy/strategy development, consultation and adoption</p> <p>Cabinet Delegated Decision to be taken by the Leader.</p> <p>This guidance is aimed at officers who have been asked to write a council policy or strategy. It offers advice on the most appropriate routes through the Council's sometimes complex decision-making processes, as well as establishing a standard Council approach to external consultation on new policies and strategies.</p>	<p>Cabinet 15 July 2015</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>Leader</p> <p>David Clifford (Policy and Performance Manager)</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
	Minutes of the Swale Rural Forum held on 26 May 2015	Cabinet 15 July 2015	Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs  Kellie MacKenzie (Democratic Services Officer)
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during February/March 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 15 July 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Brooke Buttfield (ECS Coordinator)
	Property Maintenance Term Contract Following a procurement exercise, this report will recommend award of the contract for Property Maintenance to start from 1 October 2015.	Cabinet 15 July 2015	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.	Open		Cabinet Member for Finance  Anne Adams (Head of 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
	<p>Establishment of a shared debt recovery service</p> <p>To consider the establishment of a shared debt recovery service with a view to improving collection rates of Council Tax (CTax); National Non-Domestic Rates (NNDR) and Penalty Charge Notice (PCN) debt. The proposed service will sit within Mid Kent Services. The service will be paid for the by the collection of fees in accordance with Statutory Instrument: No.1 ENFORCEMENT, ENGLAND AND WALES, TAKING CONTROL OF GOODS, COMMERCIAL ARREARS RECOVERY, The Taking Control of Goods (Fees) Regulations. Arrangements will be put in place to protect existing local suppliers.</p>	<p>Cabinet 15 July 2015</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>Cabinet Member for Finance</p> <p>Zoe Kent (Revenues and Benefits Manager)</p>
	<p>Information Commissioner's Office (ICO) Freedom of Information Act Publication Scheme</p> <p>Under the Freedom of Information Act 2000 the Council is required to produce a publication scheme, setting out what information we routinely make available to the public, how it can be obtained and whether there is a charge for it. Under the Act, the Information Commissioner has to approve</p>	<p>Cabinet 15 July 2015</p>	<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</p>	<p>Open</p>		<p>Leader</p> <p>Madeleine Abbott (Policy and Performance Assistant)</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>councils' publication schemes, but the Commissioner can also produce a 'model scheme' which can be adopted wholesale by councils without further approval.</p> <p>Swale Borough Council has previously adopted the model scheme, but this has recently been updated by the Information Commissioner and now needs to be re-adopted in its revised format by the Council. The changes are intended to provide a harmonised approach to data transparency for local authorities, avoiding unnecessary duplication.</p>		<p>living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>			
	<p>Financial Management Report - Financial Outturn Report 2014/15 Cabinet is asked to consider this report which shows the revenue and capital outturn for 2014/15 and to approve rollovers into 2015/16.</p>	<p>Cabinet 15 July 2015</p>	<p>Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates.</p>	<p>Open</p>		<p>Cabinet Member for Finance Nick Vickers (Head of Finance)</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
	Minutes of the Local Development Framework Panel held on 18 June 2015	Cabinet 15 July 2015	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		Cabinet Member for Planning  Gill Harris (Spatial Planning Manager)
	Minutes of the Swale Rural Forum held on 25 August 2015	Cabinet 2 September 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs  Kellie MacKenzie (Democratic Services Officer)
	Financial Management Report: April - June 2015 This report shows the revenue and capital projected outturn for 2015/16 as at the end of period 3, covering the period from April to June 2015.	Cabinet 2 September 2015	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant	Open		Cabinet Member for Finance  Nick Vickers (Head of Finance)

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
			having regard to the local authority's budget for the service or function to which the decision relates.			
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during June 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 2 September 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Brooke Buttfield (ECS Coordinator)
	Minutes of the Local Development Framework Panel held on 17 September 2015	Cabinet 7 October 2015	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		Cabinet Member for Planning  Gill Harris (Spatial Planning Manager)

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
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during September 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 4 November 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Brooke Buttfield (ECS Coordinator)
	Review of Fees and Charges The report invites Cabinet to consider the proposals for the level of fees and charges to be levied for the next financial year 2016/17 for submission to Council. Charges will take effect from 1 April 2016.	Cabinet 4 November 2015	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance  Nick Vickers (Head of Finance)
	Medium Term Financial Plan and 2016/17 Budget This report sets out the Council's Medium Term Financial Plan and proposals for the 2016/17 Budget.	Cabinet 2 December 2015	Key It is likely to result in the Council incurring expenditure above £100,000 or the making of savings which are, significant having regard to the local authority's budget for the service or function to which	Open		Cabinet Member for Finance  Nick Vickers (Head of Finance)

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			the decision relates.			
	Minutes of the Swale Rural Forum held on 17 November 2015	Cabinet 2 December 2015	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs  Kellie MacKenzie (Democratic Services Officer)
	Financial Management Report: April to September 2015	Cabinet 2 December 2015	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.	Open		Cabinet Member for Finance  Nick Vickers (Head of Finance)
	Minutes of the Local Development Framework Panel held on 3 December 2015	Cabinet 6 January 2016	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	Open		Cabinet Member for Planning  Gill Harris (Spatial Planning Manager)

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
			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.			
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during December 2015. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 3 February 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Brooke Butfield (ECS Coordinator)
	Treasury Management Strategy Statement and Investment Strategy 2015/16 This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2016/17. It will be proposed to Council at the meeting on 17 February 2016.	Cabinet 3 February 2016	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance  Nick Vickers (Head of Finance)



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>Medium Term Financial Plan and 2016/17 Budget</p> <p>This report sets out the Council's Medium Term Financial Plan and proposals for 2016/17 Budget.</p>	<p>Cabinet</p> <p>3 February 2016</p>	<p>Non-Key</p> <p>This is not a key decision as it will be considered and decided by full Council.</p>	<p>Open</p>		<p>Cabinet Member for Finance</p> <p>Nick Vickers (Head of Finance)</p>
	<p>Financial Management Report: April - December 2015</p> <p>This report shows the revenue and capital projected outturn for 2015/16 as at the end of period 9, covering the period from April to December 2015.</p>	<p>Cabinet</p> <p>2 March 2016</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>Cabinet Member for Finance</p> <p>Nick Vickers (Head of Finance)</p>
	<p>Minutes of the Local Development Framework Panel held on 11 February 2016</p>	<p>Cabinet</p> <p>2 March 2016</p>	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on</p>	<p>Open</p>		<p>Cabinet Member for Planning</p> <p>Gill Harris (Spatial Planning Manager)</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
			communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.			
	Minutes of the Swale Rural Forum held on 23 February 2016	Cabinet 2 March 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Environmental and Rural Affairs  Kellie MacKenzie (Democratic Services Officer)
	Local Engagement Forum Update To note and consider the discussion and outcomes of the three Local Engagement Fora held during February/March 2016. To suggest topics as agenda items for future local Engagement Fora.	Cabinet 25 May 2016	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Localism, Sport, Culture and Heritage  Brooke Butfield (ECS Coordinator)