

AGENDA

SCRUTINY COMMITTEE MEETING

Date: Thursday, 7 June 2018

Time: 7.00 pm

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

Membership:

Councillors Mike Baldock, Bobbin, Lloyd Bowen (Chairman), Roger Clark, Derek Conway, Mike Dendor (Vice-Chairman), Mick Galvin, Mike Henderson, Ken Ingleton, George Samuel, Ben Stokes, Lynd Taylor and Roger Truelove.

Quorum = 4

Pages

1. Fire Evacuation Procedure

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

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

The Chairman will inform the meeting that:

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

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

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

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

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 18 April 2018 (Minute Nos. 611 - 619) as a correct record.

4. Declarations of Interest

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

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

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

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

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

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

Part One - Substantive Items

5. Sittingbourne Town Centre Regeneration Update

1 - 4

The Cabinet Member for Regeneration, the Director of Regeneration and the Sittingbourne Town Centre Regeneration Scheme Manager have been invited to attend for this item.

6. Leisure and Tourism - Update on recommendations made by the Scrutiny Committee

The Cabinet Member for Regeneration, Head of Economy and Community Services and Economy and Community Services Manager have been invited to attend for this item.

Part Two - Business Items

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|-----|--|---------|
| 7. | Reviews at Follow-up Stage and Log of Recommendations | 5 - 8 |
| | The Committee is asked to review the updated log of recommendations (attached). | |
| 8. | Other Review Progress Reports | 9 - 16 |
| | The Committee is asked to consider updates on other reviews including membership of the Development Management, and Regeneration Task and Finish Groups. | |
| 9. | Draft Overview and Scrutiny Annual Report | 17 - 30 |
| | The Committee is asked to consider the Draft Overview and Scrutiny Annual Report 2017/18. | |
| 10. | Committee Work Programme | 31 - 32 |
| | The Committee is asked to note the Committee's Work Programme (attached) for the remainder of the year. | |
| 11. | Cabinet Forward Plan | 33 - 40 |
| | The Committee is asked to consider the Forward Plan with a view to identifying possible items for pre-decision scrutiny. | |
| 12. | Urgent Business Requests | |
| | The Committee is asked to consider any requests from Committee Members to commence a review. | |

Issued on Tuesday, 29 May 2018

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

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

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Sittingbourne Town Centre Regeneration Scheme


Update to Scrutiny Committee 7th June 2018

	Update
Construction	<ul style="list-style-type: none">• The works on the old Princes Street depot site is now substantially complete. The Food Warehouse opened to trading on 15th May with minor works and snagging continuing around the Costa building and to the landscaping areas. The Costa Unit hand over and the whole site Practical Completion inspection took place on 1st June.• The work to Network Rail's main car park is now substantially complete with Network Rail and South Eastern Railways carrying out an inspection on 21st May.• The drainage, kerbing and electrical installation work to The Forum car park started on 16th April and was re-opened to the public on Monday 28th May. Deep drainage has been installed in Station Street and will be connected up to the new car park drainage at a later date.• The Land Swap and S278 agreements have now been signed by SBC and South Eastern Railways. Spirit has been liaising with KCC and the bus operators regarding the diversion routes and any likely delays• Huber started occupation of the MSCP site on 1st May and has been carrying out site set up, further site investigation works and has been liaising with Spirit, Southern Water and Vodafone to ensure that all of the services are removed/diverted successfully. Contamination has been encountered in the top layers of excavation throughout the site and Huber is ensuring that this is dealt with appropriately and removed to a specialist tip.
Planning	<ul style="list-style-type: none">• The Planning Team are now satisfied that the main pre-commencement conditions for the MSCP have been met.• Spirit continues to work with the Planning Team for the pre-commencement conditions relating to the Leisure site.

Utility Services	<ul style="list-style-type: none"> • Clancy Docwra on behalf of Southern Water have now completed the water main diversion works associated with the MSCP and Vodafone will have programmed the diversion of their apparatus for 23rd June. • Spirit continue to work with BT, UKPN and Southern Water regarding the provision of their services and diversions for Phase 2 Highways. • Huber started removing the asbestos lined water mains from the MSCP site during week commencing 28th May.
Risks	<ul style="list-style-type: none"> • Spirit is maintaining the Developers risk register through all phases of the scheme. • The SBC specific Risk Register has been updated to reflect the current project risks and a significant risk has been identified concerning traffic delays to the Phase 2 road works and some further work is being carried out by Spirit and KCC to reduce these risks that will be continually monitored as the works start on site.
Communications	<ul style="list-style-type: none"> • Spirit's communication team carried out a press briefing and STC business engagement event on 17th May to advise on the Phase 2 works and associated diversion routes. • Spirit's communication team have hand delivered leaflets to STC businesses, schools, emergency services, surgeries regarding the Phase 2 works and continue to field queries from all parties. • Following feedback from KCC the start of works is being rescheduled in order to confirm road traffic diversion routes and also to make changes to the plans for temporary bus stops by the station and Forum. The original plan was to put the diversions in place over half-term to minimise impact on the travelling public and to make 'hot changes' over the course of the week however following a risk assessment and feedback from KCC Streetworks, it was decided this should be done over a 'normal' week for traffic. This short pause will still allow Spirit to reopen the A2 by the time schools return in September. KCC Highways have committed to issuing a licence for works by June 8 and therefore road

	<p>closures will begin by June 11 and will be advertised in advance by yellow signs, via the media, social media and on the Spirit website www.spiritofsittingbourne.com.</p> <ul style="list-style-type: none"> • The ribbon cutting event for the Retail Park is now planned for the end of June/beginning of July when the Food Warehouse, Home Bargains and Costa will all have started trading. • Nando's have signed an agreement to lease one of the six restaurant units within the Cinema site and a further national operator has expressed an interest in another unit.
SBC Team and Governance	<ul style="list-style-type: none"> • The appointed QS/Employers Agent for the MSCP from Ian Sayer & Co has now taken responsibility for the regular meetings during the construction phase. • The monitoring surveyor from Ward Williams Associates continues to provide regular updates on the Retail development and Highways Works to the Head of Finance. • Cushman & Wakefield are now in place to assist with the Managing Agent duties for the Retail Park. • Board meetings, Key Officer Group meetings and Internal Officer Group meetings continue.

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OVERVIEW AND SCRUTINY LOG OF RECOMMENDATIONS							
Cttee	Review title	Rec #	Summary of recommendation	Status	Head of service	Implementation target date	Notes
Scrutiny	STC Regeneration	3	That a monthly update to questions, in a format to be agreed in conjunction with the Scrutiny Committee Chairman and Policy and Performance Officer, be provided by the Cabinet Member for Regeneration to all Members in the form of a bulletin.	Implemented	E.Wiggins	Complete	Cabinet's response was: "Cabinet agree on the principle of regular updating to members, in a standard 'bulletin' format to be agreed. However, monthly updating is not considered reasonable, and instead reporting every two months, shortly after the STC Project Board meeting, is considered to be more practicable. These can be timed to coincide with the regular face-to-face updates for Group Leaders that the Cabinet Member has agreed to continue." Updates provided to Scrutiny Committee - alternatively in person and through a written report at each meeting. The next written update to the Scrutiny Committee will be on 4 July 2018. An all Member briefing on Phase 2 of the Highways Works has been scheduled for 14 June 2018. As the system of reporting has now bedded down, the Committee agreed that this recommendation should be marked as implemented and no longer needs to appear on this schedule in future.
Scrutiny	Leisure and tourism	1	Promotion and marketing - to commit a minimum of £25,000 to the tourism base budget to allow for substantial marketing and promotion of Swale as a tourist destination	Implemented	C.Hudson	Complete	Visitor Economy Framework adopted by Cabinet on 7 February 2018. £250,000 for framework implementation has been identified from shared business rates pool. Marketing and Promotion is one of the key outcomes of the framework, it is envisaged a minimum of £25,000 will be utilised on this outcome.
Scrutiny	Leisure and tourism	2	Promotion and marketing - to agree an objective of growing Swale tourism by 5 – 10% over the next four years	Accepted	C.Hudson	Ongoing	Six priorities for business development and growth identified within Framework. Action Plan in development as part of ECS Service Planning. Annual performance monitoring through Scrutiny, monthly Covalent updates and monthly individual performance scheduled once Service Plan agreed. A target of 11.5% has been set out the 5 year period of the framework.
Scrutiny	Leisure and tourism	3	Promotion and marketing - to consider as part of the future tourism plans the best forms of branding of Swale	Accepted	C.Hudson	Ongoing	To be included as part of the work to be undertaken on the Visitor Economy Framework and through partnership working with Visit Kent and other local partnerships. Meeting set up with Visit Kent on 13 June 2018
Scrutiny	Leisure and tourism	4	Visitors and local infrastructure - SBC should identify and provide sufficient coach parking in convenient locations to meet the demands of all visitors to Swale	Accepted	C.Hudson	Ongoing	Internal discussions with parking team underway on this critical issue
Scrutiny	Leisure and tourism	5	Visitors and local infrastructure - SBC should work closely with tourist attractions to ensure the Borough has a comprehensive coverage of up to date "brown tourist signs", including on strategic routes	Accepted	C.Hudson	Ongoing	Technical help is provided to visitor attractions through Visit Swale and Visit Kent using national visitor guidance and will continue
Scrutiny	Leisure and tourism	6	Visitors and local infrastructure - provision of more local signs	Accepted	C.Hudson	Ongoing	Signage forms part of the Visitor Economy Framework Action Plans.
Scrutiny	Leisure and tourism	7	Visitors and local infrastructure - consideration given to whether the funding of these signs could be supported by SBC, either through a new fund, Member grants, Section 106 grants or a combination of these	Accepted	C.Hudson	Ongoing	Signage forms part of the Visitor Economy Framework Action Plans.
Scrutiny	Leisure and tourism	8	Visitors and local infrastructure - SBC should make sustained efforts to influence KCC Highways and Highways England to fulfil their responsibilities to keep roads clean, and do the same with Network Rail in relation to the approaches to local stations	Accepted	C.Hudson	Ongoing	Establish high level tourism stakeholder group to monitor Visitor Economy Framework including external drivers impacting on tourism, leisure and hospitality
Scrutiny	Leisure and tourism	9	Working with the local tourism sector - that SBC facilitates the establishment of collaborative groups preferably led by the private sector and/or voluntary sector	Pending	C.Hudson	Ongoing	This is a model that has worked well in other LA areas where Visitor Economy Strategies and/or Destination Management Plans have been developed. The Council is working with the industry lead body in Faversham - Visit Faversham - (Tourism Committee) and has an 'observer' role. Visit Faversham is no longer a member of Visit Kent and all liaison and work for Faversham is managed through Visit Swale with input and support from Faversham Town Council's Tourism Officer. This has addressed one of the concerns of the industry that there was duplication within the area with regard to Visit Kent. Discussions with Sheppey Matters regarding Visit Sheppey continue and include agreeing a way forward for the management of the website and social media which is likely to result in establishing improved links to Visit Swale website and support along similar lines to that of Visit Faversham. Work to establish a similar vehicle for Sittingbourne will not commence until matters relating to Sheppey have been concluded which is likely to be September 2018. The heritage sector (Borough-wide) has now concluded its work and has received charitable status and become a Community Interest Organisation (CIO) which will improve their access to external funding and increase their independence and operational flexibility. This work has been professionally facilitated by a heritage consultant and with the support of both the Council and the South East Museums Development Network which in turn is funded by Arts Council England

Scrutiny	Leisure and tourism	10	Working with the local tourism sector - that SBC establishes a challenge fund of £3,000 to support new activities or events	Pending	C.Hudson	Ongoing	Resources will be allocated to the six priorities agreed and adopted within the Visitor Economy Framework. A working programme of key actions is currently being agreed between different service areas and resources for year 1 will be prioritised and allocated for expenditure in year 1. It is not envisaged that a separate Challenge Fund will be created as many new activities and events have and will continue to be supported through both heritage and culture grants (£10K in each pot) and those projects which add value to the visitor economy can be highlighted.
Scrutiny	Leisure and tourism	11	Research and intelligence - to conduct a full economic assessment of tourism in Swale. It is understood that this has been arranged to cover 2015 using "Destination Research". This should be repeated strictly every three years which has not recently been met	Implemented	C.Hudson	Complete	Model has been run based on 2015 data and the Visitor Economy Strategy will contain performance measures including volume and value data: noted requirement for performance monitoring every three years
Scrutiny	Leisure and tourism	12	Research and intelligence - additionally extra information should be sought from useful reports available on the tourism market	Accepted	C.Hudson	Ongoing	Council is in membership of Visit Kent and British Destinations Association and has access to tourism research and data on demand. The services of these and other agencies will be used to gather new intelligence informing marketing strategies
Scrutiny	Leisure and tourism	13	Research and intelligence - to make contact with several other similar Boroughs to develop a benchmarking programme to seek the best ways of increasing the economic and cultural effects of tourism. A minimum of £2,000 pa should be set aside for research	Accepted	C.Hudson	Ongoing	Districts meet twice a year through Visit Kent and the matter can be considered through this Forum. Meeting set up with Visit Kent on 13 June 2018 to discuss a programme for commissioning research
Scrutiny	Leisure and tourism	14	Financial and other support to the sector - SBC to proactively assist local tourist organisations to find and bid for grants to increase tourism	Accepted	C.Hudson	Ongoing	One of the outcomes in the Visitor Economy Framework is for business support to the sector, this will take many forms but will include access to grants. Internal meeting held to discuss the Welcome Programme - a combination of Fact Sheets and bespoke training for the Visitor Economy Sector
Scrutiny	Leisure and tourism	15	Financial and other support to the sector - consider the creation and promotion of a challenge fund worth around £5,000, subject to future review, which local tourism businesses could bid for	Pending	C.Hudson	Ongoing	State Aid rules may apply and a review will be undertaken to see how/if this might be best achieved. The industry will have access to a 'Welcome Programme' currently in development which will offer access to business support and a suite of training programmes to enhance business performance. All research and development undertaken will be uploaded to Invest in Swale and accessible by the industry. Tourism sectors will inform and prioritise research and development opportunities to support growth and development of industry. Those businesses in sector accessing service provision will be tracked using performance management system 'Evolutive' so the Council can provide a 'whole life' service
Scrutiny	Leisure and tourism	16	Financial and other support to the sector - that SBC increases the availability of officer time to ensure the best possible potential achievement of all the recommendations made by the Scrutiny Committee	Implemented	C.Hudson	Complete	Officer resource has been increased 2 x FTE to deliver the Visitor Economy Framework as documented in the Cabinet report of 7 February 2018.
Scrutiny	Housing Services	1	Cabinet should consider what more the Council can do to help housing associations to provide more affordable and social housing in Swale	Accepted	A.Christou	Ongoing	Cabinet's response: Agreed. The council works in close partnership with these key organisations, meeting regularly, and supporting funding bids for their homes with the Homes and Communities Agency National Affordable Housing Programme. As the scrutiny committee review report confirms, the operating landscape of social housing providers is changing, and it has become more challenging for them to provide the level of affordable rented housing that is needed within the borough. Housing association Boards are now taking difficult decision to focus more greatly on shared ownership housing, than rented housing, due to viability of house building schemes and the requirement of the lenders. This does not accord with Swale local plan requirements, or the needs of local residents and this will be fully considered within the development of the upcoming housing and homelessness strategy for Swale.
Scrutiny	Housing Services	2	Cabinet should consider ways to provide housing associations a closer role in planning applications for housing developments, e.g. by routinely consulting them	Accepted	A.Christou	Ongoing	Cabinet's response: Agreed. Housing associations partners are engaged in the development of the local plan, and consulted in all relevant planning policies as well as discussions on a site by site basis, as housing developments come forward. We will continue to seek additional ways to provide a closer role where possible and appropriate.
Scrutiny	Housing Services	5	That the Housing Team, supported by the Cabinet Member for Housing and Wellbeing, bid for capital funding should any empty properties become available that owners agree to let the Council use	Accepted	A.Christou	Ongoing	Cabinet's response: Agreed. The Council supports owners and landlords to secure cost-effective loans to renovate properties to bring back to use with some success. If and when such properties become available, the council will take a proactive approach, including where possible bidding for funds to make best use of the property to meet local needs.
Scrutiny	Housing Services	6	Cabinet should consider whether the residency criteria (i.e. living in Swale for four years out of five) in Swale's housing allocations policy is a help or hindrance towards helping those in housing need, and if the latter, whether the policy should be reviewed	Accepted	A.Christou	Ongoing	Cabinet's response: Agreed. With the soon to be implemented Homelessness Reduction Act, and recent case law affecting Reasonable Preference requirements the allocations policy does require a full review, and this will begin by May 2018.

Scrutiny	Housing Services	7	That Cabinet can be encouraged to writre to the Secretary of State for Communities and Local Government drawing attention to the severe pressure Swale was facing in housing homeless families	Accepted	A.Christou	Ongoing	Cabinet's response: Agreed.
Scrutiny	Development Management	-	That the Constitution be amended as follows in respect of delegations to the Head of Planning. In particular, to reduce, where appropriate, the number of applications coming before the Planning Committee for determination (rather than being determined under officer delegation), the following criteria need to be met in order for applications to come before the Committee in respect of representations made by parish and town councils, Members of the Council and members of the public:				
Scrutiny	Development Management	1	Where parish and town councils make a representation on an application which they wish to be determined at Planning Committee, this representation needs to be submitted in writing and give detailed reasons which are relevant material considerations with the support of a Member of the Council. Additionally it will give notice that it and/or the Member of the Council will speak to the representation at Committee	Pending	J.Freeman	Pending	Submitted to Cabinet for consideration
Scrutiny	Development Management	2	Members of the Council to give relevant material planning considerations why an application should be determined at Planning Committee	Pending	J.Freeman	Pending	Submitted to Cabinet for consideration
Scrutiny	Development Management	3	letters of representation, or petitions, from at least five separate addresses where the decision of the Head of Planning would conflict with these for an application to be determined at Planning Committee	Pending	J.Freeman	Pending	Submitted to Cabinet for consideration
Scrutiny	Development Management	4	(a) where a parish or town council and the relevant Swale Borough Council Member gives notice to attend and in the event does not attend without giving a justified reason, the Chairman of the Planning Committee shall have the right to decide whether the item should be heard or should be immediately delegated to officers	Pending	J.Freeman	Pending	Submitted to Cabinet for consideration
Key to status							
	Pending: Awaiting cabinet decision on whether to accept or reject.						
	Rejected: Recommendation not accepted by cabinet.						
	Accepted: Recommendation accepted, still within target date for implementation.						
	Implemented: Recommendation accepted, implementation complete.						
	Overdue: Recommendation accepted, target date for implementation exceeded.						

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O&S REVIEW PLAN: PERFORMANCE REVIEW



About performance reviews

The objective of a performance review is to examine the reasons for apparent under-performance of a council service, to assess prospects for improvement, and to make recommendations to Cabinet where appropriate. The output of a policy review is always a report to Cabinet. Typical questions for this type of review are:

- Is this service genuinely under-performing, and if so why?
- Are there plans and systems in place which will help it improve?
- What more needs to be done?

The review needs to be tightly focused on a single service area which appears to be under-performing against performance indicators, planned actions, customer satisfaction or budget management. A performance review could also be conducted on a service run by one of the council's partners, but in this case the committee will need to be clear that it has sufficient powers to review the service and make recommendations for improvements – if it does not, then the issue should be treated as an information item.

Part 1: Business Case	
Subject:	Development Management
Proposed by:	Scrutiny Committee
Length:	Expected to take a year from start to finish once review has begun in earnest
Objective	
<ul style="list-style-type: none"> • To review the effectiveness of Swale Borough Council's development management function; • As necessary, to make recommendations to Cabinet. 	
Justification	
<p>The purpose of this review is to review a range of elements within the development management function which has concerned Members. These include:</p> <ul style="list-style-type: none"> • the usefulness of reports received from statutory consultees (eg. Kent County Council Highways; Highways England; Environment Agency); • the role of parish and town councils in the development management process; • the proportion of decisions before the Planning Committee, delegated decisions and impact on cost and performance; • Member involvement in planning applications and Section 106 agreements – including the online tools available to help Members gain information on specific applications in their Wards; • adoption of parcels of land on developments; and • planning appeals. <p>The review is not concerned with the delays in processing planning applications, a backlog of casework and poor service to customers which resulted from the</p>	

implementation of the shared planning support service with Maidstone and Tunbridge Wells Borough Councils.

Evidence and information to be gathered

The following evidence and information will be sought:

- the protocols statutory partners operate when submitting representations on planning applications;
- what tools are available to Members to gain information on planning applications in their Wards, and to have greater input to Section 106 agreements;
- how Swale BC's system of deciding whether planning applications come before the Planning Committee or are delegated to officers compares with neighbouring councils – and what the implications are for cost and performance;
- the role of parish and town councils in the development management process and how this role can be further developed;
- the role of officers, Planning Committee Members and statutory consultees in the defence of planning appeals against the Council; and
- case studies on instances where small parcels of land on housing developments had created problems in relation to adoption and ongoing maintenance.

Sources of information and evidence

<i>Individual or organisation</i>	<i>Committee session</i>	<i>Task and finish panel, site visit, correspondence, or other method</i>	<i>To be decided</i>
<ul style="list-style-type: none"> • Cllr Gerry Lewin, Deputy Leader and Cabinet Member for Planning; • James Freeman, Head of Planning Services. 	√	X	X
<ul style="list-style-type: none"> • Member involvement in planning applications and S.106 agreements 	X	√	X
<ul style="list-style-type: none"> • Discussions with statutory consultees on the representations they make on planning applications 	X	√	X
<ul style="list-style-type: none"> • Discussions with parish and town councils 	X	√	X
<ul style="list-style-type: none"> • Observing how the Planning Committees and Development Management systems of other councils operate 	X	√	X

• Adoption of parcels of land on developments	X	√	X
Organisation(s) to be reviewed	If partners' activities are to be reviewed, what powers or influence does the committee have?		
	SBC only.		
	Partner organisation only.	Many of the partners the Committee will want to seek information from are statutory consultees on planning applications.	
X	SBC working in partnership.		
Timing constraints	There are no timing constraints as such, but it would be useful for the Committee to report as soon as possible so that any recommended changes for improved practices that are accepted by Cabinet can be implemented quickly.		
Part 2: Review Plan			
Review team			
Lead review member:		Councillor Andy Booth	
Other review members:		Cllrs Cameron Beart, Lloyd Bowen, Derek Conway, Mike Henderson and Ken Ingleton.	
O&S support officer:		Bob Pullen, Policy and Performance Officer	
SBC service liaison officer:		James Freeman, Head of Planning Services	
Key dates			
Date to begin evidence gathering:		13 January 2016	
Date(s) of committee sessions (if any):		Initial 'sounding' meeting held on 13 January 2016.	
Date for draft report to be presented to committee:		To be decided.	
Note: Dates of committee session(s) and for the report to be presented to committee must be added to the committee forward plan.			

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O&S REVIEW PLAN: PERFORMANCE REVIEW



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- Are there plans and systems in place which will help it improve?
- What more needs to be done?

The review needs to be tightly focused on a single service area which appears to be under-performing against performance indicators, planned actions, customer satisfaction or budget management. A performance review could also be conducted on a service run by one of the council's partners, but in this case the committee will need to be clear that it has sufficient powers to review the service and make recommendations for improvements – if it does not, then the issue should be treated as an information item.

Part 1: Business Case

Subject:	<i>Regeneration schemes (other than Sittingbourne Town Centre)</i>
Proposed by:	Scrutiny Committee
Length:	Expected to take 6 – 9 months from start to finish.

Objective

- To review the effectiveness of measures to regenerate the Borough, including the role played by Swale Borough Council and its partners;
- To review how individual schemes contribute to the strategic drivers of the local economy (business, skills, employability, infrastructure, investment, innovation etc);
- As necessary, to make recommendations to Cabinet.

Justification

One of the Council's key outcomes under the 'Borough to be proud of' priority theme in the Corporate Plan 2015-18 is to the 'delivery of smaller-scale regeneration projects elsewhere in the Borough to improve the appearance and facilities of our towns and villages'. This is the second key outcome under this priority theme after the regeneration of Sittingbourne Town Centre which understandingly takes centre stage in the Council's regeneration priorities.

The Scrutiny Committee already closely follow progress on the Sittingbourne Town Centre regeneration scheme through bi-monthly sessions with the Cabinet Member and Director of Regeneration, supplemented with monthly written updates to the Committee.

There is a danger that, given the prominence of the Sittingbourne Town Centre scheme in the Council's priorities, smaller schemes across Swale are possibly not receiving either the support or resources that they need.

It is recognised that not all regeneration activity in Swale is led by the Council.

Indeed, it is apparent that a range of organisations including private business, Government agencies, other public sector authorities and the voluntary and community sector are all involved in a range of projects across Swale.

This review is therefore promulgated on a two-pronged approach:

- (i) To examine a range of regeneration activities across Swale; and
- (ii) To examine how these activities fit into the wider strategic picture.

Evidence and information to be gathered

As mentioned above, the Sittingbourne Town Centre regeneration scheme is regularly scrutinised as part of the Committee's ongoing work programme, but it will feature in this review as a means of informing the wider picture element.

The Task and Finish Group (TFG) will develop a standard template to gather information on a range of regeneration activities across the borough. There won't be time to examine every single regeneration activity, so the Task and Finish Group will focus on a representative sample of activities across the Swale, with a mix of activities led either by the Council itself, the Council in partnership with other organisations or entirely by external bodies. These might be very large schemes with implications for large areas of the Borough, or very local ones which nevertheless have a positive impact on local communities.

The template/matrix will seek to gather information in a standard format on e.g. who leads the activity; location; timescale; costs/resources; SBC role; target outcomes/impacts; etc.

In the first stage, discussions will be held with all leading stakeholders within the Council (Cabinet Member, Director of Regeneration and her team), those leading regeneration activities, and visits to one or two local authorities with a similar socio-economic profile to Swale to investigate how others are tackling regeneration.

The second stage will examine how this activity links to the strategic outcomes the regeneration activity seeks to achieve (nb. The Policy Development Review Committee will be reviewing the Council's draft Regeneration Strategy at their meeting scheduled for 2 May 2018 – this Strategy will focus on a number of topics which are pertinent to this review).

Sources of information and evidence

<i>Individual or organisation</i>	<i>Committee session</i>	<i>Task and finish panel, site visit, correspondence, or other method</i>	<i>To be decided</i>
<ul style="list-style-type: none"> • Cllr Mike Cosgrove, Cabinet Member for Regeneration • Emma Wiggins, Director of Regeneration • Officers from Economy and Community Services 	X	√	X
<ul style="list-style-type: none"> • Regenerations scheme sponsors and partners 	X	√	X
<ul style="list-style-type: none"> • Other local authorities with similar socio-economic 	X	√	X

profile to Swale			
• [any others?]			
Organisation(s) to be reviewed	If partners' activities are to be reviewed, what powers or influence does the committee have?		
X SBC only.			
X Partner organisation only.			
X SBC working in partnership.			
Timing constraints	Aim to complete review and submit report and recommendations in time for start of Council's budget planning processes.		

Part 2: Review Plan	
Review team	
Lead review member:	Cllr Nigel Kay
Other review members:	Cllrs Cameron Beart, Mike Henderson and Roger Truelove
O&S support officer:	Bob Pullen, Policy and Performance Officer
SBC service liaison officer:	Emma Wiggins, Director of Regeneration
Key dates	
Date to begin evidence gathering:	TBA once Committee agree review plan
Date(s) of committee sessions (if any):	N/A
Date for draft report to be presented to committee:	Autumn 2018
Note: Dates of committee session(s) and for the report to be presented to committee must be added to the committee forward plan.	

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SCRUTINY COMMITTEE



7 June 2018	
<i>Draft Overview and Scrutiny Annual Report 2017/18</i>	
Lead Member:	Cllr Lloyd Bowen - 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 2017/18 for presentation to Council.	

1 Purpose of report and executive summary

- 1.1 The draft annual report at Appendix I provides details of the work of the Scrutiny Committee during 2017/18.

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 some good progress last year as noted in the report. Recommendations previously accepted by Cabinet 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 should 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 2017/18.

6 Officer contact details

Bob Pullen – Policy and Performance Officer
bobpullen@swale.gov.uk ☎ 01795 417187

Draft Overview and Scrutiny Annual Report 2017/18

Swale Borough Council

Foreword

Welcome to the overview and scrutiny report for 2017/18. The aim of this report is to reflect on the work that has been done in Swale this year.

2017/18 saw good progress made on a number of reviews including development management which produced an interim report and recommendations which have been submitted to Cabinet and housing services which has concluded with a report and recommendations which was considered at the first meeting of the Committee in 2017/18.

The Committee also had several sessions to consider progress of the Sittingbourne Town Centre regeneration, as well as considering the Cabinet's draft budget for 2018/19, fees and charges, and financial and performance monitoring reports.

2018/19 presents a particularly challenging financial climate for the Council and the Committee has to continually adapt and respond to meet the many challenges ahead. We need to give a particular focus to resources and continually challenge whether the services the Council provide are being delivered in the most cost effective and efficient ways.

The overview and scrutiny function at Swale should not be excluded from this continuous drive for efficiency and effectiveness and we will review, during the course of the year, how we can improve. It is four years since the Council last changed its overview and scrutiny processes and a further review of our systems and processes, to ensure we are as effective as the best in the country, is timely.

Overview and scrutiny will need to be at the very centre of the difficult decisions the Council will need to take during 2018/19 and we stand ready to play our part in these considerations in order to ensure that decisions are taken in a transparent and evidence-based way.

The Committee will continue to ensure that the Council's decision-making processes are appropriately scrutinised in a systematic, transparent and fair manner.

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 or telephone on 01795 417 330.

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 the start of 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 2017/18 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 during 2017/18:

Councillor Andy Booth	Chairman
Councillor Lloyd Bowen	Vice Chairman
Councillor Derek Conway	
Councillor Mike Dendor	
Councillor Mick Galvin	
Councillor June Garrad	
Councillor Mike Henderson	
Councillor Lesley Ingham *	
Councillor Ken Ingleton	
Councillor Nigel Kay	
Councillor Samuel Koffie-Williams	
Councillor Roger Truelove	
Councillor Ben Stokes	

*Councillor Ingham resigned from the Council in March 2018.

3 Scrutiny work programme

3.1 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 2017/18 are summarised below.

Work programme 2017/18			
Title	Frequency	Focus of discussion	Status
Performance and financial monitoring	Ongoing - reviewed periodically throughout the year	<ul style="list-style-type: none"> Indicators not achieving target significant budget variances 	Complete
Council budget	Annual review	<ul style="list-style-type: none"> The Cabinet's annual budget proposals are scrutinised before these are ratified by the Council 	Complete

Fees and charges	Annual review	<ul style="list-style-type: none"> The Committee considered Cabinet's proposals for fees and charges at an extraordinary meeting of the Committee held on 15 November 2017 	Complete
Scrutiny reviews			
Review	Date review template agreed	Report/recommendations submitted to Cabinet	Status
Sittingbourne Town Centre regeneration proposals	Not applicable	Regular updates provided by Cabinet Member for Regeneration and Director of Regeneration	Ongoing.
Housing services	14/10/15	Draft report of Task and Finish Group agreed by the Committee on 5 July 2017 and submitted to Cabinet on 6 September 2017	Complete.
Development management	30/08/17	Task and Finish Group made visits to several local authorities to find out how they operated development management. Interim report on officer delegations issued to Cabinet. Review continuing into 2018/19	Ongoing.
Planning enforcement	Not applicable	The Cabinet Member for Planning and Head of Planning attended the Committee twice during 2017/18 to bring the Committee up to date on restructuring of the Planning Enforcement function	Complete.
Regeneration activity	22/03/18	This review would be looking at the non-Sittingbourne Town Centre aspects of regeneration activity which was taking place in Swale, either led by the Council or by other organisations.	Ongoing.
Waste	Not applicable	The Cabinet Member for Environment and Rural Affairs and members of the Waste and Cleansing Team attended the Committee on 18 April 2018 to outline what measures the Council were taking to encourage residents to recycle more of their household waste.	Complete.

Performance and financial monitoring

- 3.2 The Committee receives reports on performance and financial monitoring at many of its meetings.
- 3.3 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.
- 3.4 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.

Council budget

- 3.5 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 25 January 2018. The Committee Chairman opened the meeting up so that any Council Member could attend and make representations. The Deputy Cabinet Member for Finance and Performance, 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.
- 3.6 Cabinet noted the Committee's comments at their meeting of 7 February 2018.
- 3.7 The reports the Scrutiny Committee considered on the Council's draft budget are available here:

<https://services.swale.gov.uk/meetings/ieListDocuments.aspx?CId=139&MId=1884&Ver=4>

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

<https://services.swale.gov.uk/meetings/documents/g1884/Printed%20minutes%2025th-Jan-2018%2019.00%20Scrutiny%20Committee.pdf?T=1>

Fees and charges

- 3.9 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 Performance and Chief Financial Officer is available here:
<https://services.swale.gov.uk/meetings/documents/g1876/Printed%20minutes%2015th-Nov-2017%2019.00%20Scrutiny%20Committee.pdf?T=1>

Sittingbourne Town Centre regeneration proposals

- 3.10 The Committee received updates throughout the year from the Cabinet Member for Regeneration and Director of Regeneration on the Sittingbourne Town Centre regeneration scheme.

Housing services

- 3.11 This review had started in the 2014/15 Municipal Year.
- 3.12 The Committee resolved to refresh this review and take it forward in the 2016/17 Municipal Year. The Committee approved the report of the Task and Finish Group which had been set up to undertake the review and this is available here:
<https://services.swale.gov.uk/meetings/documents/s7828/scrutiny%20committee%20work%20programme%202017-18.pdf>
- 3.13 The report and recommendations were subsequently submitted to Cabinet for their consideration and their response is available here:
<https://services.swale.gov.uk/meetings/documents/s8364/Housing%20Response%20SMT%20120917%20cabinet%20response%20to%20Scrutiny%20on%20Housing%20v3.pdf>

Development Management

- 3.14 This review was agreed by the Committee at the start of the previous Municipal Year and its purpose was to review the effectiveness of the Council's processes for deciding planning applications and all of the various elements that that entails.
- 3.15 A Task and Finish Group had been formed to take the review forward and so far its focus has been on the determination of planning applications, including delegation levels and the operation of the Planning Committee. The Task and Finish Group visited three other district councils in Kent to discuss these matters with Members and officers and to observe how their Planning Committees operate.
- 3.16 The Committee issued an interim report produced by the Task and Finish Group in order to link it to the agenda of the General Purposes Committee who were considering changes to the Council's Constitution, including officer delegations. The Committee's report on this aspect is available here:
<https://services.swale.gov.uk/meetings/documents/s10039/Interim%20TFG%20report%20on%20planning%20delegations%20-%20Revised%20after%20SC.pdf>
- 3.17 The report was subsequently submitted to Cabinet for consideration and their response is awaited.
- 3.18 Work on other aspects of the review will continue into 2018/19.

Planning enforcement

- 3.19 The Committee had expressed concern about the performance of the Council's planning enforcement function and had requested reports from the Cabinet Member for Planning and Head of Planning. The Committee held two separate sessions on this area during the course of the year and the record of those sessions are available here:

<https://services.swale.gov.uk/meetings/documents/g1873/Printed%20minutes%2030th-Aug-2017%2019.00%20Scrutiny%20Committee.pdf?T=1>

<https://services.swale.gov.uk/meetings/documents/g1891/Printed%20minutes%2022nd-Mar-2018%2019.00%20Scrutiny%20Committee.pdf?T=1>

Regeneration review

- 3.20 The Committee has begun a review looking at the non-Sittingbourne Town Centre activity occurring in the Borough. The Committee has established a Task and Finish Group to undertake the review and it has met once to scope the information it requires in order to start its work. Following changes to Committee membership agreed at Annual Council, membership of the Group will need to be revisited at the start of 2018/19.

Waste

- 3.21 The Committee has long had concerns about the performance indicators relating to waste and recycling which it monitors on a quarterly basis through the Council's performance management system. Therefore the Cabinet Member for Environment and Rural Affairs and officers from the Council's Waste and Cleansing Team attended Committee towards the end of the year to explain the way they were encouraging residents to recycle more of their household waste. A record of this is available here:
- <https://services.swale.gov.uk/meetings/documents/g1986/Printed%20minutes%2018th-Apr-2018%2019.00%20Scrutiny%20Committee.pdf?T=1>

Call-in

- 3.24 The Committee has the power to call-in Cabinet decisions which have been taken but not yet implemented and request that Cabinet reconsider their decision. There were no call-ins during 2017/18.

4 Contact details

- 4.1 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.

4.2 The Scrutiny Team provides independent and professional support and advice to the Members of Scrutiny Committee.

4.3 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 318
Swale House
East Street
Sittingbourne
Kent
ME10 3HT

By e-mail/telephone:

Bob Pullen – Policy and Performance Officer

BobPullen@swale.gov.uk

01795 417 187

Democratic Services

Democraticservices@swale.gov.uk

01795 417 330

4.3 A full list of Committee meeting dates, times, venues and agendas is available on Swale Borough Council's website:

<http://services.swale.gov.uk/meetings/ieDocHome.aspx?bcr=1>

Appendix I:

Scrutiny Committee membership and attendance - 2017/18

Name	Role	5 Jul	30 Aug	11 Oct	15 Nov	11 Jan	25 Jan	22 Mar
Committee members								
Cllr Andy Booth	Chairman	√	√	√	√	√	√	√
Cllr Lloyd Bowen	Vice-Chairman	X	√	√	√	X	√	√
Cllr Derek Conway	Committee Member	√	√	√	X	X	√	X
Cllr Mike Dendor	Committee Member	√	X	√	√	√	√	√
Cllr Mick Galvin	Committee Member	√	√	√	√	√	√	X
Cllr June Garrad	Committee Member	X	√	√	X	√	X	√
Cllr Mike Henderson	Committee Member	√	√	√	√	X	√	√
Cllr Lesley Ingham	Committee Member	√	X	√	X	X	X	X
Cllr Ken Ingleton	Committee Member	√	√	√	√	√	√	√
Cllr Nigel Kay	Committee Member	√	√	√	√	√	√	√
Cllr Samuel Koffie-Williams	Committee Member	√	X	√	√	√	√	X
Cllr Ben Stokes	Committee Member	√	X	√	√	√	√	√
Cllr Roger Truelove	Committee Member	X	√	√	√	X	√	√
Visiting members and *substitutes								
Cllr Cameron Beart	Member	*√	*√	√	*√	*√	*√	*√
Cllr Monique Bonney	Member					*√		
Councillor Mike Cosgrove	Cabinet Member for Regeneration	√		√		√	√	√
Cllr Duncan Dewar-Whalley	Cabinet Member for Finance and Performance	√	√		√			√
Cllr Paul Fleming	Member				*√		*√	
Cllr Alan Horton	Cabinet Member for Safer Families & Communities	√	√		√		√	
Cllr Gerry Lewin	Deputy Leader and Cabinet Member for Planning				√			√
Cllr Peter Marchington	Member						√	
Cllr Bryan Mulhern	Deputy Cabinet Member for Planning						√	√

Name	Role	5 Jul	30 Aug	11 Oct	15 Nov	11 Jan	25 Jan	22 Mar
Cllr Colin Prescott	Member		*√					
Cllr Ken Pugh	Cabinet Member for Housing and Wellbeing						√	
Cllr David Simmons	Cabinet Member for Environment and Rural Affairs						√	
Cllr Ghlin Whelen	Member			√	√		√	
Cllr Ted Wilcox	Deputy Cabinet Member for Finance and Performance	√	√		√		√	√
Swale Borough Council officers								
Katherine Bescoby	Democratic and Electoral Services Manager						√	
Peter Binnie	Special Projects Manager	√		√		√		
Martyn Cassell	Head of Commissioning and Customer Contact	√			√		√	
David Clifford	Policy and Performance Manager	√	√		√		√	
Philippa Davies	Democratic Services Officer				√			
James Freeman	Head of Planning		√		√		√	√
Charlotte Hudson	Interim Head of Economy and Community Services						√	
Jo Millard	Senior Democratic Services Officer	√	√	√		√		√
George Mynehan	Planning Enforcement Contractor							√
Tony Potter	Business Improvement Officer				√			
Bob Pullen	Policy and Performance Officer	√	√	√	√	√	√	√
Mark Radford	Chief Executive						√	
Dean Radmore	STC Regeneration Scheme Manager			√		√		√
Graham Thomas	Area Planning Officer				√			
Nick Vickers	Chief Financial Officer	√	√		√		√	√
Emma Wiggins	Director of Regeneration	√		√		√		√
Phil Wilson	Financial Services Manager						√	

Scrutiny Committee work programme - 2018/19

Review title	Reviewers	Status	07-Jun	04-Jul	29-Aug	03-Oct	07-Nov	15-Jan	23-Jan	27-Feb	21-Mar
Quarterly budget monitoring	Committee	Live		4th Qtr	1st Qtr				2nd Qtr		
Quarterly performance monitoring	Committee	Live		4th Qtr			1st Qtr	2nd Qtr			
Scrutiny of 2018/19 Budget proposals	Committee	Live							✓		
Scrutiny of 2018/19 Fees and Charges proposals	Committee	Live					✓				
STC update - Cabinet Member and officers present	Committee	Live	✓		✓		✓			✓	
STC update - written report only	Committee	Live		✓		✓		✓			✓
Development Management	Task and Finish Group	Live									
Non STC regeneration activity	Task and Finish Group	Live									
CCTV	Task and Finish Group	Not scoped									

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

July 2018 - October 2018

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 Gerry Lewin – Deputy Leader and Cabinet Member for Planning

Councillor Duncan Dewar-Whalley - Cabinet Member for Finance and Performance

Councillor Mike Cosgrove - Cabinet Member for Regeneration

Councillor David Simmons – Cabinet Member for Environment and Rural Affairs

Councillor Alan Horton – Cabinet Member for Safer Families and Communities

Councillor Ken Pugh – Cabinet Member for Housing and Wellbeing

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

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

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	<p>Cabinet Delegated Decision - date to be confirmed - Easement for New Water Main, Kemsley - DS Smith Paper</p> <p>This report is to seek approval for the grant of an easement over various parcels of Council owned land to install a replacement for part of the water pipe from Sonora Fields in Sittingbourne to the paper mill in Kemsley.</p>	Cabinet Delegated Decisions	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Part exempt		<p>Cabinet Member for Finance and Performance</p> <p>Kent Parker</p>
	<p>Swale Strategic Air Quality Action Plan 2018 – 2022</p> <p>A review and quantitative assessment has been made of the proposed measures put forward in the current Interim Air Quality Action Plan.</p> <p>The measures have been reviewed and endorsed by the Air Quality Steering Group and now require Cabinet approval before being submitted to Defra. These</p>	Cabinet 11 July 2018	<p>Key</p> <p>It is significant in terms of its effect on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Cabinet Member for Environment and Rural Affairs</p> <p>Tracey Beattie</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
	measures provide the basis on which Swale intends to improve air quality within the declared Air Quality Management Areas and the wider district. It identifies the actions Swale and its partners can take to achieve this improvement within the context of other strategic tools.					
	<p>Cabinet's response to recommendations of Scrutiny Committees review of Development Management</p> <p>Cabinet's formal response to the recommendations brought forward by the Scrutiny Committees review of Development Management.</p>	Cabinet 11 July 2018	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local authority incurring expenditure or savings in excess of £100,000 or to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.</p>	Open		<p>Cabinet Member for Planning</p> <p>Bob Pullen</p>
	<p>Financial Management report - financial outturn report 2017/18</p> <p>Cabinet is asked to consider this report which shows the revenue</p>	Cabinet 11 July 2018	<p>Non-Key</p> <p>This is not a key decision because is it not likely to result in the local</p>	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	and capital outturn for 2017/18 and to approve rollovers into 2018/19.		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.			
	Minutes of the Local Plan Panel held on 27 June 2018	Cabinet 11 July 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning James Freeman
	Minutes of the Local Plan Panel held on 31 May 2018	Cabinet 11 July 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning Gill Harris

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 Joint Transportation Board meeting held on 25 June 2018	Cabinet 11 July 2018	Non-Key	Open		Cabinet Member for Regeneration
	Minutes of the Local Plan Panel held on 20 September 2018	Cabinet 26 September 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning James Freeman
	Minutes of the Swale Joint Transportation Board meeting held on 10 September 2018	Cabinet 26 September 2018	Non-Key	Open		Cabinet Member for Regeneration
	Financial Management Report: April - June 2018 This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 3, covering the period from April to June 2018.	Cabinet 26 September 2018	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance Nick Vickers
	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 2019/20 for submission to	Cabinet 31 October 2018	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance Nick Vickers

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Council. Charges will take effect from 1 April 2019.					
	Minutes of the Local Plan Panel held on 29 November 2018	Cabinet 12 December 2018	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning James Freeman
	Financial Management Report: April to September 2018 This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 6, covering the period from April to September 2018.	Cabinet 12 December 2018	Non-Key This is not a key decision as it is for information only.	Open		Cabinet Member for Finance and Performance Nick Vickers
	Medium Term Financial Plan and 2019/20 Budget This report sets out the Council's Medium Term Financial Plan and proposals for the 2019/20 Budget.	Cabinet 12 December 2018	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance Nick Vickers
	Medium Term Financial Plan and 2019/20 Budget This report sets out the Council's	Cabinet 6 February 2019	Non-Key This is not a key decision as it will be considered	Open		Cabinet Member for Finance and Performance Nick Vickers

Item	Decision item and background information	Decision maker, date of meeting	Key Decision	Will the report be exempt or have any exempt appendices?	List of the documents submitted to the decision maker	Lead Member and Lead Officer
	Medium Term Financial Plan and proposals for the 2019/20 Budget.		and decided by full Council.			
	Treasury Management Strategy Statement and Investment Strategy 2019/20 This report sets out and seeks approval of the proposed Treasury Management Strategy and Investment Strategy for the Council in 2019/20. It will be proposed to Council at the meeting on 20 February 2019.	Cabinet 6 February 2019	Non-Key This is not a key decision as it will be considered and decided by full Council.	Open		Cabinet Member for Finance and Performance Nick Vickers
	Minutes of the Swale Joint Transportation Board meeting held on 17 December 2018	Cabinet 6 February 2019	Non-Key	Open		Cabinet Member for Regeneration
	Minutes of the Local Plan Panel held on 31 January 2019	Cabinet 6 February 2019	Non-Key This is not a key decision as the making and adoption of the LDF will ultimately be considered and decided by full Council.	Open		Cabinet Member for Planning James Freeman
	Minutes of the Swale Joint Transportation Board meeting held on 18 March 2019	Cabinet 20 March 2019	Non-Key	Open		Cabinet Member for Regeneration

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>Financial Management Report: April - December 2018</p> <p>This report shows the revenue and capital projected outturn for 2018/19 as at the end of period 9, covering the period from April to December 2018.</p>	Cabinet 20 March 2019	Non-Key This is not a key decision as it is for information only.	Open		<p>Cabinet Member for Finance and Performance</p> <p>Nick Vickers</p>