



AGENDA

CABINET MEETING

Date: Wednesday, 12 June 2019

Time: 7.00pm

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

Membership: Councillors Mike Baldock (Vice-Chairman), Monique Bonney, Angela Harrison, Ben J Martin, Richard Palmer, Roger Truelove (Chairman) and Tim Valentine.

Quorum = 3

RECORDING NOTICE

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	Pages
1. Emergency Evacuation Procedure	
<p>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.</p> <p>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.</p> <p>The Chairman will inform the meeting that:</p> <p>(a) in the event of the alarm sounding, everybody must leave the building</p>	

via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park. Nobody must leave the assembly point until everybody can be accounted for and nobody must return to the building until the Chairman has informed them that it is safe to do so; 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

3. Minutes

To approve the [Minutes](#) of the Meeting held on 20 March 2019 (Minute Nos. 570 - 581) 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 B Reports for information/decision by Cabinet

- | | | |
|----|--|---------|
| 5. | Coalition Priorities: Update and Next Steps (information report) | 5 - 8 |
| 6. | Budget Update (information report) | 9 - 12 |
| 7. | Queenborough and Rushenden Regeneration Scheme funding increase | 13 - 16 |
| 8. | Outside Bodies Nominations to be made by Cabinet | 17 - 22 |

Issued on Monday, 3 June 2019

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 Cabinet, please visit www.swale.gov.uk

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

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Cabinet Meeting	
Meeting Date	12 June 2019
Report Title	Coalition priorities: update and next steps
Cabinet Member	Cllr Roger Truelove – Council Leader
SMT Lead	David Clifford
Head of Service	Head of Policy, Communications and Customer Services
Lead Officer	
Key Decision	Discussion paper only, not for decision
Classification	Open
Recommendations	Cabinet is asked to note progress towards the coalition’s priorities to date, and to review and discuss next steps. This report is not for formal decision.

1 Purpose of Report and Executive Summary

- 1.1 This report updates cabinet on progress towards the coalition’s priorities to date, and invites members to review and discuss the most appropriate next steps.

2 Background

- 2.1 Following the election of the new council leader on 22 May, the five-group coalition administration has set out its political priorities, and officers have begun to work through these with a view to producing a revised corporate plan (or equivalent) to cover the period to 2023.
- 2.2 This discussion paper sets out progress made to date on these political priorities, together with a sense of the likely next steps. It also draws members’ attention to any potential issues which officers have identified under each of the priorities in terms of the need to make rapid progress on them, and invites members’ views on these.

3 Discussion

Constitution review

- 3.1 The deputy leader has met with the monitoring officer to set out the aims of the review, and the immediate next step is for an ‘objectives and options’ paper to go to policy development and review committee in July to inform a discussion there. Several councils around the country have taken advantage of the flexibility in the Localism Act 2011 to move away from the leader-and-cabinet model, so the paper will draw on their experiences to help members develop their ideas. In order formally to effect a return to the committee system, council will need to pass

a resolution to that end, probably in October, and the new constitution would then be adopted and come into force at the next annual council meeting in May.

- 3.2 Members are keen that the new arrangements should strengthen residents' opportunities to participate in council decision-making, and this is one factor which the review will need to accommodate. However, there will also be a need for strong public consultation as part of the review process itself, so the July PDRC paper will invite discussion of this.
- 3.3 Other factors which the review will need to consider carefully include the extent to which the council is willing to increase the cost of transacting its business by having more individuals and more meetings involved in decision-making, and how the council can strengthen the coherence of its decision-making (for example on cross-cutting issues such as health and sustainability) while diffusing power more widely. None of these issues needs to be insurmountable, but they do require careful thought. It is likely that some additional temporary resource will be required to conduct the review with sufficient rigour, consultation and attention to detail.

Local plan

- 3.4 Members and officers have met to discuss the vision and approach to local plan-making going forwards. It has been agreed that the local plan panel meeting on 6 June will be an opportunity for members to have an unconstrained and in-principle discussion of strategic options, in order both to help planning officers better to understand members' preferences and to enable panel members to gain a better sense of each other's perspectives. The s106 agreement on the Wises Lane application has been deferred until July.
- 3.5 All political groups represented in the chamber seem to be agreed that issues around spatial planning were a key concern of residents at the recent election, and the coalition has a very clear local mandate for change. The challenge now will be for members and officers to work together either to interpret that mandate within the constraints imposed by central government and/or to determine the extent to which those constraints can be challenged without undue risk to the council and the borough.

Climate emergency

- 3.6 The cabinet member for the environment met with relevant officers to begin to draw up a future work programme on 28 May, and will be able to update members verbally at the cabinet meeting.

Housing

- 3.7 The leader, the cabinet member and the deputy cabinet member have all met with the head of housing, economy and community services to begin to set out the vision for the council's role in housing over the next few years. Much of the analytical work which was recently completed to inform the development of the

housing, homelessness and rough sleeping strategy remains valid and useful, but work has now begun to review the interpretation of this in order for an updated version of the strategy to come to cabinet in July. This analytical work also resulted in recommendations to reconfigure the way the housing options service is delivered, and this is also due to be progressed.

- 3.8 Following preliminary discussions with members, officers have begun to consider residential options for Sittingbourne High Street and how these could be brought forward through the master-planning process, as well as options for key sites in the borough. Officers are also arranging for preliminary meetings to be held between relevant members and the borough's housing providers.

Community inclusion and safety

- 3.9 The cabinet member and deputy cabinet member have met with the head of housing, economy and community services to develop priorities for the years ahead. The CCTV strategy is due to come to cabinet in July.

Health

- 3.10 The cabinet member for health and wellbeing met with relevant officers to discuss priorities on 28 May, and will be able to update members verbally at the cabinet meeting. Officers have drawn up a draft job description for a health and wellbeing officer post, based on the brief discussion held with cabinet members on 14 May.
- 3.11 Officers are keen to move quickly on this recruitment, as the recruitment is more likely to be successful if it can be completed before the summer period. Pending the cabinet member's approval of the job description, the intention is to take this to the council's job evaluation panel for a grading decision in early June so that the job can be advertised shortly afterwards.

Economy and skills

- 3.12 The cabinet member for economy and property has met with the head of housing, economy and community services to begin to establish vision and priorities for the years ahead, including on town centres, tourism and the council's portfolio of property assets.
- 3.13 Officers have begun to undertake research into the costs and feasibility of becoming a living wage employer. Initial findings are that this would affect only a small number of the council's own employees and could thus probably be implemented quickly.
- 3.14 The matter is more complex in respect of the council's contractors, not only because of the costs involved but also because employment risk in council contracts is generally with the contractor, which means that the council often has no contractual right to determine wage levels. It is however very unlikely that this will turn out to be an insuperable issue, and a report will come to cabinet in July

setting out more detail on options and timescales for implementation, as well as likely costs.

Public realm and open spaces

- 3.15 The leader and cabinet member for the environment have met with the head of commissioning, environment and leisure services to ascertain priorities and discuss the constraints on capital spend. The intention for the initial stages is for the policy development and review committee to be heavily involved in the selection of projects, and a preliminary discussion will be had with the committee very shortly. Depending on the outcome of the constitution review, it is expected at this stage that this role will be taken over by area committees or equivalent in future years.

4 Alternative Options

- 4.1 This report makes no recommendation to agree a specific proposal, so there are no alternative options at this stage.

5 Consultation Undertaken or Proposed

- 5.1 As this is a discussion paper only, there has been no public consultation on it. As part of the constitution review, the coalition aims to improve transparency and accountability by enhancing public participation in council decision-making. It is expected that this will require improved and/or more extensive mechanisms for public consultation.

6 Implications

- 6.1 Cross-cutting implications have not been fully analysed at this stage because the report is for discussion only and does not contain any recommendations for decision.

7 Appendices

- 7.1 There are no appendices.

8 Background Papers

- 8.1 There are no background papers.

Cabinet Meeting	
Meeting Date	12 June 2019
Report Title	Budget Update
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	Nick Vickers, Chief Financial Officer
Head of Service	Nick Vickers, Chief Financial Officer
Lead Officer	Nick Vickers, Chief Financial Officer
Key Decision	No
Classification	Open
Recommendations	1. To endorse the proposals.

1 Purpose of Report and Executive Summary

- 1.1 Council agreed the budget for 2019/20 on 20 February. This report will set out the new administrations immediate financial priorities which will be brought forward in detailed reports starting in July.

2 Background

- 2.1 The Finance Department has just completed the preparation of the Council's financial accounts and these will be submitted to Audit Committee for their approval on 29 July. Linked to the preparation of the accounts the revenue and capital outturn has been prepared and will be reported to Cabinet on 12 July.

- 2.2 The initial outturn figures show a revenue underspend of £931,000.

- 2.3 As far as Reserves are concerned the position is:

(1) Reserves have risen from £19,876,000 to £23,883,000,

(2) The increase in reserves of £4,007,000 is primarily due to Business Rates (£3m), and

(3) Business rates reserve increase mainly due to:

- Pilot Housing and Commercial Growth Fund £846,000 (to be agreed with North Kent Cluster Leaders)
- Pool Economic Growth Fund £754,000 (KCC consultation required)
- Pilot Financial Sustainability Fund and other Pilot benefits greater than budgeted £1,100,000.

2.4 This administration will manage the finances of the Council soundly with advice from Mr Vickers and Mr Wilson. Reserves were at around £10m at the beginning of this decade and they were deemed to be adequate at that time and the fact they have more than doubled in that time means that there are resources available to fund essential investment in the borough to improve the range and quality of services that we provide to our residents.

3 Proposals

3.1 Starting at the 12 July Cabinet we will bring forward detailed proposals for:

- (1) Establishing a Special Projects Fund with £1m per annum of Reserves committed to it for four years to fund community projects and improvements in the public realm,
- (2) Additional posts in health and housing funded by specific grants and staff savings in other areas, and
- (3) Implementing the Living Wage. Immediately for our staff and as soon as possible for our major contracts where the employees are primarily our residents. This would include leisure, waste, cleansing and grounds maintenance contracts.

4 Alternative Options

4.1 The options will be more fully developed and brought forward.

5 Consultation Undertaken or Proposed

5.1 There will be opportunities for Scrutiny Committee and Policy Development and Review Committee to examine detailed proposals.

6 Implications

Issue	Implications
Corporate Plan	Proposals will support the plan objectives updated for the new administration.
Financial, Resource and Property	These proposals will be delivered within the overall resources of the Council.

Legal, Statutory and Procurement	Legal, statutory and procurement requirements will be met
Crime and Disorder	No direct implications.
Environment and Sustainability	No direct implications.
Health and Wellbeing	Support additional resource in this area.
Risk Management and Health and Safety	No direct implications.
Equality and Diversity	Equality and diversity issues will be considered as detailed proposals are brought forward.
Privacy and Data Protection	No direct implications.

7 Appendices

None

8 Background Papers

None

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Cabinet Meeting	
Meeting Date	12 th June 2019
Report Title	Queenborough & Rushenden HIF Increase
Cabinet Member	Cllr Monique Bonney, Cabinet Member for Economy and Property
SMT Lead	Emma Wiggins, Director of Regeneration
Head of Service	Charlotte Hudson, Head of Housing, Economy & Community Services
Lead Officer	Debbie Townrow, Economic Development Officer
Key Decision	Yes
Classification	Open
Recommendations	1. To provide delegated authority to the Director for Regeneration and the Chief Financial Officer in consultation with the Cabinet Member Economy and Property and the Cabinet Member for Finance to enter into the Homes England Grant Determination Agreement to provide £5.1million HIF funding to support the Queenborough & Rushenden regeneration scheme and staff resources allocated to administer the funds in line with requirements.

1 Purpose of Report and Executive Summary

- 1.1 Homes England Housing Infrastructure Funding (HIF) of £3.5million was secured to assist the delivery of the infrastructure improvements required to enable Phase 4 of the Queenborough and Rushenden regeneration scheme to be developed. Cabinet approval to sign up to the Grant Determination Agreement (GDA) for this funding was received in December 2018.
- 1.2 This grant funds the land raising works to bring the development area for phase 4 out of the flood zone, and the site clearance plus land remediation works required to enable development to commence.
- 1.3 Prior to signing up to the GDA for this funding, changes to market conditions and material availability have meant that there is a shortfall between this funding and the actual costs for the schedule of works. A further bid has now been successfully approved by Homes England to cover this shortfall and so approval is now required to enter into the GDA for the revised amount of £5,180,200.
- 1.4 Approval is now required for signing the GDA with Homes England to enable Swale to receive the increased funds and allocate staff resources to administer the funds as per the GDA's requirements, in line with the December Cabinet approval.

2 Background

- 2.1 In December 2018, Cabinet approved delegated authority to the Director for Regeneration and the Chief Financial Officer in consultation with the Cabinet Member for Regeneration and the Cabinet Member for Finance & Performance to enter into the Homes England Grant Determination Agreement (GDA) to provide £3.5 million HIF funding secured from Homes England to assist the delivery of the infrastructure improvements required to enable Phase 4 of the Queenborough and Rushenden regeneration scheme to be developed.
- 2.2 Since that time, Homes England have carried out a tender process for the Mill Site at Queenborough to procure identical works to those included within the works schedule funded by this money. This exercise resulted in the tender returns being returned at a significantly higher cost than anticipated due to cost inflation and material availability. Homes England utilised the services of their technical consultant to review and revise the schedule of costs produced based on the information received from the recent works and tender exercises. This work resulted in the revised total now being £5,180,200 (including consultancy fees and a 10% contingency) against an original total of £3,500,000.
- 2.3 Following discussions with the Homes England HIF department, we were advised that they would be prepared to receive an additional bid for funding from us to increase our funding to cover these revised costs. This bid and supporting information were submitted to Homes England on 3rd April and approved in principle by their funding panel on 2nd May.
- 2.4 The GDA has been reviewed by our Legal team and independent advice has been sought from an external independent solicitor to advise on any State Aid implications and the previous agreement for £3.5million was ready for approval. The GDA for this increased funding will be the same drafting so whilst due process will still be followed, it is not expected that any issues will be raised by our legal advisors at this point.
- 2.5 The December Cabinet approval also covered the commissioning of consultants via Homes England's framework to procure the consultant to manage the contractor procurement and oversee the delivery of the works included within the HIG spend profile. This decision is not affected by this increase in funding.

3 Proposals

- 3.1 It is proposed that the Homes England HIF Grant Determination Agreement for the provision of £5,180,200 to support the Queenborough & Rushenden regeneration scheme be entered into and staff resources allocated to administer the funds in line with the requirements.

4 Alternative Options

- 4.1 An alternative option would be to not enter into the funding agreement. This option is not considered as a suitable alternative as without the funding, the overall viability of the Queenborough and Rushenden scheme is impacted. This will lead to potentially significant delays in bringing forward further phases and on phase 4 of the project in particular.
- 4.2 There is an alternative option to enter into the original funding agreement for the £3.5million. This option is not considered as a suitable alternative as the shortfall in funding would mean the full schedule of works required to enable Phase 4 to progress would not be deliverable and the delays in bringing forward phase 4 and other phases would still occur. The overall viability of the scheme would be impacted and the ability for Swale to meet the requirements of the funding agreement would also be negatively impacted.

5 Consultation Undertaken or Proposed

- 5.1 Internal consultation has taken place with relevant colleagues in Legal, Procurement, Finance and Senior Management Team. There has also been ongoing dialogue with Homes England.
- 5.2 Legal and Procurement colleagues will be required to approve all process and documentation prior to any agreements being signed or contracts issued.

6 Implications

Issue	Implications
Corporate Plan	The Queenborough and Rushenden Regeneration scheme is a key element of Delivering Regeneration within the current Corporate Plan and contributes to the delivery of major regeneration projects in the Borough to improve the appearance and facilities of our towns and villages.
Financial, Resource and Property	Failing to secure this grant funding investment would elongate the development timescales and delay the delivery of homes, in particular within phase 4 of the scheme.
Legal, Statutory and Procurement	Both Legal and Procurement have indicated that the proposals and all associated documents provided to date are acceptable. On receipt of further documentation, they will again be subject to review by colleague from the relevant service areas.
Crime and Disorder	None identified at this stage.
Environment and	None identified at this stage.

Sustainability	
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	Failing to secure this grant funding would put the future of the Queenborough and Rushenden Regeneration scheme at risk of failure through elongating the development timescales.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	All regulatory and legislative requirements associated with privacy and data protection are accounted for and met by utilising the council's procurement portal, Pro-Contract.

7 Appendices

None.

8 Background Papers

12th December 2018 Cabinet Report – Queenborough & Rushenden HIF Process

Cabinet Meeting

Meeting Date	12 June 2019
Report Title	Appointments to outside bodies
Cabinet Member	Leader
SMT Lead	Director of Regeneration
Head of Service	n/a
Lead Officer	Democratic and Electoral Services Manager
Key Decision	No
Classification	Open

Recommendation	1. That Cabinet considers making appointments to the outside bodies listed in Appendix I for the 2019/20 municipal year.
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1 Purpose of Report and Executive Summary

- 1.1 This report is asking Cabinet to consider the list of outside bodies set out in Appendix I and agree representation for the municipal year 2019/20. It should be noted that appointments to other outside bodies, trusts administered by Swale Borough Council and statutory bodies were made at Annual Council on 22 May 2019. The remainder are to be made by the Cabinet as they are linked to the discharge of Executive functions.

2 Background

- 2.1 Proposals for nominations are set out in Appendix I.

The Council Leader is appointed to the following bodies by warrant of being leader:

- District Councils' Network (DCN)
- Kent Council Leaders
- Local Government Association (LGA)
- Mid Kent Services
- South East England Councils (SEEC)
- Swale Public Services Board
- Thames Gateway Kent Partnership
- Thames Gateway Strategic Group
- Kent and Medway Economic Partnership

- 2.2 **Register of Interests** – Members are required to record any changes to their interests arising from their appointment to an outside body.

Further guidance and advice on outside body appointments will be forwarded to Members.

3 Proposal

- 3.1 Cabinet are asked to consider the list of outside bodies, and then make appointments to them.

4 Alternative Options

- 4.1 Cabinet can decide not to make appointments to some or all of the outside bodies listed.

5 Consultation Undertaken or Proposed

- 5.1 Following the review of outside body appointments undertaken during 2011/12 municipal year, arrangements were audited and a protocol was agreed; although this protocol does not cover Cabinet appointments or representation on outside bodies.

6 Implications

Issue	Implications
Corporate Plan	A Council to be proud of.
Financial, Resource and Property	None identified at this stage, although should the Cabinet recommend to Council to review the process and policy of nominations on outside bodies, this would have a human resource implication.
Legal and Statutory	<p>The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 sets out the responsibilities defining those that are Council functions and those that are functions of the Executive.</p> <p>Some appointments are as Trustees or Directors which have specific legal responsibilities and liabilities for the individual member.</p> <p>To ensure compliance with the Members' Code of Conduct any member appointed to an outside body must review their declaration in the Members' Register of Interests within 28 days of any change.</p>
Crime and Disorder	None identified at this stage.
Sustainability	None identified at this stage, although should there be a further review of the process and policy of nominations on outside bodies, this could have equality and diversity implications.
Health and Wellbeing	None identified at this stage.

Risk Management and Health and Safety	The audit of outside bodies reviewed the roles and capacities of Members the Council nominates to outside bodies. The audit enabled the Council to identify and manage any risks that may arise from making appointments to outside bodies and allows members to take informed decisions about whether or not they wish to accept appointments that could impose significant legal obligations on them.
Equality and Diversity	None identified at this stage, although should there be a further review of the process and policy of nominations on outside bodies, this could have equality and diversity implications.

7 Appendices

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

- Appendix I: Sets out the current representation on trusts and outside bodies and proposed nominations.

8 Background Papers

None.

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Appendix I – Outside Bodies Nominations for 2019/20 – appointments made by Cabinet

More nominations than seats are in bold italic

See below – nomination not required

	Organisation	Nominations for 2018/19	Nominations for 2019/20
13	PATROL Adjudication Joint Committee (Parking and Traffic Regulations Outside London Adjudication Joint Committee) (was Adjudication Joint Committee (Parking))	Cabinet Member for Housing and Safer Communities – Cllr Alan Horton Deputy Cabinet Member for Housing and Safer Communities – Cllr Andy Booth (substitute)	Cllr Tim Valentine Cllr Eddie Thomas (sub)
14	Optivo Kent General Panel	Cllr Mike Dendor	<i>Cllr Ben Martin</i> <i>Cllr Mike Dendor</i>
15	South Thames Gateway Building Control Joint Committee	Cabinet Member for Planning – Cllr Gerry Lewin Deputy Cabinet Member for Planning – Cllr Bryan Mulhern (substitute)	Cllr Mike Baldock Cllr Alastair Gould (sub)
16	Children’s Operational Group	Cabinet Member for Health and Wellbeing – Cllr Sarah Aldridge	Cllr Angela Harrison
17	CCTV Partnership Board	Cabinet Member for Housing and Safer Communities – Cllr Alan Horton	Cllr Richard Palmer
18	Health Overview and Scrutiny Committee (Nominations determined by Kent Leaders)	East Kent – Cllr Michael Lyons (Folkestone and Hythe) and Cllr Joe Howes (Canterbury) West Kent – Cllr Marion Ring (Maidstone) and Cllr Marilyn Peters (Dartford)	Nominations determined by Kent Leaders
	Kent and Medway Health and Wellbeing Board	Cabinet Member for Health and Wellbeing – Cllr Sarah Aldridge Deputy Cabinet Member for Health and Wellbeing – Tina Booth (substitute)	Cllr Angela Harrison Cllr Hannah Perkin (sub)
19	Kent Association of Local Councils (Swale Area Committee)	Leader – Cllr Bowles Cabinet Member for Housing and Safer Communities – Cllr Alan Horton (substitute)	By invitation
20	Kent Downs and Marshes LEADER (Executive Body)	Leader – Cllr Bowles	Cllr Tim Valentine
21	Kent Resource Partnership (was Kent Waste Partnership)	Cabinet Member for Environment and Rural Affairs – Cllr David Simmons	Cllr Tim Valentine

22	Coastal Issues – Special Interest Group	Cabinet Member for Environment and Rural Affairs – Cllr David Simmons	Cllr Tim Valentine
23	Police and Crime Panel	Cabinet Member for Housing and Safer Communities – Cllr Alan Horton	Cllr Richard Palmer
24	South East Employer	Cabinet Member for Finance and Performance – Cllr Duncan Dewar-Whalley	Cllr Roger Truelove Cllr Derek Carnell (sub)
25	South East England Councils	Leader – Cllr Bowles Deputy Leader – Cllr Alan Horton (substitute)	Cllr Roger Truelove Cllr Mike Baldock (sub)
	Swale Community Leisure Limited	Council representative not allocated in 2018/19	Representative no longer required
26	Swale District Advisory Board	Cabinet Member for Health and Wellbeing – Cllr Sarah Aldridge	Cllr Angela Harrison
27	Staying Put	Cabinet Member for Housing and Safer Communities – Cllr Alan Horton	Cllr Ben J Martin
28	Thames Gateway Kent Partnership	Leader – Cllr Bowles Cabinet Member for Regeneration – Cllr Mike Cosgrove (substitute)	Cllr Monique Bonney Cllr Roger Truelove (sub)