

Agenda

Council Meeting

Date: Wednesday, 28 January 2026

Time 7.00 pm

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

Quorum = 16

Pages

Recording and Privacy Notice

Swale Borough Council is committed to protecting the security of your personal information. As data controller we process data in accordance with the Data Protection Act 2018 and the UK General Data Protection Regulation.

This meeting may be recorded. The recording will be retained in accordance with the Council's data retention policy and may be published on the Council's website. By entering the chamber and by speaking at a meeting, whether in person or online, you are consenting to being recorded and to the recording being published.

When joining a meeting online, your username will be visible to others in attendance. In joining the meeting you are consenting to us processing your username. You may use a pseudonym as your username but the use of an inappropriate name may lead to removal from the meeting.

If you have any questions about how we look after your personal information or your rights under the legislation, please email dataprotectionofficer@swale.gov.uk.

1. Emergency Evacuation Procedure

Visitors and members of the public who are unfamiliar with the building and procedures are advised that:

- (a) The fire alarm is a continuous loud ringing. In the event that a fire drill is planned during the meeting, the Chair will advise of this.
- (b) Exit routes from the chamber are located on each side of the room, one directly to a fire escape, the other to the stairs opposite the lifts.
- (c) In the event of the alarm sounding, leave the building via the nearest safe exit and gather at the assembly point on the far side of the car park. Do not leave the assembly point or re-enter the building until advised to do so. Do not use the lifts.
- (d) Anyone unable to use the stairs should make themselves known during this agenda item.

2. Apologies for Absence

3. Minutes

To approve the Minutes of the Meetings held on 19 November 2025 ([Minute Nos. 466 - 477](#)) and 10 December 2025 ([Minute Nos. 556 - 568](#)) as correct records.

4. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves, their families or friends.

The Chair will ask Members if they have any disclosable pecuniary interests (DPIs) or disclosable non-pecuniary interests (DNPIs) to declare in respect of items on the agenda. Members with a DPI in an item must leave the room for that item and may not participate in the debate or vote.

Aside from disclosable interests, where a fair-minded and informed observer would think there was a real possibility that a Member might be biased or predetermined on an item, the Member should declare this and leave the room while that item is considered.

Members who are in any doubt about interests, bias or predetermination should contact the monitoring officer for advice prior to the meeting.

5. Mayor's Announcements

6. Questions submitted by the Public

To consider any questions submitted by the public. (The deadline for questions is 4.30 pm on the Wednesday before the meeting – please contact Democratic Services by e-mailing democraticservices@swale.gov.uk or call 01795 417330).

7. Questions submitted by Members

To consider any questions submitted by Members. (The deadline for questions is 4.30 pm on the Monday the week before the meeting – please contact Democratic Services by e-mailing democraticservices@swale.gov.uk or call 01795 417330).

8. Leader's Statement

9. Motion - Border Emergency 5 - 8

10. Climate and Ecological Emergency - Annual Report 9 - 48

11. Constitution Amendment 49 - 58

12.	Area Committee Review	59 - 86
13.	Reduction in Number of Service Committees	87 - 90
14.	Appointment of Local Independent Member for the Independent Members' Remuneration Panel	91 - 94

15. Exclusion of Press and Public

To decide whether to pass the resolution set out below in respect of the following item: That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1.

1. Information relating to any individual.

16.	Exempt Appendix - Appointment to the Independent Remuneration Panel	95 - 96
-----	---	---------

Issued on 20 January 2026

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 democraticservices@swale.gov.uk. To find out more about the work of the Council, please visit www.swale.gov.uk.

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

This page is intentionally left blank

Motion for Full Council – 28 January 2026

Border and Immigration Pressures – Housing, HMO Regulation and Local Service Impacts in Swale

This Council notes that:

1. Swale Borough Council holds statutory responsibilities for housing, homelessness prevention, temporary accommodation, planning control, environmental health, and the maintenance of community wellbeing within the borough.
2. National immigration and border policy decisions relating to both legal migration (including asylum, resettlement and permitted routes) and illegal or irregular migration are reserved to central government but are having sustained and material downstream impacts on local authorities, including Swale.
3. These impacts arise through increased demand for accommodation, pressure on housing supply, rising use of temporary accommodation, and strain on council-funded services.
4. At its meeting on 1 October 2025, this Council debated and supported stronger management and regulation of Houses in Multiple Occupation (HMOs), including progression of an Immediate Article 4 Direction, explicitly recognising cumulative pressures on local housing stock, neighbourhood amenity, and service capacity.

5. That debate acknowledged that local housing pressures are not occurring in isolation, but are exacerbated by national policy decisions beyond the Council's control, the effects of which must nevertheless be managed locally.

6. Local authorities are increasingly required to absorb the financial, operational and social consequences of central government policy, including migration-related pressures without equivalent local discretion, sufficient funding certainty, or long-term strategic clarity.

This Council believes that:

1. Where national migration and border policy decisions create significant and ongoing local impacts, it is both appropriate and necessary for councils to make clear, evidence-based representations to Government.
2. Public confidence in housing allocation, community cohesion, and local service provision depends on fairness, transparency, and systems that are effective in practice, not merely in principle.

This Council resolves:

- A. To formally recognise that both legal and illegal migration pressures are contributing to housing and service challenges within Swale, including impacts on housing availability, temporary accommodation usage, homelessness services, private sector housing regulation, and community cohesion.
- B. To request the Leader of Swale Borough Council to write to the Prime Minister and relevant Secretaries of State to:

1. set out the practical and financial impacts of these pressures on Swale Borough Council services and residents;
2. call for clear national leadership and accountability in addressing the local consequences of migration-related pressures;
3. urge Government to bring forward coherent legislative, operational and funding measures that reduce pressure on local housing markets and council services, including support for temporary accommodation costs; and
4. invite Government to review whether existing legal and policy frameworks governing migration are operating effectively, within domestic and international law, to enable timely and proportionate outcomes.

C. That this correspondence be shared with Swale's local Members of Parliament, Kent County Council, and be made publicly available.

Proposed by: Councillor Richard Palmer

Seconded by: Councillor Kieran Mishchuk

This page is intentionally left blank

Council	
Meeting Date	28 January 2026
Report Title	Climate and Ecological Emergency Annual Progress Report
EMT Lead	Emma Wiggins, Director of Neighbourhoods and Regeneration
Head of Service	Martyn Cassell, Head of Environment and Leisure
Lead Officer	Janet Hill, Climate Change Officer
Classification	Open
Recommendations	1 For noting.

1 Purpose of Report and Executive Summary

- 1.1 Due to the changed timing of the Environmental Services and Climate Change Committee a final draft had to be published rather than the final document. Any changes made by the Committee will be given as a verbal update at Council.
- 1.2 On June 26, 2019, the Council declared a Climate and Ecological Emergency, as well as setting ambitious net-zero targets
- 1.3 The 2025 Climate and Ecological Emergency Action Plan set revised targets for a net-zero Swale by 2045.
- 1.4 The 2019 Declaration committed the Council to producing an Annual Report on the progress made towards becoming a net-zero Council and Borough.
- 1.5 This is the seventh Annual Report, and the first to be made on the revised Climate and Ecological Emergency Action Plan which was adopted in March 2025.

2 Background, Context and Proposals

- 2.1 In the revised Climate and Ecological Emergency Action Plan the Council set new net-zero targets.
- 2.2 This includes a 2045 Borough wide target, five years ahead of the legally binding 2050 national net-zero target.
- 2.3 Targets for Swale Council's own operations are disaggregated by scope, which can help to understand, target, and report on emissions. For Scope 1 and Scope 2 emissions, the Council will be net-zero by 2035, while a 2045 net-zero target is in place for scope 3.

- 2.4 The full report can be found in Appendix I

Progress Highlights

- 2.5 A Steering Group consisting of councillors and officers convenes quarterly to update on the top 10 priority actions.
- 2.6 A 294-panel solar array is to be installed on the roof of Swale House in Spring 2026, which will generate approximately 117,128 kWh, and offsetting 50% of the total electricity currently consumed by Swale House annually.
- 2.7 Works have begun on Sheerness Revival, with the Council's Climate and Ecological Emergency commitments reflected in the redevelopment of Master's House, East Kent College, and the Healthy Living Centre. Master's House is being completed to BREEAM 'Good', and Air Source Heat Pumps and Solar PV are being installed. At East Kent College, building orientation has been considered to maximise daylight, shading, and natural ventilation, while the roof is being built to incorporate a bio-solar roof to provide renewable energy generation and benefits to biodiversity. Air Source Heat Pumps have been installed. The Reconfiguration of the Healthy Living Centre is being completed to BREEAM 'very good', with improvements made to the building's insulation, and the installation of Air Source Heat Pumps. All materials from demolition works are being recycled, with much crushed and used as substrates for new pathways.
- 2.8 The Local Walking and Cycling Infrastructure Plan went out for consultation at the start of October and received 87 responses. Work is now underway to collate and analyse these before adoption of the LCWIP.
- 2.9 Swale Cycle Recycle continued to expand, with 298 refurbished bikes being re-distributed back into community over the course of the year. Funding from the Consolidated Active Travel Fund is being used to begin recycling scooters and upskill workshop staff so the scheme can begin running Dr Bike sessions.
- 2.10 The Council's continued participation in Solar Together has resulted in 33 installations in Swale throughout 2025, with a further 26 households having paid deposits.
- 2.11 The Fuel and Water Advisory Service is continuing, with 685 fuel vouchers and 377 energy packs provided to residents across Swale. £43,065 of water debt has been cleared.
- 2.12 On Carbon Literacy Action Day 2025 six Swale Councillors completed their Carbon Literacy Training and achieved full accreditation. The first cohort of 120 students completed their Carbon Literacy in June 2025. A second cohort at the school has started training as of September, and work is now underway to rollout training at EKC Secondary in the next academic year.

- 2.13 The Council is working with Kent Wildlife Trust to create a pilot habitat bank at Queendown Warren Nature Reserve, helping to restore the landscape, provide long term protection, and satisfy Biodiversity Net Gain (BNG) requirements where on-site offsetting is not feasible. A Biodiversity Net Gain grant from DEFRA is being used to identify further sites within Swale that may be suitable for habitat banks. A 20% BNG uplift is being sought through the Local Plan Review. The 3Cs project is now complete.
- 2.14 The UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) have been used to establish the Community Infrastructure Grant and Rural Swale Small Business Grant which has supported capital investment for community benefit in Swale. Projects have been prioritised based on investment which improves the environmental and financial sustainability of community facilities and amenities through carbon reduction measures. Successful projects have included the installation of solar battery storage at a sports club, the purchase and installation of LED lighting at a village hall, and a solar array for a charity.
- 2.15 During National Tree Week and Swale Tree Week, 210 free native whips were given out at markets across the Borough, and five planting events were held which saw 1600 whips planted across Swale. A further 20 standard trees were planted to support the rejuvenation of the Easthall Community Orchard. These have been attended by students from five local schools as well as volunteers.

Going Forward

- 2.16 In the next few years Kent will undergo Local Government Reform. This brings change, uncertainty, but also opportunity.
- 2.17 The years since the 2019 Climate and Ecological Emergency Declaration has been marked by fiscal strain, the cost-of-living crisis, and Covid-19. Despite this, the Council has made positive progress, which has and will continue to bring tangible benefits for residents and the Council. If this resilience is anything to go on, then despite the challenges Swale Council will be able to continue to work effectively to reduce its operational emissions and see year-on-year cuts on borough wide emissions.

3 Recommendations

- 3.1 1. For Committee to approve and to take to Council for noting.

4 Alternative Options Considered and Rejected

- 4.1 While there are no decisions required as the result of this report, an option could be to rescind the Climate and Ecological Emergency Declaration. This is not recommended as it would result in a slower decrease in emission reductions both

for in the Council's operations and the wider Borough. Doing so would also result in reputational damage.

5 Consultation Undertaken or Proposed

- 5.1 Members of the Climate and Ecological Steering Group have been involved in the writing of this report by providing information and updates from their service areas.

6 Implications

Issue	Implications
Corporate Plan	Delivering on the declarations and revised targets will enhance quality of life of residents, demonstrate good governance, and ensure well managed assets.
Financial, Resource and Property	The Annual Progress Report identifies where funding has been used. Where funding has been used, capital and revenue funding has been assessed on an individual project basis.
Legal, Statutory and Procurement	None identified at this stage
Crime and Disorder	None identified at this stage
Environment and Climate/Ecological Emergency	The projects within the report support deliver a more a sustainable borough and council.
Health and Wellbeing	There are tangible benefits on the health and wellbeing of residents as the result of climate action.
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	None identified at this stage
Privacy and Data Protection	None identified at this stage
Local Government Reorganisation	In the next few years Kent will undergo Local Government Reform. This brings change, uncertainty, but also opportunity.

7 Appendices

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

- Appendix I: 2026 Climate and Ecological Emergency Progress Report

8 Background Papers

[2025 Climate and Ecological Emergency Action Plan](#)

This page is intentionally left blank

Annual Climate and Ecological Emergency Progress Report

January 2026

Page 15





2025 Climate and Ecological Annual Report

Foreword

In June 2019 Swale Borough Council declared a Climate and Ecological Emergency. Since then tackling this emergency has been at the heart of our operations both internally and externally.

We set some of the most ambitious net zero targets in the country and these targets drove the Council to begin working on projects which may have otherwise been delayed such as tree planting, LED roll out, establishment of car clubs, and building retrofits.

In March 2025 we adopted a new revised Action Plan to update the way in which we tackle the emergency taking into account the challenging economic and social landscapes.

This will be the seventh Annual Report, covering the activities undertaken in 2025 to address the emergency, and the first to report on progress against the revised Action Plan.

As shown in this report we have made positive progress in reducing emissions directly within our control and supporting the wider Borough in decarbonising.

In the next few of years all the authorities in Kent will be restructured and merged with neighbouring local authorities into unitary authorities, which will bring challenges, but equally opportunities.

Funds such as Pride in Place will provide £20 million to communities on East Sheppey over the next decade, while the Pride in Place Impact Fund will help residents across the wider Borough. Both present an opportunity for the Council to collaborate with communities to deliver sustainable regeneration that will benefit residents for generations to come.

I look forward to working with councillors, officers and residents to further our progress towards net zero.



Figure 1: Cllr Dolley Wooster, Chair Environmental Services and Climate Change Committee



2025 Climate and Ecological Annual Report

Background

In June 2019 Swale Borough Council, in common with many other local authorities, passed a motion to declare a Climate and Ecological Emergency.

The motion set some of the most ambitious targets in the United Kingdom, with the Council then seeking to achieve net- zero carbon across our operations by 2025 and Borough wide by 2030.

These targets drove the Council to begin working on projects which may have otherwise been delayed such as tree planting, LED roll out, establishment of car clubs, and building retrofits. Despite this, the time since the 2019 declaration has been challenging, and it became clear the Council could not achieve its targets.

Throughout 2024, officers completed a carbon audit to set a new emissions baseline and in March 2025 the Environment and Climate Change Committee (now the Environmental Services and Climate Change Committee) adopted a revised Climate and Ecological Emergency Action Plan.

The 2019 motion also included the provision of an Annual Report in January of each year.

This will be the seventh Annual Report, covering the activities undertaken in 2025 to address the emergency, and the first to report on progress against the revised Action Plan.



2025 Climate and Ecological Annual Report

2025 Climate and Ecological Emergency Action Plan

The [2025 Climate and Ecological Emergency Action Plan](#) set revised targets for the Council to achieve net zero in our own operations, as well as across the wider Borough.

For the first time, targets have been disaggregated by scope.

The re-baselining exercise undertaken by the Council in 2024 showed varied levels of changes in the emissions of each scope, meaning there are different opportunities and challenges in achieving net-zero for each. Separating the targets also means it is clearer to see how the Council must act.



The revised targets include a 2035 net zero target for the Council's own scope 1 and scope 2 emissions, and a 2045 net zero target for both the Council's scope 3 emissions, and the Borough.

The revised action plan includes seven focus areas, under which actions are grouped.

This Annual Report covers the measures taken towards achieving the ambitions of the Climate and Ecological Emergency Action Plan, as well as any other interventions taken by the Council to deliver a net-zero Swale.



2025 Climate and Ecological Annual Report

Establishing a baseline

To monitor progress against our targets, we need to understand the emissions of the Borough. Regional greenhouse gas statistics are published each year by the Department for Energy Security and Net Zero (DESNZ), although for the purpose of robust reporting these feature a two-year lag. This means the most available data is from the 2023 calendar year.

In Swale in 2023, 42.18% of CO₂ emissions came from the Industry Sector, while only 5.62% came from the Commercial Sector. Transport accounted for the next largest source of emissions, at 32.25%, followed by the Domestic Sector emissions from houses at 16.05%, Agricultural Sector emissions (3.68%), Public Sector emissions (1.82%), and waste management (<0%).

Land Use, Land Change and Forestry meant that 15.5 kt CO₂e was sequestered from the atmosphere. This can be attributed to carbon sequestration from forest and grassland in Swale.

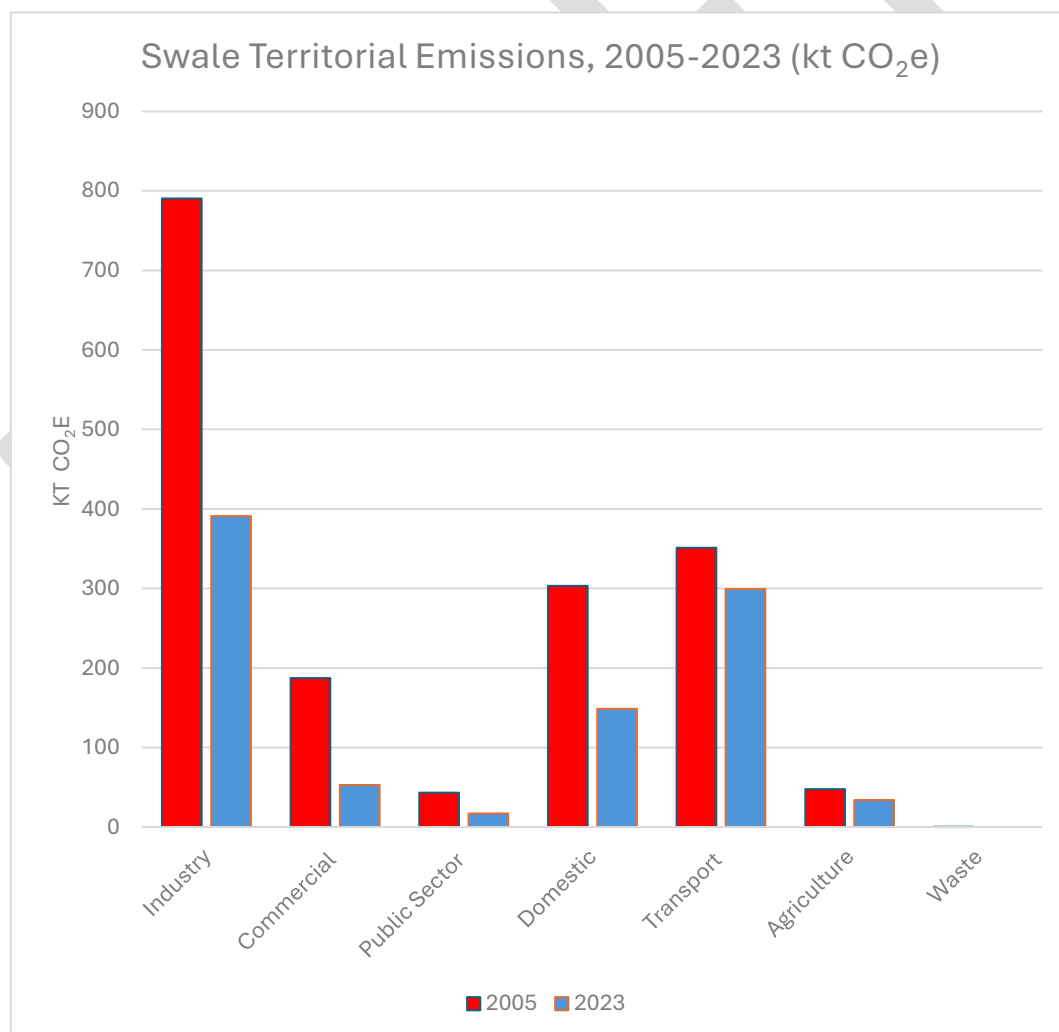


Figure 2: Source, DESNZ



2025 Climate and Ecological Annual Report

The total carbon emissions from the borough have decreased by 45.79% since 2005, from 1710.5 kt CO₂e to 927.3 kt CO₂e in 2023.

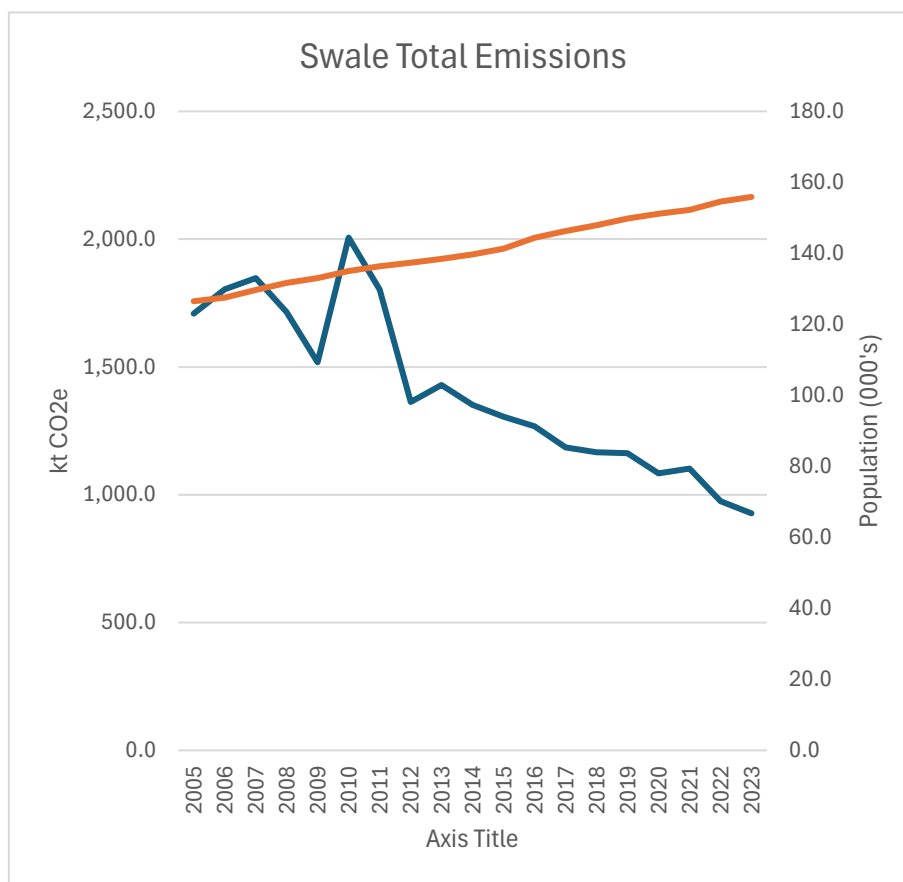


Figure 3: Source, DESNZ

Since Swale Borough Council declared a Climate and Ecological Emergency in 2019, the per capita emissions of Swale have fallen from 7.8 tCO₂e to 5.9 tCO₂e.

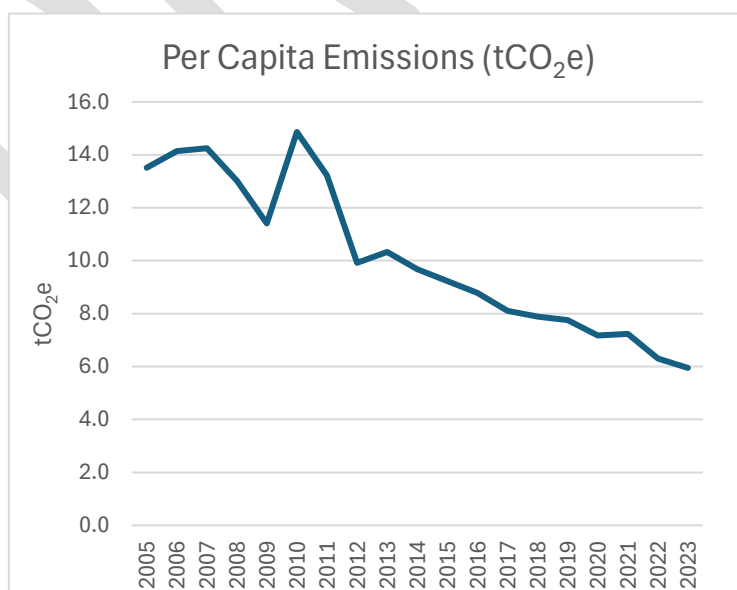


Figure 4: Source, DESNZ



Swale has a long industrial heritage and so emits much more from this sector than any other Kent authority, although work is underway to address this. In 2023, the industrial sector produced 391.1 kt CO₂e, accounting for 42.18% of the borough's total emissions. This is a 50.2% reduction from the 2005 baseline used in DESNZ reporting.

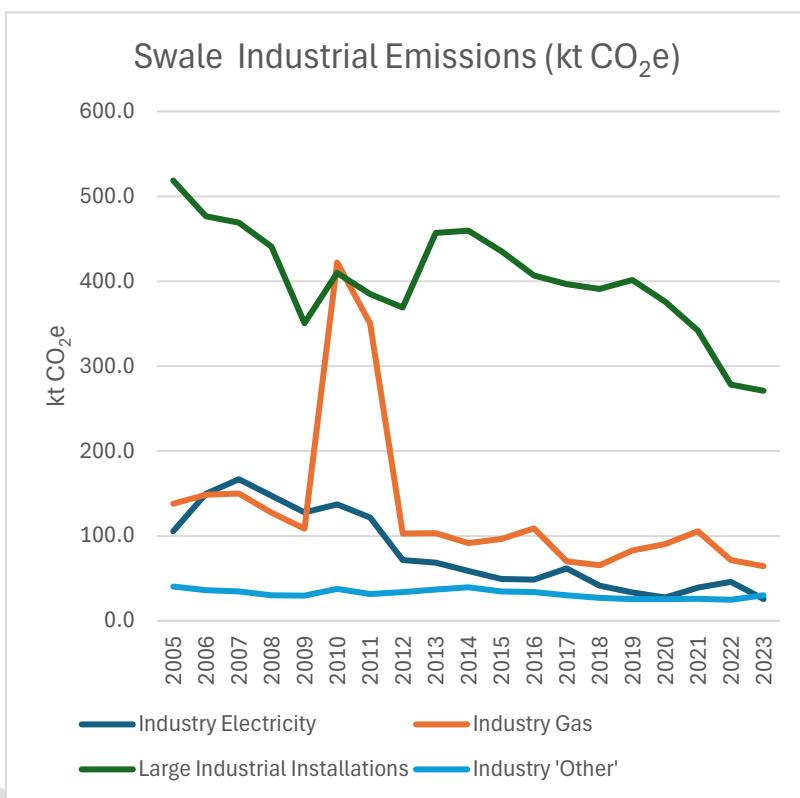


Figure 5: Source, DESNZ

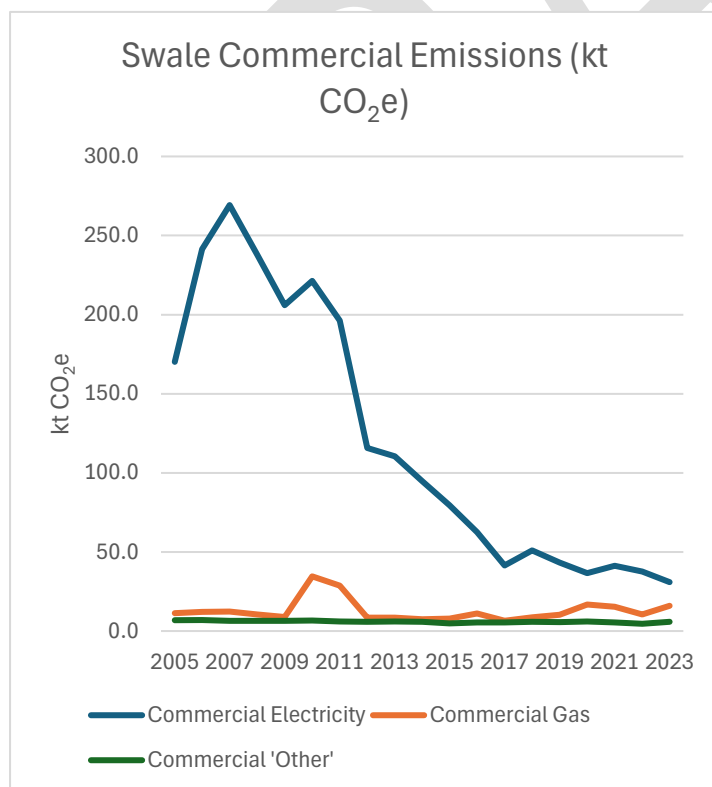


Figure 6: Source, DESNZ

In 2005, the commercial sector of Swale was responsible for emitting 187.5 kt CO₂e, a figure which has decreased by 71.89% to just 52.7 kt CO₂e in 2023. Much of this can be attributed to a significant drop in emissions arising from the use of electricity. The sector now accounts for 5.62% of the borough's total emissions.



2025 Climate and Ecological Annual Report

The public sector has seen a 43% reduction in emissions since 2005, when the sector emitted 43 kt CO₂e. The latest data shows that this has dropped to just 16.9 kt CO₂e, representing 1.82% of the borough's total emissions.

In 2005, the sector emitted 303.4 kt CO₂e, a figure for which the use of electricity was predominantly responsible for. Despite a peak between 2010-2011 emissions in the sector have become stable and in 2023 emitted 148 kt CO₂e, a reduction of 50.96% from the 2005 baseline. This represents 16.05% of Swale's total emissions.

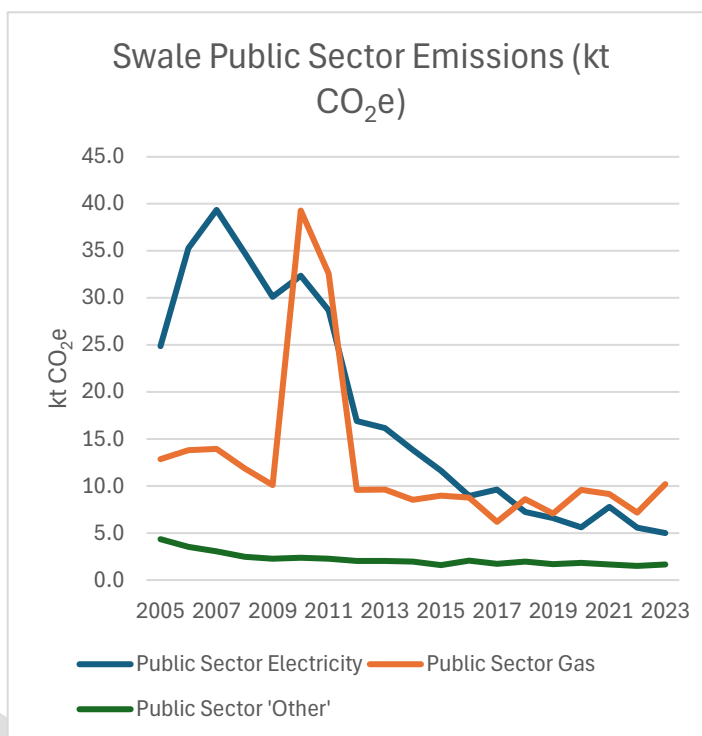


Figure 7: Source, DESNZ

The transport sector is Swale's second largest emitting sector before industry, representing 32.25% of the borough's total.

Unlike other sectors included within this report emissions derived from the transport sector cannot be entirely attributed to Swale. In 2023, 33.97% of transport emissions could be attributed to vehicles using the motorways that cross through the borough.

The sector saw a swift decrease in emissions because of the measures put into place during the COVID-19 emergency, and although emissions have since increased, they remain 11.4% below pre-covid levels. Since 2005, emissions from the sector have decreased by 14.85%, from 351.4 kt CO₂e to 299.1 kt CO₂e.

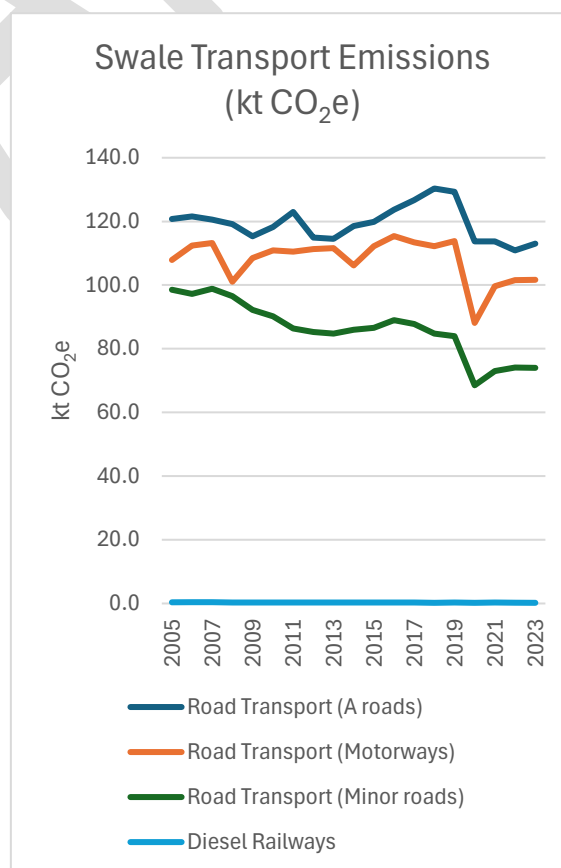


Figure 8: Source, DESNZ



2025 Climate and Ecological Annual Report

The domestic sector emitted 148.8 kt CO₂e in 2023, accounting for 16.05% of the borough's total emissions. Since 2005, emissions from the sector have decreased by 35.32%.

Much of this decrease can be attributed by reductions in emissions arising from electricity, owing to the gradual decarbonisation of the national grid, as well as increased uptake of domestic photovoltaics.

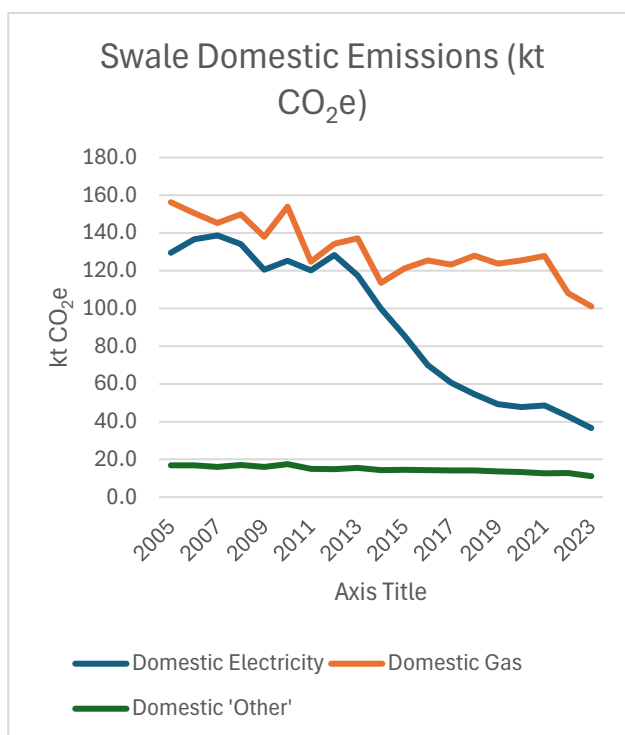


Figure 9: Source, DESNZ

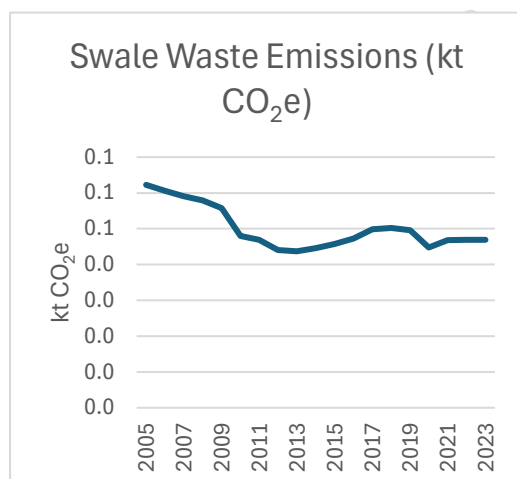


Figure 10: Source, DESNZ

Emissions from waste management have always accounted for a negligible proportion of the borough's total.

The Agricultural Sector emitted 34.1 kt CO₂e in 2023, a decrease of 28.36% from 2005 levels. The agricultural sector now accounts for 3.68% of the boroughs total emissions.

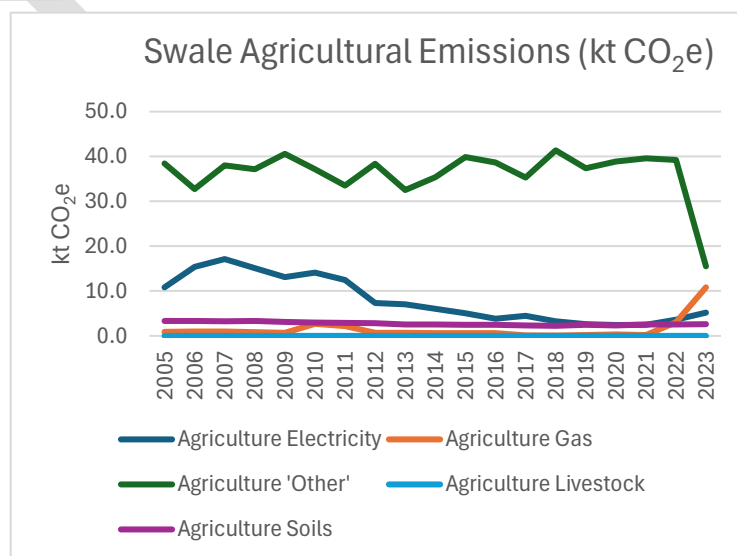


Figure 11: Source, DESNZ



2025 Climate and Ecological Annual Report

Renewable Generation

At the end of 2023, there were 3136 installation sites producing renewable energy in Swale, an increase of 25.38% from the previous year. Of these, 99.39% were domestic photovoltaics.

The remaining sites include 13 onshore wind installations, three sites generating renewable energy from sewerage gas, landfill gas, or municipal solid waste, and one site generation energy from biomass.

The total generation of these is estimated to be 807.4 MW.

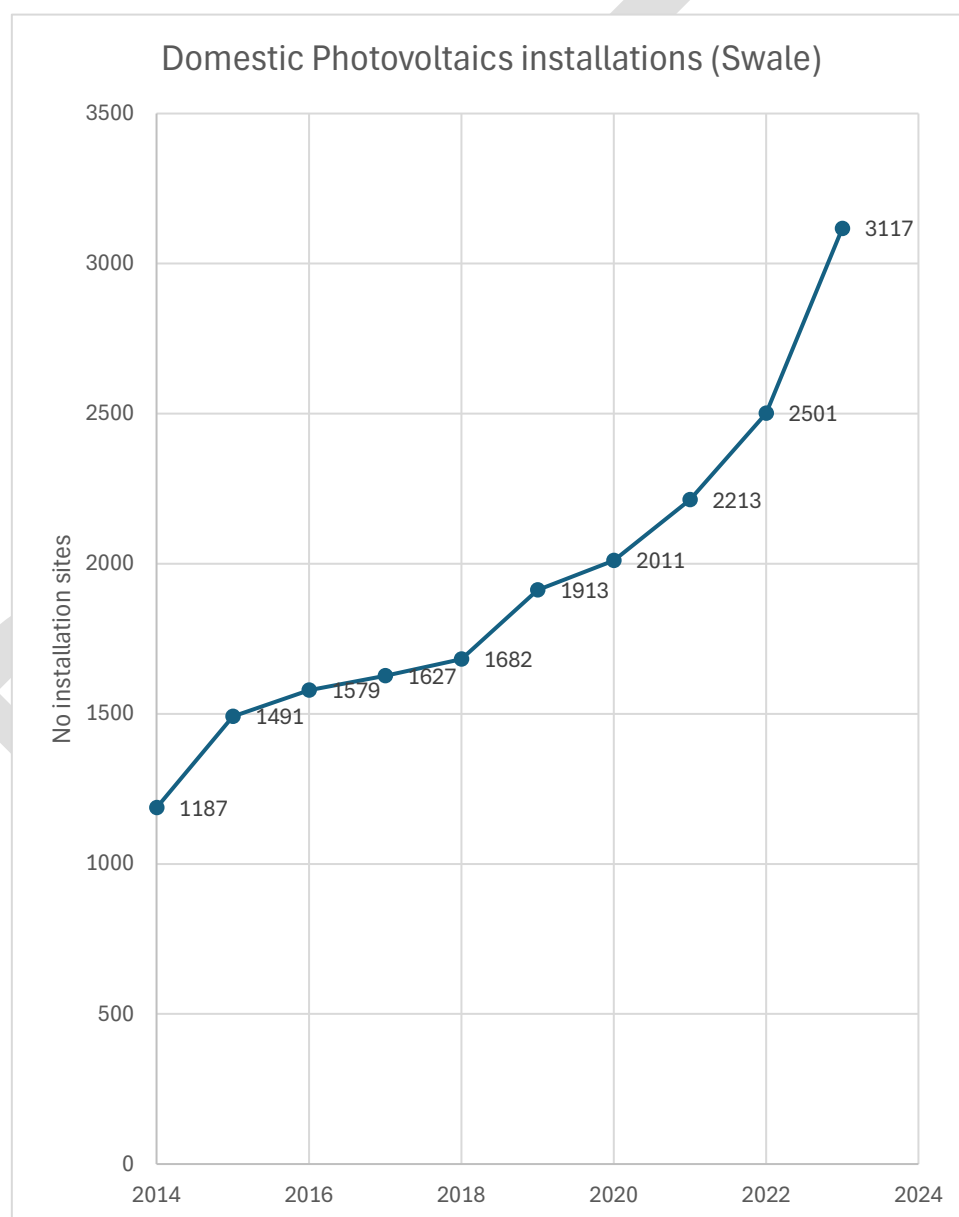


Figure 12: Source, DESNZ



2025 Climate and Ecological Annual Report

Waste

As the waste collection authority Swale has targets to reduce the amount of residual waste collected and increase the proportion sent to recycling and composting.

From April 2024 to March 2025 the residual waste per household was 35,369.87 tonnes, equating to 42.5 tonnes per household. The overall recycling rate for Swale was 35.34%.

Category	Tonnes recycled
Household Recycling	8,802.73 tonnes
Food Waste	2,658.88 tonnes
Garden Waste	8,526.48 tonnes

Percentage of household waste recycled and composted (2024)	
Month	Recycled
January	25.23%
February	28.51%
March	31.15%
April	35.12%
May	37.40%
June	38.51%
July	36.59%
August	36.76%
September	38.41%



2025 Climate and Ecological Annual Report

Action Progress

1. Council Operations

- 1.1. Action 1:** To bring forward business cases to retrofit Council assets where funding is available, and to identify grant and advocacy opportunities to support the retrofitting of tenanted premises.

Planning permission has been granted for a 294-panel solar array on the roof of Swale House. A contract is being drawn up, following which an application to the distribution network operator can be made. Installation expected around November. Once installed this is estimated to generate 117,128 kWh, offsetting ~50% of the total electricity currently consumed by Swale House annually. Installation of the array is planned to begin in January 2026.

The Council has engaged with the Greater Southeast Net-Zero Hub (GSENZH) to undertake desktop assessments on the suitability of rooftop solar PV and solar canopies over the car parks of both the Swallows Leisure Centre, Sheppey Leisure Complex, and Sheerness Pools.

- 1.2. Action 2:** to ensure that the Council's commitments are balanced in all plans, strategies, and decisions as far as practical.

In January 2023, the Council was awarded £20 million from the UK Government to undertake a regeneration project on the Isle of Sheppey. The resulting project – 'Sheerness Revival' will improve the health, leisure, education, and employment outcomes for the town of Sheerness.

Three sites; Master's House, East Kent College Sheppey, and Beachfields are in the process of retrofit and extension.

Consideration has been given to the Climate and Ecological Emergency in all instances.

The reconfiguration of the Healthy Living Centre at Beachfields is being completed to BREEAM 'Very Good,' with improvements made to the insulation of the building, an improved window and glass spec, and the installation of an Air Source Heat Pump.

All materials from the demolition works at the site are being recycled (except from asbestos), with much of it crushed and reused in the extension or as substrates for new pathways.



2025 Climate and Ecological Annual Report

The extension of East Kent College has considered building orientation to maximise daylight, shading, natural ventilation, and low air permeability, while the roof will incorporate an extensive bio-solar roof system, providing not just renewable generation, but benefits to ecology. Air Source Heat Pumps have been installed, contributing to further carbon reductions. BREEAM “excellent” has been achieved.



Figure 13: Installation of the Biosolar roof at East Kent College

At Master’s House the garages are being converted into office space for young entrepreneurs. The conversion works are being completed to a BREEAM ‘Good,’ and Air Source Heat Pumps have been installed. The next phase of works will see the garages connected to the solar PV system.

1.3. Action 3: to produce a Sustainable Events Policy.

A Sustainable Events Policy is being drafted. This focuses on reducing the environmental impact caused as the result of outdoor events on Council land. The policy will mandate recycling at such events, restricts the use of single use plastics, lanterns and helium balloons, reduces damage to amenities such as grass lawns, flower beds, and vegetation, and will mean events promote wider awareness of energy efficiency and encourage active travel.

1.4. Action 4: To provide training for purchasing Officers on procurement and commissioning which includes considerations on the Climate and Ecological Emergency Declaration.

Officers are exploring whether changes could be made to the Carbon Literacy Course to include tailored information on sustainable procurement.

Officers attend the Procurement sub-group of the Climate Change Network and are feeding into the development of a Sustainable Procurement Toolkit.

1.5. Action 5: To identify opportunities to reduce emissions from the Council’s largest contracts through formal and informal agreements.

Two new electric vehicles have been added into the service of the waste fleet. The Fiat eDucato Technicos are expected to make savings of 16 tCO₂ per annum in comparison to their diesel counterparts.



2025 Climate and Ecological Annual Report

1.6. Other Related Items/Achievements

Carbon Literacy Training

In 2024 the Climate and Ecological Emergency Projects Officer undertook Carbon Literacy Training, with the view of providing training to members at Swale Borough Council.

Carbon Literacy Project



An initial taster session was held on Thursday 14 August 2025, which was attended by seven members. On October 7 and November 13 (Carbon Literacy Day), members attended full training, and six members earned accreditation.

Training has been offered to parish and town councils.

Carbon Literacy Training provides learners with an in-depth understanding of the carbon costs and impacts of everyday activities, and builds their capacity to act in a personal, community, or organisation context.

The project officer has recently undergone Water Literacy training and this will be offered alongside Carbon Literacy.

LED Lighting

171 lights have now been replaced with LEDs, representing just under 80% of the Council's stock. Many of the remaining lights are non-streetlights and include uplighters and strip lights.

The installation of LEDs has led to a significant reduction in energy consumption and a 76% reduction in costs, from £5606.92 in March – September 2024 to £1340.65 in March – September 2025.

Paper Use

The Staying Put team has digitalised their working with most paper forms being replaced by use of an iPad. This is estimated to reduce printing and paper use by over 4,500 pages a year. A single sheet of A4 paper has a carbon cost of approximately 5g CO₂, meaning the Council has reduced downstream emissions by approximately 22.5kg CO₂.



2025 Climate and Ecological Annual Report

2. Air Quality and Sustainable Transport

2.1. **Action:** Review the Electric Vehicle Strategy

A review of the [2022 Electric Vehicle Strategy](#) is currently underway.

2.2. **Action:** Create and implement a Swale wide Local Cycling and Walking Infrastructure Plan (LCWIP).

A Local Walking and Cycling Plan (LCWIP) is a strategic document which analyses local travel patterns to identify physical measures to increase local levels of Active Travel. While LCWIP's are not statutory, they are crucial in unlocking funding to improve active travel infrastructure.

The Swale LCWIP public consultation ran from 1st September 2025 to the 26th of October 2025. This was both on-line and in paper format at strategic hubs within the Borough. 25 walking routes and 22 cycling routes were detailed within the consultation and there was a total of 82 responses.

Each of the comments will be looked at to determine what actions are required on the LCWIP document following this feedback. The routes will then be prioritised based on Active Travel England criteria. The LCWIP will then be presented back to Environmental Services and Climate Change Committee for final sign off before it can be adopted into Swale Borough Council's Local Plan.

2.3. **Action:** Prioritise LCWIP routes that require infrastructure enhancements first.

All routes have undergone the first stage of design (feasibility stage) as this was part of the LCWIP documentation. These initial designs were completed by AECOM for the Sittingbourne routes and WSP for the Sheppey Town routes. Funding through the Consolidated Active Travel Fund was awarded in July for a feasibility study on the highway section of the Sheppey Light Railway Greenway route. Additional funding from Active Travel England also allowed SBC to be able to choose Fi routes to complete the next stage of design which is more detailed design work (all completed by WSP). These routes were:

- Kemsley to South Sittingbourne
- Iwade to Kemsley
- Grove Park to South Sittingbourne
- Brielle Way to Rushenden Road
- Minster Broadway



2025 Climate and Ecological Annual Report

Going forward, all routes will be scored against Active Travel England criteria to prioritise further routes for detailed design works. The scoring methodology used to prioritise routes will include forecast increases in trips through active travel, improvements in road safety, use groups (for instance students, or employees), and construction and maintenance costs.

2.4. Action: To work with KCC to deliver 20mph zones in urban centres across the Borough.

Funding was applied for in March to the Consolidated Active Travel Fund to introduce 20mph zones in Sittingbourne and Sheerness, but this was not successful. Further opportunities will be pursued as they arise.

2.5. Action: Support the delivery of measures outlined in the Air Quality Action Plan 2023 -2028.

The Council continues to follow the [Air Quality Action Plan \(2023-2028\)](#) to achieve a cleaner, healthier borough. An Air Quality Steering Group was formed in early 2022 to develop and deliver the strategic Air Quality Action Plan. The group meets quarterly, although there are task and finish sub-groups responsible for implementing and delivering specific measures. These groups meet more regularly, and report back to the steering group.

Measure one is to develop an Air Quality standard within the Local Plan. An updated Air Quality Policy is included in the Regulation 18 of the Local Plan Review, which is due for consultation in January 2026.

Measure five is to reduce emissions from activities with Environmental Permits. Monitoring of Air Quality Management Areas (AQMA) are continuing, with decreased levels of particulates at the St Pauls Street AQMA despite the site still exceeding. The Environmental Permits Team is consulting with the cleansing team to consider rezoning the street from a zone three to zone two, meaning additional cleaning and monitoring would take place to continue reducing particulates.

Measure seven is to improve and develop Electric Vehicle infrastructure across Swale. Officers from Swale have been working with Kent County Council to identify potential sites for the installation of on-street electric vehicle charge points through the Local Electric Vehicle Fund. A LEVI operator has now been appointed, and it is hoped that installations will begin in Spring 2026.

Measure nine is to continue anti-idling enforcement, signage, and educational campaigns. In September 2025 33 anti-idling signs were installed across Sheerness, Queenborough, and Faversham.



2025 Climate and Ecological Annual Report

2.6. **Action:** Investigate the potential to install cycle parking facilities in Council owned car parks.

The Council applied to ATEs Consolidated Active Travel Fund in March to install cycle storage facilities, but this was not successful. Further opportunities will be pursued as they arise.

2.7. **Other Related Items/Achievements**

Swale Cycle Recycle

The Swale Cycle Recycle project takes unwanted or damaged bikes and repairs them in the workshops of HMP Swaleside before they are distributed via charity partners to people who cannot afford bikes. This ensures that bikes are diverted from the waste stream, prisoners can learn new skills to improve their employability upon their release and economically vulnerable people can get access to bikes which may make travel to work or school more viable while also improving their health.



In June 2025, a new donation point opened at Faversham Household Waste and Recycling Centre.

Throughout 2025 the scheme has held six sale events alongside partners such as Faversham Town Council, Sheppey Matters, and the Community Railway Partnership, through which 198 bikes have been distributed back into the community.

Feedback from those who have received bikes has been overwhelmingly positive, with the bikes given a high-quality rating of 8.53/10.

55% of those who received a bike reported using it predominantly for leisure, 23% said they had used it to commute to work or school, and 23% said they were using it for exercise.

19% of recipients reported using their bike to replace a car journey within one week of purchase.

Comments about Swale Cycle Recycle have included:

“Great prices. I can now teach my son to ride a bike as I could not afford a bike before.”

“Helping me to buy a very affordable bike- I would not be able to afford a new one. Helping the wider community by supporting giving prisoners’ good skills for when they are released.”



2025 Climate and Ecological Annual Report

“This is an amazing scheme. It helps lower income families like myself to purchase a bike for their kids or for themselves. I know when my son out grows the bike I will be able to recycle it and replace it with another bike. Your scheme is a good send and I thank you and all the members within the prison who took the time to work on the bikes.”

“Fantastic to know that I have an affordable bike for my grandson which has been checked over and serviced.”

Promoting Low Carbon Travel Among Council employees

Swale Borough Council promotes various schemes to encourage its staff to use low-carbon transport. This includes the Cycle to Work Scheme, Tusker Car Benefits Scheme, and Octopus Electric Vehicles.

Throughout 2025 6 members of staff have participated in the Cycle to Work Scheme, while 2 members of staff have begun leasing electric cars through the Tusker or Octopus Schemes.

DRAFT



2025 Climate and Ecological Annual Report

3. Low Carbon Business and Industry

3.1. **Action:** to include a 'green thread' throughout the next Economic Development Plan

The Swale Economic Development Plan (2020-2023) is now obsolete, and consideration is being given to the development of a new plan.

3.2. **Action:** facilitate the sharing of best practice with publication of local case studies

A series of case studies on the positive measures achieved by local businesses are being prepared. These will be included in future publications of the Economic Development e-bulletin.

3.3. **Action:** to engage with businesses on a regular basis to understand how the Council can further support industry in the transition to net-zero

A series of surveys is being prepared to begin assessing the barriers that face businesses in transitioning to net-zero.

3.4. **Action:** encourage and support the largest emitters to develop carbon reduction strategies

Swale Borough Council continues to be a member of the advisory board of the North Kent Local Decarbonisation Project (LIDP).

In 2022 the Kemsley Industrial Cluster was successful in securing a portion of Innovate UK funding to support emissions reductions in pursuit of the UK's 2050 net zero target. In 2023, the cluster emitted 506,817 tCO₂, representing nearly the entire industrial sector emissions of the borough. The project aims to further the sharing of resources, materials, waste, and by-products for mutual benefit.

In November, officers attended a meeting of the Medway Carbon Capture Cluster at the Isle of Grain LNG. The project will see the separation of CO₂ from exhaust streams of large industrial installations in Swale and Medway, after which it will be liquified, condensed, and transported to the North Sea to be injected into depleted gas reservoirs.



Figure 14: The visit to Isle of Grain LNG



2025 Climate and Ecological Annual Report

3.5. Other Related Items/Achievements

Community Infrastructure Grants

For the 2025/2026 financial year Swale Borough Council was allocated funding from the UK Shared Prosperity Fund (UKSPF). This has been distributed across the borough in the form of Community Infrastructure Grants and Rural Small Business Grants.

A total of 10 applications that aim to improve energy efficiency and reduce carbon emissions have been supported, with a total expenditure of £68,676.65. Projects supported include the installation of a 13.5kwh solar battery storage system at a sports club, the purchase and installation of LED lighting at a village hall, the purchase of an off grid educational yurt at a local nature reserve, and the purchase of solar panels for a charity.



Figure 15: PV Battery storage installed thanks to the CIG.



2025 Climate and Ecological Annual Report

4. Low Carbon Buildings and Energy Efficiency

4.1. **Action:** That the Council supports sustainable building practices and development.

The Planning Policy team is currently drafting a suite of sustainable design & construction policies based on the evidence base study (Bioregional) that has been undertaken for the Council. These policies will be included in the forthcoming Regulation 18 document, due for consultation in early 2026.

This will include new policies on:

- Sustainable design and adaptation principles
- Net-zero operational carbon in new build non-domestic development
- Embodies carbon and waste.
- Renewable energy development and infrastructure

4.2. **Action:** To understand how to deliver a borough wide net-zero energy system

A Local Area Energy Plan (LAEP) is an evidenced, data-driven, and whole systems approach to planning an authority's decarbonisation. A LAEP provides a baseline of an existing energy system and built environment and produces a sequenced plan of interventions such as renewable installations, domestic and non-domestic retrofit, and identifies opportunities to use climate action to alleviate connected social and economic issues.

The Council have been working with Kent County Council and the other districts on a two phased approach to Local Energy Planning. This will involve initial data collection before the appointment of a consultant to develop a LAEP based on the boundaries of the new unitary authorities established through Local Government Reform.

4.3. **Action:** To investigate the feasibility of heat networks in Swale

A heat network removes waste heat from a central source and distributes it underground via insulated pipes to customers. This reduces reliance on individual fossil fuel heating systems and is envisioned as among the most cost-effective means of cutting emissions from heating.

In August 2025, the Council submitted an Expression of Interest to the Heat Networks Delivery Unit (Round 15), seeking funding of the cost of a feasibility study into a Sittingbourne district heat network. This was unsuccessful due to prioritisation of larger



2025 Climate and Ecological Annual Report

urban projects, however, the bid will be reviewed and updated for future rounds of funding.

4.4. Action: That the Council facilitates the creation of an approved list of renewable technology suppliers

Solar Together is a UK wide group buying scheme designed to make installing solar panels and battery storage more affordable to homeowners, landlords, and small businesses. Swale Borough Council has participated in the scheme since 2021, with a steady stream of installations throughout the years. Throughout 2025, 56 households have accepted participation in Solar Together, with 33 having been installed.

The installations throughout 2025 are estimated to of reduced emissions by 32,329 kg CO₂e.

The Council is exploring the potential for a similar scheme promoting the installation of Air Source Heat Pumps.

4.5. Action: To run a series of events targeting both landlords and owner occupiers promoting energy efficiency measures.

The Healthy Homes Project was launched in September 2024 in response to rising concerns about damp and mould within the private rented sector. Supported by funding from the Department for Levelling Up, Housing and Communities (since renamed the Ministry of Housing, Communities and Local Government), the project aims to strengthen local authority capacity, improve early identification of hazards, upskill partners and residents, and promote sustained behaviour change across the housing sector.

Officers are regularly attending community events such as the One Swale Road Shows and Keeping Warm days, enabling 1:1 conversation with residents to allow for the early identification of damp and mould risks. Community groups have become active partners in the project, extending the reach beyond traditional enforcement activity.

Much effort has been given to building rapport with agents and landlords, providing clear explanations of modern ventilation, insulation, and heating requirements, with agents given training to influence landlords into taking a more swift and informed approach to any issues identified.

To support these efforts, a single centrally managed landlord/agent data base now allows for targeted communications, newsletter, and event invitations.



2025 Climate and Ecological Annual Report

Winter Warmth Grants are also being issued. From April 2024 – March 2025 nine grants, all for boiler and heating upgrades, were completed. Since April 2025, 4 Winter Warmth Grants have been issued for the same purposes.

A Fuel and Water Advice Service continues to be made available to residents across the Borough. This year, the service has issued 685 fuel vouchers, provided 377 energy packs, and cleared a debt total of £43,065.

DRAFT



2025 Climate and Ecological Annual Report

5. Waste and Resource Consumption

5.1. **Action:** to promote overall reductions in waste through the promotion of reduced consumption and circular economy

The Council is working with Suez, through their social value goals, to organise a series of area-based road shows. On 26 November Suez partnered with Swale Cycle Recycle to hold a road show event at Milton Creek Country Park where 44kg of Waste, Electric, and Electrical (WEE) was collected for recycling. A further roadshow is being held on the 12 December at Bartons Point.

The Swale Cycle Recycle project continues to promote a circular economy and ensure bikes do not enter waste streams.

5.2. **Action:** reduce contamination of recycling that leads to rejected loads

Throughout 2025 composition studies have looked at the waste coming from residual bins and food bins. The main summary findings identified that 27% of waste in green bins are food waste, and that 86% of this food waste was avoidable, with almost half still packaged.

The studies found that 43.1% of residual waste could have been recycled at the kerbside. Food waste bins tended to have very little contamination, although 72% of the waste contained within them could have been avoided.

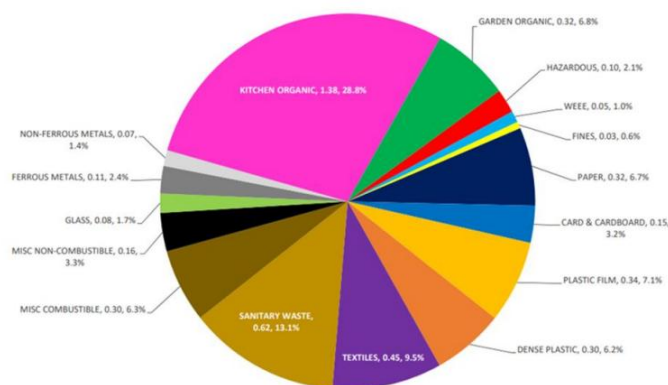


Figure 16: Pie chart showing the average Swale residual bin waste composition (Kg/HH and %)

Contamination remains a concern, and it is not uncommon for entire lorry loads to be re-categorised as 'residual waste'. This means that the materials are lost from the circular economy as it these loads are then sent for incineration (this also carries a higher cost



2025 Climate and Ecological Annual Report

than recycling). The most frequent contamination items include black bin bags, textiles, and used dirty nappies.

Officers are working with SUEZ to ensure recycling bins are checked at the point of emptying. If there is a significant level of contamination the bins are then left with a tag to advise residents of the reason it was not collected. The scale of these operations is to increase over the coming months to target specific, frequent contaminants.

5.3. **Action:** to promote the recycling of domestic and commercial waste.

In 2025 the Council successfully delivered a Borough wide food waste sticker campaign, with stickers placed on the green bin of residents who currently receive food waste collections. The stickers were to remind people to recycle food waste instead of placing food into the green bin. The project was delivered jointly between Swale Borough Council and Kent County Council and resulted in a 30% increase in food waste collections, an uplift that has been sustained. There are still some roads which do not receive food waste collections, and preparations are being made to ensure all households have access to the service by the end of March 2026.



Figure 17: stickers placed on green bins across Swale.

A key focus for food waste rollout has been at communal properties and holiday camps, which require more complex services to provide. Officers have been visiting every bin store to capture data on space and existing services. A project plan has been developed which will aim to see the roll out of recycling services to these premises to bring them in line with the rest of the borough in receiving alternate weekly collections (refuse and recycling) with weekly food.



2025 Climate and Ecological Annual Report

6. Resilient Communities and Engagement

6.1. **Action:** to develop a Climate Change Communications Plan

A business case for a stand-alone Facebook page has been made. We have used social media to promote Cycle Re Cycle sales and other events. A Communications Plan is in development.

6.2. **Action:** To include a dedicated page to the Climate and Ecological Emergency in future versions of Inside Swale

The Climate Emergency Team is planning a page spread in the upcoming Inside Swale focusing on energy efficiency. This will help to address both domestic emissions and cost of living crisis. It will be published in the February 2026 edition of Inside Swale.

6.3. **Action:** to support the development of local green skills

Officers have met with East Kent College to understand how the Council could promote Green Skills in Swale.

6.4. **Action:** expand the outreach of the Green Schools Forum

The Green Schools Forum provides an opportunity for resource and knowledge sharing between school staff and the Council. At current the Forum has 51 members, representing 38 schools in Swale out of 67.

[The Sustainability and Climate Change: a Strategy for the Education and Children's Service Systems \(2023\)](#) requires that by 2025 all education settings will have a nominated sustainability lead. Work is now underway to identify a sustainability lead from each Swale school and include them in the forum membership.

6.5. **Action:** to expand the outreach of the Green Grid Community Forum

The Green Grid helps coordinate work in our local environment, focusing on the relationship between our greenspaces and the communities they serve. In 2025 the mailing list continued to expand, and the forum now contains (insert final number).

In May the forum toured an award-winning regenerative farm in Kingsdown-upon-Lynsted, and in October met at the Sheerness Dockyard Church to share updates from the year.

The forum now has 218 members, comprising of residents, businesses, charities, and community groups. Posters have been placed in notice boards in Milton Creek Country Park and the Oare Gunpowder works promoting the Green Grid.



Figure 18: Forum members on a tour of a farm.



2025 Climate and Ecological Annual Report

6.6. Action: to support parish councils in measuring their emissions and developing carbon reduction strategies

The Climate Emergency Team presented at the Kent Association of Local Councils in June 2025 to outline how the Borough Council can support town and parish councils. Since this, Officers have begun working with both Minster Parish Council and Faversham Town Council to undertake carbon audits and develop carbon reduction strategies.

6.7. Action: to work with schools, community groups, and businesses to encourage low carbon travel

The Active Travel Officer is engaging with schools, alongside KCC, to increase the percentage of primary schools with Active Travel Plans.

Opportunities for funding for businesses have been promoted through the Economic Development e-bulletin, including the KCC Active Travel Business Grants.

Community groups and businesses can apply to the Community Infrastructure Grants to fund projects which will encourage low carbon travel through new or improved cycle storage facilities and electric vehicle charge points.

6.8. Action: Work in partnership with schools, businesses, and parish councils to identify land for tree planting.

A Schools Tree Planting Guidance has been issued, which sets out how the Council can support nurseries, secondary schools, and colleges in making their grounds more biodiverse. Support includes free site visits, bespoke advice on species suitability, funding support, and post-planting advice.

During National Tree Week the Council funded a supply of native trees from the Woodland Trust to be given out to residents for free at markets in Faversham,

Sittingbourne, and Sheerness. A total of 210 trees were passed out, including Rowan, Hazel, Silver Birch, Sessile Oak, Blackthorn, and Wild Cherry.



Figure 19: a free tree stall at Sittingbourne market



2025 Climate and Ecological Annual Report

6.9. Other Related Items/Achievements

Student Carbon Literacy Training

Carbon Literacy Training ensures that participants are aware of the carbon costs and impacts of everyday activities and can reduce emissions on an individual, community, and organisational basis. It is well known to influence positive behaviour around climate change.

The course includes a range of modules covering the science behind climate change, what the co-benefits of climate action are, and how we can act ourselves. The course is accredited, and those who complete it receive certification.

In the 2024/2025 academic year the Council undertook a pilot of Carbon Literacy Training alongside a local secondary school. Training was delivered to six science teachers, who have since worked to integrate Carbon Literacy into the existing curriculums. This has enabled the delivery of training to 155 year 9 students by the end of the 2024/2025 academic year, and a further 185 students have commenced training by the time of this report.

Officers are now working with East Kent College Secondary School to integrate Carbon Literacy Training into student's curriculum.

Some examples of student's pledges include:

"I pledge that I will increase in eating locally sourced (and in-season) foods, prioritizing in eating seasonal and locally grown produce, nothing that requires energy-intensive transportation (from distant countries) since it contribute to higher carbon emissions and increase of climate change from the release of CO₂ from the boat/other transport."

"Cutting down on usage of cars for trips and resorting to usage of things like bikes, buses, trains and walking if possible."

"One new action I pledge to doing is to replace two red meat meals a week with vegan alternatives. This will help to reduce the pollution of methane from cattle farming."



Volunteers and Engagement

Throughout 2025 the Council has supported 25 volunteer litter picks, including at Thistle Hill Community Woodland, Kingsborough Manor Community Woodland, Faversham Recreation Grounds, and the Teynham Community Hall.

Volunteers at the Country Parks have dedicated approximately 5844 hours of their time. This includes 1569 hours of volunteer hours at Oare Gunpowder Works, 3450 at Milton Creek Country Park, and 825 hours of working time at the Faversham Recreation Ground.



Figure 20: bagged tree guards outside Thistle Hill Community Woodland



2025 Climate and Ecological Annual Report

7. Biodiversity Net Gain and Ecology

7.1. **Action:** to support and align the Council to the Kent Biodiversity Strategy and the Local Nature Recovery Strategy.

The Local Nature Recovery Strategy (LNRS) is an initiative established by the Environment Act 2021. It aims to identify where the creation or improvement of habitat is most likely to provide the greatest benefit for nature and the environment, encourage landowners to take action to support nature recovery, and channel investment into local nature priorities.

Local authorities had until the 29 September to comment on the LNRS.

The LNRS was published on the 28 November 2025. A link to the strategy can be accessed [here](#).

7.2. **Action:** to make the most of BNG requirements to improve the state of nature in Swale.

Biodiversity Net Gain is now a statutory requirement, meaning development must result in a biodiversity uplift of 10%.

In 2025 the Council purchased the Mycelia software tool, allowing the Council to better track, plan, and collaborate on nature recovery projects throughout the pre-application, validation, determination, monitoring, and reporting stages.

The Council is seeking a 20% BNG uplift through the Local Plan Review.

7.3. **Action:** to investigate a pilot study for a Swale Habitat Bank.

A habitat bank is a site where land is set aside for long term habitat creation, restoration, and enhancement to generate biodiversity units. These units can then be purchased by developers who are seeking to satisfy Biodiversity Net Gain (BNG) requirements where on-site offsetting is not possible.

Swale Borough Council is undertaking the creation of a pilot habitat bank in partnership with Kent Wildlife Trust at Queendown Warren, a 76.5-hectare reserve managed by Kent Wildlife Trust. It consists of chalk grassland, open pasture, and woodland.

The habitat bank is to be made a replicable process for other sites, meaning the Council can in future ensure off-site BNG at sites which are strategically aligned to the Local Nature Recover Strategy (LNRS).



2025 Climate and Ecological Annual Report

The Council have now commissioned Adonis Blue (ABEC) to undertake further work to identify potential sites for more habitat banks using the Biodiversity Net Gain grant from DEFRA.

7.4. Action: to review opportunities to increase tree and hedgerow planting both on SBC and private land.

Throughout the 2024/2025 planting season the Council was able to plant 5700 whips and 150 standard trees. Funding was provided by the Local Authority Tree Fund, National Highways, and the Conservation Volunteers.

The Local Authority Tree Fund was discontinued in 2025, and this has meant tree planting to previous scale is increasingly difficult. Despite this the Council has been awarded smaller amounts of funding, allowing the Council to host it's first ever Swale Tree Week.

Five tree planting events were held, including at Bartons Point Coastal Park, Peregrine Drive (Sittingbourne), KGV The Mount, and Milton Recreation Ground. Three primary schools joined officers in planting up the sites. These events saw 1600 native whips planted.



Figure 21: newly planted whips at the Mount, Faversham.

On the 11 December Council staff participated in the rejuvenation of Easthall Community Orchard, where 20 heritage fruit trees were planted.

7.5. Other Related Items/Achievements

3C's Project

In 2021 Swale Council remains the local authority partner for Kent Wildlife Trusts' Wilder Carbon Project, which aimed to see a 22-acre site in Conyer restored as coastal grazing saltmarsh.



Figure 22: Scrapes on the restored saltmarsh.

Scrapes have now been completed, cattle are on site, and signage and fencing has been installed.

Monitoring is now underway to understand how the restoration of the site has impacted biodiversity.

It is also hoped the work will reduce the risk of flooding for the village of Conyer, which sits next the tidal Conyer Creek.



2025 Climate and Ecological Annual Report

Woodland Coppicing

Coppicing enhances biodiversity, allowing wildflowers and insects to thrive by allowing more light to reach the woodland floor. Throughout 2025 0.4 hectares of woodland have been coppiced across our woodlands.

Pesticide Use

A requirement for a reduction in the use of pesticides and weedkillers is written into the ground's maintenance contract. Use of both is only undertaken as spot treatment on hard services, and contractors have switched to the use of Roundup Pro Active, which contains a lower rate of the active ingredient. In 2021, 160 litres of weedkiller was used, and in 2025 this had fallen to 120 litres.

Green Flag Awards

The Green Flag award is an international quality mark for parks and greenspaces, and to be awarded one the space must meet the highest standards in cleanliness, community engagement, conservation, safety, and inclusivity.

In 2025 three of Swale Greenspaces received Green Flag awards; Faversham Recreational Ground, Milton Creek Country Park, and Oare Gunpowder Works Country Park.



Figure 23: The Green Flag at Milton Creek Country Park



2025 Climate and Ecological Annual Report

8. Going Forward

The years since 2019 have been challenging, and like most local authorities Swale Borough Council has experienced fiscal strain, endured the Covid-19 Emergency, and increased demand on services as the result of the cost-of-living crisis. Despite this, the Council has made positive progress in reducing emissions directly within its controls and supporting the wider Borough in decarbonising.

In the next few years Kent will undergo Local Government Reform, something that will bring both challenges and opportunities.

Funds such as Pride in Place will provide £20 million to communities on East Sheppey over the next decade, while the Pride in Place Impact Fund will help residents across the wider Borough. Both present an opportunity for the Council to collaborate with communities to deliver sustainable regeneration that will benefit residents for generations to come.

DRAFT

This page is intentionally left blank

Council	
Meeting Date	28 January 2026
Report Title	Constitution amendment: Various
EMT Lead	Robin Harris – Monitoring Officer
Head of Service	
Lead Officer	
Classification	Open
Recommendations	Policy and Resources committee is asked to: 1. Consider the amendments at Appendix I and determine which of the amendments to approve for their incorporation into the constitution.

1 Purpose of Report and Executive Summary

- 1.1 This report introduces a number of changes to the constitution to correct errors, provide clarity and generally improve the document. The report asks Council to approve the amendments for adoption.

2 Background

- 2.1 Council voted unanimously in October 2021 to move to a committee system of governance from the 2022/23 municipal year. At the same meeting, council requested the cross-party working group (the Constitution Working Group or “CWG”) which had been established to consider this governance change to continue its work in overseeing the detail of the new constitution.
- 2.2 The CWG now meets on an ‘as needed’ basis to consider changes to the committees or the constitution of the Council. The CWG has now met twice since June 2025 and has agreed Terms of Reference for the group.
- 2.3 The amendments proposed, as set out in Appendix I have been raised as issues because they are either in error, could have greater clarity, make decisions more robust and/or improve efficiency.

3 Proposals

- 3.1 The constitution working group reviewed the proposals in appendix I and were satisfied that the amendments to the constitution could be made.
- 3.2 The policy and resources committee reviewed the proposals on 13 January and were satisfied that the amendments to the constitution (as amended)

could be made.

- 3.3 Appendix 1 details the other proposals and the reasons for the proposal.
- 3.4 Council is now asked to **Consider** the amendments at Appendix I and **determine** which of the amendments to **approve** for their incorporation into the constitution.

4 Alternative Options Considered and Rejected

- 4.1 The Committee could not make the proposed amendments, but this is not recommended as improvements would not be made.

5 Consultation Undertaken or Proposed

- 5.1 The cross-party constitution working group has given consideration to the proposed amendments set out at Appendix I.. Consultation has also taken place with the officers, who are responsible for administering the work in the areas affected.

6 Implications

Issue	Implications
Corporate Plan	Adoption of improvements to the constitution and the removal of errors support the fourth corporate priority of renewing local democracy and making the council fit for the future.
Financial, Resource and Property	No direct implications identified at this stage.
Legal, Statutory and Procurement	The Council is required to have a constitution.
Crime and Disorder	No direct implications identified at this stage.
Environment and Climate/Ecological Emergency	
Health and Wellbeing	
Safeguarding of Children, Young People and Vulnerable Adults	

Risk Management and Health and Safety	
Equality and Diversity	
Privacy and Data Protection	

7 Appendices

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

- Appendix I: Proposed amendments

8 Background Papers

8.1 There are no background papers

This page is intentionally left blank

(Insert whole protocol ahead of formal Monitoring Officer advice dated March 2024)

Member Protocol for Pre-application and Pre-decision Developer Engagement

1. Purpose

The purpose of this protocol is to set out the recommended process for member engagement with developers at pre-application and pre-decision stages of the planning application process.

Regardless of the potential outcome of an application, the pre-application and pre-decision process is a collaborative process, whereby member engagement is encouraged at an early stage to ensure that local needs are understood.

This protocol specifically relates the following types of development (although the core principles apply to any size or nature of application): -

- Large scale major developments- schemes that propose more than 500 dwellings or over 10,000 sqm of non-residential floorspace, and large-scale solar parks These types of development by their nature have wider strategic implications of local importance.
- Developments meeting Environmental Impact Assessment triggers
- Significant development being brought forward by Swale Borough Council and Parish or Town Councils.
- Development which would form a significant departure from the Local Plan (excluding householder proposals).
- Decisions that need to be referred to the Secretary of State.

It is essential that the processes and procedures relating to member engagement in pre-application and pre-decisions on planning applications are clearly understood by officers, members, developers and the public and that such engagements are subject to robust governance. This is to avoid (the perception of) pre-determination which can undermine trust in the planning system (and indeed, by extension, local governance), and which could expose the Council to appeal. This protocol sets out the recommended governance for such discussions with Swale Borough Council.

2. Benefits of engaging with members

Members take decisions at the Planning Committee in the best interest of the Borough, balancing their role as community custodians and the need to keep an open mind prior to a decision being made. However, this does not mean that members should not take part in early discussions with developers. The benefits of engaging with members early on are recognised by the Council. The main benefits are as follows: -

- Helps bring about a better understanding of the key issues through open information sharing, discussion, and constructive questioning.
- Shapes proposals at an early stage.

- Develops a shared understanding of the wider planning challenges.
- The Council's Statement of Community Involvement encourages consultation with local communities and stakeholders - ward members can play an important role in promoting community aspirations.

3. Probity

Early engagement with members is an important aspect of ensuring that proposals lead to development that communities need, and contribute to the wider objectives of the Council, encompassing community aspirations.

It is, however, important to be aware that there is a risk that such discussion can become or be seen to be part of a lobbying process by the applicant. A decision taker must ensure that they have an open mind on the proposal when it comes to taking a decision. It is acceptable for a member to be pre-disposed to support or object to a scheme as a result of both their community representation and leadership roles provided they are willing to maintain an open mind and listen to views on both sides, and that they are not (perceived to be) pre-determined.

Fact-finding meetings are to be encouraged as an appropriate means for members to test their initial views and to seek clarity where required.

4. Member briefings

Pre-application and pre-decision engagement with the Planning Committee and other interested members and the developer will take place in the form of an informal briefing, which will be instigated by the Council and can be requested by the developer. A presentation will be given by the developer, and the case officer or other suitable representative of the Council will be present. Members will have the opportunity to ask questions and to seek clarification on the details of the proposal. It is not an opportunity to enter into negotiation regarding the proposal (this is an officer task) although views can be expressed.

In addition to informal member briefings, the developer or applicant will be directed to undertake appropriate pre-application consultation with the wider public, including Parish and Town Councils, in accordance with the Council's Statement of Community Involvement.

5. Member engagement process

The engagement process will be as follows: -

- a) The pre-application and pre-decision engagement between the Planning Committee and other Councillors will be determined by the Head of Planning, Chief Planning Officer or Planning Manager in line with criteria set out above.
- b) The applicant will be informed within 10 working days whether their request for pre-application or pre-decision engagement has been agreed.
- c) If agreed, the applicant will be requested to provide a presentation including relevant information such as a site plan, other relevant plans and supporting information outlining key issues.

- d) Councillors will be given 21 days' notice of the date and time of the briefing. The presentation will be circulated to Councillors at least five working days before the briefing.
- e) The briefing will be led by the Chief Planning Officer, or appropriate substitute, who will introduce the purpose of the briefing and advise as to how it will be conducted. They will reiterate that the purpose of the briefing is a fact-finding exercise and provide clarification around the main planning challenges. They will remind members of the need for probity and that Councillors must not pre-determine any matter under discussion. A record of the outcome of the meeting will be made and such record may be subject to an application for disclosure under the Freedom of Information Regulations 2004 or the Freedom of Information Act 2000.
- f) Members present will sign in their attendance and introduce themselves when they first ask a question.
- g) Planning officers will confirm that the discussions will not bind the Council to make a particular decision and that the views and opinions expressed are made without prejudice to the future consideration of the application.
- h) The applicant will present their proposal, which should include a strategy for engaging with ward members and Parish or Town councils.
- i) The Planning Officer will offer comments and advise Councillors of the planning issues or policies that need to be considered.
- j) Members will have the opportunity to ask questions and seek clarification.
- k) Notes of the meeting will be placed on the application file at the earliest possible opportunity if the meeting relates to a pre-decision presentation. If the meeting relates to pre-application advice, the notes will be added to Idox under the pre-application advice reference number but will not be made public.

Member presentations are not a substitute for a site meeting.

7. Other Engagement between Members and Developers

The Planning Advisory Service has published [guidance on lobbying](#), which is a helpful indicator as to what developers can expect from members as part of their pre-application and pre-decision engagement.

Should members wish an officer to be present at a meeting with a developer, officers will use best endeavours to attend. Priority will be given to the Leader and Deputy Leader of the Council and members of the Planning Committee / other relevant Chairs / Vice Chairs / ward members. Officers will make a written record of the meeting placing the note on the file.

Formal Monitoring Officer Advice to All Members was issued in March 2024. It remains relevant, and is included below.

Proposed Change to the Constitution

Title: *(Short title for ease of reference)*

Changes to budget amendment deadline

Relevant section of the Constitution (including page/paragraph number):

3.1.16.4 amendments to motions

Description of proposed change:

(Please show the tracked changes here or attached as a separate word document)

Written notice of every amendment to a motion which has been published in a Council agenda or to a recommendation in a report on a Council agenda, signed or forwarded by email by a proposer and seconder, must be given to the proper officer not later than 4.30pm on the Monday preceding the Council meeting. These will be recorded and open to public inspection....

Notice of amendments to the budget are to be given to the proper officer not later than 4.30pm on the Thursday preceding the Council meeting. The rules on the wording of amendments set out in Council procedure rule 3.1.14.3 do not apply to budget amendments, but in proposing any changes to the budget, any amendment must ensure that the proposal achieves a balanced budget.

Reason, including referenced documents/acts, for proposed change:

The current deadline for proposals to be received on the Monday preceding the council meeting, does not give sufficient time for the s151 officer to assess the viability of the amendments and so provide advice on the deliverability of the amendment.

The above proposal will allow 3.5 days as appose to 1.5 days for the s151 officer to be able liaise with Heads of Service to assess the legality of proposals as well as the numerical assumptions required to calculate viability of budget amendments.

The final budget papers are published for Policy and resources 3 weeks before the council meeting and unless there are significant changes proposed at the P&R meeting there is sufficient time for groups to prepare amendments by the Thursday before Full Council – For example for the 2026/27 budget P&R papers will be published on 27 January for the meeting on 4 February, assuming no significant changes are proposed at that meeting, political groups will have just over 2 weeks to submit their amendments if the deadline is moved to the Thursday (12 February) before Full Council (18 February).

Timescale:

asap

Proposer:

Name:	Lisa Fillery
Title:	Director of Resources
Date:	04/12/25

Approval *(to be completed by the Monitoring Officer)*

***Changes approved by the Monitoring Officer under delegated authority**
***Proposed major changes to be submitted to Constitution Working Group**
*(*delete as appropriate)*

Signature of Monitoring Officer:**Date:**

Amendment No:

Date incorporated:

Appendix 1 Item C

Name change and other items to be added to the functions of the Committee
(To take effect after Annual Council 13 May 2026)

- 1) The name of Area Committees should be changed to “Councillors and Residents Forum”. This will make the purpose of the meetings clearer.
- 2) For certain items, members of the public and parish/town councils have the ability to vote/express/indicate a preference. It will be agreed by the Chair in advance which item/s this applies to and be made clear on the agenda. The potential outcomes of the vote will be explained to the public before a vote is taken.
- 3) Only ward councillors to vote to refer items to Service Committee Chairs. In this context, ward councillor means a Swale Borough Councillor who is a member of the relevant Councillor and Resident Forum.
- 4) Chairs to meet before each round of meetings to review and forward plan. In particular this meeting will consider and agree future items that are suitable for the public vote/indication.

Appendix 1 Item D

Proposed Change to the Constitution

Title: *(Short title for ease of reference)*

Use of Electronic Council Seal

Relevant section of the Constitution (including page/paragraph number):

3.6.8.4 et al

Description of proposed change:

(Please show the tracked changes here or attached as a separate word document)

Amendment of existing paragraphs referencing electronic signatures to include electronic sealing.

For example:

3.6.8.4 Electronic signatures may be used by both the Council and the supplier in accordance with the Electronic Signature Regulations 2002 provided the sufficiency of security arrangements has been approved by the Head of Legal Services and/or Monitoring Officer. The Council's seal may also be affixed electronically in any circumstance when the physical seal could be used. The Council shall use suitable, software, such as Adobe, Docusign or E-Sign to create electronic signatures and seals.

Reason, including referenced documents/acts, for proposed change:

The use of a physical seal is limiting and resource intensive. While the Council will continue to use the physical seal when appropriate and necessary, the ability to apply the Council's seal electronically will save time and resources, including carrying out more transactions without printing and enabling sealing to take place in any location, whether staff are physically present or not.

Timescale:

asap

Proposer:

Name:	Robin Harris
Title:	Monitoring Officer
Date:	23/12/2025

Approval *(to be completed by the Monitoring Officer)*

***Changes approved by the Monitoring Officer under delegated authority**
***Proposed major changes to be submitted to Constitution Working Group**
*(*delete as appropriate)*

Signature of Monitoring Officer:

Date:

Amendment No:

Date incorporated:

Council Meeting	
Meeting Date	28 January 2026
Report Title	Area Committees Review
EMT Lead	Larissa Reed - Chief Executive
Head of Service	Philip Sutcliffe - Communications & Policy Manager
Lead Officer	Janet Dart - Policy & Engagement Officer
Classification	Open
Recommendations	1. To consider the vote at Western Area Committee on 27 November 2025 requesting that for recommendation 4, Western Area Committee meetings should take place in community venues in the Western Area and not in Swale House. 2. To discuss and agree the 14 recommendations proposed by the Area Committees Review Member Working Group and recommended by Policy & Resources Committee.

1 Purpose of Report and Executive Summary

- 1.1 At the Council Meeting on 2 April 2025, it was agreed that the Chief Executive undertake a full review of the effectiveness of Area Committees, working with Area Committees, Parish Councils and the public and report back to the Policy and Resources Committee in the Municipal Year 2025/2026.
- 1.2 An Area Committees Review Member Working Group (ACRMWG) was set up, the membership being the current Chairs of the four Area Committees. Between June and November 2025 they carried out the review with the Chief Executive, supported by the Policy & Engagement Officer.
- 1.3 The ACRMWG proposed 14 recommendations to the Policy and Resources Committee on 26 November 2026 where it was agreed to recommend to Council they agree the recommendations proposed.
- 1.4 At the Western Area Committee on 27 November 2025, Members discussed recommendation 4 and agreed that Western Area Committee meetings should take place in community venues in the Western Area and not in Swale House. This decision is not within the gift of the Area Committee and they asked that their vote be considered by Council at tonight's meeting.
- 1.5 Before taking the proposals to Council, Policy and Resources Committee agreed to refer recommendation 3.9 on voting arrangements to the Constitution Working Group.

- 1.6 The Constitution Working Group considered the recommendations on 5 January 2026 and requested amendments to the wording for recommendations 9, 10 and 14 to provide clarity.
- 1.7 The revised recommendations went back to Policy and Resources Committee on 13 January 2026 where they were agreed with minor amendments.

2 Background, Context and Proposals

- 2.1 Following the 2019 local elections, one of the objectives of the Swale Borough Council (SBC) administration was to diffuse power among Members and improve public engagement in decision-making. To achieve this, the administration put in place arrangements to set up four Area Committees in Swale and the first round of meetings took place in September 2020. Each year there are four rounds of meetings which take place in February, June, September and December. So, in total 16 meetings take place each year. Membership includes all ward Members in the area and the Committees' boundaries are aligned with those of the wards it covers. Substitute Members are not permitted on Area Committees and only those councillors who are Members of SBC are able to take decisions.
- 2.2 The purpose of Area Committees is *"to enhance the quality of life and of Council services in the relevant area and to bring local insight to bear in Council decision-making"*. The terms of reference agreed by Cabinet in February 2020 are set out in the SBC [Constitution](#), paragraph 2.5.4.
- 2.3 For the first year, meetings took place remotely as the COVID pandemic legislation was still in place which allowed formal meetings to be held virtually. Once restrictions were relaxed, the meetings started to take place face-to-face in village halls and community centres. However, many members of the public and councillors agreed that a lot of people would prefer to continue to be able to attend the meetings remotely, so the meetings became hybrid. This has been very effective and allows for wider engagement with people across the Borough, regardless of their accessibility needs, giving them the choice to participate either in person or remotely.
- 2.4 For the first three years, each Area Committee was allocated funding which equated to each Member receiving an identical amount. This was established at the Annual Council budget meeting each year and to be allocated to projects in consultation and agreement with the Area Committee as a whole and in-line with the terms of reference. A total of £534,000 was allocated by the four Area Committees over the period September 2020 to May 2023 to a wide variety of projects. At the February 2023 Full Council meeting, members agreed that one of the measures to address the budget gap was to stop providing funding to Area Committees.
- 2.5 An important function of Area Committees is to engage with the public, parish/town councils and community groups. This is very much a two-way process with the Council providing information about new and changing Council

services and policies, updates on projects, and changes to Government legislation which may have an impact on residents. Area Committees are also a mechanism for the Council to listen to residents. The Council have incorporated provisions in the Constitution for there to be a session for members of the public or local organisations, including parish and town councils, to propose items for future agendas for consideration by the Committees to ask relevant questions and make relevant comments to the Committee.

- 2.6 The resource required to administer and support each round of Area Committees includes hall hire which is on average 4 x £100 = £400 per round. It is estimated that the total amount of time staff spent administering and supporting each round of meetings is 150 hours. Officers involved include the Senior Management Team, the Policy & Engagement Officer, Democratic Services, Communications and a variety of officers from different service areas responding to issues raised at meetings and preparing briefings and presenting updates.
- 2.7 Area Committee Chairs each receive a Special Responsibility Allowance of £2,036.00, the total per annum is £8,144.00.
- 2.8 Since funding for Area Committees to support local projects ceased, there has been a drop in attendance at meetings. This is variable between different areas and dependant local interest for specific agenda items. Appendix I gives a breakdown of attendance at each Area Committee meeting between June 2023 and September 2025. It also provides information on items which generated discussion at the meetings and the number of decisions made.
- 2.9 The ACRMWG consulted widely as part of the review. Details of the consultations carried out can be found in paragraph 5.1 of this report. The feedback was used by the Working Group to develop their proposed recommendations. The different consultations focussed on whether Area Committees, in their current format, achieved their purpose and questioned how they could be improved or if alternative methods of engagement would be more effective.
- 2.10 Following review by the Constitution Working Group and Policy and Resources Committee, the proposed recommendations are as follows:
 - 1) The name of Area Committees should be changed to “Councillors and Residents Forum”. This will make the purpose of the meetings clearer.
 - 2) As the December round of meetings are generally poorly attended, the frequency of the meetings to be reduced from 4 rounds a year to 3 rounds.
 - 3) The summer round of meetings to provide a networking opportunity with refreshments, which will provide residents with the opportunity to interact with their ward councillor/s.
 - 4) The Sittingbourne and Western Area Committee meetings should be held in the Committee Room at Swale House. Swale House is easily accessible

for those residents and provides a saving on room hire which could be used to fund the summer networking meetings.

- 5) The venues for the Eastern and Sheppey Area Committee meetings should not move about as this has caused confusion in the past. Where possible the venue should remain the same for each Area Committee.
- 6) Ward councillors to be encouraged to lead on agenda items, this to be in agreement with the Chair in advance of the agenda being published.
- 7) Agenda items to be area specific, including items that are of interest to members of the public in their area.
- 8) The Public Forum item to be scheduled as early as possible on the agenda.
- 9) For certain items, members of the public and parish/town councils have the ability to vote/express/indicate a preference. It will be agreed by the Chair in advance which item/s this applies to and be made clear on the agenda. The potential outcomes of the vote will be explained to the public before a vote is taken.
- 10) Only ward councillors to vote to refer items to Service Committee Chairs. In this context, ward councillor means a Swale Borough Councillor who is a member of the relevant Councillor and Resident Forum.
- 11) The Matters Arising Report to incorporate a “You Said, We Did” section.
- 12) Communications to provide fuller explanation of items to be discussed and all ward councillors to take an active role in encouraging attendance.
- 13) To improve the sound quality for people attending remotely, an expansion microphone to be purchased to use with the Owl Labs device at a cost of £249.
- 14) Chairs to meet before each round of meetings to review and forward plan. In particular this meeting will consider and agree future items that are suitable for the public vote/indication.

3 Recommendations

- 3.1 To consider the vote at Western Area Committee on 27 November 2025 requesting that for recommendation 4, Western Area Committee meetings should take place in community venues in the Western Area and not in Swale House.

- 3.2 To discuss and agree the 14 recommendations proposed by the Area Committees Review Member Working Group and recommended by Policy & Resources Committee.

4 Alternative Options Considered and Rejected

- 4.1 The alternative to the recommendations proposed by the ACRMWG is to do nothing and to continue with Area Committees in their current format. This is not recommended as the meetings are poorly attended and not fully achieving their purpose which is to “enhance the quality of life and of Council services in the relevant area and to bring local insight to bear in Council decision-making”.

5 Consultation Undertaken or Proposed

- 5.1 Consultation was widely undertaken and included the following: a public consultation was carried out between 1 August and 31 August 2025 and 54 responses were received (see Appendix II); an SBC Member survey was carried out between 1 August and 31 August 2025 and 17 responses were received (see Appendix III). The text responses have been summarised using artificial intelligence. Discussions took place at the June/July 2025 round of Area Committee meetings a summary of those discussions are at Appendix IV.

6 Implications

Issue	Implications
Corporate Plan	The proposed recommendations align with the objectives of the corporate plan, in particular the Community objective “To ensure active and effective engagement mechanisms are in place so that all residents and communities have the opportunity to engage with the Council”.
Financial, Resource and Property	Administering Area Committees has financial and resource implications. These are estimated in paragraph 2.6 of this report.
Legal, Statutory and Procurement	The proposed recommendations were referred to the Constitution Working Group who agreed changes to the Constitution should the recommendations be adopted by Council.
Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	None identified at this stage.

Health and Wellbeing	None identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	None identified at this stage.
Privacy and Data Protection	None identified at this stage.
Local Government Reorganisation	None identified at this stage.

7 Appendices

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

- Appendices Ia to Id: Area Committees Review – data on meetings between June 2023 and September 2025
- Appendix II: Area Committees Review – summary of public consultation responses
- Appendix III: Area Committee Review – summary of SBC Member consultation responses
- Appendix IV: Area Committee Review – summary of discussions held at June/July 2025 round of Area Committee meetings

8 Background Papers

None.

Eastern Area Committee

APPENDIX 1a

	Decisions Made	Additional substantive items	Noted Reports	Public Forum issues raised	Local issues raised by councillors	Parish Councils in attendance	Public attendees (online and in person)	Recommendations to Committee Chairs made	Apologies Received from SBC councillors	Meeting length (Mins)	Items that generated discussion
Jun-23	2	2	3	0	5	2	1	0	2	100	Achievements report; and Eastern Area Committee priorities.
Sep-23	4	5	1	2	3	4	4	0	4	126	Parking Policy; Report on bus consultation project; Corporate Plan update; Flooding in the Eastern area; and Consultation on the closure of Faversham Household Recycling Centre.
Dec-23	3	4	2	2	2	6	1	1	4	98	Community Safety Priorities; Cellar Hill & Greenstreet Conservation Area; Enhanced Bus Partnership - Swale Local Focus Group; and Flooding in the Eastern area.
Feb-24	2	4	5	1	2	3	5	0	3	56	Flooding in the Eastern Area; Swale Traffic Forum; and Household Support Fund.
Sep-24	4	7	1	0	1	5	4	2	3	108	Kent Local Transport Plan 5; Scrutiny of Waste Contract; Flooding in the Eastern Area; and Swale Traffic Forum.
Dec-24	3	5	2	0	3	4	1	3	7	89	Police & Community Safety update; Empowering You in Swale; Animate Arts Company; and Flooding in the Eastern area.
Feb-25	1	5	2	1	4	2	3	0	7	88	Devolution update; and Waste & Street Cleansing Scrutiny Review update.
Jun-25	5	2	3	6	4	2	2	5	8	113	Customer Access Strategy; and Review of Area Committees.
Sep-25	6	4	2	2	5	3	3	1	6	140	Local Cycling & Walking Infrastructure Plan public consultation; Consultation on Public Toilets; Extension of AONB to interconnect Forest Areas; and Community Governance Review.
Total	30	38	21	14	29	31	24	12	44	918	

Median 100 mins

This page is intentionally left blank

Sheppey Area Committee

APPENDIX 1b

	Decisions Made	Additional substantive items	Noted Reports	Public Forum issues raised	Local issues raised by councillors	Parish Councils in attendance	Public attendees (online and in person)	Recommendations to Committee	Chairs made	Apologies Received from SBC councillors	Meeting length (Mins)	Items that generated discussion:
Jun-23	0	2	2	0	3	5	5	0	1	102	Achievements report; Sheppey Area Committee priorities;	
Sep-23	0	4	2	1	2	5	4	0	0	145	Engagement with Police; Levelling -up project update; Parking Policy; and Corporate Plan update.	
Dec-23	1	4	3	4	3	3	5	0	4	150	Community Safety Priorities; Sheerness Revival Project update; and Enhanced Partnership Swale Local Focus Group.	
Feb-24	4	7	4	1	4	4	52	1	2	151	Proposed changes to car parking charges; Safer Streets update; Sheerness Revival Project update; Sheerness Clock Tower; Swale Local Bus Focus Group update; Swale Traffic Forum; and Housing Support Fund.	
Sep-24	0	8	2	6	1	2	40	0	3	187	Kent Local Transport Plan 5; Child Centered Policing; Shingle Bank parking issues; KCC Seashells Family Hub consultation; Scrutiny of Waste & Street Cleansing Contract; and Sheerness Revival Project update.	
Dec-24	0	3	2	5	3	3	4	0	6	122	Police update and community safety; Empowering You in Swale; and Sheerness Revival Project update.	
Feb-25	2	3	2	2	3	4	3	2	1	124	Devolution update; Sheerness Revival Project update; Waste & Street cleansing Scrutiny Review update; and CCF and street lighting (raised during public forum)	
Jul-25	1	6	2	7	3	6	5	0	7	189	Sheerness Revival Project update; Customer Access Strategy; Secondary School Places; Review of Area Committees; Blue Flag and Seaside Awards update; and Barton's Point update.	
Sep-25	2	4	1	3	1	5	7	1	10	135	Consultation on Public Toilets; Sheerness Revival Project Update; Local Cycling & Walking Infrastructure Plan public consultation; and Isle of Sheppey Growth Board	
Total	10	41	20	29	23	37	125	4	34	1305		

Median mins 145

This page is intentionally left blank

Sittingbourne Area Committee

APPENDIX Ic

	Decisions Made	Additional substantive Items	Noted Reports	Public Forum issues raised	Local issues raised by councillors	Parish Councils in attendance	Public attendees (online and in person)	Recommendations to Committee Chairs made	Apologies Received from SBC councillors	Meeting length (Mins)	Items that generated discussion:
Jun-23	1	2	2	1	2	N/A	12	0	1	94	Achievements report; and Sittingbourne Area Committee priorities.
Sep-23	0	3	1	2	1	N/A	5	0	1	97	Bus services; Parking Policy; and Corporate Plan update.
Dec-23	1	4	2	0	0	N/A	8	0	2	115	Community Safety; Milton Regis Conservation Area Review; and Enhanced Bus Partnership.
Feb-24	1	4	4	2	2	N/A	9	0	1	70	Safer Streets Scheme update; Swale Traffic Forum; and Household support fund.
Sep-24	3	4	1	4	2	N/A	6	0	3	100	Kent Local Transport Plan 5; Scrutiny of Waste & Street Cleansing contract; Enhanced Bus Partnership; and Sittingbourne Tennis Club.
Dec-24	0	2	1	1	2	N/A	4	0	2	95	Community Safety; Empowering You in Swale; and Rail passenger numbers/transport issues (raised under Public Forum).
Feb-25	0	3	1	1	0	N/A	10	0	2	102	Police update; Devolution update; Waste & Street Cleansng Scrutiny Review update; and Swale Local Bus Focus Group.
Jun-25	3	3	2	3	6	N/A	7	2	5	100	Customer Access Strategy; Review of Area Committees; and Local Government Reorganisation update.
Sep-25	1	3	1	0	3	N/A	10	0	3	135	Public Transport Issues in Sittingbourne; Local Cycling & Walking Infrastructure Plan public consultation; and Consultation on Public Toilets.
Total	10	28	15	14	18	N/A	71	2	20	908	

Median mins 100

This page is intentionally left blank

	Decisions Made	Additional substantive items	Noted Reports	Public Forum issues raised	Local issues raised by councillors	Parish Councils in attendance	Public attendees (online and in person)	Recommendations to Committee Chairs made	Apologies Received from SBC councillors	Meeting length (Mins)	Items that generated discussion
Jun-23	2	3	2	0	3	4	0	0	1	128	Walking & Cycling Project update; Achievements Report; Western Area Committee priorities; and Youth provision in villages.
Sep-23	7	3	1	0	1	5	0	0	1	112	Bredgar & Hartlip Conservation Area Reviews; Parking Policy; Corporate Plan update; and Youth provision in villages.
Dec-23	3	5	3	0	0	4	0	0	3	113	Youth provision in villages; Community Safety; Enhanced Bus Partnership - Swale Focus Group; Land assets in the Western Area; and Conservation Area Reviews, Article 4.
Feb-24	4	4	4	0	7	4	2	3	3	62	Land assets in the Western area; Swale Traffic Forum; and Housing Support Fund.
Sep-24	3	5	1	2	4	2	3	2	1	158	Kent Local Transport Plan 5; Scrutiny of Waste Contract; Communication with the public (raised under Public Forum); and Swale Traffic Forum.
Dec-24	0	2	1	0	2	5	0	0	3	90	Empowering You in Swale; Community Safety; and Highsted Park Development (raised under Local issues).
Feb-25	1	2	1	0	2	5	0	0	2	37	Devolution update; and Waste & Street Cleansing Scrutiny Review update.
Jul-25	0	2	2	0	2	5	0	0	6	96	Customer Access Strategy; Review of Area Committees
Sep-25	0	2	1	0	0	5	0	0	5	60	Local Cycling & Walking Infrastructure Plan Public Consultation; Consultation on Public Toilets
	20	28	16	2	21	39	5	5	25	856	
Total	Median mins 96										

This page is intentionally left blank

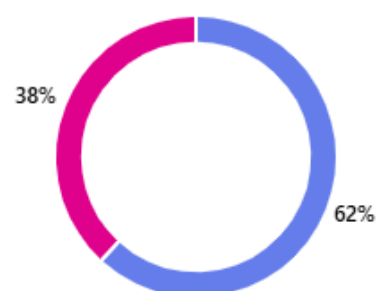
Swale Borough Council Area Committees Review

Results of public survey carried out between 1 August and 31 August 2025

(54 responses received. Text responses have been summarised using AI)

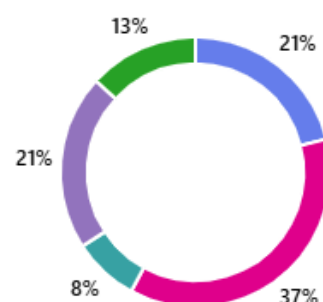
1. Before taking part in this survey, were you aware that area committees take place in Swale?

Yes	34
No	21



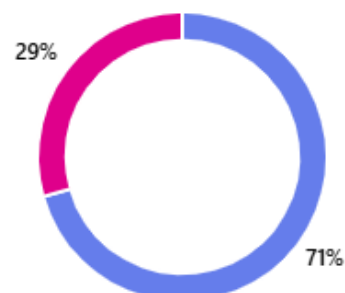
2. Where did you find out about area committees?

Social Media	8
Parish/Town Council newsletter/email	14
Inside Swale	3
Word of mouth	8
Other	5



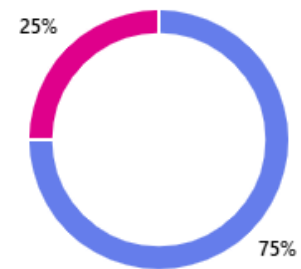
3. Have you ever attended an area committee meeting (either in person or remotely)?

Yes	24
No	10



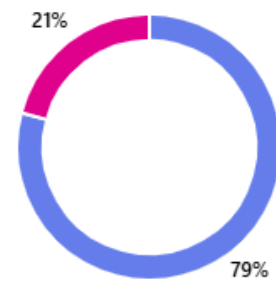
4. If you have ever attended an area committee meeting either in person or remotely, did you feel you were able to take part in the discussions?

● Yes 18
● No 6



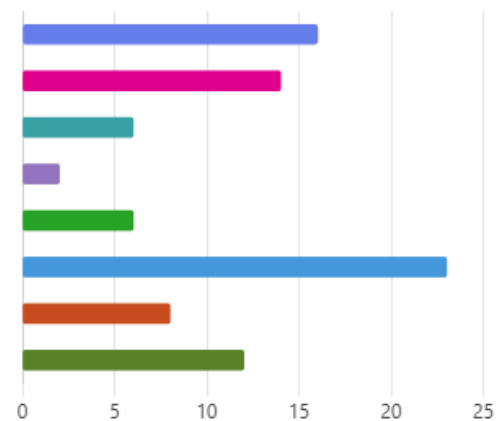
5. If you have ever attended an area committee meeting either in person or remotely, did you find the information provided was of interest and relevant to you?

● Yes 19
● No 5



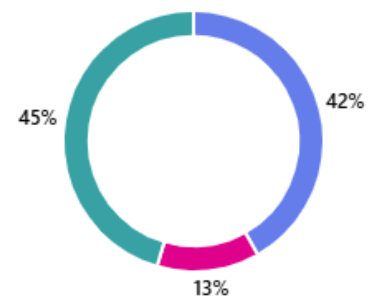
6. What might stop you attending area committee meetings in future? (select all that apply):

● Family commitments 16
● Work commitments 14
● Lack of transport 6
● Internet issues 2
● No interest in the items to be discussed 6
● Not knowing when and where they take place 23
● Can't make evening meetings 8
● Other 12



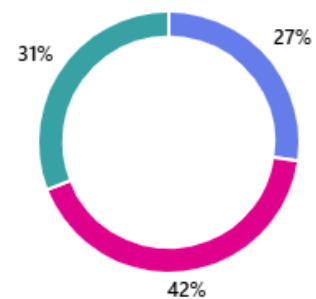
7. Would you be more inclined to attend in person if there was a session before the meetings where you could chat to councillors and representatives from other organisations?

● Yes	23
● No	7
● Maybe	25



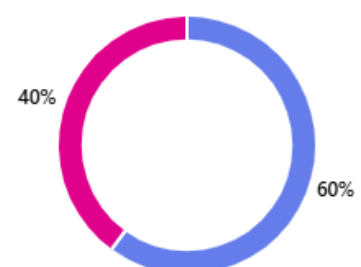
8. Would you be more inclined to attend either in person or remotely if more community/voluntary/faith groups attended?

● Yes	15
● No	23
● Maybe	17



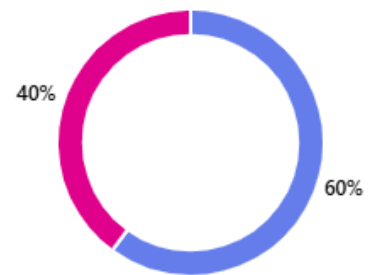
9. All area committees are hybrid meetings (you can either attend in person or remotely), if you were to attend, what would be your preference?

● In person	33
● Remote	22



10. Do you feel the name "Area Committees" describe what they are for?

● Yes	33
● No	22

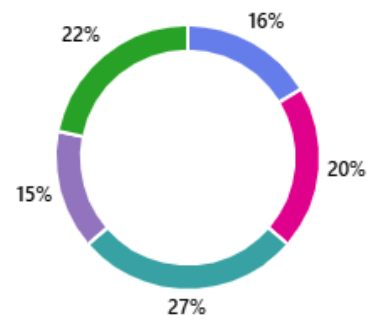


11. If you feel "Area Committees" is not the best name for the meetings, what would be a better name?

- Many respondents suggested names that emphasise local engagement and community focus, such as "Local Engagement Forum", "Town Meeting", "Community Action Forum", "Neighbourhood Meetings", and "Residents Forum".
- Some felt the current name is vague and does not clearly communicate the purpose or who should attend.
- There was a desire for names that make it clear the meetings are about local decision-making and encourage wider participation.

12. Do you know the name of the Area Committee for where you live? Please select from the options below:

● Eastern	9
● Sheppey	11
● Sittingbourne	15
● Western	8
● Don't know	12



13. What sort of things would you like discussed at future area committee meetings?

- Key topics included anti-social behaviour, policing, road and transport issues, planning and development, youth activities, litter, infrastructure, and community facilities.
- Many wanted discussions to focus on issues directly relevant to their local area and everyday concerns.
- Some respondents felt meetings were repetitive or not action-oriented, and wanted more strategic, impactful discussions.

14. What could be done to improve area committee meetings?

- Suggestions included better advertising and publicity (local papers, social media, direct mail), improved accessibility (venues, online options), and clearer communication about agendas and outcomes.
- Calls for more public participation, interactive formats, and visible follow-up on decisions.
- Some wanted meetings to rotate venues, use technology better (microphones, live streaming), and provide clearer identification of councillors.

15. If area committees were to be stopped, how would you like the Council to engage with you (seek your views and provide information)?

- Respondents favoured a mix of engagement methods: regular meetings led by councillors, pop-up events, street stalls, online surveys, email newsletters, printed communications, and face-to-face sessions.
- Many stressed the importance of maintaining local forums and not relying solely on digital channels.
- There was concern that stopping area committees would reduce opportunities for genuine engagement and transparency.

This page is intentionally left blank

Swale Borough Council Area Committee Review

Results of Member survey carried out between 1 August and 31 August 2025

(17 responses received. Text responses have been summarised using AI)

1. Do you believe that area committees in their current form meet the purpose stated above?



2. Do you encourage residents, parish/town councillors, local groups to attend area committee meetings?



3. Do you find area committees are a good way of engaging with residents in your ward?



4. If you answered 'No' what do you think would be a better way to engage?

- Members suggested informal meetings, one-off events focused on major issues, direct engagement through door-knocking, attending local forums, and leveraging parish, borough, and county councillors.
- Some felt area committees attract only a narrow demographic and are not effective for wider engagement.

5. Do you feel the name “Area Committees” describe what they are for?



6. If you answered ‘No’ what would be a better name for the meetings?

- Suggestions included “Local Area Forums”, “Community Lead”, “Residents Forum”, “Local Engagement Forums”, and “Town Meetings”.
- Some felt a name change alone wouldn’t solve underlying issues with attendance and relevance.

7. What sort of things would you like discussed at future area committee meetings?

- Members wanted agendas to be resident-driven, focusing on major local issues, community governance, health, education, and urgent local matters.
- There was a desire for more meaningful, locally relevant topics and less repetition of issues covered elsewhere.

8. What could be done to improve area committee meetings?

- Suggestions included social meet-and-greet sessions, increased public participation, better advertising, more accessible venues, less formality, and greater control over local budgets.
- Some advocated for scrapping or radically changing the format.

9. In addition to inviting partner organisations along to area committees, who else would you like to be invited to come along and speak?

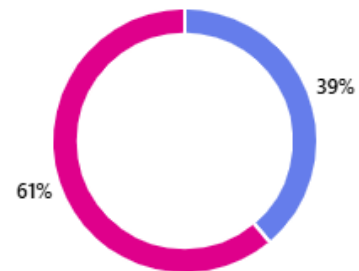
- Recommendations included local MPs, police, charities, developers, planning officers, social workers, and community groups.
- Some wanted open invitations to anyone affecting residents’ lives, while others felt attendance should be issue-driven.

10. If area committees were to be stopped, how would you like the Council to engage with residents?

- Members suggested open forums, topic-specific meetings, roadshows, community events, and direct engagement through councillors.
- Emphasis was placed on using multiple communication channels and tailoring engagement to local needs.

11. Do you think area committees should continue in their current format of a formal committee with standard agenda items?

Yes	7
No	11

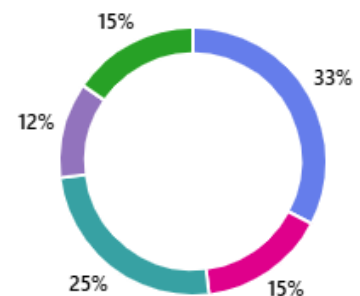


12. If you answered 'No', what format should area committees change to in the future?

- Ideas included more personal, resident-led formats, single-topic meetings, less formality, and area-specific agendas.
- Some advocated for abolishing committees in favour of more creative, locally driven engagement methods.

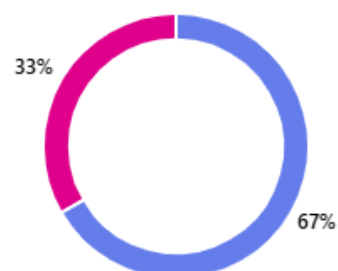
13. When decisions are made at area committee meetings, who should be able to vote (select all who you think should vote):

SBC Ward Members	17
Kent County Councillors	8
Parish/Town Councillors	13
Local community groups	6
Residents	8



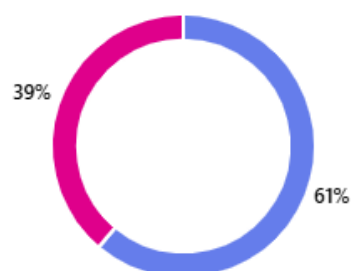
14. Would you be more inclined to attend if there was a networking session before the meetings where you could chat to residents and representatives from other organisations?

● Yes 12
● No 6



15. Would you be more inclined to attend if more community/voluntary/faith groups attended?

● Yes 11
● No 7



16. Do you think the current frequency and timing of area committees should continue (June, September, December and February)?

● Yes 10
● No 8

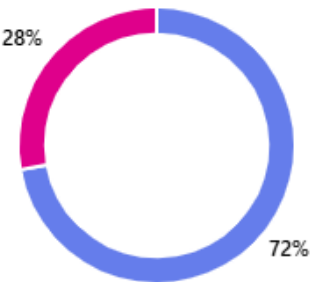


17. If you answered 'No', what frequency and timing do you think they should change to and why?

- Suggestions included stopping the December meetings and holding 3 rounds per year. Others suggested avoiding the winter months or holding 2 a year or one-off meetings to debate big issues.

18. Do you think the division of the areas should stay the same (Eastern, Sheppey, Sittingbourne and Western)?

● Yes	13
● No	5



This page is intentionally left blank

Area Committee Review – feedback from June/July round of Area Committees

Eastern:

- The old Local Engagement Fora were well attended, they were led by the community and external partners attended, such as the Police;
- attendance at the Eastern Area Committee meetings seemed very poor;
- they were well publicised, it was useful to have the opportunity to turn up and ask questions;
- the ability to feedback on consultations was good;
- town and parish councils should set the agendas;
- information sharing could be done by email;
- it was the same people who attended each time;
- a lot of people did not have time to attend evening meetings;
- there needed to be things on the agendas that were of interest to residents;
- public participation should not be restricted to the public forum item;
- Faversham Town Council may meet the needs for the Eastern area;
- there could be standing items on town and parish council agendas for issues to be raised at Area Committee meetings;
- Area Committees could provide an independent voice on Local Government Reorganisation (LGR);
- the officer briefings were good; and
- issues that were raised at Area Committee meetings were acted upon.

Sittingbourne:

- More public attendance was needed, councillors could help to promote the meetings;
- encourage external organisations to come and speak about their work/services;
- good work has come out of Area Committees;
- they needed to be accessible to everyone;
- include items on the agenda that residents would be interested in;
- people did not know what they could get from them;
- the name 'Area Committees' could put people off attending;
- consider moving away from only SBC councillors being able to vote;
- maybe change the structure of the meetings and the name to make them more friendly;
- they could be themed;
- networking could take place at the beginning of the meetings;
- consider what challenges there were for residents in their daily lives and make those issues the focus for meetings;
- suggest naming them the 'People's Forum', adopt an appropriate logo and publicise them more;
- invite Kent County Council (KCC) Cabinet Members to come along to talk about their areas of responsibility;
- publicise a 'You said, we did' after the meetings;
- it was important that they were non-political and respectful;
- use online polls for some decisions; and
- promote the online attendance.

Western:

- Very few members of the public attended the Western Area Committee (AC) meetings;
- were AC meetings worth the time of parish councillors and SBC officers when most of the agenda items were also discussed at the Local Councils' Liaison Forum meetings?;
- there were no parish councils in the Sittingbourne area;
- a lot of people were not aware what wards Western covered;
- interest in AC meetings had declined since funding was withdrawn;
- other methods of engagement needed to be considered;
- when workshops were held at previous AC meetings, they were very good but no feedback was provided after;
- more explanation about items was needed;
- AC meetings were a waste of time/money;
- councillors heard the same messages at different meetings;
- there needed to be engagement with parish councils separately on specific issues;
- residents attended more when there was an emotive issue on the agenda; and
- less formal sessions such as a surgery or pop-up café style might be more effective.

Sheppey:

- Sheppey Area Committee was usually well attended, members of the public were more likely to attend area committees instead of other formal Council meetings;
- area committees were a 'talking shop' and a waste of time and money;
- when area committees had funding to allocate, a lot of good came from the projects they supported;
- they were a good opportunity for residents to meet their local councillors, however they should be more easily identifiable at the meetings;
- sound quality at the meetings was poor, could a microphone be provided so everyone in the meeting could hear what was being said?;
- councillors and officers should go on public speaking courses to ensure they could be heard and understood easily, especially for people with hearing problems; and
- PowerPoint presentations should be less wordy and the text large enough for people at the back of the room to read.

COUNCIL	
Meeting Date	28 January 2026
Report Title	Reduction in number of Service Committees
EMT Lead	Larissa Reed – Chief Executive
Head of Service	Larissa Reed – Chief Executive
Lead Officer	Larissa Reed – Chief Executive
Classification	Open
Recommendations	That Council: 1. Does not implement the part of the decision taken on 2 April 2025 to reduce the committees by a further reduction of one in the municipal year 26/27 2. To keep the committee structure as the following Committees • Policy and Resources • Environmental Services and Climate Change • Housing, Health and Communities • Property and Economy

1.0 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to ask Council not to implement the decision taken by Council on 2 April 2025 to change the committee system to reduce the committees by one for the Municipal Year 26/27.

2.0 Background

- 2.1 Swale Borough Council moved from the Cabinet System to the Committee System in May 2022. A cross-party working group was set up to agree the numbers and functions of the committees. This group (Constitutional Working Group) considered a number of options in relation to the number of committees and the size of committees and proposed a model consisting of Policy and Resources and four Service Committees to Full Council, which was accepted.

- 2.2 In April 2025, members voted to:

- Take a two stage approach to reduce the service committees from Policy and Resources committee and 4 service committees to Policy and Resource and 2 service committees by reducing the service committees by

one in the municipal year 25/26 and by a further reduction of one in the municipal year 26/27.

2.3 From the Municipal year 2025/2026, the council has the following committees

- Policy and Resources
- Environmental Services and Climate Change
- Housing, Health and Communities
- Property and Economy

2.4 In 2025 the role of committees in Swale has evolved and the committees are undertaking more scrutiny and have more 'to note' reports giving members vital information about both council services and national picture. This has increased the number of items on the committee agendas.

2.5 The concern has been raised that if there are fewer committees, there will be a requirement for an increased number of extraordinary meetings.

3.0 Alternative Options Considered and Rejected

3.1 Option 1

To keep the two stage approach agreed by Council in 2025 to reduce the service committees from Policy and Resources committee and three service committees to the Policy and Resource and two service committees by reducing the service committees by one in the municipal year 25/26 and by a further reduction of one in the municipal year 26/27. This is not recommended as this would result in either additional meetings or fewer 'to note' reports coming to committee.

3.2 Option 2

Reduce the number of Committees but increase the frequency of meetings. This is not recommended for two reasons. Firstly it reduces the number of members who are able to take part in Committees and it also puts additional pressure on the members of the new committees who would be required to attend an increased number of meetings.

4.0 Consultation Undertaken or Proposed

4.1 An informal consultation has taken place with the chairs of the committees.

5.0 Implications

Issue	Implications
Corporate Plan	The Corporate Plan can be delivered with the reduced number of Committees but there would be fewer 'to note' information items.

Financial, Resource and Property	The Special Responsibility Allowances for Chairs of Service Committees are £5,938 per annum, this would not be saved
Legal, Statutory and Procurement	There is no legal requirement to have a set number of Service Committees
Crime and Disorder	There are no direct crime and disorder implications of this proposal
Environment and Climate/Ecological Emergency	There are no direct Environmental Emergency implications of this proposal
Health and Wellbeing	Although there is not direct Health and Wellbeing impact of this decision, fewer evening meetings will be of benefit to staff and members of the council.
Safeguarding of Children, Young People and Vulnerable Adults	There are no direct safeguarding implications of this proposal
Risk Management and Health and Safety	There are no direct health and safety implications of this proposal
Equality and Diversity	There are no direct Equality and Diversity implications of this proposal
Privacy and Data Protection	There are no direct privacy or data protection implications of this proposal

6.0 Appendices

None

7.0 Background Papers

Report to Full Council on the Committee System [Report on Governance Model Change October 2021](#)

[Report to Council on the Committee System \(2 April 2025\)](#)

This page is intentionally left blank

Council Meeting	
Meeting Date	28 January 2026
Report Title	Appointment of Independent Members to Members' Remuneration Panel
EMT Lead	Larissa Reed, Chief Executive
Head of Service	Lisa Fillery, Director of Resources
Lead Officer	Tim Neal, Senior Democratic Services Officer
Classification	Open
Recommendations	1. Council is asked to agree the appointment of Keith Hills, Linda Howard and Dave Crompton to the Members Remuneration Panel.

1 Purpose of Report and Executive Summary

- 1.1 In accordance with the requirements of the Local Authorities (Members' Allowances) (England) Regulations 2003, the Council is required to have an Independent Members' Remuneration Panel whose purpose is to make recommendations to the Council on its Members' Allowance Scheme and that of Parish Councils.
- 1.2 The Swale Independent Review Panel is due to meet in March 2026, to undertake a full review of the allowances scheme.

2 Background, Context and Proposals

- 2.1 The Regulations require Councils to undertake a review of their Members' Allowances Scheme every four years, although a review can be carried out sooner.
- 2.2 In accordance with legislation, there is a minimum of three representatives sitting on the panel. A representative from South East Employers, who is Chairman, also forms part of the panel.
- 2.3 A full review was last undertaken out in May 2022 and another full review of the allowances scheme will be carried out in March 2026. Members will be asked to contribute their views via a questionnaire and there will be some opportunity for members to meet with the panel.
- 2.4 Background information on the recommended candidates is set out in the exempt appendix.

- 2.5 To recruit volunteers, a notice was published online, through social media and through the CVS.
- 2.6 Four candidates submitted expressions of interest and were invited to interview.
- 2.7 The three candidates submitted for consideration were deemed to be the most suitable.
- 2.8 Background information on the candidates is set out in the exempt appendix 1.

3 Recommendations

- 3.1 Council is asked to agree to the appointment Keith Hills, Linda Howard and Dave Crompton to the Independent Members' Remuneration Panel for a period of up to three years.

4 Alternative Options Considered and Rejected

- 4.1 Council could decide to not appoint the recommended panel members. However, this is not advised given the limited number of volunteers who expressed an interest and the requirement for the panel to make recommendations for Council to consider.

5 Consultation Undertaken or Proposed

- 5.1 The Panel Chair from South East Employers was consulted.

6 Implications

Issue	Implications
Corporate Plan	The appointment of the Independent Members enables the Council to demonstrate good governance and discharge its duty to have an independent panel for the purposes of reviewing the Members' Allowances Scheme.
Financial, Resource and Property	The positions are voluntary; any expenses are set on a travelling and subsistence only basis.
Legal, Statutory and Procurement	The appointments comply with the requirements of the Local Authorities (Members' Allowances) (England) Regulations 2003.

Crime and Disorder	None identified at this stage.
Environment and Climate/Ecological Emergency	None identified at this stage.
Health and Wellbeing	None identified at this stage.
Safeguarding of Children, Young People and Vulnerable Adults	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	No adverse equality or diversity implications, procedures apply equally.
Privacy and Data Protection	None identified at this stage.
Local Government Reorganisation	Panel members are appointed for three years. This appointment is not believed to have any impact on LGR

7 Appendices

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

- Appendix I: **Exempt** - details of people recommended for appointment as Independent Members

8 Background Papers

Not required.

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank