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Our ref: Corporate Performance Review Working Party/Agenda
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CORPORATE PERFORMANCE REVIEW WORKING PARTY

6 JULY 2015

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Monday, 6 July 2015** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillors: Bambridge, Campbell, G Coleman-Cooke, Connor, Curran, Dennis and E Hillman

A G E N D A

Item
No

Subject

1. **ELECTION OF CHAIRMAN**
2. **APOLOGIES FOR ABSENCE**
3. **DECLARATIONS OF INTEREST**
To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest form attached at the back of this agenda. If a Member declares an interest, they should complete that form and hand it to the officer clerking the meeting and then take the prescribed course of action.
4. **MINUTES OF PREVIOUS MEETING** (Pages 1 - 4)
To approve the Minutes of the Corporate Performance Review Working Party meeting held on 9 March 2015, copy attached.
5. **AGREE TERMS OF REFERENCE OF THE CORPORATE PERFORMANCE REVIEW WORKING PARTY FOR 2015/16** (Pages 5 - 10)
6. **ESTABLISH THE CORPORATE PERFORMANCE REVIEW WORKING PARTY WORK PROGRAMME FOR 2015/16** (Pages 11 - 16)
7. **AGREE INDICATIVE FUTURE MEETING DATES FOR 2015/16**
Declaration of Interest form - back of agenda

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CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 9 March 2015 at 3.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Campbell (Chairman); Councillors I Gregory, K Gregory, Grove and Matterface

In Attendance: Ian Lowrie

151. ELECTION OF CHAIRMAN

Members unanimously agreed that Councillor Campbell chaired the meeting.

Councillor Campbell in the Chair.

152. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Gideon, substituted by Councillor K. Gregory.

153. DECLARATIONS OF INTEREST

There were no declarations of interest.

154. MINUTES OF PREVIOUS MEETING

Councillor Grove proposed, Councillor Matterface seconded and Members agreed the minutes of the meeting of the Corporate Performance Review Working Party held on 29 January 2015.

155. UPDATE ON TDC'S IMPLEMENTATION OF THE CORPORATE IMPROVEMENT PLAN - PRESENTATION BY IMPROVEMENT BOARD CHAIRMAN

Mr Ian Lowrie, Chairman of the (Peer Review) Improvement Board led discussion on the subject. He gave a brief background to the establishment of the Board and that it was set up as result of the Peer Review Report that advised on how Thanet District council could move forward in the direction of improving its corporate performance in delivering services to residents. Mr Lowrie observed that the Council was experiencing challenging times and events as well as challenging Member behaviour.

Mr Lowrie noted that there were some 'big issues' on the Council agenda that included the future of the Manston Airport, Dreamland and Regeneration of Thanet. He gave credit to TDC for sourcing for external support to improve the way Council operated and hence improve its reputation. The Improvement Board has helped with further sourcing of the contacts and resources. Mr Lowrie said that cross-party working in the Board was encouraging. He said that the Board was setting up the foundation for a future Council that operated under a new culture, post-May Elections. The Improvement Board and LGA were happy to continue providing support for the foreseeable future as long as it was needed by TDC.

Mr Lowrie acknowledged that the Council had sought institutional support from other sources providing mixed economy support to the improvement effort by Council. There was less negative behaviour by Members and the Board noted that Council had drawn up a Member Induction Training Programme. Peer Members were fully engaged and supportive of the improvement work that is on-going.

Members expressed concerns about the current format of standards arrangements for local Council, which they viewed as being not effective in deterring Members from engaging in 'toxic behaviour.' Members encouraged an induction approach post May elections that would see more experienced councillors being mentors or buddies to the newly elected Members who were new to the role of a councillor.

The Chairman of the sub-group thanked Mr Lowrie for coming to the meeting to share views with the sub-group and Members noted the report by the Board Chairman.

156. PROGRESS UPDATE ON TDC'S IMPROVEMENT PLAN AND FUTURE MONITORING ARRANGEMENTS

Mr Paul Cook, Director of Corporate Resources suggested the principles for reviewing the improvement work by the working party. He said that at each working party meeting, Members would receive an improvement plan implementation update report and the current 'action points' updates. Madeline Homer, Acting CEx also suggested that Peer Members of the Board could be invited to come and share views and ideas with the sub-group. Mr Cook reported that a review of the Member/Officer Protocol was currently underway and a report would be considered by the board on 10 April 2015 and Members were going to be involved in the review of the TDC Constitution.

Member of the working party suggested that Council could adopt a protocol for officer response timeframe to Member queries as well as the escalation framework for such queries. They said that there were some services that were perceived by the public as important to them and therefore responses to queries for such services should have quicker turn-around response times. Madeline Homer agreed to consider the suggestion.

Members also suggested that one way of improving the Council's credibility with the public would be to communicate in an open and honest manner what Council can and cannot do as part of setting up its key priorities. Mr Cook agreed to take forward the comments as part of reviewing the corporate Communications Strategy. He also said that the LGA was providing technical support to Council the following projects:

- a. IT arrangement support;
- b. Project management support;
- c. Asset management support.

The improvement process for some of those issues would be longer timeframe than for the others. Heads of Services group had been set up to play a project management role for some of the corporate projects. Mr Cook advised the meeting that Council had received a good response to the advertisements for senior posts. It was suggested that the filling of senior posts should be completed before the May Elections in order to avoid creating uncertainty in a political environment that might be fragile if it turns out to be that there is no overall control after the elections. Madeline Homer advised that the appointments would be made before the May Elections. Members said that Council had to do more to retain staff.

Councillor Campbell proposed, Councillor K. Gregory seconded and agreed the following recommendations:

1. To note the report;
2. That future monitoring arrangements by the working party would be that at each of the sub-group meetings, the latest update on the Improvement Action Plan is received.

157. **EK SERVICES PERFORMANCE, EMERGING VISION AND THOUGHTS ON THE FUTURE**

Mr Dominic Whelan, Director of EK Services led discussion on the item through a power-point presentation. He said that he had been in post for about three months and was going to share his vision and thoughts about Shared Services moving forward. Mr Whelan said that there was a willingness to share best practices across the shared services partnership. There was a need to re-invigorate the three way meetings to deal with blockages that were being experienced further down the partnership chain.

Governance Arrangements

Mr Whelan said that the governance agreement was being reviewed and the new delegations had been approved. His role now included an unpaid role of Director of Collaborative Services that involved managing the EK Human Resources. He was now working on a three year functionality plan with the three CEx for the partner local Authorities; (Canterbury City Council, Dover District Council and Thanet District council).

Performance – Finance Headlines

Members indicated that more services were likely to be outsourced but the council ought to be mindful of managing the 'profit motive' in service delivery.

Performance - Service Area

Performance for service areas was reported month to Mr Cook. Mr Whelan reported that the collection of Council tax and business rates was slightly under target and his team had increased resources to this service in order to improve the collection rate. With regards to call rate and calls coming through the call centre, the shared services team was achieving set targets and they were also trying out new ideas to reduce calls. This included making face to face appointments for customers to come into the gateway. Dominic Whelan reported that the TDC telephone system was now too old (10-15 years old); and needed replacing.

Members were concerned that a number of calls were dropped by the call centre and they suggested that officers should set up voice messaging to avoid dropped calls. Madeline Homer and David Whelan agreed to take this back to officers. Members also suggested that the performance data should include actual figures in addition to the percentages indicated in the report.

Initiatives & Key Issues – Digital/ICT

Dominic Whelan advised the meeting that telephony system replacement project was on cards and this was a good news story. Information governance was currently increasing in demand. Paul Cook was the lead officer on the project. EK Services were working on an in-house single payment system that would include HR, Housing and R& B.

Madeline Homer said that now that Members had been issued with tablets to access council documents, the intention was a phased removal of paper copies over time. Other Members sought clarification on the implication of regular use of tablets in relation to paying for eyesight checks that were mandatory for all regular users of computer screens. Madeline Homer was going to look into the issue of 'free eye checks' for Members.

Initiatives & Key Issues – Customer Services

David Whelan said that there was a need to set up a working party for a three way partnership Councils to monitor and see how Shepway District Council implements the Universal Credit Scheme. Madeline Homer would chair the working party.

Room for Improvement

Dominic Whelan said that there was a need to look at the business model going forward and find new ways of delivering the service. He said that there was room to realise more

efficiencies and EK Services will draw up a 7-11 year plan and that will include trying to get procurement under the shared services partnership.

Members noted the report.

Meeting concluded: 4.30 pm

AGREE TERMS OF REFERENCE OF THE CORPORATE PERFORMANCE REVIEW WORKING PARTY FOR 2015/16

To: **Corporate Performance Review Working Party – 06 July 2015**

Main Portfolio Area: **Community Services**

By: **Senior Democratic Services Officer**

Classification: **Unrestricted**

Ward: **Thanet Wide**

Summary: The purpose of this report is to introduce the terms of reference that were adopted at the Overview & Scrutiny Panel and offer Members an opportunity to suggest changes where appropriate.

For Decision

1.0 Introduction and Background

- 1.1 On 26 May 2015 Members of the Overview and Scrutiny Panel set up three working parties that included the Corporate Performance Review Working Party. The working party is responsible for reviewing the corporate performance of the council across its various functions as reported through the corporate performance reports. The sub-group can also scrutinise any other appropriate Council related issue as assigned by the Overview and Scrutiny Panel. The background in this report is meant to assist Members familiarise themselves with activities that were carried out by the Corporate Performance Review Working Party previously and what the Council's Constitution permits the Panel and its sub-committees to look into.
- 1.2 A note under the Budget and Policy Framework Procedure Rules in the Part 4, Rules of Procedures of the TDC Constitution, advises Members of the Overview & Scrutiny Panel to ensure that the Panel stands ready (by setting up a budget working party or making other arrangements) to undertake a review of the budget and any other policy framework review referred to it by Cabinet before Cabinet can finalise its recommendations for onward submission to Full Council. The process for this consultation between the Executive and Overview & Scrutiny Panel is detailed in subsequent paragraphs 1.0 to 1.0 (a-i) of that part of the Constitution.
- 1.3 The Constitution indicates that the timing of the review for the budget framework should be around mid-September of each year. It appears to give authority to an appropriate working party of the Panel to consider the development of the budget framework.' Members may choose to add this role to the terms of reference of the working party in order to have oversight over the performance of both the Council budget and corporate plan.
- 1.4 It is worth noting that under the Constitution's Financial Procedure Rules, Regulations A: Financial Management (A.8), 'the Finance, Best Value and Performance Review Panel is responsible for scrutinising the budget and financial management arrangements of the Council.'

2.0 The Current Situation

- 2.1 The Panel agreed that the Corporate Performance Review Working Party be made up of seven members and the terms of reference assigned to the sub-group are as detailed in Annex 1 to the report.
- 2.2 Members may wish to suggest further changes to terms of reference. If such changes were to be made, recommendations would have to be forwarded to the next meeting of the Panel to be finalised.
- 2.3 The terms of reference provide the framework for Members to agree the work programme for the working party. This issue will be covered in more detail in a separate item elsewhere on the agenda.

3.0 Options

- 3.1 Members may wish to amend the draft terms of reference.
- 3.2 The sub-group could opt to leave the terms of reference for 2015/16 as reflected in Annex 1 to the report.

4.0 Next Steps

- 4.1 If the sub-group has come up with changes to the terms of reference that were agreed at the Overview and Scrutiny Panel, then such changes ought to be brought back to the main Panel for consideration and finalisation.

5.0 Corporate Implications

5.1 Financial and VAT

- 5.1.1 There are no financial implications arising directly from this report.

5.2 Legal

- 5.2.1 There are no legal implications arising directly from this report. The Overview and Scrutiny Panel is empowered to set up a sub-committee to carry-out any reviews regarding the appropriate functions of Council.

5.3 Corporate

5.4 Equity and Equalities

- 5.4.1 There are no equity and equalities issues arising directly from this report. However all decisions to be made by Council bodies ought to take into consideration the equity and equalities impact implications of such decisions on the local community.

6.0 Recommendation

- 6.1 If appropriate, Members are asked to agree amendments to the terms of reference of the Corporate Performance Review Working Party and forwarding any such amendments to the next meeting of the Overview and Scrutiny Panel on 18 August 2015.

7.0 Decision Making Process

- 7.1 The Overview and Scrutiny Panel can assign sub-committees to conduct in-depth reviews of any issues of relating to the functions of the Council and any other matters that affects the local area (i.e Thanet District area) and make recommendations to appropriate bodies of Council.

Future Meeting:	Date: 18 August 2015
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Contact Officer:	Charles Hungwe, Senior Democratic Services Officer, ext 7186
Reporting to:	Nick Hughes, Committee Services Manager, ext 7208

Annex List

Annex 1	Terms of Reference of the Corporate Performance Review Working Party for 2015/16
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Background Papers

Title	Details of where to access copy
None	N/A

Corporate Consultation Undertaken

Finance	N/A
Legal	N/A

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CORPORATE PERFORMANCE REVIEW WORKING PARTY TERMS OF REFERENCE FOR 2015/16

General

A Sub-Committee of the Overview & Scrutiny Panel was established to review and scrutinise issues related to Corporate Performance and the Council Budget

Membership, Chairmanship and Quorum

Number of Members	7
Political Composition	4 UKIP 2 Conservative 1 Labour
Substitute Members Permitted	Yes
Political Balance Rules apply	No
Appointments/Removals from Office	By the Overview and Scrutiny Panel
Restrictions on Membership	Non-Executive Members only
Restrictions on Chairmanship	None
Quorum	Four
Number of ordinary meetings per Council Year	Meetings will be called as required and as reflected in the work programme below

Terms of Reference

1. To challenge the alignment of priorities and optimal use of resources to ensure value for money;
2. To make recommendations to the development of the Peer Review Report Action Plan and monitor progress of the implementation of that Action Plan;
3. To participate in the Service Review Programme;
4. To evaluate partnerships the Council is party to in order to ensure effective use of resources and a return on investment of those partnerships;
5. To review the 2012/2016 Corporate Plan to determine progress in relation to delivering projects and improvements noticeable to residents;
6. To review the implementation and effectiveness of the Service Review Programme through quarterly/bi-annual service performance monitoring of TDC Departments;
7. To keep a watching brief on all developments in relation to the Shared Services project;

8. To monitor half-yearly, the performance of the shared services or outsourced arrangements against set targets and conduct annual review of agreements for these arrangements to ensure value for money and propose action points for improvement;
9. To review the impact of lack of income and other revenue shortfall in forward budget, and debt management strategies;
10. To conduct an annual review of the Corporate Plan 2012-2016 to determine progress and propose actions points for improvement.

Delegations

None

Notes

This working party was established in principle by the decision of the Overview & Scrutiny Panel on 28 May 2008. These terms of reference were approved by the Overview & Scrutiny Panel on 30 August 2011.

ESTABLISHING THE CORPORATE PERFORMANCE REVIEW WORKING PARTY WORK PROGRAMME FOR 2015/16

To: **Corporate Performance Review Working Party – 06 July 2015**

Main Portfolio Area: **Democratic Services**

By: **Senior Democratic Services Officer**

Classification: **Unrestricted**

Ward: **N/A**

Summary: **The purpose of the report is to assist Members to develop and agree the work programme for 2015/16 for the Corporate Performance Review Working Party.**

For Decision

1.0 Introduction and Background

- 1.1 The Overview and Scrutiny Panel met on 26 May 2015 and set up a number of sub-committees that included the Corporate Performance Review Working Party. The detailed explanatory notes in this background section are meant to familiarise Members with the work and processes of the sub-group. Members could agree a different approach for undertaking the review work assigned to the sub-committee by the Panel.
- 1.2 The working party was asked to meet and consider at their first meeting their respective draft terms of reference and work programmes for 2015/16 and in cases where changes were suggested to the terms of reference, then report back to next scheduled meeting of the Overview & Scrutiny Panel. The terms of reference are discussed in more detail elsewhere on the agenda.
- 1.3 Members would need to draft and agree a more detailed work programme for 2015/16 using the template attached as Annex 1 to this report. A reference to the terms of reference of the working party would help focus the activities of the sub-group to the assigned mandate. The sub-group needs to identify key review activities and related documents to be considered and the timetable for carrying out that review work.
- 1.4 The process for undertaking the review could include inviting and receiving written and verbal reports from key Council officers on issues under scrutiny. Members would then form a view and if appropriate forward recommendations to the Overview and Scrutiny Panel for onward submission to a relevant decision making body of Council.
- 1.5 In the course of its work the sub-group could also request key officers from East Kent Services (EK Services), East Kent Human Resources (EKHR) and East Kent Housing (EK Housing) to appear before Members to respond to questions that help Members form an informed view of any of the issues under review and which fall under the above partnerships' activities and responsibilities.

- 1.6 One of the key activities of the Corporate Performance Review Working Party in 2014/15 was to monitor progress by Council in implementing the corporate improvement action points that were identified by the (Peer Review) Improvement Board. This process included inviting the Board Chairman and CEx to be in attendance at a meeting of the working party to provide progress update reports and share views on corporate performance. The working party chairman then provided a verbal update report to the Panel and the Overview and Scrutiny Panel chairman reported to Full Council through a chairman's report that is supposed to be presented at all ordinary Full Council meetings.

2.0 The Current Situation

- 2.1 It is hoped that the sub group would develop a time frame for completing their work and then produce final reports for making recommendations to the Overview & Scrutiny Panel.
- 2.2 The working party could make reference to the minutes of the previous meeting in order to identify any outstanding action points that could be included in the work programme for 2015/16.
- 2.3 Members may wish to note that it is possible that during the course of the year, the Panel could assign additional work (one-off project) to the working party usually in response to an emerging that require the immediate attention of the scrutiny process.

3.0 Options

- 3.1 Members are requested to agree a detailed work programme and timetable for undertaking the review.

4.0 Corporate Implications

4.1 Financial and VAT

- 4.1.1 There are no financial implications arising directly from this report.

4.2 Legal

- 4.2.1 There are no legal implications arising directly from this report.

4.3 Corporate

- 4.3.1 An active scrutiny programme is part of good governance and will, ultimately underpin the Council's use of resources assessment.
- 4.3.2 The Working Parties / Task and Finish Groups assist the work of scrutiny as they can carry-out an in-depth study of an issue referred to them.

4.4 Equity and Equalities

- 4.4.1 There are no equity and equalities implications arising directly from this report.

5.0 Recommendation

- 5.1 Members are requested to draw up and agree the Group's work programme for 2015/16.

6.0 Decision Making Process

- 6.1 The Overview and Scrutiny Panel can set up sub-committees and then ask such groups to submit recommendations for the Panel's consideration. These sub-committees (task & finish groups) do not have delegated authority to amend their terms of reference; any suggested changes need to be reported to the Overview & Scrutiny Panel for approval.

Future Meeting: Overview & Scrutiny Panel	Date: 18 August 2015
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Contact Officer:	Charles Hungwe, Senior Democratic Services Officer, Ext 7186
Reporting to:	Nick Hughes, Committee Services Manager, Ext 7208

Annex List

Annex 1	Draft Work Programme for 2015/16
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Background Papers

Title	Details of where to access copy
None	None

Corporate Consultation Undertaken

Finance	N/A
Legal	N/A

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CORPORATE PERFORMANCE REVIEW WORKING PARTY DRAFT WORK PROGRAMME 2015/16

NAMES OF MEMBERS

ELECTED MEMBER	DESIGNATION
Cllr Bambridge	
Cllr Campbell	
Cllr G. Coleman-Cooke	
Cllr Connor	
Cllr Curran	
Cllr Dennis	
Cllr E. Hillman	
SUPPORTING OFFICER	DESIGNATION
Nikki Walker	Interim Head of Financial Services

DATE OF MEETING/ACTIVITY	AGENDA ITEM	WITNESSES TO BE INVITED
Meeting 1 06 July 2015 @ 7.00pm	a. Election of Chairman b. Agreement of Draft Terms of Reference c. Agreement of all items of business to be considered by working party d. Agreement of timetable for all future meetings before final report is presented to Overview and Scrutiny Panel	Nikki Walker, Interim Head of Financial Services
Meeting 2 Date/time	To be advised by Members at the meeting on 6 July 2015	To be advised by Members
Meeting 3 Date/time	To be advised by Members at the meeting on 6 July 2015	To be advised by Members
Meeting 4 Date/time	To be Advised by Members at the meeting on 6 July 2015	To be advised by Members
Meeting 5 Date/time	To be advised by Members at the meeting on 6 July 2015	To be advised by Members
etc		
Final meeting Date/time	a. Completion of final report b. Agreement of recommendations to be presented to the Overview and Scrutiny Panel	

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THANET DISTRICT COUNCIL DECLARATION OF INTEREST FORM

Do I have a Disclosable Pecuniary Interest and if so what action should I take?

Your Disclosable Pecuniary Interests (DPI) are those interests that are, or should be, listed on your Register of Interest Form.

If you are at a meeting and the subject relating to one of your DPIs is to be discussed, in so far as you are aware of the DPI, you **must** declare the existence **and** explain the nature of the DPI during the declarations of interest agenda item, at the commencement of the item under discussion, or when the interest has become apparent

Once you have declared that you have a DPI (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must:-**

1. Not speak or vote on the matter;
2. Withdraw from the meeting room during the consideration of the matter;
3. Not seek to improperly influence the decision on the matter.

Do I have a significant interest and if so what action should I take?

A significant interest is an interest (other than a DPI or an interest in an Authority Function) which:

1. Affects the financial position of yourself and/or an associated person; or Relates to the determination of your application for any approval, consent, licence, permission or registration made by, or on your behalf of, you and/or an associated person;
2. And which, in either case, a member of the public with knowledge of the relevant facts would reasonably regard as being so significant that it is likely to prejudice your judgment of the public interest.

An associated person is defined as:

- A family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;
- Any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- any body in respect of which you are in a position of general control or management and which:
 - exercises functions of a public nature; or
 - is directed to charitable purposes; or
 - has as its principal purpose or one of its principal purposes the influence of public opinion or policy (including any political party or trade union)

An Authority Function is defined as: -

- Housing - where you are a tenant of the Council provided that those functions do not relate particularly to your tenancy or lease; or
- Any allowance, payment or indemnity given to members of the Council;
- Any ceremonial honour given to members of the Council
- Setting the Council Tax or a precept under the Local Government Finance Act 1992

If you are at a meeting and you think that you have a significant interest then you **must** declare the existence **and** nature of the significant interest at the commencement of the

matter, or when the interest has become apparent, or the declarations of interest agenda item.

Once you have declared that you have a significant interest (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must**:-

1. Not speak or vote (unless the public have speaking rights, or you are present to make representations, answer questions or to give evidence relating to the business being discussed in which case you can speak only)
2. Withdraw from the meeting during consideration of the matter or immediately after speaking.
3. Not seek to improperly influence the decision.

Gifts, Benefits and Hospitality

Councillors must declare at meetings any gift, benefit or hospitality with an estimated value (or cumulative value if a series of gifts etc.) of £100 or more. You **must**, at the commencement of the meeting or when the interest becomes apparent, disclose the existence and nature of the gift, benefit or hospitality, the identity of the donor and how the business under consideration relates to that person or body. However you can stay in the meeting unless it constitutes a significant interest, in which case it should be declared as outlined above.

What if I am unsure?

If you are in any doubt, Members are strongly advised to seek advice from the Monitoring Officer or the Democratic Services and Scrutiny Manager well in advance of the meeting.

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS, SIGNIFICANT INTERESTS AND GIFTS, BENEFITS AND HOSPITALITY

MEETING

DATE..... **AGENDA ITEM**

DISCRETIONARY PECUNIARY INTEREST

SIGNIFICANT INTEREST

GIFTS, BENEFITS AND HOSPITALITY

THE NATURE OF THE INTEREST, GIFT, BENEFITS OR HOSPITALITY:

.....
.....
.....

NAME (PRINT):

SIGNATURE:

Please detach and hand this form to the Democratic Services Officer when you are asked to declare any interests.