
FURTHER DETAILS ON 'OPTION A' OF PROPOSED SCRUTINY ARRANGEMENTS FOR THANET DISTRICT COUNCIL

To: **Extraordinary Overview & Scrutiny Panel – 12 February 2013**

Main Portfolio Area: **Democratic Services**

By: **Glenn Back, Democratic Services & Scrutiny Manager**

Classification: **Unrestricted**

Ward: **N/A**

Summary: **To help the Panel develop recommendations on the future structure of Overview and Scrutiny in Thanet.**

For Decision

1.0 Introduction and Background

1.1 *This report follows on from the report that was considered by the Overview & Scrutiny Panel (OSP) on 7 August 2012. At that meeting Members of the Panel discussed the initial options paper on the proposed scrutiny arrangements for Thanet District Council.*

1.2 *Members then requested a further officer report on the implications of Option A in the above report before deciding on which scrutiny arrangements to recommend. It should be noted that Option A provides for intensive pre-decision scrutiny for major policy development (similar in nature to a model that was used by Kent County Council towards the end of 2011).*

1.3 *A summary of the implications of adopting an intensive pre-decision scrutiny approach as previously reported are as follows:*

- i) Depending upon the precise model developed, this option would require a significant commitment of officer time and hence several additional FTEs to support effective scrutiny and would be dependent on the specific issues to be reviewed as drawn from the Cabinet/Council Forward Plan;*
- ii) Members may decide to establish standing sub-committees that reflect the current Cabinet Portfolio structure and review key decisions on the Forward Plan and then make recommendations to the relevant Cabinet Portfolio Holder before Cabinet makes a decision on the issue.*
- iii) The sub-committees could be reconstituted at the beginning of each municipal year, once the OSP was sure how the Cabinet portfolios would be structured.*

2.0 Option 'A' in some detail

Structure of the OSP sub-committees

2.1 *At the August 2012 ordinary meeting of the Overview & Scrutiny Panel, Members suggested that a model that consisted of a sub-committee suite that mirrored the current Cabinet portfolio and corporate service structures be explored further via consideration of additional information on Option 'A' within that report, before making recommendations on the future scrutiny arrangements for Thanet District Council.*

- 2.2 One suggestion for working out the proposed structure is to assign the pending Cabinet and /or Council decisions on the Forward Plan to each of the OSP sub-committees. Such an approach would allocate the different Cabinet functions to each sub-committee based on grouping issues of a similar nature and this may distribute work evenly.
- 2.3 The model would therefore include the following standing sub-committees:
- a) Community Services Sub Committee;
 - b) Operational Services Sub Committee;
 - c) Corporate & Business Transformation Sub Committee.
- 2.4 The three corporate directorates support six portfolio areas. Community Services support three portfolio areas, Corporate & Business Transformation support two and Operational Services support one portfolio as reflected in Annex 1 of the report. Although each sub committee would review executive policy proposals and advise the portfolio holder about the Panel's view before an executive decision is made, Cabinet has the discretion on whether to adopt a pre-decision scrutiny approach for all non-policy framework executive decisions. The current practice however is that the Cabinet is agreeable to pre-decision scrutiny.
- 2.5 Whichever model is selected, it is recommended that the frequency of meetings for the standing sub-committees would coincide with the cycle of the Overview & Scrutiny Panel and Cabinet meetings in order to help feed any scrutiny recommendations into the Council's decision making process as seamlessly as possible. Thus, the sub-committees would meet before the Panel, which would meet before Cabinet and Council. Annex 2 illustrates the number of meetings for the Panel and Cabinet and the proposed meeting cycle for each of the sub-committees, but it should be noted that the current committee calendar cannot always accommodate the preferred cycle and may need to be reviewed in the future.

Consultation on forthcoming executive decisions/policies

- 2.6 Forthcoming policy framework and other executive decisions as reflected in the Forward Plan at any point in time would be the main source of policy development consultation from which the sub-committees would determine their work programme. Annex 3 of the report illustrates the current potential consultation projects for the proposed standing sub committees. This would be in the context of their respective terms of reference whose drafts are provided in Annex 4 to Annex 6 of the report. Additional review projects may emerge from delegated individual Cabinet Member or senior officer decisions. However in the case of officer decisions; it is suggested that only key decisions would be automatically referred to the appropriate standing sub-committee (otherwise they may become overwhelmed with workload).
- 2.7 The Panel could delegate to each of the sub committees the power to make recommendations or comment upon draft executive policy directly to Cabinet or the individual Cabinet Member or Council Officer as the case may be. Such delegation would remove the need for all sub-committee recommendations to be run past the Overview & Scrutiny Panel each time and may ensure speedier response to the development of policies.
- 2.8 If that option were chosen, Members may then wish to ensure that there is wide participation by members of the Panel in sub-committee policy consultation by agreeing a larger membership for each sub- committee. The alternative is to require sub-committees to provide their consultation comments to Cabinet etc via the Overview and Scrutiny Panel. If the intention is to route all significant executive policy decisions via the scrutiny sub-committees, then significant delays may occur as a result and so this variant of the model might become impractical.

Post-Decision (Post-Hoc) Reviews

- 2.9 *In cases where an executive decision has been made before a review by the Panel or its sub committees, then the appropriate sub committee could undertake a post decision review ("post-hoc" review) and advise the executive on any learning points.*

Call-in

- 2.10 *In the case of call-in, Members of the Panel need to decide:*
- a) *whether it remains the Chairman and/or any five members of the Panel (who shall not all be from the same political group) that can call-in a decision, or whether to recommend to the Constitutional Review Working Party that the sub-committees should be able to call-in a decision relating to their assigned terms of reference. The Panel would also have to consider reducing the number of members required to call-in a decision from five to say three;*
 - b) *whether to delegate the call-in activity to each of the sub committees depending on the topic; assign one of the sub committees to receive them all, or retain that function at the Panel level.*
- 2.11 *Delegating the activity of call-in to a sub-committee would reduce the number of OSP Members directly involved in scrutinising such issues. This arrangement may also mean having an increased number of sub-committee meetings because of the possible need to arrange call-in meetings in addition to the scheduled meetings of the sub-committees. On the other hand, delegating call-in to sub-groups might ensure speedier consideration of call-in and minimise the delay of implementing executive decisions, because it may be easier to arrange extra sub-committee meetings than extra meetings of the Panel.*
- 2.12 *The alternative would be to keep the call-in function at the Panel level. There would be no changes to the frequency of OSP meetings than is currently the case, but it would remain the case that additional Panel meetings might be needed, depending upon the precise timing of any call-in. More Members are involved if the call-in resides with the Panel and not its sub-committees.*

Scrutiny policy development (scrutiny task/finish reviews)

- 2.13 *Members need to consider whether to only utilise only the new sub-committees for policy development or retain task & finish project groups as well. Whilst it may be suggested that there would no longer be a need for task-finish groups if standing sub-committees were established, in reality it is unlikely that the kinds of task-finish projects currently underway could be accommodated within the relatively inflexible timetable of standing sub-committees.*
- 2.14 *If task-finish groups were to be continued, there would be workload implications and therefore resource implications. Establishing ad-hoc task & finish groups in addition to standing sub-committees would lead to an increase in the number of meetings to be serviced by Democratic Services and would require significantly more resources than would be the case if Members opted for standing sub-committees only.*
- 2.15 *In the 2011/12 municipal year there were seven OSP ad hoc working parties as compared to eleven 2012/13. These ad hoc task & finish groups met twenty two times in 2011/12. They met twenty three times this municipal year (May 2012 to date). This number will increase as the year draws to a close. It is anticipated that the standing sub-committees would meet roughly the same number of times. It would be reasonable to assume that if ad-hoc groups were established in addition to sub-committees, the number of task & finish sub-group meetings would go considerably beyond the current twenty three. In fact there are already an additional seven meetings planned for February to March 2013 for seven of the task and finish groups. This point is illustrated in both Table 1 and Section 3.0 of the report.*
- 2.16 *In order to progress policy development matters, these sub-committee meetings would be scheduled so that any output from sub-committees would feed into the Overview & Scrutiny Panel (if there is no delegation to sub-committees), and then Cabinet to make*

the final decision on the recommendations. If any delegation were created, then the sub-committee could make recommendations directly to Cabinet.

- 2.17 *In setting up the current suite of task & finish groups for 2012/13, the Panel found it difficult to get sufficient Members to sit on these groups. This challenge may be even more apparent if Members opt to establish standing sub-committees as well as continuing the ad-hoc task & finish groups.*
- 2.18 *If the Panel still wished to undertake task-finish project work, there is again a choice as to whether such groups would report to the relevant sub-committee and in turn to the main Panel. However, it might be considered that such a two-step approval process (sub-committee, Panel) may unnecessarily delay the approval process.*
- 2.19 *Alternatively, authority for agreeing the recommendations emerging from task-finish project groups might be delegated to the sub-committees. Such delegation would remove the need for all sub-committee recommendations to be run past the Overview & Scrutiny Panel each time and may ensure speedier delivery of scrutiny projects. However Members may then wish to ensure that there is wide participation by members of the Panel in sub committee projects by agreeing a larger membership size for each group and the terms of reference would need to reflect such a function as illustrated by the draft terms of reference templates in Annexes 4-6.*

Petitions etc

- 2.20 *In the current Thanet District Council Constitution, some petitions are referred to the Overview & Scrutiny Panel (depending upon the number of petitioners). Members have two options:*
- a) *the status quo could remain whereby petitions are referred to the Overview and Scrutiny Panel*
 - b) *petitions could be referred to the relevant sub-committee depending on the topic of the petition. Assigning petitions to sub-committees may increase the number times such group(s) would need to meet.*
- 2.21 *Currently some of the Notices of Motions may be referred to the Overview and Scrutiny Panel by Council and then Cabinet. A similar choice remains; whether these should be referred to the Overview and Scrutiny Panel or be referred to the relevant sub-committee.*

Alternative Option 'A' Establishing Standing Committees and abolishing the main Panel (OSP)

- 2.22 *Members may also want to consider a more radical option for new scrutiny arrangements where the three standing Overview & Scrutiny Committees are set up as full committees, and the current Overview & Scrutiny Panel is abolished either in 2013/14 or after the local Council elections in 2015 (i.e. for 2015/16). This may be more appropriate in a situation where Members would have opted to delegate a significant number of functions to the sub-committees under Option 'A' so much that there remains very little for the main Panel to do. Abolition of the main Panel would remove an extra layer from the decision making process.*
- 2.23 *In this model the call-in would be assigned to each standing committee depending on their terms of reference. A valid call-in procedure could constitute such a request being made by the chairman or any three members of the committee who may not be from the same political Groups.*
- 2.24 *If Members agree this variant of Option 'A', it may be advisable to have a larger membership for the sub-committees. The additional seats have to be shared according to the rules of political proportionality. Each Overview & Scrutiny Sub-Committee would have a chairman and vice-chairman. There is a need to then consider the financial implications in relation to Special Responsibility Allowances for the new roles of Chairman and Vice-Chairman that would have been established. If the main Overview and Scrutiny Panel were to be abolished, there could still be a marginal increase in the total amount of Special Responsibility Allowances paid in relation to the scrutiny function.*

2.25 Any changes to the current governance arrangements would have to be forwarded to the Constitutional Review Working Party for further consideration, before being forwarded to the Standards Committee and then Council for final decision.

2.26 All of the above choices are illustrated in the following table:

TABLE 1

Option	Function	Delegations	Comment	Indicative Additional Resource Implications (on top of 0.5FTE already committed)	Special Responsibility Allowance Indicative Implications
1	<i>Current Arrangement – Ad Hoc Task & Finish Groups</i>	<i>No delegation – must report to Panel for approval</i>	<i>No change to status quo. Additional resources have already been identified in 2012/13 to support this arrangement given an increase in scrutiny task/finish projects.</i>	<i>None</i>	<i>None (currently no Chairman of a task/finish group is paid an SRA)</i>
2	<i>OSP Sub-Committee suite established for consultation on forthcoming executive decisions (as reflected in a published Forward Plan)</i>	<i>No delegation – must report to Panel for approval</i>	<i>Assumes task/finish groups continue, hence leads to an extra cycle of sub-committee meetings (at least 21 extra meetings per annum) and may necessitate extra Panel meetings to grant approvals for recommendations.</i>	<i>+1.0 FTE</i>	<i>Three Chairman and three Vice-Chairman roles could attract an SRA</i>
3		<i>Delegated power to respond to executive</i>	<i>This reduces the time needed for Panel approval of recommendations to the executive; because it may avoid the need for extra Panel meetings it offsets a little of the additional resource requirement</i>	<i>+0.5 FTE</i>	<i>Three Chairman and three Vice-Chairman roles could attract an SRA</i>

Option	Function	Delegations	Comment	Indicative Additional Resource Implications (on top of 0.5FTE already committed)	Special Responsibility Allowance Indicative Implications
4	<i>Call-in</i>	<i>No delegation – function undertaken by Panel</i>	<i>May lead to extra Panel meetings, but is no different from current position</i>	<i>None</i>	<i>N/A</i>
5		<i>Delegated to sub-committees</i>	<i>May lead to extra meetings for sub-committees</i>	<i>None (though there might be a small resource implication if additional sub-committee meetings need to be set up for call-ins).</i>	<i>N/A</i>
6	<i>Scrutiny policy development (task-finish groups)</i>	<i>Not undertaken –delegations not applicable</i>	<i>If sub-committees were added but task/finish groups abandoned, the overall resource impact would be minimal compared to the current position (thus it is assumed that the 0.5 FTE currently earmarked is still needed to cover the 21 sub-committee meetings)</i>	<i>None. If task/finish groups were abandoned at the same time as standing sub-committees are created, the requirement at option 2 would be offset. But this would not be true if those sub-committees add to their workload over and above consultation on forthcoming executive decisions.</i>	<i>N/A</i>

Option	Function	Delegations	Comment	Indicative Additional Resource Implications (on top of 0.5FTE already committed)	Special Responsibility Allowance Indicative Implications
7		<i>Undertaken – no delegation, approved by Panel</i>	<i>Additional resources required to clerk/service the groups; May be difficult to get Member volunteers to sit on all groups; Leads to extra Panel meetings</i>	<i>1.0 FTE (equivalent to option 2 above)</i>	<i>N/A</i>
8		<i>Undertaken –delegated to sub-committees</i>	<i>Additional resources required to clerk/service the groups, but some implications offset by the lack of need to route all recommendations via the main Panel.</i>	<i>0.5 FTE (akin to option 3)</i>	<i>N/A</i>
9	<i>Petitions etc</i>	<i>Undertaken by Panel</i>	<i>There are no implications associated with this arrangement as such petitions can considered at a scheduled meeting of the Panel</i>	<i>No additional requirements above those in other options</i>	<i>N/A</i>
10		<i>Delegated to sub-committees</i>	<i>May lead to extra meetings for sub-committees, but of itself is not considered sufficient to warrant extra resources.</i>	<i>No additional requirements above those in other options</i>	<i>N/A</i>
11	<i>Review of performance of Community Safety Partnership</i>	<i>No Delegation - Undertaken by Panel</i>	<i>If this involves light touch work such as deliberating on this at least at one OSP Meeting a year (that statutory minimum</i>	<i>No additional requirements above those in other</i>	<i>N/A</i>

Option	Function	Delegations	Comment	Indicative Additional Resource Implications (on top of 0.5FTE already committed)	Special Responsibility Allowance Indicative Implications
			<i>requirement); then there are no resource implications associated with this arrangement as such consideration can be undertaken at a scheduled meeting of the Panel</i>	<i>options</i>	
12		<i>Delegated to sub-committee</i>	<i>Not available: This is a statutory function bestowed upon a scrutiny committee (in our case, the Panel). Although the Panel can assign community safety partnership scrutiny projects to sub-group(s), it must approve relevant recommendations</i>	<i>No additional requirements above those in other options</i>	<i>N/A</i>

Option	Function	Delegations	Comment	Indicative Additional Resource Implications (on top of 0.5FTE already committed)	Special Responsibility Allowance Indicative Implications
13	3 Overview & Scrutiny Committees established - Overview Scrutiny Panel abolished either for 2013/14 or after local Council elections in 2015	Undertake functions that reflect the portfolio areas and directorates they would be shadowing.	The current OSP terms of reference would have to be assigned to the 3 new OSCs, depending on the portfolio area each would be shadowing	<p>If this option were adopted in 2013/14, there may be reductions of about 0.25 FTE required under each of options 2 and 3 above.</p> <p>If this option were not implemented until 2015/16, then all the above resource implications for the other options would apply until then.</p>	The current roles of Chairman and Vice-Chair of the OSP would no longer exist but would be replaced by 3 Chairman posts and 3 Vice-Chair posts for the new Overview & Scrutiny Committees being proposed.

3.0 Corporate Implications

3.1 Financial and VAT

Current Scrutiny Arrangements

- 3.1.1 There are financial implications arising from the adoption of Option 'A' as laid out in Section 2 above. It should be noted that currently there is an offer by the executive to provide an additional resource of 0.5 FTE to the work of scrutiny until the end of this financial year. External recruitment to that post is currently underway. It is understood that this resource has been built into the base budget build for 2013/14, though that has yet to be agreed by Council.
- 3.1.2 If Members opt to keep the current scrutiny arrangements then there are no changes required to resources available. It would simply mean putting in place a permanent 0.5 FTE additional resource to service the additional scrutiny workload as already agreed by the Executive.

Option 'A' Standing Sub-committees only (without ad hoc task & finish groups)

- 3.1.3 Option 'A' that only sets up the standing sub-committees as reflected in Annex 1 could be considered as sufficiently resourced with the additional 0.5 FTE already committed, because the increase in standing sub-committees would be roughly offset by the

reduction in task-finish groups. However this is dependent on whether each of the sub committees has additional delegated functions. The fewer delegated functions they have, the more likely a further resource would be needed. This issue is summarised in Table 1 above.

- 3.1.4 If Members opt to set up a sub-committee suite only but do not recommend a change in the current call-in arrangements, then the committed 0.5 FTE would be required to manage the workload.
- 3.1.5 If however Members prefer a sub-committee suite only where each sub-committee has delegated power to call-in executive decisions with the additional role in progressing petitions; then there may be 1.0 FTE resources required (0.5 FTE on top of the 0.5 FTE already committed) because of the likelihood of extra sub-committee meetings needing to be arranged for call-in meetings.

Option 'A' Standing Sub-committees and Ad Hoc Task & Finish Groups

- 3.1.6 Adopting Option 'A' that includes standing sub-committees with delegated authority to recommend directly to the executive and have call-in responsibilities and supports the work of task & finish groups, would require additional resources. That is because this option overlays an additional 21 sub-committee meetings on top of the current commitment to service task/finish groups.
- 3.1.7 If Members therefore opt for a model that establishes both a standing sub committee suite and task and finish groups, then the 0.5 FTE currently on offer would not be enough to cope with the workload. This arrangement may require an additional 1.0 FTE making 1.5 FTE in total required. Such an option would be similar to the one Kent County Council (who have a larger resource base than TDC) had up to the end of 2011/12. This KCC model was supported by the following dedicated scrutiny resources as reported in the initial report to the Panel:
- a) 1.0 FTE post supporting Cabinet Scrutiny;
 - b) 1.0 FTE post supporting Health Overview & Scrutiny Committee;
 - c) 2.5 FTE supporting Select Committees.
- 3.1.8 It is therefore possible, given this comparison, that if the sub-committees were to undertake more than the pre-decision consultation suggested in this report, that an additional 1.0 FTE may be insufficient.

General

- 3.1.9 In any event, the resource implications outlined in this report are indicative, and would need to be reviewed in the light of operational experience running any revised scrutiny arrangements.

Alternative Option 'A' Establishing Standing Committees and abolishing the main Panel

- 3.1.10 Financial implications for this model are dependent upon the numbers of Members on the Panels and the levels of any new special responsibilities that were created as a result and would need to be worked out in detail separately before being referred to the East Kent Joint Independent Remuneration Panel and then agreed by Council. However it is envisaged that there could be marginal increases in the total amounts of the Special Responsibility Allowances (SRAs) payable in this model, but inevitably this depends on the SRA regime to be agreed by Members and consulted with the East Kent Joint Independent Remuneration Panel. There would be six additional special responsibility allowance roles as shown in Table 1 above.
- 3.1.11 Currently, the OSP Chairman and Vice-Chairman have a combined Special Responsibility Allowances total of £11,206. In setting up the new scrutiny arrangements, Members may want to note that the SRAs for chairman and Vice-Chair of major committees are £5,204 and £1,216 whilst that for minor committees is ££3,216 and £805 respectively.

3.2 Legal

- 3.2.1 *There are no legal implications arising directly from this report. However were new governance arrangements to be agreed that may require amending the Council Constitution to reflect the changes on the recommendations of the Constitutional Review Working Party and Standards Committee and then Council approval.*

3.3 Corporate

- 3.3.1 *It is hoped that reviewing scrutiny arrangements would enhance the effectiveness of the contributions of the Overview and Scrutiny Panel to policy Development and in turn will improve the quality of decisions made by the Council.*

3.4 Equity and Equalities

- 3.4.1 *There are no equity and equalities issues arising directly from this report.*

4.0 Recommendations

- 4.1 *In the context of additional information provided regarding Option 'A' in Section 2.0 (including Table 1) and the financial implications alluded to in Section 3.1 of the report; guidance is sought from Members of the Overview and Scrutiny Panel;*
- 4.2 *In principle do Members wish to keep the current overview and scrutiny arrangements in place - without implementing any of the options for change outlined in this report?*
- 4.3 *In principle do Members wish to set up three permanent Overview and Scrutiny Panel sub-committees and abolish the task-finish task groups as outlined in the Options Section 2.0 and in Table 1 (Option 2) of the report; with the sub-committees considering assigned forthcoming policy framework decisions;*
- 4.4 *In principle do Members wish to set up the three Overview and Scrutiny Panel sub-committees and continue with ad hoc task & finish groups as set out in Option 7, Table 1 of the report;*
- 4.5 *In principle do Members wish to set up three Overview & Scrutiny Panel Committees and abolish the main Overview & Scrutiny Panel, as suggested in Option 13, Table 1 of the report;*
- 4.6 *Were Members to agree recommending changes to the current scrutiny arrangements, the Panel would need to recommend such changes to the Constitutional Review Working Party, then Standards Committee and for final approval by full Council.*
- 4.7 *Were Members to agree to recommendations for changing the structure of Overview & Scrutiny, then Members may wish to consider options regarding the payment of Special Responsibility Allowances and consult the East Kent Joint Independent Remuneration Panel on the Special Responsibility Allowance regime to be set up for the new arrangements.*

5.0 Decision Making Process

- 5.1 *The Overview & Scrutiny Panel may recommend to Council proposals for adopting new scrutiny arrangements and providing appropriate resources to support these new scrutiny arrangements for Thanet District Council. Council would then need to change the Council Constitution on the advice of the Constitutional Review Working Party and Standards Committee to reflect the new governance arrangements.*

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Annex List

<i>Annex 1</i>	<i>Current TDC Cabinet structure as mirrored by the proposed OSP suite of Sub Committees</i>
<i>Annex 2</i>	<i>Proposed OSP Sub-Committees/OSP/Cabinet Calendar of Meetings 2013/14 to 2014/15</i>
<i>Annex 3</i>	<i>Proposed OSP Sub Committee Structure in relation to Forward Plan – 21 December 2012 – 02 May 2013 – Areas of Overview</i>
<i>Annex 4</i>	<i>Community Services OSP Sub-Committee Draft Terms of Reference</i>
<i>Annex 5</i>	<i>Corporate Services & Transformation OSP Sub-Committee Draft Terms of Reference</i>
<i>Annex 6</i>	<i>Operational Services OSP Sub-Committee Draft Terms of Reference</i>

Background Papers

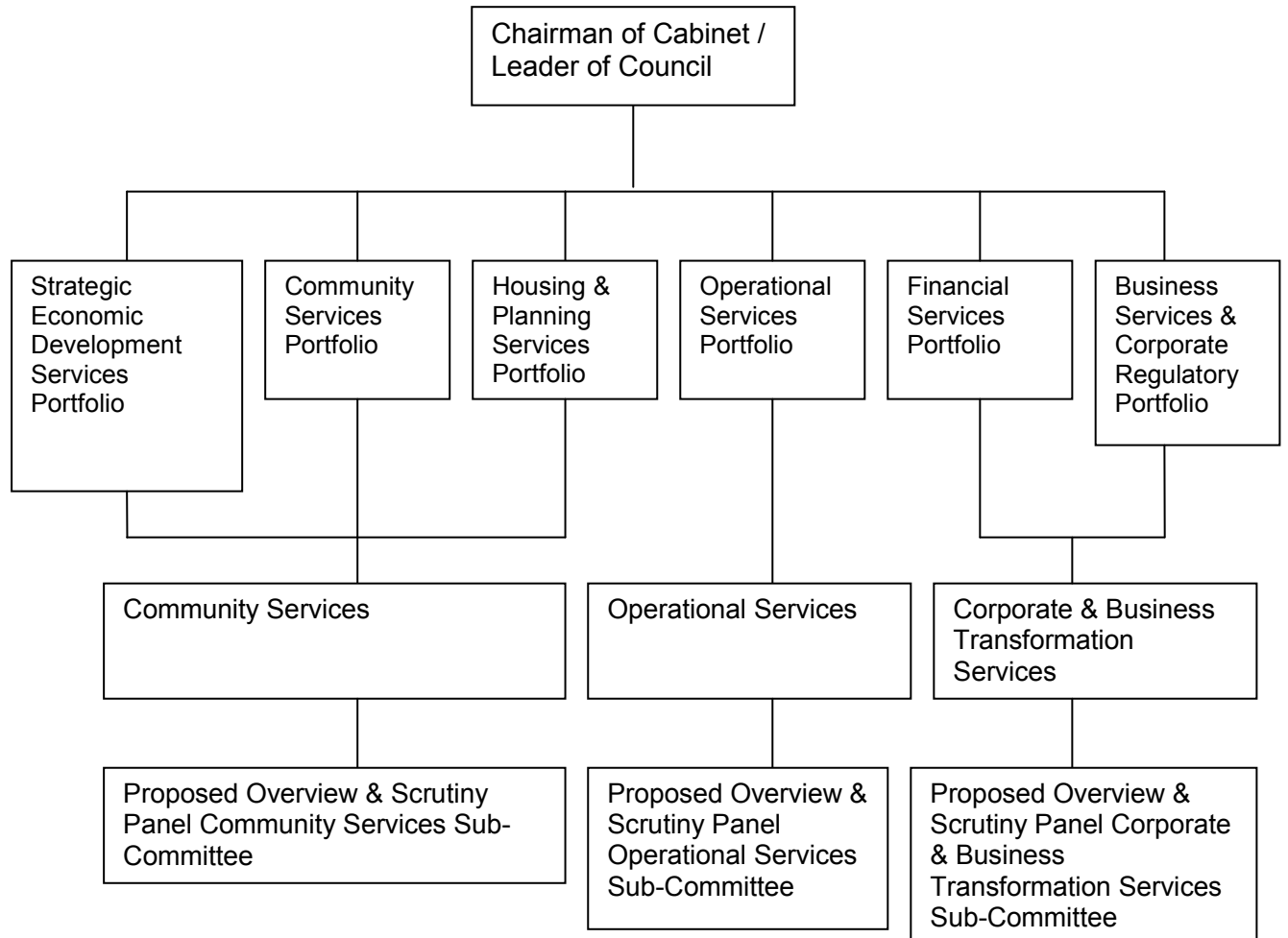
Title`	Details of where to access copy
<i>None</i>	<i>N/A</i>

Corporate Consultation Undertaken

<i>Finance</i>	<i>Sarah Martin, Financial Services Manager</i>
<i>Legal</i>	<i>Harvey Patterson, Corporate & Regulatory Services Manager</i>

Annex 1 to OSP Report

CURRENT TDC CABINET STRUCTURE AS MIRRORED BY THE PROPOSED OVERVIEW & SCRUTINY PANEL SUITE OF SUB-COMMITTEES 2012/13



KEY: CABINET PORTFOLIO STRUCTURE ROLE DEFINITIONS

<p>Strategic Economic Development Services Portfolio</p> <p>Strategic elements of Economic Development & Regeneration</p>	<p>Community Services Portfolio</p> <p>Community Safety, Economic Development & regeneration, Margate Task Force, Events,</p> <p>Community Development, Cultural Development, Indoor and Outdoor Leisure,</p> <p>Safeguarding Children, Play Areas, Sport, Youth, Tourism, Thanet Leisure Force</p>	<p>Housing & Planning Services Portfolio</p> <p>Housing Intervention, Private Sector Housing,</p> <p>Housing Needs/Homelessness, Housing Strategy, Client-side East Kent Housing,</p> <p>Building Control, Strategic Planning, Planning Applications, Planning Enforcement, Conservation</p>
<p>Operational Services Portfolio</p> <p>Foreshore, Allotments, Property Management (including asset disposal, acquisition and asset management), Emergency Planning & Business Continuity, Kent Innovation Centre, Media Centre, Port of Ramsgate, Ramsgate Royal Harbour Marina, Broadstairs and Margate Harbours, Cemeteries and Crematorium, Coastal Engineering, Commercial Property, Grounds Maintenance, Parks and Open Spaces Management (including Trees), Playground Maintenance, Public Toilets, Street Cleaning, Waste and Recycling, Off Street Parking, On Street Parking including Temporary Road Closure Orders, Thanet Coast Project, Water Safety and Beach Services.</p>	<p>Financial Services Portfolio</p> <p>Capital, Treasury Management, HRA and Insurance, Budget Setting, Monitoring and Final Accounts, Income, Payments, Systems Control and Improvement, East Kent Audit Partnership</p>	<p>Business, Corporate & Regulatory Services Portfolio</p> <p>Business Information and Improvement, Information and Communications (including Public Relations, Marketing, Press Relations, Internal Communications, film locations and Records and Data Management), Business Support and Compliance (including Corporate Governance), Policy and Business Planning (including Performance Management), Procurement and Contracts, Business Transformation and Options</p> <p>East Kent Services Client-Side, East Kent Human Resources Partnership Client-Side, covering:</p> <p>Benefits, Customer Services, Human Resources (including internal Health and</p>

Annex 2 to OSP Report

Proposed OSP Sub-Committees Calendar of Meetings 2013/14 to 2014/15

NOTES: - Policy Development Process

OSP Sub-Committees —————> Overview & Scrutiny Panel —————> Cabinet

May 2013

Thursday 2	Cabinet
Monday 6	Offices closed
Thursday 16	Annual Council
Tuesday 28	Overview & Scrutiny Panel
By Thursday 30	Community Services Sub-Committee
By Thursday 30	Corporate Services & Transformation Sub-Committee
By Thursday 30	Operational Services Sub-Committee

June 2013

Thursday 20	Cabinet
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July 2013

By Monday 1	Community Services Sub-Committee
By Monday 1	Corporate Services & Transformation Sub-Committee
By Monday 1	Operational Services Sub-Committee

August 2013

Thursday 1	Cabinet
By Monday 12	Community Services Sub-Committee
By Monday 12	Corporate Services & Transformation Sub-Committee
By Monday 12	Operational Services Sub-Committee
Tuesday 20	Overview & Scrutiny Panel
Monday 26	Offices closed

September 2013

Thursday 12	Cabinet
Thursday	Governance & Audit

26	Committee
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October 2013

By Monday 14	Community Services Sub-Committee
By Monday 14	Corporate Services & Transformation Sub-Committee
By Monday 14	Operational Services Sub-Committee
Tuesday 22	Overview & Scrutiny Panel

November 2013

Tuesday 12	Standards Assessment Sub-Committee
Thursday 14	Cabinet

December 2013

By Monday 9	Community Services Sub-Committee
By Monday 9	Corporate Services & Transformation Sub-Committee
By Monday 9	Operational Services Sub-Committee
Wednesday 25	Offices Closed
Thursday 26	Offices Closed

January 2014

Wednesday 1	Offices Closed
Thursday 2	Cabinet

February 2014

Thursday 6	Council (budget)
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March 2014

By Monday 3	Community Services Sub-Committee
By Monday 3	Corporate Services & Transformation Sub-Committee
By Monday 3	Operational Services Sub-Committee
Tuesday 11	Overview & Scrutiny Panel

April 2014

Thursday 3	Cabinet
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<i>By Monday 7</i>	<i>Community Services Sub-Committee</i>
<i>By Monday 7</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday 7</i>	<i>Operational Services Sub-Committee</i>
<i>Friday 18</i>	<i>Offices closed</i>
<i>Monday 21</i>	<i>Offices closed</i>
<i>Tuesday 29</i>	<i>Overview & Scrutiny Panel</i>

May 2014

<i>Thursday 1</i>	<i>Cabinet</i>
<i>Monday 5</i>	<i>Offices closed</i>
<i>Thursday 15</i>	<i>Annual Council</i>
<i>By Monday 19</i>	<i>Community Services Sub-Committee</i>
<i>By Monday 19</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday 19</i>	<i>Operational Services Sub-Committee</i>
<i>Monday 26</i>	<i>Offices closed</i>
<i>Tuesday 27</i>	<i>Overview & Scrutiny Panel</i>

June 2014

<i>Thursday 19</i>	<i>Cabinet</i>
<i>By Monday 30</i>	<i>Community Services Sub-Committee</i>
<i>By Monday 30</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday 30</i>	<i>Operational Services Sub-Committee</i>

July 2014

<i>Thursday 30</i>	<i>Cabinet</i>
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August 2014

<i>By Monday 11</i>	<i>Community Services Sub-Committee</i>
<i>By Monday 11</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday 11</i>	<i>Operational Services Sub-Committee</i>
<i>Tuesday 19</i>	<i>Overview & Scrutiny Panel</i>
<i>Wednesday 20</i>	<i>Planning</i>
<i>Monday 25</i>	<i>Offices closed</i>

September 2014

<i>Thursday</i> <i>11</i>	<i>Cabinet</i>
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October 2014

<i>By Monday</i> <i>13</i>	<i>Community Services Sub-Committee</i>
<i>By Monday</i> <i>13</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday</i> <i>13</i>	<i>Operational Services Sub-Committee</i>
<i>Tuesday 21</i>	<i>Overview & Scrutiny</i>

November 2014

<i>Thursday</i> <i>13</i>	<i>Cabinet</i>
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December 2014

<i>By Monday</i> <i>8</i>	<i>Community Services Sub-Committee</i>
<i>By Monday</i> <i>8</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday</i> <i>8</i>	<i>Operational Services Sub-Committee</i>
<i>Thursday</i> <i>25</i>	<i>Offices closed</i>
<i>Friday 26</i>	<i>Offices closed</i>

January 2015

<i>Monday 1</i>	<i>Offices Closed</i>
<i>Tuesday 13</i>	<i>Overview & Scrutiny Panel</i>
<i>Tuesday 20</i>	<i>Cabinet</i>

February 2015

<i>Thursday 5</i>	<i>Council (budget)</i>
<i>Thursday</i> <i>26</i>	<i>Council</i>

March 2015

<i>By Tuesday</i> <i>3</i>	<i>Community Services Sub-Committee</i>
<i>By Tuesday</i> <i>3</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Tuesday</i> <i>3</i>	<i>Operational Services Sub-Committee</i>
<i>Tuesday 10</i>	<i>Overview & Scrutiny Panel</i>

<i>By Monday 30</i>	<i>Community Services Sub-Committee</i>
<i>By Monday 30</i>	<i>Corporate Services & Transformation Sub-Committee</i>
<i>By Monday 30</i>	<i>Operational Services Sub-Committee</i>

April 2015

<i>Thursday 2</i>	<i>Cabinet</i>
<i>Friday 3</i>	<i>Offices closed</i>
<i>Monday 6</i>	<i>Offices closed</i>
<i>Tuesday 28</i>	<i>Overview & Scrutiny</i>
<i>Thursday 30</i>	<i>Cabinet</i>

May 2015

<i>Monday 4</i>	<i>Offices closed</i>
<i>Thursday 14</i>	<i>Annual Council</i>
<i>Monday 25</i>	<i>Offices closed</i>

Annex 3 to OSP Report

PROPOSED OVERVIEW & SCRUTINY PANEL SUB COMMITTEE STRUCTURE AND FORWARD PLAN 21 DECEMBER 2012 – 02 MAY 2013 AREAS OF OVERVIEW

Proposed Overview & Scrutiny Panel Community Services Sub-Committee	Proposed Overview & Scrutiny Panel Operational Services Sub-Committee	Proposed Overview & Scrutiny Panel Corporate & Business Transformation Services Sub- Committee
<p>Tenancy Strategy; Design of Future Climate Change; Excellent Homes for All (EHFA) – Signing of the Project Agreement Back to Back Agreement and Risk Sharing; Approval of Economic Development Strategy; Community Right to Bid (Assets of Community Value) – Localism Act 2011; Allocation Policy; A Disabled Facilities Grant (DFG) Policy; To bring the revised Local Development Scheme into effect; Housing Strategy; Local Authority Mortgage Scheme;</p>	<p>Refresh of Kent Joint Waste Management Strategy;</p> <p>Thanet Parking Policy 2013-14;</p> <p>Port Master Plan;</p>	<p>Localisation of Council Tax Discount Scheme; Risk Management Strategy; Budget Monitoring; Draft Budget Proposals; Revised Procurement Strategy; 2012-2013 Further report on progress against Corporate Plan; Equality Policy;</p>

Annex 4 to OSP Report

COMMUNITY SERVICES SUB-COMMITTEE TERMS OF REFERENCE

A. TERMS OF REFERENCE

General

A Sub-Committee of the Overview & Scrutiny Panel established to review and scrutinise issues related to the Community Services Portfolio and any other matters that are outside the function of Council but affect the community in Thanet.

Membership, Chairmanship and Quorum

<i>Number of Members</i>	<i>XX</i>
<i>Substitute Members Permitted</i>	<i>Yes</i>
<i>Political Balance Rules apply</i>	<i>Yes (unless unanimously waived by the Overview and Scrutiny Panel)</i>
<i>Appointments/Removals from Office</i>	<i>By the Overview and Scrutiny Panel</i>
<i>Restrictions on Membership</i>	<i>Non Executive Members only</i>
<i>Restrictions on Chairmanship</i>	<i>None</i>
<i>Quorum</i>	<i>XX</i>
<i>Number of ordinary meetings per Council Year</i>	<i>7 scheduled meetings; Ad hoc meetings will be called as required in response to emerging issues from call-in (if delegated); outside TDC and as reflected in the work programme below.</i>

Terms of Reference

- 1) To scrutinise and make recommendations upon the forthcoming executive policy decisions for the Community Services Portfolio as reflected on the current published edition of the Forward Plan;*
- 2. To review executive on a post-hoc basis, (after such decisions have been implemented) and offer advice to the executive via the Overview and Scrutiny Panel (if this is the agreed approach) on any lessons learnt;*
- 3. (If delegated the authority) To carry-out call-in functions on executive decisions (including officer key decisions) that relate to the Community Services Portfolio;*
- 4. (If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Community Services Portfolio;*
- 5. (If delegated the authority) To review the performance of the Community Safety Partnership and make appropriate recommendations to the Panel;*
- 6. (If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews, including on matters outside the function of Cabinet and Council (but have affect the wellbeing of residents in Thanet) for consideration by the Overview & Scrutiny Panel.*

Delegations

None if Panel decides not to delegate.

Or

- 1. (If delegated the authority) To carry-out call-in functions on executive decisions (including officer key decisions) that relate to the Community Services Portfolio;*
- 2. (If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Community Services Portfolio;*
- 3. (If delegated the authority) To review the performance of the Community Safety Partnership and make appropriate recommendations*
- 4. (If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews for consideration by the Overview & Scrutiny Panel.*

Notes

This standing sub-committee was established in principle by the decision of the Overview & Scrutiny Panel on XX XXXX XXXX. These terms of reference were approved by the Overview & Scrutiny Panel on XX XXXX XXXX.

Annex 5 to OSP Report

CORPORATE SERVICES & BUSINESS TRANSFORMATION SUB-COMMITTEE TERMS OF REFERENCE

A. TERMS OF REFERENCE

General

A Sub-Committee of the Overview & Scrutiny Panel established to review and scrutinise issues related to the Financial Services and Business Services & Corporate Regulatory Services Portfolios *and any other matters that are outside the function of Council but affect the community in Thanet.*

Membership, Chairmanship and Quorum

<i>Number of Members</i>	<i>XX</i>
<i>Substitute Members Permitted</i>	<i>Yes</i>
<i>Political Balance Rules apply</i>	<i>Yes (unless unanimously waived by the Overview and Scrutiny Panel)</i>
<i>Appointments/Removals from Office</i>	<i>By the Overview and Scrutiny Panel</i>
<i>Restrictions on Membership</i>	<i>Non Executive Members only</i>
<i>Restrictions on Chairmanship</i>	<i>None</i>
<i>Quorum</i>	<i>XX</i>
<i>Number of ordinary meetings per Council Year</i>	<i>7 scheduled meetings. Ad hoc meetings will be called as required in response to emerging issues from call-in (if delegated); outside TDC and as reflected in the work programme below.</i>

Terms of Reference

- 1) To scrutinise and make recommendations upon the forthcoming executive policy decisions for the Financial Services and Business & Corporate Regulatory Services Portfolios as reflected on the current published edition of the Forward Plan;*
- 2. Challenge the alignment of priorities and optimal use of resources to ensure value for money;*
- 3. Contribute towards the budget setting process;*
- 4. Evaluate partnerships the Council is party to in order to ensure effective use of resources and a return on investment of those partnerships;*
- 5. Review the implementation and effectiveness of the business transformation project;*
- 6. To review executive on a post-hoc basis, (after such decisions have been implemented) and offer advice to the executive via the Overview and Scrutiny Panel (if this is the agreed approach) on any lessons learnt;*

7. *(If delegated the authority) To undertake the call-in function on executive decisions (including officer key decisions) that relate to the Financial Services and Business Services & Corporate Regulatory Services Portfolios;*
8. *(If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Financial Services and Business Services & Corporate Regulatory Services Portfolios;*
9. *Provide a critical friend challenge to officers, reflecting the voice and concerns of the public in order to make an impact on corporate improvement and the effectiveness of the budget processes;*
10. *(If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews, including on matters outside the function of Cabinet and Council (but have affect residents of Thanet) for consideration by the Overview & Scrutiny Panel.*

Delegations

None if Panel decides not to delegate.

Or

1. *(If delegated the authority) To undertake the call-in function on executive decisions (including officer key decisions) that relate to the Financial Services and Business Services & Corporate Regulatory Services Portfolios;*
2. *(If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Financial Services and Business Services & Corporate Regulatory Services Portfolios;*
3. *(If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews, including on matters outside the function of Cabinet and Council (but have affect residents of Thanet) for consideration by the Overview & Scrutiny Panel.*

Notes

This standing sub-committee was established in principle by the decision of the Overview & Scrutiny Panel on XX XXXX XXXX. These terms of reference were approved by the Overview & Scrutiny Panel on XX XXXX XXXX.

Annex 6 to OSP Report

OPERATIONAL SERVICES SUB-COMMITTEE TERMS OF REFERENCE

A. TERMS OF REFERENCE

General

A Sub-Committee of the Overview & Scrutiny Panel established to review and scrutinise issues related to the Operational Services Portfolio and any other matters that are outside the function of Council but affect the community in Thanet.

Membership, Chairmanship and Quorum

Number of Members	XX
Substitute Members Permitted	Yes
Political Balance Rules apply	Yes (unless unanimously waived by the Overview and Scrutiny Panel)
Appointments/Removals from Office	By the Overview and Scrutiny Panel
Restrictions on Membership	Non Executive Members only
Restrictions on Chairmanship	None
Quorum	XX
Number of ordinary meetings per Council Year	7 scheduled meetings; Ad hoc meetings will be called as required in response to emerging issues from call-in (if delegated); outside TDC and as reflected in the work programme below.

Terms of Reference

- 2) To scrutinise and make recommendations upon the forthcoming executive policy decisions for the Operational Services Portfolio as reflected on the current published edition of the Forward Plan;
5. To review executive on a post-hoc basis, (after such decisions have been implemented) and offer advice to the executive via the Overview and Scrutiny Panel (if this is the agreed approach) on any lessons learnt;
6. (If delegated the authority) To carry-out call-in functions on executive decisions (including officer key decisions) that relate to the Operational Services Portfolio;
7. (If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Operational Services Portfolio;
8. (If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews, including on matters outside the function of Cabinet and Council (but have affect residents of Thanet) for consideration by the Overview & Scrutiny Panel.

Delegations

None if Panel decides not to delegate.

Or

- 1. (If delegated the authority) To carry-out call-in functions on executive decisions (including officer key decisions) that relate to the Operational Services Portfolio;*
- 2. (If delegated the authority) To consider any petitions referred to the sub-committee by Council on issues relate to the Operational Services Portfolio;*
- 3. (If delegated the authority) To produce final reports with findings and recommendations on ad hoc project reviews, including on matters outside the function of Cabinet and Council (but have affect residents of Thanet) for consideration by the Overview & Scrutiny Panel.*

Notes

This standing sub-committee was established in principle by the decision of the Overview & Scrutiny Panel on XX XXXX XXXX. These terms of reference were approved by the Overview & Scrutiny Panel on XX XXXX XXXX.