

OVERVIEW & SCRUTINY COMMITTEE MEETING

Date: Tuesday 19 July 2022
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Brice, Cannon (Vice-Chair), Cleator, Conyard, English (Chairman), Garten, Hastie, Hinder, Jeffery, Knatchbull, McKenna and T Wilkinson

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

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| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information | |
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| 9. Presentation of Petitions (if any) | |
| 10. Question and Answer session for Local Residents (if any) | |
| 11. Questions from Members to the Chairman (if any) | |
| 12. Notification of 'Call-In' of an Executive Decision (if any) | |
| 13. Receipt of Councillor 'Call for Action' (if any) | |
| 14. Scoping Report - 2022/23 Work Programming | 5 - 27 |

Issued on 11 July 2022

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

INFORMATION FOR THE PUBLIC

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If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Friday 15 July 2022). You will need to tell us which agenda item you wish to speak on.

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MAIDSTONE BOROUGH COUNCIL

OVERVIEW & SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 21 JUNE 2022

Present: Councillors Mrs Blackmore, Brice, Cannon, Conyard, English (Chairman), Garten, Hastie, Hinder, Jeffery, Knatchbull, McKenna, D Wilkinson and T Wilkinson

Also Present: Councillor Round

1. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Cleator.

2. **NOTIFICATION OF SUBSTITUTE MEMBERS**

Councillor D Wilkinson was present as Substitute for Councillor Cleator.

3. **ELECTION OF THE CHAIRMAN**

RESOLVED: That Councillor English be elected as the Chairman for the 2023/23 Municipal Year.

4. **ELECTION OF THE VICE-CHAIR**

RESOLVED: That Councillor Cannon be elected as the Vice-Chair for the 2022/23 Municipal Year.

5. **URGENT ITEMS**

The Chairman stated that additional review topics had been received for Item 15 – Receipt of Suggested Review Topics (if any).

6. **NOTIFICATION OF VISITING MEMBERS**

Councillor Round was present as Visiting Member for Item 16 – 2022/23 Work Programming.

7. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members and Officers.

8. **DISCLOSURES OF LOBBYING**

All Committee Members had been lobbied on Item 16 – 2022/23 Work Programming.

9. EXEMPT ITEMS

RESOLVED: That all items be taken in public as proposed.

10. PRESENTATION OF PETITIONS

There were no petitions.

11. QUESTION AND ANSWER SESSION FOR LOCAL RESIDENTS

There were no questions from Local Residents.

12. QUESTIONS FROM MEMBERS TO THE CHAIRMAN

There were no questions from Members to the Chairman.

13. NOTIFICATION OF 'CALL-IN' OF AN EXECUTIVE DECISION

There were no Executive Decisions to be reviewed.

14. RECEIPT OF COUNCILLOR 'CALL FOR ACTION'

There were no Councillor 'Call for Action's.

15. CHANGE TO THE ORDER OF BUSINESS

The Chairman stated that Item 15 - Receipt of Suggested Review Topics (if any) would be presented alongside Item 16 – 2022/23 Work Programming, due to the related subject matter.

16. RECEIPT OF SUGGESTED REVIEW TOPICS (IF ANY) AND 2022/23 WORK PROGRAMMING

The Democratic Services Officer introduced the report and referenced the suggestions put forward by the Council's Wider Leadership Team and the Executive, as contained within Appendix B to the report. The additional proposals received had been circulated to the Committee ahead of the meeting.

Specific reference was made to the statutory guidance applicable to Overview and Scrutiny, alongside the Council's new governance arrangements whereby pre-decision scrutiny would be undertaken by Policy Advisory Committees. It was recommended that the Committee choose the topics to be included within its 2022/23 work programme to maximise the time available to approach and conduct the reviews, whilst allowing for flexibility.

The next steps in preparation for the 19 July 2022 Committee Meeting were outlined.

The Lead Member for Environmental Services was invited to answer questions from the Committee on the suggestions included within

Appendix B to the report. Support was expressed for the Committee reviewing the Council's enforcement in relation to its resourcing.

In response to a query on how many reviews the Committee would be able to complete over the municipal year, the Chairman stated that he expected two to three large reviews, supplemented by small reviews depending on the method chosen to conduct the reviews. The Committee discussed the topics contained within Appendix B to the report, with support expressed for reviewing enforcement generally. Consideration was given to the benefits of conducting internal versus external scrutiny, and vice versa. Several Members felt that the Committee should focus on areas within the Council's direct control and influence to maximise its effectiveness, whilst the Committee increased its experience in conducting reviews. However, the importance of and ability to influence other bodies through external scrutiny was also highlighted.

In response to questions, the Head of Policy, Communications and Governance advised that the Committee might wish to conduct its reviews at its scheduled meetings, as it would not be conducting pre-decision scrutiny. This was a function of the Council's Policy Advisory Committees. The various methods to conduct a review including spotlight reviews, working groups and evidence collection through internal and external witnesses, were briefly outlined. The staff resources available to support the Committee were currently reduced due to the two vacancies within the Democratic Services Team.

The Committee supported selecting a few topics to include within its work programme, whilst maintaining its flexibility for unexpected items. To narrow down the topics for scoping, the Committee decided to briefly adjourn the meeting to allow for informal discussion. The adjournment took place between 7.13 p.m. to 7.20 p.m. Following the meeting's recommencement, additional suggestions included:

- Water Management Cycle
- Safety & Enforcement (as a combined suggestion from the agenda papers and Councillor suggested topics topic)

A vote was taken on each topic and each Committee Member could vote for up to three topics. The four topics that received the highest number of votes would be scoped and presented to the next meeting of the Committee, for formal agreement as work programme items.

These were:

- Safety and Enforcement (12 votes)
- Water Management Cycle (11 votes)
- The Council's performance in relation to Waste Strategy (6 votes)
- Health Inequality (4 votes)

The Committee extended its thanks to the Lead Member for Environmental Services for attending the meeting. It was emphasised that

external review topics, such as the cost-of-living crisis, were very important issues and were being addressed elsewhere within the Council through alternative means.

RESOLVED: That the following topics be scoped and presented to the Committee at its next meeting, prior to their formal inclusion within the 2022/23 work programme:

- Safety and Enforcement
- Water Management Cycle
- The Council's performance in relation to Waste Strategy
- Health Inequality

17. DURATION OF MEETING

6.30 p.m. to 7.33 p.m.

Note: The Committee adjourned between 7.13 to 7.20 p.m.

OVERVIEW AND SCRUTINY COMMITTEE

19 July 2022

Scoping Report – 2022/23 Work Programming

| Timetable | |
|---------------------------------|--------------|
| Meeting | Date |
| Overview and Scrutiny Committee | 19 July 2022 |

| | |
|---------------------------------------|---|
| Will this be a Key Decision? | No |
| Urgency | Not Applicable |
| Final Decision-Maker | Overview and Scrutiny Committee |
| Lead Head of Service | Angela Woodhouse, Head of Policy, Communications and Governance |
| Lead Officer and Report Author | Oliviya Parfitt, Democratic Services Officer |
| Classification | Public |
| Wards affected | All |

Executive Summary

This report outlines the action taken following the previous meeting of the Committee, with the four chosen topics that may be included within the work programme having been scoped and included within Appendix 1 to the report.

Purpose of Report

Decision

This report makes the following recommendations to the Committee:

1. Consider the suggested scopes as set out within Appendix 1 to the report and determine which should be included within the Committee’s work programme

Scoping Report – 2022/23 Work Programming

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

| Issue | Implications | Sign-off |
|---------------------------------------|--|---|
| Impact on Corporate Priorities | <p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>Accepting the recommendation could materially improve the Council’s ability to achieve all corporate priorities, due to the Committee’s role in reviewing and recommending actions on its work programme topics.</p> | Head of Policy, Communications and Governance |
| Cross Cutting Objectives | <p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendation could support the achievement of all the Council’s cross-cutting objectives due to the Committee’s role in reviewing and recommending actions on its work programme topics.</p> | Head of Policy, Communications and Governance |
| Risk Management | See Section 5 of the report. | Head of Policy, Communications and Governance |
| Financial | The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation. | Senior Finance Manager |

| | | |
|--|--|--|
| Staffing | We will deliver the recommendations with our current staffing, with an additional two members of the Democratic Services Team expected in the near future. | Head of Policy, Communications and Governance |
| Legal | In accordance with Part 1A of the Local Government Act 2000 (as amended by the Localism Act 2011) the Council is operating under Executive Arrangements. These arrangements must include provision for the appointment of one or more Overview and Scrutiny Committees to review and scrutinise executive decisions made, or other action taken – LGA 2000, Section 9F. | Interim Team Leader (Contentious and Corporate Governance) |
| Information Governance | The recommendations do not impact personal information (as defined in UK GDPR and Data Protection Act 2018) the Council processes. | Senior Information Governance Officer |
| Equalities | The recommendations do not propose a change in service therefore will not require an equalities impact assessment | Equalities & Communities Officer |
| Public Health | We recognise that the recommendations will have a positive impact on population health or that of individuals. | Senior Public Health Officer |
| Crime and Disorder | No impacts identified. | Head of Policy, Communications and Governance |
| Procurement | No impacts identified. | Head of Policy, Communications and Governance |
| Biodiversity and Climate Change | There are no immediate implications on biodiversity and climate change until the Committee reaches its decision on review topics. If any implications arise through the Committee conducting specific reviews, these will be highlighted as they arise. | Head of Policy, Governance and Communications. |

2. INTRODUCTION AND BACKGROUND

- 2.1 At its meeting on the 21 June 2022, the Committee considered a series of suggestions put forward by the Council's Wider Leadership Team, the Executive and other Councillors for inclusion within its work programme.

- 2.2 The Committee decided that a suitable way of narrowing down the topics for inclusion in its work programme was to take a vote on the items. Each Committee Member was given three votes to exercise, with the four highest voted-for topics to be scoped and further considered at its next meeting. A decision is required on which issues are included and in what order the reviews will be conducted in accordance with the priority assigned by the Committee.
- 2.3 The four chosen topics were:
- Safety and Enforcement
 - Water Management Cycle
 - The Council's Performance in relation to the Waste Strategy
 - Health Inequality
- 2.4 The topics have been scoped and are included within Appendix 1 to the report. In selecting which of the topics to include within its work programme the Committee is reminded that the scoping proposals are suggested approaches to conducting the reviews, rather than finalised scopes.
- 2.5 Included within the scopes are suggested timelines for conducting each review. In choosing which topics to take forward, the Committee should consider how many of its scheduled meetings will be taken up by the reviews. For example a review across three to four meetings, could cover October 2022 to January 2023. In this instance, two topics would be a guideline figure to include within the work programme. This would allow for flexibility should the issues overrun or for additional items to be considered. This further allows for smaller, one-off reviews to be completed in between. Two meetings will also be required to allow the Committee to sit as the Crime and Disorder Committee.
- 2.6 A variety of approaches to conducting the reviews have been included within appendix 1 such as spotlight reviews, working groups, Member briefings and written and verbal evidence collection. Working Groups and Sub-Committees will be a feasible option in the future as two new Democratic Services Officers have been recruited, providing more resource within the team. However, this is unlikely to be immediate as training will need to be provided.
- 2.7 It is for the Committee to decide how they would wish to conduct the reviews, and for how long, i.e. how many of its scheduled meetings. This is to maintain the flexibility within the work programme to account for any unexpected items that occur over the year and allow for further time to be spent on a review if required.
- 2.8 The relevant Officers for each of the proposals were consulted on the scoping, to contribute to the information provided and highlight any particular lines of enquiry that it would be helpful for the Committee to consider as part of a review.
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3. AVAILABLE OPTIONS

- 3.1 Option 1 – Consider the scoped proposals attached at Appendix 1 to the report and choose which of the items to include within the Committee’s work programme. As mentioned above in 2.5, two large reviews would be suitable, with smaller reviews to take place alongside as required. This is the recommended option.
 - 3.2 Option 2 – Consider the scoped proposals and decide to review the topics on an ad hoc basis. This is not recommended as it will not provide the opportunity to plan and conduct the reviews in a timely and productive manner. The lines of enquiry for each review will have to be re-visited prior to each review.
 - 3.3 Option 3 – Choose new topics to be scoped. This is not recommended as it will delay the Committee in undertaking any reviews and significantly reduce the effectiveness of the Overview and Scrutiny Committee by not having an agreed work programme in place. This is not recommended.
 - 3.4 Option 4 – Do nothing. Failing to identify a work programme and items for review is not recommended and this would significantly reduce the effectiveness of the Overview and Scrutiny Committee. This is not recommended.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 See point 3.1 above.
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5. RISK

- 5.1 The main risk associated with Work Programming is that the Committee chooses too many large review topics and is unable to conduct detailed reviews in a timely and productive manner. This would impact the Committee’s ability to flexibly respond to ad hoc issues, such as call-in requests and unexpected events and would likely prevent one-off reviews from taking place. This risk can be mitigated by the Committee having this in mind when choosing options for its work programme. For example, if two large review topics were chosen, the first would be completed before the second commenced. One-off reviews could take place as required in between the larger reviews.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Committee previously considered its work programme at the 21 June 2022 meeting. This report is a continuation of that process.
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7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Once the items for inclusion and associated prioritisation are agreed, the Committee can begin its review work. This will include contacting the relevant consultees as part of the process as required.
 - 7.2 Prior to each review, the Chairman and Vice-Chair will be approached to give direction on the number and content of the questions for evidence collection. The Committee Members will then be informed.
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8. REPORT APPENDICES

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

- Appendix 1A: Safety and Enforcement Scope
 - Appendix 1B: Water Management Cycle Scope
 - Appendix 1C: The Council's Performance in relation to Waste Strategy Scope
 - Appendix 1D: Health Inequality Scope
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9. BACKGROUND PAPERS

(Agenda Pack) Overview and Scrutiny Committee Meeting held on 21 June 2022:
[Your Councillors - Maidstone Borough Council](#)

Appendix 1A: Safety and Enforcement Scope

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| <p><u>Proposer Name</u></p> <p>Councillor English, supported by the Overview and Scrutiny Committee</p> |
| <p><u>Proposed Topic</u></p> <p>Safety and Enforcement</p> |
| <p><u>Description and Reason for Review</u></p> <p>Review into the Council's provision of enforcement services and safety, to identify actions/policies for implementation to improve these services.</p> <p>At its previous meeting the committee considered a suggestion to review enforcement and the aspects of safety relating to the town centre and the night-time economy. A suggestion to review enforcement was also put forward by the Executive, with the Lead Member for Environmental Services in attendance indicating Committee input into the resourcing of enforcement would be welcomed.</p> <p>The types of enforcement mentioned included environmental crime, waste crime, noise prevention, parking and planning.</p> <p>The Committee supported conducting a review into this topic.</p> <p>The review would also increase Councillor knowledge and engagement on this topic, which is of public interest.</p> |
| <p><u>Link to Priorities:</u></p> <p>Strategic Priorities: Safe Clean and Green A Thriving Place</p> <p>Executive Priorities: Maintaining a tough stance on crime and anti-social behaviour, working closely with the Police and utilising the Council's own powers and resources.</p> <p>Other: Aligns with Executive proposal to review enforcement alongside support expressed at the meeting by the Lead Member for Environmental Services.</p> |
| <p><u>Desired Outcome(s)</u></p> <p>Identification of required actions and/or policies to improve the Council's enforcement services and the safety of the local area.</p> |
| <p><u>Suggested Approach</u></p> <p>This is a large topic for review and should be narrowed in scope to provide a focused remit.</p> |

One option would be to conduct a primary review on enforcement resourcing followed by a secondary review into safety.

Enforcement Review (Primary Review)

Types of enforcement to be included in the review should be selected. Possibilities include:

- Parking
- Planning
- Environmental
- Noise Crime
- Waste Crime

Prior to the first meeting, produce an evidence pack containing:

- Available information, such as existing policies, statistics and reports relating to enforcement.
- Any other information specifically requested by the committee that can be readily provided.

Meetings One & Two (Evidence Collection)

Evidence collection (written/verbal) from Council Officers and Members.

Suggested participants could include:

- Director of Regeneration and Place
- Head of Planning and Development
- Parking Services Manager
- Waste Crime Manager
- Mid Kent Environmental Health (Shared Service)

- Lead Member for Environmental Services
- Lead Member for Planning and Infrastructure
- Lead Member for Communities and Engagement
- Planning Committee Chairman and Vice-Chair

Request for written submissions from all Councillors, suggested questions include:

- What aspects of enforcement are carried out well?
- What are the main areas for improvement?
- How could these be improved?
- Is there an additional resource need or are there other changes that could be made to benefit the service's efficiency?
- What would be required to make this improvement and support it in the long-term?

Meeting Three (Evidence Collection and Summary)

Evidence (written/verbal) collection to understand how enforcement works in other Local Authorities.

Committee to produce its recommendations. Report presented at next meeting.

Safety Review (Secondary Review)

This review could be carried out by a working group, as the Committee will have greater experience in carrying out reviews by this point and the Democratic Services Team will be able to provide the necessary resource.

To include safety in the town centre and the night-time economy; review of existing measures to identify any required changes:

Member Briefing (Informal)

Update on existing safety measures within the Town Centre and night-time economy.

Evidence pack produced to support review.

Meeting One (evidence collection – Town Centre Safety)

Interview Officers, Members and relevant partners (suggested):

- Community and Strategic Partnerships Manager
- Relevant Kent County Council Officers
- Kent Police
- BID One Maidstone
- Chairman of the CHE PAC
- Lead Member for Communities and Engagement
- (Possible) Community Survey

Meeting Two (evidence collection – Night-time economy)

- Kent Police, including Licensing Officer
- Community and Strategic Partnerships Manager
- Licensing Officers (MBC)
- (Possible) Community Survey
- Chairman and Vice-Chair of Licensing Committee
- Other groups associated with night-time economy.

Review Timescale

Between six to seven meetings (depending on method of review)

Appendix 1A: Safety and Enforcement Scope

Link to CfPS effective scrutiny principles

The following CfPS effective scrutiny principles would be met through conducting the review:

- Provides a constructive 'critical friend' challenge
- Amplifies public voices and concerns
- Is Independently led by Councillors
- Drives Improvement in Public Services

Officers that contributed to the scope:

Democratic Services Officer

Head of Housing and Community Services

Member Section

In evaluating the above proposal's scope, Members may find it helpful to fill in the below sections prior to the Committee Meeting.

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| Will the review add value to the service? | |
| Is there any further information required and/or clarification needed to the subject's scoping? | |
| Is the proposed timeline suitable? | |
| Decision: Should this subject be included in the work programme? | |

Appendix 1B: Water Management Cycle Scope

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| <p><u>Proposer Name</u></p> <p>Overview and Scrutiny Committee</p> |
| <p><u>Proposed Topic</u></p> <p>Water Management Cycle</p> |
| <p><u>Description and Reason for Review</u></p> <p>To examine the water management cycle as proposed by the Committee at its last meeting.</p> <p>The water management cycle encompasses all aspects of water management from development planning through infrastructure provision to flooding response.</p> <p>The impact of new developments on water supply and flood risk is considered as part of the Local Plan process and in development management.</p> <p>The Council has a number of interactions with Southern Water, which plays a key role in the water management cycle.</p> <p>The Council has also been proactive in addressing flood risk. Updates concerning flood risk alleviation measures were previously provided to the de-commissioned Policy and Resources Committee concerning flood risk alleviation. The Council is also part of the Medway Flood Partnership and ongoing work continues in this area.</p> <p>A review into this area could identify ways in which the Council could maximise its influence on other Local Authorities, central government and external bodies in order to fulfil its statutory obligations, alongside aligning with cross-cutting objectives. Waste Management and the Council's regulatory controls and limited to the consumption of water, bottling and dealing with food contamination by floods.</p> <p>The review would also increase Councillor knowledge and engagement on this topic, which is of public interest.</p> |
| <p><u>Link to Priorities:</u></p> <p>Strategic and Corporate Priorities: Safe, Clean and Green Cross-cutting objectives of Heritage and Biodiversity, and Environmental Sustainability is respected.</p> <p>National/Regional Priorities: Medway Flood Partnership Legislative requirements as contained within the Flood and Water Management Act 2010.</p> |

Appendix 1B: Water Management Cycle Scope

Executive Priorities:

The Commitment to tackling climate change in everything the Council does.

Desired Outcome(s)

Identify actions to be taken by the Council and/or its partner organisations to improve the management and resilience of the water management cycle framework.

Suggested Approach

The Water Management Cycle is a broad topic and lines of enquiry should be agreed before the review begins.

Potential lines of enquiry include:

- An update on and examination of existing flood mitigation/water management measures
 - *(such as the EA's updated FCERM Plan, the Medway Flood Partnership, sewage crises and related policies);*
- Examination of the Council's working relationship with its partners across the water management cycle;
- Identify climate change considerations relating to water management;
- Identify possible alternative sources of funding to improve mitigating and/or alleviating measures as part of future needs;
- Cost/Benefit analysis framework applicable to future measures;
- Examination of the measures taken as part of the Council's planning process relating to water management;

A suggested review process is outlined below:

OSC Member Briefing (informal)

An initial briefing to update members on the current position of the Council and its partners in fulfilling its water management duties and future aspirations.

Meeting one/two (evidence collection)

These meeting/s should focus on the lines of enquiry chosen.

Interviews with stakeholders such as:

- Kent County Council (as Lead Local Flooding Authority)
- Members of the Medway Flood Partnership
- Environment Agency
- Southern Water
- Parish Councils
- Upper and Lower Internal Drainage Boards (Outside Bodies)

Appendix 1B: Water Management Cycle Scope

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| <p>Officers:</p> <ul style="list-style-type: none">• Interim Local Plan Review Director• Environmental Health Manager• Director of Finance and Business Improvement• Director of Regeneration and Place• Emergency Planning Team <p>Requests for written information to be included (the Committee has additional legislative rights in relation to flood management).</p> <p><u>Meeting Three – (summary session - recommendations)</u></p> <p>A session for the Committee to produce its recommendations.</p> <p>Report formally presented at next meeting.</p> |
| <p><u>Review Timescale</u></p> <p>Across 3 meetings, preceded by a Member Briefing.</p> |
| <p><u>Link to CfPS effective scrutiny principles</u></p> <p>The following CfPS effective scrutiny principles would be met through conducting the review:</p> <ul style="list-style-type: none">• Provides a constructive 'critical friend' challenge• Amplifies public voices and concerns• Is Independently led by Councillors• Drives Improvement in Public Services |

Officers that contributed to the scope:

Democratic Services Officer

Director of Finance and Business Improvement

Director of Regeneration and Place

Environmental Health Manager

Appendix 1B: Water Management Cycle Scope

Member Section

In evaluating the above proposal's scope, Members may find it helpful to fill in the below sections prior to the Committee Meeting.

| | |
|---|--|
| Will the review add value to the service? | |
| Is there any further information required and/or clarification needed to the subject's scoping? | |
| Is the proposed timeline suitable? | |
| Decision: Should this subject be included in the work programme? | |

Appendix 1C: The Council's Performance in relation to its Waste Strategy Scope

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| <p><u>Proposer Name</u></p> <p>Head of Environment and Public Realm, supported by the Overview and Scrutiny Committee.</p> |
| <p><u>Proposed Topic</u></p> <p>The Council's Performance in relation to Waste Strategy.</p> |
| <p><u>Description and Reason for Review</u></p> <p>A review into the Council's performance in relation to the Waste and Recycling Strategy 2018-2023.</p> <p>The strategy was agreed by the de-commissioned Communities, Housing and Environment Committee in 2018. Whilst the Council is exceeding its recycling target and is currently the second highest performer in Kent, it is recognised that similar services provided elsewhere have delivered higher performance.</p> <p>A review would lead to identifying actions that can be taken by the Council in promoting and managing good performance in this area and maximise the environmental benefits of the existing services, leading to long-term improvement as part of the new Mid Kent Waste Contract due to start in 2023/24.</p> <p>As the strategy will need refreshing in the near future, any resulting actions from the review would have the potential to be implemented within the refreshed documents. The Lead Member for Environmental Services expressed support for the Committee reviewing the topic.</p> <p>The review would also increase Councillor knowledge and engagement on this topic, which is of public interest.</p> |
| <p><u>Link to Priorities:</u></p> <p>Strategic Plan and Corporate Priorities: Safe, Clean and Green. Waste and Recycling Strategy 2018-2023.</p> <p>Other: To support the Council in its partnership with Ashford and Swale Borough Councils, and with Kent County Council as the Waste Authority.</p> <p>Executive Priorities: The Commitment to tackling climate change in everything the Council does</p> <p>Other: Support from the relevant Lead Member on the Executive for Environmental Services.</p> |

Desired Outcome(s)

Identification of actions to increase the Council's performance individually and collectively as part of the Waste Partnership through maximising the use of its recycling services and achieving the collection of high-quality recycling.

Suggested Approach

Day-long Spotlight Review – date tbc. Officer advice has included that the best time to conduct the review would be in Q4.

Members would be given information on the Council's current performance levels and the aims of the Waste and Recycling Strategy 2018-2023.

The Committee would collect evidence (in verbal and written form) across the day and consider the findings to produce a set of recommended actions to be implemented by the Executive/Council as appropriate.

Suggested approach outlined below:

Source(s) of Information Required

Desk Based Research from the Democratic Services Officer and Head of Environment and Public Realm to:

- Collate previously existing reports on the Waste Strategy and Council's performance to produce an evidence pack prior to the spotlight review;
- Ascertain whether further information can be provided, such as;
 - Mid-quarter updates on the KPIs relevant to Waste Services
 - Update on the campaign to increase resident awareness of recyclable materials
- Any other information specifically requested by the committee that can be readily provided.

Participants

Suggested participants could include:

- Director of Regeneration and Place
- Head of Environment and Public Realm
- Waste Manager
- Communications Manager
- Officer Counterparts at Ashford and Swale Borough Councils

Members

- Leader of the Council
- Lead Member for Environmental Services
- Lead Member for Communication and Engagement

Appendix 1C: The Council's Performance in relation to its Waste Strategy Scope

- Cabinet Member for Environment and Land Management (Councillor Barret, Ashford Borough Council)
- Chairman of the Environment Committee (Councillor Saunders, Swale Borough Council)

Written evidence could be submitted if in-person/virtual attendance is not possible.

These requests could focus on questions such as:

- What does the Council do well as part of the Waste and Recycling Strategy?
- What are the main areas for improvement?
- How could these be improved?
- What would be required to make this improvement and support it in the long-term?

Review Timescale

Spotlight Review to be conducted over a full day.

This approach would allow:

- An in-depth review in a short timescale
- Engagement with other Local Authorities
- Increased experience in an informal setting akin to working groups
- Increased experience on questioning skills following OSC training

Report to be presented at the next Committee Meeting.

Link to CfPS effective scrutiny principles

The following CfPS effective scrutiny principles would be met through conducting the review:

- Amplifies public voices and concerns
- Is Independently led by Councillors
- Drives Improvement in Public Services

Officers that contributed to the scope:

Democratic Services Officer

Head of Environment and Public Realm

Member Section

In evaluating the above proposal's scope, Members may find it helpful to fill in the below sections prior to the Committee Meeting.

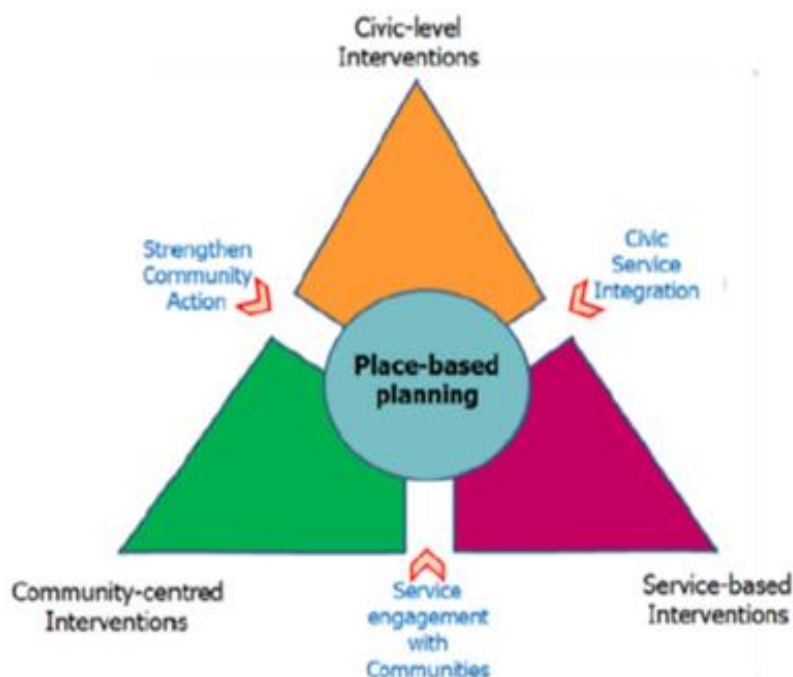
| | |
|---|--|
| Will the review add value to the service? | |
| Is there any further information required and/or clarification needed to the subject's scoping? | |
| Is this proposed timeline suitable? | |
| Decision: Should this subject be included in the work programme? | |

Appendix 1D: Health Inequality Scope

| |
|---|
| <p><u>Proposer Name</u></p> <p>Chief Executive, supported by the Overview and Scrutiny Committee.</p> |
| <p><u>Proposed Topic</u></p> <p>Health Inequality</p> |
| <p><u>Description and Reason for Review</u></p> <p>Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society which arise due to conditions in which people are born, grow, live, work and age.</p> <p>The causes of health inequalities are complex, interactive, and simultaneous in their combined actions, with their roots in the wider determinants of health</p> <p>Poverty is associated with worse health outcomes. In childhood, poverty is associated with worse outcomes in infant mortality, low birthweight prevalence, obesity, asthma, tooth decay and accidental death. It is also associated with worse health outcomes in adulthood, such as premature mortality, diabetes, and cardiovascular disease.</p> <p>People living in more deprived areas are more affected by health inequalities which are avoidable and very costly through higher use of healthcare services, lower productivity, and unemployment. This makes a strong moral and economic case for agencies and service providers and the community to come together and take joint action to address these issues to break the cycle of entrenched health inequalities. There are significant health inequalities across Maidstone borough which have endured for many decades.</p> <p><i>(see next page)</i></p> |

Appendix 1D: Health Inequality Scope

The West Kent Health and Care Partnership has agreed to use the Population Health Triangle to structure its work on health inequalities.



As a result of the commitments within the Strategic Plan, the Council is aiming to integrate health into all policies and have taken the lead in a transformation project, funded by the WKHCP, to pilot an approach to addressing health inequalities in Shepway and Parkwood.

A review into this topic could improve the working relationships between the Council, other Local Authorities and/or relevant Public Bodies. The resulting recommendations from the review could also be applicable to those bodies.

During its previous meeting several Members of the Committee expressed support for conducting external scrutiny, such as this, to influence external bodies. If the Committee wishes to take this topic forward, an option would be to select an aspect of inequality. This is to ensure the review is focused.

Alongside the Council's existing work relating to health inequality, the recently launched residents survey will also be able to provide further data. A review into a specific type of health inequality borough wide could then contribute to how health inequality is addressed moving forward.

The review would also increase Councillor knowledge and engagement on this topic, which is of public interest.

Link to Priorities:

Strategic Plan Priority and Cross Cutting Objectives:
Homes and Communities
Health Inequalities are addressed and reduced.

Appendix 1D: Health Inequality Scope

National/Regional Priorities: Reducing Health Inequality

Executive Priorities: The expansion of the Council's programme of financial inclusion, through existing programmes and as part of the UK Shared Prosperity Fund Award.

Desired Outcome(s)

Increase understanding of health inequalities in Maidstone to underpin the aspiration for health to be a consideration in all MBC strategies and policies.

Enable an overview of strategy and policy across the system of organisations which operate in and impact the lives of Maidstone residents in terms of addressing health inequalities.

Suggested Approach

The approach below covers three to four meetings.

Example focus for a Health Inequality Review could be:

- The impact of the Covid-19 pandemic on Health Inequality
- Access to services (such as GP/frontline/mental health) – *high priority*
- Food Security
- Financial Position
- Obesity
- Access to activities for Young People
- The role of employers

Prior to the first meeting, produce evidence back containing:

- Available information such as data/statistics, reports, policies, measures and partnerships in place.
- Any other information specifically requested by the Committee that can be readily provided.

Meeting One/Two (evidence collection)

Consulting relevant stakeholders on the topic.

Suggested consultees include:

- Kent Community Health Foundation Trust
- Kent and Medway partnership Trust (mental health for adults)
- North East London Foundation Trust (Mental health services for children and young people)
- Maidstone and Tunbridge Wells Foundation Trust (acute hospital)
- Integrated Care System (formerly the Clinical Commissioning Group)
- Relevant Kent County Council Officers/Members including Public Health
- Involve Kent (who lead of social prescribing and many services supporting people and their carers)

Appendix 1D: Health Inequality Scope

- Maidstone Age UK
- Businesses
- Registered health care charities; such as We are With You and Mind (in the Kent Area)
- Local MPs (Helen Whately and Helen Grant)
- MBC Officers:
 - such as the Chief Executive, Head of Housing and Community Services, Head of Policy, Communications and Governance and/or Policy and Information Team
- Engagement with Community Groups
- Golding Homes
- Residents/Voluntary Groups

Written evidence could be submitted if in-person/virtual attendance is not possible.

These requests could focus on questions such as:

- What are the main problems associated with this type of Health Inequality?
- What are the main areas for improvement?
- How could these be improved?
- What would be required to make this improvement and support it in the long-term?
- Is there a greater need for partnership working? If so, which partnership agencies would be included?
- Are there any initiatives that the Council could be involved in communicating?

Meeting three/four (recommendations)

Evaluation of information gained through the previous meetings and creation of recommendations for the Council and/or other bodies.

Report formally presented at next Committee Meeting.

Review Timescale

Across three to four meetings of the Committee.

Link to CfPS effective scrutiny principles

The following CfPS effective scrutiny principles would be met through conducting the review:

- Provides a constructive 'critical friend' challenge
- Amplifies public voices and concerns
- Is Independently led by Councillors
- Drives Improvement in Public Services

Appendix 1D: Health Inequality Scope

Officers that contributed to the scope:

Democratic Services Officer

Chief Executive

Senior Public Health Officer

Member Section

In evaluating the above proposal's scope, Members may find it helpful to fill in the below sections prior to the Committee Meeting.

| | |
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| Will the review add value to the service? | |
| Is there any further information required and/or clarification needed to the subject's scoping? | |
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