

AGENDA

SCRUTINY COORDINATING COMMITTEE MEETING



Date: Thursday 28 November 2013
Time: 9.30 am
Venue: Room 1C, Maidstone House



Overview and Scrutiny

Membership:

Councillors: Barned, Mrs Blackmore, Collins, Mrs Gooch,
Mrs Grigg, Mrs Joy, Paterson and Mrs Wilson

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1. Apologies	
2. Notification of Visiting Members	
3. Disclosures by Members and Officers	
4. Election of Chairman	
5. Election of Vice Chairman	
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information	
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Continued Over/:

Issued on 20 November 2013

Alison Broom

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Christian Scade on 01622 602523**. To find out more about the work of the Overview and Scrutiny Committees, please visit www.maidstone.gov.uk

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Audit Committee Work Programme

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 The terms of reference for the Scrutiny Coordinating Committee includes developing mechanisms for addressing cross cutting issues and preventing duplication. This includes consideration of the Audit Committee's Work Programme.

2. Recommendation

- 2.1 That the Scrutiny Coordinating Committee consider **Appendix A** and the update from the Audit Committee Chairman and Vice-Chairman, making recommendations as appropriate.

3. Background

- 3.1 During the 2012-13 Municipal Year the Chairman and Vice-Chairman of the Audit Committee and the Chairman of the Corporate Services Overview and Scrutiny Committee (now known as the Strategic Leadership & Corporate Services Overview and Scrutiny Committee) met to discuss the relationship between the two Committees and the development of complementary work programmes to avoid duplication.
- 3.2 As a result of this meeting, held on 5 December 2012, it was agreed that the Chairman and Vice-Chairman of the Audit Committee should meet with the Scrutiny Coordinating Committee at the beginning of each Municipal Year to discuss Committee work programmes and any areas of overlap to ensure that the Audit Committee does not carry out or duplicate work which is properly the responsibility of the Overview and Scrutiny Committees and that the Overview and Scrutiny Committees are aware of the work plan and role of the Audit Committee.
- 3.3 The recommendations arising from the meeting held on 5 December 2012 were also reported to the Scrutiny Coordinating Committee
- 3.4 The following protocol was adopted to manage the referral of issues either way between the Audit and Overview and Scrutiny Committees:

In the event of the Audit Committee being minded to refer an issue to an Overview and Scrutiny Committee (or vice-versa), the issue, the reasons for referral and the desired outcome must be clearly understood, and specified in the minutes and the reference.

- 3.5 The role of the Audit Committee differs from that of the Overview and Scrutiny Committees in that the role of scrutiny is to review policy and challenge whether the Executive has made the right decisions to deliver policy goals. The Audit Committee provides independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Council's financial and non-financial performance to the extent that it affects the Council's exposure to risk and affects the control environment, and oversight of the financial reporting process.
- 3.6 The Audit Committee's work programme is attached at **Appendix A**. This is driven largely by statute and the governance and financial reporting cycle.
- 3.7 There is a potential overlap between the work of the Audit Committee and the Strategic Leadership & Corporate Services Overview and Scrutiny Committee having regard to their terms of reference. Additionally, there could potentially be areas of overlap with the other Overview and Scrutiny Committees. The co-ordination of work programmes is desirable not only to avoid duplication of work, but to ensure that resources are used effectively.

4. Impact on Corporate Objectives

- 4.1 The Scrutiny Coordinating Committee will primarily consider reports that deliver against all the Council's priorities: For Maidstone to have a growing economy, For Maidstone to be a decent place to live and Corporate and Customer Excellence.
- 4.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities. Actions to deliver these key objectives may therefore include work that the Committee will consider throughout the coming year.

5. Background Documents

- 5.1 None

APPENDIX A

AUDIT COMMITTEE

Work Programme

2013/14

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Date of Meeting	Title of Report	Contact Officer
10 June 2013	Property Investment	Paul Riley, Head of Finance and Resources
15 July 2013	Benefit Fraud Annual Report 2012/13	Stephen McGinnes, Head of Revenues and Benefits
15 July 2013	Internal Audit Annual Report 2012/13	Brian Parsons, Head of Audit Partnership
15 July 2013	Audit Committee Annual Report 2012/13	Jennifer Daughtry, Audit Manager
15 July 2013	Audit Committee Member Skills	Brian Parsons, Head of Audit Partnership
15 July 2013	Treasury Management Annual Report 2012/13	Paul Riley, Head of Finance and Resources
15 July 2013	External Auditor's Opinion Audit Plan 2012/13	Paul Riley, Head of Finance and Resources
15 July 2013	External Auditor's Audit Progress Report 2012/13	Paul Riley, Head of Finance and Resources
15 July 2013	External Audit Fees 2013/14	Paul Riley, Head of Finance and Resources
15 July 2013	Museum East Wing Project Review	Alison Broom, Chief Executive
12 August 2013	Local Code of Corporate Governance - Update	Paul Riley, Head of Finance and Resources
12 August 2013	Annual Governance Statement 2012/13	Angela Woodhouse, Head of Policy and Communications
12 August 2013	Statement of Accounts 2012/13	Paul Riley, Head of Finance and Resources
16 September 2013	Internal Audit Charter	Brian Parsons, Head of Audit Partnership
16 September 2013	External Auditor's Audit Findings Report 2012/13 and Statement of Accounts 2012/13	Paul Riley, Head of Finance and Resources
25 November 2013	Audit Committee Member Skills	Brian Parsons, Head of Audit Partnership

25 November 2013	Review of Corporate Policies	Brian Parsons, Head of Audit Partnership
25 November 2013	Strategic Risk Register – Action Plans	Brian Parsons, Head of Audit Partnership
25 November 2013	Internal Audit - Six Monthly Interim Report	Brian Parsons, Head of Audit Partnership
25 November 2013	Review of Financial Thresholds in the Contract Procedure Rules	Paul Riley, Head of Finance and Resources
25 November 2013	External Auditor's Annual Audit Letter 2012/13	Paul Riley, Head of Finance and Resources
25 November 2013	Treasury Management Strategy Mid-Year Performance 2013/14	Paul Riley, Head of Finance and Resources
25 November 2013	Treasury Management Strategy 2014/15	Paul Riley, Head of Finance and Resources
25 November 2013	Review of Risk Assessment of Budget Strategy 2014/15 Onwards	Paul Riley, Head of Finance and Resources
25 November 2013	Corporate Governance Update	Angela Woodhouse, Head of Policy and Communications
3 March 2014	Certification of Financial Claims and Returns	Stephen McGinnes, Head of Revenues and Benefits
3 March 2014	External Auditor's Progress Report - March 2014	Paul Riley, Head of Finance and Resources
3 March 2014	Internal Audit Operational Plan for 2014/15	Brian Parsons, Head of Audit Partnership

Agenda Item 8

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Visiting Members – Discussion Item

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 One of the recommendations from the Cabinet and Enhanced Scrutiny Model Report (April, 2013) was that Overview and Scrutiny Chairmen should be encouraged to include Visiting Members at Committee meetings.

2. Recommendation

- 2.1 That the Committee consider the role of Visiting Members, in view of experiences this municipal year, making recommendations as appropriate.

3. Background

- 3.1 The Overview and Scrutiny Procedure Rules, set out in Part 4 of the Constitution, state:

"Visiting Members should be allowed to speak as of right at any Overview and Scrutiny Committee meeting on a given agenda item (for example where they have an interest or expertise in a particular manner) subject to the following conditions:-

- *that Visiting Members can appear before the Committee but that Visiting Members limit their comments to the specified item or items; and*
- *that Visiting Members are not allowed to vote or to be involved in the general discussion of the Committee."*

- 3.2 Should the Committee decide amendments to the Constitution are required this would require a recommendation to be agreed at full Council.

4. Background Documents

- 4.1 None

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Overview and Scrutiny Work Programme 2013-14

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 The terms of reference for the Scrutiny Coordinating Committee includes developing mechanisms for addressing cross cutting issues and to prevent duplication in the work of individual committees.
- 1.2 This is also an opportunity for the Coordinating Committee to review individual work programmes (attached at **Appendix A**) to identify what is working well, to share best practice and to discuss how the scrutiny work programme could be improved moving forward.

2. Recommendation

- 2.1 That the Scrutiny Coordinating Committee:
 - (a) Review the Overview and Scrutiny Work Programme (attached at **Appendix A**)
 - (b) Agree that there are no current work programme issues that fall within the remit of more than one Overview and Scrutiny Committee

3. Work Programme Topics and Reviews

- 3.1 The work programme for each of the Council's Overview and Scrutiny Committees is attached at **Appendix A**.
- 3.2 It is evident from the work carried out by scrutiny committees and national research that Overview and Scrutiny has many roles. The following are the key roles Overview and Scrutiny seeks to fulfil:
 - Policy Development
 - Through carrying out reviews in new areas and aiding the cabinet in its policy work
 - Holding the Executive to Account
 - Through pre- and post-cabinet decision scrutiny

- Policy Review
 - Keeping an eye on the policies developed by the council and the cabinet and making recommendations where appropriate for improvement
- Performance Management
 - Reviewing performance management information, identifying services that are not performing and making recommendations for improvement
- External Scrutiny
 - Looking outside the council at other services provided to the public.
- Engaging the public
 - A key role for scrutiny is to engage the public in its work and to give the public a voice. This can be achieved through co-option, working with the local media and asking for the public's input into the scrutiny work programme.

3.3 Moving forward, the scrutiny work programme should be developed to ensure the four principles of good public scrutiny, highlighted by the Centre for Public Scrutiny (CfPS), are fulfilled –

- Constructive 'critical friend' challenge
- Amplifies the voices and concerns of the public
- Led by independent people who take responsibility for their role
- Drives improvement in public services

4. Matters Covering More Than One O&S Committee

- 4.1 The Overview and Scrutiny Committee structure has changed for the 2013-14 municipal year. As a result of the Governance Review, and the development of an Enhanced Scrutiny Model, the number of Committees has increased from 3 to 4.
- 4.2 Each Committee has been newly formed with revised terms of reference which mirror Cabinet portfolios.

<p align="center">Strategic Leadership and Corporate Services</p> <p>Leader; and Cabinet Member for Corporate Services</p>	<p align="center">Community, Leisure Services and Environment</p> <p>Cabinet Member for Community and Leisure Services; & Cabinet Member for Environment</p>
<ul style="list-style-type: none"> • Reviewing performance and ensuring appropriate action is identified and executed to remedy performance issues • Asset Management • Communications • Human Resources • Business Transformation and the Corporate Improvement Programme • Equalities • Democratic services • Scrutinising standards of governance and conduct are achieved throughout the business of the Council • Customer service • Corporate finance including regular budget monitoring • Information Technology including scrutiny of the shared service • Council Tax and Housing Benefit including the Revenues and Benefits Shared Service • Mid Kent Improvement Partnership • Democratic Services including electoral services and member services • Procurement, Property Services and Facilities Management 	<ul style="list-style-type: none"> • Housing • Community Development • Community Safety (To act as the Crime and Disorder Reduction Partnership OSC twice a year) • Safety In Action • Voluntary and Community Sectors • Health • Parks, open spaces and allotments including grounds maintenance • Leisure activities including sporting and recreational based activities and including services provided via the Maidstone Leisure Centre • Community engagement • Allocation and monitoring of grants • Air Quality • Contaminated Land • Water • Climate change • Licensing • Carbon Management • Local Biodiversity • Waste minimisation, recycling and collection • Cleansing services • Environmental Health services • Bereavement i.e. services provided from the cemetery and crematorium • Capital projects and programmes relevant to the portfolio • Cobtree Golf Course • Climate Change

<p style="text-align: center;">Planning, Transport and Development</p> <p>Cabinet Member for Planning, Transport and Development</p>	<p style="text-align: center;">Economic and Commercial Development</p> <p>Cabinet Member for Economic and Commercial Development</p>
<ul style="list-style-type: none"> • The Council’s contribution to securing sustainable construction with respect to development in the borough. • Spatial planning including the Local Development Framework and other spatial planning documents including Development Plan Documents, Development Management policies and development briefs • Transport and Infrastructure (including Highways, Parking, Park and Ride and Public Transport) • Development Management including planning enforcement and land charges • Landscape and Conservation • Building Control 	<ul style="list-style-type: none"> • Economic Development and Regeneration • Commercial Services Development • The Visitor Economy including the Hazlitt Arts Centre, Maidstone museums, tourism, the Kent Conference Bureau and Maidstone market. • Capital projects and programmes relevant to the portfolio including regeneration and public realm improvement schemes • Events and venues

4.3 From time to time, matters may arise which fall within the remit of more than one Overview and Scrutiny Committee. The Overview and Scrutiny Procedure Rules, set out in Part 4 of the Council’s Constitution, state:

"In such instances, one of the relevant Committees may decide to establish a working group which can be made up of representatives from the appropriate committees. The Report will be considered by the appropriate committee following the opportunity of all other appropriate committees to comment, before it is forwarded to the Executive for a response.

Before submitting its findings to the Executive and/or Council for consideration, the report of the reviewing Overview and Scrutiny Committee shall be considered by the other Overview and Scrutiny Committee for comment. Those comments shall be incorporated into the report which is then sent to that body for consideration.

If a single committee decides to examine an issue that falls within the remit of another committee, its report shall be passed to the other relevant committee(s) for comment before its findings are submitted to the Executive and/or Council for consideration. Those comments shall be incorporated into the report which is then sent to that body for consideration."

4.4 The role of the Coordinating Committee is to review the work of the individual committees, to address overlap and identify opportunities for joint working. However, at present there are no issues that fall

within the remit of more than one Overview and Scrutiny Committee.

5. Impact on Corporate Objectives

- 5.1 The Scrutiny Coordinating Committee will primarily consider reports that deliver against all the Council's priorities: For Maidstone to have a growing economy, For Maidstone to be a decent place to live and Corporate and Customer Excellence.
- 5.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities. Actions to deliver these key objectives may therefore include work that the Scrutiny Coordinating Committee will consider throughout the coming year.

6 Background Documents

- 6.1 None.

Appendix A – Overview and Scrutiny Work Programme (2013/14)

- Strategic Leadership and Corporate Services Overview and Scrutiny Committee
- Community, Leisure Services and Environment Overview and Scrutiny Committee
- Planning, Transport and Development Overview and Scrutiny Committee
- Economic and Commercial Development Overview and Scrutiny Committee

Strategic Leadership & Corporate Services Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
4 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop • Leader & Cabinet Member Priorities for 2013/14 Municipal Year 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes
9 July 2013	<ul style="list-style-type: none"> • Proposals for use of 2012/13 Underspend • Annual Performance Plan • 4th Quarter Complaints Reports and End of Year Review 	<ul style="list-style-type: none"> • To consider the proposals and make recommendations as appropriate • To consider the reports and make recommendations as appropriate
6 August 2013	<ul style="list-style-type: none"> • Commissioning and Procurement Strategy • 4th Quarter Complaints Reports and End of Year Review • Proposals for use of 2012/13 Underspend 	<ul style="list-style-type: none"> • To consider the strategy and agree to going forward for decision • To consider the report and make recommendations as appropriate • To consider the proposals and make recommendations as appropriate
3 September 2013	<ul style="list-style-type: none"> • 1st quarter performance monitoring report • 1st quarter Complaints monitoring report • Overview and Scrutiny Annual Report 2012/13 • Mid Kent Improvement Partnership (MKIP) TBC 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • To consider the annual report making recommendations as appropriate for it to be seen by Council • POSTPONED
1 October 2013	<ul style="list-style-type: none"> • Budget Strategy 2014/15 Onwards – revenue • Budget Working Group Update • Budget Savings Workshop (to follow meeting) 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate • Workshop/Discussion
5 November 2013	<ul style="list-style-type: none"> • Mid Kent Improvement Partnership (MKIP 	<ul style="list-style-type: none"> • Presentation followed by a question and answers session to enable the Committee to make a recommendation to include MKIP in its future

Appendix A

		work programme
3 December 2013	<ul style="list-style-type: none"> • Budget Strategy • Recommendations from the Budget Savings Workshop • 2nd quarter performance monitoring report (Mid-year Strategic Plan Performance Report) • 2nd quarter complaints monitoring report • Policy for the use of Bankruptcy Proceedings • SCRAIP responses – mid year update 	<ul style="list-style-type: none"> • To consider the reports and make recommendations as appropriate
7 January 2014	<ul style="list-style-type: none"> • Strategic Plan • Community and Engagement Strategy • Budget Strategy • MKIP Operational Model (an extra meeting date TBC) 	
4 February 2014	<ul style="list-style-type: none"> • MKIP • Follow up on past reviews and recommendations 	
4 March 2014	<ul style="list-style-type: none"> • Equalities Objectives • 3rd quarter Complaints monitoring report • 3rd quarter performance monitoring report 	
1 April 2014	<ul style="list-style-type: none"> • Evaluations of Leader & Cabinet Member Priorities for 2013/14 Municipal Year 	

Community, Leisure Services & Environment Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
11 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Work programming workshop • Leader & Cabinet Member Priorities for 2013/14 Municipal Year 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes.
16 July 2013	<ul style="list-style-type: none"> • Cabinet Member Priorities for 2013/14 Municipal Year • Draft report: Approval of a new Play Area Strategic Standard 	<ul style="list-style-type: none"> • To consider the Cabinet Update and make recommendations as appropriate • To consider the report and make recommendations as appropriate
13 August 2013	<ul style="list-style-type: none"> • CCTV Protocol • Collective Switching of Energy Supplier Service for Householders • Eco Pilot • Draft Health Inequalities Action Plan 	<ul style="list-style-type: none"> • To consider the report and make recommendations as appropriate
10 September 2013	<ul style="list-style-type: none"> • Health Inequalities (Mental Health) Review 	<ul style="list-style-type: none"> • To interview the witness invited to the meeting and participate in a 'act finding' discussion as part of evidence gathering for the review topic.
8 October 2013	CANCELLED	CANCELLED
29 October 2013	<p><i>Acting as the Crime & Disorder Overview and Scrutiny Committee</i></p> <ul style="list-style-type: none"> • Mental Health and the Police and frontline services 	<ul style="list-style-type: none"> • The Committee will be acting as the Crime and Disorder Overview and Scrutiny Committee interviewing the witness invited to the meeting and participate in a 'fact finding' discussion as part of evidence gathering its review topic (Mental Health). Witnesses will include the Safer Maidstone Partnership.
12 November 2013	<ul style="list-style-type: none"> • Homelessness Strategy Review 	<ul style="list-style-type: none"> • The Committee to consider the findings of the Homelessness Strategy Review, interviewing witnesses from a national and local level to

Appendix A

		establish the needs of Maidstone. The Committee will need to consider when the Homelessness Strategy will return to it, pre-decision, before its adoption.
10 December 2013	<ul style="list-style-type: none"> • Pilot Street Triage Scheme – Health Inequalities (Mental Health) Review 	<ul style="list-style-type: none"> • To interview the Mental Health nursing staff and Police Officers involved in the pilot scheme. To establish the positive outcomes of the scheme and any gaps that have been identified.
14 January 2014	<ul style="list-style-type: none"> • Air Quality Action Plan • Draft Homelessness Strategy • Health Inequalities (Mental Health) Review – follow up interviews with the Clinical Commissioning Group 	
11 February 2014	<p><i>Acting as the Crime & Disorder Overview and Scrutiny Committee</i></p> <p><i>(Possible topic: Road Safety)</i></p>	
11 March 2014	<ul style="list-style-type: none"> • Follow up on Scrutiny Waste Review and the new Waste Contract. 	
8 April 2014	<ul style="list-style-type: none"> • Evaluations of Cabinet Member Priorities for 2013/14 Municipal Year 	

Planning, Transport and Development Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
18 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Leader & Cabinet Member Priorities for 2013/14 Municipal Year • Maidstone Landscape Character Assessment • Work Programming Workshop 2013-14 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes.
23 July 2013	CANCELLED	CANCELLED
20 August 2013	<ul style="list-style-type: none"> • Development Management Policies for Local Plan • Public Consultation Approach for the Maidstone Local Plan 	<ul style="list-style-type: none"> • To consider the reports and information presented and make recommendations as appropriate.
TRAINING 28 August 2013	<ul style="list-style-type: none"> • PowerPoint presentation to explain the methodologies behind the SHMA/SLAA/SEDLAA and how the Sustainability Appraisal fits into the process 	<ul style="list-style-type: none"> • Background and preparation for the September and October meetings
17 September 2013	SPECIAL MEETING to act on the instruction of the extraordinary Council meeting on 2 September 2013 to the Planning, Transport and Development Overview and Scrutiny Committee	<ul style="list-style-type: none"> • The Committee to update Council on 18 September
	EXTRAORDINARY MEETING. A second, follow up meeting to hear further evidence from Boughton Monchelsea Parish Council and Maidstone to enable the committee to make a recommendation in response to Council's instruction.	<ul style="list-style-type: none"> • To respond to Council's instruction.
15 October 2013	<ul style="list-style-type: none"> • Infrastructure Delivery Plan 	<ul style="list-style-type: none"> • To consider the reports and information presented and make recommendations as appropriate.
19 November 2013	<ul style="list-style-type: none"> • Green and Blue Infrastructure Strategy • Mid-Year Five Year Housing Land Supply • Maidstone Borough Local Plan Public Consultation Draft - Group 2 Policies 	<ul style="list-style-type: none"> • To consider the reports and information presented and make recommendations as appropriate.

Appendix A

17 December 2013	<ul style="list-style-type: none"> • No reports scheduled 	
21 January 2014	<ul style="list-style-type: none"> • Maidstone Borough Local Plan Draft Spatial Strategy • Integrated Transport Strategy Public Consultation Draft (or February) 	
18 February 2014	<ul style="list-style-type: none"> • Maidstone Borough Local Plan Public Consultation Draft (Regulation 18) • Infrastructure Delivery Plan • Community Infrastructure Levy Preliminary Draft Charging Schedule (<i>Training to be scheduled before the meeting</i>) • Planning Enforcement (TBC) 	
18 March 2014	<ul style="list-style-type: none"> • Key issues on the Local Plan arising from representations made during the public consultation. 	
15 April 2014	<ul style="list-style-type: none"> • Evaluations of Cabinet Member Priorities for 2013/14 Municipal Year 	

Economic & Commercial Development Overview and Scrutiny Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details and desired outcome
25 June 2013	<ul style="list-style-type: none"> • Appointment of Chairman and Vice-Chairman • Cabinet Member Priorities for 2013/14 Municipal Year • Work Programming Workshop 2013-14 	<ul style="list-style-type: none"> • Appoint Chairman and Vice-Chairman for 2013-14 • Ascertain work plan for the year and strategic direction for the Council & Select and develop review topics focusing on achievable outcomes.
30 July 2013	Cancelled	Cancelled
27 August 2013	<ul style="list-style-type: none"> • Market Update • VIC Update • Economic Development Staff Structure 	<ul style="list-style-type: none"> • To review outcomes from previous scrutiny reviews • To understand the new structure for Economic Development
24 September 2013	<ul style="list-style-type: none"> • The State of Maidstone Economy • Regeneration and Economic Development Plan Update • Maidstone Enterprise Hub • Skill and Employability Work Programme update 	<ul style="list-style-type: none"> • Contextual information to aid understanding • Update on Regeneration & Economic Development Plan • To provide the committee with an overview of the project and expected outcomes.
22 October 2013	<ul style="list-style-type: none"> • Interview with Cabinet member for Economic & Commercial development- Vision for visitor economy • Interview with Cabinet member for Corporate Services – leasing of Town Hall Foyer • Agree review Scope 	<ul style="list-style-type: none"> • Follow up from the ViC review 2012 and provide background to events review • Follow up from the ViC review 2012
26 November 2013	<ul style="list-style-type: none"> • Interview with Alan Reading – Maidstone Tourism Association • Interview with Cllr Moss & Zena Cooke – Town hall foyer lease 	<ul style="list-style-type: none"> • Provide background and information about events review • Follow up from the ViC review 2012
24 December 2013	Cancelled	Cancelled

Appendix A

28 January 2014	<ul style="list-style-type: none"> • Events review – Interviews TBC • Interview with the new Head of Economic & Commercial Services 	<ul style="list-style-type: none"> • Provide background and information about events review • To inform the committee of strategic direction of the economic and commercial functions
25 February 2014	<ul style="list-style-type: none"> • Maidstone Enterprise Hub Update • Events review – Interviews TBC 	<ul style="list-style-type: none"> • Progress update –requested by cmt • Provide background and information about events review
25 March 2014	<ul style="list-style-type: none"> • Skill and Employability Work Programme Update • Events Review Draft Report 	<ul style="list-style-type: none"> • To provide the committee with an update on the project and outcomes to date. • Agree final amendment prior to submission to Cabinet
22 April 2014	<ul style="list-style-type: none"> • Evaluations of Cabinet Member Priorities for 2013/14 Municipal Year • Review of the year 	<ul style="list-style-type: none"> • Ascertain progress made on Cabinet member Priorities • Ascertain cmts contribution

Agenda Item 10

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Scrutiny Recommendations

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

1.1 The issue of making, and monitoring, recommendations is an important part of the scrutiny process and the Scrutiny Coordinating Committee, in its report to Council (April, 2013) on the Cabinet and Enhanced Scrutiny Model made the following recommendations:

- Cabinet Members should attend Committee meetings to present completed Scrutiny Committee Recommendation Action Plans and the action that will be taken following recommendations;
- The Scrutiny Coordinating Committee should meet quarterly and monitor Overview and Scrutiny Committee recommendations as part of its role.

1.2 This is an opportunity for the Coordinating Committee, in view of experiences this municipal year, to review the quality of recommendations that have been made and determine how it wishes to monitor Scrutiny Committee Recommendation Action Plans.

2. Recommendation

2.1 That the Committee note the report and provide feedback on the quality of recommendations that have been made and determine how Scrutiny Committee Recommendation Action Plans will be monitored.

3. Quality Recommendations

3.1 In general resolutions requiring further action from officers, Cabinet Members and / or other stakeholders should be as clear as possible to ensure the correct information is provided and agreed outputs met. When drafting recommendations it is important to capture the main issues arising from the debate in a concise format. Vague conclusions and unspecific recommendations are unlikely to add value.

3.2 The scrutiny team has developed the following types of quality recommendations:

- Recommendations that affect and make a difference to local people;
- Recommendations that result in a change in policy that improves services;
- Recommendations that identify savings and maintain/improve service quality; or
- Recommendations that objectively identify a solution

3.3 By using these criteria, the quality of Overview and Scrutiny Recommendations can be recorded, by officers, as part of "Reach the Summit", the Council's monthly performance management system.

3.4 A summary for the period April 2011 – Q2 2013/14* is provided below along with further information for 2013/14.

	Target (%)	Result (%)	Status
April 2011	50	48	
May 2011	50	N/A	
June 2011	50	33	
July 2011	50	57	
August 2011	50	61	
September 2011	50	54	
October 2011	50	50	
November 2011	50	75	
December 2011	50	80	
January 2012	50	50	
February 2012	50	61	
March 2012	50	80	
Q1 2012/2013*	60	100	
Q2 2012/2013	60	41	
Q3 2012/2013	60	46	
Q3 2012/2013	60	47	
Q1 2013/2014	60	58	
Q2 2013/2014	60	51	

* From 2012/2013 data was collected quarterly instead of monthly

Quarter (2013/2014)	Total no. of recommendations	No. of recommendations that are "quality"	%
1	12	7	58
2	70	36	51

4. Next Steps and Recommendation Implementation

- 4.1 Scrutiny Committee Recommendation Action Implementation Plans (SCRAIPs), set out recommendations following scrutiny meetings and reviews, information is sought on the plan as to whether recommendations are accepted, the action that will be taken and by whom.
- 4.2 SCRAIPs will be issued as soon as possible following a scrutiny meeting (once recommendations have been approved by the Scrutiny Chairman) and recommendations should be responded to within one month of the date of issue.
- 4.3 SCRAIPs for each Overview and Scrutiny Committees are attached in appendices to this report.
- 4.4 Since the start of the 2013/14 municipal year, recommendations have been made, and information sought, across a number of areas.
- Strategic Leadership and Corporate Services OSC (Appendix A)
 - o SCRAIPs include -
 - o Commissioning and Procurement
 - o Use of 2012/13 Revenue Underspend
 - o The SCRAIP in relation to the Budget Strategy is incomplete
 - Community, Leisure Services & Environment OSC (Appendix B)
 - o SCRAIPs include -
 - o Cabinet Member for Environment – Priorities for 2013/14
 - o Approval of a New Play Area Strategic Standard
 - o Collective Switching of Energy Supplier Scheme for Householders
 - o The Warm Homes Energy Company Obligation (ECO) Pilot
 - o The SCRAIPs in relation to the Health Inequalities Action Plan for Maidstone and Accessing Mental Health Services Before The Point of Crisis are incomplete
 - Planning, Transport and Development OSC (Appendix C)
 - o SCRAIPs include -
 - o Cabinet Member for Planning, Transport and Development – Priorities for 2013/14
 - o Maidstone Borough Local Plan Public Consultation

- o The SCRAIPs in relation to Maidstone Landscape Character Assessment, Maidstone Borough Local Plan Development Management Policies and the Community Infrastructure Levy are incomplete
- o In addition, the minutes from Council (October, 2013) are attached, following scrutiny of the methodology and the judgements that need to be made in calculating the five year housing supply
- Economic and Commercial Development OSC (Appendix D)
 - o SCRAIPs include –
 - o Update on Market Review
 - o Visitor Information Centre Review
 - o Employability and Worklessness

5. Background Documents

5.1 None

Appendix A – Strategic Leadership and Corporate Services OSC

(A) Completed SCRAIPs

Annual Performance Plan

Q4 Complaints Report

Commissioning and Procurement Strategy

Use of 2012/13 Revenue Underspend

Q1 Performance Report

Q1 Complaints Report

(B) Incomplete

Budget Strategy

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 9 July 2013

Minute No: 19

Topic: ANNUAL PERFORMANCE PLAN

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>It was resolved that subject to the points made in the discussion:</p> <p>a) The performance out-turns and end of year Strategic Plan action updates in the Strategic Plan Annual Performance Report attached at Appendix A to the report of the Head of Policy and Communications be noted.</p>	Brian Moss	Agreed		Clare Wood
<p>b) The update on the Improvement Plan work streams attached at Appendix B to the report of the Head of Policy and Communications be noted.</p>	Brian Moss	Agreed		Clare Wood
<p>c) It be noted that an action plan is being developed to tackle the decline in the overall employment rate (AMB 001); and</p>	Brian Moss	Agreed		Clare Wood

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>d) The teams involved be thanked for their success in achieving their targets in relation to the following KPIs:</p> <ul style="list-style-type: none"> • R&B 005 – Percentage of Non-Domestic Rates collected; and • R&B 006 – Percentage of Council Tax collected. 	Brian Moss	Agreed		Clare Wood

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 6 August 2013

Minute No: 31

Topic: 4TH QUARTER COMPLAINTS REPORT AND END OF YEAR REVIEW

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
RESOLVED: (a) That the Council's performance in relation to complaints be noted;	Brian Moss	Noted		Sam Bailey
(b) That the compliments received by teams and individual Officers within the Council be noted;	Brian Moss	Noted		Sam Bailey
c) That the various teams and Officers be thanked for their performance in dealing with complaints during the last quarter, and, in particular, for the reduction in the overall number of complaints received compared to quarter 3; and	Brian Moss	Previously, when Cllr Hotson was cabinet member, thanks were relayed through the cabinet bulletin. This did not happen this time due to the changeover of cabinet members, but will happen in the future.		Sam Bailey
(d) That the following information be provided for the Committee in the quarter 1 report for 2013/14: (i) An update on the action taken in relation to dissatisfied complainants; and (ii) A definition of an "unreasonable or unreasonably persistent complainant".	Brian Moss	(i) Update given when the q2 report went to O & S (ii) Definition supplied alongside q2 report that went to O & S		Sam Bailey

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 6 August 2013

Minute No: 33

Topic: Commissioning and Procurement Strategy 2013-16

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>It was resolved that:</p> <p>That the Cabinet Member for Corporate Services be recommended to approve the Commissioning and Procurement Strategy subject to the following:</p> <p>(a) The Strategic Leadership and Corporate Services Overview and Scrutiny Committee (the Committee) being involved in the discussions regarding the methodology to be used to assess social value and the definition of social value to be used in the community benefit clauses of the procurement documentation;</p> <p>(b) The Committee being kept fully informed of the assessment methodology to be used to balance the risks associated with engaging smaller local businesses with the requirement to ensure equality of opportunity;</p>	<p>Cabinet Member for Corporate Services, Councillor Brian Moss</p>	<p>The methodology of assessing social value and the drafting of any clauses for inclusion in the contracts are due to be considered in 2014/15 with colleagues in Policy and Legal. Proposals will be discussed with Overview & Scrutiny.</p> <p>This methodology will be developed in parallel to assessment of social value and will similarly be discussed with Overview and Scrutiny.</p>	<p>Q2/3 2014/15</p> <p>Q2/3 2014/15</p>	<p>David Tibbit/ Stephen Trigg</p>

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
(c) Regard being had to the potential conflict between the priority of supporting local or smaller businesses and the priority of reducing our carbon footprint where larger firms may have advantages through economies of scale;		Where there is potential for conflict we will endeavour to ensure that smaller firms are not disadvantaged by tender assessments.	Q2 2013/14	
(d) The action plan being linked to specific items in the Strategic Plan and the Sustainable Community Strategy, and a note being included in the Strategy to confirm that the savings achieved through the projects listed in section 5 of the document can be substantiated by reference to the accounts of the participating authorities;		The action plan has been amended to show the actions linked to the Strategic plan and the Sustainable Community Strategy; and the savings in Section 5 have been described as "verified".	Q2 2013/14	
(e) Reference being made in the action plan to third sector organisations, including social enterprises, given the emphasis now placed on the promotion of social value;		Agreed, and action plan amended.	Q2 2013/14	
(f) Members being kept informed of the impact of the revised EU Procurement Directives and the action taken by the Procurement Team in response;		Agreed. To be reported to a future committee meeting.	Q4 2014/15	
(g) Members being kept informed of any difficulties experienced		Following the introduction of further measures to encourage the use of local	Q3 2013/14	

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>in engaging local suppliers although it is acknowledged that the raising of the threshold for contracts to be let by tender to £75,000 has given the Officers greater scope to use local suppliers subject to them seeking quotations and recording value for money; and</p> <p>(h) The inclusion of a statement in the strategy to the effect that the Council will use lessons learned from past experience to inform its approach to commissioning and procurement in future.</p>		<p>suppliers, the amount of spend will continued to be monitored and reported to Members on a regular basis.</p> <p>Agreed, and strategy amended.</p>	<p>Q2 2013/14</p>	

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 6 August 2013

Minute No:

Topic: Use of 2012/13 Revenue Underspend and Balance of Unused Underspend from 2011/12

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>It was resolved that:</p> <p>a) The report be noted.</p>	<p>Leader of the Council, Councillor Chris Garland</p>	<p>The Leader of the Council Considered the report and the views of the committee by 19 August 2013</p>	<p>21/08/2013</p>	<p>Paul Riley</p>
<p>b) All proposed awards in column L of Appendix A be recommended to the Leader of the Council for funding from the revenue underspend 2012/13 and the balance of the unused underspend from 2011/12 subject to the following:</p> <p>Item 15 – A further assessment of the need taking into account increased income from the facility.</p> <p>Item 16 – The deletion of this item if funding is secured through the completion of a S106 agreement to mitigate the impact of application MA/12/2314 on the town centre</p>	<p>Leader of the Council, Councillor Chris Garland</p>	<p>The current income levels are above budget expectation however the income is intended to fund the cost of major maintenance of the cremators which is essential. Resources for the Crematorium gates will be considered from the under spend.</p> <p>This scheme will be considered at a future date subject to the overall environmental improvements to Gabriel’s Hill being approved for inclusion in the capital programme and the conclusion of decision making on application MA/12/2314.</p>	<p>21/08/2013</p>	<p>Paul Riley</p>

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>with the monies being used towards public realm improvement projects in the town centre and to fund the programme of the Town Team.</p> <p>Item 17 – The deletion of this item if funding is secured through the completion of a S106 agreement to mitigate the impact of application MA/12/2314 on the town centre with the monies being used towards public realm improvement projects in the town centre and to fund the programme of the Town Team.</p> <p>Item 23 – A view being taken on the preferred option having regard to the differential in the technical costs of options 1 and 2 and the potential availability of additional resources contingent on the completion of the S106 agreement referred to above.</p> <p>Item 34 – The deletion of this item if it is found that a S106 contribution has been secured for this work.</p>		<p>The funding requested for the Town Team is not linked to the s106 agreement and is required to ensure a medium term future for the Town Team. A minimum of £20,000 per annum for two years will be approved. Any funding secured via the S106 agreement is required specifically to mitigate the impact of that development.</p> <p>The scheme is complementary to the regeneration work completed so far in the town centre and has the effect of linking the different areas of the town centre together. While the scheme is expensive the proposal is an important next step for the town centre’s vibrancy.</p> <p>This is a small scheme to be completed by s106 resources if available.</p>		
<p>c) In the event of item 17 going forward, the Leader of the Council be recommended to take a view on the inclusion of taxi marshalling at an additional cost of £10,000, in the interests of</p>	<p>Leader of the Council, Councillor Chris Garland</p>	<p>The funding for the town team will be available to the town team to consider appropriate uses and prioritise including funding all or making a contribution to the taxi marshalling scheme costs. Hopefully businesses benefitting from town team</p>	<p>21/08/2013</p>	<p>N/A</p>

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
safety.		initiatives will work with it to provide the appropriate levels of service including through joint funding.		
d) If, following investigation, it is found that item 12 is not to be funded from the Play Area Capital Programme, the Leader of the Council be recommended to take a view on this project being taken forward with funding from the under spends.	Leader of the Council, Councillor Chris Garland	The proposal will be considered in light of the finally agreed play area strategy. As that strategy will not be developed until later in the year this scheme will be brought forward at that time for consideration.	By December 2013	Jason Taylor
e) Given its importance, the Leader of the Council be recommended to take a view on item 36 being taken forward with funding from the under spends.	Leader of the Council, Councillor Chris Garland	Agreed	21/08/2013	Paul Riley
f) When considering the proposals, the Leader of the Council be recommended to have regard to the fact that the land referred to in item 27 may not be available in future.	Leader of the Council, Councillor Chris Garland	Noted.	21/08/2013	
g) When considering the proposals, the Leader of the Council be recommended to have regard to the ongoing commitment to the projects and possible exit arrangements.	Leader of the Council, Councillor Chris Garland	Agreed. Evaluation criteria required that the schemes have no ongoing revenue impact.	21/08/2013	Paul Riley

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
h) That the Head of Finance and Resources be recommended to group connected proposals in future reports.		Agreed, for any possible future reports the information will be provided in a revised format.	July 2014	Paul Riley

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 3 September 2013

Minute No: 45

Topic: QUARTER 1 PERFORMANCE REPORT 2013/14

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
RESOLVED: (a) That the progress and out-turns of the Council's Key Performance Indicators in quarter 1 of 2013/14, as set out in Appendix A to the report of the Head of Policy and Communications, be noted;	Brian Moss	Agreed		Clare Wood
(b) That the areas where performance is strong and on track to achieve annual targets be noted;	Brian Moss	Agreed		Clare Wood
(c) That the areas where performance has declined and performance requires further monitoring be noted;	Brian Moss	Agreed		Clare Wood
(d) That the action plan to address the decline in the overall employment rate, attached as Appendix C to	Brian Moss	Agreed		Clare Wood

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
the report of the Head of Policy and Communications, be noted;				
(e) That the action being taken to manage and reduce absence due to sickness be noted;	Brian Moss	Agreed		Clare Wood
(f) That the Officers be requested to arrange for Members to have an input into the Parking Manager's plans to mitigate the impact of the continuing decline in Park and Ride on-board transactions on income targets;	Brian Moss	Agreed		Clare Wood
(g) That the following information be provided for the Committee before the next quarterly report: (i) An update on the performance in relation to the waste and recycling indicators having regard to the launch of the new waste collection contract; and (ii) An update on the performance in relation to the housing indicators taking into account the funding allocated from the revenue underspends to schemes promoted by the Head of Housing and Community	Brian Moss	Agreed		Clare Wood

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
Services and the fact that some of the indicators have been rated red.				
h) That an update be provided for the Committee in two months' time on the action being taken to resolve the difficulties experienced in recruiting suitably qualified Planning Officers to join the Development Management team, the report to include details of the administrative work associated with the role, including responding to Freedom of Information requests and complaints etc., and the time and costs involved; and	Brian Moss	Agreed		Clare Wood
i) That the following information be provided for Members as specified: (i) An update for Councillor Black on the recovery rate in respect of benefits overpayments which have arisen as a result of fraud; (ii) An update for Councillor Mrs Grigg on the reasons for the increase in the average wait times for calls into the Contact Centre during the last quarter, including the impact of the new	Brian Moss	Agreed		Clare Wood

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
automated telephone system; and (iii) An update for Councillor Mrs Grigg on the work of the Employability and Skills Officer in facilitating employer engagement with NEETs.				

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 3 September 2013

Minute Nº: 46

Topic: QUARTER 1 2013/2014 COMPLAINTS REPORT

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
RESOLVED: RESOLVED: (a) That the Council's performance in relation to complaints be noted;	Brian Moss	Noted		Sam Bailey
(b) That the teams and individual Officers within the Council be congratulated on the compliments received; and	Brian Moss	Compliments published in Wakey Wakey- the staff newsletter		Sam Bailey
(c) That the following information be provided for the Committee in the quarter 2 report for 2013/14: (i) An update on the action taken to improve the effectiveness of the complaints handling satisfaction surveys; and (ii) An update on the way in which complaints filtered by Members are recorded.	Brian Moss	Updates for these will be brought along with the q2 report	10 th December 2013	Sam Bailey

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Strategic Leadership and Corporate Services Overview and Scrutiny Committee

Meeting Date: 1 October 2013

Minute No: 58

Topic: BUDGET STRATEGY 2014/15 ONWARDS - REVENUE.

Recommendationⁱ	Cabinet Memberⁱⁱ	Responseⁱⁱⁱ	Timetable^{iv}	Lead Officer^v
a) That there be member involvement in consultation meetings with businesses as part of the development of the budget strategy; and	Brian Moss			Paul Riley
b) That the Council considers reviewing its banking investments in three months time.	Brian Moss			Paul Riley

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Appendix B – Community, Leisure Services and Environment OSC

(A) Completed SCRAIPs

Cabinet Member for Environment – Priorities

Approval of a New Play Area Strategic Standard

Collective Switching of Energy Supplier Scheme for Householders

Energy Company Obligation (ECO) Pilot

Accessing Mental Health Services Before The Point Of Crisis (1)

(B) Incomplete

Health Inequalities Action Plan for Maidstone

Accessing Mental Health Services Before The Point Of Crisis (2)

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Community, Leisure Services and Environment Overview and Scrutiny.

Meeting Date: 11 June 2013

Minute No: 8

Topic: Cabinet Member for Environment - Priorities for the Municipal Year 2013-14.

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>That: a) Business type be recorded going forward as part of the information collected about customers using the Commercial Waste Service;</p>	<p>Councillor Ring</p>	<p>This information is already captured in the Customer System which is being used for the commercial waste service. The Customer System captures information about businesses in the borough whether they are customers or potential leads allowing targeted sales activity. Once a business signs up to the service their information is updated with specific contact information, the type of waste generated and information about the nature of the business. This information is also required for the Duty of Care paperwork which must be completed for all customers annually.</p>		<p>Jennifer Shepherd</p>
<p>b) That the use of all bins for residents disposing of dog waste be communicated via:</p> <ul style="list-style-type: none"> • The Borough Update; • In a frequently Asked Question on the Council's Website; and • In an advert on the carousel of news images on the website front page. 	<p>Councillor Ring</p>	<p>The 'any bin will do' message (which is supported nationally by Keep Britain Tidy) forms part of the council's 'RK9' responsible dog ownership programme. The council also uses its 'Dog Watch' anti-dog fouling initiative to clamp down on dog fouling in areas where this is a problem.</p> <p>It is suggested that the 'any bin will do message' continues to be promoted through these campaigns and that officers work to raise the profile of these initiatives in the ways suggested by the</p>		<p>Martyn Jeynes</p>

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
		<p>committee. This will allow the 'any bin will do' message to be promoted as part of these existing initiatives which are proving effective in helping to tackle dog fouling.</p> <p>For information there are more than 350 dog bins throughout the borough which are well used by Maidstone's responsible dog owners.</p>		

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Community, Leisure Services and Environment Overview and Scrutiny Committee

Meeting Date: 26 July 2013

Minute Nº: 19

Topic: Draft report: APPROVAL OF A NEW PLAY AREA STRATEGIC STANDARD

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>It was resolved that the Committee agree the following recommendations, as set out in paragraph 2 of the draft report with some additional wording added which is highlighted in bold.</p> <p>That the Cabinet Member agrees to:</p> <p>a) A new borough wide standard of play provision being "that most residents across the borough will live within 12 minutes walk of a good standard play area".</p> <p>b) Available funding in future is targeted at these Strategically Important Play Areas.</p> <p>c) That any non Strategically Important Play Areas be offered to the community</p>	<p>Councillor John A Wilson</p>	<p>Agreed</p> <p>Agreed</p>	<p>April 2014</p>	<p>Jason Taylor.</p>

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)**Committee:** Community, Leisure Services and Environment Overview and Scrutiny**Meeting Date:** 13 August 2013**Minute No:** 32**Topic:** Collective Switching of Energy Supplier Scheme for Householders

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
That the Cabinet Member for Community and Leisure Services be recommended to agree the Council enters into an agreement with a collective switching provider and promotes collective switching to households in all tenures across the borough.	Community & Leisure – Cllr J A Wilson	The recommendation has been put into the cabinet member report.	16/08/13	Neil Coles

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)**Committee: Community, Leisure Services and Environment Overview and Scrutiny****Meeting Date: 13 August 2013****Minute No: 31****Topic: ECO Pilot**

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
That the Cabinet Member for Community and Leisure Services be recommended to agree that the Council implements a Borough wide Warm Homes ECO pilot, initially targeting the wards of High Street, Park Wood, Shepway North and Shepway South.	Community & Leisure – Cllr J A Wilson	The recommendation has been put into the cabinet member report.	16/08/13	Neil Coles
That the Cabinet Member for Community and Leisure Services be recommended to agree that the Council should enter into a contract with Enterprise Utility Services to deliver the Warm Homes ECO pilot.	Community & Leisure – Cllr J A Wilson	The recommendation has been put into the cabinet member report.	16/08/13	Neil Coles

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Community, Leisure Services and Environment Overview and Scrutiny Committee

Meeting Date: 9 September 2013

Minute N^o: 44

Topic: ACCESSING MENTAL HEALTH SERVICES BEFORE THE POINT OF CRISIS REVIEW.

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
a) The West Kent Clinical Commissioning Group returns to update the Committee in January 2014.		Instruction given at meeting – follow up when CCG are invited back to Committee in New Year (2014)		External
b) Maidstone Mind provides the West Kent Clinical Commissioning Group with details of the number of caseloads it has and one to two case studies		Instruction given at meeting – follow up when CCG are invited back to Committee in New Year (2014)		External

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)**Committee:** Community, Leisure Services and Environment Overview and Scrutiny**Meeting Date:** 13 August 2013**Minute No:** 33**Topic:** Health Inequalities Action Plan for Maidstone

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
That the approach taken for the Health Inequalities Action Plan for Maidstone be endorsed and the proposed Action Plan be brought to the next meeting for consideration.	Community & Leisure – Cllr J A Wilson			John Littlemore

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Community, Leisure Services and Environment Overview and Scrutiny (Acting as the Crime and Disorder Overview and Scrutiny Committee)

Meeting Date: 29 October 2013

Minute No: 52

Topic: ACCESSING MENTAL HEALTH SERVICES BEFORE THE POINT OF CRISIS.

Recommendationⁱ	Cabinet Memberⁱⁱ	Responseⁱⁱⁱ	Timetable^{iv}	Lead Officer^v
a) The Chairman would draft a letter on behalf of the Committee to Paul Carter, Leader of Kent County Council, in support of Community Wardens. The Chairman would also, via this means, seek further information on future funding for Community Wardens;		To be drafted with the Chairman.		Cllr Blackmore
b) The Scrutiny Officer would arrange with Chief Inspector Wilson for the Mental Health nurse involved in Kent Police's street triage scheme to be interviewed by the Committee;		Completed – meeting to place on 10 December – arranged via Chief Inspector Wilson		Kent Police (External) & Scrutiny Officer
c) Kent Police's Mental Health delivery plan be circulated to the Committee;		Request made to Chief Inspector Wilson – document circulated to the Committee		Scrutiny Officer
d) The Live it Well Strategy and its revised priorities be circulated to the Committee.		Contacted Tristan Godfrey at KCC – In progress report will be going to the HWBB is due course		Penny Southern (External)
e) The report to the Kent Health Overview and Scrutiny Committee		Contacted Tristan Godfrey at KCC – In progress		Scrutiny Officer

Recommendationⁱ	Cabinet Memberⁱⁱ	Responseⁱⁱⁱ	Timetable^{iv}	Lead Officer^v
containing information on the reconfiguration of beds be circulated to the Committee.				
f) That the Council's Homelessness Strategy be the focus of the Committee's meeting on 12 November, allowing it the opportunity to examine Mental Health;		Completed.		Scrutiny Officer
g) The Local Health and Well-Being's Board's Mental Health Action Plan be circulated to the Committee; and		<p>We currently do not have a local mental health action plan for Maidstone. However, there is a priority on mental health included in the draft health inequalities action plan.</p> <p>The local HWB group do not have a hoarding policy, and I haven't found one in other areas. Having seen increasing cases coming through the CSU weekly meeting, and being reported to housing colleagues, we have agree to host a meeting with interested parties to see if we can draft a protocol for dealing with hoarders to identify suitable support and a clear pathway which would be followed by all professionals.</p> <p>(response from Katie Latchford, Community Development Team Leader)</p>		John Littlemore
h) The Head of Housing and Communities to investigate the existence of a Hoarding Policy for circulation to the Committee.		The local HWB group do not have a hoarding policy, and I haven't found one in other areas. Having seen increasing cases coming through the CSU weekly meeting, and being reported to housing colleagues, we have agree to host a meeting with interested parties to see if		John Littlemore

Recommendation ⁱ	Cabinet Member ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
		<p>we can draft a protocol for dealing with hoarders to identify suitable support and a clear pathway which would be followed by all professionals.</p> <p>(response from Katie Latchford, Community Development Team Leader)</p>		

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Appendix C – Planning, Transport and Development OSC

(A) Completed SCRAIPs

Cabinet Member for Planning, Transport and Development – Priorities

Maidstone Borough Local Plan Public Consultation

(B) Incomplete

Maidstone Landscape Character Assessment

Maidstone Borough Local Plan Development Management Policies

Community Infrastructure Levy

(C) Other

Although not a SCRAIP, the minutes from Council (October, 2013) are attached, following scrutiny of the methodology and the judgements that need to be made in calculating the five year housing supply

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Planning, Transport and Development Overview and Scrutiny Committee

Meeting Date: 18 June 2013

Minute No: 8

Topic: Cabinet Member for Planning, Transport and Development - Priorities for the Municipal Year 2013/14.

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>It was resolved that:</p> <p>a) The Cabinet Member for Planning Transport and Development would champion the transport needs of rural communities with KCC, in particular:</p> <ul style="list-style-type: none"> • Bus Services and improved use of Community transport; and • Maintenance of access to rural transport links i.e. footpaths; 	Councillor Paine	Noted – to feedback at Committee meeting		N/A
<p>b) The Cabinet Member for Planning Transport and Development ensuring that a process is put in place that ensures all ward Councillors have an early opportunity to feed into the pre planning discussions on strategic site allocations, including</p>	Councillor Paine	Noted – to feedback at Committee meeting		N/A

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
commercial sites.				

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Planning, Transport and Development Overview and Scrutiny Committee

Meeting Date: 20 August 2013

Minute No: 19

Topic: Maidstone Borough Local Plan Public Consultation

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
<p>RESOLVED that:</p> <p>a) With regards to the consultation methods in the Council's Consultation Plan: Meetings with Parish councils – at meetings with designated Parish Councillors, these meetings should also include the relevant Borough and County Councillor(s) to ensure a comprehensive viewpoint is sought and provided;</p>	Cllr Stephen Paine	Recommendation accepted. Where meetings with parish councils are proposed, the consultation plan is to be amended to extend the invitation to the relevant borough and county councillor(s).	6 September 2013	Emma Boshell
<p>b) With regards to the consultation methods in the Council's Consultation Plan: Meetings with designated neighbourhood areas - at meetings in non-parished areas with representatives from designated neighbourhood areas, these meetings should also include representatives from relevant residents and amenity groups, as well as</p>	Cllr Stephen Paine	Recommendation accepted. Where meetings in the non-parished areas are proposed, the consultation plan is to be amended to extend the invitation to representatives of relevant residents and amenity groups, as well as the relevant borough and county councillor(s).	6 September 2013	Emma Boshell

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
the relevant Borough and County Councillor(s) to ensure a comprehensive viewpoint is sought and provided;				
c) Where appropriate, officers find opportunities to link wards and parishes together at meetings as part of its consultation process;	Cllr Stephen Paine	Recommendation accepted. There is a large number of meetings proposed in the consultation plan, so where appropriate, and particularly in the non-parished areas, wards and parishes will be linked together and joint meetings will be held. The consultation plan is to be amended to make this clear.	6 September 2013	Emma Boshell
d) In order to overcome the perceived perception that developers representations are listened to ahead of those of residents; when the findings of the consultation are presented, the representations should be presented in a similar way to a planning application committee report i.e. clearly stating the number of representations made 'for' and 'against' with a comment from the developer;	Cllr Stephen Paine	Recommendation accepted. Whilst this is not an issue for the consultation plan itself, the report to Cabinet Member is to be amended to explain how the results of the consultation are to be presented.	6 September 2013	Emma Boshell
e) It be communicated on the website and all forms of council communications that all representations will be considered but the council cannot guarantee that it will agree or disagree with individual representations;	Cllr Stephen Paine	Recommendation accepted. Managing the expectations of the public is important, so the message that all representations will be considered but the council cannot guarantee that it will agree or disagree with individual representations is to be communicated on the council's website, on acknowledgement letters and on other	6 September 2013	Emma Boshell

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
		consultation material.		
f) That the public notice in relation to the Maidstone Borough Local Plan is placed in the Downs Mail as well as the Kent Messenger; and	Cllr Stephen Paine	Recommendation accepted. The consultation plan is to be amended to include the placing of advertisements in the Downs Mail and the Kent and Sussex Courier as well as the Kent Messenger, to ensure that the consultation is advertised as widely as possible.	6 September 2013	Emma Boshell
g) The following information requests be provided: <ul style="list-style-type: none"> <li data-bbox="398 587 734 836">i. The number/percentage of people who attended meetings during the public consultation in 2011 be provided to the Committee; and <li data-bbox="398 874 734 1059">ii. Copies of the consultation documents be circulated to ALL members of the Council. 	Cllr Stephen Paine	<ul style="list-style-type: none"> <li data-bbox="972 491 1518 644">i. Recommendation accepted. The council keeps records of all consultation events and this information is to be provided to the committee. <li data-bbox="972 683 1518 836">ii. Recommendation accepted. The report to Cabinet Member is to make clear that all members of the council will receive copies of the consultation documents. 	6 September 2013	Emma Boshell

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Planning, Transport and Development Overview and Scrutiny Committee

Meeting Date: 18 June 2013

Minute No: 9

Topic: Maidstone Landscape Character Assessment 2012 (2013 amended version)

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
It was resolved that the Cabinet Member for Planning, Transport and Development adopts the Landscape Character Assessment 2012 (2013 amended version).	Councillor Paine			Rob Jarman/Deanne Cunningham

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Planning, Transport and Development Overview and Scrutiny Committee

Meeting Date: 20 August 2013

Minute Nº: 20

Topic: Maidstone Borough Local Plan Development Management Policies

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
a) Further thought be given to the environmental net gain of Development Management Policies;	Councillor Paine			Rob Jarman
b) Further thought and investigation be given to ways in which to incentivise the development of brownfield sites for regeneration in the borough;	Councillor Paine			Rob Jarman
c) The appropriate Development Management Policies be explored and developed to include explicit reference to, and criteria for, the following: <ul style="list-style-type: none"> • Windfarms • Live work units and the expansion of existing units in rural areas; and • Car Parking Standards. 	Councillor Paine			Rob Jarman

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Planning, Transport and Development Overview and Scrutiny Committee

Meeting Date: 15 October 2013

Minute No: 48

Topic: Community Infrastructure Levy

Recommendation ⁱ	Cabinet Member ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
<p><u>RESOLVED</u></p> <p>That the Committee agree the recommendations, as set out at 1.2.2 and 1.2.3 of the report, subject to the following amended rewording of recommendation 2: 'That the PTD OSC recommends that the Cabinet Member for Planning, Transport and Development approves the methodology for guidelines for determining which infrastructure is included on the list of relevant infrastructure as follows:</p> <ul style="list-style-type: none"> • If it is strategic infrastructure; • If the cost of the infrastructure is significant; • If the number of development sites that should contribute to specific infrastructure exceeds the s106 pooling limit; • If infrastructure contributions are determined by set standards; • If the delivery of infrastructure is necessary 	Councillor Paine			Rob Jarman/Darren Bridgett

Recommendationⁱ	Cabinet Memberⁱⁱ	Responseⁱⁱⁱ	Timetable^{iv}	Lead Officer^v
before development proceeds; and If applications are being submitted that require infrastructure based mitigation before the adoption of CIL.				
The Committee requests that further information be provided to it on the percentage distribution of CILs payments across the borough and how this will be managed equitably and fairly, especially with regards the relationship between those areas covered by ward councillors, parishes and/or residents associations and those areas where the only representation is through ward councillors Furthermore, the Committee recommends the dissemination of accurate information on the Community Infrastructure Levy (CIL), by the Council, particularly in areas of the borough where there is no parish council, neighbourhood, resident or community group representation.	Councillor Paine			Rob Jarman/Darren Bridgett
That a progress update on CIL be provided to the Committee at its meeting on 21 January 2014. This should include further information on what the CIL rate may be and comparable rates from other areas.	Councillor Paine			Rob Jarman/Darren Bridgett
That a training session on CIL be provided to the Committee in preparation of its January meeting	Councillor Paine			Rob Jarman/Darren Bridgett

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

MAIDSTONE BOROUGH COUNCIL

MINUTES OF THE EXTRAORDINARY MEETING OF MAIDSTONE BOROUGH COUNCIL HELD AT COUNTY HALL, MAIDSTONE ON 14 OCTOBER 2013

Present: Councillor English (The Mayor) and Councillors Ash, Barned, Black, Mrs Blackmore, Burton, Butler, Cox, Cuming, Daley, Garland, Mrs Gooch, Greer, Mrs Grigg, Harwood, Mrs Hinder, Hogg, Hotson, Mrs Joy, Lusty, McKay, McLoughlin, B Mortimer, D Mortimer, Moss, Naghi, Nelson-Gracie, Newton, Parvin, Mrs Parvin, Paterson, Pickett, Mrs Ring, Mrs Robertson, Ross, Springett, Mrs Stockell, Thick, Vizzard, Warner, Watson, de Wiggondene, J A Wilson, Mrs Wilson and Yates

70. MR JOHN TOLPUTT

The Council stood in silence for one minute in memory of John Tolputt, a former Member of the Borough Council, and a former County Councillor, who died in September.

71. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillors Beerling, Chittenden, Collins, Mrs Gibson, Mrs Mannering, Munford, Paine and Sams.

72. DISPENSATIONS

There were no applications for dispensations.

73. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

74. DISCLOSURES OF LOBBYING

All Members present stated that they had been lobbied.

75. EXEMPT ITEMS

RESOLVED: That the items on the agenda be taken in public as proposed.

76. MINUTES OF THE MEETING OF THE BOROUGH COUNCIL HELD ON 18 SEPTEMBER 2013

RESOLVED: That the Minutes of the meeting of the Borough Council held on 18 September 2013 be approved as a correct record and signed.

77. MAYOR'S ANNOUNCEMENTS

The Mayor announced that he and the Deputy Mayor had been very busy recently. A highlight had been the reception for the Grenadier Guards who were undertaking a sponsored cycle ride from the Wellington Barracks in London to Waterloo in Belgium to raise money for their regimental charity. The concert included two instrumental performances by the Band of the Grenadier Guards, which had been well received by the public.

On Saturday he had attended a very successful choral concert organised by the Rotary Club, and involving the Thanet Male Voice Choir and the Kent Police Male Voice Choir, to raise money for the Heart of Kent Hospice and Demelza House.

He would like to thank Members for their continued support and to encourage them to attend the forthcoming Remembrance Sunday parade and service.

78. PETITIONS

There were no petitions.

79. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

80. QUESTIONS FROM MEMBERS OF THE COUNCIL

There were no questions from Members of the Council.

81. REPORT OF THE PLANNING, TRANSPORT AND DEVELOPMENT OVERVIEW AND SCRUTINY COMMITTEE HELD ON 26 SEPTEMBER 2013 - RESPONSE TO THE INSTRUCTION OF FULL COUNCIL, 2 SEPTEMBER 2013

It was moved by Councillor Mrs Wilson, seconded by Councillor Springett, that the recommendations of the Planning, Transport and Development Overview and Scrutiny Committee arising from its review of the methodology and judgements that need to be made in calculating the five year housing land supply be approved.

Amendment moved by Councillor Harwood, seconded by Councillor Mrs Joy, that paragraph 3 of the recommendations be deleted and the following inserted:

"That Officers be instructed to draft a report setting out Local Plan policy options to achieve the prioritisation of regeneration of previously developed land over green field development (in line with the NPPF), and that will deliver protection from inappropriate and unsustainable development for the Borough's countryside in advance of a five year housing land supply being agreed. Relevant Officer recommendations, with staffing requirements and a timescale for implementation, are to be reported to Cabinet by no later than 13 November 2013."

AMENDMENT LOST

The original motion was then put to the vote and carried.

RESOLVED:

- (a) That the methodology and judgments made thus far for calculating the five year housing land supply be endorsed;
- (b) That the Planning, Transport and Development Overview and Scrutiny Committee be updated at a midyear point on permitted planning applications, windfall sites and non-completions to assess where the Council stands with regard to the five year housing land supply; and
- (c) That the Officers be instructed to investigate urgently what can be done to protect any site from inappropriate development whilst the Council does not have a five year housing land supply.

Note: Councillor De Wiggondene entered the meeting during the discussion on this item (6.50 p.m.).

82. DURATION OF MEETING

6.30 p.m. to 7.20 p.m.

Appendix D – Planning, Transport and Development OSC

(A) Completed SCRAIPs

Update on Market Review

Visitor Information Centre Review

Employability and Worklessness

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)**Committee: Economic & Commercial Development Overview & scrutiny Committee****Meeting Date: 27/08/2013****Minute No: 18****Topic: UPDATE ON MARKET REVIEW**

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
a) The Market Manager in conjunction with the Town Team look at the feasibility of introducing a regular specialist market in Jubilee Square; and	Cllr Greer	Proposals for a Farmers market are due to be considered by CLT week commencing 18 th November 2013.		Robert Holmes
b) The Market Manager prepare a business case identifying how best to promote Maidstone Market.	Cllr Greer			Robert Holmes

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)**Committee: Economic & Commercial Development Overview & scrutiny Committee****Meeting Date: 27/08/2013****Minute No: 19****Topic: VISITOR INFORMATION CENTRE REVIEW**

Recommendation	Cabinet Member	Response	Timetable	Lead Officer
That a copy of the lease for Town Hall Foyer be requested from the relevant officer and circulated to the committee	Cllr Moss	Agreed – Lease circulated by officer	Completed October's Agenda	N/A

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Economic & Commercial Development Overview & scrutiny Committee

Meeting Date: 24/09/2013

Minute No: 33

Topic: EMPLOYABILITY & WORKLESSNESS

Recommendation ⁱ	Cabinet Member ⁱⁱ	Response ⁱⁱⁱ	Timetable ^{iv}	Lead Officer ^v
a) that the Officer be invited to the Committee's March meeting to provide an update.	Cllr Greer	Agreed This work has since transferred to the Economic Development team.	March 2014	John Foster

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Future Work Programme

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

- 1.1 To consider topics for inclusion in the Scrutiny Coordinating Committee's work programme for the 2013/14 Municipal Year.

2. Recommendation

- 2.1 That the Committee consider its future work programme, attached at **Appendix A**, and suggests items for consideration at future meetings.

3. Background to recommendation

- 3.1 The Scrutiny Coordinating Committee is a Committee consisting of the Chairmen and Vice Chairmen of the four Overview and Scrutiny Committees. It will meet from time to time to consider matters relating to the conduct, performance and procedures of the Committees; to develop mechanisms for addressing cross-cutting issues; and to prevent duplication in the work of the individual committees.
- 3.2 The Coordinating Committee may wish to consider the support and development it could offer the four Scrutiny Committees at each meeting by structuring its own work programme.
- 3.3 The Coordinating Committee, in its report to Council on the Cabinet and Enhance Scrutiny Model made the following recommendation:
'That the Scrutiny Coordinating Committee meet quarterly and monitor Overview and Scrutiny Committee recommendations as part of its role.'
- 3.4 The Committee may wish to revisit some, or all, of the recommendations in this report to ensure the new scrutiny model is establishing itself as intended. The recommendations, approved by Council in April 2013, are attached at **Appendix B**.

4. Impact on Corporate Objectives

- 4.1 The Committee will primarily consider reports that deliver against all the Council's priorities: For Maidstone to have a growing

economy, For Maidstone to be a decent place to live and Corporate and Customer Excellence.

- 4.2 The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities. Actions to deliver these key objectives may therefore include work that the Committee will consider throughout the coming year.

5. Background Papers

- 5.1 None.

Draft Scrutiny Coordinating Committee Work Programme 2013-14

Meeting Date	Agenda Items	Details / Desired Outcome
TBC		
TBC		
TBC		

Recommendations from the Cabinet and Enhanced Scrutiny Model report.

1. As of the Annual Council Meeting 2013, Option B be agreed with four Overview and Scrutiny Committees with nine Members each, meeting on a calendar monthly cycle for the 2013/14 Municipal Year. Scrutiny Coordinating Committee to monitor and review this.
2. The Leader should revisit its portfolios to avoid overlap, for example Cobtree and Maidstone Leisure Centre between the Economic and Commercial Development and Community and Leisure Services portfolios.
3. The Spatial Planning Advisory Group and the Housing Consultative Board be subsumed into scrutiny to avoid duplication and strengthen the scrutiny process.
4. A phased approach is taken to the induction for new Members.
5. Information supplied to new Members should be accessible including contact details for key staff and information on the services provided by the Council, and who to contact regarding those services and alignment to Cabinet Portfolios.
6. A glossary of acronyms and terminology and a Frequently Asked Questions list be made available to all Members using the expertise of current Members to identify common areas.
7. The development needs for scrutiny and an appropriate programme be developed by the Overview and Scrutiny Chairmen and the Scrutiny Team. This could include an annual event with other Councils and use of the Parliamentary Outreach support.
8. All new Members should attend a scrutiny committee meeting as part of the induction process.
9. Mentoring of Members be encouraged.
10. Each Overview and Scrutiny Committee should identify development needs at the beginning of the year and then on a quarterly basis via the Scrutiny Coordinating Committee.
11. Cabinet Members should attend Committee meetings to present completed Scrutiny Committee Recommendation Action Improvement Plans and the action that will be taken following recommendations; and
12. The Scrutiny Coordinating Committee meet quarterly and monitor Overview and Scrutiny Committee recommendations as part of its role.
13. Cabinet Member decision reports are amended so they contain contact details for the Cabinet Member and Officer.

14. Cabinet Members should make themselves available to discuss forthcoming decisions with Members.
15. The decision notice for Cabinet Member decisions should contain a section summarising any views put forward by other members on the decision and how these have been taken into account in the decision.
16. That Overview and Scrutiny Chairmen be encouraged to include visiting members at committee meetings.
17. Cabinet Members should seek to involve scrutiny pre decision wherever possible.
18. Party/Group Leaders should continue to improve the appointment process to Overview and Scrutiny Committees to encourage the right Members.
19. Cabinet Members should attend scrutiny at three points during the year to discuss their portfolio and progress made.
20. Each Overview and Scrutiny Committee should meet individually to set its work programme with the relevant Cabinet Members invited to give their forward plan for the year ahead.
21. The Scrutiny Coordinating Committee should meet following the individual Overview and Scrutiny Committee meetings to review the work programmes to address overlap and identify opportunities for joint working.
22. The Chief Executive, as part of the review of structure, be recommended to agree that Scrutiny remain with Policy because there is a natural synergy between the two services and closer matching of skills than in Democratic Services.
23. Any amendments to the Constitution necessitated by the approval of recommendations 1 – 22 be drafted by the appropriate Officers and, if appropriate, reported back to the next meeting of Council for approval.

Agenda Item 12

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 28 November 2013

Member Development Needs

Report of: Christian Scade, Senior Corporate Policy Officer

1. Introduction

1.1 Overview and Scrutiny requires a number of skills and the Scrutiny Coordinating Committee, in its report (April, 2013) to Council on the Cabinet and Enhanced Scrutiny Model made the following recommendations:

- "The development needs for scrutiny and an appropriate programme be developed by the Overview and Scrutiny Chairmen and the Scrutiny Team. This could include an annual event with other Councils and use of Parliamentary Outreach support."
- "Each Overview and Scrutiny Committee should identify development needs at the beginning of the year and then on a quarterly basis via the Scrutiny Coordinating Committee"

1.2 This is an opportunity for the Coordinating Committee, in view of experiences this municipal year, to provide feedback on future member development activities and to identify any additional training needs for Overview and Scrutiny.

2. Recommendation

2.1 That the Committee:

- (a) Consider, and provide feedback, on member development activities planned for Overview and Scrutiny in 2013/14 (see par 5.3 and 5.4);
- (b) Identify any additional training needs or development areas for Overview and Scrutiny.

3. Background to recommendations

3.1 Maidstone Borough Council is committed to providing an effective and efficient service to the residents and businesses of and visitors to the Borough. The council recognises the importance of learning and development in supporting all councillors in undertaking their roles in the community and within the council.

3.2 In July 2013, the Member and Employment and Development Panel agreed the revised Member Development Policy, which provides a framework to enable the Council to manage its member development activities for elected members in a coherent and systemic way. This is attached at **Appendix A** for information.

4. Scrutiny Skills

4.1 A number of skills have been identified for Scrutiny Committee Members and these are listed in the Members' Overview and Scrutiny Handbook.

4.2 The list below should be used to identify any training needs or development areas. These can be addressed through formal training, one-to-one sessions or mentoring; many, however will be developed through experience.

Skills for Scrutiny Members

– adapted from the LGiU Scrutiny Checklist, 2003

- Taking evidence from a wide range of people, interviewing, questioning and listening skills
- Understanding and using
 - Performance management information
 - Other data and findings from research
 - Information from inspections
- Understanding of the policy framework, skills to review implications of policy framework
- Developing recommendations, negotiating a report across parties and handling minority reports/vies
- Digesting and understanding paperwork and electronic information
- Communication skills
 - Presentation and public speaking
 - Reporting, possibly report writing
- Influencing Skills
- Monitoring implementation of recommendations
- Evaluation skills

4.3 In addition, the skills below have been identified as necessary for Scrutiny Chairmen:

Skills for Scrutiny Chairmen

– adapted from the LGiU Scrutiny Checklist, 2003

- Leadership and project management skills
- Planning and managing a busy workload
- Ability to identify topics of public interest for review
- Ability to work with officers
- Chairing meetings of different types, from steering a formal agenda to facilitating an informal group to holding a public consultation session
- Champion Scrutiny both internally and externally
- Dealing with the media

5. Member Development Activities

- 5.1 Following the recommendations that were made in relation to the Cabinet and Enhanced Scrutiny Model, listed in par 1.1 above, and the implementation of the revised Member Development Policy, the Policy and Information Team have been working with the Centre for Public Scrutiny and the Parliamentary Outreach Service on two development activities.

Questioning Skills

- 5.2 Representatives from the Parliamentary Outreach Service have agreed to facilitate a Questioning / Challenging skills session on the 29 January, 2014. This will be led by Judith Boyce, currently of the Table Office, and who has previously worked as a clerk on several Select Committees.
- 5.3 In order to finalise arrangements, the Parliamentary Outreach Service have asked for feedback, from the Coordinating Committee, to ensure they deliver a session that meets the aims and objectives of Members.

Making the most of Scrutiny

- 5.4 Ed Hammond, the Research and Information Manager at the Centre for Public Scrutiny, has agreed to facilitate this development activity, on a date to be confirmed. The outline of the session is attached (in draft) at **Appendix B** for comment.
- 5.5 Following this session, the Centre for Public Scrutiny will produce a report with an action plan.

6. Impact on Corporate Objectives

- 6.1 Member Development underpins the work of the council in all the democratic processes and is critical to ensure that Members are properly supported to undertake their role.

7. Other Implications

- 7.1 The council has agreed a budget for Member Development.
- 7.2 In addition to meeting the individual training needs of elected members, the budget will be used to provide across the board training for all councillors on Overview and Scrutiny Committees.
- 7.3 There are financial implications of either increased or reduced provision, but the Member Development Policy would operate within existing budgets.
- 7.4 There are staffing implications because the development of scrutiny training activities is provided by officers. An increase in member participation would make better use of their time.

8. Background Papers

- 8.1 None.

Member Development Policy

Purpose of the policy

The purpose of this member development policy is to provide a framework to enable Maidstone Borough Council to manage its member development activities for elected members in a coherent and systematic way.

It describes:

- The purpose of member development in Maidstone Borough Council
- The scope of the member development policy
- The member development priorities
- The mechanisms for identifying, planning and delivering member development
- The key responsibilities and resources for member development
- The mechanisms to evaluate member development

It aims to ensure that member development activities are aligned with the visions and priorities of the council.

Purpose of Member Development

Maidstone Borough Council is committed to providing an effective and efficient service to the residents and businesses of and visitors to the Borough. The council recognises the importance of learning and development in supporting all councillors in undertaking their roles in the community and within the council.

Scope of the policy

This policy covers all member development activities. This refers to 'learning' activities for members from which there is a clear and visible transfer of knowledge and skill from the trainer (e.g. a course) and 'development' which covers the complete spectrum of activities that help people learn in and beyond their current role.

This policy covers all members of Maidstone Borough Council.

This policy also reflects the Council's Equal Opportunities Statement ensuring all members regardless of disability, sex, gender reassignment, race, age, marriage and civil partnership, pregnancy or maternity, religion or belief, and sexual orientation or political or other personal beliefs are benefiting equally from learning and development opportunities.

Its aim is that all members will be afforded equal access to learning and development, according to the needs of their role and the council's priorities as outlined within the Strategic Plan and councillor role descriptions. The procedure outlined within this policy is designed to ensure that equal access is achieved.

For the purpose of this document 'Equal Access' refers to:-

- Information relating to member development opportunities

Appendix A

- Selection for participation in member development opportunities
- Access to member development activities

A systematic approach to member development

In line with current best practice the council commits itself to providing a planned approach to member development based on four-stages:

Stage 1 - Identifying learning and development needs

Stage 2 - Planning learning and development activities

Stage 3 - Delivering learning and development activities

Stage 4 - Evaluating learning and development investment.

Stage 1 - Identifying Member Development needs

- Group Leaders are responsible for ensuring that processes are in place within the group to identify individual development needs.
- Members are involved in a development needs analysis which identifies individual and collective learning and development needs. Members are also responsible for identifying their on-going learning needs and bringing new needs to the attention of the Democratic and Member Services Manager.
- Development needs that are specific to the work of a particular committee e.g. licensing or planning, will be identified by the officer or Chairman responsible for that committee.

Stage 2 – Planning Member Development

- When all members needs have been identified they are reviewed and prioritised. A member development calendar is created by Democratic Services supported by the Learning and Development Team which incorporate the priority needs within the available funding. The development calendar is incorporated within the Calendar of Meetings which is agreed by full Council and then the budget plan to provide the development requirements is agreed by the Member and Employment and Development Panel.
- Member Development activities other than those scheduled on the development calendar will be scheduled as far in advance as possible in order to ensure that all members have the opportunity to attend. Development dates from the calendar are set in advance and posted into the member diaries so that forward planning can take place effectively. Activities that are arranged as the need arises will be organised to give members at least 3 weeks' notice wherever possible.
- The selection of providers and the type of development to be used will include identifying the best/preferred learning methods to meet the needs of the members. This will include wherever possible joint learning activities with other councils in order to maximise learning and to share best practice and reduce costs.
- It is an expectation that all members will contribute to their own development to enhance their roles within the council and within the community. Any member development that supports strategic objectives should be attended by all members.

Appendix A

Records will be kept and attendance and evaluation of the activities will be forwarded to the Learning and Development Manager for recording and review.

Stage 3 - Delivering Member Development

- This policy encourages the use of a wide range of approaches, methods and timings of programmes to meet the learning and development needs of members and to provide maximum access to learning opportunities.
- These methods may include:-

Formal learning

- Training courses (including internal and external courses, long and short term training),
- Seminars (including CPD),
- Conferences (e.g. skills updating, changing legislation etc.).

Informal learning

- Mentoring,
- Shadowing,
- Coaching,
- Project work (specific or experience),
- Increased responsibility,
- Collaborative learning (e.g. debriefing sessions)

Self-learning

- Videos,
- Reading,
- E-learning,
- Networking,
- Workbooks,
- Manuals,

This list is not exhaustive. Other learning methods may be used where considered to be appropriate.

De-Briefing sessions and information sharing plays an important part in the dissemination of learning and development activities that take place. Once a member has attended such an activity the Learning & Development Information Share Form should be completed within 1 week so that key points can be shared in a timely manner.

This information sharing activity provides the following benefits:

- Enables those members who were unable to attend to gain key information
- Provokes further discussion on new topics
- Provides an avenue to further identify learning needs
- Assist us in evaluating the effectiveness of our delivery methods
- Builds consistency of approach

This information form will be available in the following areas in order to maximise access for all members:

Appendix A

- Members Web Lounge
- Briefings at group and committee meetings
- Delivered in the member mail envelopes

Stage 4 - Evaluating Learning and Development Investment

- Evaluation of learning and development will mainly be carried out through the Learning and Development Evaluation Questionnaire. These will be completed at the end of any programme or activity. The evaluation form will review how the learning and development activity satisfied the skills, knowledge or behaviour gaps and how these newly learned skills, knowledge or behaviour can be utilised in their role. These will be summarised and evaluated by the Democratic and Member Services Manager.
- Information gathered from all evaluation processes will inform future learning and development strategies including methods of learning and development activities at all levels.
- Information gained at conferences and seminars will be disseminated by those members who attend and key learning points or information highlighted on the Learning & Development Information Share Form (see APPENDIX 3). This information will then be shared with other councillors and officers, as is most appropriate, in one or all of the following ways:
 - Delivered in the member mail envelopes
 - Posted onto the members web lounge
 - Discussion at committee / group meetings

Learning records

Records of all learning undertaken by members will be kept on a database by the Learning and Development Team.

This database includes the following:

- Name
- Name of course/conference/seminar attended
- Date of course/conference/seminar attended
- Outstanding learning needs

Information on member development is required by the organisation to ensure accurate planning and evaluation. The Learning and Development Team will collate and evaluate this management information on a regular basis.

Learning priorities

Once elected, new members will have the following learning opportunities:

Corporate Induction

All new members will receive induction from the moment once they are elected to Maidstone Borough Council. Corporate Induction will include:

Appendix A

- Introduction to the Management team of the council
- Overview of Learning & Development activities and introduction to the Member and Employment and Development Panel and its role
- Issue and training on laptops and members web lounge
- Issue of members handbook/welcome pack and induction CD Rom
- Tour of Borough and council offices
- Overview of the role of Scrutiny
- Code of conduct and constitution
- Local Government Finance

Members will receive an induction pack and a record of the completed induction programme is placed on the member development database by the Learning and Development Team. Each new member will be given a **senior officer** as a key contact who will act as a central point for that member helping them to understand how the Council works and their role within the organisation. This will complement the role of the Member mentor mentioned below.

Political Group Induction

Each new member will be inducted into their Political Group and be assigned a 'buddy'. The role of the 'buddy' is to introduce the new member to other councillors and act as a source of information, support and advice to help the new member become effective in their role as soon as possible.

Committee Members

Development is on-going for most committee members depending on new legislation and requirements as identified from time to time. New members who take up a position on a committee are required to undertake development to give them a working knowledge of the particulars relevant to the committee and to be able to continue on the committee. This development is sometimes undertaken informally at the meeting or more formally such as in the Planning Committee, with scheduled development sessions held early in the municipal year as well as throughout the year. These sessions are scheduled as part of the member development calendar.

Resources to support learning and development

The Council allocates appropriate resources to the Democratic and Member Services Manager to cover the costs of priority needs relating to member development linked to the Strategic Plan and individual role requirements. The full cost of all member development will be identified, approved by the Member and Employment and Development Panel and monitored by the Democratic and Member Services Manager.

Bookings on courses, conferences and seminars will be handled through the PA to the Cabinet; and records will be maintained by the Learning and Development Team. Information on development opportunities will be communicated to all members using the intranet and diaries. Expenses incurred for attending member development activities will be paid according to the council policy on claiming expenses.

Appendix A

Roles and responsibilities

Maidstone Borough Council has allocated responsibility to agree key policies, procedures and plans for member development activities to the Member and Employment and Development Panel. It is recognised that the responsibility for member development is a joint responsibility between officers and members. Given the importance of the quasi-judicial committees there is an agreement regarding mandatory development for members.

Members

Responsibility of all councillors

- To ensure that they understand their role in relation to both the work within the council and their ward.
- To actively seek feedback on the performance of their role.
- To work with Political Group Leaders to agree their development plan.
- To commit to on-going professional development for their role as a councillor
- To fully participate in any mandatory development required for particular committees or roles (continued non-attendance will result in removal from the Committee).
- To complete the request form for attendance at any external conferences/seminars (Appendix 2) and to feedback their learning to other members and relevant officers using the share form (Appendix 1).

Responsibilities of Political Group Leaders

- Responsible for encouraging formal and informal development within their group.
- Ensure that buddies are assigned to all new members and that the role is carried out effectively with the support of the relevant officers.
- Ensure that any Members appointed to committees are committed to and fully understand the development requirements and, where necessary, replace those Members failing to comply with their commitment.
- Carry out the annual review discussions to assist in identifying future learning needs and inform the council's annual Member development plan.

Responsibilities of the Cabinet Member for Corporate Services

- To consider and approve resources and budgets allocated to member development

Appendix A

Officers

Responsibilities of the Principal Committee Advisors

Principal Committee Advisors are those Officers primarily responsible for advising a particular committee e.g. Head of Audit for the Audit Committee

- Ensure that members of their committee have the support to be competent and feel confident in fulfilling their roles and responsibilities
- Ensure that members of their committee receive appropriate and timely development as informed by legislation, statutory guidance, best practice and as identified by individual members
- Ensure that there are effective systems for monitoring and evaluating the impact of their specific member development
- Advising the Democratic and Member Services Manager of any outstanding learning needs and development that members need to attend in order to keep the knowledge and skills of committee members up to date

Responsibilities of the Learning and Development Manager

- Advise officers, group leaders and individual members on the most effective learning methods;
- Commission programmes or events required to meet identified learning needs;
- Support the Democratic and Member Services Manager with the production of the annual development calendar for members;
- Maintain accurate records of member attendance

Responsibilities of the Democratic and Member Services Manager

- Identify learning needs and collate a programme of member development activities aimed at meeting current and future learning needs based on feedback from Group Leaders.
- Evaluate and prioritise all member development activities to ensure needs are met and value for money is achieved
- Present proposals for the budget to the MEDP
- Feedback any compliance issues to the MEDP and Group Leaders
- Report to the Member and Employment and Development Panel on the member development programme indicating levels of attendance, evaluation and impact

Supporting documents and appendices

- Appendix 1: Learning & Development Information Share Form
- Appendix 2: Request to attend Conference/ Seminar
- Appendix 3: Mandatory development

Appendix 2

Attendance at Conferences and/or Seminars:

If a member/committee/officer feels that it would be beneficial / important to attend a conference or seminar an application should be made using the attached form and sent to the Democratic and Member Services Manager

Request to attend Conference / Seminar

Name: _____ Role (Committee etc): _____

Conference / Seminar title: _____ Duration: _____

Cost of event: _____

Estimated costs of extras e.g. travel etc: _____

1. What are the main aims / objectives of the conference / seminar? (please list)

2. How was this conference / seminar identified as being of value?

3. How will this conference/seminar improve your ability to perform in your role?

4. Who is responsible for transferring the knowledge gained and completing the conference/seminar information sheet?

Sign: Applicant: Date:

Sign: Democratic and Member Services Manager..... Date:

Appendix 3

Draft for consideration by Panel and relevant Committees

Mandatory Development

All Members

Induction – council and political group induction
Governance
Code of Conduct
Health and Safety matters

Planning Committee Members

The Development Plan/Supplementary Planning Documents & Government Policy
Use of Planning Conditions and Reasons for Refusal
Planning Enforcement

Licensing Committee Members

The Licensing Committee agree the development requirements for the year and this is incorporated into the Calendar of Meetings agreed by Council. All new Committee & Substitute Members must attend the following development:

Induction
Licensing Act 2003
Street Trading
Sexual Entertainment Venues
Gambling
Taxis/Private Hire Vehicles

Audit Committee Members

Induction training
Finance and Budget
Regulatory framework
The importance of risk management

Scrutiny Committee Members

Basic Overview & Scrutiny skills
Questioning Skills

Committee Chairman and Vice Chairman

Chairing Skills (all should have attended before becoming Chairmen)

Appendix B

CfPS TRAINING SESSION – MAIDSTONE

Session 1: Making the most of scrutiny

Mins	Subject
0	Welcome and introductions
10	<p>Presentation: scrutiny – what's it for? To cover the role and remit of scrutiny. This presentation will go beyond the legal requirements to explore how scrutiny can make a positive impact on the lives of local people, drawing on case study examples from other authorities.</p>
40	<p>Discussion: what's scrutiny for? A structured discussion on the purpose, role and remit of scrutiny in Maidstone, to cover:</p> <ul style="list-style-type: none">• How does scrutiny add value to decision-making?• Ideally, what should it achieve?• What about scrutiny doesn't work so well at the moment?• What constraints could there be on scrutiny's ability to make an impact in the future? <p>Key areas to be covered will be:</p> <ul style="list-style-type: none">• Performance management and monitoring• Engaging with the public• Major service change and redesign / commissioning• Working with partners and in partnership <p>This will draw on work previously carried out by the authority.</p>
85	<p>Action planning Using the product of the discussion to put in place an achievable plan to make improvements in the short and medium term. To cover:</p> <ul style="list-style-type: none">• Where responsibility lies for improvement• How the executive, and other partners, may need to be involved• What resources need to be put in place to make this happen, and what the timescales are.
110	Close

CfPS will produce a report following the meeting with an action plan.