

AGENDA

SCRUTINY COORDINATING COMMITTEE MEETING



Date: Thursday 10 July 2014
Time: 2.30 pm
Venue: Meeting Room 1A, Maidstone House



Overview and Scrutiny

Membership:

Councillors: Black, Butler, English, Mrs Gooch, D Mortimer,
Paterson, Springett and J.A. Wilson

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1. **Apologies**
2. **Notification of Visiting Members/Witnesses**
3. **Election of Chairman**
4. **Election of Vice-Chairman**
5. **Disclosures by Members or Officers**
6. **To Consider Whether Any Items Should Be Taken In Private Because of the Possible Disclosure of Exempt Information**
7. **Minutes of the Meeting held on 23 April 2014** 1 - 5
8. **Overview and Scrutiny Annual Report 2013/14** 6 - 28
Report attached for consideration
9. **Terms of Reference - Review** 29 - 36
Report attached for consideration
10. **Cross Cutting Issues** 37 - 39
Report attached for consideration

Continued Over/:

Issued on 2 July 2014

Alison Broom

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

11. Future Work Programme and Member Development Needs

40 - 44

Report attached for consideration

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/osc

MAIDSTONE BOROUGH COUNCIL

Scrutiny Coordinating Committee

MINUTES OF THE MEETING HELD ON WEDNESDAY 23 APRIL 2014

Present: Councillor Barned (Chairman), and
Councillors Mrs Blackmore, Mrs Gooch, Mrs Grigg,
McLoughlin, Paterson and Mrs Wilson

23. APOLOGIES

Apologies for absence were received from Councillor Mrs Joy.

24. NOTIFICATION OF VISITING MEMBERS

There were no notifications.

25. DISCLOSURES BY MEMBERS OR OFFICERS

There were no disclosures.

26. MINUTES OF THE MEETING HELD ON 25 FEBRUARY 2014

RESOLVED: That the minutes of the meeting held on 25 February 2014 be received and approved and the Chairman be authorised to sign them.

27. OVERVIEW AND SCRUTINY WORK PROGRAMME DEVELOPMENT 2014/15

Christian Scade, Senior Corporate Policy Officer, provided an update on the work that had taken place to develop work programming workshops for the first round of Overview and Scrutiny Committee meetings in 2014/15.

It was noted that a Communications Plan had been developed and it was explained that feedback, provided by the Scrutiny Coordinating Committee in February 2014, had been used to develop aims and objectives for the workshops.

The following issues were discussed:

- The roles of Overview and Scrutiny
 - Holding to Account
 - Policy Development
 - Policy Review
 - Performance Management
 - External Scrutiny
- The value of in depth scrutiny – it was agreed that review suggestions should be prioritised;

- The relationship between Cabinet and Scrutiny and how this could be developed moving forward;
- The need for Overview and Scrutiny to be involved earlier in decision making processes;
- The use of the Future Work Programme item and List of Forthcoming Decisions by each Overview and Scrutiny Committee;
- The importance of inviting all Councillors to each workshop;
- Proposals regarding budget scrutiny – it was noted that options would be considered by Strategic Leadership and Corporate Services OSC in June 2014;
- Overview and Scrutiny Committee membership;
- The importance of the workshops being held on an informal basis.

It was suggested that the following information should be made available at each workshop: (i) budget information for each service area and (ii) terms of reference for each Overview and Scrutiny Committee.

The Committee agreed key officers should be invited to take part in the workshops as this would enable scrutiny to gain a better understanding of major pieces of work, applicable to each Committees terms of reference.

RESOLVED: That:

- a) The report be noted;
- b) The Committee's feedback (outlined above) be used to develop an effective work programming workshop for each Overview and Scrutiny Committee.

28. CROSS CUTTING ISSUES

The Committee noted that their terms of reference included developing mechanisms for addressing cross cutting issues to prevent duplication in the work of individual committees.

It was explained that the Strategic Leadership and Corporate Services OSC had received an update, in March 2014, on the recommendations of the Council as a Business Review and that the same Committee would receive an update, in financial terms, in October 2014.

However, in view of the cross cutting nature of the review, it was agreed that the Economic and Commercial Development OSC should follow up, and monitor, the full Scrutiny Committee Recommendation Action and Implementation Plan (SCRAIP) during the course of the 2014/15 municipal year.

In addition to the Council as a Business Review, the following cross cutting issues were discussed:

- Commercialisation
- Gypsy and Traveller Sites

RESOLVED: That:

- a) The SCRAIP for the Council as a Business Review be monitored by the Economic and Commercial Development OSC during the 2014/15 municipal year;
- b) The Council's Commercialisation Strategy be reviewed by the Economic and Commercial Development OSC;
- c) Gypsy and Traveller Sites be considered by Planning, Transport and Development OSC, in June 2014, as part of their work programme development for 2014/15.

29. **OVERVIEW AND SCRUTINY FEEDBACK - DISCUSSION ITEM**

Christian Scade, Senior Corporate Policy Officer, informed the Committee of a recent stage 2 complaint. This related to raising issues, on agenda items, at Overview and Scrutiny meetings.

To ensure consistency across each Overview and Scrutiny Committee, it was agreed that if a Member wanted to raise an issue at an Overview and Scrutiny Committee the Member should attend the meeting.

It was also agreed that if, in exceptional circumstances, a Member was unable to attend, but still wanted to comment on an item, the Member should send their comments/concerns to the relevant scrutiny officer before the meeting. This would enable the scrutiny officer to raise any issues with the Chairman before the meeting and the Chairman would be able to use their judgement to summarise matters raised at the meeting. It was noted however, that there was no requirement for an Overview and Scrutiny Committee Chairman to read out such comments/concerns in full.

The Committee also considered the process for dealing with urgent agenda items.

RESOLVED: That a memo be sent to all Members concerning the procedure for raising issues, on agenda items, at Overview and Scrutiny Committee meetings.

30. **FUTURE WORK PROGRAMME - SCRUTINY COORDINATING COMMITTEE**

The Committee considered topics for inclusion in the Scrutiny Coordinating Committee's work programme for the 2014/15 Municipal Year.

It was agreed that the next meeting should be held in July 2014, after the elections.

RESOLVED: That:

- a) The future work programme, as set out in Appendix A to the report of the Senior Corporate Policy Officer, be endorsed.
- b) The next Scrutiny Coordinating Committee meeting be held in July 2014, with a time and date to be confirmed outside of the meeting by the Senior Corporate Policy Officer.

31. MEMBER DEVELOPMENT NEEDS

Christian Scade, Senior Corporate Policy Officer, explained, that following feedback from Committee in February 2014, the Policy and Information Team had been working with the Centre for Public Scrutiny (CfPS) on a development activity aimed at building relationships between Cabinet and Scrutiny.

The Committee agreed the CfPS event (outlined at Appendix A to the report of the Senior Corporate Policy Officer) should take place, after the election, over a full morning and be open to all Members. It was suggested that scrutiny of the Play Area Strategy and the Making Waste Work for Maidstone Review should be used to highlight examples of Cabinet and Overview and Scrutiny working productively together. It was also agreed that the CfPS should be asked to produce a report, following the session, so that this could be circulated to Members unable to attend.

In addition to the CfPS event, the "Questioning / Challenging Skills" session facilitated by the Parliamentary Outreach Service in January 2014 was discussed. It was agreed that a practical follow up session would be useful. The Committee considered the use of role play, the importance of follow up questions, a possible site visit to the House of Commons and the use of the Council's webcasts to highlight issues that would need to be addressed by a future "Questioning Skills" session.

In addition the following issues were discussed:

- Cabinet Member Decisions – it was suggested that it should be made clearer to Members in terms of who they should contact, and by when, if they had comments on a decision;
- Options for scrutiny when considering exempt information;
- Development areas for Scrutiny Chairman;
- The importance of receiving paperwork for meetings in good time (not just online);
- The Council's Member Development Policy.

RESOLVED: That:

- a) The CfPS event (outlined at Appendix A to the report of the Senior Corporate Policy Officer) should take place, after the (May 2014) elections, over a full morning and be open to all Members.

- b) The scrutiny of the Play Area Strategy and Making Waste Work for Maidstone Review be used, by the CfPS, to highlight examples of Cabinet and Overview and Scrutiny working productively together.
- c) The CfPS be asked to produce a report, following the event, so that this could be circulated to Members – including those unable to attend.
- d) The feedback provided by Committee (outlined in the minutes above) be used to develop a follow up session to the “Questioning / Challenging Skills” event.
- e) The Head of Policy and Communications be asked to review print and courier deadlines for Overview and Scrutiny Committees to ensure hard copies of agendas are received by Committee Members in good time before each meeting.
- f) The Head of Policy and Communications be asked to speak to Cabinet concerning Cabinet Member Decisions to ensure clarity in terms of who should be contacted, and when, if Members had comments on a pending decision.

32. DURATION OF MEETING

09.35am to 11.35am

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

SCRUTINY COORDINATING COMMITTEE

Thursday 10 July 2014

REPORT OF THE OVERVIEW AND SCRUTINY OFFICER

Report prepared by Tessa Mallett

1. OVERVIEW AND SCRUTINY ANNUAL REPORT 2013-14

1.1 Issue for Consideration

1.1.1 To consider the Overview and Scrutiny Annual Report for 2013-14.

1.2 Recommended:

1.2.1 That the Overview and Scrutiny Annual Report 2013-14 be approved for submission to full Council.

1.2.2 Reason for Recommendation

1.2.3 The Maidstone Borough Council Constitution states "Overview and Scrutiny Committees may report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate" (Part One, article 6.3 (d)).

1.2.4 The attached report summarises the work of the Overview and Scrutiny Committees during 2013-14 and highlights key issues going forward.

1.3 Alternative Action and Why Not Recommend

1.3.1 The Scrutiny Coordinating Committee could choose not to submit an annual report to full Council however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on changes to the function.

1.4 Impact on Corporate Objectives

1.4.1 None

1.5 Risk Management

1.6 There are no risks associated with the Council noting the Annual Report.

1.7 Relevant Documents

1.8 Appendix A – Overview and Scrutiny Annual Report 2013-14

1.9 Background Documents

1.10 None

Appendix A

Overview and Scrutiny

Annual Report

2013-14

(DRAFT)

Introduction



**Angela
Woodhouse,
Head of Policy
and
Communications**

“This year we have held 44 meetings and interviewed 93 witnesses and made a grand total of 272 recommendations across a huge range of topics. So a huge amount of work and hours but what about quality and impact? 62% of the recommendations made have been rated as quality recommendations which mean they were concerned with improving a service and/or making a difference, rather than requesting or noting information.

Highlights for the year include the events review focussed on how we support those organising events in the Borough. Scrutiny also looked outside the council with a review of access to mental health services with evidence from practitioners and expert witnesses. It will be important to follow up the recommendations made in 2014-15 so we can see the impact of the review. There has also been some very technical scrutiny with a close eye on the emerging Local Plan and documents plus a review given to scrutiny from full council to look at the five year housing land supply.

Last year we reviewed our governance arrangements and asked Council to consider if we should return to the Committee System, stay as we were or improve our current arrangements. The decision was made to go for a scrutiny plus model, increasing the number of scrutiny committees from three to four with the explicit goal to increase parity of

esteem between overview and scrutiny and the cabinet.

So what’s changed then? Aside from additional meetings! From speaking to the Chairmen and Vice-Chairmen of our scrutiny committees there are mixed reviews some believe that they have seen a real positive change in the attitude of Cabinet to Scrutiny in 2013-14 with positive and early involvement of scrutiny members in decision making. Other members have really enjoyed working in small groups to get into the ‘nitty gritty’ of issues for example the small group who met to look at the budget and the group who met to consider performance indicators. The survey we carried out in 2014 of all members identifies that just over half of respondents felt there had been an improvement.

I think there is still work to be done to raise the quality of overview and scrutiny and its reputation and I look forward to a new impetus in 2014-15 beginning with a joint session between cabinet and scrutiny facilitated by the Centre for Public Scrutiny. I am looking forward to scrutiny making a real difference this year.”

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| Overview and Scrutiny during the 2013-14 Municipal Year | |
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Scrutiny at Maidstone Borough Council

“Overview and Scrutiny is...the principal, democratic means, between elections, of ensuring that decisions made by the council and its partners are held to account. It also provides a vital means of ensuring all councillors can take part in the development of council policy”

(Councillor’s Guide 2012/13: LGA)

Overview and Scrutiny (O&S) was brought into being by the Local Government Act 2000.

A requirement of the act is for a local authority with executive arrangements to have one or more Overview and Scrutiny Committees.

The following, agreed by members and officers, is the “vision for scrutiny” in Maidstone:

“To deliver effective Overview and Scrutiny in respect of holding the Cabinet to account, assisting policy development, service challenge and improvement and external scrutiny.”

(Members’ Overview and Scrutiny Handbook 2014/15: MBC)

The four principles of good public scrutiny, identified by the Centre for Public Scrutiny, are used in Maidstone to ensure the fulfilment of this vision

- Provide “Critical Friend” Challenge
- Reflect the voice and concerns of the public and its communities
- Carried out by independent minded governors who lead and own the scrutiny process

- Drives improvement in public services

The structure for Overview and Scrutiny was recently reviewed following a review of the Council’s corporate governance model. This was set up to consider whether the current model was still appropriate or if the Council should consider an alternative.

In February 2013 full Council considered a report on models of governance and concluded the Cabinet system should be retained with enhanced scrutiny.

As a result of this review there are currently four Overview and Scrutiny Committees overseeing six cabinet portfolios.

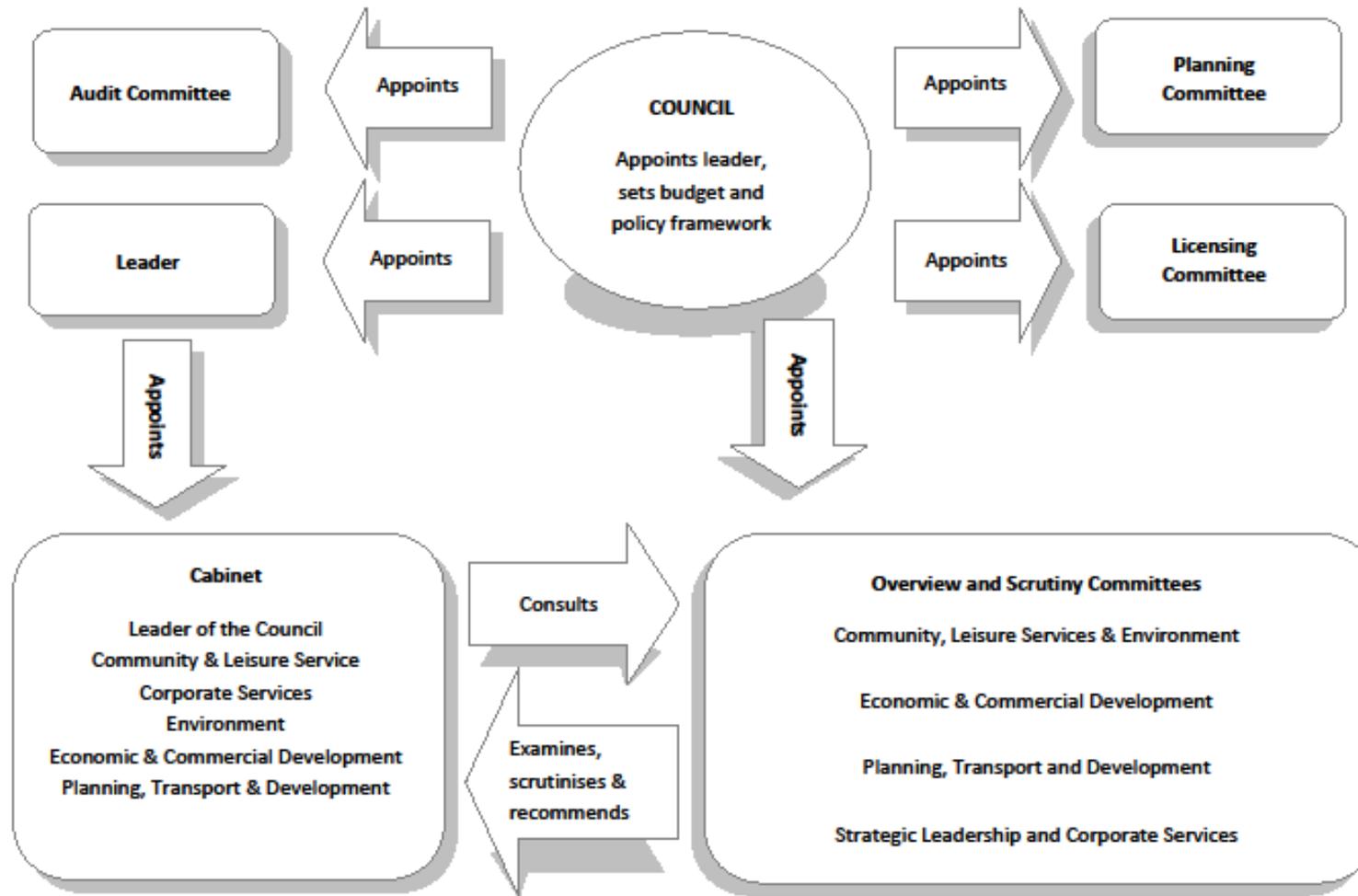
The Overview and Scrutiny Committees correspond with the Cabinet Members’ responsibilities:

- Strategic Leadership and Corporate Services
- Economic and Commercial Development
- Community, Leisure Services and Environment
- Planning, Transport and Development.

In addition, the Scrutiny Coordinating Committee, consisting of the Chairman and Vice Chairman of the four Overview and Scrutiny Committees, considers matters relating to the conduct, performance and procedures for scrutiny.

In summary, Overview and Scrutiny is one of the distinct but interconnected parts of the political structure in the authority. The different roles and responsibilities are shown in the flow chart on the next page.

Decision Making and Council Structures at Maidstone Borough Council



As at May 2014

Overview and Scrutiny Membership for 2013-2014

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

| Member | Party |
|----------------------------------|--------------|
| Cllr Alistair Black | Con |
| Cllr Derek Butler | Con |
| Cllr Eric Hotson | Con |
| Cllr Rodd Nelson Gracie | Con |
| Cllr Michael Yates/Parvin | Con |
| Cllr Susan Grigg (Vice Chairman) | LibDem |
| Cllr Brian Mortimer | LibDem |
| Cllr David Pickett | LibDem |
| Cllr Fay Gooch (Chairman) | Ind |

Community, Leisure Services and Environment Overview and Scrutiny Committee

| Member | Party |
|-------------------------------------|--------------|
| Cllr Annabelle Blackmore (Chairman) | Con |
| Cllr Adrian Brindle | Con |
| Cllr Jenefer Gibson | Con |
| Cllr Daphne Parvin | Con |
| Cllr Michael Yates | Con |
| Cllr Denise Joy (Vice Chairman) | LibDem |
| Cllr Jane Mannering | LibDem |
| Cllr Brian Vizzard | LibDem |
| Cllr Steve Munford | Ind |

Economic and Commercial Development Overview and Scrutiny Committee

| Member | Party |
|-------------------------------------|--------------|
| Cllr Richard Ash | Con |
| Cllr John Barned (Chairman) | Con |
| Cllr Mike Cumming | Con |
| Cllr Mike Hogg | Con |
| Cllr Paulina Stockell | Con |
| Cllr Martin Cox | LibDem |
| Cllr David Naghi | LibDem |
| Cllr Jenni Paterson (Vice Chairman) | LibDem |
| Cllr Gordon Newton | Ind |

Planning, Transport and Development Overview and Scrutiny Committee

| Member | Party |
|----------------------------------|--------------|
| Cllr Steve McLoughlin (Chairman) | Con |
| Cllr Dennis Collins | Con |
| Cllr James Ross | Con |
| Cllr Val Springett | Con |
| Cllr Nick de Wiggondene | Con |
| Cllr Ian Chittenden | LibDem |
| Cllr Belinda Watson | LibDem |
| Cllr Fran Wilson (Vice Chairman) | LibDem |
| Cllr Steve Munford | Ind |

Business Covered by Overview and Scrutiny Committees over the 2013-14 Municipal Year



**Councillor Fay Gooch,
Chairman of Strategic
Leadership and
Corporate Services
Overview and
Scrutiny Committee**

"It has been said that ours is not the sexiest of the scrutiny committees. Well, perhaps Performance Indicators and Quarterly Monitoring Reports may be regarded by some people as dry and dusty, yet our keenness to carry out the role of 'critical friend' does not falter. We have asked officers to restrict themselves to a just few introductory words when they present their reports to Committee so that members can go straight into questions. This has enabled better use of everyone's time, particularly as we have read our papers anyway. We have ensured that our recommendations have been properly followed through and that any further information we have requested has been provided.

Our attempt to attract non-scrutiny members to a Budget Workshop in October comprised some controversial headlines, a piggy bank and a hammer. Although not the hit we were hoping for in terms of numbers of attendees, it turned out to be a triumph of quality over quantity and some worthwhile recommendations.

I warmly thank not only Committee Members for their close attention to detail and for their commitment to questioning, but also the Scrutiny team, without whose invaluable support our Committee could not function effectively."

Strategic Leadership and Corporate Services Overview and Scrutiny Committee

The Strategic Leadership and Corporate Services Overview and Scrutiny Committee hold to account the Leader of the Council and Cabinet Member for Corporate Services, The Committee's terms of reference mirror these areas of responsibility and are closely aligned to the Council's priority: "*Corporate and Customer Excellence*".

2013/14 was a busy year for this Committee. A common theme throughout was scrutiny of the authority's budget, performance and strategic direction.

Scrutiny of the budget was a priority. During the year the Committee was proactive, asking for information as soon as it became available and setting up a Budget Working Group. This enabled greater scrutiny of the budget strategy for 2014/15 in relation to capital, revenue and fees and charges.

The Committee also considered, and made recommendations for improvement, across a range of cross cutting briefs including:

- Cabinet Member Priorities for 2013/14;
- Proposals for the use of the 2012/13 Underspend;
- Future commissioning and procurement arrangements;
- Regular reports on performance and complaints monitoring;
- The Local Council Tax Support Scheme;

- The Council's Communication and Engagement Plan 2014/15;
- Residents' Survey 2013 – Findings / Result;
- The Council's Accommodation Project;
- The Corporate Improvement Plan;
- The Strategic Plan (Refresh).

In terms of monitoring previous review recommendations, the Committee reviewed developments in relation to The Council as a Business Review and the Capital Programme Review. Taking these items back to Committee, asking challenging questions, enabled members to check on progress and ensure recommendations previously accepted had been implemented.

Mid Kent Improvement Partnership

The Committee continued to take a keen interest in shared services and the development of the Mid Kent Improvement Partnership (MKIP). In November the MKIP Programme Manager gave a presentation to the Committee setting out what the partnership had achieved since its inception and objectives for the future.

In February the Committee considered the design for the two-site model of operation for the Mid Kent Environmental Shared Service.

The Committee received a further MKIP update in April and interviewed the newly appointed Mid Kent Services Director in May. These sessions proved to be particularly helpful and committee members raised a number of important questions relating to:

- Governance arrangements;
- Seeking clarity on the role of O&S to be able to scrutinise the decisions of

the MKIP Management Board, if it so wished;

- The objectives of the Mid Kent Services Director and how these would be measured;
- Communication.

On speaking with Tunbridge Wells Borough Council the committee were interested to hear that their scrutiny members had raised similar questions. With that in mind, an informal meeting was arranged between the Chairmen and Vice Chairmen of both authorities. This established the need, moving forward, to work with Tunbridge Wells Borough Council and Swale Borough Council to scrutinise in more detail issues relating to governance, communication and performance management.

These issues will be kept under review during 2014/15 with an initial joint meeting planned for early July.

Cabinet Member Involvement

Both the Leader and Cabinet Member for Corporate Services attended committee meetings throughout the year. In addition the Cabinet Member for Environment attended in February as a witness for the Mid Kent Improvement Partnership Environmental Health Shared Service Model. The Cabinet Member for Economic and Commercial Development attended as a witness in March for the Council as a Business Review.

Key Facts 2013-14 for the Strategic Leadership and Corporate Services Overview and Scrutiny Committee

| | |
|---|-----------|
| Formal Meetings | 13 |
| Witnesses Interviewed (Total) | 26 |
| Councillors Interviewed | 4 |
| Officers Interviewed | 21 |
| External Witnesses Interviewed | 1 |
| Total Recommendations made | 62 |
| Quality Recommendations made¹ | 29 |
| Site Visits | 0 |
| One off Topics | 0 |

¹ Scrutiny recommendations should seek to make a real difference to local people and the services provided. Recommendations that note a change or request further information fail to resolve problems or make changes. The Scrutiny team has developed the follow as types of quality recommendations:

Recommendations that;

- Affect and make a difference to local people;
- Result in a change in policy that improves services;
- Identify savings and maintain/improve service quality; or,
- Objectively identify a solution.



Councillor Jenni Paterson, Vice Chair Economic and Commercial Development Overview and Scrutiny Committee

“I would like to begin on a personal note and convey my thanks to all members of the Committee and officers for bearing with me whilst I have taken the Chair during Councillor Barnard’s absence.

It has been a challenging year for the Committee and we have fulfilled a varied work programme.

Despite a considerable rethink on the focus of our chosen review topic, The Events review, we produced a credible report examining how the Council supports those putting on events in the Borough.

The report was presented by two of the Committee members to the Cabinet on 14 May 2014, where it was received positively. The discussion that took place highlighted possible changes of responsibility as to where ‘Events’ sit within the Council.

In addition to their cultural value the Committee is pleased that recognition has now been given to the commercial value of ‘Events’ within the Council’s priority ‘For Maidstone to have a growing economy’. The Committee’s grateful thanks go to all witnesses and officers for their attendance and sharing their valuable knowledge with us.

The Committee had looked forward to looking at the Regeneration and Economic

Development Plan, but this, unfortunately, did not come forward in time for the 2013-14 Committee membership. However, we wish the 2014-15 Committee members all the best when prioritising this into their Future Work Programme.”

Economic and Commercial Development Overview and Scrutiny Committee

The Economic and Commercial Development Overview and Scrutiny Committee holds to account the Cabinet Member for Economic and Commercial Development. The Committee’s terms of reference mirror the areas of the council within the remit of the Cabinet Member for Economic and Commercial Development. This remit is closely aligned to the Council’s priority: *‘For Maidstone to have a growing economy.’*

Along with the changes to scrutiny, there has been considerable organisational change within the Commercial and Economic Development Department at Maidstone Borough Council during 2013-14. The Council employed a new Head of Commercial and Economic Development in December. This brought the following services together under the same department:

- Parks and Leisure;
- Economic Development; and
- Cultural Services.

A Cultural Services Manager was recruited, and a new post of Commercial Projects Manager was created to drive forward commercialisation across the council.

Review Topic

In June 2013, committee members decided their main review for the 2013-2014 municipal year would be events and cultural activities. This theme was developed and the primary objective of the review was *'To evaluate the value of borough council supported events to residents, visitors and the local economy'*.

To achieve this aim, the committee felt it would be important to develop a toolkit in order to measure the value of events. However the committee heard evidence early on from Dawn Hudd, the council's Head of Commercial and Economic Development, that such a toolkit had already been identified and the council had begun using it to measure the value of events. This resulted in committee changing the focus of the review to examine how the council supports those putting on events in the borough.

The committee heard evidence from the following witnesses in relation to the review topic:

- Dawn Hudd, Head of Commercial and Economic Development;
- Alan Reading, Chairman of Maidstone Tourism Association;
- Ken Scott, Chairman of Maidstone Area Arts Partnership;
- Natalie Price, General Manager of the Hazlitt Arts Centre;
- Emily Hirons, General Manager, and Natalie Kirk, Events Manager, of Kent Life; and
- Jennifer Hunt, Local Economy Project Officer, who gave evidence on behalf of the Town Team.

The review brought all the evidence together and made recommendations

focused on making it easier for event organisers to hold events in the borough.

Cabinet Member Involvement

As the new scrutiny structure provided a strong link between Cabinet Members and their relevant Overview and Scrutiny Committee the Cabinet Member for Economic and Commercial Development attended the committee as a witness for three items, these were:

- Cabinet Member Priorities for the year 2013/2014;
- Maidstone's vision for the visitor economy; and
- Cabinet Member review of the year 2013/2014.

One off topics, pre-decision scrutiny and site visits

The committee heard evidence for several one off topic items. Some of these related to previous reviews undertaken by overview and scrutiny committees, including the Market review and Visitor Information Centre review. The committee heard the recommendations from both reviews had been accepted and had been progressed resulting in a positive impact on both of the services reviewed.

As well as several update items on current work programmes within the Commercial and Economic Development Department, the committee heard the work on the Enterprise Hub was progressing well and the Skills and Employability programme had been moved over to the Economic Development Unit with a new officer recruited to the post.

There were no major Cabinet Member decisions taken during this municipal year,

therefore no opportunity for pre-decision scrutiny. However the Museums' collections policy is due for decision on the 20 June, and the Regeneration and Economic Development Plan is expected to be considered by this committee in the next municipal year.

The forthcoming Cabinet Member decision on the Museums' collection policy prompted a site visit to the museum in April 2014. The purpose of the visit was for members to view the current collections and speak to the Officers involved in developing the collections policy.

Key Facts 2013-14 for the Economic and Commercial Development Overview and Scrutiny Committee

| | |
|---------------------------------------|-----------|
| Formal Meetings | 9 |
| Witnesses Interviewed (Total) | 17 |
| Councillors Interviewed | 2 |
| Officers Interviewed | 10 |
| External Witnesses Interviewed | 5 |
| Total Recommendations made | 51 |
| Quality Recommendations made | 19 |
| Site Visits | 1 |
| One off Topics | 9 |



**Councillor
Annabelle
Blackmore,
Chairman,
Community,
Leisure Services
and Environment
Overview and
Scrutiny Committee**

“The Committee set their work programme in June 2013 and our main review was Accessing Mental Health Services. The Play Areas strategy returned to the committee together with the Health Inequalities Action Plan, Air Quality Action Plan and the Waste Strategy.

During the evidence gathering for the Accessing Mental Health Services we were fortunate to interview Dr. Bob Bowes, David Holman and Dr. David Chesover from the West Kent Clinical Commissioning (WKCCG) who were involved in the commissioning of mental health services for West Kent. In addition Ivan Rudd and Penny Southern, from KCC, supported the themes for further joined up working between the different partners with MBC acting as a facilitator. The Committee were pleased to hear about the Street Triage scheme which involved a mental health nurse working alongside the police. Our hope and belief is for the continuation of the Street Triage programme. This programme offers a better outcome for vulnerable people found on our streets by the police. When the report was presented at Cabinet there was overall support for the report and its findings as well as a desire to pursue further progress in this area including children under pressure.

The Health Inequalities Action Plan was reviewed by the Committee and received much support. They agreed with the

priorities and also the outcomes and accepted that this is another issue which requires cooperation with partners to deliver positive change for families in Maidstone.

In March the Committee assessed the Air Quality Action Plan. Since it was drafted many of the partner organisations have had a restructure which has slowed the progress required. The Committee acknowledged further reductions will need joint working between central government and local authorities.

The Waste Team presented a positive update on the waste contract and scheme offered in Maidstone, reporting recycling rates of 50%. The Waste Team are keen to increase this to 60% within 5 years. The Committee noted the new waste contract offered not only considerable savings but an enhanced service to residents.

I would like to thank the whole Committee for their support and good humour during the municipal year 2013/4. All Members made positive contributions to the subjects under review and it was a delight to have so many engaged members who were happy to undertake their own research. We were ably supported by Orla Sweeney who organised all the witnesses relating to the Mental Health Review. I would like to thank Orla, on behalf of the Committee, for her hard work and enthusiastic minute taking. In March our new scrutiny officer Tessa Mallett took over the reins and her attention to detail was appreciated by all. I would like to extend my sincere thanks to Tessa and Orla for their patience during meetings and their preparatory work prior to each meeting.

I wish the Committee well for the forthcoming year 2014 /5.”

Community, Leisure Services and Environment Overview and Scrutiny Committee

Following the review of overview and scrutiny in 2012-2013 the Communities Overview and Scrutiny Committee was replaced by the Community, Leisure Services and Environment Overview and Scrutiny Committee. This Committee holds to account the Cabinet Member for Community and Leisure Services and the Cabinet Member for Environment.

This Committee's remit is aligned to the Council's priority: '*for Maidstone to be a decent place to live*'.

Review Topic – Accessing Mental Health Services Before the Point of Crisis

Mental Health has remained an important subject for Overview and Scrutiny.

During the 2012/13 Municipal Year the Communities Overview and Scrutiny Committee responded to three consultations in this area. In addition, at the start of the 2013/14 year, Members of the Committee had been approached by residents informing them of their difficulties accessing treatment for mental health.

This feedback from residents reignited interest in this vital area of well-being, and the Committee decided to investigate what services were available and how they could be accessed.

Members were aware national and local media were reporting a growing number of people at crisis point. A Panorama programme broadcast on 12 September 2013 entitled "*Locked up for being ill*" examined reports of police regularly

detaining mental health patients who should be dealt with by appropriate medical professionals. It was stated approximately twenty five per cent of police time was spent in this way.

The Committee felt it was essential to an individual's long term mental well-being that services were easy to access, and focused their review on early intervention for the prevention of further deterioration of a condition. However members found their starting point was understanding how; why, and if, services were being accessed at the point of crisis.

As part of their extensive review of various documents the Committee also heard evidence from:

- A Service User;
- Dr Bob Bowes, Chairman of the West Kent Clinical Commissioning Group (CCG);
- Dr David Chesover, GP Member of the West Kent CCG;
- Meuthia Endrojono-Ellis, Head of Mental Health Commissioning, West Kent CCG;
- Jenny Walsh, Services Manager, Maidstone Mind;
- Andrew Scott-Clark, Director of Public Health Improvement, Kent County Council (KCC);
- Assistant Chief Constable Paul Brandon, Kent Police;
- Chief Inspector Martin Wilson,
- Penny Southern, Director of Learning, Disability and Mental Health at KCC;
- Janet Greenroyd, District Supervisor for Maidstone Community Wardens; and
- Liz Lovatt, Community Warden from Boughton Monchelsea, Loose and Chart Sutton;

- Jo Scott, Programme Director, Sussex Partnership NHS Foundation Trust, Children and Young People;
- Katie Latchford, Community Development Team Leader, Community Development Team, Maidstone Borough Council;
- Dr Chesover, Mental Health Clinical Lead for West Kent and Co-ordinating Mental Health Lead for Kent, West Kent Clinical Commissioning Group;
- Dave Holman, Head of Mental Health Commissioning, West Kent Clinical Commissioning Group;
- Ivan Rudd, Public Health Specialist, Kent County Council;
- Sharon Dodd, Kent Integrated Adolescent Support Service Strategic Manager and lead on the Kent Early Intervention and Prevention Strategy, KCC.



The responsibility for public health services in the Borough is the responsibility of KCC. Maidstone Borough Council played a facilitative role by reviewing this topic. The involvement of so many organisations proved to be highly productive. It helped the Committee to identify and make recommendations for the way forward both in terms of what could be achieved within mental health services in Maidstone and future and continued engagement. These recommendations will be followed up by

the committee during the 2014-15 municipal year.

The final report can be found...

Cabinet Member Involvement

The Committee's links with Cabinet members were strengthened throughout the year with the Cabinet member for Leisure Services and the Cabinet Member for Environment attending meetings as witnesses for the following agenda items:

- Cabinet Member Priorities 2013-14;
- Draft New Play Area Strategic Standard;
- CCTV Operational Protocols;
- ECO Pilot;
- Collective Switch of Energy Supplier Services for Householders;
- Health Inequalities Action Plan;
- Draft Play Area Strategy;
- Making Waste Work update;
- Air Quality Action Plan;
- Cabinet Members Review of 2013-14.

Task and Finish Panels

The Community, Leisure Services and Environment Overview and Scrutiny Committee formed a Task and Finish Panel to formulate its response to Kent County Council (KCC) as part of the Part-night Streetlights Consultation.

The panel hosted a meeting on Wednesday 21 August 2013 at Maidstone House, inviting other interested Members of Maidstone Borough Council, the Leader of the Council and Cabinet Member for Environment and selected witnesses to assist it in formulating their response to KCC.

Crime and Disorder Reduction Partnership (CDRP) Overview and Scrutiny

The Community, Leisure Services and Environment Overview and Scrutiny Committee has a statutory role to act as the Council's Crime and Disorder Overview and Scrutiny Committee.

The Committee met in October 2013 and February 2014. Agenda items covered included:

- Accessing Mental Health Services Before the Point of Crisis – interviewing officers from Kent Police, Community Wardens and KCC;
- KCCs Draft Road Casualty Reduction Strategy for Kent consultation – the Committee fed in recommendations to the consultation;

- Maidstone Community Safety Partnership Plan 2013-14, and
- Refresh of Maidstone Protocols for Crime and Disorder Reduction Partnership Overview and Scrutiny

Key Facts for the Communities, Leisure Services and Environment Overview and Scrutiny Committee

| | |
|---------------------------------------|-----------|
| Formal Meetings | 11 |
| Witnesses Interviewed (Total) | 27 |
| Councillors Interviewed | 2 |
| Officers Interviewed | 9 |
| External Witnesses Interviewed | 16 |
| Total Recommendations made | 72 |
| Quality Recommendations made | 47 |
| Site Visits | 0 |
| One off Topics | 1 |



**Steve McLoughlin,
Chairman,
Planning, Transport
and Development
Overview and
Scrutiny Committee**

“The pressure to build more homes in the Borough, and changes to the manner in which the Council will receive additional related funding for doing so, has resulted in the Planning, Transport and Development Scrutiny Committee experiencing a particularly busy and difficult year during 2013/14. This has largely been driven by the urgent need to establish a framework for future development for the borough – a Local Plan – for the period until 2031.

This new Local Plan needed to take account of the Government’s revised National Planning Policy Framework introduced in 2012 and in particular the need for a 5 year land supply to accommodate the Borough’s evidence based housing needs. The process the Council has followed in this respect was publically challenged and defended by the Committee. Other important reference documents relating to the Landscape Character and Blue & Green Infrastructure were considered and debated at some length. It is to the credit of the Committee and officers that the draft Local Plan has been through its first public consultation in a timely manner.

There is still much more work to be done to reach a satisfactory balance between the need to provide suitably located homes whilst satisfying public demand to preserve our green spaces and this is likely to occupy much of the Committee’s

time in the coming year. Additionally, little progress was made during the year to establish a transport strategy in cooperation with KCC. However, with the willingness of all members to strive to achieve progress in these and other related areas the Committee can look forward to a very intense but interesting year ahead.”

Planning, Transport and Development Overview and Scrutiny Committee

The Planning, Transport and Development Overview and Scrutiny Committee holds to account the Cabinet Member for Planning, Transport and Development.

This committee’s remit is closely aligned to the Council’s priorities: *‘For Maidstone to have a growing economy’* and *‘for Maidstone to be a decent place to live’*.

During 2013-14 the Committee focused on scrutinising the policies for the draft Local Plan which went out for public consultation between 21 March 2014 and 7 May 2014.

Items scrutinised by the Committee over the year have included:

- Cabinet member Priorities for 2013-14;
- Maidstone Landscape Character Assessment;
- Public Consultation approach for the Maidstone Borough Local Plan;
- Maidstone Borough Local Plan Development Policies;
- Seven Year Housing Land Supply: Methodology and Judgements;
- Community Infrastructure Levy;
- Maidstone Borough Local Plan Consultation Draft Group 2 Policies;
- Green and Blue Infrastructure Strategy;

- Five Year Land Supply – mid-year update;
- Solar Energy Planning Policy;
- Maidstone Integrated Transport Strategy;
- Maidstone Borough Local Plan Consultation Draft Group 3 Policies;
- Maidstone Borough Local Plan Draft including Spatial Strategy and Site Allocation Policies;
- Draft Infrastructure Delivery Plan;
- Draft Integrated Transport Strategy;
- Cabinet Member Review of Priorities for 2013-14;
- Mid Kent Planning Support Services update;
- Planning Enforcement procedures update.

The Committee heard evidence from the following witnesses during their scrutiny of these subjects:

- Cllr Stephen Paine, Cabinet Member for Planning, Transport and Development;
- Deanne Cunningham, Heritage, Landscape and Design;
- Rob Jarman, Head of Planning and Development;
- Emma Boshell, Planning Officer;
- Parish Cllr Sara Evans;
- Parish Cllr Doug Evans;
- Mr Paul McCreery, Boughton Monchelsea Parish Council;
- Parish Cllr Ian Ellis;
- Keith Nicolson, Boughton Monchelsea planning advisor;
- James Stevens, Home Builders Federation;
- Darren Bridgett, Principal Planning Officer;
- Cllr Chris Garland, Leader of Maidstone Borough Council;

- Michael Murphy, Principal Planning Officer;
- Sarah Anderton, Principal Planning Officer;
- Sue Whiteside, Team Leader, Planning;
- Parish Cllr Parr;
- Geraldine Brown, Kent Association of Local Councils;
- Cliff Thurlow, Town and Country Planning Consultants Ltd;
- Jon Bunney, JMP Transport Consultants;
- Sean Carter, South Maidstone Action for Road and Transport;
- Tim Hapgood, JMP Transport Consultants;
- Ryan O'Connell, Mid Kent Planning Support manager;
- Jon Lawrence, Planning Enforcement Officer.

Five Year Land Supply

The Committee spent much of its time scrutinising the Council's Draft Five Year Housing Land Supply for the Draft Local Plan. The Committee held two meetings in September 2013 focusing on this and submitted a report to Full Council on 14 October. The report recommended officers urgently investigate what the Council can do to protect sites from inappropriate development in the absence of a Five Year Housing Land Supply.

Further discussions and recommendations to Cabinet on the Draft Five Year Housing Land Supply were held throughout the year. At the meeting of 18 February 2014 the Committee scrutinised in detail the sites put forward for development in the Draft Local Plan. From this meeting the Committee put forward 20 recommendations to Cabinet for consideration.

Integrated Transport Strategy

The Committee considered this draft document on 21 January 2014 and revisited it on 18 March. The purpose of the revisit was to clarify the options for park and ride along with the cost benefits and establishing an effective park and ride service.

The Committee made nine recommendations to Cabinet. These included:

- Working with private car park owners to discourage long stay parking in the town and promoting short stay parking to support local business;
- Careful consideration of the impact of a park and ride service at Linton Cross Road;
- Retaining existing park and ride at Willingdon Street and London Road.

Cabinet Member Involvement

With the Committee focussing on the development of the Maidstone Borough draft Local Plan the Cabinet member for Planning, Transport and Development attended committee meetings covering the following agenda items:

- Public Consultation Approach to Maidstone Borough Local Plan
- Draft Local Plan Group 2 Policies
- Five Year Land Supply Mid-year Update
- Integrated Transport Strategy
- Draft Local Plan Group 3 Policies
- Spatial Strategy

In addition the Cabinet Member for Planning, Transport and Development and the Leader of the Cabinet also attended

the September 2013 committee meeting as witnesses for the agenda item; Five Year Housing Land Supply – methodology and judgements.

The Cabinet Member also attended as a witness to present his Review of Cabinet Member Priorities for 2013/14 in April 2014.

Key Facts for the Planning, Transport and development Overview and Scrutiny Committee

| | |
|---------------------------------------|-----------|
| Formal Meetings | 11 |
| Witnesses Interviewed (Total) | 23 |
| Councillors Interviewed | 2 |
| Officers Interviewed | 11 |
| External Witnesses Interviewed | 10 |
| Total Recommendations made | 87 |
| Quality Recommendations made | 74 |
| Site Visits | 0 |
| One off Topics | 0 |

Training Attended by Overview and Scrutiny Committee Members

Overview and Scrutiny requires a number of skills on the part of elected members. The council has an agreed training budget for members. In addition to meeting the individual training needs of elected members, the budget is also used to provide group training for councillors on Overview and Scrutiny committees.

Training attended throughout the year is shown in the table below:

| Subject | Date | Number of Committee members attended |
|--|-------------|---|
| Managing events safely | 15/1/14 | 1 |
| Members Finance | 23/4/13 | 18 |
| Town Centre Health Check | 20/5/13 | 22 |
| Licensing Refresher Training | 22/5/13 | 13 |
| Planning | 5/6/13 | 13 |
| Licensing Act 2003 & Gambling Act 2005 | 24/6/13 | 21 |
| Events Road Closures | 5/7/13 | 13 |
| Planning | 17/7/13 | 17 |
| Local Plan Viability Testing | 22/7/13 | 22 |
| Planning Conditions | 22/8/13 | 18 |
| Local Plan | 28/8/13 | 34 |
| Housing for Members | 4&11/11/13 | 25 |
| Findings of the Strategic Housing Market Assessment | 9/12/13 | 21 |
| Local Plan | 23/1/14 | 19 |
| Parliamentary Outreach Service – Questioning Skills and Interpreting Information | 29/1/14 | 16 |
| Members Briefing | 3/2/14 | 22 |
| Using Social Media | 18/2/14 | 9 |

Looking ahead to the 2014-2015 Municipal Year

The Overview and Scrutiny Team launched a campaign between March and May 2014 to gather suggestions for scrutiny topics. Over 80 suggestions were received from local residents, businesses and stakeholders.

Throughout June 2014 all councillors were invited to attend workshops to develop the Future Work Programmes for each of the O&S Committees and identify review topics for 2014-15 using the suggestions received.

Each committee developed a draft Future Work programme and the review topics included:

- Overview of Healthcare in Maidstone Borough;
- Transport in Maidstone Borough – alternatives to using a car;

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 10 July 2014

Terms of Reference – Review

Report of: Christian Scade

1. Introduction

- 1.1 Following feedback from officers and Members, as part of the planning for the June/July round of OSC meetings / future work programme workshops, the Scrutiny Coordinating Committee are asked to review the terms of reference for the Council's Overview and Scrutiny Committees.

2. Recommendation

- 2.1 That the Committee consider the proposed revisions to Article 6 of the Council's Constitution set out in **Appendix A**.
- 2.2 That the proposed revisions be put forward as a recommendation to full Council for approval and inclusion as part of the Council's Constitution.

3. Background to Recommendations

- 3.1 Terms of reference describe the purpose and structure of a committee.
- 3.2 Following feedback from officers and Members, as part of the planning for the June/July round of OSC meetings / future work programme workshops, the Scrutiny Coordinating Committee are asked to review the terms of reference for the Council's Overview and Scrutiny Committees.
- 3.3 The proposed revisions have been put forward in view of recent changes including portfolio changes in relation to housing responsibilities and various restructures across the organisation.
- 3.4 An officer structure chart is attached at **Appendix B** for information (correct as of April 2014).

4. Relevant Documents

- 4.1 Appendix A – Article 6 – Overview and Scrutiny Committees (Proposed Revisions)
- 4.2 Appendix B – MBC Organisation Structure

5. Background Documents

5.1 None

APPENDIX A – Proposed Revisions

ARTICLE 6 – OVERVIEW AND SCRUTINY COMMITTEES

6.01 Terms of Reference

The Council will appoint the Overview and Scrutiny Committees set out in the ~~left hand column of the~~ table below to discharge the functions conferred by section 21 of the Local Government Act 2000, the Police and Justice Act 2006, or regulations under section 32 of the Local Government Act 2000 in relation to the matters set out in the second column of the same table. Each overview and scrutiny committee will be responsible for scrutinising policy framework documents that fall within their respective terms of reference.

| <p align="center">Strategic Leadership and Corporate Service Overview and Scrutiny Committee</p> | <p align="center">Planning, Transport and Development Overview and Scrutiny Committee</p> |
|--|---|
| <p>Leader; and Cabinet Member for Corporate Services</p> | <p>Cabinet Member for Planning, Transport and Development</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 • Scrutinising standards of governance and conduct are achieved throughout the business of the Council • Customer service • Corporate finance including regular budget monitoring • The Capital Programme • 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 • Electoral services • Procurement, Property Services and Facilities Management | <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 |

| <p align="center">Community, Leisure Services and Environment Overview and Scrutiny Committee</p> <p>Cabinet Member for Community and Leisure Services; & Cabinet Member for Environment and Housing</p> | <p align="center">Economic and Commercial Development Overview and Scrutiny Committee</p> <p>Cabinet Member for Economic and Commercial Development</p> |
|---|---|
| <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 | <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 • Festivals and Events and venues (including activities in parks and other council owned facilities) • Cobtree Golf Course • Leisure activities including sporting and recreational based activities and including services provided via the Maidstone Leisure Centre • Maidstone Culture and Leisure (MCL) including cultural services such as the Hazlitt Arts Centre and Maidstone museums |

Scrutiny Coordinating Committee

A Committee consisting of the Chairmen and Vice Chairmen of the four Overview and Scrutiny Committees, to be called the Scrutiny Coordinating Committee shall 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.

6.02 General role

Within their terms of reference Overview and Scrutiny Committees will:

- (a) Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions. This would include looking at decisions after they have been implemented;
- (b) Make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions (the decision making power remains with the original decision taker);
- (c) Consider any matter affecting the area or its inhabitants; and
- (d) Exercise the right to call in, for reconsideration, executive decisions not yet implemented by the Executive and/or any other Committees or officers.

6.03 Specific functions

(a) **Policy development and review.** Overview and Scrutiny Committees may:

- (i) Assist the Council and the Executive in the development of its budget and policy framework by in depth analysis of policy issues;
- (ii) Conduct research with the community and other consultation in the analysis of policy issues and possible options;
- (iii) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- (iv) Question Members of the Executive, Members of Committees and chief officers about their views on issues and proposals affecting the area; and
- (v) Liaise with other external organisations operating in the area, whether national, regional or local to ensure that the interests of local people are enhanced by collaborative working.

(b) **Scrutiny.** Overview and Scrutiny Committees may:

- (i) Review and scrutinise the decisions made by and performance of the Executive, other Committees and Council Officers both in relation to

individual decisions and over time. This would include looking at decisions after they have been implemented;

- (ii) Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
 - (iii) Question Members of the Executive, Members of other appropriate Committees and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
 - (iv) Make recommendations to the Executive, other appropriate Committees and/or the Council arising from the outcome of the Overview and Scrutiny process;
 - (v) Review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance; and
 - (vi) Question and gather evidence from any person (with their consent).
- (c) **Finance.** Overview and Scrutiny Committees may exercise overall responsibility for the finances made available to them within the budget set by Council. This budget to be used to support the policy review work of the Committees.
- (d) **Annual report.** Overview and Scrutiny Committees may report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate.
- (e) **Officers.** Overview and Scrutiny Committees may exercise overall responsibility for the work programme of any officers employed to support their work.

6.04 Proceedings of Overview and Scrutiny Committees

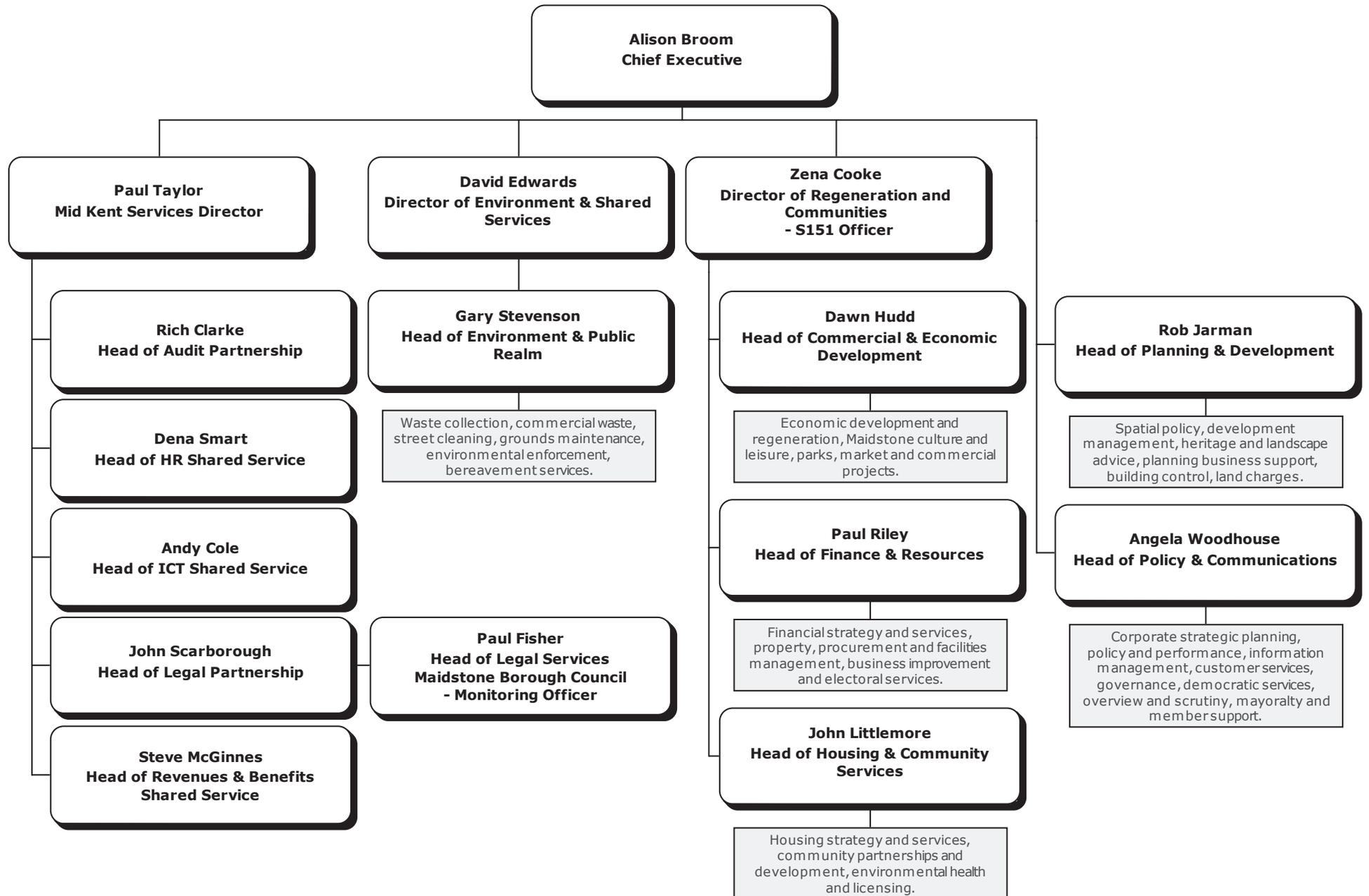
Overview and Scrutiny Committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

6.05 Chairmanship

An Overview and Scrutiny Committee shall not be chaired by the Chairman of the Audit Committee.

Maidstone Borough Council - Organisation Structure

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Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 10 July 2014

Cross Cutting Issues

Report of: Christian Scade

1. Introduction

- 1.1 The terms of reference for the Scrutiny Coordinating Committee includes developing mechanisms for addressing cross cutting issues to prevent duplication in the work of individual committees.

2. Recommendation

- 2.1 That the Scrutiny Coordinating Committee agree a lead Committee and/ or joint scrutiny arrangements for the following scrutiny suggestions:
- (a) The Night Time Economy. This was put forward as a review topic by Economic and Commercial Development OSC and an issue for consideration by Community, Leisure Services and Environment OSC (acting as the Crime and Disorder OSC) in relation to violent crime at night.
 - (b) Using the River Medway. During the 2013/14 municipal year the Economic and Commercial Development OSC suggested fees for using the river should be reviewed. In addition, two suggestions have been received as part of the recent work programme workshops. These relate to looking at ways to make the river more accessible and the "river's aesthetic merit".
 - (c) Employment implications arising from a review of the Economic Development Strategy, a qualitative study on employment sites and key employment issues arising from local plan representations

3. Matters Covering More Than One O&S Committee

- 3.1 Within their terms of reference (see agenda item 9) Overview and Scrutiny Committees will:
- (a) Review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions. This would include looking at decisions after they have been implemented;

- (b) Make reports and/or recommendations to the full Council and/or the Executive and/or any Committee in connection with the discharge of any functions (the decision making powers remains with the original decision taker);
 - (c) Consider any matter affecting the area or its inhabitants; and
 - (d) Exercise the right to call in, for reconsideration, executive decisions not yet implemented by the Executive and/or any other Committees or officers.
- 3.2 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."

- 3.3 During the June/July committee meetings, and future work programme workshops, a number of cross cutting issues were identified – these are listed at 2.1.
- 3.4 The role of the Scrutiny Coordinating Committee is to address overlap by agreeing a lead committee for each issue and/or by identifying opportunities for joint working.

4. Impact on Corporate Objectives

- 4.1 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.

- 4.2 The Scrutiny Coordinating Committee will 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. Background Documents

- 5.1 None

Agenda Item 11

Maidstone Borough Council

Scrutiny Coordinating Committee

Thursday 10 July 2014

Future Work Programme and Member Development Needs

Report of: Christian Scade

1. Introduction

- 1.1 To consider topics for inclusion in the Scrutiny Coordinating Committee's work programme for the 2014/15 Municipal Year.
- 1.2 To consider training needs or development areas for Overview and Scrutiny for the 2014/15 Municipal Year.

2. Recommendation

- 2.1 That the Committee:
 - (a) Considers its work programme, attached at **Appendix A**, and suggests items for consideration at future meetings, to ensure it is appropriate and covers all issues Members wish to consider within the Committee's remit.
 - (b) Considers the development activities planned for Overview and Scrutiny and identifies any additional training needs or development areas.

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 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.

4. Member Development Needs

- 4.1 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 recommendation:

- “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.”

4.2 Skills identified for Scrutiny Committee Members are listed in the Members’ Overview and Scrutiny Handbook and 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 (i) performance management information, (ii) other data and findings from research, (iii) information from inspections
- Understanding 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
- 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
- Dealing with the media
- Champion scrutiny both internally and externally

5. Member Development Activities

- 5.1 Following discussion at the last Scrutiny Coordinating Committee meeting it was agreed that an event should take place after the election, facilitated by the Centre for Public Scrutiny, focussing on developing working relationships between Overview and Scrutiny and Cabinet members.
- 5.2 This event will take place on Wednesday 23 July (during the morning).
- 5.3 The session plan, attached at **Appendix B**, has been put together following feedback received at the last Scrutiny Coordinating Committee.
- 5.4 This feedback will also be used to develop a practical and interactive "Questioning and Challenging Skills" event.

6. Impact on Corporate Objectives

- 6.1 Member Development underpins the work of the council in all 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

Scrutiny Coordinating Committee Work Programme (2014/15)

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| Meeting Date | Agenda Items | Comments |
|---------------------|--|--|
| 10 July 2014 | <ul style="list-style-type: none"> • Election of Chairman / Vice Chairman • Terms of Reference – Review • Cross Cutting Issues for Review and to note the 2014/15 Review Topics • Draft Scrutiny Annual Report – 2013/14 • FWP and Member Development Needs | <p>Christian Scade</p> <p>Christian Scade / Tessa Mallett</p> <p>Tessa Mallett</p> <p>Christian Scade</p> |
| TBC | <ul style="list-style-type: none"> • Audit Committee Work Programme | <p>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.</p> <p>Audit Committee meet on 14 July to elect a Chairman and Vice Chairman for the 2014/15 municipal year.</p> |
| TBC | | |

Appendix B

Centre for Public Scrutiny Development Activity

Email from Jessica Crowe, Executive Director, Centre for Public Scrutiny

Thanks for getting in touch. We can certainly provide the revised approach that the Scrutiny Coordinating Committee are seeking. To really make the session as useful as possible there will need to be commitment from Cabinet to be part of it as well as scrutiny – is there agreement to this from the members? Without Cabinet present, it is hard to envisage how we could usefully understand and overcome any perceived barriers to building a stronger relationship between the two, as it would be a one-sided discussion and would leave lots of issues raised but not resolved.

If we can arrange a joint event with Cabinet and Overview and Scrutiny I would suggest something along the lines of:

- Initial small groups session seeking to build a shared consensus around the vision and purpose of O&S in Maidstone, what works and what could improve from both perspectives
- [if we can identify it] case study joint presentation of where a cabinet member and their relevant committee have worked productively together – it would be a powerful message if everyone could hear from their own colleagues about the benefits of closer working. From the Update report it sounds like it is working well in some areas if not all, so it would be good to identify a positive experience that could be shared. If there is no local case study we can identify some good practice examples from elsewhere (eg of where Cabinet have asked scrutiny to investigate an issue, or where O&S have picked up on a key council priority and done work to develop the council's approach on it) but would be good to find a local one that would have more resonance
- Facilitated discussion on priorities and emerging work plans for the coming year to identify practical opportunities for closer working between Cabinet and O&S (each cabinet member and committee to highlight 3 priority issues to see if there is overlap or potential for collaboration)
- Facilitated discussion on how the scrutiny / holding to account element is working and what might need to change to enhance it.
- Agreement on what each member will do differently and personal actions to take away. We will capture these and record them (could use the approach of writing a postcard to themselves which we would then post to them in 3 months time to remind them of what they agreed they would do)

This could be a very productive, practical and interactive session, but as I say needs commitment from Cabinet as well. Could you let me know what you think and if this is along the lines of what the Coordinating Committee wanted? Ed is back on Tuesday so can pick this up, and I think the initial proposal stemmed from an LGA request to provide some support so we probably need to check out with them the basis on which we'd be doing this work.

Best wishes

Jessica