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[https://www.youtube.com/channel/UCIT1f\\_F5OfvTzxjZk6Zqn6g](https://www.youtube.com/channel/UCIT1f_F5OfvTzxjZk6Zqn6g)

## Scrutiny Committee

### Membership:

Chairman, Cllr. Esler; Vice-Chairman, Cllr. Penny Cole  
Cllrs. Baker, Ball, Haslam, Horwood, Leaman, Manston, Robinson, Skinner and  
Williamson

### Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. <b>Minutes</b> To approve the Minutes of the meeting of the Committee held on 21 March 2023, as a correct record.	(Pages 1 - 4)	
2. <b>Declarations of Interest</b> Any declarations not already registered		
3. <b>Responses of the Cabinet to reports of the Scrutiny Committee (if any)</b>		
4. <b>Actions from the Previous Meeting (if any)</b>		
5. <b>Introduction to Scrutiny</b>	(Pages 5 - 6)	Jim Carrington-West Tel: 01732 227286
6. <b>West Kent Housing Association Chief Executive</b> The Chief Executive, West Kent Housing Association (WKHA) will be in attendance to answer questions on their service including new housing provision and maintenance of current stock and future challenges.		
7. <b>Performance Monitoring</b>	(Pages 7 - 18)	Lee Banks Tel: 01732 227161

8. **Establishment of In-depth Scrutiny Working Group** (Pages 19 - 20)
9. **Work Plan** (Pages 21 - 22)

#### EXEMPT INFORMATION

At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

SCRUTINY COMMITTEE

Minutes of the meeting held on 21 March 2023 commencing at 7.00 pm

Present: Cllr. Brown (Chairman)

Cllr. London (Vice-Chairman)

Cllrs. Ball, Barnes, Kitchener, Layland, Morris, Pender and Purves

Apologies for absence were received from Cllr. Williamson

31. Minutes

Resolved: That the Minutes of the previous meeting of the Scrutiny Committee held on 19 January 2023 be approved and signed by the Chairman as a correct record.

32. Declarations of Interest

For reasons of transparency Cllr Layland declared for item 5 - Sevenoaks Hospital Chief Executive in attendance (Minute 35), he was the Local Member for Edenbridge South and West.

33. Responses of the Cabinet to reports of the Scrutiny Committee

There were none.

34. Actions from the Previous Meeting

There were none.

35. Sevenoaks Hospital Chief Executive in attendance

The Chairman welcomed Mairead McCormack, Chief Executive for Kent Community Health NHS Foundation Trust (KCHFT) to the meeting who gave a presentation to the Committee. Members were given an overview of the health services provided at Sevenoaks Hospital and the Edenbridge Memorial Health Centre which was due to open in autumn 2023. The Community Health Centres provided a range of services for residents as urgent care units.

The new Edenbridge Centre would deliver a GP surgery with diagnostic services, including ultrasound. Plans included expanding the day centre opening from three

to six days as well as providing a wider range of outpatient clinics and children's services. The Chief Executive explained that the new centre would reduce the need for residents to travel to Tunbridge Wells or Maidstone hospitals to access services.

Members asked questions of clarification on patient referrals and hospital services. Members were advised that the Sevenoaks site was an urgent treatment center open seven days a week with designated GPs available. Only if further treatment was required would patients be referred to local hospitals. Facilities were being promoted through a 'digital front door' which signposted patients to services without having to see a GP. Members suggested that services could be further advertised via Inshape, the Council's magazine.

In response to a question, it was explained that the lack of x-ray provision reflected that the Edenbridge Health Centre was a designated minor injury unit with a level of footfall below the required threshold. In assessing the needs of all residents in the location it was decided that x-ray services were not required, however the Urgent Emergency Care Board reviewed data on admissions and requirements every two weeks.

The Committee raised questions regarding healthcare for children. It was explained that education and social care were being co-designed with community partners which meant that school nurses had an important role to play in developing the understanding of healthcare services for children and parents.

Future development plans at Sevenoaks Hospital were queried, the Chief Executive advised Members that the Sevenoaks site was considered a centrally important community hub and the Health and Care Partnership were looking into future-proofing of the site and long-term viability.

The Committee thanked the Chief Executive for attending.

### 36. Performance Monitoring

Members considered the report which summarised performance across the Council as of the end of January 2023. Members were asked to consider 15 performance indicators which were performing at 10% or more below their target with a commentary from Officers explaining the reasons and detailing any plans to improve performance.

In response to a question on performance indicator LPI\_DS Waste 002, the Chief Officer - Customer and Resources confirmed that missed collections had decreased while customers and crews adapted to the new rounds. The data would be reviewed regularly to ensure that targets were achievable and attainable.

Resolved: That the report be noted.

37. Chairman's Draft Annual Report

The Chairman introduced his draft report to Council which summarised the work of the Scrutiny Committee for the year 2022/2023. The Chairman took the opportunity to thank Members and Officers for all their contributions and support during his tenure as Chairman.

Members considered the report and thanked the Chairman for his service.

38. Work Plan

The Work Plan was noted, and it was requested that the new Sevenoaks Leisure Centre Operator be invited to the November 2023 meeting to provide an update.

THE MEETING WAS CONCLUDED AT 7.51 PM

CHAIRMAN

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## INTRODUCTION TO SCRUTINY

### Scrutiny Committee – 6 July 2023

**Report of:** Jim Carrington-West - Deputy Chief Executive, Chief Officer Customer and Resources

**Status:** For Information

**Also considered by:** N/A

**Key Decision:** No

**Contact Officer:** Jim Carrington-West Ext. 7286

**Recommendation to Scrutiny Committee:**

That this report be noted.

**Reason for recommendation:** This report is for information only.

### Introduction and Background

- 1 Since 2013/14 Sevenoaks District Council has operated a Leader and Cabinet model. As part of this model of Governance and alongside Cabinet Advisory Committees which provide a policy overview function, there is a Scrutiny Committee which is tasked with discharging the functions conferred by Section 9F of the Local Government Act 2000 to support the work of the Cabinet and the Council as a whole.
- 2 The Scrutiny Committee comprises a permanent Chairman and Vice Chairman, and 9 other elected Members, that follow the political proportionality of the Council. No Members of the Committee may be members of the Cabinet, their deputies or members of any of the Cabinet Advisory Committees. The membership of the Committee can be found at Appendix H - Membership of Council Committees, Cabinet and Advisory Committees.
- 3 The main role and scope of the Scrutiny Committee and specific functions are outlined in Part 5 of the Council's Constitution and the procedure rules for the operation of the function are set out in Appendix C to the Council's Constitution.
- 4 Given the start of a new Municipal term and the number of new Councillors on the Scrutiny Committee, the Chief Officer Customer and Resources will give a presentation to further explain the remit of the Committee as set out in the above referenced elements of the Council's Constitution.

## Agenda Item 5

### **Key Implications**

#### Financial

There are no financial implications to this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal or risk implications related to this report.

#### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

#### Net Zero Implications

The decisions recommended through this paper have a remote or low relevance to the council's ambition to be Net Zero by 2030. There is no perceived impact regarding either an increase or decrease in carbon emissions in the district, or supporting the resilience of the natural environment

### **Conclusions**

This report is for information only and Members are requested to note the report.

#### **Appendices**

None

#### **Background Papers**

[Sevenoaks District Council Constitution - Part 5 - Scrutiny Function](#)

[Sevenoaks District Council Constitution - Appendix C - Scrutiny Committee Procedure Rules](#)

[Sevenoaks District Council Constitution - Appendix H - Membership of Council Committees, Cabinet and Advisory Committees](#)

**Jim Carrington-West**

**Deputy Chief Executive, Chief Officer Customer and Resources**



## PERFORMANCE REPORT

Scrutiny Committee – 6 July 2023

**Report of:** Chief Executive

**Status:** For Consideration

**Key Decision:** No

**This report supports the Council Promise to provide value for money**

**Portfolio Holder:** Cllr. Julia Thornton

**Contact Officer:** Lee Banks, Ext. 7161

**Recommendation to Scrutiny Committee:**

- (a) Members note the contents of the report; and
- (b) If Members are dissatisfied by actions being taken to improve performance they consider referring areas of underperformance to Cabinet.

**Reason for recommendation:** To ensure that the performance of services is considered and reviewed by Members.

### Introduction and Background

- 1 Scrutiny Committee receive an update at each of their meetings on any performance indicators which are not meeting their target level. Appended to this report is an exceptions report with a commentary from officers explaining the reasons why performance is not within 10% of target and detailing any actions the service is planning to take to improve performance levels.

### Performance Overview

- 2 This report updates Members on performance to the end of the 2022/23 financial year. The table on the following page summarises performance levels as at the end of March 2023.
- 3 The number of red performance indicators in the month of March 2023 has reduced to seven indicators. This indicates that areas of underperformance over the year to date are being addressed.

## Agenda Item 7

Status	Current Month	Year To Date
<b>Green</b> <i>At or above target</i>	44 (77.2%)	41 (71.9%)
<b>Amber</b> <i>Less than 10% below target</i>	6 (10.5%)	4 (7.0%)
<b>Red</b> <i>10% or more below target</i>	7 (12.3%)	12 (21.1%)

- 4 Provided as Appendix A to this report are details of the 13 indicators where performance is 'Red' and missing the target level by 10% or more.
- 5 Commentary is provided for each of the 'red' performance indicators explaining why target has not been met and the actions that are planned to improve performance.

### Other Options Considered and/or Rejected

- 7 None.

### Key Implications

#### Financial

- 8 Effective performance management monitoring arrangements will assist the Council in diverting resources to areas or services where it is considered to be a greater priority.

#### Legal Implications and Risk Assessment Statement

- 9 Robust arrangements are in place to ensure that the risk of inaccurate data being reported to Members is minimised and assurance can be placed on the accuracy of data used to assess performance. By reporting to Members and ensuring all Members are able to access the Council's performance management system the risk of poor performance not being identified or addressed is minimised.

#### Equality Impacts

- 10 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

#### Net Zero Implications

- 11 The decisions recommended through this paper have a remote or low relevance to the council's ambition to be Net Zero by 2030. There is no

perceived impact regarding either an increase or decrease in carbon emissions in the district, or supporting the resilience of the natural environment

**Conclusions**

- 12 This report to Members summarises performance across the Council with data that was available at the end of March 2023. Members are asked to consider 13 performance indicators which are performing 10% or more below their target and if the actions being taken by Officers are not deemed sufficient are recommended to refer those indicators to the Cabinet for further assessment.

**Appendices**

Appendix A – Exceptions Report

**Background Papers**

None

**Dr Pav Ramewal**

**Chief Executive**

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# Appendix A – Exceptions Report

**Key:**



Green – Performance is at or above target


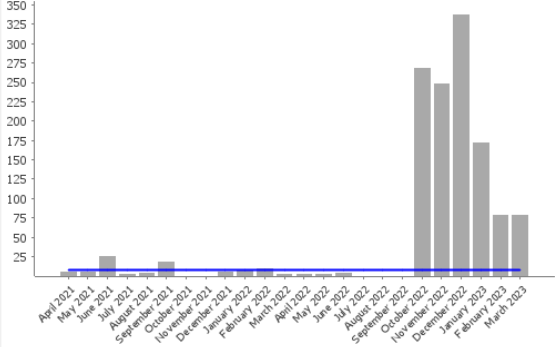


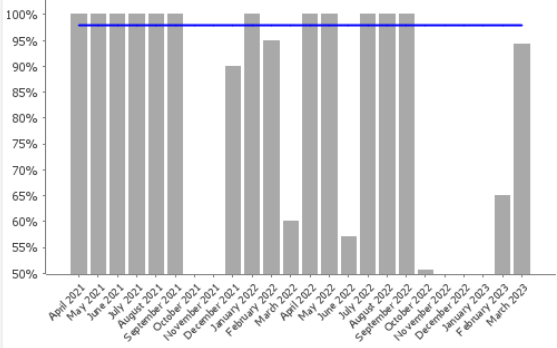




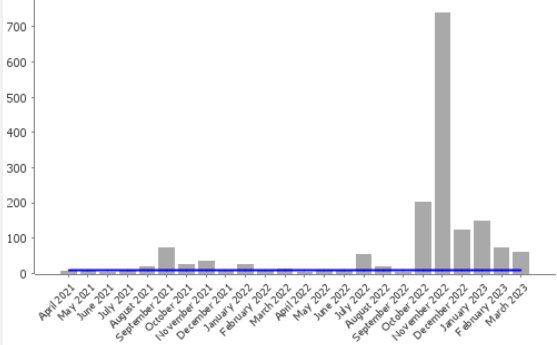


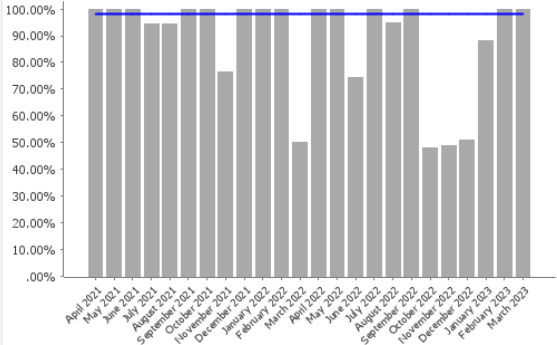

Amber – Performance is less than 10% below target




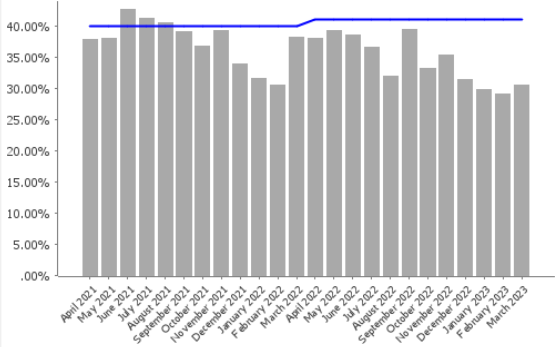


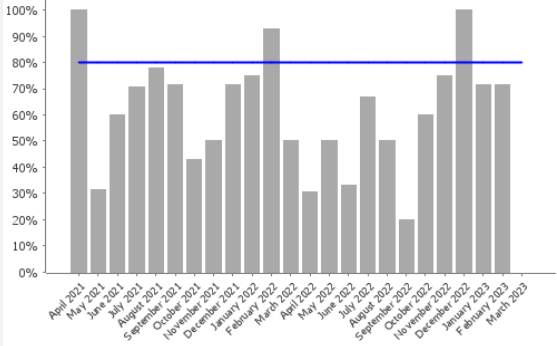

Red – Performance is 10% or more below target

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_EH006	Percentage of planning applications provided with comments within 21 days of receipt	61%	90%			61%	90%		<p>The Environmental Protection Team have reduced reliance on external contractors to deliver this aspect of the service and consequently there has been less dedicated resource allocated to the delivery of this PI.</p> <p>3 members of the team are being trained to enable them to provide responses but owing to heavy workloads and a number of involved cases within the team this an ongoing project. Once training has been completed, it is expected that performance levels will improve</p>


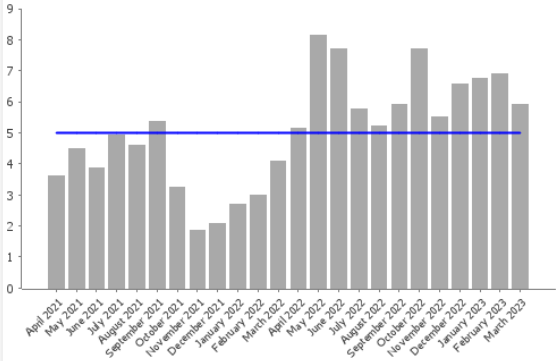


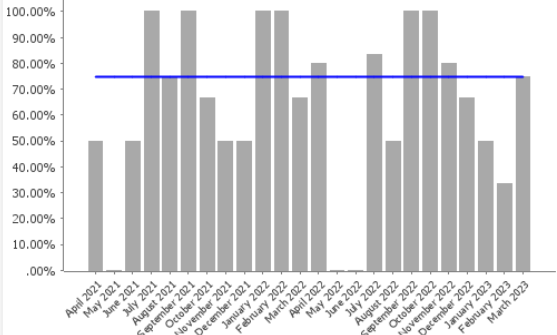

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_DS Waste 002	Number of missed collections per 100,000	77.9	8			99.3	8		<p>During October 2022 the council introduced new waste collection rounds that affected every household in the district for rubbish, recycling and garden waste. This was the first change in over 10 years, with new collection days and introducing a zonal system for waste collections. As a result of implementation there were a large number of reported missed collections. This is a combination of genuine missed collections as crews adapted to the new rounds, but also a high proportion where waste was placed out after the crew has visited. However it has not been possible to separate these reports.</p>
LPI_DS Waste 003	Percentage of missed collections put right by the next working day	94.3%	98%			76%	98%		<p>As crews have adapted to the new rounds and residents become more familiar with the new collection days and times, missed collections have reduced.</p>


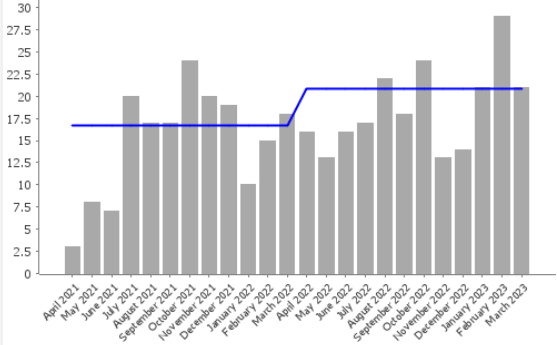


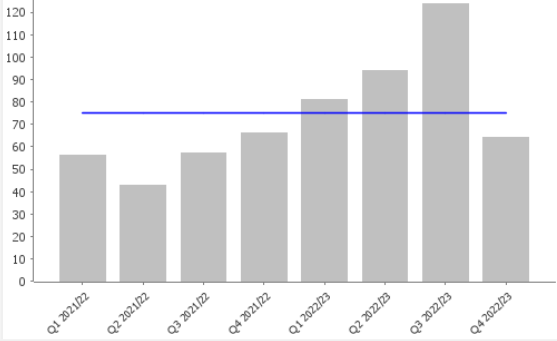

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_DS Waste 004	Number of missed green waste collections	59	9			1434	106		See commentary for LPI_DS Waste 002 on the previous page
LPI_DS Waste 005	Percentage of missed green waste collections corrected by next working day	100%	98%			83.8%	98%		See commentary for LPI_DS Waste 002 on the previous page


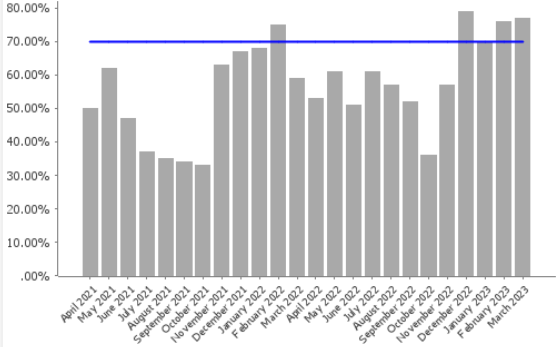


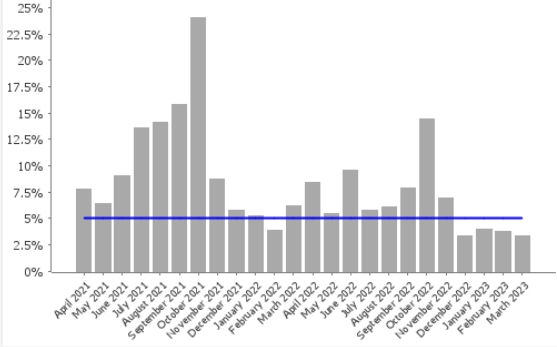

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Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_DS Waste 001	Percentage of household waste sent for reuse, recycling and composting	30.4%	41%			34.5%	41%		There continues to be slow progress on increasing recycling rates across the district. We are participating in local and county initiatives aimed at encouraging residents to recycle more waste. Further projects to decrease over-use of the black sack general waste system may be required to improve recycling rates further.
LPI_AUL	Audit actions fully implemented within agreed timescales	71.4%	80%			55.4%	80%		The Internal Audit team are working with responsible officers to ensure implementation dates are realistic when set. Any actions that are overdue are reported and commented on in quarterly follow-up reports.



Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_CSV01	Average number of days taken to validate a planning application	5.9	5			6.4	5		As a small team, vacant posts have a high impact on individual workloads. Whilst applications have been steady throughout the year, there have been busier months and an increase in major applications that are more complex and time consuming to validate. The team are seeking to recruit to vacant post and colleagues continue to work additional hours to catch up and reduce the processing time for validations. The team have worked hard to get the service closer to the 5 day target and they will continue to do so.
LPI_DM009	Percentage of appeals against planning application refusal dismissed	75%	75%			67.4%	75%		During 2022-23 there were 49 appeals against planning decisions, of which 33 have been dismissed.  However, the successful appeals did not indicate any new trends that would impact on future appeal decisions.

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_HS R 01	Total number housed through Sevenoaks District Housing Register nomination	21	21			224	250		Demand for social housing remains high in the District. The number of available nominations depends on the availability of accommodation from our Registered Provider partners (WKHA/Moat/Orbit). Performance has improved significantly this year, and with housing register allocations coming back in-house further progress is expected.
LPI_CD H 05	Number of individuals completing the One You initial appointment	64	75			363	300		The target for the number of residents accessing the One You service has been exceeded for the year. Due to demand on the service, the number of individuals invited to appointments in the last quarter was reduced.

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Year to date 2022/23 Value	Year to date 2022/23 Target	Year to date 2022/23 Status	Latest Note
LPI_CS 001	Percentage of phone calls answered within 20 seconds by the Contact Centre	77%	70%			60.8%	70%		Call volumes remain on average 15% higher this year, however colleagues have been able to meet performance targets across the last quarter. Work continues to address the general call increase, with much work underway to improve online services for customers who are willing and able to self-serve for simple tasks.
LPI_CS 002	Percentage of phone calls to the Contact Centre abandoned by the caller	3.3%	5%			6.6%	5%		See Commentary for LPI_CS 001 on the previous page.

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## ESTABLISHMENT OF IN-DEPTH SCRUTINY WORKING GROUP

Scrutiny Committee - 6 July 2023

**Report of:** Deputy Chief Executive & Chief Officer - Customer & Resources

**Status:** For Decision

**Key Decision:** No

**Contact Officer:** Charlie Sinclair, Ext. 7165

**Recommendation to Scrutiny Committee:**

- a) to establish an in-depth scrutiny working group, consisting of four Scrutiny Committee Members nominated by the Committee.
- b) to choose a subject area for the working group to consider and define the scope for the review
- c) to receive a report on the work of the Member working group and any recommendations at a future meeting of the Scrutiny Committee for consideration.

**Reason for recommendation:** To assist the Scrutiny Committee in carrying out its function and consider how a subject area helps deliver aims within the Council Plan.

### Introduction and Background

- 1 The constitution states that the Scrutiny Committee may appoint a smaller group known as a “Working Group” to carry out detailed examination of particular topics for report back to them.
- 2 The working group may produce a report with recommendations for the Scrutiny Committee to consider. Following this, the Scrutiny Committee may make recommendations to Cabinet.
- 3 Should a working group be established, it is proposed that an update on their progress be brought to the next Scrutiny Committee meeting 21 November 2023, then a final report brought to the meeting on 9 January 2024. If the working group needs more time, this can be looked at.

### Key Implications

#### Financial

There are no financial implications associated with the setting up of an in-depth scrutiny working group.

## Agenda Item 8

### Legal Implications and Risk Assessment Statement

There are no relevant legal implications or risk assessment.

### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### Net Zero Implications

The decisions recommended through this paper have a remote or low relevance to the council's ambition to be Net Zero by 2030. There is no perceived impact regarding either an increase or decrease in carbon emissions in the district, or supporting the resilience of the natural environment.

### **Conclusions**

The Scrutiny Committee is recommended to establish an in-depth scrutiny working group and choose an appropriate subject area to review.

#### **Appendices**

None

#### **Background Papers**

None

**Jim Carrington-West**

**Deputy Chief Executive and Chief Officer - Customer & Resources**

## Scrutiny Committee Draft Work Plan as at 06 June 2023

Committee Date	6 July 2023	21 November 2023	9 January 2023
External Invitees	West Kent Housing Association Chief Executive		
Scrutiny Committee	Introduction to Scrutiny Report Performance Monitoring	Performance Monitoring	Performance Monitoring
In-Depth Scrutiny	Establishment of In-depth Scrutiny Working Group	Interim Update of In-depth Scrutiny Working Group	
Committee Date	19 March 2024	Date TBC	Date TBC
External Invitees			
Scrutiny Committee	Performance Monitoring	Performance Monitoring	Performance Monitoring
In-Depth Scrutiny			

## Past In-Depth Scrutiny Working Groups

### 2015/16

Leisure – Cllrs. Ball, Brown (Chairman), Clack and Kitchener

### 2016/17

Property Investment – Cllrs. Clack (Chairman), Hogg, Kitchener and Purves

### 2018/19

Staffing Levels – Cllrs. Brown (Chairman), Ball, Hogg and Purves

### 2019/21

TV Service – Cllrs. Pender (Chairman), Ball, Kitchener and Purves

### 2021/22

Covid-19 Response – Cllrs. Osborne-Jackson (Chairman), Layland, London and Pender

## External Invitees

### 2019/21

- 16/7/19 – Sencio Sevenoaks Leisure Centre (Chief Executive, Jane Parish)
- 30/1/20 – Kent Police (Chief Inspector Jon Kirby)
- 14/7/20 – KCC Cabinet Member, Richard Long (Education and Skills)
- 10/11/20 – Sencio Sevenoaks Leisure Centre (Chief Executive, Jane Parish)
- 10/11/20 – The Stag Theatre (Chief Executive, Andrew Eyre)
- 12/1/21 – Kent Police (Chief Inspector Mark Stubberfield)
- 23/3/21 – Sevenoaks & District Chamber of Commerce (Chief Executive, Julie Phillips)

### 2021/22

- 9/11/21 - KCC Highways (David Brazier, KCC Cabinet Member for Highways and Transport)
- 22/03/22 - Dartford & Gravesham NHS Trust (Steve Fenlon)

### 2022/23

- 12/07/22 - Kent Police (Inspector Matt Atkinson)

- 8/11/22 – KCC Highways (David Brazier, KCC Cabinet Member for Highways and Transport)
- 19/01/23 -Sencio Community Leisure, Chief Executive (Jane Parish)
- 21/03/23 - Chief Executive, Kent Community Health NHS Foundation Trust (Mairead McCormick)

### 2023/24

- 

### Suggested External Invitees

- KCC Cabinet Member for Education and Skills
- Chief Executive West Kent Housing
- Sevenoaks Leisure Centre Operators