



**DISTRICT COUNCIL**

Despatched: 27.01.14

**SCRUTINY COMMITTEE**

**04 February 2014 at 7.00 pm**

**Conference Room, Argyle Road, Sevenoaks**

**AGENDA**

**Membership:**

Chairman: Cllr. London Vice-Chairman: Cllr. Brown

Cllrs. Abraham, Mrs Bracken, Clark, Gaywood, Mrs George (substitute pool), Mrs. Morris, Neal, Mrs. Purves and Raikes

	<b><u>Pages</u></b>	<b><u>Contact</u></b>
<b>Apologies for Absence</b>		
1. <b>Declarations of Interest</b> Any declarations not already registered		
2. <b>Minutes</b> To approve the Minutes of the meeting of the Committee held on 21 November 2013, as a correct record.	(Pages 1 - 8)	
3. <b>Responses of the Cabinet to reports of the Scrutiny Committee (if any)</b>		
4. <b>Actions from the last meeting of the Committee (attached)</b>	(Pages 9 - 10)	
5. <b>Kent County Council Highways and Transportation</b> County Councillor David Brazier, Carol Valentine Highways Manager – West Kent and Julian Cook District Manager for Sevenoaks		
6. <b>Performance Monitoring</b>	(Pages 11 - 18)	Lee Banks Tel: 01732 227161
7. <b>In-depth Scrutiny - Report of the Parking Working Group</b>	(Pages 19 - 38)	
8. <b>In-depth Scrutiny - Report of the Budget Working Group</b>		
9. <b>New In-depth Scrutiny Review</b>	(Pages 39 - 40)	

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|--|-----------------|
| 10. <b>Questions to the Portfolio Holder for Housing, Welfare and Community Safety</b> | Cllr Ms. Lowe   |
| 11. <b>Questions to the Portfolio Holder for Local Planning and Environment</b>        | Cllr Bosley     |
| 12. <b>Work Plan</b>   | (Pages 41 - 42) |

**EXEMPT ITEMS**

(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.)

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

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**The Democratic Services Team (01732 227241)**

**SCRUTINY COMMITTEE**

Minutes of the meeting held on 21 November 2013 commencing at 7.00 pm

Present: Cllr. London (Chairman)

Cllr. Brown (Vice-Chairman)

Cllrs. Mrs. Bracken, Butler, Clark, Fittock, Gaywood, Mrs. Morris and Walshe

Apologies for absence were received from Cllrs. Maskell and Raikes

Cllrs. Davison, Mrs. Davison, Fleming, Ramsay and Mrs. Sargeant were also present.

15. Minutes

Resolved: That the Minutes of the meeting of the Scrutiny Committee held on 26 September 2013, be approved and signed by the Chairman as a correct record.

16. Declarations of Interest

No additional declarations of interest were made.

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

There were none.

18. Actions from the last meeting of the Committee

The actions from the last meeting were noted. The Vice Chairman did not feel that it completely answered his query but would pursue further himself.

19. Maidstone & Tunbridge Wells NHS Trust

The Chairman welcomed Jayne Black, Director of Operations Maidstone & Tunbridge Wells NHS Trust and Colette Donnelly, Associate Director of Operations (Emergency Care) to the meeting. Ms Black thanked the Committee for the invitation as it gave a welcomed opportunity to explain what the Trust has been doing. There had been many big developments over the last couple of years notwithstanding the new building at Pembury. She had been in her role since mid March 2013, it had been a busy summer and lessons had been learnt pathway working alongside community trust, Social Services and the new Clinical Commissioning Groups to get the health economy ready for the winter and to improve performance. She has been impressed with the commitment of the staff who continued to learn and and try to address issues that arose. The Accident & Emergency four hour target was a benchmark, a quality target, things were to be done in a timely fashion. Within that time they needed to ensure that the patient received the right treatment, the right amount, at the right place – i.e. on a ward or at home. She admitted that they did not always get it right and not everyone was seen with the 4 hour target but there had been significant improvements in the last 6-7 months. Tunbridge

Wells was currently achieving 88/89% and Maidstone 98/99% and as a Trust were now fifth in the country after being in the bottom ten. It had been acknowledged that patients needed to be seen by a senior doctor or nurse as quickly as possible in order to determine the next stage treatment. This had made a significant difference. Internal standards were also set. They had also worked closely with the South East Coast Ambulance Service (SECAMB) to achieve 15 minute turnarounds for patients brought in by ambulance and were currently the best in the South East at achieving this. Quality assessment rounds were carried out by a senior nurse every hour. Ms Donnelly advised that with regards to customer service, there was information for both staff and patients. All staff also underwent training and it was monitored by through audit and the complaint system and the friends and family data set.

The Chairman asked whether the benchmark of 4 hours was from arrival to treatment. In response he was advised that it was a national target, within 15 minutes a patient should have been seen by a senior decision maker, predominately a doctor. This was monitored on a daily basis and every week, and was at 95% most of the time. With reference to the 15 minute turnaround for those patients brought in by ambulance, there were two dedicated bays, the patient would be brought in and assessed by nurse then doctor. One Doctor was allocated to those two cubicles, so no one would be waiting in a corridor or an ambulance. Assessment actually started with the paramedics; however this was not factored into the 15 minute turnarounds. In response to a Member's question Ms Black reported that they had a good working relationship with SECAMB; there was work being done on more assessment at the paramedic stage for example if called to a hip fracture, using diagnostic skills to assess and fast track them to the correct department rather than bringing them into Accident & Emergency.

In response to further questions she advised that Darent Valley Hospital had been advised by SECAMB to come and observe the ambulance turnaround, this had been taken up and representatives had observed for a day. If a patient could not be off loaded this was treated as a serious incident. With regards to avoiding where possible sending the elderly and frail to A&E, they were working closely with the West Kent Clinical Commissioning Group, East Sussex and Kent Community Trusts and SECAMB looking at more use of community hospitals and community team support at home. Some work had already started with respiratory patients and assisted discharge. They had worked jointly with the Kent Community Trust on a rapid response model, teams going in quickly to assess whether hospital admittance was needed, doing best to keep at home using Occupational therapists and doctors etc, but if admittance was needed considering whether a community hospital would be more appropriate. With regards to mental health patients, there was a mental health nurse on duty and a psychiatrist on call. As with any patient it was a question of getting the patient to the right place as quickly as possible.

The Vice Chairman reported that he had attended A&E at Pembury in July and the targets referred to had not been met and he had not been pleased with the customer service shown him at the reception desk. Ms Black apologised that he had a bad experience and assured him that delay was not an option and it was made very clear to staff that patients should be seen in a timely fashion. She further advised that at Pembury minor were kept separate from more serious cases and that was adherence to a national recommendation. She was glad he had not witnessed chaos, even when busy that should not be the case. In July they had seen their busiest day 240 patients, the average was normally around 200. She would take the details of this incident back and work with the team. She reported that they monitored complaints and feedback and were putting

together a customer care programme which they would be rolling out soon. With regards to understaffing, a review had been undertaken and it had shown that they were particularly lacking middle grades. They had also looked at the rotas and were putting extra staff on at known busier times. Consultants had also looked at their rotas and were also more available at those times such as the weekend and Mondays. At the moment they were in the process of recruiting more consultants for A&E which would hopefully be in place by April 2014. Other staffing levels should be up to establishment by January 2014. Fortnightly forward planning meetings were now embedded.

Another Member had experienced being an ambulance patient and had observed that he had been dealt with within the 15 minutes and had a smooth experience and had been impressed with the concern and expertise shown by staff.

The Vice Chairman asked whether the 15 minute target was made clear at A & E; whether there were feedback forms, and if so how were these distributed or offered to patients. Ms Black advised that they were looking at how best to promote feedback forms and welcomed ideas and feedback. She further advised that there were weekly emergency care performance meetings, and that day they had been discussing publishing 'live' waiting times on the internet and other useful information.

The Chairman thanked Ms Black and Ms Donnelly for attending and would be taking the opportunity to invite them back at a future stage. Ms Black in turn invited members of the Committee to come and observe the A & E department, and have a tour by a nurse or doctor.

#### 20. Feedback from Scrutiny Training

Members confirmed that the training had been insightful. Further follow up training to be investigated for the following year as appropriate.

#### 21. Performance Monitoring

Members considered a report which summarised the performance across the Council to the end of September 2013. Members were asked to consider five performance indicators which were performing 10% or more below their target and if actions taken by officers were not deemed sufficient the report recommended referring those indicators to the relevant Advisory Committee for further assessment.

Concern was expressed over the indicators for planning appeals and planning processing, a Member reported that she had been previously advised that the new planning framework was responsible, and therefore Members wished to know what steps had been put in place to address these issues. The Committee was advised that training was being given on planning appeals prior to the next Development Control Committee meeting. Another Member queried whether the surveyor post was being filled as it had had such a significant impact on the performance. The Chief Officer Environmental and Operational Services advised that it had not been possible to recruit to the Building Control post which was currently being filled with agency staff, with an intention to re-advertise the permanent position and hopefully have someone in place by March 2014. A Member expressed concern over planning validation.

## Agenda Item 2

### Scrutiny Committee - 21 November 2013

*Action 1: The Chief Planning Officer to inform the Committee on what steps had been put in place to address these issues arising from the new planning framework and their effect on planning processing.*

#### 22. Questions to the Portfolio Holder for Finance & Resources

The Portfolio Holder for Finance and Resources gave a brief overview of his areas of responsibility and work programme. He reported that he had first stood for election and joined the Council in 2003 because he was annoyed by Council Tax increases. Since then he was proud to say that he had reduced expenditure by £8 million and staffing by 240. Unfortunately due to reduced central government grants he had not been able to reduce Council Tax, however he now believed the Council was living 'within its means'.

The Chairman asked whether there was any significant issue that would keep the Portfolio Holder up at night. He advised that there was not as there was always a solution to be found and time to find it in. Unknowns were the biggest frustrations, for example the amount of government grant to be received next year, but that was why there was a ten year budget.

A Member commented that the ten year budget was a useful implement but seemed to include an optimistic figure of of Council Tax rise of 3% in later years and queried whether this was realistic. The Portfolio Holder advised that this was an assumption currently included which does not have to be achieved by solely increasing Council Tax, but also by increasing the number of properties paying Council Tax. He was also looking at increasing income streams, increasing the number of car parking spaces available was just one example of what could possibly be done. In response to a question regarding whether money could be saved in discretionary service areas, he responded that that was a question for Members.

A Member queried whether she should receive a reply to a letter she had sent the Portfolio Holder in May, he advised that he believed the officer he had passed he query to had responded. The Chief Finance Officer added that he thought a response had been provided to the Member concerned but would check and ensure the Member was updated.

A Member asked why the Monitoring Officer was investigating setting up a local trading company and asked for expansion on the ideas behind this. He advised that it was being investigated in order to explore possibilities; such as looking into the concept of starting a local bank, purchasing property to rent or develop, and reviewing the best use of the assets currently held.

The Vice Chairman asked what ideas there were for the £2.1 million from the M&S development. The Portfolio Holder advised that he had suggested investment in White Oak Leisure Centre but had received a negative response so far, however this was due to be considered at the Finance & Resources Advisory Committee in January 2014 – to which all members of the Scrutiny Committee were welcome to attend. He advised that he had more income generating projects that the money could be used for but he was reluctant to put it before Members as they were merely ideas that needed to be tested.

A Member expressed concern at the Portfolio Holder not being worried, and asked whether he could estimate the proportion out of the £2.1 million that related to lost car parking from the flats development. The Portfolio Holder did not off hand.

Another Member asked what was his vision to minimise the cost of assets. The Portfolio Holder replied that one of the problems was that the district only had 7% of land that could be developed as the rest was greenbelt. There needed to be a discussion as to what could be taken out of greenbelt. As much use as possible had been made of the Argyle Road Offices and perhaps in the future moving somewhere smaller may be considered but he had yet to see anything suitable. The Member was pleased to hear his reply and asked for support of the New Ash Green Neighbourhood Plan which proposed taking land out of greenbelt. The Portfolio Holder stated that he would not disagree with that approach.

A Member commented that future problems were being made by freezing council tax and taking the central government offer. The Portfolio Holder for Finance and Resources agreed, but added that council tax had not been frozen the past two years, in fact it had been raised as close to the cap as possible.

A Member queried that the Portfolio Holder had mentioned increasing income from car parking, but then had also commented on car parks as being underperforming assets. The Portfolio Holder clarified his position by confirmed that large car parks took up a large amount of land, he would prefer maximisation of car parking to be achieved by tiered parking on smaller plots.

### 23. Questions to the Portfolio Holder for Strategy & Performance

The Portfolio Holder for Strategy & Performance tabled a copy of the the new [Corporate Plan](#) for Members' information. He reminded Members that he had informed them at the last meeting that he wanted to look at the way services were delivered and what the community needed more prudential borrowing and investing in assets with greater returns in order to support and sustain services going forward. He advised that the reason a special purpose vehicle was being investigated by the Monitoring Officer, was to allow ways to invest in property or other projects going forward, all with the vision of the Council becoming self reliant. Other Councils were looking into similar things. He advised that he attended a meeting that day where national new Municipal Bonds had been discussed. The Local Government Association was in discussions as this provided an opportunity for Councils to borrow at a low and reasonable rate in comparison to being able to get a greater return. There were a number of projects being looked at, government funding had reduced whist council tax was increasing, it was now vital to look at different ways of funding services as going forward. On 3 December the Council was undertaking the Local Government Association's Peer Challenge over four days, which was a free assessment service using the expertise of peers and others in the sector to get an overview of the organisation.

A Member expressed concern on the low interest rate on bonds. The Portfolio Holder for Strategy & Performance advised that the government's Chief Economist had given no comfort to savers that evening when asked about interest rates. If you went to a high street bank on a short or fixed term variable rate basis there was greater risk, bonds offered a fixed rate over a set period.

Another Member queried that the bonds would not help. The Portfolio Holder responded that the majority of government bonds were against government debt; the beauty of the municipal bond was that it was borrowed against a capital project.

In response to a Members question on how the capital money could be spent, he replied that it would be good to invest in capital projects, and base decisions around what the community needed. For example, White Oak Leisure Centre: there was a need to reduce the asset liability; if a replacement was built this would be reduced and there would also be a capital receipt from the sale of any land. The second strand was that it needed to be put to the community that if they wanted services to continue they needed to find a new way to pay.

Another Member echoed the voiced concerns about the bonds and current scale of borrowing. She also added that it had been necessary to employ a leisure company to run the centres, and queried how the Council could continue to run these services and not make an income. The Portfolio Holder replied that the Council assets mentioned were community assets, the leisure centres were an example of the Council owing an asset and delivering services without the management. This was another reason why a trading company was being investigated. It was about the Council's ability to provide services but someone else manages the commercial 'arm'. It needed further investigations and where experts were needed these costs would be factored in and would diminish returns but reduce risks.

A Member stated that Councillors were elected to provide services. On a small scale the Big Community Fund (BCF) helped services throughout the district, could not some of the money go to this fund as seemed good value for money. The Portfolio Holder advised that the reality was that that once the money in the fund ran out this would stop, though investigations were undergoing into further investments or a similar fund going forward. He would like to support the BCF as there had been projects of real value funded this way but the decision had been taken by the Council that it would run until the funding ran out and there was no money to take it forward and therefore he could not give the fund any money.

The Portfolio Holder for Strategy & Performance added that Members needed to understand the reality of where local government and SDC was. He had tasked officers with looking forward to after the 10 year plan and to be ready for the potential of no government funding and what would need to be done in order not to just use increasing council tax.

A Member asked what the Council would do if it achieved greater self sufficiency, and asked his view on the rural Broadband delivery by BDUK. The Portfolio Holder stated that the Government seemed keen on the idea of self sufficiency and it was likely that a District or Borough would be the first to manage it. What was not clear was what freedom would be given, his argument to the DCLG was that if not taking any money you should have increased freedom to spend how the community wished to spend it. With regards to Broadband he had found it interesting that as soon as a community led initiative had found a solution at Underriver, the District had been moved up the BDUK agenda. Not to say the Council should not continue to look for it's own solution as by the time the cables were laid technology would have moved on.



The Vice Chairman referred to some questions that had been referred to the Portfolio Holder prior to the meeting concerning members' allowances and asked whether he would prefer to circulate the answers. The Portfolio Holder agreed to circulate the questions and answers to all Members of the Council for information.

The Vice Chairman made a comparison to the now self sufficiency of the Stag theatre, and the cost of private gyms, in comparison to the cost of SENCIO. The Portfolio Holder advised that this was being looked at but care needed to be taken when comparing private suppliers as the model was different. It was a question of public health and affordability.

24. Work Plan

The work plan was noted. A brief progress by the [Parking Scrutiny Working Group](#) was tabled for information. It was noted that the final report would be submitted to the next meeting. If Members had any questions they should forward them to the Chairman of the working group.

It was noted that the Budget Working Group would start to meet immediately after Cabinet on 5 December 2013. The Chairman strongly suggested that the Group needed to consider appointing a Chairman. Cllr Mrs Bracken stated that she would be willing to be Chairman which was supported by two other members of the group present.

A Member expressed concern that a report on Gypsy and Travellers Consultation had slipped a long way on the Local Planning & Environment Advisory Committee's work plan, as she understood it because of an officer being on long term sickness absence. She asked of this could be considered as an item. It was agreed that she should place this request with further details in an email to the Chairman and Vice Chairman of the Committee.

Another Member expressed concern over the recent Council Constitutional amendments. It was noted that following a request at Council on 1 October 2013 that these be looked at, this had been investigated by the Governance Committee at its meeting on [5 November 2013](#). The Chairman advised the Member to put her concerns in a document addressed to the Chief Executive and Monitoring Officer to give them the opportunity to reply to her concern. If the response was not to her satisfaction, to forward her concerns to the Chairman and Vice Chairman for them to consider whether it was something the Committee could or should consider.

THE MEETING WAS CONCLUDED AT 9.12 PM

CHAIRMAN

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<b>ACTIONS FROM THE MEETING HELD ON 21.11.13</b>			
<b>Action</b>	<b>Description</b>	<b>Status and last updated (10.01.14)</b>	<b>Contact Officer</b>
ACTION 1	The Chief Planning Officer to inform the Committee on what steps had been put in place to address these issues arising from the new planning framework and their effect on planning processing.	<ul style="list-style-type: none"> <li>• We have carried out a review of our saved local plan policies to establish whether they conform with the National Planning Policy Framework (NPPF)</li> <li>• We have run training for Officers to identify where the NPPF has changed the focus of planning policy</li> <li>• We have run training for Members on the NPPF, and on the presumption in favour of sustainable development</li> <li>• We are monitoring appeal decisions and paying particular attention to those which are being allowed to identify any common themes</li> <li>• We are continuing to run appeal review sessions with Officers to ensure there is learning from the decisions</li> <li>• We have run an appeal update session with Members of the Planning Committee</li> </ul>	R Morris

ACTION	Another Member expressed concern over the recent Council Constitutional amendments. It was noted that following a request at Council on 1 October 2013 that these be looked at, this had been investigated by the Governance Committee at its meeting on 5 November 2013. The Chairman advised the Member to put her concerns in a document addressed to the Chief Executive and Monitoring Officer to give them the opportunity to reply to her concern. If the response was not to her satisfaction, to forward her concerns to the Chairman and Vice Chairman for them to consider whether it was something the Committee could or should consider.	Correspondence has taken place since the meeting and the Monitoring Officer has replied to the concerns raised.	
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## PERFORMANCE REPORT

### Scrutiny Committee – 4 February 2014

Report of Chief Executive

Status: For Information

Key Decision: No

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

**Portfolio Holder** Cllr. Peter Fleming

**Contact Officer(s)** Lee Banks (Ext. 7161)

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#### **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 by either Officers, Advisory Committee or Cabinet, they call-in areas of underperformance for scrutiny.

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**Reason for recommendation:** To ensure that areas of under performance within services are considered and reviewed by Members.

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#### **Introduction and Background**

- 1 Scrutiny Committee have requested a regular update at each of their meetings of any performance indicators which are not meeting their target level. Attached to this short introduction paper 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 The table on the following page summarises the performance levels as at the end of December 2013.

## Agenda Item 6

	Current Month	Year To Date
<b>Red</b> <i>10% or more below target</i>	6 (14%)	2 (5%)
<b>Amber</b> <i>Less than 10% below target</i>	5 (12%)	7 (16%)
<b>Green</b> <i>At or above target</i>	32 (74%)	35 (79%)

- 3 Provided as Appendix A to this report are details of the seven indicators where performance is 'Red' and missing the target level by 10% or more.

### Other Options Considered and/or Rejected

- 4 None.

### Key Implications

#### Financial

- 5 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.

- 6 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

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The report provides information on the performance of services. The way in which those services are delivered are subject to their own Equality Impact Assessments.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable.

**Conclusions**

- 7 This report to Members summarises performance across the Council to the end of December 2013. Members are asked to consider seven 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 relevant Advisory Committee for further assessment.

**Appendices**

Appendix A – Performance Data

**Background Papers:**


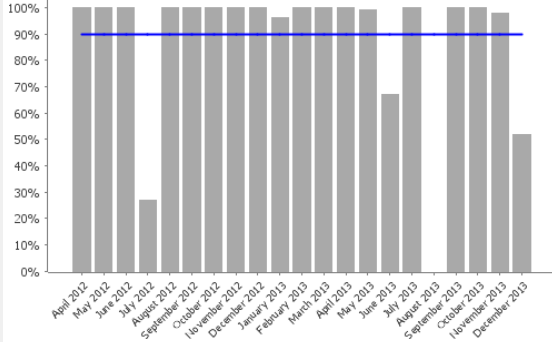


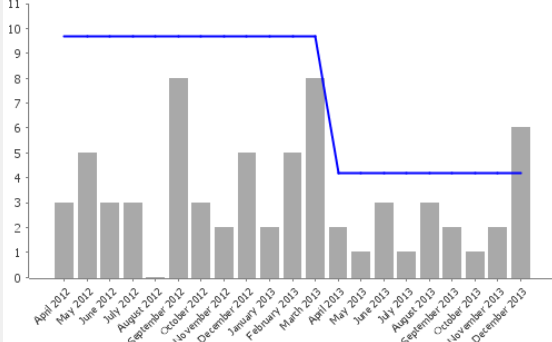

None

**Dr Pav Ramewal  
Chief Executive**


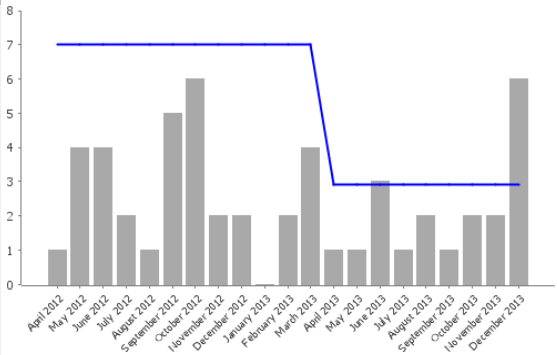


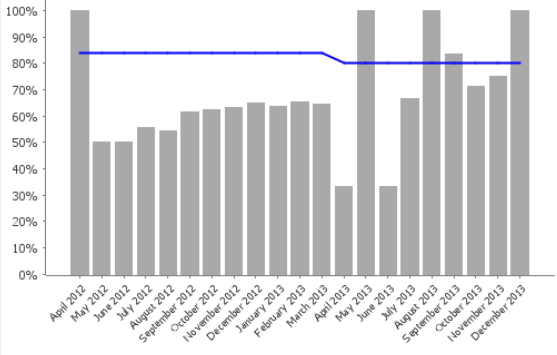

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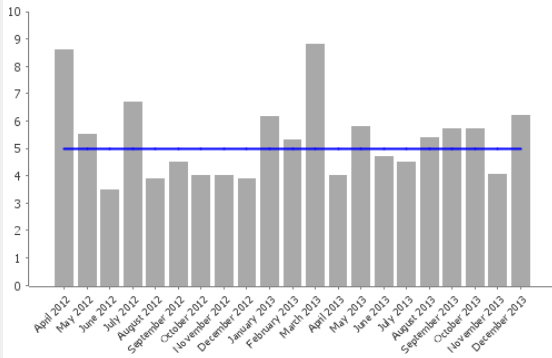


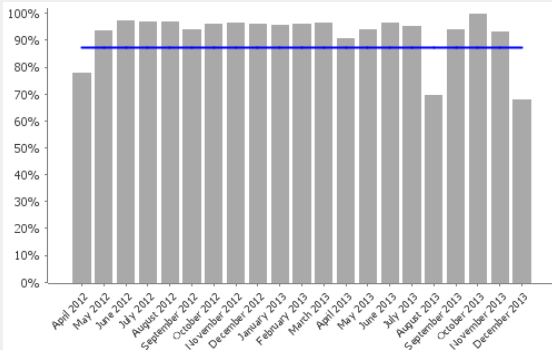

**Scrutiny Committee – Performance Data** (Data for December 2013)

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
LPI LC 002	The percentage of local land charge searches carried out within 10 working days	52%	90%			89.5%	90%		<p>The performance in December was seriously affected by sickness absence in this very small team of only one full time and one part time member of staff.</p> <p>With the team back at full capacity it is anticipated that the speed at which searches are carried out will return to being above our local target of 10 days.</p>
LPI SH 001	Total number of homelessness applications received	6	4			21	38		<p>A small increase in the number of applications for homelessness support were recorded in December. However for the year to date just 21 applications have been received which is the lowest number the Council has recorded for the period in question.</p> <p>This is a reflection of the effectiveness of the action the Council takes to prevent homelessness occurring.</p>


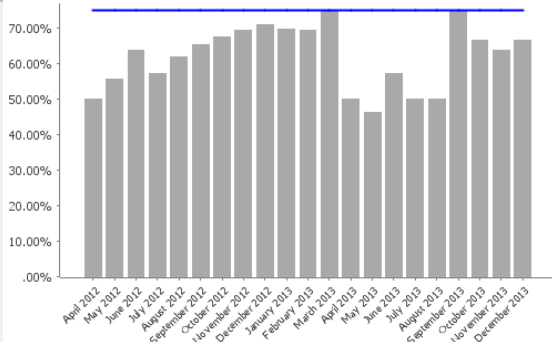

**Scrutiny Committee – Performance Data** (Data for December 2013)

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
LPI SH 002	Total number of homelessness acceptances	6	3			19	26		<p>A small increase in the number of homelessness acceptances was recorded in December. However for the year to date just 19 acceptances have been required which is the lowest number the Council has recorded for the period in question.</p> <p>This is a reflection of the effectiveness of the action the Council takes to prevent homelessness occurring.</p>
LPI DC 007a	Processing of planning applications: Major applications in 13 weeks	100%	80%			70.97%	80.00%		<p>Of the 31 major planning applications decided this year 22 have been within target time.</p> <p>Recognising the more complex issues with larger schemes we are now using extension of time agreements where applicants are willing to agree a longer period for determination within an agreed timetable for making a decision.</p> <p>In December two major applications were determined, both within 13 weeks.</p>

Scrutiny Committee – Performance Data (Data for December 2013)

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
LPI Clean 002	Average number of days taken to remove fly tips which the District Council has responsibility to clear	6.2	5			5.1	5		<p>60 fly tips across Sevenoaks District were reported to the Council during December. The Council is required to investigate each report to determine who is responsible for clearing the fly tip.</p> <p>During December the Council were required to remove 31 of the 60 cases reported (52%).</p> <p>As a result of the work load and the diversion of resources to assist with the response to flooding across the District the target to clear all fly tips within 5 days was missed.</p>
LPI DC 001	Percentage of planning applications assessed for validation in 5 days	67.96%	87.5%			88.9%	87.5%		<p>An increase in the number of applications received and a period where staff resources were reduced due to sickness absence had an impact on performance in December.</p> <p>Year to date performance remains above target and it is anticipated that performance will improve in January.</p>

**Scrutiny Committee – Performance Data** (Data for December 2013)

Code	Short Name	Current Value	Current Target	Current Status	Performance Chart	Cumulative (Year to Date) Performance			Latest Note
						2013/14			
						Value	Target	Status	
LPI DC 009	Percentage of appeals against planning application refusal dismissed	66.67%	75.00%			59.21%	75.00%		<p>Cumulative performance for the year to date is affected by the disappointing figures between April and August.</p> <p>Results in September are in line with our target with six out of eight decisions dismissed, and from October to December 21 of 32 (66%) planning appeals were dismissed.</p>

Agenda Item 6

**Scrutiny Committee 4<sup>th</sup> February 2014**

**Parking Scrutiny Working Group**

**Final Report**

At its meeting on 18<sup>th</sup> July the Scrutiny Committee agreed to the establishment of a Working Group to look at Parking Issues Relating to the Provision and Management of On Street and Off Street Parking, and Parking Enforcement.

An Interim Report was submitted to Scrutiny Committee at its meeting on 21<sup>st</sup> November 2013 which advised of the evidence received at that time and set out some Interim Conclusions/Comments. This Final Report builds on the Interim Report (which is attached for ease of reference), sets out activity since then and draws up final recommendations to be considered by Scrutiny for submission to Cabinet.

**Evidence taken since the Interim Report**

The Working Group has met on 3 further occasions, 10<sup>th</sup> December 2013, 9<sup>th</sup> January 2014 with a meeting to agree the Final Report on 24<sup>th</sup> January.

In addition the Chairman accompanied one of the Community Enforcement Officers on duty in Westerham to see how enforcement was carried out.

Evidence was received from Westerham Town Partnership, Sevenoaks Town Partnership, Sevenoaks and District Chamber of Commerce, Bradbourne Residents' Association and Hollybush Residents' Association whose representative was also able to talk about the Hartslands Conservation Area.

Evidence from the business/commercial organisations was consistent with the conclusion/comments made in the Interim Report resulting from earlier evidence:

1. Parking policy is seen to be driven by revenue considerations and the need to increase parking revenue by 3.5% per annum
2. There has been no meaningful two way consultation with business or towns/parishes on future parking policy. Any consultation recently has been focussed on the proposed annual 3.5% increase
3. In particular Westerham Town Partnership highlighted the potential 500,000 tourists who visit the attractions such as Quebec House, Chartwell and so on, and the need to encourage them to spend money in the town
4. Sevenoaks Town Partnership maintains that Sevenoaks Town is a residential/retail hub that needs appropriate support
5. The public relations (PR) that comes with the proposed increase in charges is poor, with the risk of discouraging potential visitors to Sevenoaks (as the most affected) by allowing the impression that parking is expensive compared to neighbouring shopping centres.

Evidence from residents' associations and individuals was focussed mostly on Sevenoaks as it was felt that the two areas chosen exemplified the sorts of issues likely to occur elsewhere. In the case of Bradbourne Residents' Association, this is a well-established residential area close to Sevenoaks Station which is a commuter railway hub. Commuters

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are not only local, but also travel by car from outside the town, and outside the district, to take advantage of the excellent train service to London. Hollybush and Hartslands are largely residential areas within walking distance of the town centre and station, with a small compact specialist retail and commercial business area as well as a growing primary school (St John's) and private secondary school (Walthamstow Hall).

The Bradbourne area has in the past suffered from serious parking issues with commuters who are reluctant to pay for the off street parking available closer to the station, provided by either Sevenoaks District Council or the train operating company. Even if they were prepared to pay, there is insufficient off street parking. SDC issues some parking permits for lower Mount Harry. Much of the problem with on street commuter parking around the Bradbourne Lakes area was resolved following a review of restrictions about 5 years ago. However we were advised that the restrictions were not rigorously enforced, some houses had been extended over their original off street provision and more cars were ignoring the restrictions. Inconsiderate/illegal parking had on occasion restricted road width to an extent that blocked emergency vehicle access. It was also stated that there was some displacement parking as a result of commuters using up parking spaces in Riverhead

Other areas were affected by displacement parking, in particular in the Hollybush area. Some of this is permit controlled, however this does not necessarily help the residents. Cllr Purves, who lives in the area, frequently finds that she cannot park on the street close to her house when returning from a trip despite having a permit.

We received evidence from a number of people that parking restrictions are frequently abused throughout the District, to be fair with just 7 Civil Enforcement Officers (CEOs) enforcement capability is restricted. Also there was frustration that vehicles causing obstruction (across drives or on pavements for example) fall within the responsibility of the police rather than CEO. Experience of residents suggests that enforcement in these circumstances has low priority. CEOs' powers are laid out in statute

The Hartslands Conservation area has a particular problem, since the housing is high density most of it predating the advent of widespread car ownership. The streets are narrow, there is virtually no off street parking and there simply is not enough space to meet demand. It was suggested by Richard Wilson that there was little point in imposing any parking restrictions as this would ultimately reduce the amount of available space.

Spending time with a CEO evidenced a realistic and common sense approach to parking enforcement. It appeared normal practice to allow reasonable time for motorists to get a parking ticket. Similarly, about 10 minutes grace were allowed at the end of a designated period before a Penalty Charge Notice (PCN) was issued. If the motorist arrived before the PCN was issued he/she would generally be allowed to go, though once the issuing process had started it would stand and the motorist would have to appeal. Efforts were made to see whether a ticket was dislodged, and telephone payment was checked online. No charge is due for vehicles displaying Disabled Badges.

For the financial year to 31.03.13, 9,451 PCNs were issued. Of these 1,981 (21%) were challenged, and 919 (46% of those challenged) were cancelled as a result of a successful challenge. 6 went to adjudication. The CEOs are not given a target for the number of PCN's issued, and the one accompanied to Westerham commented that the greater satisfaction

came from not having to issue any. That particular morning, 4 PCNs were issued over two hours. Part of the role also is to ensure that the machines are working, and in the case of battery powered ticket machines, to replace the batteries.

We sought information on whether revenue meets the 10 year budget, and were advised that it runs at about £90-100,000 below the amount budgeted for 2012/13. A consistent 3.5% increase per annum will merely embed the shortfall which over 10 years will total £1 million unless action is taken to replace the revenue.

The options for increasing SDC revenue from other sources are very limited, which has meant that the main driver of parking policy has been to achieve the budgeted increases. This in turn has meant that scope for consultation on other aspects of parking policy has had low priority – see comments 3 and 4 above re Westerham and Sevenoaks towns.

Risk factors raised were:

- Kent County Council deciding to take control of parking management and enforcement on their highways. Whilst use of proceeds of on street parking is strictly controlled, it would have cost implications for SDC as enforcement and management are closely integrated with SDC's own off street parking management
- Political pressure/action from Department of Communities and Local Government (DCLG) arising from publicity when charges are increased – much lip service is paid to the impact on town centres
- The interim report also made mention of towns/parishes bidding to take on responsibility for car parks.

### **Summary Conclusions**

1. A parking strategy was developed and implemented in full about 5 years ago covering Sevenoaks Town, Sevenoaks Station, Westerham and Swanley. There has been no subsequent overall review of parking strategy though there have been some specific initiatives, particularly around on street parking.
2. Parking revenue is a vital component of the SDC budget, generating c. £1.6 million per annum, about 95% of which comes from Sevenoaks. There is a breakdown of revenue/tickets sold in attachments to this report.
3. Retailers in Sevenoaks frequently complain that the cost of parking in the town discourages customers, but in contrast
4. A number of residents, visitors and potential visitors to the town have complained that the difficulty in finding a parking space discourages them from shopping in the town
5. Businesses within the town complain about the lack of long term parking spaces for employees. In particular one business that takes 40 parking permits states that permit holding employees are frequently unable to find somewhere to park when returning after going out on business
6. Lack of sufficient residential parking in parts of Sevenoaks is a major problem for residents
7. As a commuter hub Sevenoaks attracts a substantial amount of all day weekday parking – lack of parking capacity or reluctance to pay results in on-street parking. As

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neighbouring streets become controlled, parking is displaced to more distant residential areas

8. Abuse of parking restrictions and inconsiderate parking leading to obstruction being caused is a recurring theme
9. Rural Parishes have expressed their special need for parking and monitoring in their congested centres, caused through the necessity to provide for the local communities, schools, businesses and the seasonal influx of tourism
10. Parking for low paid workers in Sevenoaks Town can be a significant cost, again causing displacement parking further out from the Town centre
11. Current parking signage is inadequate. In particular popular events which may attract visitors to Sevenoaks who have no idea where to park (if adjacent car parks are full) and no indication how to get from a different car park to their chosen venue
12. Little or no research has been done on parking needs. Parking surveys have concentrated on vacancies between 11-12 a.m. and 2.30-3.30 p.m. – and indicate spare capacity ranging from “some” to “significant” depending on the day and the time. The Variable Message Signs to be installed as part of the Marks & Spencer development will provide much more accurate and extensive real time data.
13. There is a perceived need for (say) an additional 220 long term long term spaces and 40-50 short term spaces in Sevenoaks Town, however
14. In the absence of identifiable demand, there has been no informed planning to meet actual needs
15. The budget is over dependant on parking revenue, and the 10 year budget over dependant on 3.5% increase from a base that is overstated – whether members have sufficient information or are aware of this (or other aspects of the budget) is open to question
16. PR is very limited in function – it appears reactive (announcing the increase without assessing the impact of the announcement and taking steps to mitigate the adverse effects)
17. There appears to be very limited communication between departments to ensure parking policy is consistent with SDC’s other objectives
18. Such policy as there is created in a vacuum without consultation with other interested parties such as other councils and business groups (beyond telling towns and parishes how much the increase will be each year)
19. There is a limit to what the CEOs can achieve, however the evidence when accompanying a CEO suggests a common sense and polite approach to enforcement which is a credit to SDC.

### **Recommendations**

Apart from being a vital revenue earner for SDC, parking is an integral component of sustaining any vibrant commercial centre and delivering economic and community development in the district. SDC should therefore:

1. Re-examine the 10 year budget to validate the parking revenue component in the light of current revenue and likely future developments
2. Identify and quantify likely future risks to revenue (e.g. political/KCC as above) and measures to mitigate identified risks



3. Urgently take steps to assess feasibility and viability of increasing parking provision to meet perceived needs in Sevenoaks town with particular emphasis on ensuring adequate long stay capacity for those who have paid for parking permits
4. As this would be a major project, conduct an audit of project management skills to ensure SDC has the capability to deliver on time and on budget
5. Develop a robust and evidence based parking strategy which takes account of likely future developments
6. In developing that strategy, there needs to be greater cooperation between SDC towns, parishes, the Local Enterprise Partnership, business associations etc. to identify:
  - a. Their assessment of future trends
  - b. Possible partnership opportunities
7. Involve Parishes with and the Managers of specific tourist attractions, in an overall parking review, which would address the special requirements of the villages and surrounding countryside that suffer congestion through the concentration of vehicular traffic in areas that were not designed for the 21st Century
8. Review working practices within SDC to ensure there is a multi-disciplinary approach to parking strategy (and maybe other areas as well)
9. As part of 7. review the role our PR function. Our parking charges are benchmarked, but that did not come across. Sevenoaks is a unique shopping experience – that did not come across. It has a major tourist attraction – that did not come across
10. Look at more innovative ways of dealing with periods of high demand – as an example, a suggestion was made that Park & Ride should be introduced in the immediate pre-Christmas period. It was further suggested that for example such a scheme could be run cost effectively in partnership with Sevenoaks Town Council if it was minded to reintroduce the Vintage Bus at Christmas
11. SDC should work in partnership with other authorities and organisations to identify further opportunities through a combination of resources
12. Signage should be improved in conjunction with the VMS signs to be installed on the major access points to ensure that visitors can easily see where to go to find car park spaces
13. A parking app is being developed in conjunction with Stag, and this should be implemented when the VMS go live to ensure a live update
14. A review should be undertaken of maximum parking times to ensure they are compatible with economic needs – for example a visitor to Stag has a maximum of 4 hours in an afternoon to see a show leaving no time to have lunch or go shopping in the town; similar examples may exist elsewhere
15. SDC should lobby central government to extend the powers of CEO's to allow them to deal with minor obstructions such as parking across drives or on pavements

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## **Scrutiny Committee 21<sup>st</sup> November 2013**

### **Parking Scrutiny Working Group**

#### **Interim Report**

At its meeting on 18<sup>th</sup> July the Scrutiny Committee agreed to the establishment of a Working Group to look at Parking Issues Relating to the Provision and Management of On Street and Off Street Parking, and Parking Enforcement.

With the incidence of the summer holiday period starting immediately after the agreement to set up the working group, it did not meet initially until 2<sup>nd</sup> October for the initial scoping and decisions on initial evidence required. We also received background information from Richard Wilson and Gary Connor.

A second meeting was held on 4<sup>th</sup> November at which evidence was heard from Cllr Hogarth as Cabinet Member, Cllrs Fittock and Brookbank, representing Swanley, Richard Wilson, Gary Connor and Adrian Rowbotham.

#### **Context**

Broadly speaking parking can be categorised as **on street** or **off street**.

**On street** parking, stating the obvious, is on the highway. It may be controlled or uncontrolled. Control may be by the familiar yellow lines or by restrictions in designated areas. Controls are usually put in place for traffic purposes or to protect residential or other amenity. Any surplus revenue from parking machines or permits can only be used for specific highway related purposes governed by legislation and with the approval of KCC.

**Off street** parking may be owned by SDC or by other operators such as Waitrose, town or parish councils, Network Rail and so on. Net parking revenue to SDC from off street parking is approx. £1.5m, so it is a very significant budgetary item

Approx. 61% of on street parking revenue arises in Sevenoaks Town and station area, the figure for off street parking is approx. 95%.

Given the budgetary implications, the working party has to date focused mostly on off street parking.

#### **Role of Scrutiny**

Judging from comments received, there remains some confusion over the difference between the roles Scrutiny and Advisory Committees – one councillor phoned to ask why there was a Scrutiny Group looking at parking when it was already on the agenda of the Economic and Community Development Advisory Group.

In scoping this Scrutiny, we are looking to see whether:

- Parking policy is properly formulated within the regulatory environment
- It is consistent with Community Plan
- It is consistent with the Economic aspirations SDC has for the District

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- It is properly implemented and administered in accordance with policy and the regulatory environment

Depending on the outcome of the Scrutiny, it may be that the Advisory Committee will see fit to set up a working group to make recommendations on how (for example) to address a perceived shortfall in long term parking.

### **Evidence to date**

As we have focussed so far on off street parking, let us start by acknowledging that we are for the most part talking of Sevenoaks Town. Sevenoaks is both a destination town for shoppers and a train hub for commuters. The bulk of attention seems to focus on the “destination” aspect. Off-street income this year, including season tickets but excluding PCNs, breaks down (figures in brackets are pay & display only) as follows:

Sevenoaks Town Centre	75%	(82%)
Sevenoaks Station	20%	(12%)
Sevenoaks St John’s	1%	( 1%)
Swanley	2%	( 2%)
Westerham	2%	( 2%)

This shows that the vast majority of shoppers’ parking is in Sevenoaks Town Centre

SDC parking spaces total 1658 (excluding Pembroke Road, being redeveloped for M&S) of which 1262 or 76% are Sevenoaks Town, Station or St John’s, 162 are in Swanley and 145 in Westerham.

Although there is quite a lot of basic data available, the inability of the suppliers to provide data for Blighs before the end of 2012 makes comparative analyses difficult. With the exception of May and June, total other ticket sales for Sevenoaks Town Centre are ahead of the corresponding period a year earlier, suggesting that visitors are not necessarily put off visiting the town centre by the increased charges. That said, there has been a suggestion that parking durations may have changed. Cumulative income had fallen slightly below target as a result of a poor July. However from comments made by the Cabinet Member for Economic and Community Development, there is work to be done to improve the data available and allow a better understanding of factors which may impact on usage and revenue. What is clear is that weather, special events such as the Olympics and the closure and reopening of the Waitrose car park can all have an impact on revenue.

The evening parking charges within Sevenoaks generate c. £45,000 net (after deduction of VAT) on an annualised basis.

The working group sought evidence from councillors representing Westerham, Edenbridge and Swanley. Westerham was unable to attend and Edenbridge councillors stated that as SDC did not have any car parks in their town they had no wish to be involved. Swanley was represented by Cllrs Fittock and Brookbank, who averred that SDC is a small part of the overall Swanley provision, most shopper parking is free, there are perhaps 30 commuter spaces so that commuter parking may overflow onto neighbouring streets, but that overall there is little difficulty. It was clear from the presentation to the Economic and Community

Development Advisory Group that the Westerham Town Partnership sees scope for a more nuanced approach to car park tariffs to benefit business in the town.

Sevenoaks is already represented within the working group. There was a suggestion from one member that increasing parking charges discouraged people from visiting the town, a view also expressed by some retail businesses at various times. The parking statistics do not necessarily support this view. Some businesses have also complained that there is insufficient parking provision which also discourages trade, which also would suggest the contrary (one retailer was heard to express both views more or less in the same breath).

We also heard the view that the evening charge was a major deterrent to the night time economy, though this was not a universal view of the group, and Cllr Eyre who is General Manager of Stag stated that in his experience, patrons were more concerned about availability/proximity than the cost.

Sevenoaks Town Council has regularly voted against increases in parking charges. There is a strong feeling that it is a cash cow from which the remainder of the District benefits.

It was noted in our evidence gathering that Ventnor had bid to take over the town's car parks, but had to prove that the "donor" authority would not suffer. If it did, then compensation would be payable. Sevenoaks Town Clerk has a different view.

Adrian Rowbotham made the following points:

- On street parking revenue is applied according to the appropriate guidelines to the management of on street parking – this has to be justified.
- Off street parking revenue can be applied to finance SDC's other activities and is a vital source
- The 10 year budget includes a 3.5% increase in parking revenues p.a.
- 3.5% currently equates to c.£90,000 (or £900,000 over 10 years) equivalent to (say) 3 staff members
- Most other charges are directly or indirectly controlled/regulated, severely limiting options for replacing any lost parking revenue

### **Interim Conclusions/Comments**

Themes that have emerged so far mostly relate to off street parking:

1. Parking policy has hitherto been largely driven by budget considerations
2. Although there were some encouraging signs at the last Economic and Community Development Advisory Committee, there has been little indication in the past of joined up thinking in parking policy. For example, how does it further (or work against) the aims of the Community Plan and our ambitions for economic and business development within the District?
3. There is a marked lack of partnership working with towns and parishes – for example Westerham would like a more nuanced approach to raising the same amount of revenue to encourage visitors to businesses in the town. Sevenoaks has ambitions to be a Purple Flag town (the car parks do assist in that by being well maintained, CCTV, well lit and so on, but coincidentally rather than as a policy of working together).

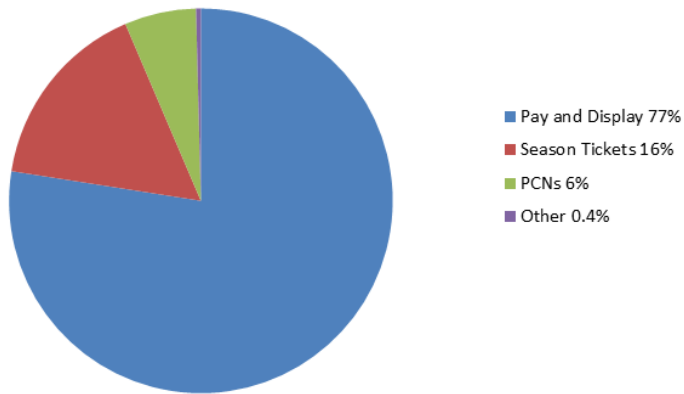
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- They are consulted on proposed increases in charges and then feel their comments are ignored, rather than being engaged the proposals or policy are formulated.
4. Parking signage is currently hopeless and potentially a major barrier to visitors. When Stag has a popular event (e.g. Pantomime) strangers who have difficulty parking behind the theatre have no idea where else to go.
  5. There appear to be no credible plans to deal with increased demand leading up to Christmas, especially in the face of reduced provision resulting from the M&S development.
  6. Whilst the real time notice boards promised as part of the M&S development will help, they seem to have taken a lot longer than expected for reasons not entirely clear – is there effective project management?
  7. There appears to be divided opinion about whether charges or inadequate provision are greater disincentives to visitors – in the absence of any substantive evidence or data, the group is unlikely to be unanimous as to whether either is myth or fact at this stage.
  8. Our PR is poor. The reaction to the recently proposed parking charges was very negative as it focussed purely on the increased costs and what some would regard as the myths surrounding parking. Efforts, if any, to place these in context were clearly not effective, leaving the impression that we are not proactive in our PR policy. This is not to suggest that we should indulge in misleading spin – far from it as it will come back to bite us.
  9. There is a move to increase parking provision in Sevenoaks which is currently perceived to be inadequate. A detailed parking survey was conducted in support of the M&S development which suggested otherwise. The working group has yet to see data to support an increase, or identify what provision is needed – anecdotally for example there is a shortage of long term provision for low paid workers commuting into Sevenoaks and logically the Pembroke Road spaces lost to M&S could be replaced. How much more is needed?

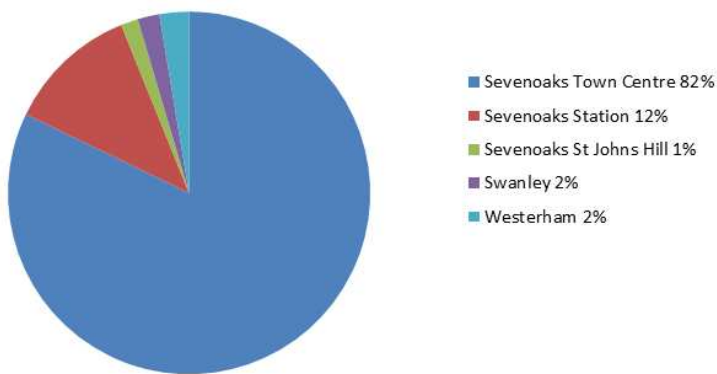
The foregoing comments are not intended to be critical of officers, who have been extremely helpful and supportive. They do however indicate a direction of travel largely predicated on the budgetary imperatives set by the Council. It may be that on completion of this Scrutiny, the Council will seek through the appropriate advisory groups to adopt a more nuanced and coordinated approach while still meeting the budget imperatives.

In the meantime the working group will be seeking more evidence from other interested groups such as businesses and residents associations, and taking a more detailed look at on street parking and enforcement before finalising its report to the Scrutiny Committee

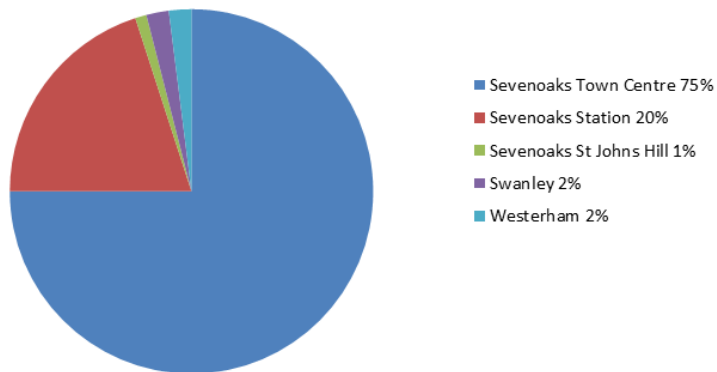
Car Park Income 2012/13 - Percentage Breakdown by Source



Car Park Pay & Display Income 2012/13 - Percentage Breakdown by Area

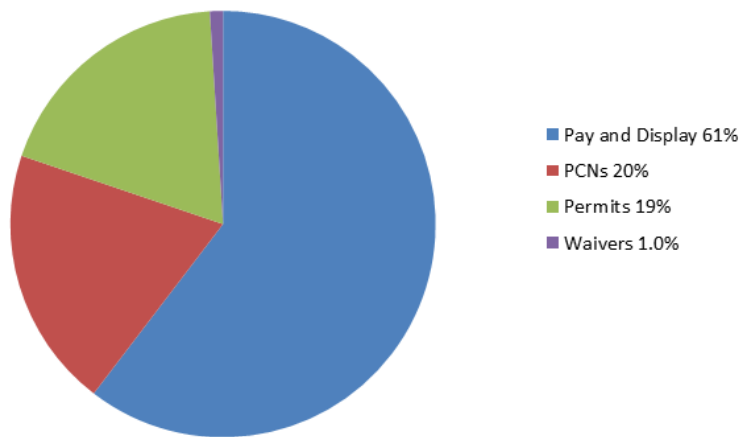


Car Park Pay & Display and Season Ticket Income 2012/13 - Percentage Breakdown by Area

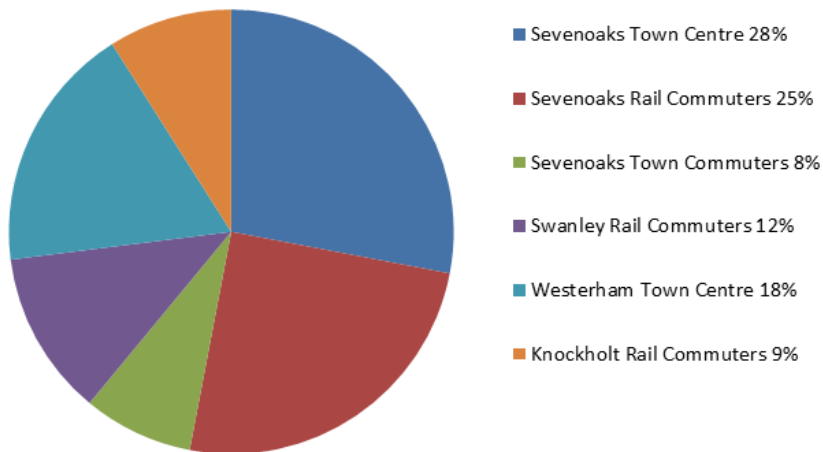


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On-Street Income 2012/13 - Percentage Breakdown by Source



On-Street Pay & Display Income 2012/13 - Percentage Breakdown by Area





**SEVENOAKS DISTRICT COUNCIL CAR PARKS**

**Eynsford**

High Street	Free of charge	21 spaces
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**Kemsing**

High Street	Free of charge	40 spaces
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**Sevenoaks Town Centre**

Blighs	p&d	180 spaces
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Buckhurst 1	p&d	40 spaces
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Buckhurst 2	p&d / season tickets / residents permits	291 spaces
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Pembroke Road	p&d	31 spaces
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South Park	p&d / season tickets / residents permits	144 spaces
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Suffolk Way	p&d	221 spaces
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**Sevenoaks Station**

Bradbourne	p&d / season tickets	216 spaces
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Sennocke	p&d / season tickets	84 spaces
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**Sevenoaks St Johns Hill**

St Johns Hill	p&d / season tickets / residents permits	65 spaces
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St James	p&d / residents permits	21 spaces
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**Shoreham**

Filston Lane	Free of charge	28 spaces
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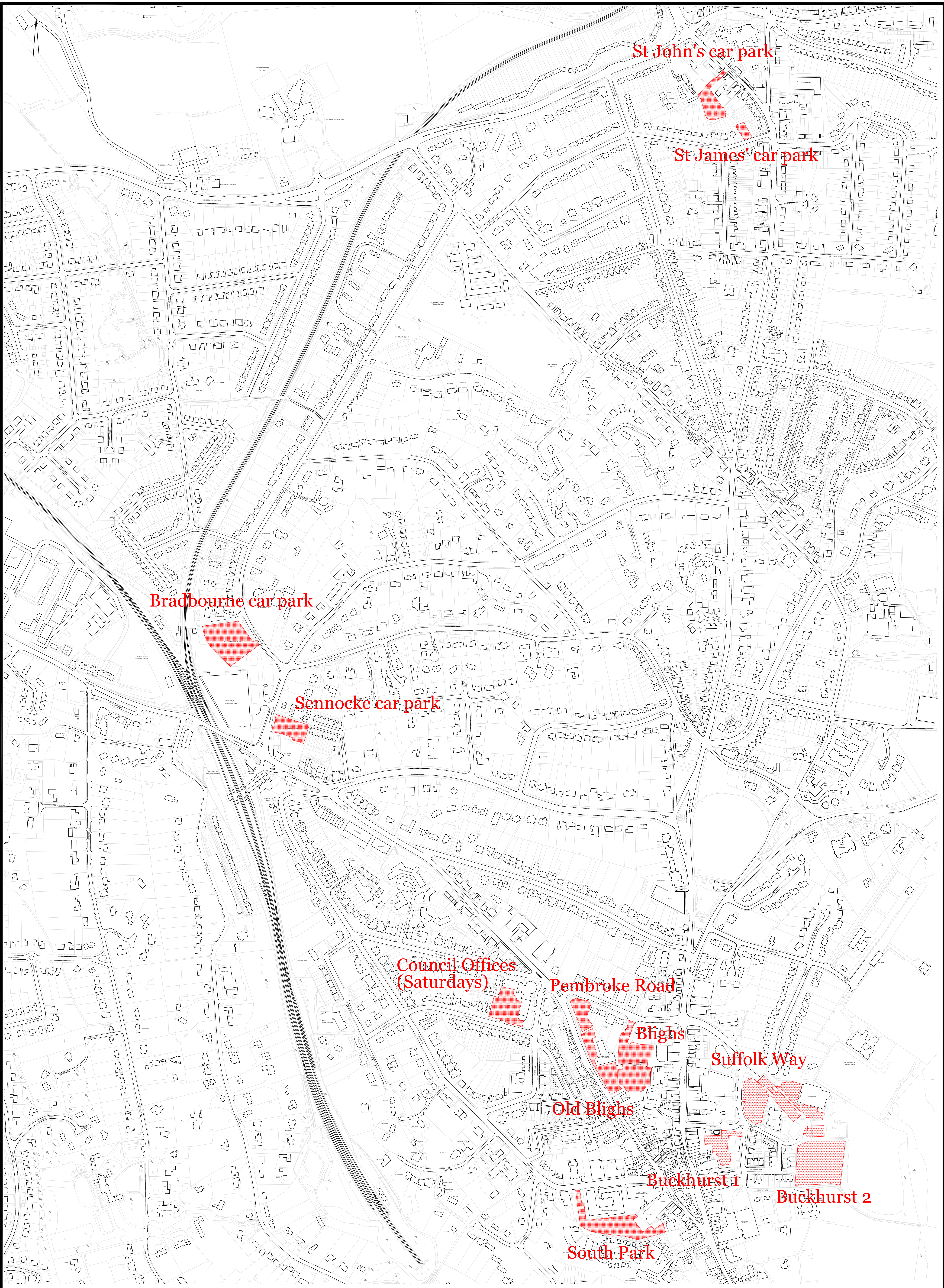
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### **Swanley**

Bevan Place	p&d / season tickets / residents permits	80 spaces
Park Road	p&d / residents permits	34 spaces
Station Road	p&d / season tickets	48 spaces

### **Westerham**


Darent	p&d / season tickets / residents permits	97 spaces
Quebec Avenue	p&d / residents permits	35 spaces
Vicarage Hill	p&d / residents permits	13 spaces



Date	Revision	Ref	Drawn

Title  
 File Ref : Sevenoaks - Controlled parking zones 131006.pdf

### Sevenoaks Town Off-street car parks

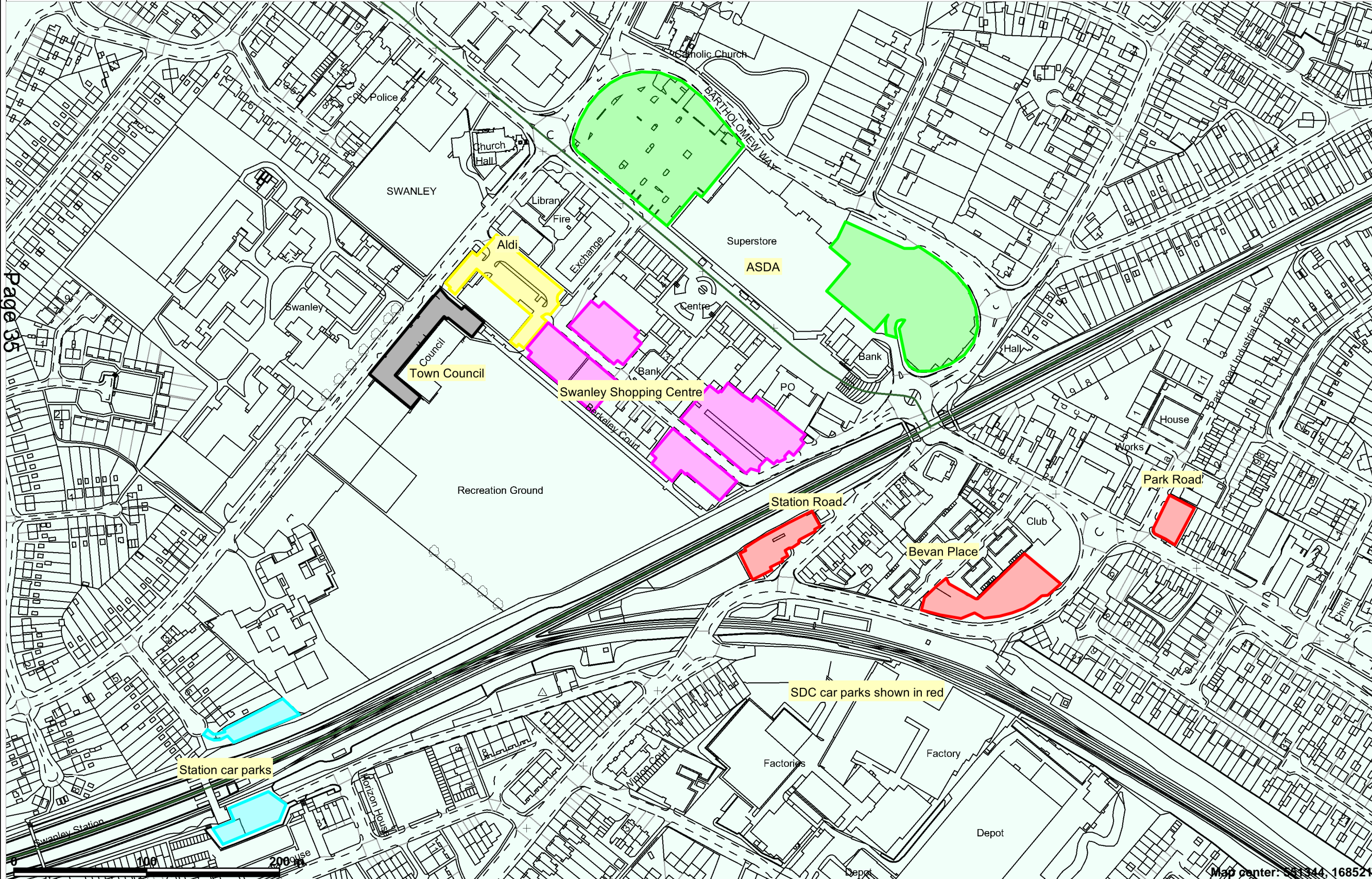


Sevenoaks  
 DISTRICT COUNCIL

Drawn by : ACB  
 Scale : N.T.S.  
 File ref: Sevenoaks/4

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# Internet Mapping Framework



**Legend**

- District Boundary
- Ward Boundaries

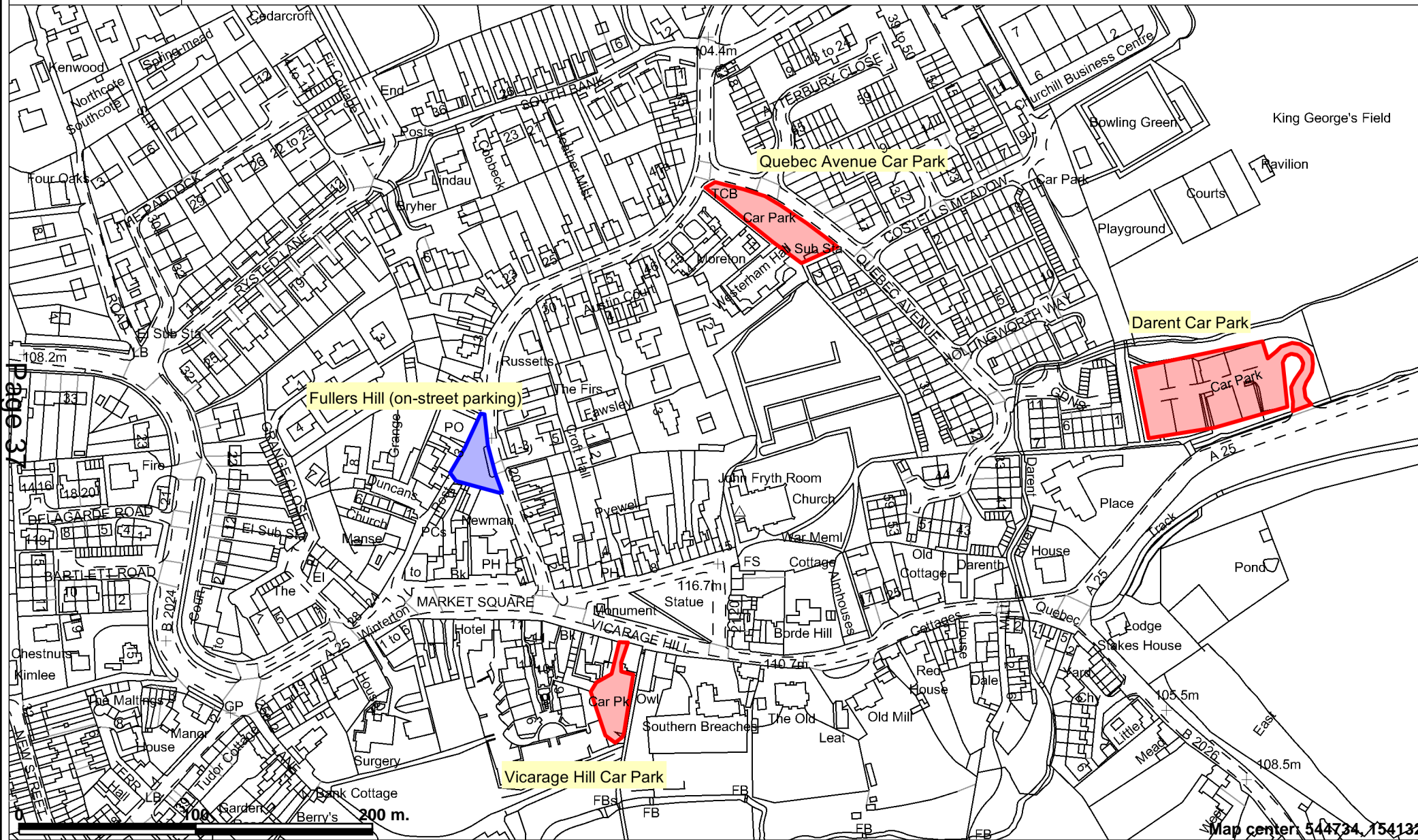
Scale: 1:2,931

Map center: 551344, 168521

This map is a user generated static output from an Internet mapping site and is for general reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION.

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# CAR PARK LOCATIONS - WESTERHAM



## Legend

- District Boundary
- Ward Boundaries



Scale: 1:2,913

Map center: 544734, 154132

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### **In-Depth Scrutiny – Setting up of a new working group**

Possible topics for the focus of the next in-depth Scrutiny Working group have been suggested as follows:

#### **Housing**

Scope:

Review of the Disabled Facilities Grants (DFG) in-house process.

Rationale:

This began in December 2013 and the idea was to review the effectiveness of the arrangements within the first year. The Council has made savings from the current DFG budget and there are various changes to take place nationally.

#### **Leisure**

Scope:

Customer Satisfaction with particular regard to member and customer retention in the leisure centre fitness gyms.

Rationale:

Fitness is a key income generator and consequently a very important part of the leisure provision. Retention of fitness customers has a direct impact on the success of the leisure centres. This is all about customer satisfaction. Sencio this year are aiming to make our fitness gyms the friendliest people have visited, thereby ensuring high levels of retention.

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## Scrutiny Committee Workplan

Committee	18 July 2013	26 September 2013	21 November 2013	5 February 2014	2 April 2014
<b>Attendees<sup>1</sup></b>	Cllrs London (Chair), Brown (Vice Chair), All members of the Scrutiny pool	Cllrs London (Chair), Brown (Vice Chair), All members of the Scrutiny pool	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA
<b>External Invitees</b>			Jayne Black – Director of Operations – Pembury Hospital (Maidstone and Tunbridge Wells NHS Trust)	County Councillor David Brazier and Julian Cook District Manager for Sevenoaks, KCC Highways and Transportation.	Chief Inspector Cook and Chief Supt Steve Corbishly
<b>Scrutiny Committee</b>	Peter Fleming – Leader, Strategy and Performance  Michelle Lowe – Housing, Welfare and Community Safety	Performance Monitoring  Ian Bosley – Local Planning and Environment  Roddy Hogarth – Economic and Community Development	Performance Monitoring  Brian Ramsay – Finance and Resources  Peter Fleming – Leader, Strategy and Performance	Draft Annual Scrutiny report to Council  Performance Monitoring  Michelle Lowe – Housing, Welfare and Community Safety  Ian Bosley – Local Planning and Environment	Performance Monitoring  Roddy Hogarth – Economic and Community Development  Brian Ramsay – Finance and Resources
<b>In-Depth Scrutiny</b>	Working Group 1 Parking - Stage One <sup>2</sup>	Working Group 1 Parking - Stages Two/Three/Four <sup>2</sup>  Working Group 2 Budget – Stage One <sup>2</sup>	Working Group 1 Parking - Stages Two/Three/Four <sup>2</sup>  Working Group 2 Budget- Stages Two/Three/Four <sup>2</sup>	Working Group 1 Parking - Stage Five <sup>2</sup>  Working Group 2 Budget - Stage Five <sup>2</sup>  Working Group 3 Leisure - Stage One <sup>2</sup>	Working Group 3 Leisure - Stages Two/Three/Four <sup>2</sup>
<i>2014 dates will all be subject to any changes at Annual Council and nothing is yet booked</i>	<b>July 2014</b>	<b>September 2014</b>	<b>November 2014</b>	<b>February 2015</b>	<b>April 2015</b>
<b>Attendees<sup>1</sup></b>	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA	Cllrs London (Chair), Brown (Vice Chair), TBA
<b>External Invitees</b>	Sevenoaks & Swanley CAB Edenbridge & Westerham CAB				
<b>Scrutiny Committee</b>	Performance Monitoring  Peter Fleming – Leader, Strategy and Performance  Michelle Lowe – Housing, Welfare and Community Safety	Performance Monitoring  Ian Bosley – Local Planning and Environment  Roddy Hogarth – Economic and Community Development	Performance Monitoring  Brian Ramsay – Finance and Resources  Peter Fleming – Leader, Strategy and Performance	Performance Monitoring  Michelle Lowe – Housing, Welfare and Community Safety  Ian Bosley – Local Planning and Environment	Performance Monitoring  Roddy Hogarth – Economic and Community Development  Brian Ramsay – Finance and Resources
<b>In-Depth Scrutiny</b>	Working Group 3 Leisure - Stage Five <sup>2</sup>	Working Group 4 – TBC	Working Group 4 – TBC	Working Group 4 – TBC	Working Group 5 - TBC

<sup>1</sup> Political proportionality of each committee meeting is 9 Conservative (Including Chair/Vice Chair), 1 Labour and 1 Liberal Democrat

<sup>2</sup> For detailed information on stages refer to “A Guide to In-Depth Scrutiny”

**Membership (Pool)**

<b>Strategy &amp; Performance</b>
Abraham, Neal, Mrs Purves (Lib)
<b>Economic &amp; Community Development</b>
Butler, Fittock (Lab), Maskell
<b>Finance &amp; Resources</b>
Cooke, Edwards-Winsor, Mrs Davison
<b>Housing, Welfare &amp; Community Safety</b>
Mrs Bracken, Eyre, Raikes
<b>Local Planning &amp; Environment</b>
Clark, Gaywood, Mrs Morris
Substitute pool
Mrs George, Mrs Sargeant and Walshe

**Current In-Depth Scrutiny Working Groups**

Parking	Cllrs Clark, Cooke, Edwards-Winsor, Eyre, Mrs Purves, Raikes (Chair)
Budget	Cllrs Abraham, Mrs Bracken, Butler, Gaywood, Maskell

**Possible future areas for In-Depth Scrutiny**

Leisure
Highways
Housing – Welfare Reform

**Possible External Invitees**

Position	Name	Topic
KCC Cabinet Member – Community Services	Mike Hill	Libraries
KCC Cabinet Member – Community Services	Mike Hill	Housing
Local Government Minister (Parliamentary Under-Secretary of State)	Brandon Lewis	Challenges to Local Government
Sencio	Jane Parish	Leisure