

SCRUTINY COMMITTEE

Friday, 7th July, 2017

10.00 am

**Darent Room, Sessions House, County Hall,
Maidstone**





AGENDA

SCRUTINY COMMITTEE

Friday, 7th July, 2017, at 10.00 am

Ask for: **Joel Cook/Anna Taylor**

Darent Room, Sessions House, County Hall, Maidstone

Telephone: **03000 416892/416478**

Membership

- Conservative (9): Mr P W A Lake (Chairman), Mrs C Bell, Mr A Booth, Mr R C Love, Mr J McInroy, Mr B J Sweetland and Mr J Wright (2 x Vacancies)
- Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE
- Labour (2) Mr D Farrell and Dr L Sullivan
- Church Representatives (3): Mr D Brunning, Mr Q Roper and Mr A Tear
- Parent Governor (2): Mr K Garsed and Mr A Roy

Tea/coffee will be available 15 minutes before the start of the meeting

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

A - Committee Business

- A1 Introduction/Webcast Announcement
- A2 Membership (Pages 5 - 6)
- A3 Substitutes
- A4 Election of Vice-Chairman
- A5 Declarations of Interests by Members in items on the Agenda for this Meeting
- A6 Minutes of the meeting held on 31 March 2017 (Pages 7 - 10)
- A7 Minutes of the meeting held on 25 May 2017 (Pages 11 - 12)
- A8 Scrutiny Committee Work Programme (Pages 13 - 20)
- A9 Select Committee Work Programme (Pages 21 - 26)

B - Any items called-in

C - Any items placed on the agenda by any Member of the Council for discussion

- C1 Status of KCC buildings with regard to fire risk and steps being taken to mitigate risk (Verbal update)

EXEMPT ITEMS

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

John Lynch
Head of Democratic Services
03000 410466

Thursday, 29 June 2017

By: John Lynch, Head of Democratic Services

To: Scrutiny Committee – 7 July 2017

Subject: Scrutiny Committee Membership

Summary: The Scrutiny Committee is invited to note its Membership, in line with the arrangements agreed at County Council on 25 May.

1. Introduction

(1) The Scrutiny Committee proportionality arrangements and Member allocations were agreed at the County Council meeting held on 25 May 2017.

(2) It was agreed that the Council membership on the committee would be as follows:

- 9 Conservatives
- 2 Liberal Democrats
- 2 Labour

This represents an increase in overall Committee members compared to the previous Council

(3) The Scrutiny Committee is also required to include;

- 2 Parent Governor Representatives
- 3 Church Representatives

The Parent Governor Representatives were agreed by Selection and Member Services Committee on 21 June 2017.

Church representatives are appointed to the Scrutiny Committee by their host Diocesan organisations.

(4) The Committee may note that the Parent Governor and Church Representatives are entitled to attend all meetings but only permitted to vote on matters relating to education.

2. Recommendation

The Committee is invited to note its Membership arrangements.

Report Author(s):

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KENT COUNTY COUNCIL

SCRUTINY COMMITTEE

MINUTES of a meeting of the Scrutiny Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Friday, 31 March 2017.

PRESENT: Mr R J Parry (Chairman), Mr J E Scholes (Vice-Chairman), Mr H Birkby, Mr G Cowan, Mr E E C Hotson, Mr A J King, MBE, Mr R A Latchford, OBE, Mr L B Ridings, MBE and Mr R H Bird (Substitute for Mrs T Dean, MBE)

ALSO PRESENT: Mrs Z Wiltshire and Mr M C Dance

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Mr M Riley (Economic Development Officer (Expansion East Kent Programme)), Mr J Lynch (Head of Democratic Services) and Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

125. Minutes of the meeting held on 17 January 2017 (Item A4)

RESOLVED that the minutes of the meeting held on 17 January 2017 were an accurate record and that they be signed by the Chairman.

126. To receive the Minutes of the Corporate Parenting Select Committee (Item A5)

1. The Chairman welcomed Mrs Wiltshire, Chairman of the Corporate Parenting Select Committee. Mrs Wiltshire advised the Committee that it had been an honour and privilege to Chair the Select Committee and was pleased to report that the Council had made excellent progress in responding to the key recommendations. She highlighted two areas of work that remained ongoing with expected positive outcomes; more apprentice roles for young people and additional housing for vulnerable young people. Mrs Wiltshire thanked all Members of the Select Committee for their hard work and praised the Officers who supported the development of the Select Committee's report.
2. Members thanked the Select Committee for their excellent report, noting the positive influence it would have in the longer term. Members noted the importance of effective corporate parenting, highlighting it as a key responsibility for Members as well as the Authority as a whole. Members agreed that it was very important that KCC continued to work closely with key partners to ensure young people were supported effectively. A Member commented that it was vital that all new Members were given proper instruction in their role as corporate parents. The Head of Democratic Services provided an assurance that the relevant training was scheduled within the post-election induction program. It was suggested by Members that District Councils should also receive education and guidance on the importance of corporate parenting issues and supporting

vulnerable young people to help sustain a co-operative approach of working in partnership.

3. Mrs Wiltshire thanked the Committee for their support and their positive response and took the opportunity to pay tribute to Mr Robert Brookbank and Mrs Jane Cribbon, who had served as members of the Select Committee before both sadly passed away in 2016.

RESOLVED that the Scrutiny Committee thank Mrs Wiltshire for attending on behalf of the Select Committee, that she be congratulated on her Chairmanship; that all Members of the Select Committee and the officers supporting them be thanked for their diligent work and the contributions of Mrs Jane Cribbon and Mr Robert Brookbank be recognised.

127. To receive the minutes of the Kent Utilities Engagement Sub-Committee (27 July 2016 & 27 January 2017)

(Item A6)

1. The Chairman, who also Chaired the Kent Utilities Engagement Sub-Committee, provided a brief overview of the work of the Sub-Committee to support the minutes submitted to the Scrutiny Committee for noting. He explained that the discussions held so far had included a range of water companies, the water regulator and development companies. He commented that the Sub-Committee had already yielded positive results with agreement across the partners that improved communication and joint-working should be priorities. Mr Parry also advised the Committee that the information reviewed so far strongly suggested that Kent was leading the way in this area of engagement with utilities and providers and that there was much good practice across all the relevant bodies that could be shared around the country.

RESOLVED that the Committee note the minutes of the Kent Utilities Engagement Sub-Committee meetings held on 27 July 2016 and 27 January 2017.

128. Regional Growth Fund / Kent & Medway Business Fund update

(Item C1)

1. Mr Dance, as Cabinet Member for Economic Development, explained that the report on the changes to the Regional Growth Fund (RGF) and its evolution into the Kent & Medway Business Fund (KMBF) had been developed to address comments and concerns raised by the Scrutiny Committee previously. Mr Dance advised the Committee that the KMBF sought to bring improvements to the work already done by the RGF, balancing the local focus afforded by having sub-county schemes with the effective corporate governance benefits achieved through centralised management and decision making. He explained that there would be continued funding across the three previous areas and that key local partners would be involved in regular strategic meetings to review the success and efficacy of the funding scheme. Mr Smith, Director of Economic Development, advised the Committee that the KMBF already had available £9.6m of repaid loans for future rounds of applications.
2. Members thanked Mr Dance and the Officers for attending and providing a detailed and useful report. A Member highlighted the RGF and KMBF as a good

example of the Scrutiny Committee's activity leading to positive improvement and that it reflected well on the Economic Development team that they had taken on board the key issues highlighted by the Committee previously and had provided suitable reassurance.

3. Members commented that it should be noted that the RGF had had a significant positive effect across the county and that it was hoped that the KMBF would be able to continue this work effectively.
4. Responding to a Member question, Mr Dance and Mr Smith explained that in addition to core team of Economic Development officers, led by Jacqui Ward, support for the schemes was also provided by various private sector individuals and companies. Mr Smith also noted the support provided by the members of the funding boards who made the relevant decisions using local knowledge and business acumen with the support of professional advisors providing due diligence advice and audit. It was clarified that the Board members do not receive remuneration with the exception of one who receives fees for also acting in a consultant capacity for the scheme. Mr Smith explained that these fees covering the administration costs were now being recovered by way of a small administration charge for each successful application.
5. Responding to Member questions, Mr Smith and Mr Riley (Economic Development Officer) explained that while they had recognised a potential risk of receiving an insufficient number of quality applications for the new funding round, this had not been the case. Mr Riley clarified that 124 pre-applications had been received and of these, 84 had been invited to submit full applications. Only full applications were received which resulted in 18 conditional agreements and 6 were eventually rejected.

RESOLVED that the Committee thank Mr Dance, Barbara Cooper, David Smith and Martyn Riley for attending and answering Members' questions; that the Economic Development department be congratulated on responding comprehensively and positively to comments from the Scrutiny Committee at previous meetings and that the report be noted.

129. Scrutiny Overview - 2013 to 2017 *(Item C2)*

1. Mr Cowan, Leader of the Labour Group, commented that the report showed that over the four year period the Committee had managed a heavy programme of work and that this should be seen as a positive for the authority as it demonstrated that their actions had been scrutinised appropriately. He noted that despite initial concerns over the occasionally restrictive approach to scrutiny at KCC, the situation had improved over time with support from the Chairman and that this had allowed for effective scrutiny activity. Mr Cowan expressed thanks to the Chairman on behalf of the Labour Group.
2. Mr Latchford, Leader of the Opposition (UKIP) supported Mr Cowan's comments and added his thanks. Mr Birkby noted, without criticism, that KCC should review its Scrutiny arrangements and consider installing the leader of the opposition as Chairman of the Scrutiny Committee after the election. It was noted by other

Members that at County level, it was common practice for the Scrutiny Chairman to be a member of the ruling group.

3. Members agreed that the strength and effectiveness of the Committee had grown over time and that they had made a positive impact on the work of the Council and consequently the lives of the people of Kent.
4. Mr Garten, Parent Governor representative, thanked the Committee for permitting his broad involvement in its deliberations on a range of matters. He commented that KCC should consider allowing parent governor representatives to advise Cabinet Members directly rather than including them as members of the Scrutiny Committee.
5. The Chairman thanked Mr Garten for his contribution to the Committee's work and thanked the entire Committee for their positive remarks at the meeting and, more importantly, for their support and hard work since 2013.

RESOLVED that the Committee note the report on its work in the 2013 / 2017 period; that the former and current Heads of Democratic Services, Peter Sass and John Lynch, be thanked for their support and guidance and that Anna Taylor and Joel Cook be thanked for their hard work supporting the Committee as Research Officers.

KENT COUNTY COUNCIL

SCRUTINY COMMITTEE

MINUTES of a meeting of the Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017.

PRESENT: Mrs C Bell, Mr R H Bird, Mrs T Dean, MBE, Mr D Farrell, Mr P W A Lake, Mr R C Love, Mr J McInroy, Dr L Sullivan, Mr B J Sweetland and Mr J Wright

IN ATTENDANCE: Mr J Lynch (Head of Democratic Services)

UNRESTRICTED ITEMS

130. Election of Chairman

(Item 3)

(1) It was duly proposed and seconded the Mr P Lake be elected as Chairman of the Committee.

(2) RESOLVED that Mr P Lake be elected Chairman of the Committee.

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By: Peter Lake – Chairman of the Scrutiny Committee
John Lynch – Head of Democratic Services

To: Scrutiny Committee – 7 July 2017

Subject: Scrutiny Committee Work Programme

Summary: This report suggests ways to facilitate the work of the Committee in a manner that will most benefit the council and make best use Members' time and knowledge.

The suggested draft work programme is attached at **Appendix 1**.

1. Background

- 1.1 Following the discussion about the role of the Scrutiny Committee prior to KCC's election, it was agreed that a draft work programme would be developed in consultation with the Chairman and the Spokesmen. A suggested draft work programme is attached at **Appendix 1**.
- 1.2 The overall aims of the Scrutiny Committee can be best achieved through a combination of positive suggestions and recommendations alongside the challenging and questioning of decision making processes and decision-makers. Key to this is the Scrutiny Committee acting as a 'critical friend' in a positive and constructive manner.

2. Scrutiny Committee – remit

- 2.1 The powers and responsibilities of the Scrutiny Committee are described in the Constitution – Appendix 2 Part 2. This section also details other functions that the Scrutiny Committee is required to fulfil, either through sub-committees or by meeting in a different format, i.e. Crime and Disorder Committee, Flood Risk Management Committee and Select Committees. See page 24 of KCC's [Constitution](#).
- 2.2 The Committee can require Cabinet Members and senior managers to attend and answer questions, although Members may also seek alternative means of accessing information, e.g. via informal briefings with officers, and can utilise the support of the Scrutiny Research Officer.
- 2.3 Members also have a statutory right to place items on the Scrutiny Committee agenda. When exercising this right they should be mindful of the requirements that this should not unnecessarily duplicate work being undertaken elsewhere and that consideration of this item should result in a meaningful outcome.

3. Sources of Information for Scrutiny Committee Members

3.1 In order for Members of the Committee to be in an informed position to put forward items for consideration at their meetings which add value, there are a number of sources of information that Members can use. These include the following:

(a) Key Performance Indicators (KPIs), Risk Register & Budget Monitoring:

3.2 Currently, the main Council performance report goes to Cabinet on a quarterly basis and could be circulated to Scrutiny Committee Members at that time.

KPIs

3.3 When the Chairman and Spokesmen meet to agree items for the agenda they could discuss any requests from Committee Members for specific KPIs to be considered by the Committee in more detail. They could also ask for further information on specific KPIs via the Scrutiny Research Officer before deciding if there should be an item on that specific KPI.

3.4 If it is agreed that a KPI should be considered in more detail at the Scrutiny Committee meeting, then the relevant Cabinet Member and Director should be invited to attend.

Risk Register

3.5 The Corporate Risk Register could be used in the same way. Members should review any issue that has been flagged in the register and consider whether it should be added as a future agenda item. An initial update or response from the service may be requested in the first instance to clarify the nature of the risk, which could either be discussed by the Chairman and Spokesmen at the next agenda setting meeting or presented at the next Scrutiny Committee meeting as a written update. The Committee may then agree that the response is sufficient or decide that more detail is required and the Director and Cabinet Member may be invited to attend a future Committee meeting.

Budget Monitoring Information

3.6 Budget Monitoring Information would also be a useful source of information that would allow the Committee to consider the council's financial activity. Taken in conjunction with the other recommended information sources, the Budget Monitoring Information would ensure the Committee has the capacity to examine all aspects of the council's activities with sufficient context. This would mean that individual Member research would be more easily undertaken as well as encouraging the selection of significant and relevant issues for inclusion in Scrutiny Committee agendas.

Forward planning of agenda items

- 3.7 As well helping to identify items on a reactive basis, KPIs, budget monitoring information and the Risk Register can also assist with the forward planning of agenda items in order to make the Committee's work more relevant, responsive and effective. With sufficient notice, Directorates and Cabinet Members will be able to develop detailed and informative responses that include realistic action plans and meaningful reports. This will allow the Committee to engage with and improve a broader range of KCC business and will promote regular evidence-based discussions with the Executive and Officers.
- 3.8 The Committee should be mindful that the Cabinet Committees look at detailed areas which are covered in performance reports and should avoid duplicating the work of those Committees.

(b) KCC Consultations

- 3.9 Another source of possible items for the Scrutiny Committee could be current consultations.
- 3.10 A list of current/proposed consultations could be circulated to Scrutiny Committee Members by the Scrutiny Research Officer. At the agenda setting meeting, Members could decide whether, during the consultation period, the Committee would like to have the opportunity to find out more about the proposals by inviting the Cabinet Member and lead officer to attend and answer questions. This would enable the Committee to submit comments on the proposals, which could then be taken into account as part of the consultation process.

4. Agenda setting meetings

- 4.1 The Chairman and Spokespeople hold their agenda setting meeting approximately 3 weeks before the Scrutiny Committee meeting. This enables further information to be provided to Members, which may satisfy the concerns raised and remove the need for the item to be considered at the meeting. This also ensures that the items that are put on the agenda for the meeting have adequate but concise information provided for the Committee in advance to facilitate effective questioning and comment. The Chairman and Spokespeople also meet immediately after the Cabinet meeting to agree the agenda for the next meeting of the Scrutiny Committee, which is usually programmed to be held during the following week. The timing of this agenda meeting is historic from the time when the call-in of Cabinet decisions was the main source business of the then Cabinet Scrutiny Committee.
- 4.2 Depending on whether Members wish to receive KPIs, Risk Register updates, Budget Monitoring Information and notification of consultations, these could be standing items for consideration at the agenda setting meeting to provide a focus for the discussion on possible items for the Committee meeting.

4.3 When suggesting items for consideration by the Committee, Members should be mindful of the need for their work to achieve at least one of the following:

- makes a positive impact on services
- promotes good practice
- challenges underperformance
- acts as a catalyst for change
- deals, where appropriate, with relevant partnership issues

5. Key Questions for Scrutiny

5.1 The Centre for Public Scrutiny (CfPS) report on the implications of the Mid-Staffordshire and Rotherham failures sets out some key questions that Authorities should consider in respect of their Scrutiny functions:

- How does the Council respond when significant problems arise and do its processes ensure that the matter will be addressed?
- Does the Council's Scrutiny function have access to sufficient information to challenge and review its assertions of success?
- Does the Council accept that Scrutiny has a serious role to play?

5.2 To ensure the Committee is able to respond appropriately to significant concerns, the work programme is being made flexible enough to accommodate both forward planned reviews and reactive investigations of serious issues. The Members provide a vital link with the community who may raise potential issues prior to recorded evidence becoming available, demonstrating the key role elected Members have in making sure Scrutiny can respond appropriately to meet the changing needs of the people of Kent.

5.3 It is intended that the recommendations for Members to receive a broader range of information from the council to assist with work programme development, future risk identification and implementation reviews, will facilitate the Scrutiny Committee in conducting the functions highlighted by the CfPS.

5.4 Encouraging Members to seek as many information sources as possible is a key part of this report, so that while more formal data will be provided, Members are encouraged to use their engagement with communities to gain public insight and context for issues the Committee may review.

6. Training

6.1 In order to carry out their role effectively there may be a need to provide training for Committee members in terms of effective use of performance data.

6.2 It is recommended that this training requirement is addressed through KCC's Member Development function. The positive outcome of such activity will include an increase in the expertise possessed by the Scrutiny Committee and evidence that KCC maintains a robust and reliable

Scrutiny function that is capable of effectively interrogating performance data

- 6.3 Linked with this, it is hoped that the proposed Member Development arising from the Commissioning Select Committee regarding effective interviewing skills will also improve the Scrutiny Committee's capacity to hold more incisive discussions with Cabinet Members and senior officers.

7. Work Programme

- 7.1 A draft work programme has been developed (**Appendix 1**) that seeks to balance planned work of the Committee with the flexibility to enable call-ins and KPI related agenda items to be addressed when they arise. As such, not all meetings have items scheduled; this is intentional as it will encourage agenda item recommendations from the Members in light of the performance data being circulated.

- 7.2 The work programme is designed to emphasise that Scrutiny has a responsibility to review and recognise positive work as well as consider other aspects where performance would be improved. It is hoped that this approach will reinforce the positive contribution of the Committee's work.

8. Recommendation

The Committee is asked to note the draft work programme, with items subject to final approval at the agenda setting meeting.

Report Author:

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Background Documents:

None

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Scrutiny Committee Work Programme – Updated 29 June 2017

(Live document – updated / amended as required)

7 July 2017

Scrutiny Committee Work Programme	
Select Committee Topic Review Process and to invite proposals for Select Committee Topics from Members	
Fire risk (KCC buildings and mitigation activity)	

27 July 2017 (Provisional)

One year on Energy Security Select Committee (in the absence of many former Select Committee Members)	

6 September 2017 (Provisional)

Select Committee Topic Review selection	

5 October 2017

Scrutiny Committee to receive and prioritise Select Committee Topic Proposals	
One year on Grammar Schools (in the absence of many former Select Committee Members)	
3 months from County Council Buses Implementation Plan to Scrutiny Committee	
Flood Risk Management Committee Annual Report	

29 November 2017

Scrutiny Committee to meet as Crime and Disorder Reduction Committee	

30 January 2018

Draft 2018/19 Budget and the Medium Term Financial Plan	

28 February 2018

17 April 2018

10 May 2018

Bus Transport Select Committee -1 year on report	

By: John Lynch, Head of Democratic Services
 To: Scrutiny Committee – 7 July 2017
 Subject: Select Committee – Work Programme

Summary: The Scrutiny Committee is asked to note the Topic Review selection process and invite proposals from Members for Select Committee topics.

1. Introduction

- (1) One of the Scrutiny Committee's responsibilities is to co-ordinate the programme of Select Committee Reviews.
- (2) The Select Committee Work Programme co-ordinated by this Committee is subject to endorsement by Cabinet.
- (3) Members are invited to submit proposals for Select Committee topics (outside of the Scrutiny Committee meeting) which will then be considered by this Committee at a future meeting (see **Appendix 1**).

2. Resources to support the Select Committees

- (1) The Research Officer resource sits within the Strategic Relationships and Corporate Assurance team. These resources will need to be diverted from current evaluation and transformation work and, therefore, Members are asked to consider timescales, the impact the reviews might have on limited resources and how best to prioritise the use of such resources.
- (2) Democratic Services will continue to provide support for Select Committees.
- (3) The available resources to support Select Committees will enable one Select Committee to be active at a time, with preparatory work being carried out on the next Select Committee as the active one reaches the end of its process.

3. Setting the Select Committee topic review work programme

- (1) At a future meeting of the Scrutiny Committee the proposer of each of the Select Committee topic reviews, along with the relevant Cabinet Member and supporting officer, will be invited to attend and present on their proposed topic.
- (2) Once all presentations have been made, the Committee will be invited to consider which topics to include within the work programme for the coming year or longer and the order in which the reviews are to be carried out. If a programme longer than one year is agreed, this will be reviewed by the

Committee on an annual basis to consider if the topic is still relevant and appropriate.

4. Timetable for Select Committee Reviews

- (1) If Members are minded to include any of the Select Committee proposals onto the Work Programme an approximate timescale for the start and conclusion of each of these reviews will need to be agreed in principle.

5. Select Committee Terms of Reference and Membership

- (1) It is the responsibility of any Select Committee to agree its Terms of Reference.
- (2) As agreed by the County Council in July 2013 there will be 9 Members on each Select Committee, comprising 7 Conservative, 1 Liberal Democrat and 1 Labour. Additional non-voting co-optees are permissible with agreement from the Select Committee once established.

6. Recommendation:

The Scrutiny Committee is asked to note the Select Committee Topic Review process and invite proposals from Members for Select Committee topics.

Report Author(s):

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Background document - none

ASSESSMENT OF A SELECT COMMITTEE TOPIC REVIEW

* - sections to be filled in by the proposer of the topic

*Subject of Proposed Review:-
*Reason for the Review:- (see Note 1 below)
*Issues to be covered by the Terms of Reference:-
*Scope of the review:-
*Purpose and objectives of the Review:-
Proposer of the review - (Please print name and sign)

To be completed by the Directorate/Cabinet Member(s)

Are there any reasons why this review should not be put forward for inclusion in the work programme for 2016/17? (see Note 2 below)	
Will the review support the achievement of “Facing the Challenge”? If yes, please identify aim(s) and give details:-	
How will the review contribute to corporate objectives and priorities?	
How will this review have an impact on KCC policy development and/or help to influence national policy?	
How will this review add value to the County Council and residents of Kent?	
Does the review need to be completed within a specific timeframe? If yes, please give details:	
Any additional comments from the Portfolio Holder/Corporate Director:-	
Portfolio Holder’s Signature:-	
Corporate Director’s Signature:-	
Contact Officer:-	Date:-

Notes

Note 1 - Possible reasons for the review

1. Key public issue, identified by
 - Member contact with constituents/member surgeries
 - Contact with key representative bodies/forums
 - Media coverage – Public interest issue covered in local media
 - Focus groups/citizens panels
2. Issue highlighted via a previous reviews
3. Issue recommended to another body e.g. Cabinet, Scrutiny Committee, a Cabinet Committee, Directorate or an external body.
4. Poor performing service i.e.:-
 - High level of complaints/dissatisfaction with service
 - Performance standards poor/below target – (evidence from PI's or benchmarking)
 - Identified through external review/inspection (OFSTED/Audit etc)
 - Budgetary overspends
5. Key reports or new evidence published
6. County Council priority
7. Central Government priority/New Government guidance or legislation published

Note 2 - Possible reasons why a review should not established added to the work programme.

1. Issue being examined by
 - Cabinet
 - Scrutiny
 - Officer Group
 - another internal body
 - an external body
2. It has been the subject of a topic review by other Councils from which details of best practice can be obtained.
3. New legislation or guidance expected.
4. **NB:** Before suggesting that a review should not be included in the work programme the following should be considered:-

Could consideration of this issue 'add value' without causing unnecessary duplication, for instance by:

- i) Looking at this issue in conjunction with another group,
- ii) Through appropriate timing of the topic review,
- iii) Through considering another group's findings rather than duplicating the same/or similar activity.

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