

DEMOCRACY AND GENERAL PURPOSES COMMITTEE MEETING

Date: Wednesday 4 September 2019
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Chappell-Tay, Mrs Gooch (Chairman), Hastie, Joy, Lewins, Perry, Purle and Webb (Vice-Chairman)

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

AGENDA

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| 1. Apologies for Absence | |
| 2. Notification of Substitute Members | |
| 3. Urgent Items | |
| 4. Notification of Visiting Members | |
| 5. Disclosures by Members and Officers | |
| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information. | |
| 8. Minutes of the Meeting Held on 3 July 2019 | 1 - 6 |
| 9. Presentation of Petitions (if any) | |
| 10. Question and Answer Session for Members of the Public | |
| 11. Committee Work Programme | 7 |
| 12. Workforce Strategy Update | 8 - 21 |
| 13. Protocols for Flying the Borough Council Flag at Half-Mast | 22 - 25 |
| 14. Nominations to Outside Bodies | 26 - 30 |
| 15. Democratic Representation Review | 31 - 44 |
| 16. Amendments to the Constitution - Outside Bodies | 45 - 65 |

Issued on Tuesday 27 August 2019

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

If you require this information in an alternative format please contact us, call **01622 602899** or email committee@maidstone.gov.uk.

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. Monday 2 September 2019). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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MAIDSTONE BOROUGH COUNCIL

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

MINUTES OF THE MEETING HELD ON WEDNESDAY 3 JULY 2019

Present: Councillors Mrs Blackmore, Chappell-Tay, Mrs Gooch (Chairman), Hastie, Joy, Lewins, Purle and Webb

Also Present: Councillor Naghi

6. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Perry.

7. **NOTIFICATION OF SUBSTITUTE MEMBERS**

There were no Substitute Members.

8. **URGENT ITEMS**

There were no urgent items.

9. **NOTIFICATION OF VISITING MEMBERS**

It was noted that Councillor Naghi was present as a Visiting Member, and indicated that he wished to speak on Item 13. Member Agenda Item Request from Cllr David Naghi: Protocols for Flying the Borough Council Flag at Half-Mast.

10. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

11. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

Note: Councillor Blackmore arrived during consideration of this item.

12. **TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION.**

RESOLVED: That all items be taken in public as proposed.

13. **MINUTES OF THE MEETING HELD ON 21 MAY 2019**

RESOLVED: That the minutes of the meeting held on 21 May 2019 be approved as a correct record and signed.

14. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

15. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

16. COMMITTEE WORK PROGRAMME

The Head of Policy, Communications and Governance informed the Committee that title of the Workforce Strategy Update was to be amended to reflect that it was a six-month update and that the update had been postponed from July 2019 to September 2019.

RESOLVED: That the Committee Work Programme be noted.

17. REPORTS OF OUTSIDE BODIES

The Committee thanked Councillor Joy for the report.

RESOLVED: That the Outside Body report be noted.

18. MEMBER AGENDA ITEM REQUEST FROM CLLR DAVID NAGHI: PROTOCOLS FOR FLYING THE BOROUGH COUNCIL FLAG AT HALF-MAST

Councillor Naghi introduced his report.

The Committee commented that it recognised the importance of respecting and recognising individuals that had served the Council.

In response to questions from the Committee, the Democratic and Electoral Services Manager said that:

- In the event of a clash, the order of precedence for civic events determined which flag was to be flown at half-mast.
- Work to understand approaches used by other Local Authorities had not been undertaken, but this could be incorporated into the scoping report.

RESOLVED: That Officers bring a report to the next meeting of the Democracy and General Purposes Committee, setting out the options and recommendations for member's consideration and decision.

Voting: For – 7 Against – 1 Abstentions – 0

19. OUTSIDE BODIES 2019/20

The Democratic Services Officer outlined that the report summarised Outside Bodies within the remit of the Democracy and General Purposes

Committee. It was stated that some Councillors had time remaining on their terms of office, having previously been appointed as Council Representatives, while other Councillors had been automatically appointed for the 2019/20 municipal year. The following nominations had been received for Council Representative positions:

- Councillor Joy for the Maidstone Street Pastors Management Committee.
- Councillor W Hinder for the Relief in Need Charities.

The Democratic Services Officer explained that a process had been suggested to provide a consistent and transparent approach to reviewing the number of positions for Council Representatives on Outside Bodies. Furthermore, the Allington Millennium Green Trust had confirmed that the term of office for a Council Representative was for a period of four years. Appendix 1 to the report was therefore to be corrected to reflect that Councillor Daley's term of office was due to expire on 2 August 2019.

The Committee commented that the Allington Millennium Green Trust was located within Bridge Ward, and therefore Bridge Ward Members should be eligible for this position.

The Democratic and Electoral Services Manager highlighted that work had been undertaken to review information that the Council held relating to Outside Bodies. As part of this work, an improved process for monitoring Outside Body appointments had been introduced.

RESOLVED: That:

1. The current Council Representatives be noted.
2. Councillor Denise Joy be appointed as a Council Representative on the Maidstone Street Pastors Management Committee.
3. Councillor Wendy Hinder be appointed as a Council Representative on the Relief in Need Charities.
4. The principles for reviewing Outside Bodies that have had vacant positions for a period of two full municipal years, as outlined in paragraphs 2.8 and 2.9, be agreed.

Voting: Unanimous

20. DEMOCRATIC REPRESENTATION REVIEW

The Democratic and Electoral Services Manager stated that paragraph 2.3 of the report was to be amended to read:

"The next County Council election year is 2021."

The Democratic and Electoral Services Manager explained that the report proposed a scoping report be considered by the Democracy and General Purposes Committee in September 2019. Several factors had contributed to the need for a review, such as population changes and development in the Borough, while a motion to investigate Whole Council Elections had been approved at Council on 27 February 2019.

The Committee suggested that the review include an assessment of the number of Councillors required in each ward, to ensure that Councillors had balanced workloads, and that a "Councillor per population" ratio would help to inform calculations. Furthermore, it was stated that the public consultation results on four yearly elections, from December 2010, were to be considered during the review.

RESOLVED: That:

1. A Democratic Representation Review be agreed and timetabled into the Democracy and General Purposes work programme.
2. The review be carried out by the full committee, with the possibility of smaller 4-5 member, working groups reserved for specific issues in the future.
3. That the Democracy and General Purposes Committee agree to proceed the work on Whole Council Elections.
4. A consultation be carried out with Members to identify any further issues with electoral boundaries, or other similar matters, with the results used to inform a scoping report, for the next meeting of Democracy and General Purposes Committee.

Voting: Unanimous

21. AUDIT, GOVERNANCE AND STANDARDS COMMITTEE - SELECTION PROCESS FOR THE APPOINTMENT OF PARISH COUNCIL REPRESENTATIVES

The Democratic and Electoral Services Manager said that Council had agreed that a selection process was required for selecting Parish Council Representatives on the Audit, Governance and Standards Committee in December 2018. This ensured that there was a consistent process for selecting representatives if the number of applications exceeded the number of vacancies.

In response to questions from the Committee, the Democratic and Electoral Services Manager replied that:

- The Democracy and General Purposes Committee appointed independent people to the Remuneration Panel, and therefore it was appropriate for the Committee to perform an independent selection process for Parish Council Representatives on the Audit, Governance and Standards Committee.

- The interview was to be conducted at a meeting of the Democracy and General Purposes Committee. Therefore, the quorum for the meeting was four Members, and the Chairman could use a casting vote if required.

RESOLVED: That

1. The Council be recommended to agree that if more than one candidate is nominated by Parish Councils to fill a vacancy in the office of non-voting Parish Council representative on the Audit, Governance and Standards Committee, the selection process outlined below be followed culminating in a recommendation being made to the Council:

*Completion of an expression of interest form by each candidate in support of their nomination; and
Interview by the Democracy and General Purposes Committee if appropriate.*

2. That to facilitate this process, the Council be recommended to agree the following changes to the Constitution:

Part 2 – Responsibility for Functions

Section 2.2.9 – Democracy and General Purposes Committee

FUNCTIONS	DELEGATION OF FUNCTIONS
6. To be responsible for the appointment of independent persons to the Independent Remuneration Panel for Councillors' Allowances.	N/A
6. Consider applications from persons wishing to act as Independent Persons in connection with Councillor and Statutory Officer conduct; and for the Independent Remuneration Panel and make recommendations to Council to appoint such persons.	N/A
7. In the event of more than one candidate being nominated by Parish Councils to fill a vacancy in the office of non-voting Parish Council representative on the Audit, Governance and Standards Committee, to consider	N/A

expressions of interest in support of the nominations, and make a recommendation to Council as to the person to be appointed. <i>Subsequent paragraphs to be renumbered</i>	
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Voting: Unanimous

22. DURATION OF MEETING

6.31 p.m. to 7.15 p.m.

2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Committee Structure Review - 6 Month Update	D&GP	Nov-19	Angela Woodhouse	Mike Nash
Planning Committee Terms of Reference - 6 Month Update	D&GP	Nov-19	Angela Woodhouse	Ryan O'Connell
Pay Policy Statement 2020	D&GP	Jan-20	Bal Sandher	Bal Sandher
Workforce Strategy Update	D&GP	Jan-20	Bal Sandher	Bal Sandher
Annual Reports of Outside Bodies and Consideration of Outside Bodies for the Next Municipal Year	D&GP	Mar-20	Angela Woodhouse	Mike Nash

✓

Agenda Item 12

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

**4 SEPTEMBER
2019**

Workforce Strategy Update Report

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Stephen McGinnes, Mid Kent Services Director
Lead Officer and Report Author	Bal Sandher, Head of HR Shared Services
Classification	Public
Wards affected	No wards

Executive Summary

The Council has had a Workforce Strategy since 2008 and this has been reviewed and developed as the priorities and environment has changed. The most recent version covers the period 2016 - 2020 and was agreed at the Policy and Resources Committee 29 June 2016. As part of the approval the P&R Committee requested that the Employment Committee should receive progress updates twice per year. Following the Committee Structure Review undertaken by the Democracy Committee in the 2018/19 municipal year, the functions of the Employment Committee now fall under the Democracy and General Purposes Committee.

At Appendix 1 the report sets out the progress made against the action plan that supports the Workforce Strategy.

Purpose of Report

The report is for noting.

This report makes the following recommendations to this Committee:

1. That the progress of the actions set out in the Workforce Strategy be noted.

Timetable

Meeting	Date
Democracy and General Purposes Committee	4 September 2019

Report title here

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Workforce Strategy has an impact on all aspects of the corporate priorities.	Bal Sandher, Head of HR
Cross Cutting Objectives	The Workforce Strategy has an impact on all objectives.	Bal Sandher, Head of HR
Risk Management	The overarching risk is that if the council does not have a Workforce Strategy it may fail to put in place the actions to deliver the priorities.	Bal Sandher, Head of HR
Financial	Workforce costs are the single biggest area of expenditure for the Council, accounting for around half of the Council's total budget. The Workforce Strategy therefore has a financial impact, but this is costed within the normal annual budget. Specific initiatives described within this report are also funded from within existing budgets.	Section 151 Officer & Finance Team
Staffing	The Workforce Strategy will have an impact on staff – this should be a positive impact as we work to ensure that there are improvements.	Bal Sandher, Head of HR
Legal	Although there may be specific actions arising out of the Strategy that require legal input, there is nothing identified in the plan overall that will have legal implications.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	No personal data is contained in the report.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Equalities	No impact identified as a result of this update report. As an employer the Council has a duty to fulfil under the Equality Act 2010. This is ongoing and is embedded in the processes to deliver the Work Force Strategy	Equalities and Corporate Policy Officer
Public Health	No impact identified at this time	Bal Sandher, Head of HR
Crime and Disorder	No impact identified at this time	Bal Sandher, Head of HR
Procurement	No impact identified at this time	Bal Sandher, Head of HR

2. INTRODUCTION AND BACKGROUND

2.1 The key themes of the Workforce Strategy are:

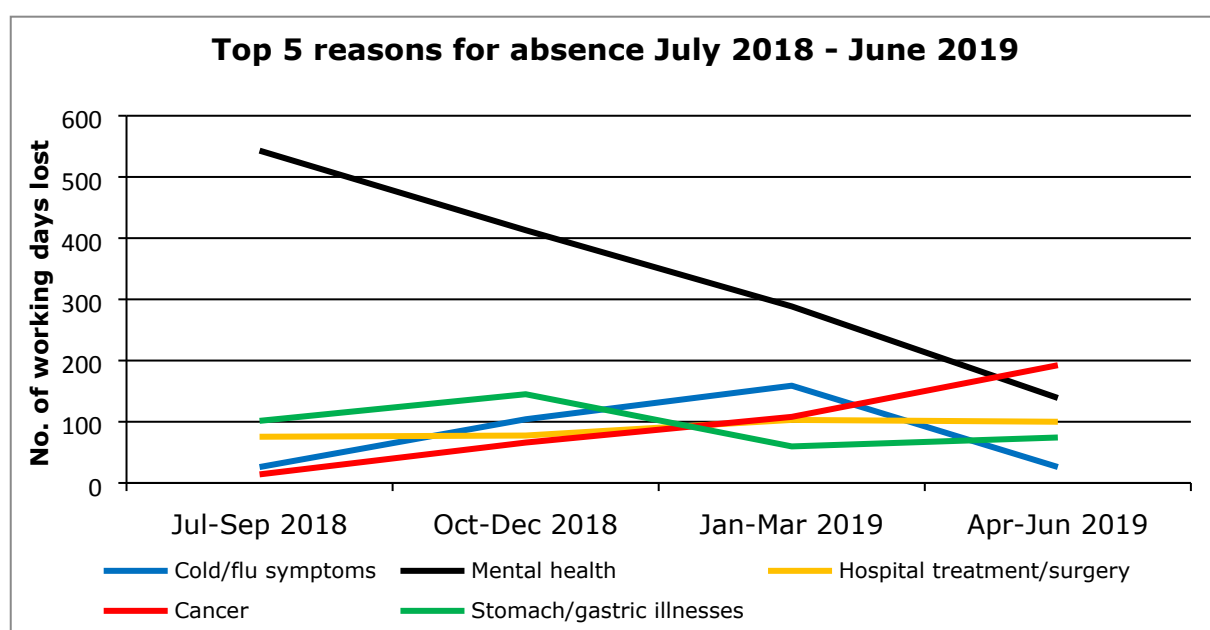
- Organisation culture and change;
- Resourcing;
- Development, and
- Reward.

2.2 There has been progress against all of the themes, much of which is cross cutting and affects more than one theme.

2.3 Organisation culture and change

2.3.1 We have rolled out Mental Health First Aid training in 2018 and 2019 with a total of 30 staff trained in Mental Health First Aid. The feedback from staff after the training course has been that managers also need to have knowledge on mental health to enable them to recognise signs of mental illness as well as provide the support required by staff. We have therefore organised training on Mental Health for Managers, this is not the full Mental Health First Aid training but a one day programme covering key knowledge areas on mental health. We also provide quarterly supervision sessions to our Mental Health First Aiders to ensure their knowledge and skills are kept up-to-date and to provide them with additional support if required.

2.3.2 A report was presented to the Employment Committee in June 2018 on Employee Wellbeing and Mental Health. At the time, the main reason for long term absence was mental health which had substantially increased during the year. The figures for June 2019 show a significant improvement in mental health with figures at a similar level to other absences at the council.

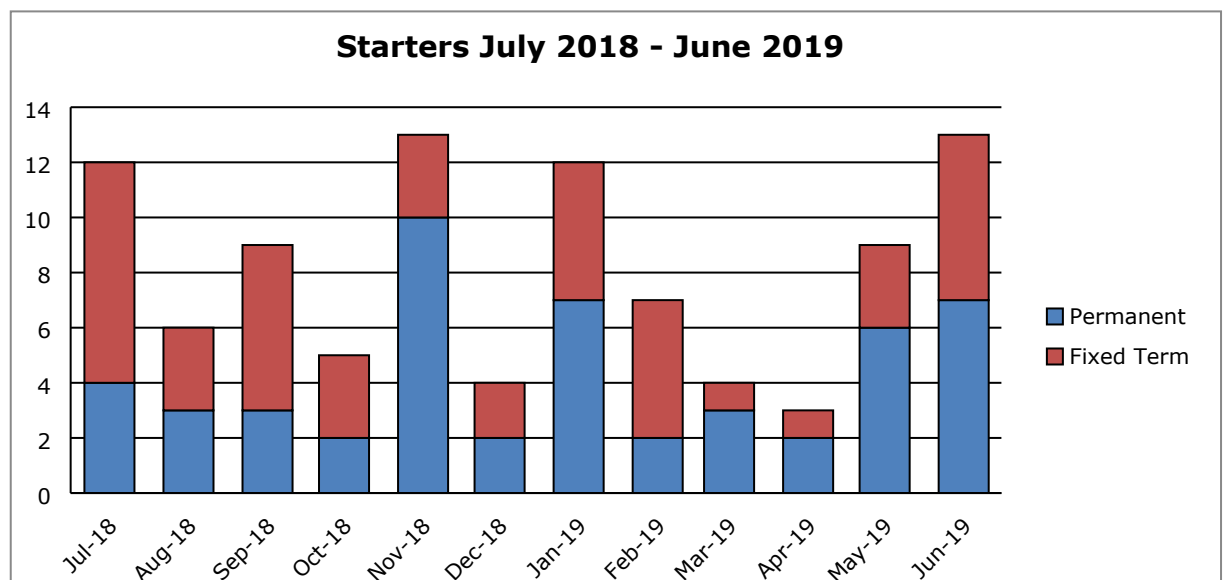


The HR Advisors have been regularly reviewing and monitoring absence levels and advising managers in taking appropriate actions in order to reduce the level of sickness. Each service area has a dedicated HR Advisor who meets with them on a regular basis to discuss ongoing cases and highlight where employees have met sickness triggers. The meetings provide an opportunity for managers to seek case specific HR guidance and support. They also help to ensure that a fair and consistent approach in managing absence has been taken both within and across services and that any emerging issues or barriers in managing absence effectively are quickly identified and addressed. In addition, we have continued delivering wellbeing initiatives, training in resilience and personal best which aims to put a more positive focus on mental health. The training in resilience also includes a combination of the science of stress, mindfulness and other coping mechanisms as well as overall well-being.

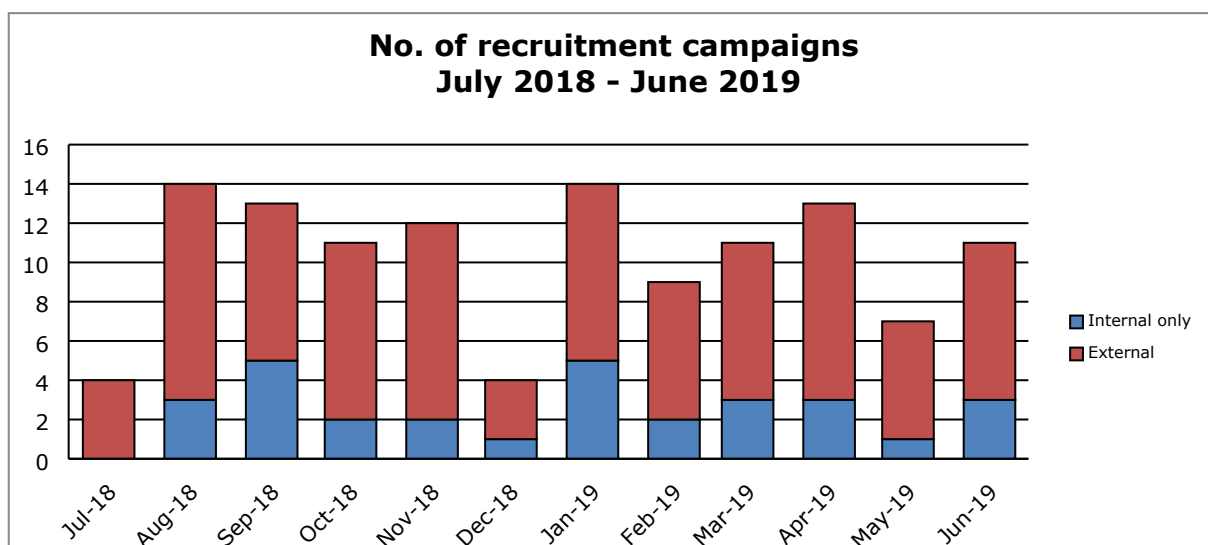
- 2.3.3 The One Council update in February 2019 was organised at Maidstone's Leisure Centre and provided the opportunity for all staff to attend the one session. The event provided an update on the new Strategic Plan and informed staff on the new priorities that they will be working towards as well as providing an update on the progress of various projects. The annual staff awards also took place to recognise the great contribution team members have made to achieving the council's objectives and delivering great services to the public. This has become an important part of reinforcing our culture and values.
- 2.3.4 The One Council event held in July 2019 was delivered differently compared to previous events. This was held at Mote Park and provided the opportunity for staff to use the new facilities in the park and to also see the work that had been carried out in Mote Park by the council. The event was also to thank staff for all their hard work during the year and allowed staff the time to enjoy the facilities in the park. This has proved to be a valuable team building session as staff had the opportunity to spend time as a team and to communicate with staff from other departments. Positive feedback was received on this event as 90% of employees that attended the One Council found the event very enjoyable.
- 2.3.5 The Council's last Investors in People (IiP) review took place in January 2017, resulting in achievement of the IIP Silver accreditation. The Council's next assessment is due in January 2020 and following a review with the Wider Leadership Team it has been decided that the Council will not go forward with this assessment but instead create our own annual engagement survey. This will allow the council to focus on key areas to obtain staff feedback and to action any concerns. Regular pulse surveys will also be introduced to provide additional information and to monitor improvements. These short surveys will help to support improvements in staff engagement, and help us measure how successful our staff engagement initiatives are.

2.4 Resourcing

- 2.4.1 We have introduced a new HR service delivery model from April 2019. This requires HR Advisors to attend Head of Service team meetings with their managers to go through key workforce data on turnover, sickness absence, recruitment, starters and leavers and many other areas. The meetings have also proved to be useful to deliver short training sessions on areas that managers need further support on such as managing sickness, understanding the role of mental health first aiders and providing updates on changes to policies and procedures. By providing the knowledge and skills managers will be able to have the capability and confidence in delivering their role more effectively in managing staff.
- 2.4.2 During the last 12 months from July 2018 to June 2019, the team have supported managers in recruiting 95 new staff at the council. This has included permanent and fixed term contracts to various positions at the council. In addition, there were 64 staff that left the organisation over this period.



The number of recruitment campaigns completed during the same period has been 123; this includes internal and external recruitment. There has been an increase in the recruitment activity for July 2018-June 2019 compared to previous years which mainly relate to new posts being created in areas such as Housing.



2.4.3 A careers fair at Maidstone Grammar School that included 26 other public and private sector employers, was attended by HR and the Head of Planning. The careers fair was visited by students from all year groups including sixth form students. The students that attended the event had the opportunity to learn about the work delivered by the council and the different types of jobs available for employment or as an apprenticeship programme. Career fairs provide an effective way to promote the work of the council as well as address any questions the students may have on the sector including career opportunities. We will be looking at further opportunities for the team to attend career fairs at local colleges and schools.

2.4.4 All employers with a salary cost of over £3 million per annum must pay an apprenticeship levy of 0.5% of their monthly pay bill. In addition, we are required to have 2.3% of the workforce on apprenticeships as an average from period 01/04/2017 to 31/03/2021. For Maidstone Borough Council this equates to approximately 14 apprentices a year on average.

An apprentice can be a newly appointed member of staff, employed into an apprentice post, or can be an existing member of staff undertaking an apprenticeship qualification. We currently have 5 apprentices within the Council. We also have 11 staff studying for a qualification through this route with another 8 staff interested in completing apprentice qualification in 2019-2020. This will support the Council in meeting the public sector targets of 2.3% of the workforce undertaking an apprenticeship programme.

2.5 Development

2.5.1 In 2018-2019, the central training budget of £42,850 was allocated. The central training plan provides training to staff in areas such as health and safety, safeguarding, management development, personal effectiveness, wellbeing, customer service and IT. There has been 68.5 days of training provided to staff in 2018-2019, which saw 905

places filled by staff, and nearly half of this was delivered by our internal team.

- 2.5.2 The cost of the Council's eLearning system is met from within the training budget. The eLearning system, elms, provides training on; health and safety, safeguarding, management development, personal effectiveness, mental health, wellbeing, information governance, and equality & diversity. In the 2018-2019 year, 2751 courses were completed by staff.
- 2.5.3 Each Service Unit within the Council also has its own training budget, which is used to meet specific and specialist training needs for their team members, often involving attendance on external courses, conferences and seminars.
- 2.5.4 Following last year's cycle of appraisals we carried out an internal survey to understand staff's view on our appraisal process system and the impact it had on their motivation. The results were largely positive with more than 90% of staff feeling that they received useful feedback from their line manager in their appraisal. 62% of staff said they felt motivated after their appraisal, and 70% of staff said they were having regular 1:1's with their line manager. Regular discussions and feedback are an important element of staff engagement and going forward we will be working with line managers to develop their skills in 1:1 meetings and ensure that the meetings take place regularly for all staff. We are currently piloting with two teams within the Council a revised approach to appraisal, which is focused on regular check-ins (1:1's), rather than a formal appraisal and mid-year review. The teams involved in this pilot include the Business Transformation and Street Scene teams. The pilot includes testing some software to support both the manager and team member with keeping a record of their progress, actions, development needs, as well as an opportunity to give and receive feedback to and from others. Results of the pilot will be presented to Management team at the end of the trial period.
- 2.5.5 We delivered two further Personal Best programmes in 2018-2019 and have committed to another two programmes this year. The Personal Best programme is for non-managers and provides 4 ½ days of training designed to support people in developing a growth mind-set, vital in organisations undergoing change and needing staff to get involved in innovation and developing new ideas. This year's programmes will be delivered by our Learning and Development Manager who is training to be a Facilitator for the programme, which reduces the cost to the Council. We will also be running this year a Personal Best for Leaders programme, so that our managers and supervisors are better able to support their team members in developing growth mind-sets and meeting the challenges being placed on them. As part of the programme, CLT will be asked to identify up to 5 challenges that the Council is currently facing, and then in smaller action learning sets the delegates will be tasked to try and come up with some implementable solutions.

2.6 Reward

- 2.6.1 Employees often underestimate the value of their reward package, particularly when it comes to benefits beyond salary payments. Total reward statements have been introduced to enable staff have a better understanding of their full employment package with the council as this includes all rewards/benefits received by staff as well as other benefits that are available to them as an employee of the council. The statements will help to inform staff of the true value of their employment package with the council as they will be able to see the details of each benefit they receive such as employer pension contributions, payment made by the council towards bus travel, training and development costs and other monetary and non-monetary values. As well as online statements through iTrent, we have also created annual total rewards statements and these were sent to all staff in April. This was to ensure staff that do not have access to iTrent, such as staff working in non-office roles are also able to view the employment package they receive from the council. The total reward statements were communicated to staff in all satellite offices through a number of roadshows and included briefings on current benefits available to staff. A video has also been created by the Communications Team to support the development of total reward statements and has been used as part of the roadshows. A link to the video has been included as a Background Document.
- 2.6.2 There have been a number of wellbeing events organised and promoted over the last few months. In April, we promoted Stress Awareness month and provided advice on how to manage and cope with stress as well as where to obtain further support. On Dementia Action week in May we organised an information session for staff with an external Dementia Friends Champion to raise awareness on dementia. As part of National Diabetes week in June, information was sent to all staff on this year's campaign which was focused around spreading awareness about how it feels to live with diabetes and encouraging those living with the condition to open up. The main purpose for these wellbeing events is to encourage individuals to take preventative measures to avert the onset or worsening of an illness or disease and to adopt healthier lifestyles.
- 2.6.3 The council recognises that many of its employees have parental and caring responsibilities. In recognition of National Carers week we held workshops for staff to provide information, answer questions and to address any challenges faced by staff. The sessions were focused on the council's policies that related to taking time off, flexible working options as well as the support and wellbeing initiatives available from the council to support working parents and carers.
- 2.6.4 The annual Wellbeing week took place between 25 February and 1 March 2019. A number of events were organised across the council at different sites to promote the importance of being healthy and active. Staff feedback was very positive about the events offered and delivered during the week. The aim of the week is to raise awareness on wellbeing by arranging opportunities for staff to get involved in

activities that will improve their fitness, mental health and their overall wellbeing.

- 2.7 The Workforce Strategy sets out the key themes for the period 2016-2020, there is an associated action plan that will be updated on a regular basis to ensure the council continues to develop. The action plan that was agreed in June 2016 is at Appendix 1 and it has been updated with the progress to date.
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3 AVAILABLE OPTIONS

- 3.1 The Committee is asked to note the progress to date, and agree that work continues on the current action plan. Members could substitute alternative actions or add to the existing ones.
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4 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is for the Committee to note the developments and support the on-going work.
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5 RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
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6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Workforce Strategy was developed with input from the managers in the organisation and discussed with both the trade unions and Staff Forum.
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7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Developments based on the Workforce Strategy are regularly communicated to managers and staff through the council's newsletter, Team Talk activities, consultation with trade unions, Staff Forum and by email.
- 7.2 Actions within the Workforce Strategy are regularly reviewed by the Wider Leadership Team and twice a year by the Committee.
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8 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Workforce Plan 2016-2020 Progress September 2019
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9 BACKGROUND PAPERS

Workforce Strategy

https://www.maidstone.gov.uk/_data/assets/pdf_file/0007/164653/MBC-Workforce-Strategy-2016-to-2020-final-002.pdf

Total Rewards Video

<https://www.maidstone.gov.uk/home/primary-services/jobs-and-apprenticeships/employee-rewards-and-benefits>

Appendix 1: Workforce Plan 2016-2020 Progress September 2019

Key Theme	Need / Driver	Outcome	Action	Responsibility	Update / Timescale	
18	Organisational culture and change	Increased partnership work.	Flexibility in workforce movement.	Secondments arranged into and out of partner sector	HR Manager	Ongoing
	Maintain and develop the organisation culture to be consistent with the values and priorities	Increased levels of employee engagement	Employee engagement survey Team talks/briefs; One Council meetings; Service planning and appraisal	Wider Leadership Team (WLT)	Ongoing One Council briefing in February and July 2019 delivered. To organise the One Council including staff awards for January 2020 Engagement survey to be created internally for staff feedback on engagement levels Engagement plan to address all levels developed – monitored by CLT	
			Develop a Council engagement plan			
		Minimise stress amongst the workforce	Programmes – recognising and managing stress (for managers)	L&D Manager	Resilience training on-going. New site created with support and resources for staff on mental wellbeing	
	Training for staff and managers to recognise and manage stress and reduce the organisational causes of stress		L&D Manager	Mental Health First Aid training delivered. Mental Health First Aid policy developed and delivered on role of MHFA and line managers Mental Health for managers training to be delivered.		
	Increased income generation including through regeneration and commercialisation	Organisation structure designed to meet key priorities	Senior management structure and development programme Strengthen project and programme management capacity and skills	Chief Executive Officer (CEO) with Corporate Leadership Team (CLT) and WLT	On-going capital projects Payroll service for Dartford Borough council - ongoing.	
	Senior Leadership is visible	Employees feel that senior leaders are approachable, listen and live the values	One Council briefings, back to the floor and attending local team meetings	Policy, Wider Leadership Team (WLT)	One Council briefing twice per year Back to the floor carried out by the WLT	
Staff Forum meetings to gain			CLT	Staff forum review complete		

			representative views		
			WLT to visit staff during wellbeing week and birthday teas	WLT	Ongoing
	Employees are engaged with organisation purpose	Employees know where they fit in to the organisation and how they help deliver priorities	Team talks delivered by line managers	WLT Line managers	Ongoing
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/ Timescale
19	The organisation is fully resourced with the right skills to deliver council priorities	Streamlined processes for greater efficiency	Electronic authorisation process and appropriate delegations	Head of HR (HHR) Web Team	Completed
		Council is presented in the best light to attract good candidates	Council job page with attractive information for candidates	HR Manager	New job page created with information on the borough and the council. Review induction programme for all staff
		Competitive employment package to attract and retain good people	Appropriate use of market supplements in skill shortage areas	HR Manager	Ongoing and has improved recruitment in hard to fill areas (Planning and Building Control)
		Maximise effectiveness of the full team to deliver council priorities	Line managers are trained and address performance and absence issues	Line managers	Absence management training ongoing, absence monitored by Wider Leadership Team
	A representative and balanced workforce	Increase the % of employees under the age of 25	Apprenticeship programme	HHR	Apprenticeship road shows completed. Training and qualifications agreed for existing staff through the apprenticeship levy. Careers fairs at local schools and colleges to continue
	A representative and balanced workforce	Council that values equality, diversity and inclusion	Meet the Disability Confident employer status Calculate and report on the Gender Pay Gap	HHR	Awarded Disability Confident Committed certificate in November 2018. To provide an update on figures by the deadline of 31 March 2020. Minimal difference between male and female pay rates
Resourcing Development	The organisation is fully resourced with the right	No skill / knowledge gaps because of retirements or	Succession planning and multi-skilling to ensure	WLT	'Developing Everyone' analysis to be carried out following Appraisal

	skills to deliver Council priorities	turnover Organisational effectiveness increased, workloads reduced	business continuity Managers trained to use 'lean processing' approach to streamline work Change in mind-set of employees to overcome challenges in their roles	L&D Manager WLT	March/April 2020 Complete Pilot on Personal Best training completed. To roll out further Personal Best training to key areas. To deliver Personal Best programme for leaders.
Development	Develop consistency of approach by leaders and managers	Managers and leaders know what is expected of them as a 'Maidstone Manager'	Management development; 360°feedback. All new managers to go through the manager induction programme Review the appraisal process to ensure still meets business requirements	L&D Manager and WLT	Line manager induction programme to be developed and communicated to managers via Managers Forum and Intranet. Appraisal survey sent to all staff and feedback received. To develop manager skills in 1:1 meetings with their staff. Pilot new software on check-in's and evaluate feedback
20	The organisation is fully resourced with the right skills to deliver council priorities	Blended approach to learning All employees engaged in personal development	All employees have development plan; training plan in place to address future skill gaps Development of new eLearning package with tailored programmes	L&D Manager Line managers	Reinforced through the introduction of the 'Developing Everyone' appraisal process
	A flexible workforce	Internal recruitment and selection enables horizontal movement to develop careers and give employment stability	Streamline processes for internal re-deployment. Training for new roles and ways of working eg arising from service reviews and business transformation	HHR	Ongoing
Key Theme	Need / Driver	Outcome	Action	Responsibility	Update/Timescale
Development	A flexible workforce	Develop a range of skills	Secondments encouraged	HHR	Ongoing
			Work shadowing process developed to facilitate people spending time in other areas	HHR	WLT/CLT Job Swap programme in place.
	A safe workforce	A strong health and safety	Deliver the Health and	Health and	Ongoing monitoring through the

		culture with minimal accident levels.	Safety action plan	Safety Officer Line managers	Health & Safety Committee.
Rewards	Retain competitive position as an employer	Reinforce benefits package so that employees feel they are fairly rewarded.	Update and re-issue employee handbook	HR Manager	To update with new Strategic Plan
			Health and wellbeing initiatives developed	HR Manager Community Development	Ongoing, Well-being week to be arranged for February 2012. Roll out wellbeing events during the rest of the year. Flu vaccinations to be delivered in Oct 2019
			Total benefits statement developed	HHR	Developed TRS in iTrent and delivered statements to all staff
			Enhance rewards and benefit provision at the Council	HR Manager	Salary sacrifice car scheme through Tusker - delivered
	Employees feel they are fairly rewarded		Review and promote current rewards and benefits	HHR	Regular communication on staff benefits and promote any new ones
	Staff feel valued for their contribution		Awards ceremony continued and strengthened	HHR	To be included as part of the One Council event in February 2020
			Mechanisms developed to increase the ways for recognising staff	HHR	Ongoing Revised recognition process through policy & performance introduced

Agenda Item 13

Democracy and General Purposes Committee

4 September 2019

Protocol for Flying the Borough Flag at Half Mast

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Ryan O'Connell, Democratic and Electoral Services Manager
Classification	Public
Wards affected	All

Executive Summary

To bring forward the requested matter of whether to adopt a local protocol for flying the Borough flag at half mast.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the Borough Council continue to use the existing protocol, as set out in 'Civic Ceremonial'

Timetable

Meeting	Date
Democracy and General Purposes Committee	4 September 2019

Protocol for Flying the Borough Flag at Half Mast

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	None	Democratic and Electoral Services Manager
Cross Cutting Objectives	Heritage is Respected	Democratic and Electoral Services Manager
Risk Management	The issue is low risk, but the recommendation is made in order to manage the risk of opening up the protocol too far and suffering from unintended consequences.	Democratic and Electoral Services Manager
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Democratic and Electoral Services Manager
Staffing	We will deliver the recommendations with our current staffing.	Democratic and Electoral Services Manager
Legal	There are no legal implications	Democratic and Electoral Services Manager
Privacy and Data Protection	There are no privacy and data protection implications.	Policy and Information Team
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Democratic and Electoral Services Manager
Public Health	There are no implications for public health.	Democratic and Electoral Services Manager
Crime and Disorder	There are no implications for Crime and Disorder	Democratic and Electoral Services Manager
Procurement	There are no procurement implications	Democratic and Electoral Services Manager

2. INTRODUCTION AND BACKGROUND

- 1.1 Cllr Naghi raised a Member item request that was considered at Democracy and General Purposes Committee on 3 July 2019. The Committee requested an officer report on the item.
 - 1.2 The Council flies its flags from the Town Hall and has civic protocols to follow for both the Union Flag and the Borough Flag. The Council also has other flags it flies on different occasions. The Union Flag is flown at half mast on set occasions, for example in accordance with specific plans on the death of a senior national figure, or as directed by the Lord Chamberlain's department; when this occurs the Borough Flag would also be flown at half mast. Other than that requirement the Borough Flag is flown at half mast in accordance with a nationally accepted protocol, as set out in Civic Ceremonial as follows:
 - The local authority's flag should be flown at half-mast on the death of the Mayor... from the day of death until sunset on the day of the funeral.
 - It may also be flown at half-mast on the death of a serving member of the Council, the Honorary Recorder or an ex-Mayor..., on the day of the funeral until sunset.
-

3. AVAILABLE OPTIONS

- 3.1 The Committee could opt to create its own local protocol for the Borough Flag. The scope of that protocol could be broad, to include officers and former members of the Council, or it could be more limited, for example covering members who have served a specific period of time as a Councillor.
 - 3.2 The Committee could decide to stay with the existing protocol which is set out in section 2 above.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is 3.2, to retain the existing protocol and not produce a local protocol.
- 4.2 The current arrangement recognises the importance of the office of Mayor, as the First Citizen of the Borough with the flag flown at half mast for the full period from death to funeral, whilst also recognising the status of serving members as part of the Council, and the specific civic status of ex-Mayors and the Honorary Recorder.
- 4.3 The advantage of this protocol is that it is clear and provides a line as to who will have the flag flown at half-mast without entering into debates or ambiguity as to who should or should not be included, and helps to

manage issues that arise around when somebody has died and how much attention the family want drawn to it.

- 4.4 Ensuring the flag is flown appropriately can be complicated as the death of an individual is a difficult and emotional time, and it is not always the wish of the family to have the news spread widely. This can lead to periods of time where the Council is unsure if a particular person is deceased and it would be hard to identify when the flag should be flown at half mast, or even if it is desired by the family. This is particularly important as the public see the flag flying at half mast and inquire as to who it is for with the Mayoral office.
- 4.5 Furthermore, broadening the scope of flying the flag at half mast to include, for example, former councillors who served for, or officers who worked at the Council for a particular length, opens up additional complications. One question could relate to how the individual left the Council and whether the Council should wish to honour that person with a flag at half mast. For example a long serving officer who left the Council because of a disciplinary issue might not be someone that the Council would objectively want to afford the honour.
- 4.6 The Council has other ways of honouring individuals who have made a significant contribution to the Borough, for example through appointing Honorary Aldermen and this is considered by a resolution of Full Council to ensure it is an honour the Council wishes to bestow. Such actions to confirm the Council is happy, or check the background to an individual's service, are not possible in the case of somebody dying.

5. RISK

- 5.1 There are no additional risks arising from the preferred option as it represents no change. The reasons for recommending this approach are in part to manage the risks around writing a new protocol and broadening its scope. These are referenced in section 4 above.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 None

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 None required.

8. REPORT APPENDICES

None

9. BACKGROUND PAPERS

None

Agenda Item 14

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

**4 SEPTEMBER
2019**

Nominations to Outside Bodies

Final Decision-Maker	Democracy and General Purposes Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Mike Nash, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

Nominations have been received for Council Representative positions on the Allington Millennium Green Trust and Relief in Need Charities. These nominations are to be considered by the Democracy and General Purposes (D&GP) Committee.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

That the Committee consider the nominations received for positions on the Allington Millennium Green Trust and Relief in Need Charities and makes an appointment if appropriate.

Timetable

Meeting	Date
Democracy and General Purposes Committee	4 September 2019

Nominations to Outside Bodies

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.	Democratic Services Officer
Cross Cutting Objectives	Each organisation has a different remit and will contribute to the cross-cutting objectives in various ways.	Democratic Services Officer
Risk Management	There are no significant risks associated with the appointment of Council Representatives.	Democratic Services Officer
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Democratic Services Officer
Staffing	We will deliver the recommendations with our current staffing.	Democratic Services Officer
Legal	Under the Council's Constitution it is a function of the Democracy and General Purposes Committee to appoint Members to the outside bodies assigned to the Committee. The outside bodies identified in the report are so assigned.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Team Leader (Corporate Governance), MKLS
Equalities	The recommendations do not propose a change in service and therefore will not require an equalities impact assessment.	Equalities and Corporate Policy Officer
Public Health	No implications.	Democratic Services Officer
Crime and Disorder	No implications.	Democratic Services Officer
Procurement	No implications.	Democratic Services Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Following the advertisement of Council Representative vacancies, nominations have been received for the Allington Millennium Green Trust and Relief in Need Charities.

Allington Millennium Green Trust

- 2.2 There is currently a vacancy on the Allington Millennium Green Trust, as Councillor Dan Daley's term of office expired on 2 August 2019.
- 2.3 At its meeting on 3 July 2019, the D&GP Committee stated that, following a boundary review, the Allington Millennium Green Trust was located in Bridge Ward. The D&GP Committee queried whether the Council Representative position should therefore be restricted to only Allington Ward Members.
- 2.4 Confirmation has been received from the Allington Millennium Green Trust that there is no requirement for an Allington Ward Member to hold this position, however, when this position was advertised to all Councillors, the only nomination received was from an Allington Ward Member. A nomination form has been attached as an appendix to this report.
- 2.5 If an appointment is made, the term of office for this position will be from 5 September 2019 to 4 September 2023.

Relief in Need Charities

- 2.6 There is an upcoming vacancy on the Relief in Need Charities, as the position currently held by Ms Daphne Parvin is due to expire on 2 November 2019.
- 2.7 This vacancy was advertised to all Councillors, while Ms Parvin was also invited to put herself forward for a further term of office.
- 2.8 No nominations were received from current MBC Councillors, however, Ms Parvin has stated that she is willing to continue in the role for another term. No nomination form has been attached to this report, however, the Committee are asked to consider appointing Ms Parvin to this position.
- 2.9 If an appointment is made by the D&GP Committee at its meeting on 4 September 2019, the term of office for this position will be from 3 November 2019 to 2 November 2023.

3. AVAILABLE OPTIONS

- 3.1 The Committee could do nothing. This is not recommended as it would mean that no additional Council Representatives are appointed to Outside

Bodies. This could damage the relationships that the Council fosters with these organisations.

3.2 The Committee could appoint to the various Outside Bodies as appropriate.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 Option 3.2 is recommended as there is a need to ensure that these vacancies are filled as soon as possible.

5. RISK

5.1 There are no significant risks associated with the appointment of Council Representatives.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 All Committees responsible for appointing Council Representatives to Outside Bodies considered a report in July 2019. These reports summarised the current status of Outside Bodies including appointments, nominations and outstanding vacancies.

6.2 All Councillors have been emailed to advertise the vacancies on Outside Bodies.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Relevant Outside Bodies will be contacted to inform them of any appointments made by the Committee.

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Nomination Form - Cllr Daley - Allington Millennium Green Trust
-

9. BACKGROUND PAPERS

None.

NOMINATION FORM TO OUTSIDE BODY

Date July 12th 2019.....

NAME:	Dan Daley
ADDRESS:	9, Frinstead walk, Allington, Maidstone ME16 0NN
TELEPHONE NO:	01622 672459
NAME OF ORGANISATION APPLYING FOR:	Allington Millennium Green Trust
ROLE APPLYING FOR:	Director
REASON FOR APPLYING:	Ability to continue my present position since inception in 2000
WHAT SKILLS AND EXPERIENCE COULD YOU BRING TO THE ORGANISATION	The understanding of the role of the Green and the reason for its establishment. Its place in the community in providing not only ecological and natural habitats in an otherwise residential area, but the promotion, upkeep and maintenance of the public amenity which is not in any way generally supported by the Borough Council or the Taxpayer.

Democracy and General Purposes Committee

4 September 2019

Democratic Representation Review – Structure and Timetable

Final Decision-Maker	Democracy and General Purposes
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Angela Woodhouse, Head of Policy, Communications and Governance and Ryan O’Connell, Democratic and Electoral Services Manager
Classification	Public
Wards affected	All

Executive Summary

This report provides a summary of the consultation undertaken and recommends a way forward for considering Whole Council Elections and the Democratic Representation Review.

Purpose of Report

To agree the approach and structure of the review, taking into consideration the feedback from the Members survey and workshop, and to consider the factors to be covered in the Whole Council Elections report

This report makes the following recommendations to this Committee:

1. That the new approach, structure and timetable for the review as set out in Appendix 1 be agreed; and
2. The factors listed in Appendix 2 be included in the report on Whole Council Elections in November 2019.

Timetable

Meeting	Date
Democracy and General Purposes Committee	4 September 2019
Democracy and General Purposes Committee	13 November 2019

Democratic Representation Review – Structure and Timetable

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Effective democratic representation and elections underpins all the Council's objectives.	Democratic and Electoral Services Manager
Cross Cutting Objectives	Effective democratic representation and elections underpins all the Council's objectives.	Democratic and Electoral Services Manager
Risk Management	Please see section 5 below.	Democratic and Electoral Services Manager
Financial	<ul style="list-style-type: none"> Whilst there are no direct financial implications in this report, the financial impact of Whole Council Elections is a factor that will be considered as part of the final decision on whether to switch to election method. There are potential costs ranging from £10k to £32k for carrying out an appropriate consultation to support the Whole Council Election decision making process. The funding for any consultation will need to be considered and approved by Policy and Resources Committee. 	Democratic and Electoral Services Manager
Staffing	We will deliver the recommendations with our current staffing.	Democratic and Electoral Services Manager
Legal	<ul style="list-style-type: none"> Any decision to go to Whole Council Elections will need to be made in accordance with Part 2, Chapter 1 of the Local Government and Public Involvement in Health Act 2007 (as amended) and in accordance with the requirements set out in section 33 of that Act. This has been factored in to the recommended timetable. 	Team Leader (Corporate Governance), MKLS

	<ul style="list-style-type: none"> Any decision on a Community Governance Review, or Single Member Wards arising will need to be made in accordance with Part 4, Chapter 3 of the Local Governance and Public Involvement in Health Act 2007 and the Statutory Guidance on Community Governance Reviews issued by the Secretary of State, under sections 100(1) and (3) and the Local Government Boundary Commission for England (LGBCE) under section 100(2). This has also been factored into the timetable proposed. 	
Privacy and Data Protection	<ul style="list-style-type: none"> None directly but any future consultation on this issue will be carried out with the Council's Policy and Information team and will comply with the data protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. 	Team Leader (Corporate Governance), MKLS
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Democratic and Electoral Services Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Democratic and Electoral Services Manager
Crime and Disorder	None	Democratic and Electoral Services Manager
Procurement	None	Democratic and Electoral Services Manager

2. INTRODUCTION AND BACKGROUND

- 2.1 At its meeting on 3 July 2019 the Committee agreed to undertake a Democratic Representation Review and approved a consultation with Members on Democratic Representation issues. The consultation and outcomes is summarised in section 6 below. Further the Committee

considered the Full Council motion on Whole Council Elections which has been incorporated into the review.

- 2.2 Following consideration of the consultation responses and reviewing the possible routes forward for Whole Council Elections it is recommended that the a structured approach to decisions on these matters is adopted, with different options depending on each decision point. This is set out at Appendix 1.
- 2.3 It should be noted that this is a new approach from the one originally envisaged as it is explicit about timetabling in a decision on whether to undertake a Community Governance Review. There are a lot of considerations for a Community Governance Review and Appendix 3 sets out 'General Duties and powers leading up to a CGR' for context. It is therefore proposed that consideration of the boundary matters raised by Members and Officers are considered under the Community Governance Review framework.
- 2.4 Appendix 2 sets out the factors (drawn from previous Whole Council Election consideration and the consultations) to be considered for decision to go out to consultation in November's Committee meeting. This includes the type and cost indication of consultations. It should be noted that a Policy and Resources decision would be required on the expenditure if the Committee agrees to go ahead in November 2019.

3. AVAILABLE OPTIONS

- 3.1 Option 1 – Adopt the structure and timetable as set out in Appendix 1 and agree the Whole Council Election factors as set out in Appendix 2.

RECOMMENDED (see below)

- 3.2 Option 2 – Decide not to proceed with the boundary issues and matters picked up in the consultation but continue with the Whole Council Elections process.

NOT RECOMMENDED – a number of questions have been raised by Members relating to boundaries which should be explored further. Government guidance on carrying out Community Governance Reviews is that they should be conducted every 10-15 years. The Council's last boundary review was in 2002 (17 years ago). Giving full consideration to whether to conduct a Community Governance Review is therefore recommended.

- 3.3 Option 3 – Decide not to continue with either matter.

NOT RECOMMENDED – in addition to the reasons for not recommending option 2, it is not recommended that the Whole Council Elections matter is abandoned at this point as it was requested that it was considered by Council and the full report is due in November 2019.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 1 is recommended as this allows full consideration of Whole Council Elections and ensures that the decision making process is clear. It also takes into account the existing legislation, powers and requirements for a Community Governance Review (set out in Appendix 3)

Whole Council Elections

- 4.2 Consideration needs to be given to a number of factors in determining whether to progress with Whole Council Elections, part of the consultation work was to find out what members felt needed to be included in considering the matter. The committee also needs to consider what form of consultation it would like carried out with the public. Costs of consultation are estimated to range from £10k to £32k and Members will need to carefully consider the wording of the consultation, the method and the cost (including a recommendation to Policy and Resources Committee) in November 2019.

Single Member Wards/ Community Governance Review

- 4.3 Single Member Wards would only be a matter for consideration should the Council agree to change to Whole Council Elections but it needs to be factored in to the timetable.
- 4.4 Government guidance on Community Governance Reviews suggests that they should be carried out every 10 to 15 years. Maidstone's last boundary review was in 2002. It is therefore important that Members consider and understand the implications with respect to timescales and activities before determining whether to start a Community Governance Review. This is recommended after the Whole Council Election decision and potential single member ward decision as it could impact on the factors involved or if switching to Single Member Wards would require a review in any event.
-

5. RISK

- 5.1 There are no direct risks arising from this report but the proposed timetable is proposed in order to give a structure to the review and manage decision making appropriately. At each decision making point relevant risks will be considered in accordance with the Council's adopted approach to risk.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 A Member workshop was held at the end of July 2019 and a Member consultation was carried out in August 2019. The results of these have been factored into this report (including Appendix 2) and will be considered throughout the decision making process proposed.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 Appendix 1 sets out the decision making timetable.

8. REPORT APPENDICES

- Appendix 1: Review timetable and decision making map
- Appendix 2: Whole Council Elections – Factors to be included
- Appendix 3: General Duties and Powers Leading up to a CGR

9. BACKGROUND PAPERS

None.

PROPOSED TIMETABLE AND DECISION MAKING MAP

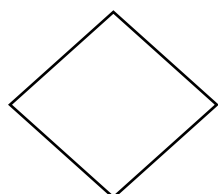
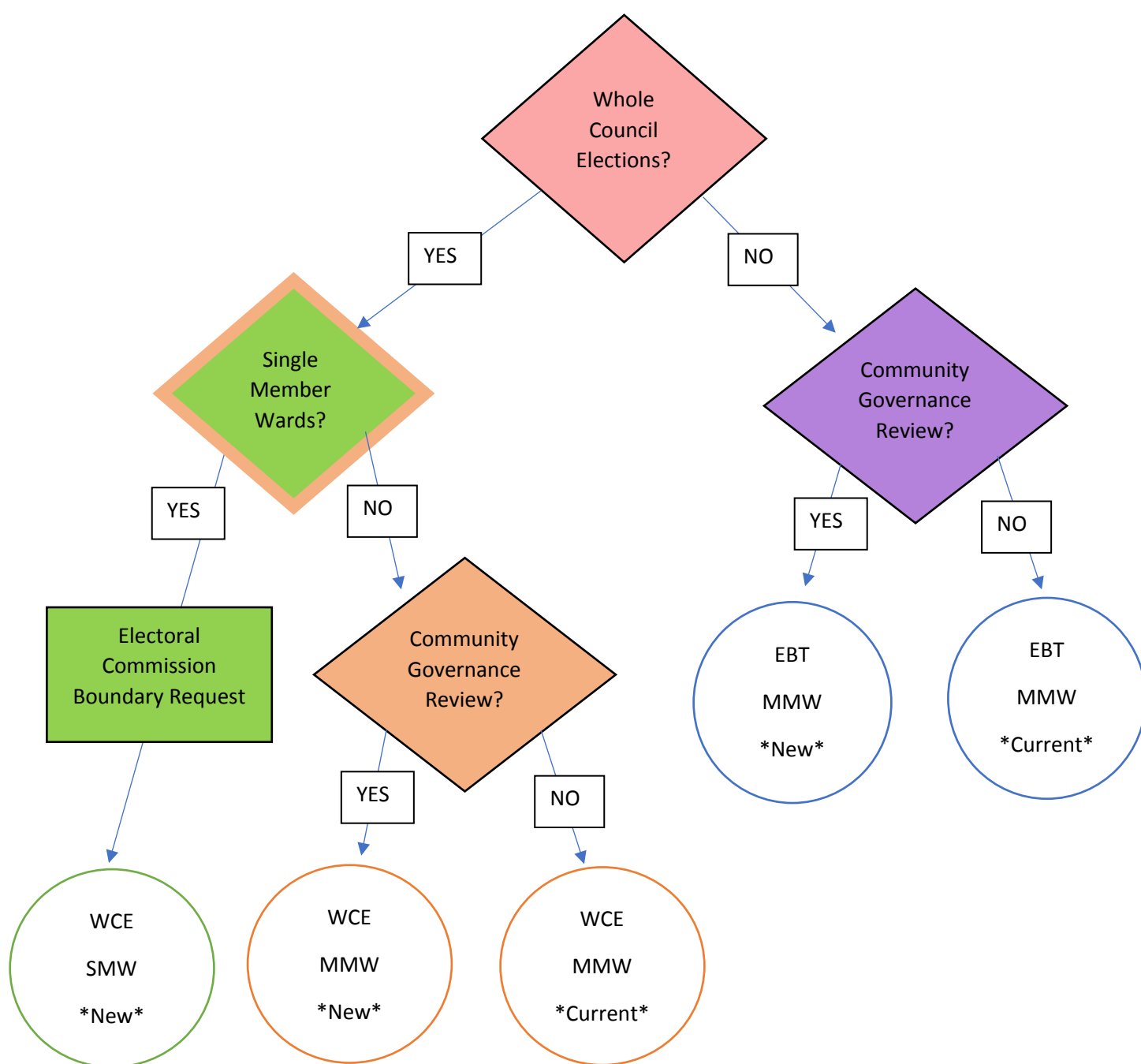
APPENDIX 1

Decision	Committee and Date
Whole Council Elections – Approval to proceed with consultation	D&GP - 13 November 2019
Whole Council Elections – Consideration of Consultation Responses and Approval for Council	D&GP - 29 January 2020
Whole Council Elections – Decision (if required)	Council - Special meeting (26 February 2020?)

Route 1 – If... Yes to Whole Council Elections Yes to Single Member Wards	Route 2 – If... Yes to WCE No to Single Members Wards	Route 3 – If... No to WCE
September 2020 – Council - Single Member Ward Decision	September 2020 – Council Single Member Ward Decision	March 2020 – Community Governance Review – Democracy and General Purposes
	December 2020 - Community Governance Review – Democracy and General Purposes	Late 2020 – Community Governance Review Decision - Council
	February 2021 – Community Governance Review Decision	

PROPOSED TIMETABLE AND DECISION MAKING MAP

APPENDIX 1



Denotes a decision required.
Process – Democracy and
General Purposes Committee,
then Council.

SMW = Single Member Wards
MMW = Multi Member Wards
WCE = Whole Council Elections
EBT = Election By Thirds
NEW = New boundaries
Current = Current boundaries

Whole Council Elections – Factors to be Included

- Consideration of pros and cons (including those summarised from the consultation below)
- Impact on time and resources for officers and Members, including the interruption to the committee flow
- Cost analysis
- Consultation – method and content

Councillor Consultation - Pros and Cons of Whole Council Elections - Summary

Pro	Con
Stability - would enable 4 years of strategy, work and building relationships	Wholesale change - could lose many experienced Councillors and impact on continuity
Improved voter engagement - reduced voter fatigue and potentially increase turnout	Parishes would need to align or face additional costs. By-elections less likely to time with elections.
Lower cost	Local elections can be related to National Politics so could become out of step with feelings.
Increased focus on borough-wide issues	Availability of candidates for 55 seats
Greater scope for wholesale policy change	Reduced focus on Independent candidates and Ward/Street issues.
Clearer delineation between Borough and County	Extra work for whole council election on the Elections team (e.g. nominations)
Training and induction easier – done as one cohort	Time taken for change - Lack of accountability immediately following an election and less gradual change
Reduced time spent campaigning and canvassing, and in 'purdah'	Canvassing can put Members in touch with their electorate

Duties and Powers of Principal Councils in conducting Community Governance Reviews

General duties and powers leading up to a CGR	LG&PIHA 2007 – Sections	Guidance – supporting paragraphs
General powers of a principal council to undertake a CGR	82	26-29
Duty to respond to a valid petition and to undertake a CGR with Terms of Reference that allow for the petition to be considered <ul style="list-style-type: none"> the requirements of a valid petition are in Section 80(3-8) a two-year moratorium period is allowed in Section 83(3) other qualifiers about moratoriums or where reviews are already in progress are in Sections 84-85 	83(1-2)	39-44, 95-97
Duty to conduct a CGR in accordance with the Act	79(2)(a)	
Duty to conduct a CGR in accordance with Terms of Reference	79(2)(b)	
Duty to have regard to guidance issued by Secretary of State and LGBCE	100	
Duty to consult electors and other persons or bodies which appear to have an interest in the review	93(3)	34, 38
Powers to decide how to undertake a CGR, subject to Section 93	93(2)	32
Powers to vary or revoke previous orders	86(5)	
Duty to conclude the review within 12 months of commencement – ‘begins’ is defined as when council publishes terms of reference; ‘concludes’ is defined as when council publishes the recommendations in the review	93(8) 102(3-4)	37
Limitations with regard to protected parish electoral arrangements made by LGBCE (five-year moratoriums)	86(1-3, 6)	172-176
Powers to make recommendations to LGBCE for related alterations to boundaries of principal council wards; LGBCE may make an order giving effect to the recommendations but have not powers of review in these cases	92	

AEA - How to Undertake a Community Governance Review (CGR) 2014

Terms of reference		
General powers to decide and modify Terms of Reference	81(4)	19-23
Duty whereby Terms of Reference must specify the area under review	81(2)	
Duty to publish Terms of Reference as soon as practicable after deciding them	81(5-6)	
Duty to notify and supply terms of reference to a county council (in two-tier areas)	79(3)	
Community governance - principles		
Duty to have regard to the need to secure that community governance reflects identities and interests of the community in that area	93(4)(a)	55-61, 77-85
Duty to have regard to the need to secure that community governance is effective and convenient	93(4)(b)	62-65, 77-85
Duty to take into account other arrangements of community representation or engagement	93(5)	35-36, 136-146
Guidance to be mindful of community cohesion, engagement and participation		67-76
Guidance's strong presumptions against abolishing parishes and parish councils and in favour of parish creation <ul style="list-style-type: none"> generally (paras.117-124) in rural areas (paras.125-127) in London and other urban areas (paras.128-133) in Charter Trust areas (paras.134-135) 		117-135
Parish areas, names, styles and groups		
Duty to make recommendations as to what new parishes are to be constituted	87(1-2)	92
Duty to make recommendations as to whether to abolish or alter existing parishes	88(1-2)	92
Powers with regard to name, council and style of a new parish	87(4-7)	107-112
Powers with regard to name and council (but not styles) of existing parishes	88(3-5)	
Powers to group or de-group in a CGR in an order equivalent to an order under Section 11, LGA 1972	91	93, 113-116

Parish electoral arrangements		
<p>What is the definition of parish electoral arrangements?</p> <ul style="list-style-type: none"> the year in which ordinary elections are held (Guidance paras.149-152) the number of councillors to be elected to a council (Guidance paras.153-157) the division or not of the parish into wards (Guidance paras.158-161) the number and boundaries of wards (Guidance paras.162-164) the number of councillors to be elected for any ward (Guidance para.165-168) the name of the ward (Guidance para.169) 	102(2)	148-169
Duties, where a parish council is created or retained, to make recommendations with regard to electoral arrangements	89-90	
<p>Duties with regard to parish council formation (new or existing parishes under review):</p> <ul style="list-style-type: none"> 1,000+ local government electors – must recommend; 151-999 – may recommend; 150 or less – must not recommend 	94	86-90, 153-157
<p>42 Considerations with regard to electoral arrangements: creating parish wards</p> <ul style="list-style-type: none"> number or distribution of electors would make a single election impracticable or inconvenient desirable for areas to be separately represented size and boundaries of wards number of councillors per ward <ul style="list-style-type: none"> number of local government electors in parish change in number or distribution over five years from review start boundaries which are and will remain easily identifiable local ties which may be broken 	95(1-5)	158-169, 170-171
<p>Considerations with regard to electoral arrangements: parishes without wards</p> <ul style="list-style-type: none"> number of local government electors change in number over five years from review start 	95(6-7)	170-171

AEA - How to Undertake a Community Governance Review (CGR) 2014

Making recommendations and consultation		91-95
Duty to consult electors and other persons or bodies which appear to have an interest in the review	93(3)	
Duty to take into account any representations received	93(6)	
Duty to publish the recommendations and inform those that may be interested	93(7)	98
Duty of council to publish a decision on recommendations and reasons for the decision and to inform persons who may be interested	96(2)	98, 100
Power to make an order to give effect to the recommendations made in the CGR, subject to limitations with regard to protected parish electoral arrangements made by LGBCE (five-year moratoriums)	86(1-3, 6)	172-176
Powers to make recommendations to LGBCE for related alterations to boundaries of principal council wards; LGBCE may make an order giving effect to the recommendations but have not powers of review in these cases	92	93, 177-189
Making the Community Governance Order		
Power to make an order to give effect to the recommendations made in the CGR, subject to limitations with regard to protected parish electoral arrangements made by LGBCE (five-year moratoriums)	86(1-3, 6)	30-31, 172-176
Duty to include a map showing in general outline the area affected by an order Mapping conventions area outlined in the Guidance, paras.105-106	86(4)	105-106
Duty to deposit a copy of reorganisation order, with a map and a map in greater detail, to publicise the deposit and make the order and maps available for public inspection	96(4-6)	100-101
Duty to notify following that an order has been made: <ul style="list-style-type: none"> Secretary of State LGBCE Office of National Statistics Director General Ordnance Survey – and to supply any map referred to in the order Any principal council that the order relates to – and to supply any map referred to in the order Audit Commission (added in Guidance, para.102) 	96(7) Reg 6(SI2008/625)	101-102
Duty to supply copies of order to <ul style="list-style-type: none"> Secretary of State – two copies, together with any map referred to in the order LGBCE – two copies 	98(1) Reg 6(SI2008/625)	
Duty to supply any map referred to in the order to	Reg 6(SI2008/625)	

<ul style="list-style-type: none"> • Registrar General • Land Registry • Valuation Office Agency • Boundary Commission for England • Electoral Commission 		
Powers whereby an order may include incidental, consequential, transitional or supplementary provision	98(3)	
Powers in an order to include provision with respect to transfer and management or custody of property or transfer of functions, property, rights and liabilities, including legal proceedings (Reg.7), transfer of staff (Reg.12), balances (balances are apportioned by population in Reg. 7(6)), charitable trusts (Reg.8), allotments (Reg.9)	98(4-5) Reg 7-9, 12 (SI2008/625)	
Powers in an order to modify or exclude Sections 16(3) and 90 LGA 1972 or the LEPCR 2006 to hold the first election to a parish council in an earlier year with councillors serving a lengthened or shortened first term to allow the parish council's electoral cycle to return to that of the principal council ward at the next elections – this is qualified in Reg.10	98(6) Reg10(SI2008/625)	31, 149-152
Powers for the billing authority to anticipate a precept for the first year of the new parish council/ parish meeting to an estimate which is included in the order. Thereafter, the parish council/ chairman of the meeting precept in the first year for the following year	Reg3(SI2008/626)	
Powers to make agreements with respect to property, income, rights, liabilities, expenses and financial relations	99	104
Duty to make rearrangements or adaptations to the register of electors in consequence of an order	Reg11(SI2008/625)	

DEMOCRACY AND GENERAL PURPOSES COMMITTEE

**4 SEPTEMBER
2019**

AMENDMENTS TO THE CONSTITUTION – OUTSIDE BODIES

Final Decision-Maker	Council
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications and Governance
Lead Officer and Report Author	Mike Nash, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

This report begins by summarising the work that has been undertaken by Democratic Services to consolidate the records held for each Outside Body listed in the Constitution. As a result of the work, a number of amendments are required to ensure clarity regarding outside bodies.

The suggested changes fall into two key categories:

- Updating the Constitution to reflect the current administration of Outside Body appointments.
- Improvements to the future administration of Outside Body appointments.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

That:

1. Council be recommended to agree the changes to Schedule 2 of the Constitution, attached as Appendix 1.
2. Council be recommended to agree the changes to committee Terms of

Reference, attached as Appendix 2.

3. The amended terms of office for Council Representative positions on the Collis Millennium Green Trust and Kent Downs AONB Joint Advisory Committee be noted.

Timetable	
<i>Meeting</i>	<i>Date</i>
Democracy and General Purposes Committee	4 September 2019
Council	25 September 2019

AMENDMENTS TO THE CONSTITUTION – OUTSIDE BODIES

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Amending the Constitution to reflect the current state of Outside Bodies means that Council Representatives are suitably appointed and can champion the Council's corporate objectives with appropriate organisations.	Democratic Services Officer
Cross Cutting Objectives	Each organisation has a different remit and will contribute to the cross-cutting objectives in various ways.	Democratic Services Officer
Risk Management	The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.	Democratic Services Officer
Financial	No implications.	Paul Holland, Senior Finance Manager (Client)
Staffing	No implications.	Democratic Services Officer
Legal	Under Section 3 of the Local Government Act 1999 the Council has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Accepting the recommendations will assist in demonstrating compliance with the statutory duty and ensure that the information relating to Outside Bodies in the Constitution is accurate and up to date.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	Data will be held and processed in accordance with the data protection principles contained in the Data Protection Act 2018.	Team Leader (Corporate Governance), MKLS
Equalities	The proposed amendment would create a greater level of equality for all Council Members when applying to be Members of Outside Bodies.	Clare Harvey, Data Intelligence Officer

Public Health	No implications.	Democratic Services Officer
Crime and Disorder	No implications.	Democratic Services Officer
Procurement	No implications.	Democratic Services Officer

2. INTRODUCTION AND BACKGROUND

2.1 Between June 2019 and August 2019, Democratic Services reviewed information that the Council held relating to Outside Bodies. The key elements of this work were:

- Outside Bodies were asked to provide updated contact information and Job Descriptions.
- Vacant Outside Body positions were advertised to all Councillors.
- Reports were submitted to each appropriate committee. These reports outlined current appointments, nominations received and outstanding vacancies for each Outside Body.

Committee	Date
Economic Regeneration and Leisure (ERL) Committee	2 July 2019
Democracy and General Purposes (D&GP) Committee	3 July 2019
Strategic Planning and Infrastructure (SPI) Committee	9 July 2019
Communities, Housing and Environment (CHE) Committee	16 July 2019
Policy and Resources (P&R) Committee	23 July 2019

- A database was introduced, which allows Democratic Services to effectively monitor the status of Council Representative positions and proactively seek nominations when required.

2.2 There are 63 Council Representative positions, of which approximately 43 (68%) were filled in 2018/19. 49 positions (78%) have been filled in 2019/20. Following the re-advertisement of vacancies, three further nominations, and two re-appointments, are to be considered by committees in September 2019.

2.3 As a result of the work, opportunities to update the Constitution were identified. The changes are designed to achieve the following:

- Establishment of a "base position" to enable consistent administration of Outside Body appointments.
- Alignment of the information in the Constitution with the accepted administrative practices regarding appointments to Outside Bodies.

- Promotion of Councillor participation on Outside Bodies through the removal of appointment restrictions.
- Alignment of Outside Bodies with committees, when considering appointment arrangements and/or the remit of the organisations.
- Correction of anomalies in the Constitution.

2.4 The proposed changes are summarised in the below table (Table 1. Summary of Outside Body Amendments).

Table 1. Summary of Outside Body Amendments

Ref	Outside Body	Issue	Suggested Action	Report Document
#1	South East Rail Passenger Group	<p>Democratic Services were recently notified that the South East Rail Passenger Group has been decommissioned. This has been superseded by the South Eastern Railway Stakeholder Forum, which does not require a specific Council Representative.</p> <p>Any Councillor who attends the South Eastern Railway Stakeholder Forum will do so in an unofficial capacity and will not represent Maidstone Borough Council (MBC) at these meetings. Councillors will not be able to claim travel expenses for these meetings.</p>	<p>Remove from Schedule 2</p> <p>The South East Rail Passenger Group was previously attributable to SPI. Therefore, Democratic Services have arranged for South Eastern Railway to invite SPI Members to all future meetings of the South Eastern Railway Stakeholder Forum. Any Councillor can request to be included on the distribution list, either by contacting South Eastern Railway directly or by liaising with Democratic Services.</p>	<p>Appendix 1</p> <p>N/A</p>

Ref	Outside Body	Issue	Suggested Action	Report Document
#2	Kent Health and Wellbeing Board	<p>The Kent County Council Constitution states that the membership on this board includes three elected Members representing the Kent district councils (nominated through the Kent Council Leaders). These positions are rotated annually, but this is not recognised in the MBC Constitution.</p> <p>The Chairman of P&R, as Leader of the Council, is the MBC Councillor who attends the Kent Leaders Forum. Consequently, the Chairman of P&R is assigned this role, but only when MBC are required to provide a representative.</p>	<p>Include a note in the "Role of the Chairman of Policy and Resources" regarding the rotating membership on this organisation amongst the Kent district councils, explaining that the representative of P&R will attend only when MBC are required to provide a representative</p>	Appendix 2
#3	Kent and Medway Joint Health and Wellbeing Board	<p>The constitution does not currently refer to this external board. The Membership includes two non-voting District Council Representatives, determined by the Kent Council Leaders. These positions are rotated annually.</p> <p>The Chairman of P&R, as Leader of the Council, is the MBC Councillor who attends the Kent Leaders Forum. Consequently, the Chairman of P&R is assigned this role, but only when MBC are required to provide a representative.</p>	<p>Include this board under the "Role of the Chairman of Policy and Resources"</p> <p>Include a note regarding the rotating membership on this organisation amongst the Kent district councils, explaining that the representative of P&R will attend only when MBC are required to provide a representative</p>	<p>Appendix 2</p> <p>Appendix 2</p>

Ref	Outside Body	Issue	Suggested Action	Report Document
#4	KCC Health Overview and Scrutiny Committee	The rotating membership for this board is comparable to the Kent Health and Wellbeing Board (#2) and Kent and Medway Joint Health and Wellbeing Board (#3). Consequently, MBC are not required to provide a representative every year. Boards with a rotating membership are listed under committee Terms of Reference, rather than Schedule 2.	Remove from Schedule 2 Include a note in "Role of the Chairman of Communities, Housing and Environment Committee", explaining that the representative of P&R will attend only when MBC are required to provide a representative	Appendix 1 Appendix 2
#5	Allington Millennium Green Trust	At its meeting on 3 July 2019, the D&GP Committee stated that following a boundary review, conducted between May 2000 and May 2001, the Allington Millennium Green is now located in Bridge Ward. Discussions were held with the Outside Body and the Council Representative on this organisation. ¹ It was established that there are no requirements in the Trust's Deeds for the Council Representative to be an Allington Ward Member. It is also recommended that the Allington Millennium Green Trust is moved to fall under the CHE Committee, as the Outside Body is best aligned with the remit of this Committee. This would also enhance the consistency with the Collis Millennium Green Trust.	Remove the requirement for an Allington Ward Member to hold this position Relocate this Outside Body from the D&GP Committee to the CHE Committee	Appendix 1 Appendix 1

¹ Councillor Daley was the Council Representative on the Allington Millennium Green Trust at the time of writing the report, 18 July 2019.

Ref	Outside Body	Issue	Suggested Action	Report Document
#6	Vinters Valley Park Trust	<p>Imposing appointment restrictions creates inflexibility, as it significantly reduces the number of potential nominees for a position. It is therefore proposed that the requirement for a Boxley Ward Member to be appointed to the Vinters Valley Park Trust is removed to promote opportunities for Councillor participation.</p> <p>If an Outside Body position was to receive multiple nominations, then it would be for the appropriate committee to decide on the most suitable appointment. The committee could consider whether a nominee representing a specific ward was beneficial when debating the appointment. Nominees may wish to consider this information as part of their nomination form.</p>	Remove the requirement for a Boxley Ward Member to hold this position	Appendix 1
#7	Headcorn Aerodrome Consultative Committee	<p>It is proposed that the requirement for a Headcorn Ward Member to be appointed to the Headcorn Aerodrome Consultative Committee is removed. (See #6 for rationale.)</p> <p>It is further suggested that the Headcorn Aerodrome Consultative Committee be relocated to the SPI Committee, as it aligns best with the committee remit.</p>	<p>Remove the requirement for Headcorn Ward Members to hold these positions</p> <p>Relocate this Outside Body from the D&GP Committee to the SPI Committee</p>	<p>Appendix 1</p> <p>Appendix 1</p>

Ref	Outside Body	Issue	Suggested Action	Report Document
#8	Howard de Walden Centre	<p>It is proposed that the requirement for an East and North Ward Member to be appointed to the Howard de Walden Centre is removed. (See #6 for rationale.)</p> <p>It is further suggested that the Howard de Walden Centre be relocated to the CHE Committee, as it aligns best with the committee remit.</p>	<p>Remove the requirement for an East and North Ward Member to hold these positions</p> <p>Relocate this Outside Body from the D&GP Committee to the CHE Committee</p>	<p>Appendix 1</p> <p>Appendix 1</p>
#9	Hayle Park Nature Reserve	<p>It is proposed that the requirement for South Ward Members to be appointed to the Hayle Park Nature Reserve is removed. (See #6 for rationale.)</p> <p>It is further suggested that the Hayle Park Nature Reserve be relocated to the CHE Committee, as it aligns best with the committee remit.</p>	<p>Remove the requirement for South Ward Members to hold these positions</p> <p>Relocate this Outside Body from the D&GP Committee to the CHE Committee</p>	<p>Appendix 1</p> <p>Appendix 1</p>
#10	Maidstone Street Pastors Management Committee	It is proposed that the requirement for a High Street Ward Member to be appointed to the Maidstone Street Pastors Management Committee is removed. (See #6 for rationale.)	Remove the requirement for a High Street Ward Member to hold this position	Appendix 1
#11	Collis Millennium Green Trust	<p>It is proposed that the requirement for a High Street Ward Member to be appointed to the Collis Millennium Green Trust is removed. (See #6 for rationale.)</p> <p>In order to fully align the Collis and Allington Millennium Green Trusts, the term of office for the Council Representative on the Collis Millennium Green Trust is to be extended. The next time this position is appointed to, the term of office will be for a period of four years.</p>	<p>Remove the requirement for a High Street Ward Member to hold this position</p> <p>Extend the term of office to four years when a vacancy is next advertised</p>	<p>Appendix 1</p> <p>N/A</p>

Ref	Outside Body	Issue	Suggested Action	Report Document
#12	Kent and Medway Economic Partnership	Due to the appointment criteria for this role, Appendix 1 includes the Outside Body under the P&R Committee, rather than D&GP.	Relocate this Outside Body from the D&GP Committee to the P&R Committee	Appendix 1
#13	Kent and Medway Police and Crime Panel	Due to the appointment criteria for this role, Appendix 1 includes the Outside Body under the P&R Committee, rather than D&GP.	Relocate this Outside Body from the D&GP Committee to the P&R Committee	Appendix 1
#14	West Kent Improvement Board Elected Members Forum	<p>This Committee is already included in Schedule 2 of the Constitution, however the current name, "West Kent Improvement Board", is out of date.</p> <p>Due to the appointment criteria for this role, Appendix 1 includes the Outside Body under the P&R Committee, rather than D&GP.</p>	<p>Update the name of the organisation</p> <p>Include a note regarding the automatic appointment of the P&R Chairman, with the option for the committee to delegate this position</p> <p>Relocate this Outside Body from the D&GP Committee to the P&R Committee</p>	<p>Appendix 1</p> <p>Appendix 1</p> <p>Appendix 1</p>
#15	Brenchley Charity	In line with the current arrangements for this organisation, Appendix 1 includes an explanatory note to state that the Chairman and Vice-Chairman of the ERL Committee are automatically appointed as Council Representatives on this Outside Body.	Include a note regarding the automatic appointment of the ERL Chairman and Vice-Chairman	Appendix 1

Ref	Outside Body	Issue	Suggested Action	Report Document
#16	Quality Bus Partnership	To align the appointment information for this Outside Body with the SPI Committee Terms of Reference, Appendix 1 specifies that the Chairman of the SPI Committee is automatically appointed as the Council Representative on this Outside Body. This does not alter current practice, but simply enhances the consistency and clarity of information in the Constitution.	Include a note regarding the automatic appointment of the SPI Chairman	Appendix 1
#17	Local Government Association General Assembly	Confirmation has been received from the Local Government Association General Assembly that a non-voting member, currently appointed by the P&R Committee, is not required. The Chairman of P&R is currently automatically appointed as a voting member, and no changes are proposed for this position. The Draft Schedule 2 consequently removes reference to the appointment of a non-voting member but retains the information regarding the automatic appointment of the voting member.	Remove the requirement to appoint a non-voting member	Appendix 1
#18	Maidstone Area Arts Partnership	In line with the current arrangements for this organisation, Appendix 1 includes an explanatory note to state that the Chairman of the ERL Committee is automatically appointed as Council Representatives on this Outside Body.	Include a note regarding the automatic appointment of the ERL Chairman	Appendix 1
#19	Relief in Need Charities	In line with the current arrangements for this organisation, Appendix 1 includes an explanatory note to state that the Mayor is appointed as Council Representatives on this Outside Body as "ex officio".	Include a note regarding the automatic appointment of the Mayor	Appendix 1

Ref	Outside Body	Issue	Suggested Action	Report Document
#20	Kent Downs AONB Joint Advisory Committee	Following discussions with the Kent Downs AONB Joint Advisory Committee, it was confirmed that there are no restrictions on the term of office that a Council Representative can be appointed for. Currently, MBC appoints a representative annually. When this position is next advertised, it will be for a two-year term of office. This will help to promote continuity while simultaneously streamlining the administrative processes associated with appointing Council Representatives.	Extend the term of office to two years when a vacancy is next advertised	N/A

Recommendations from the CHE Committee – 16 July 2019

- 2.5 At its meeting on 16 July 2019, the CHE Committee made the following resolution:

"That the Democracy and General Purposes Committee be recommended to consider as part of their ongoing review of outside bodies the following:-

1) That there should be more automatic appointments of the Chairman or Vice-Chairman to outside bodies from the Service Committees

2) That it be suggested to organisations where any positions are not filled by Members within a year that the position be opened up to other persons whilst still maintaining contact with their local Councillors."

- 2.6 In terms of recommendation one, many of the changes suggested in this report are designed to clarify the appointment criteria for Outside Bodies, which includes specifying when Chairmen and Vice-Chairmen are automatically appointed. This, however, does not prevent other positions from being automatically appointed to if committees deemed this appropriate. Committees will be considering an annual Outside Body report between February and March 2020, which will contain updates from Council Representatives. This presents an opportunity for committees to consider whether the appointment criteria for specific Outside Bodies could be adjusted.
- 2.7 If a Committee considers it appropriate to adjust the appointment criteria for a specific Outside Body, this could be recommended to the D&GP Committee for consideration in March 2020. If the proposed changes conform with the governance arrangements of the relevant Outside Bodies, then D&GP could recommend these amendments to Council for adoption at the Annual Meeting in May 2020. This would ensure that the responsibilities of Chairmen and Vice-Chairmen are clearly understood and agreed ahead of the Snap Committees for the 2020/21 municipal year.
- 2.8 With regards to recommendation two, at its meeting on 3 July 2019, the D&GP Committee agreed principles for reviewing vacant Outside Body positions. The principles specifically included a period of two years for a vacancy, as this allows (in most circumstances) for two Borough Council Elections to take place. This means that there would be sufficient opportunity for a new Councillor to be elected who may be interested in holding a position on an Outside Body. Opening positions to persons other than Councillors would be possible if the organisations governance arrangements permit this, and it could therefore be identified as the possible course of action to fill the vacancy, as outlined in the principles agreed by this committee in July.

Minor Amendments to the Constitution

- 2.9 Further to the above changes, a number of formatting changes have been made to improve the clarity of information, while grammatical inconsistencies have also been rectified.
 - 2.10 Additionally, following the implementation of recommendations in the Committee Structure Review for the 2019/20 municipal year, the Strategic Planning, Sustainability and Transportation Committee has been amended to "Strategic Planning and Infrastructure Committee".
 - 2.11 The specification that the P&R Committee appoints one Member on One Maidstone has also been removed, as this information is not included for other Outside Bodies. The name of this Outside Body has also been updated to "One Maidstone BID Advisory Board".
 - 2.12 The current Constitution states that the Leader may delegate specific roles on outside bodies, however, under the committee system an individual Member cannot delegate responsibility to another Member. The draft Schedule 2 has therefore been amended to state that the appropriate committee can delegate specific roles, where appropriate.
 - 2.13 Following queries from Councillors, a sentence has been included in Schedule 2 that specifically states that a Council Representative does not have to be a Member of the Committee that the Outside Body is listed under.
 - 2.14 These are minor changes that can be implemented using the Monitoring Officer's delegated authority, therefore this Committee is not required to make a decision on the adjustments outlined in paragraphs 2.9 to 2.13.
-

3. AVAILABLE OPTIONS

- 3.1 The Committee could choose to do nothing. This is not recommended as this means that Schedule 2 of the Constitution would not reflect the present state of Outside Bodies that the Council appoints representatives to.
- 3.2 The Committee could choose to recommend the constitutional changes outlined in Appendices 1 and 2 to Council. This will ensure that Schedule 2 of the Constitution reflects the current state of Outside Bodies.
- 3.3 The Committee could request that Officers explore further potential changes to Schedule 2. The changes proposed in this report have been suggested following research and engagement with relevant Outside Bodies, and therefore, any further additions or changes would need to be researched in a comparable manner before being considered by Council. Due to the timescales, these would be recommended directly to Council.
- 3.4 The Committee could request a formal review of Outside Bodies. This is not recommended, as significant resource has been dedicated to creating uniformity and consistency across the current Outside Body arrangements. Furthermore, the D&GP Committee recently agreed principles for reviewing

Outside Bodies that will allow incremental changes to the administrative arrangements when required. A full review is likely to require additional resource and the expected benefits of a review are not anticipated to represent an effective use of resource.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 3.2 is recommended as this will ensure that Schedule 2 of the Constitution accurately reflects the latest information relating to Outside Bodies, in line with the research undertaken by Democratic Services.
-

5. RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 All consultation with Outside Bodies and MBC Councillors has been summarised in Section 2.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 If the amendments to the Constitution are recommended by this Committee, the changes will be considered by Council at its meeting on 25 September 2019.
-

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Draft Schedule 2 of the Constitution
 - Appendix 2: Draft Committee Terms of Reference
-

9. BACKGROUND PAPERS

None.

SCHEDULE 2

LIST OF OUTSIDE BODIES

It is not a requirement for Council Representatives to be a Member of the Committee that appoints to Outside Body positions.

Appointed by Policy and Resources Committee

1. Kent and Medway Civilian-Military Partnership Board

P&R —Chairman automatically appointed, or ~~Committee Chairman~~ can delegate to another member

2. Kent and Medway Economic Partnership

P&R Chairman automatically appointed, or Committee can delegate to another member

3. Kent and Medway Police and Crime Panel

P&R Chairman automatically appointed, or Committee can delegate to another member

4. Local Government Association General Assembly

P&R —~~to appoint non-voting member (Leader~~Chairman automatically appointed as a voting member)

5. One Maidstone ~~BID Advisory Board~~—to appoint one Member

6. Rochester Bridge Trust

7. Upper Medway Internal Drainage—Board

8. West Kent Improvement Board Elected Members Forum

P&R Chairman automatically appointed, or Committee can delegate to another member

Appointed by Strategic Planning ~~Sustainability and Transportation~~and Infrastructure Committee

9. Headcorn Aerodrome Consultative Committee

10. Kent Community Railway Partnership

11. Kent Downs AONB Joint Advisory Committee

~~1.~~ Maidstone Cycling Forum

12.

13. Maidstone Quality ~~B~~bus- Partnership

SPI Chairman automatically appointed

~~2.~~ Medway Valley Line Steering Group

14.

~~3.~~ Parking and Traffic Regulations Outside London Adjudication Joint Committee ("PATROLAJC")

15.

~~4.~~ South East Rail Passenger Group

Appointed by Communities, Housing and Environment Committee

16. Action with Communities in Rural Kent

17. Age UK

18. Allington Millennium Green Trust

19. Citizens Advice Bureau

20. Collis Millennium Green Trust

21. Cutbush and Corrall Charity

22. Hayle Park Nature Reserve

23. Howard de Walden Centre

24. Maidstone Mediation Scheme

25. Relate West and Mid Kent

26. Vinters Valley Park Trust

~~KCC Health Overview & Scrutiny – Chairman automatically appointed or Chairman can delegate to another member~~

~~Vinters Valley Park Trust – appoint a Ward Member~~

~~Collis Millennium Green Trust – one High Street Ward Member~~

Appointed by Economic Regeneration and Leisure Committee

27. ~~22.~~ Brenchley Charity

~~- ERL Chairman and Vice-Chairman automatically appointed~~

28. Maidstone Area Arts Partnership

~~ERL Chairman automatically appointed~~

29. Maidstone Twinning Association

30. Maidstone Sea Cadets

~~23. Maidstone Area Arts Partnership~~

~~24. Maidstone/Beauvais Twinning Association~~

~~25. Maidstone Sea Cadets~~

Appointed by Democracy and General Purposes Committee

31. South East Employers

32. Maidstone Street Pastors Management Committee

~~5. Relief in Need Charities Committee~~ ~~26. South East Employers~~

33.

~~- Mayor automatically appointed "ex officio"~~

~~Allington Millennium Green Trust – Allington Ward Member~~

~~Headcorn Aerodrome Consultative Committee – Headcorn Ward Member~~

~~Howard de Walden Centre – East and North Ward Members~~

~~Hayle Park Nature Reserve – South Ward Member~~

~~Maidstone Street Pastors Management Committee – High Street Ward Member~~

~~Relief in Need Charities~~

~~Kent and Medway Police and Crime Panel – Leader automatically appointed or Leader to delegate to another member~~

~~Kent and Medway Economic Partnership – Leader automatically appointed or Leader to delegate to another member~~

~~West Kent Improvement Board – Leader automatically appointed or Leader to delegate to another member~~

ROLE OF THE CHAIRMAN OF POLICY AND RESOURCES COMMITTEE

- Be a figurehead for the Council
- Provide strong, clear leadership in the co-ordination of policies and in building a political consensus around council policies
- Take the lead within this Committee and with the other chairmen, of working with others in building a vision for the Council and community and for overall co-ordination of all Committees work in this respect
- Represent the Council and its interests on regional and national bodies as appropriate, including the Kent Council Leaders.
- Represent the Council and its interests on appropriate bodies such as and the Kent Health and Wellbeing Board and Kent and Medway Joint Health and Wellbeing Board, when the Council is required to provide a representative.
- To be responsible for the Council's role in partnerships including leading the Council's contribution to the Mid Kent Improvement Partnership and supporting partnerships and organisations in the private, public and voluntary sectors
- To act as Ambassador for the Council and its activities amongst external advisory and interest groups not falling within the responsibility of the other Committees
- To act as an advocate for the Council in pressing for changes in national policy
- Act as Councillor Health & Safety at Work Champion and attend Corporate Health and Safety Committee meetings
- Champion Health and Safety training in order to make sure the authority has the right Health and Safety Strategy
- To oversee the objectives are set and delivered by the Corporate Health and Safety Committee and to encourage employee engagement
- To support the authority's efforts to access expert Health and Safety Advice when required
- To foster close links with the business community and develop partnerships to achieve outcomes identified in the Economic Development and Regeneration Strategy
- To foster close links and develop partnerships with skills and education providers to achieve outcomes identified in the Economic Development Strategy
- To take responsibility for relationships with funders including KCC and the Heritage Lottery fund, service delivery partners including the Chamber of Commerce, Federation of small businesses, Locate in Kent, education and skills providers, voluntary and community groups.

ROLE OF THE CHAIRMAN OF COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

- Taking the lead within this Committee of working with others in building a vision for the Council and community
- To take the lead within this Committee for external relationships with properly constituted Tenants and Resident's Groups and Parish Councils including the Parish Services Scheme
- To take the lead within this Committee for all aspects of community engagement
- To work with groups such as the Older Person's Forum and the Voluntary Sector including organisations such as the Citizens Advice Bureau, Voluntary Action Maidstone, Maidstone Mediation and other important community organisations
- To represent the Council on all relevant partnerships including the Kent Waste Partnership, the Kent Community Safety Partnership and the Kent Health Overview & Scrutiny Committee, when the Council is required to provide a representative. (Health scrutiny shall be undertaken in accordance with the agreed Kent Protocols for NHS Overview and Scrutiny from time to time.)
- To take the lead on this Committee for ensuring good relationships with funders including Kent County Council and Waste & Resources Action Programme (WRAP), service delivery partners including contractors, voluntary sector and community groups.
- To act as Member Safeguarding Champion and attend the MBC Maidstone Safeguarding Champions Group and Internal Safeguarding Board meetings. This responsibility may be delegated to another Member of the Communities, Housing and Environment Committee.