

B2. Responsibility for Council Functions

1. FUNCTIONS RETAINED BY FULL COUNCIL

The following Council Functions are retained by the Council. This means that decisions in respect of these can only be made at a meeting of the Full Council.

1.1.1. Constitutional and Procedural Matters

- (a) to adopt and change the Core Provisions of this Constitution;
- (b) to change the name of the area;
- (c) to make, amend or revoke any of the Rules of Procedure set out in Part C of this Constitution;
- (d) to make, amend or revoke the Codes of Conduct and Protocols set out in Part D and Part E to this Constitution;
- (e) to confer the Freedom of the Borough or the title of Honorary Alderman.

1.1.2. Setting the Policy Framework and Related Matters

- (a) to approve the Council's Policy Framework and determine each year the Council's revenue and capital budget, and council tax, as outlined in A2, 5.5;

~~(b) to determine each year the Council's revenue and capital budget and Council Tax;~~

~~(e)~~(b) to make decisions about any matter in the discharge of an ~~Executive~~Cabinet Function which is covered by the Policy Framework or the Budget where the Cabinet is minded to make it in a manner which would be:-

- (i) contrary to the Policy Framework; or
- (ii) contrary to (or not wholly in accordance with) the Budget.

~~(d)~~(c) To adopt, amend or revoke the Scheme of Allowances for Members in Part F of this Constitution, having considered the report of an Independent Remuneration Panel;

~~(e)~~(d) to make, amend, revoke, re-enact or adopt bylaws;

~~(f)~~(e) to promote or oppose the making of local legislation or personal Bills;

(f) to authorise applications to the Secretary of State for housing land transfers of housing stock.

(g) To approve the annual Senior Officer Pay Policy Statement

~~(g)~~(h)

1.1.3. **Appointments and Delegations**

- (a) to appoint (and remove) the Leader;
- (b) To determine the terms of reference & composition of any Committees et cetera that report directly to the Council;
- (c) to adopt and approve amendments to the powers and terms of reference of Joint Committees in respect of Council Functions and to make appointments to them;

1.1.4. **Regulatory and Electoral Matters**

- (a) To deal with findings of maladministration (on receipt of a report from the relevant Scrutiny Committee or the Monitoring Officer following a report by the Local Government and Social Care Ombudsman);
- (b) to determine the action to be taken on reports by the Monitoring Officer or the Chief Finance Officer (including Section 5 and Section 114 reports);

(c) To consider reports concerning the [appointment of the Head of Paid Service, or dismissal of the Head of Paid Service, Monitoring Officer or Chief Finance Officer pursuant to the procedures set out in the Local Authorities \(Standing Orders\) \(England\) \(Amendment\) Regulations 2015;](#)

~~(c)~~(d) [Confirming the appointment of Independent Person\(s\) in connection with Councillor conduct and Statutory Officer discipline.](#)

~~(d)~~(e) To determine matters within the Council's powers and responsibilities relating to local elections;

(f) To review matters relating to electoral and administrative arrangements and to determine the Council's response to any consultations or proposals by the Local Government Boundary Commission for England relating to the Borough.

~~(e)~~(g) [To make an order giving effect to the recommendations made in a Community Governance Review and other Parish Council functions that are not otherwise delegated.](#)

1.1.5. **Other Matters**

- (a) To determine any matters referred to the Council for decision by a Committee, Board or Panel that reports directly to the Council;
- (b) To deal with all 'local choice functions' set out in Ch.B1 of this Constitution which the Council decides should be undertaken by itself rather than by the Executive or a Committee;
- ~~(b)~~(c) To make compulsory purchase orders (other than under planning grounds).
- ~~(e)~~(d) To deal with any other matter which must, by law, be reserved for determination by the Council.

2. COUNCIL COMMITTEES: FUNCTIONS & DELEGATIONS

2.1. All Committees may hold inquiries and investigate the available options for future direction in policy development and may appoint advisors and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations, providing budget is available within the budget and policy framework approved by Council to do so.

2.2. All Committees may consider any subject that, in the opinion of the Committee is relevant to the formulation and delivery of its purpose.

2.3. LICENSING COMMITTEE

2.3.1. Membership: 13 Members

2.3.2. Purpose: To exercise the licensing and gambling functions on behalf of the Council including the creation and review of the statutory and non- statutory policies and the setting of fees and charges.

FUNCTION	DELEGATION OF FUNCTIONS
Functions relating to licensing exercisable by a District Council as set out in Schedule 1 of the Functions and Responsibilities Regulations	Director of Regeneration and Place / Head of Housing and Regulatory Services or their delegated officers except for: <ul style="list-style-type: none"> • The determination of policy. • The setting of fees and charges. Licensing Act and Gambling Act matters will be dealt with by the Head of Housing and Community

FUNCTION	DELEGATION OF FUNCTIONS
	<p>Services.</p> <p>Responsible authority functions will be dealt with by the Director of Regeneration and Place except for:</p> <ul style="list-style-type: none"> • Where this is inconsistent with legislation. <p>Where the function is otherwise delegated under this Constitution.</p>
<p>To deal with licensing functions in accordance with the Licensing Act 2003 and the Licensing Policies agreed by the Council.</p>	<p>Director of Regeneration and Place /Head of Housing and Community Services or their delegated officers except for:</p> <ul style="list-style-type: none"> • The determination of policy. • The setting of fees and charges. <p>Which are the responsibilities of the Licensing Committee.</p> <p>And;</p> <ul style="list-style-type: none"> • All matters where a 'relevant representation' has been made. This includes an objection, an objection notice and an application for summary review. • Which is the responsibility of a Licensing Sub-Committee.
<p>To deal with gambling functions in accordance with the Gambling Act 2005 and the Statement of Principles agreed by the Council.</p>	<p>Director of Regeneration and Place / Head of Housing and Community Services or their delegated officers except for:</p> <ul style="list-style-type: none"> • The determination of policy. • The setting of fees and charges. which are the responsibilities of the Licensing Committee. <p>And;</p> <ul style="list-style-type: none"> • All matters where a 'relevant representation' has been made. This includes an objection and

FUNCTION	DELEGATION OF FUNCTIONS
	<p>the cancellation of club and gaming machine permits.</p> <ul style="list-style-type: none"> • Giving a Counter Notice to a Temporary Use Notice. <p>which are the responsibilities of a Licensing Sub-Committee.</p>
<p>Consider and recommend to the Council adopting a new Licensing Policy Statement, any Cumulative Impact Policies for the Borough decisions, Late Night Alcohol Levy and to make, vary or revoke Early Morning Alcohol Restriction Orders.</p>	<p>A Licensing Sub-Committee.</p>
<p>Consideration of appeals against any officer decision on a licence or consent.</p>	<p>A Licensing Sub-Committee.</p>

2.4. LICENSING SUB-COMMITTEE

- 2.4.1. **Membership:** Three (3) Members from the Licensing Committee
- 2.4.2. **Purpose:** To make decisions about individual licensing matters and appeals where not otherwise delegated to the Head of Housing and Community Services.

2.5. PLANNING COMMITTEE

- 2.5.1. **Membership:** Thirteen (13) Members
- 2.5.2. **Purpose:** To determine town and country planning and development control matters and associated issues.

FUNCTIONS
<p>Planning and Conservation - Functions relating to town and country planning and development control as specified in Schedule 1 to the Functions & Responsibilities Regulations as amended from time to time including:</p>

- Development Management and Enforcement
- Rights of way
- The protection of important hedgerows
- The preservation of trees
- Functions relating to High Hedges contained in Part 8 of the Anti-Social Behaviour Act 2003
- Town and village green matters
- Commons registration and enforcement

DELEGATION OF FUNCTIONS

The Director of Regeneration and Place/Head of Planning and Development has delegated power to undertake all the functions relating to planning and conservation, except where the intended delegated decision on a planning or related application:

- is subject to call-in in accordance with Committee Procedure Rule 14;
- would be contrary to the written view of any statutory consultee in the planning process; or
- would be contrary to the provisions of the Development Plan or any emerging development plan policies that have been adopted by the Council for Development Control purposes; or
- is on an application made by: a Member; an Officer; or the Council itself.

The Head of Planning and Development has delegated power to: -

- Undertake all functions relating to planning and enforcement save for where a matter is referred to the Planning Committee in accordance with Committee Procedure Rule 17;
- Determine high hedges complaints and to take appropriate enforcement action, except in the following specific circumstances;
- Where the case relates to a hedge on Council land or complaints relate to Council Officers or Members;
- Where trees within a hedge are protected by a Tree Preservation Order or are located within a Conservation Area and the Officer decision would be contrary to the views of Ward Members or the Parish Council; and
- Exceptional cases where there are wider issues of a public nature or where there is a potential impact on the Council and/or its

policies.

2.6. AUDIT, GOVERNANCE AND STANDARDS COMMITTEE

2.6.1. **Membership:** Nine (9) Members; plus two (2) non-voting Parish Councillors appointed by the Council for a three-year term of office and one (1) co-opted Independent Member. The Chairman of the Audit, Governance and Standards Committee may not be a member on the ExecutiveCabinet.

2.6.2. **Purpose:** The promotion and maintenance of high standards of Councillor and Officer conduct within the Council; adoption and reviewing the Council's Annual Governance Statement; independent assurance of the adequacy of the financial and risk management framework and the associated control environment; independent review of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakens the control environment; and to oversee the financial reporting process.

(Other than the induction training delivered to all new Members and Substitute Members of the Audit, Governance and Standards Committee, the Committee will identify its training requirements through an annual assessment of skills and knowledge and Members will undertake training as required).

AUDIT ACTIVITY/FINANCE	
FUNCTIONS	DELEGATION OF FUNCTIONS
<p>To consider the Head of Internal Audit Partnership's annual report and opinion, and a summary of Internal Audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements</p>	<p>Report may go to the <u>ExecutiveCabinet</u> with a reference from this Committee to ensure that the Council satisfactorily addresses all of the issues.</p>

AUDIT ACTIVITY/FINANCE	
FUNCTIONS	DELEGATION OF FUNCTIONS
<p>To consider reports dealing with the management and performance of Internal Audit Services, including consideration and endorsement of the Strategic Internal Audit Plan and any report on agreed recommendations not implemented within a reasonable timescale and the Internal Audit Charter</p>	As above
<p>To consider the External Auditor's Annual Audit Letter, relevant reports, and any other report or recommendation to those charged with governance; and ensure that the Council has satisfactorily addressed all issues raised</p> <p>To comment on the scope and depth of external audit work and to ensure it gives value for money</p>	As above
<p>To review and approve the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the <u>Executive Cabinet</u> or Council</p>	<p>The summary balance sheet will be reported to the relevant Policy Advisory Committee as part of its Budgetary Control/Budget Strategy arrangements</p>

AUDIT ACTIVITY/FINANCE	
FUNCTIONS	DELEGATION OF FUNCTIONS
Consider and review the effectiveness of the Treasury Management Strategy, Investment Strategy, Capital Strategy, Medium Term Financial Strategy, Annual Report and Mid-Year review and make recommendations to the ExecutiveCabinet , relevant Policy Advisory Committee(s) and Council	
Recommend and monitor the effectiveness of the Council's Counter-Fraud and Corruption Strategy	ExecutiveCabinet to approve Head of Audit Partnership to monitor effectiveness

GOVERNANCE	
FUNCTIONS	DELEGATION OF FUNCTIONS
To maintain a financial overview of the operation of the Council's Constitution in respect of Financial & Contract Procedure Rules and codes of conduct	The Monitoring Officer will deal with the detail of any proposed minor changes, but significant recommendations for change will be made to the Democracy and General Purposes Committee (then Council)
In conjunction with the relevant Policy Advisory Committee(s) to monitor the effective development and operation of risk management and corporate governance in the Council to ensure that strategically the risk management and corporate governance arrangements	Head of Audit Partnership/ Director of Finance and Business Improvement

GOVERNANCE	
FUNCTIONS	DELEGATION OF FUNCTIONS
protect the Council	
To monitor Council policies on 'Raising Concerns at Work' (Whistleblowing') and the 'Anti-fraud and Corruption' Strategy	Head of Audit Partnership
To oversee the production of the authority's Annual Governance Statement and to agree its adoption	Head of Policy, Communications and Governance
The Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice and high standards of ethics and probity This Committee will receive the annual review of the Local Code of Corporate Governance and may make recommendations for proposed amendments, as necessary	Head of Policy, Communications and Governance
To consider whether safeguards are in place to secure the Council's compliance with its own and other published standards and controls	Directors and Heads of Service

STANDARDS	
FUNCTIONS	DELEGATION OF FUNCTIONS
The promotion and maintenance of high standards of conduct within the Council	N/A

STANDARDS	
FUNCTIONS	DELEGATION OF FUNCTIONS
To advise the Council on the adoption or revision of its Codes of Conduct	N/A
To monitor and advise the Council about the operation of its Codes of Conduct in the light of best practice, and changes in the law, including in relation to gifts and hospitality and the declaration of interests	N/A
Assistance to Members, Parish Councillors and co-opted members of the Council to observe the Code of Conduct	N/A
To ensure that all Members have access to training in Governance, Audit and the Member Code of Conduct; that this training is actively promoted; and that Members are aware of the standards expected under the Council's Codes and Protocols	Democracy and General Purposes Committee to oversee Member training
To deal with complaints that Members of the Borough Council and the Parish Councillors may have broken the Member Code of Conduct	Monitoring Officer in consultation with an Independent Person through informal resolution where possible
Following a formal investigation and where the Monitoring Officer's investigation concludes that there has been a breach of the Code of Conduct a hearing into the matter will be undertaken See the procedure in Part D of this Constitution for dealing with	Hearings Panel comprising three (3) Members (plus 1 non-voting Parish Member when a Parish Member is the subject of the complaint) Drawn from the Audit, Governance and Standards Committee

STANDARDS	
FUNCTIONS	DELEGATION OF FUNCTIONS
complaints that a Member has breached the Code of Conduct	
Advice on the effectiveness of the above procedures and any proposed changes	Democracy and General Purposes Committee and Monitoring Officer
Grant of dispensations to Members with disclosable pecuniary interests and other significant interests, in accordance with the provisions of the Localism Act 2011	Monitoring Officer

2.7. DEMOCRACY AND GENERAL PURPOSES COMMITTEE

2.7.1. **Membership:** Nine (9) Members

2.7.2. **Purpose:** To be responsible for Councillor training and development; to determine matters relating to elections, electoral registration; and other democratic services responsibilities and functions, including reviewing this Constitution on a regular basis.

FUNCTIONS	DELEGATION OF FUNCTIONS
To recommend to the Council appointment of an Electoral Registration Officer & Returning Officer	N/A
To consider any matters relating to electoral registration, elections or electoral boundaries which have not been delegated to the Electoral Registration Officer or Returning Officer	Electoral Registration Officer or Returning Officer
To consider matters relating to the Mayoralty or Members	N/A

FUNCTIONS	DELEGATION OF FUNCTIONS
generally, where appropriate	
To appoint Council nominees to seminars as appropriate	N/A
To appoint Members to the outside bodies assigned to the Committee and to receive annual reports from the appointed outside body representative	N/A
Consider applications from persons wishing to act as Independent Persons in connection with Member and Statutory Officer conduct; and for the Independent Remuneration Panel and make recommendations to Council to appoint such persons	N/A
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 expressions of interest in support of the nominations, and make a recommendation to Council as to the person to be appointed	N/A
To advise Members and the Head of Human Resources Shared Service on Member development priorities where appropriate	Head of Policy, Communications and Governance
To regularly review the Constitution in conjunction with the Monitoring Officer and recommend proposed changes, where significant, to the Council	The Monitoring Officer may make changes to the Constitution which are necessitated by decisions; which remove inconsistency or

FUNCTIONS	DELEGATION OF FUNCTIONS
	ambiguity; which are minor; or to effect changes in the law
The determination of an appeal against any decision made by or on behalf of the Council where there is a statutory appeals procedure, and no other panel or Sub-Committee is appropriate elsewhere under this Part of the Constitution	Panel of three (3) Members, to include the Committee Chairman
The consideration of a Member agenda item request in respect of the application of the Constitution.	N/A

2.8. EMPLOYMENT COMMITTEE

2.8.1. **Membership:** Nine (9) Members

2.8.2. **Purpose:** To deal with employment and staffing matters unless otherwise delegated.

FUNCTIONS	DELEGATION OF FUNCTIONS
To develop and approve the Council's human resources strategies, policies and officer terms and conditions of employment subject to the approval of any budget implications by the Cabinet and/or Council as appropriate.	Head of Human Resources Shared Service (within approved policies)
Pensions and superannuation matters related to terms and conditions	Head of Human Resources Shared Service
Joint Consultative Committee A consultative forum for views to be expressed between both parties on the Committee	N/A

FUNCTIONS	DELEGATION OF FUNCTIONS
<p>regarding the following issues relating to the employment of staff by the Council but excluding individual cases:</p> <ul style="list-style-type: none"> • Health and Safety Issues at Work • Changes in Staff Structures • Terms of Conditions of Employment <p>Such views are referred to the appropriate Council Decision Making Body</p>	
<p>To appoint the following:</p> <ul style="list-style-type: none"> • Chief Officers Appointment Panel • Chief Officers Investigation and Disciplinary Panel • Chief Officers Disciplinary Appeals Panel 	

2.9. CHIEF OFFICERS APPOINTMENTS PANEL

2.9.1. **Membership:** Five (5) members of the Employment Committee (at least one of whom must be a Member on the [Executive Cabinet](#)). Substitute members of the Employment Committee may be selected to sit on the Panel.

2.9.2. **Purpose:**

- (a) Within relevant legislation, Council policies and agreed appointment procedures to make appointments to posts of Chief Officers and Heads of Service within the Council's agreed officer structure.
- (b) Within relevant legislation, Council policies and agreed appointment procedures to recommend to Council the appointment for the positions of Head of Paid Service (Chief Executive), Monitoring Officer or section 151 officer.

- (c) To review annually the performance of the Chief Executive and Directors, to agree targets for the coming financial year, and agree any corrective action which may be required relating to the previous financial year.

2.10. CHIEF OFFICERS' INVESTIGATION AND DISCIPLINARY PANEL

- 2.10.1. **Membership:** Three (3) members of the Employment Committee (at least one of whom must be a Member on the [Executive Cabinet](#)). Substitute members of the Employment Committee may be selected to sit on the Panel.
- 2.10.2. **Purpose:**
 - (a) In accordance with the Model Disciplinary Procedure contained in the JNC Handbook for Chief Executives, Panel meetings shall be convened by the Monitoring Officer (in consultation with the Chairman of Staffing Committee). The Monitoring Officer will, in consultation with the Chairman of the Staffing Committee, filter out and deal with allegations which are clearly unfounded, trivial or can best be dealt with under some other procedure. If the complaint is about the Monitoring Officer, then this will be done by the [Chief Executive](#).
 - (b) For consistency, unless unavoidably indisposed or conflicted, once appointed, the same Members shall comprise the Panel (and any adjournment of it) over the course of the full consideration of the matter (and any related matter) that it has been convened to consider, until such time as the matter is disposed of.
 - (c) To consider allegations/issues regarding disciplinary matters relating to the designated Statutory Officers of the Council (the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer) (the "DSOs") and other Chief Officers and Heads of Service.
 - (d) To appoint an Independent Investigator ("II") to investigate allegations of misconduct against any DSO and to commission reports from an II. The Chief Executive has delegated authority to appoint an II in respect of any Chief Officer or Head of Service who is not a DSO.
 - (e) To determine appropriate action upon receipt of any preliminary investigation.
 - (f) To decide whether to suspend a DSO and to review decisions taken to suspend a statutory officer. The Chief Executive has

delegated authority to suspend any Chief Officer or Head of Service who is not a DSO.

- (g) To conduct a hearing into any disciplinary matter against a Chief Officer, Head of Service or DSO.
- (h) To determine what action should be taken against a Chief Officer, Head of Service or DSO following an investigation. This could include dismissal or action short of dismissal.
- (i) In the event that the Panel recommends dismissal of a DSO then that recommendation shall be referred to the Independent Persons Panel prior to being referred to Council for a determination in accordance with the Officer Employment Procedure Rules.
- (j) With the exception of a decision to recommend to Council that a DSO be dismissed, there shall be a right of appeal to the Chief Officers Disciplinary Appeals Panel against any decisions made by the Panel to take disciplinary action against a Chief Officer, Head of Service or DSO.

2.10.3. **Decision**

- (a) If the Committee decides that a DSO shall be dismissed the Full Council shall consider the Committee's recommendation of dismissal. Prior to consideration by Full Council the Independent Persons Panel shall consider the matter and the Proper Officer shall give all members of the Cabinet the opportunity to raise any objections prior to the decision. This process is governed by the Staff Employment Procedure Rules set out in this Constitution. The consideration by Full Council shall constitute the DSO's appeal against the decision to dismiss.
- (b) In the case of any disciplinary action other than dismissal in respect of a DSO the officer may appeal to the Chief Officers Disciplinary Appeals Panel against the decision.

2.10.4. **Suspension**

- (a) If a DSO has been suspended for a period of 2 months (or in the case of a decision to suspend taken under urgency provisions) then the Committee shall review that suspension. The Committee shall continue to review any continuing suspension every 2 months. In carrying out such review the

Committee shall consider any representations made by the II and the DSO and/or his or her representative.

2.11. Chief Officers Disciplinary Appeals Panel

2.11.1. **Membership:** Three (3) members of the Employment Committee (at least one of whom must be a Member on the [Executive Cabinet](#)) other than those who sat on the Investigation and Disciplinary Panel which made the decision being appealed. Substitute members of the Employment Committee may be selected to sit on the Panel.

2.11.2. **Purpose:**

- (a) To determine any appeal made by a chief officer or head of service (other than a DSO) against a decision to dismiss them; and
- (b) To determine any appeal by a chief officer, head of service or DSO to take any disciplinary action (short of dismissal) against them.

2.12. Independent Persons Panel

2.12.1. **Membership:** At least two (2) independent persons appointed by the Proper Officer in the following priority order:

- (a) Any Independent Person or Independent Persons who has/have been appointed by the authority and who is/are a local government elector(s) in the Council's area;
- (b) Any other Independent Person(s) who has/have been appointed by the authority; and
- (c) Any Independent Person(s) who has/have been appointed by another authority or authorities.

2.12.2. **Purpose:** To advise the Council on matters relating to the dismissal of a DSO in accordance with the Employment Procedure Rules where the Investigation and Disciplinary Panel recommends the dismissal of one of the post holders.

2.13. INDEPENDENT REMUNERATION PANEL

2.13.1. **Membership:** Three (3) independent people being one representative each of the following:

- (a) Kent Invicta Chamber of Commerce;
- (b) South East Employers; and

- (c) The Community, appointed by Council on the recommendation of the Democracy and General Purposes Committee.
- 2.13.2. **Purpose:** To recommend to Council the level of Members' allowances and expenses that should be paid to Members on Maidstone Borough Council.
- 2.13.3. In accordance with the requirements of the Local Authorities (Members' Allowances) (England) Regulations 2003, the terms of reference of the Independent Remuneration Panel are to:
- (a) Make recommendations to the Borough Council as to the amount of basic allowance which should be payable to its elected Members, co-optees and Independent Persons;
 - (b) Make recommendations to the Borough Council about the role and responsibilities for which a special responsibility allowance should be payable and the amount of each such allowance;
 - (c) Make recommendations as to whether the Council's Scheme of Allowances should include an allowance in respect of the expenses of arranging for the care of children and dependents and if it does make such a recommendation, the amount of this allowance and the means by which it is determined;
 - (d) Make recommendations as to whether the Council's Scheme of Allowances should include a travelling subsistence allowance and whether such allowances should be pensionable; and
 - (e) Undertake a general review of the Members' Scheme of Allowances and make recommendations to the Council.

2.14. SHARED SERVICES

- 2.14.1. The Council may establish joint services arrangements with other local authorities. Such arrangements may involve the appointment of a Joint Committee with those other Local Authorities and delegation of functions to the Joint Committee. Alternatively the Council or Committees may delegate functions to another local authority or to an officer of another Local Authority. The Shared Services Arrangements in which the Council is involved include:
- (a) Mid Kent Services (MKS) which has a Joint Board
 - (b) Audit (Ashford, **Maidstone**, Swale and Tunbridge Wells)
 - (c) Environmental Health (Maidstone, Swale and Tunbridge Wells)
 - (d) Human Resources (**Maidstone** and Swale)

- (e) ICT (**Maidstone**, Swale and Tunbridge Wells)
- (f) Legal (Maidstone, **Swale** and Tunbridge Wells)
- (g) Licensing (**Sevenoaks**, Tunbridge Wells and Maidstone)
- (h) Planning Support (Maidstone, Swale and Tunbridge Wells)
- (i) Revenues and Benefits (Maidstone and Tunbridge Wells)
- (j) Waste (**Maidstone**, Ashford, Swale and Kent County Council)

Marked in bold are the host (employing authorities).

Environment Health and Revenues and Benefits do not have a host authority, they are simply run on a collaborative basis.