## AGENDA <br> DEMOCRACY COMMITTEE MEETING

Date: Tuesday 3 November 2015<br>Time: 10.30 am<br>Venue: Town Hall, High Street, Maidstone<br>Membership:<br>Councillors Butler, Chittenden, Cuming, Daley, English, Fissenden, Mrs Hinder, Newton and Mrs Ring

1. Apologies for Absence
2. Notification of Substitute Members
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of Lobbying

Continued Over/:

## Issued on 26 October 2015

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Alisa Brown

[^0]6. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
7. Minutes of the Meeting Held on 13 August 2015 1-5
8. Review of Outside Body vacancies as of October 2015 6-35

## Agenda Item 7

## MAIDSTONE BOROUGH COUNCIL <br> Democracy Committee

## MINUTES OF THE MEETING HELD ON THURSDAY 13 AUGUST 2015

Present: Councillor Fissenden (Chairman), and Councillors Butler, Cuming, Daley, Mrs Hinder, Mrs Joy, D Mortimer and Newton

## Also Present: Councillors Ash and Mrs Gooch

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Chittenden and English.
2. NOTIFICATION OF SUBSTITUTE MEMBERS

The following substitute members were noted:

- Councillor Mrs Joy for Councillor Chittenden
- Councillor D Mortimer for Councillor English

3. NOTIFICATION OF VISITING MEMBERS

Councillor Ash was in attendance reserving his right to speak.
Councillor Gooch arrived at 2:14pm.
4. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Fissenden be elected as the Chairman for the Municipal Year 2015/16.
5. ELECTION OF VICE CHAIRMAN

RESOLVED: That Councillor Cuming be elected as Vice Chairman for the Municipal Year 2015/16.
6. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.
7. URGENT UPDATES

The Chairman stated that, in her opinion, the following should be taken as urgent items as they contained further information relating to item 8 on the agenda - Councillor Nominations to Outside Bodies:

- Late nomination forms for Outside Bodies
- Job Specifications for Outside Bodies with no nominations to date.


## 8. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members of Officers.
9. COUNCILLOR NOMINATIONS TO OUTSIDE BODIES

The Committee considered the nominations put forward for membership of Outside Bodies.

The Committee noted the revised period of appointment of members to the Maidstone Beauvais Twinning Association from one year to three years as agreed at their Annual General Meeting on 7 July 2015.

The Committee considered the nominations to new Outside Bodies put forward by the Strategic Planning, Sustainability and Transportation Committee arising from the recommendations of the review of Transport in Maidstone alternatives to using the car.

The automatic memberships to Outside Bodies were noted with the correction to number 4, Kent and Medway Crime Panel being Councillor Mrs Wilson and not Councillor Mrs Blackmore.

The Committee discussed Outside Bodies where no nominations were received for vacancies and considered a review of membership of these Outside Bodies.

The Committee noted Outside Bodies with no nominations were:

- Action with Rural Communities in Kent
- Maidstone Mediation
- Maidstone Mind
- Relate West and Mid Kent
- South East Employers
- Relief in Need

The Committee considered offering the vacancies to either officers or parish councillors. It was decided that, for officers, this may create a conflict of interest, and in all cases the Council would not be able to put forward suitable councillors at a future date should a vacancy be filled in this way.

The Committee agreed a review of the Outside Bodies with unfilled vacancies was required to establish what the expectations of each Outside body was of members and what value Councillors could bring.

Councillor Mrs Hinder offered to fill the Relief in Need vacancy.

## RESOLVED:

That:

1. A review of Outside Bodies be carried out by Officers to include a review of:

- The role of each Outside Body with unfilled vacancies;
- The requirements and expectations of its members for each Outside Body with unfilled vacancies, and;
- How to promote these Outside Bodies to encourage nominations.

The review to include a list of all Outside Bodies and Councillor members.

Voting:
For: 8
2. The Committee agree the nominations put forward to Outside Bodies as detailed in the report dated 13 August 2015 (table on page 3) with the following changes:
a) Nominations for Maidstone Town Centre Management Liaison Group membership be agreed as follows:

- Councillor Mrs Joy - Liberal Democrat and as member for High Street Ward;
- Councillor Parvin - Conservative, and;
- Councillor Newton - Independent.

Voting:
For: 7 Against: $0 \quad$ Abstain: 1
b) Maidstone YMCA - the nomination from Councillor Derek Mortimer to renew his membership from 10 September 2015, included in the Urgent Update, be agreed.
3. It be noted that the period of appointment for membership of Maidstone Beauvais Twinning Association (MBTA) was changed at the MBTA Annual General Meeting on 7 July 2015 from one year to three years.
4. The nominations to Outside Bodies put forward by the Strategic Planning, Sustainability and Transportation Committee arising from the recommendations of the review of Transport in Maidstone alternatives to using the car, as detailed in the report of 13 August 2015 (page 4) be agreed.
5. The automatic membership to Outside Bodies as detailed in the report of 13 August 2015 (page 5), with the amendment to the

Kent and Medway Crime Panel being Councillor Mrs Wilson and not Councillor Mrs Blackmore, be noted.
6. Councillor Mrs Hinder be nominated for the vacancy for Relief in Need.

## 10. OPTIONS FOR THE ELECTION OF MAYOR AND APPOINTMENT OF DEPUTY MAYOR

The Committee considered reviewing the protocol by which a Mayor of Maidstone was elected and the Deputy Mayor was appointed.

The Committee discussed wider concerns with the Mayoralty at Maidstone Borough Council such as how decisions are made to change procedures, support for the Mayor, budget provision.

## RESOLVED:

That:
A working group be formed to carry out a full review of Maidstone Borough Council's Mayoralty, to include a review of the protocol for the election of Mayor and appointment of Deputy Mayor with recommendations reported back to the Democracy Committee. Membership of the working group to be Councillors:

- Cuming
- Daley
- Fissenden
- Mrs Hinder
- Newton


## 11. MEMBER DEVELOPMENT BUDGET 2015-2016

The Committee considered the Member Development Plan and estimated budget for 2015-16. Concern was raised regarding attendance at training events.

It was noted that Group Leaders, when developing the current constitution, had expressed concerns regarding attendance at training sessions and had discussed the possibility of enhancing the training requirements set out in the constitution, concluding that this Committee would be well placed to consider this issue.

The Committee were notified that the inclusion of a training protocol in the Constitution could be considered when the new Constitution was reviewed later in the year by this Committee and could include such things as member attendance at training events and member involvement in the future formation of the member development plan.

## RESOLVED:

That:

1. The Member Development Plan for 2015-16 be approved.
2. The estimated expenditure for the Member Development budget be approved.
3. The updated Member Development Policy reflecting the changes to the new Committee System be noted.
4. DURATION OF MEETING
2.00pm to 3.40 pm

## Agenda Item 8

## Democracy Committee

3 November 2015

| Is the final decision on the recommendations in this report to be made at <br> this meeting? | Yes |
| :--- | :---: |

Review of Outside Body Vacancies as of October 2015

| Final Decision-Maker | Democracy Committee |
| :--- | :--- |
| Lead Head of Service | Paul Riley, Head of Finance and Resources |
| Lead Officer and Report <br> Author | Tessa Ware, Democratic Services Officer |
| Classification | Public |
| Wards affected |  |

## This report makes the following recommendations to this Committee:

1. That the Committee agree to a review of all Outside Bodies with a view to reducing them where necessary and aligning them with the relevant Service Committee.
2. That Committee approves the Councillor nominations to Outside Bodies as detailed in Appendices A to D.
3. That Committee approve Councillor Mrs Parvin as the Nominative Trustee of the Relief in Need Charity and the Brenchley Charity for the coming year.

## This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all and Securing a successful economy for Maidstone Borough - by engaging and communicating with external bodies to deliver strategies and plans.

| Timetable |  |
| :--- | :--- |
| Meeting | Date |
| Democracy Committee | 3 November 2015 |

## Review of Outside Body Vacancies as of October 2015

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 At the last meeting of the Democracy Committee on 13 August 2015 the Committee made the following decision:
"A review of Outside Bodies be carried out by Officers to include a review of:

- The role of each Outside Body with unfilled vacancies;
- The requirements and expectations of its members for each Outside Body with unfilled vacancies, and;
- How to promote these Outside Bodies to encourage nominations.

The review to include a list of all Outside Bodies and Councillor members."
1.2 The following report presents the process, outcomes and recommendations of this review.

## 2. INTRODUCTION AND BACKGROUND

2.1 At the meeting of the Democracy Committee on 13 August 2015 a report was presented outlining Councillor Nominations to Outside Bodies.
2.2 After the Committee had made its decision, regarding the nominations presented to them in the report, the following Outside Bodies still had unfilled vacancies:

- Action with Communities in Rural Kent - 2
- Maidstone Area Arts Partnership - 1
- Maidstone-Beauvais Twinning Association - 2
- Maidstone Mediation - 1
- Relate West and Mid Kent - 1
- South East Employers - 1 plus a Deputy

The Committee decided to carry out a review of these Outside Bodies as described in 1.1 above.
2.3 After the meeting the above vacancies were re-advertised via email to all Councillors. The result was as follows:
2.4 Action with Communities in Rural Kent (AWCRK) - Is a registered charity which exists to improve the quality of life for local communities and to encourage the development of thriving, diverse and sustainable communities throughout Kent and Medway. AWCRK meets once a year,
usually in September. This organisation had two posts for rural Ward Members to act as observers on behalf of Maidstone Borough Council, both were vacant. Term of office is one year. The Councillor who held one of the posts for 2014/15 was approached after the meeting on 13 August 2015 and agreed to continue. A nomination form is attached as Appendix A. This leaves one vacancy.
2.5 Maidstone Area Arts Partnership (MAAP) - Is a charity which represents and promotes arts and culture in Maidstone and works as a proactive partner in artistic and cultural development. There are three posts, one was vacant. The role is to act as an observer and to report on partnership activities proposed or being undertaken by MBC/MAAP. The post is for one year. Meetings are quarterly with ad hoc working party meetings. The Councillor who held the post for 2014/15 was approached after the meeting on 13 August 2015 and has agreed to continue. A nomination form is attached as Appendix B. This will leave no vacancies for this outside body.
2.6 Maidstone-Beauvais Twinning Association - Has four posts, two are unfilled. The posts are for three years. The role of a Councillor member would be to help increase and maintain links with Beauvais, oversee audited accounts, encourage exchange visits with local groups and attend regular committee meetings and events. These vacancies were advertised again with no further nominations coming forward.
2.7 Maidstone Mediation - Is a registered charity and voluntary organisation which helps the people of mid Kent who are suffering due to conflict or dispute or the aftermath of crime. There was one post, which is unfilled. The role of a member of Maidstone Mediation is to ensure the organisation is accountable for its work, its integrity and ensure its finances are in good order. The post is for two years. This vacancy was advertised again and a nomination came forward, the form for which is attached as Appendix C. This will leave no vacancies for this outside body.
2.8 Relate West and Mid Kent (RWMK) - Is the UKs largest provider of relationship support. There is one post which is unfilled. The post is for two years. The role of a member of RWMK would be to ensure Maidstone Borough Council is kept informed of the organisations developments and inform RWMK of how they can help meet the Council's objectives. Meetings are once every quarter. This vacancy is still unfilled.
2.9 South East Employers (SEE) - Provides advice, consultancy, training and networking opportunities for those working in local government. There are two posts, a member and a deputy. Both are unfiled. The role of a member of SEE is to act as the democratic representative for the Council acting as the link between SEE and the Council. The role also involves providing strategic direction for the development, implementation and evaluation of the SEE Business Plan. The posts are for one year. Each year there are three full meetings, including the Annual Meeting and three South East Regional Councils. After readvertising these vacancies one nomination came forward which is
attached as Appendix D. This leaves one vacancy (could be for the member or the deputy member).
2.10 To summarise the above the following vacancies still remain unfilled should the Committee agree with the nominations presented in this report:

- Action with Communities in Rural Kent - 1
- Maidstone Area Arts Partnership - 0
- Maidstone-Beauvais Twinning Association - 2
- Maidstone Mediation - 0
- Relate West and Mid Kent - 1
- South East Employers - 1-a Deputy
2.11 Since the meeting of this Committee on 13 August a further vacancy became available with Parking and Traffic Regulations Outside London Adjudication Joint Committee (PATROL). This was advertised with the other vacancies after the meeting. A nomination came forward and is attached as Appendix E.
2.12 In relation to the Relief in Need Charity and the Brenchley Charity a vacancy has arisen because Councillor Mrs Parvin ceased to be a Nominative Trustee of both as she was unable to attend the one meeting of the Trustees for each of these charities during the period of the year. The Committee are asked to approve Councillor Mrs Parvin as the Nominative Trustee for both charities for the coming year.
2.13 The Constitution adopted by the Council on 22 April 2015 makes provision for the Chairman of each Service Committee to take on the role of representative of outside bodies relevant to the terms of reference of their Committee, or delegate it to another member.
2.14 The table below lists the outside bodies mentioned in the Constitution against the relevant committee together with the name of the Councillor currently taking on the role and whether they are a member of the relevant committee:

| Service Committee | Outside body named in the Constitution | Current member of outside body | Service Committee Member? ( $\mathrm{Y} / \mathrm{N}$ ) |
| :---: | :---: | :---: | :---: |
| Policy and Resources | Kent Council Leaders | Automatically the Leader - Cllr Mrs Wilson | Yes Chairman |
|  | Kent Health and Wellbeing Board | Automatically the Leader - Cllr Mrs Wilson | Yes Chairman |
| Strategic Planning, Sustainability and Transportation | Quality Bus Partnership | Cllr Ash | No |
|  | Transport Users Group | Kent Community Rail Partnership - Cllr English Medway Valley Line Steering Group - Cllrs English and Willis | Yes <br> Yes <br> No |
|  | Joint Transport Board | Cllr Burton | Yes |
| Communities, Housing and Environment | Older Persons Forum | Not listed as an outside body |  |
|  | Voluntary Action Maidstone | Not listed as an outside body |  |
|  | Maidstone Mediation | Cllr English | Yes - as a sub |
|  | Kent Health Overview and Scrutiny | Automatically the Chairman - Cllr Ring | Yes |
|  | Citizens Advice Bureau | Cllr Ring | Yes |
| Heritage, Culture and Leisure | Town Centre Management Board | Cllr English - until retirement | No |
|  | Maidstone Area Arts Partnership | Cllrs Paterson, Newton and Pickett | Yes |

## 3. AVAILABLE OPTIONS

3.1 The Committee could do nothing and leave the process for nominating Councillors to outside bodies as it is. This would mean those Councillors already in posts with outside bodies could remain until their term is over and stand down or reapply. However, this could also result in vacancies still being unfilled and the Council not represented on some outside bodies.
3.2 The Committee could recommend to Full Council that all outside bodies are linked to a Service Committee. This would mean Committees would assign Committee Members to outside bodies and create links within the
community that relate to the Committee's terms of reference. However, a process would need to be put in place to transition from the current method of assigning Councillors to outside bodies with this revised method. It would also mean changes to the Constitution. Consideration would also need to be given to those Councillors already in post with Outside bodies that are not on the relevant Committee and whose term ends 2018/19.
3.3 The Committee could carry out a full review of the Council's outside bodies and apply the criteria set during the last outside bodies review dated 2007/8 (attached as Appendix F). This would mean each outside body was fully considered before a decision to withdraw Council support. It would also mean the Council only supported outside bodies that had a link with the Council's strategic objectives. This option could be a lengthy process and may harm relationships with those outside bodies removed as a result of the review.
3.4 The Committee could decide to do a combination of options 3.2 and 3.3, where a full review of outside bodies is carried out and membership of those remaining is assigned to the relevant service committee. Depending on the outcome of a full review, this could result in the Council only supporting outside bodies with links to the strategic objectives, which in turn should result in membership of the remaining outside bodies being more effective. This option could be a lengthy process and may harm relationships with those outside bodies removed as a result of the review.
3.5 The Committee could decide not to appoint Councillor Mrs Parvin as the Nominative Trustee for both the Relief in Need Charity and the Brenchley Charity. However, this would mean advertising these posts to all Councillors, which would delay the appointment of a member representative on these outside bodies.

## 4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

4.1 The preferred option would be option 3.4 and 3.5. The last review of outside bodies was carried out during 2007/8, almost 8 years ago. The Council's strategic direction, Governance structure and Constitution has changed since then and the Council is always looking for ways to be more cost effective.
4.2 A review would also provide an opportunity to consider the criteria for outside bodies from the 2007/8 review and decide if it is still relevant.
4.3 The review could be a two way process and provide an opportunity for outside bodies to evaluate the effectiveness of Council member appointments to their organisation.

### 4.4 By linking outside bodies to Service Committees there would be more automatic appointments which should reduce officer time in administering the nomination process.

4.5 The review could consider the number of appointments for each outside body as well as the length of term of membership which could align
memberships with Councillor elections and changes to Service Committee membership.
5. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION
5.1 Each existing outside body will need to be asked to provide up to date information on their strategies and objectives and their expectations of members who are nominated, together with their views on how useful Councillor membership is to their organisation.
5.2 Existing outside body members will be asked for information on how effective they feel membership of the outside body is and what the benefits are to Maidstone Borough Council.
5.3 Once this information is available the Committee can review the information provided against the criteria set out in the review from 2007/8 or devise their own criteria.
5.4 Once all this is completed the Committee can decide whether to retain, reduce appointments or remove an outside body.
5.5 A full list of current outside bodies is attached at Appendix G showing details of the number of appointments to each outside body, the length of each appointment, current membership and the number of current vacancies.
6. CROSS-CUTTING ISSUES AND IMPLICATIONS

| Issue | Implications | Sign-off |
| :--- | :--- | :--- |
| Impact on Corporate <br> Priorities |  | $[$ Head of <br> Service or <br> Manager $]$ |
| Risk Management |  | [Head of <br> Service or <br> Manager] |
| Financial |  | $[$ Section 151 <br>  <br> Finance Team] |
| Staffing |  | [Head of <br> Service] |
| Legal | The legal implications are as set out <br> within the body of the report. | Team Leader <br> Corporate <br> Governance |
| Equality Impact Needs | None identified |  <br> Information <br> Officer - Clare <br> Wood |


| Environmental/Sustainable <br> Development | [Head of <br> Service or <br> Manager] |  |
| :--- | :--- | :--- |
| Community Safety | [Head of <br> Service or <br> Manager] |  |
| Human Rights Act | [Head of <br> Service or <br> Manager] |  |
| Procurement | [Head of <br>  <br> Section 151 <br> Officer] |  |
| Asset Management |  | [Head of <br>  <br> Manager] |

## 7. REPORT APPENDICES

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

- Appendix A: Nomination form for Action with Communities in Rural Kent
- Appendix B: Nomination form for Maidstone Area Arts Partnership
- Appendix C: Nomination form for Maidstone Mediation
- Appendix D: Nomination form for South East Employers
- Appendix E: Nomination form for PATROL
- Appendix F:Review of Outside Bodies 2007/8
- Appendix G: Full list of outside bodies as at 12 October 2015


## NOMINATION FORM TO OUTSIDE BODY

Date
......1/10/2015

| NAME: | Martin Round |
| :---: | :---: |
| ADDRESS: | Timberden, 60 Oak Lane, Headcorn ASHFORD, Kent TN27 9TB |
| TELEPHONE NO: | $01622890276 / 07709263447$ |
| NAME OF ORGANISATION APPLYING FOR: | Action Communities in Rural Kent |
| ROLE APPLYING FOR: | Committee/Board Rep |
| REASON FOR APPLYING: | I have already served one year in this role and feel I should give some continuum to this very worthy organisation at a time when Rural areas are being needy of support. I am a "ruralist" and a Community activist: I live in Headcorn which is a rural ward in the Maidstone Borough with a countryside that I wish to value, cherish and promote. Some of those assets and their values need to be protected, whilst some need to be better cherished and promoted. I believe its a time to have good rational managers and activists in organisations that champion rural areas; I believe I can make a contribution. <br> Rural Communities do have different issues to urban areas, many for the good and better, but some where they suffer. They also have issues that relate and interact with towns and cities. I would like to address such matters and make some contribution. |
| WHAT SKILLS AND EXPERIENCE COULD YOU <br> BRING TO THE <br> ORGANISATION?: | I have been a manager in public and private bodies for many years. I am a Parish and Borough Council Member where I already represent my rural and community views and issues. I can communicate and interact well and have a business-like mind that seeks objectives and results. <br> I actively take an interest and am well informed on/in rural and community issues such as the young and elderly, transport/roads, services, education, economic development/employment (Farming, Tourism), housing, land \& river and environment matters and the critical issue of Planning. <br> I have been especially active in my communities in youth work and sports activities. <br> I am an active member of groups such as KALC/Kent Assoc of Local Councils, JPG/Joint Parishes Group and value my memberships of the National Trust and the Weald of Kent Protection Society. |

APPorndix B

NOMINATION FORM TO OUTSIDE BODY
Date 21.SERTEMBER 2015


Please attach further sheet if required To THE SOROLGB.

NOMINATION FORM TO OUTSIDE BODY
Date



Please attach further sheet if required

## NOMINATION FORM TO OUTSIDE BODY

Date $3 / 9 / 15$

| NAME: | CLIVE ENCLISH |
| :---: | :---: |
| ADDRESS: | LOT SUTTON ROAP. MAAIDSTONE. KENT mELS QAA |
| TELEPHONE NO: | 07922616858 |
| NAME OF ORGANISATION APPLYING FOR: | SOUTHEAST EMPLOYERS |
| REASON FOR APPLYING: | This is AN ORCANISALION THAT CAN BE A VALUABLE SOURCE OF KNOWLEDGE AND ADVICE fOR GOUNCILS AWD MEMBERS. IT Will BE OF BENEFT TO MBE TO BE INNOLVED IN IT AGAIN. |
| WHAT BENEFITS COULD YOU BRING TO THE ORGANISATION?: | 1 Have previousy been on The executive ano manageMENT COMMITTEES AND HAVE A STRONG ITNOWLEDGE OF SEE'S WORK AS WELC AS A BACHCROUWD IN THE HR AND GOVERNANCE ISSUE it TYPICAIIY DEALS WITH. |

Please attach further sheet if required

## NOMINATION FORM TO OUTSIDE BODY

 Date $3 / 9 / 2015$| NAME: | Clive EnGlisit |
| :---: | :---: |
| ADDRESS: | 107 SUTTON ROAD. maidstane. kent. MESS AAA. |
| TELEPHONE NO: | 07922616858 |
| NAME OF ORGANISATION APPLYING FOR: | Patrol |
| REASON FOR APPLYING: | Ttis oroanisation can be a USEFUL SOURZE OF INRARMATION ANO BEST PRACTICE ON DECRIMINALISED PARHING issues. |
| WHAT BENEFITS COULD YOU BRING TO THE ORGANISATION?: | I Haje previolisly been the Councic's representatiue and have serveio on the manave MENT COMmITEE, I FEEC I undenstand the oizcanisation AND THE ISSUES AWO WILC BE ABLE TO CONTHIBGTE TO iTS CONTINUED SUCCESS. |

Please attach further sheet if required


Keeping an eye on Maidstone

# CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE 

## OUTSIDE BODIES REVIEW

MUNICIPAL YEAR 2007-08

## Contents

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## 1 Introduction

1.1 On the 22 May 2007, the Corporate Services Overview and Scrutiny Committee agreed to review the Council's Appointments to outside bodies originally considered by the Strategic Leadership Overview and Scrutiny Committee as part of the Partnerships Review in the Municipal Year 200607. The Strategic Leadership Committee postponed the review to 2007-08 when it was taken on by the Corporate Services Overview and Scrutiny Committee, which agreed that this was an important area for review.
1.2 The Council appoints Members to a large number of outside bodies, and the Corporate Services Overview and Scrutiny Committee identified that it was important to establish if these added value to the Council. The Committee resolved to create a Working Group to review appointments to outside bodies in the same manner as the Partnerships Review of 200607.
1.3 The Working Group considered the appropriateness and effectiveness of Member appointments made to outside bodies. During the course of the review, several potential problems with the existing methods of appointing Councillors to outside bodies, together with an apparent lack of information available to inform Councillors, were found. The Working Group made a number of recommendations to enhance the process and make the outside bodies appointments effective and valuable. A number of outside bodies were also deemed unnecessary appointments.

## 2 Terms of Reference

2.1 The Committee agreed that, by conducting this review, it would aim to meet the following objectives and desired outcomes:

- Assess the value of the Council's appointments to outside bodies, both to the Council and the outside bodies;
- Rationalisation of appointments to outside bodies;
- Identifying the responsibilities of Members as representatives on outside bodies;
- Develop a criteria to assess appointments to outside bodies; and
- Develop a monitoring mechanism for outside body representation.
2.2 The Working Group did not consider the financial contributions to outside bodies from the Council to ensure there was no duplication of work between the Committee's review of outside bodies and the Best Value Review of Grants.
2.3 The Working Group comprised of the following members;

Councillor Mrs Hinder
Councillor Mrs Marshall
Councillor Moriarty
Councillor Parr
2.4 Support was provided by the Overview and Scrutiny Officer, Mrs Esther Bell.

## 3 Methodology

3.1 The Corporate Services Overview and Scrutiny Committee set up a small task and finish group to carry out the review.
3.2 Surveys were sent to the outside bodies and the appropriate Councillors to evaluate the value of their appointment to both the Council and the outside bodies. This had initially been undertaken as part of the Partnerships Review in the 2006-07 municipal year and the Working Group resolved to repeat this as part of its review. This was to address the issue that some members and some organisations had not returned the initial surveys and also to account for changes in membership for 2007-08.
3.3 The survey to the outside bodies covered the following areas:

- Aims of organisation;
- Expected role of the Councillor in the organisation;
- Attendance at meetings;
- Value of Councillors' contribution;
- Value and benefit to the organisation of having a nominated representative; and
- Financial contribution.
3.4 The survey to Councillors covered the following areas:
- Attendance at meetings;
- The representation's contribution to Council's priorities in the Strategic Plan;
- Value to Council and Councillor;
- Value to outside bodies; and
- Reporting mechanisms.
3.5 The Working Group employed a variety of research methods. Key to this research was reviewing the survey responses and compiling a list of each organisation's aims and objectives. Identifying best practice, interviews with a number of Councillors and requests for further information were also undertaken.
- 'Pleasure in helping residents of our Borough find suitable homes'.

The Working Group believed that the inconsistent involvement and enthusiasm reflected the demands of the role Councillors were given, but considered that it may also be as a result of the Councillors personal interests and expertise. The Working Group therefore considered that appointments should be non-partisan and be based on a Councillor's expertise and interest in order to ensure that the best person for the job was appointed and that the appointment was useful and appropriate to both the Councillor and the outside body. This view was also echoed by a number of witnesses.

## Recommendation B

Appointments to outside bodies be non-partisan and based on a Councillor's expertise and/or interest.
4.1.6 Consultation with Councillors appointed to those outside bodies commanding more than one Councillor appointment had highlighted that historically, if four appointments to an outside body were available, appointments had included a representative from each group. However, concern had been raised by a number of Councillors that this convention had been challenged in recent years, for example in the Town Centre Management appointments. The Leader commented that;
> "It was always my understanding, and I believe the understanding of most Councillors, that we sent one Councillor from each group to the Town Centre Management Advisory Group. Then at the Annual Council meeting year before last, it became apparent this was not the case, when there was an attempt to play politics with the 4 appointments and get them all allocated to one Group. It is my view that it would be a great shame if this was to become a political football and my preference has always been that there should be four nominees, one from each group."

This view was also echoed by Councillor Mrs Marshall. The Working Group believed that although appointments should be non-partisan, when four appointments were required on an outside body a representative from each Group should be achieved in order to avoid undesirable political manoeuvrings.

## Recommendation C

The Constitution be amended to reflect when four outside body appointments are required, a representative from each Group be appointed.

### 4.2 Responsibilities

4.2.1 Members serve outside bodies in a wide range of capacities, for example as advisers, committee members, observers, trustees, voting members,
substitute members and/or as representatives of Maidstone Borough Council. Newark \& Sherwood District Council, Waverly Borough Council and Bath \& North East Somerset Council have formulated job roles to be completed by the outside body in order that the expectations of the outside body are known. Newark and Sherwood District Council suggested that the forms completed by the outside body were compiled and distributed to Group Leaders prior to annual Council in order that appropriate nominees could be identified.
4.2.2 A number of Councillors noted that they had not received any information regarding the outside body when they were appointed and believed that the benefit of their appointment had taken time to come to fruition whilst they attempted to understand the outside bodies objectives and the role that was expected of them ${ }^{5}$. The Working Group considered the use of an annual generic training session on outside bodies for Councillors, to inform them of each organisations aims and what was expected of them. However, the Working Group considered that a training session would be lengthy and considered that making the summary of each organisation's aims (attached at Appendix B) available online to Councillors would suffice. This would provide information on each outside body and assist in identifying appropriate nominees for outside body appointments.
4.2.3 The Working Group suggested that outside bodies should be required to complete a 'job specification' form for each appointment they invited the Council to make and that these should be circulated to Group Leaders prior to appointments, as well as the representative when appointed. An example 'job specification' form is attached at Appendix C. The following information is included;

- The organisation's mission and objectives;
- Expected key roles and responsibilities of appointed Member;
- What the outside body hoped to achieve through the relationship;
- Time commitment; and
- Skills and experience required from the Council's representatives.

In order that this information is kept up to date, it is proposed that the organisation be asked to check the information held at the time of writing to them regarding appointments.

[^1]
## Recommendation D

The Summary of each outside bodies Organisation's Aim attached at Appendix $B$ be kept up to date and made available to Councillors online.

## Recommendation E

Outside bodies should be required to complete the 'job specification' form attached at Appendix C for each appointment they invite the Council to make, and that this information should be compiled, updated and distributed to Group Leaders prior to appointments in order that the appropriate nominees can be identified.

### 4.3 Monitoring

4.3.1 Maidstone Borough Council does not currently monitor the outside bodies appointments. The Working Group considered Councillors' survey responses and noted that Members tended to act independently. Responses ranged from a total lack of reporting back to the Council on the outcomes of their association with the outside body, to they 'would do if required' or 'as and when appropriate'. However, it was noted that these were only informal relationships with appropriate Officers, Cabinet Members or to their political party Leader.
4.3.2 Bath \& North East Somerset Council commented that some outside bodies viewed 'that a lack of a structured reporting mechanism could be seen as a weakness in the system ${ }^{\prime 6}$ and also reported that four of the local authorities they contacted 'were currently in the process of investigating more formal mechanisms which could be rigorously enforced, to ensure effective information flows were established'. Both Dover and Newark \& Sherwood District Councils reviewed appointments to outside bodies and suggested that both an annual review of outside bodies be conducted by sending forms to Councillors and that an Officer be identified for each outside body to act as a contact point for the Councillor.
4.3.3 The Working Group considered that a formal monitoring mechanism should be put in place to ensure the benefits of the appointment were received. Members considered the reports of other Local Authorities and agreed that a contact officer should be nominated for Maidstone Borough Council's outside bodies. The role of the Officer would be to receive

[^2]relevant information from the appointed Councillor and it was not intended that the Officer would attend the meetings.
4.3.4 The Working Group also agreed that without some form of reporting mechanism it would be difficult for an appraisal to be conducted of the basis to continue involvement with an outside body and therefore the appropriate Members should be asked to complete an annual review form, attached at Appendix D. Members concluded that the completed forms should be reviewed to ensure that outside body appointments continued to be appropriate. The Working Group considered that regular outside body Reviews were required in light of outside bodies appointments ending, for example there had been some uncertainty about the exact date the Channel Tunnel Rail Link High Level Forum had ceased.
4.3.5 The Working Group noted that the Cultural Panel's funding had significantly decreased and requested that the requirement to continue making four appointments in light of this be reviewed at a further outside bodies Review. The decrease to the number of appointments to the Cultural Panel was not recommended in this review due to the need to assess the impact of the decrease in funding and also because Maidstone Borough Council aimed to create Maidstone as a centre of culture.
4.3.6 The Working Group also considered that the annual review form could serve as a useful tool to exchange any useful information or any outstanding issues faced by the outside body to Councillors representing an outside body for the first time following their predecessor. The Working Group therefore believed that the annual review form should be circulated to the appropriate Councillor when appointed, together with the 'job specification' form as referred to in recommendation E to inform Councillors and assist in smooth transitions.

## Recommendation $F$

A Copy of the completed 'job specification' form and annual review forms be supplied to each Councillor when appointed.

## Recommendation G

A contact Officer be designated for outside bodies, to improve internal communications should matters arise at meetings of an outside body which require further consideration.

## Recommendation H

The appointments by Council to outside bodies be reviewed each year.

## 5. Rationalisation and Value

5.1 The Working Group recognised that Maidstone Borough Council currently considered making an appointment to a new outside body if there was a demonstrable link with the Council's corporate objectives. Members therefore believed that a review was required to ensure that the existing appointments to outside bodies continued to be of value to the Council. Members considered the survey responses and summary of outside bodies' aims and used a flow chart considering the following key questions;
a) Is there a statutory requirement for the Council to make this appointment?
b) Is this an appointment to a strategic body? i.e. an organisation that has a significant impact on the achievement of any of the Council's policy objectives.
c) Is the outside body a Charity which requires the appointment to be made by the Council?
d) Does the Council provide funding to this body and if a Member appointment essential to oversee the funding?
e) Is there a clear link to Strategic Priorities?
f) Do Members regularly attend this Body and is it of benefit to the Council?
g) Is the appointment of benefit to the outside body and do they have a positive view?

Following the initial consideration of the above questions to each outside body based on the information collected, the Working Group requested further information from representatives on the outside bodies that they believed required a reduction in appointments. The Working Group's recommendations to retain, reduce or remove appointments are shown at Appendix E .
5.2 The Working Group recognised that a number of charities are required by the Charity Commission as part of their constitutions to have Council nominations. Howard De Walden Club Charity also highlighted this to the working group in their survey response;
"The Council is required by the Charity Commission (under the Deed executed by the latter which is our Constitution) to nominate two trustees...If the Council were to come to believe that it should not continue to nominate two trustees, its correct course would be
to petition the Charity Commission to be released from its obligation."

The Democratic Services Manager and the Head of Legal Services confirmed that Maidstone Borough Council is able to refuse to continue nominating to those outside bodies which are charities, but that Maidstone Borough Council would need to contact the Charity Commission to notify them of this, and also to advise the charities so that they are able to change their constitution to reflect this.
5.3 Positive survey responses to the value to the Council of having a representative on an outside bodies included;

- Allows Council to stay informed about the organisation;
- Informs the Council of activities in the Borough;
- Demonstrates support for outside bodies; and
- Understands the concerns of the outside bodies.

Positive survey responses to the value to the outside body of having a Council representative included;

- Support and partnership;
- Adds balance to decisions;
- Able to provide personal knowledge of the Borough;
- Achieves a greater recognition; and
- Provides knowledge and representation of views of the Local Authority.
5.4 The Working Group believed that Councillor responses with regard to the value of the appointment were instrumental in determining whether the appointment should continue. The representatives on Kent County Council Youth and Community Maidstone Management Committee, Maidstone Mind and Maidstone Victim Support Management Committee all responded that their representation did not contribute to the Council's priorities as identified in the Strategic Plan and that there were no benefits to them personally or to the Council in their appointment. The Working Group therefore believed Maidstone Borough Council should cease to appoint to these outside bodies.


## Recommendation I

The following outside body appointments be terminated;

- Kent County Council Youth and Community Management Committee;
- Maidstone Mind; and
- Maidstone Victim Support Management Committee.
5.5 Reigate and Banstead Borough Council had conducted a similar review into appointments to outside bodies ${ }^{7}$ and reported that there was a level of inconsistency in the outside bodies that it appointed to. The working group believed that this was not a recurring problem with the outside bodies that Maidstone Borough Council appointed to, however highlighted that the appointment to Maidstone Sea Cadets appeared to show inconsistency as appointments were not made to similar outside bodies such as the RAF, Scouts and Army Cadets. ${ }^{8}$ Members therefore believed that in order to avoid inconsistency in the outside bodies that Maidstone Borough Council appoints to, this appointment should be discontinued. The Working Group was informed that the existing member appointed to Maidstone Sea Cadets had resigned and that a replacement had not been sought. Members recognised that a number of un-appointed Councillors also sat on this body through personal interest. The Working Group considered that the involvement through personal interest should be recommended to the outside body when notifying them of the intention to terminate the appointment.


## Recommendation J

## That the appointment to the Maidstone Sea Cadets be terminated to avoid inconsistency.

5.6 A level of inconsistency was also noted by the Working Group in the localised area outside bodies that Maidstone Borough Council appointed to, as not all localised groups received an outside body appointment. The Working Group considered the termination of the following appointments and requested interviews with representatives on the following outside bodies;

- Allington Millennium Green Trust
- Boughton Mount Trust
- Collis Millennium Green Trust
- Headcorn Aerodrome Consultative Committee
- Hermitage Quarry Liaison Group
- Howard De Walden Youth Club Management Committee

[^3]The termination of the appointments to similar localised group had also been considered by other Local Authorities. The Working Group questioned the representatives on these outside bodies ${ }^{9}$ and all representatives reported a positive relationship and considered that the representation be maintained. The Working Group considered the option to implement in the constitution that the Ward Councillor for each of these outside bodies automatically be selected. However, Members noted that this may lead to the most appropriate Member not being selected in terms of expertise. The Working Group therefore queried with the representatives' whether they would wish to continue acting as a representative on the outside body if the appointment ended. The representatives confirmed that they would wish to continue their representation provided that the outside body approached them as the most appropriate person. It was also noted that Boughton Mount Trust had responded that they believed the Councillor was sitting on their Board in a personal capacity rather than as an appointment. The Working Group therefore concluded that the appointments to the localised groups cease as the new appointments emerge and that the outside bodies by notified and recommended to contact the most appropriate Councillors independently prior to the new appointments being required.

## Recommendation K

The following localised area outside body appointments be terminated:

- Allington Millennium Green Trust
- Boughton Mount Trust
- Collis Millennium Green Trust
- Headcorn Aerodrome Consultative Committee
- Hermitage Quarry Liaìson Group
- Howard De Walden Youth Club Management Committee
5.7 It was noted that a number of outside bodies received more than one appointment. The usefulness and appropriateness of more than one appointment was considered. The Group requested further information from representatives on the outside bodies with the numerous appointments that had been queried. Responses from representatives on Relate West and Mid Kent and YMCA Sports Management confirmed that it would be appropriate to reduce the number of appointments to one. With regard to YMCA Sports Management, Councillor Yates confirmed,

[^4]'I believe that one Councillor on the Board should suffice to ensure a continuous link with Maidstone Borough Council'.

The Working Group believed that unless the representative had responded that they felt the number of appointments to that outside body was appropriate, they should be reduced. Councillor Robertson had confirmed that he felt that the number of representatives for the Central Railway Consortium was necessary and appropriate. However, the Working Group felt that due to the signs that this outside body was becoming dormant, it was unnecessary to continue with both appointments.

## Recommendation L

The numbers of appointments to the following outside bodies are reduced to one;

- Central Railway Consortium;
- Relate West and Mid Kent; and
- YMCA Sports Management Committee.

| Outside bodies with automatic membership |  |
| :--- | :--- |


| Organisation | No of MBC Appointees | Automatic Appointment? | Title of Role | Appointment One | Appointment Two | Appointment Three | Appointment Four | Term (Years) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Action with Communities in Rural Kent | 2 | Ward member usually automatically appointed | Committee Member | Councillor Martin Round 09/09/2014-08/09/2015 (9/15 restanding new nom form to go to DemC 3/11) | VACANCY |  |  | 1 |
| Age UK | 1 |  | Committee Member | Cllr Malcolm McKay 28/09/15 to 27/9/18 |  |  |  | 3 |
| Allington Millenium Green Trust | 1 | Ward member automatically appointed - need to nominate one from the three | Director | Councillor Dan Daley | Cllr Daley is Director/Trustee of the Allington Millennium Green Trust Limited. This is a Company limited by Guarantee and a registered Charity. MBC does not take any active part in the management of the facility officially |  |  | 4 |
| Bentliff Wing Trust | 1 | MBC Mayor from AGM | Ex-Officio | Cllr Daniel Moriarty from 23/05/2015 |  |  |  | 1 |
| Brenchley Charity | 1 |  | Nominative Trustee | Cllr Daphne Parvin 01/10/12 to $01 / 10 / 16$ |  |  |  | 4 |
| CAB | 1 |  | Co-opted member with full Trustee rights and responsibilities. | Councillor Marion Ring to 21 Sept 2019 |  |  |  | 4 |
| Cutbush and Corrall | 4 |  | $2 \times$ Public $2 \times$ Cttee member | Cllr D Joy 13/8/15 to 12/8/19 | Mr P Oldham 01/04/13 to 31/03/17 | $\begin{gathered} \text { Cllr David Naghi } \\ 01 / 04 / 12 \text { to } 31 / 03 / 16 \end{gathered}$ | Cllr Daphne Parvin 09/04/14 to 08/04/18 | 4 |
| Headcorn Aerodrome Consultative Committee | 1 | Ward member automatically appointed | Community Representative | Cllr Martin Round 23/05/2014-22/05/2018 | SUBSTITUTE CIIr Richard Thick 03/05/2012-05/05/2016 |  |  | 1 |
| Hermitage Lane Quarry Liaison Group | 1 | Ward member automatically appointed | Community Representative | $\begin{gathered} \text { Cllr Bryan Vizzard } \\ 03 / 05 / 2012-05 / 05 / 2016 \end{gathered}$ | SUBSTITUTE CIIr James Willis |  |  | 1 |
| Howard de Walden Centre | 2 | Ward member automatically appointed | Community Representative | Cllr Martin Cox $25 / 05 / 12$ to $24 / 05 / 16$ | CIIr Ian Chittenden 25/05/12 to 25/05/16 |  |  | 4 |
| KCC Health Overview and Scrutiny Cttee | 1 | Chairman of the Communities, Housing and Environment Committee | Committee Member | Cllr Marion Ring 26/05/2015-25/05/2016 |  |  |  | 1 |
| KCC Youth Advisory Group | 1 |  | Committee Member | Cllr Martin Round 09/09/14 to 08/09/18 |  |  |  | 4 |
| Kent and Medway Crime Panel | 1 | Leader appointed automatically | Panel Member | CIIr Fran Wilson 23/05/2015-22/05/2016 |  |  |  |  |


| Kent Community Rail Partnership | ? |  | Member | Cllr Clive English 13/08/15 to ? |  |  |  | Open ended |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Kent County Playing Fields Association | 1 |  | Committee Member | Cllr David Naghi 09/09/2014-08/09/2016 |  |  |  | 2 |
| Kent Downs AONB Joint Advisory Committee | 1 | The Chairman of the Mid Kent Downs Steering Group is automatically appointed | Committee Member | Cllr Daphne Parvin | NOTE: if an MBC is not chair then we have no provision to administer this |  |  |  |
| Kent Partnership | 1 | Leader of the Council automatically appointed | Committee Member | Cllr Fran Wilson 23/05/2015-22/05/2016 |  |  |  | 1 |
| Local Government Association General Assembly | 2 | Leader of the Council (voting) and of the Opposition (nonvoting) | Member | $\begin{gathered} \text { Cllr Fran Wilson } \\ 23 / 05 / 2015-22 / 05 / 2016 \end{gathered}$ | Annabelle Blackmore as Leader of the Opposition |  |  | 1 |
| Maidstone Area Arts Partnership | 3 | MBC Mayor (honary President) plus three | Committee Member | Clir Jenni Paterson 09/09/2014-08/09/2015 (restanding - new nom form going to DemC 15/10/15)) | Cllr Gordon Newton 09/09/15 to 08/09/16 | Cllr David Pickett 9/4/15 to 8/4/16 |  | 1 |
| Maidstone Cycling Forum | ? |  | Member | Councillor Clive English 13/08/15 to ? | Councillor James Willis 13/08/15 to ? |  |  | ? |
| Maidstone Mediation | 1 |  | Committee Member | Cllr Clive English 01/11/2013-31/10/2015 (sending in renew nom) | Cllr Grigg is also Independent Trustee and Committee Member (not as a Council rep) |  |  | 2 |
| Maidstone Mind | 1 |  | Committee Member | Cllr S Grigg 18/10/1317/10/17 |  |  |  | 4 |
| Maidstone Sea Cadets | 1 |  | Committee Member | Cllr Mike Cuming 09/04/14 to 08/04/18 |  |  |  | 4 |
| Maidstone Street Pastors | 1 |  | Committee Member | Cllr Denise Joy $15 / 05 / 13$ to $14 / 05 / 16$ |  |  |  | 3 |
| Maidstone Town Centre Management Board | 1 |  | Board Member | Cllr Clive English 09/09/14 until retirement from MBC |  |  |  |  |
| Maidstone Town Centre Management Liaison Group | 3 | No but one from each Political Group, one of whom must be a High Street ward Member |  | Cllr Denise Joy 09/09/15 to 08/09/16 | Cllr Gordon Newton 09/09/15 to 08/09/16 | Cllr Daphne Parvin 09/09/15 to 08/09/16 |  | 1 |
| Maidstone YMCA | 1 |  |  | Cllr Derek Mortimer 09/09/2015-08/09/2016 | Cllr Sue Grigg 09/09/15 to 08/09/16 | Two members at present but should only be one as per Gen Purp Cmmit 6/4/0s |  | 1 |
| Maidstone-Beauvais Twinning Association | 4 |  | Committee Member | Cllr Wendy Hinder 09/09/15 to 08/09/19 | Cllr Richard Ash 09/09/15 to 08/09/19 | VACANCY | VACANCY | 3 |


| Medway Valley Line Steering Group | ? |  | Member | Councillor James Willis 13/08/15 to ? | Cllr C English 13/8/15 to? |  | Open ended |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Mid Kent Downs Steering Group | 1 |  |  | Cllr Daphne Parvin 09/09/2015-08/09/2016 | SUBSTITUTE Cllr Richard Ash 09/09/2015-08/09/2016 |  | 1 |
| PATROLAIC | 1 |  | Committee Member | Clive English nom form in for Dem consideration 3/11/15 |  |  | 4 |
| Quality Bus Partnership | ? |  | Member | Cllr Richard Ash 13/08/15 to ? |  |  | Open ended |
| Relate West and Mid Kent | 1 |  | Committee Member | VACANCY |  |  | 2 |
| Relief in Need Charities | 3 |  | Committee Member | Cllr Wendy Hinder 13/08/15 to 12/08/19 | Cllr Daphne Parvin 13/08/12 to 26/07/16 | Cllr Dan Daley 09/04/14 to 08/04/18 | 4 |
| Rochester Bridge Trust | 1 |  | Public | Cllr Derek Butler 01/06/2015-31/05/2019 |  |  | 4 |
| South East Employers | 2 |  | 1 Representative 1 Deputy | Clive English nom form in for Dem consideration 3/11/15 | VACANCY |  | 1 |
| South East Rail Passenger Group | 1 |  | Member | Cllr Ash - 13/8/15 to ? | Cllr Willis - $13 / 8 / 15$ to ? | Cllr Pickett - 13/8/15 to <br> ? |  |
| Upper Medway Internal Drainage Board | 2 |  | Committee Member | Cllr Martin Round 09/09/14 to 08/09/2016 | Cllr Daphne Parvin 13/08/15 to 12/08/17 |  | 2 |
| Vinters Valley Park Trust | 1 |  | Commmittee Member | $\begin{gathered} \text { Cllr Paul Harper } \\ \text { 09/09/2014-08/09/2018 } \end{gathered}$ | Cllr Martin Cox 7/9/14-6/9/18 |  | 2 |
| West Kent Health and Wellbeing Board | 1 | Leader of the Council automatically appointed | Commmittee Member | $\begin{gathered} \hline \text { Cllr Fran Wilson } \\ 23 / 05 / 2015-22 / 05 / 2016 \end{gathered}$ |  |  | 1 |
| Youth and Community Charity | 1 |  | Committee Member | Cllr Paul Harper 09/09/2014-08/09/2018 |  |  | 4 |


[^0]:    Alison Broom, Chief Executive, Maidstone Borough Council, Maidstone House, King Street, Maidstone Kent ME15 6JQ

[^1]:    ${ }^{5}$ The Overview and Scrutiny Officer had discussed this matter with a number of Councillors in telephone conversations.

[^2]:    ${ }^{6}$ http://www.bathnes.gov.uk/committee papers/Council/CO070118/120\&Sreview.htm

[^3]:    ${ }^{7}$ http://www.reigate-banstead.gov.uk/Images/ Appointments\%20to\%200utside\%20Bodies \%20Recommendations\%201\%20Jul\%2004_tcm5-9249.pdf
    ${ }^{8}$ Outside bodies Working Group meeting on 18/02/08

[^4]:    ${ }^{9}$ Representatives on the Collis Millennium Green Trust were unable to attend and a phone interview was conducted with the representative for Hermitage Quarry Liaison Group.

