

APPENDIX: EXECUTIVE-CABINET ROLES**1. THE EXECUTIVECABINET**

- 1.1.** To be responsible for any executivecabinet functions which involve a recommendation to Council including budget and policy framework proposals.
- 1.2.** To be responsible for making key decisions covering more than one ExecutiveCabinet portfolio.
- 1.3.** To receive and respond to:
 - (a) reports to the ExecutiveCabinet from the Overview and Scrutiny Committees, the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer; and
 - (b) recommendations from Council.
- 1.4.** To receive reports from external and internal auditors.
- 1.5.** To receive reports on risk management.
- 1.6.** To consider any matter referred to it by the Leader of the Council, or Lead Member.
- 1.7.** To make appointments to outside bodies that do not fall under the remit of the Democracy and General Purposes Committee.

The ExecutiveCabinet may take a decision relating to any matter under an individual portfolio where the relevant Lead Member or the Leader of the Council has requested that the ExecutiveCabinet consider the matter.

2. LEADER OF THE COUNCIL

2.1. Purpose

- (a) To have overall responsibility for the Vision and Corporate Objectives of the Council and for ensuring their achievement.
- (b) To be the principal political spokesperson for the Council and have overall responsibility for representing its views to the public and all organisations with whom the Council has contact.
- (c) To provide community leadership.

2.2. The Leader has responsibility for:

- (a) Leading the work of the ExecutiveCabinet, its programmes and priorities.
- (b) Working with others in building a vision for the Council and community; promotion of collaborative working relationships with stakeholders and partners as part of the borough's 'Civic Family'.
- (c) Acting as an ambassador for the Council and its activities amongst external advisory and interest groups and representing the Council's policy agenda as appropriate locally, regionally and nationally.
- (d) Development, implementation, monitoring and review of the Council's Vision and Strategic Objectives.
- (e) Ensuring the Council's Strategic Plan and all other policy framework documents interrelate and reflect agreed Council priorities.
- (f) Development and implementation of the Council's Medium-Term Financial Strategy and Capital Strategy.
- (g) Political responsibility for effective corporate governance of the Council.
- (h) Providing strong, clear leadership in the co-ordination of strategies and policies.
- (i) Responsibility for the discharge of any executiveCabinet function not delegated to another individual or body.

2.3. The Leader of the Council may:

- (a) Where a Lead Member is unavailable, or unable to take a decision (for example due to an interest in the matter), take a decision on their behalf, or nominate another Lead Member to take the decision;

- (b) Require a decision under an individual portfolio to be taken by the ExecutiveCabinet as a whole.

2.4. Scope of Specific Responsibilities

- (a) Strategic Plan
- (b) Performance Monitoring
- (c) Economic Development Strategy
- (d) Town Centre Strategy
- (e) Kent Medical Campus Enterprise Zone
- (f) Regeneration Sites (including Development Briefs)
- (g) Biodiversity and Climate Change Strategy

2.5. Service Areas (where budget and service areas are relevant to scope)

- (a) Policy Communications and Governance
- (b) Economic Development
- (c) Capital Projects

2.6. Representative on Bodies

- (a) Kent Leaders
- (b) Kent and Medway Economic Partnership
- (c) Mid Kent Services Board
- (d) Greater North Kent Partnership
- (e) Maidstone Strategic Infrastructure Board
- (f) Mid Kent Services Board

3. MEMBERS ON THE EXECUTIVECABINET

3.1. Purpose

- (a) To provide collective and individual leadership as part of the ExecutiveCabinet;
- (b) To undertake lead responsibility for an allocated portfolio; and
- (c) To contribute effectively towards the strategic direction of the Council

3.2. Duties and Responsibilities

- (a) To participate effectively as a Member of the ExecutiveCabinet; taking joint responsibility with other Lead Members for all decisions.

- (b) To participate in shaping and developing the policy and vision of the Council.
- (c) To act as the Lead Member for a particular portfolio as may be determined by the Leader, and in doing so, have regard to the Council's corporate policy objectives and championing the portfolio concerned within that strategic context, and being aware of key budgetary issues relating to the portfolio.
- (d) To build good working relationships with senior officers and external partners, as appropriate, and to work with them in developing policy, strategy and delivery plans.
- (e) To keep abreast of related developments and policies at national, regional and local level including being aware of the importance to the community and other stakeholders of the portfolio services.
- (f) To work with and involve Policy Advisory Committees in decision making, as appropriate, keeping them informed of issues relevant to the Member portfolio and their terms of reference.
- (g) To represent the ExecutiveCabinet where appropriate at Overview & Scrutiny Committee in connection with any matter that may be called in; and to attend Overview & Scrutiny at their request in connection with any issues associated with the Member portfolio that are being scrutinised.
- (h) To represent the Council on external bodies, as appointed, and feedback to the ExecutiveCabinet any issues of relevance/importance.
- (i) To be available as appropriate for other Members to discuss any queries or matters of concern.
- (j) To promote the services within the portfolio and where appropriate to act as the spokesperson with the media for the portfolio area.
- (k) To encourage the highest standards of probity and corporate governance, and to promote inclusivity and transparency in all that the Council does.

3.3. Lead Member for Corporate Services and Deputy Leader

3.3.1. To fulfil the duties of the Lead Member role description and have strategic:

- (a) Planning and policy development
- (b) Performance Management
- (c) Partnerships
- (d) Biodiversity and Climate Change

3.3.2. **Scope of Specific Responsibilities**

- (a) Medium Term Financial Strategy
- (b) Capital Strategy
- (c) Treasury Management Strategy
- (d) Commissioning and Procurement Strategy
- (e) Strategic Risk Management
- (f) Health and Safety
- (g) Heathlands Garden Community
- (h) Commercial and Operational Asset Management Strategy
- (i) Information Management Strategy
- (j) Digital Strategy
- (k) ICT Strategy
- (l) Workforce Strategy
- (m) Emergency Planning
- (n) Maidstone Property Holdings (shareholder role)
- (o) Land and property purchases, excluding purchases for the purpose of housing
- (p) Biodiversity and Climate Change

3.3.3. **Service Areas (where budget and service areas are relevant to the scope)**

- (a) Policy Communications and Governance (including Democratic and Electoral Services)
- (b) Finance
- (c) Audit (for corporate risk)

(d) Digital and Transformation

(e) ICT

(f) HR

(g) Revenue and Benefits

3.3.4. **Representative on Bodies**

(a) Mid Kent Services Board

3.4. Lead Member for Communities and Public Engagement

- 3.4.1. To fulfil the duties of the Lead Member role description and have strategic:
 - (a) Planning and policy development
 - (b) Performance Management
 - (c) Partnerships
 - (d) Biodiversity and Climate Change
- 3.4.2. **Scope of Specific Responsibilities**
 - (a) Communication and Engagement Strategy/MBC Reputation
 - (b) Resident Pride in the borough/Satisfaction
 - (c) Community Safety
 - (d) Safeguarding Policy
 - (e) Community Resilience
 - (f) Access to services
 - (g) Equalities Objectives
 - (h) Financial inclusion
 - (i) Council Tax Reduction Scheme Policy
 - (j) Community Grants Policy
 - (k) Assets of community value
 - (l) Parish Charter
 - (m) Partnership working with Voluntary and Community Sector
 - (n) Armed Forces Community Covenant
 - (o) Biodiversity and Climate Change
- 3.4.3. **Service Areas (where budget and service areas are relevant to the scope)**
 - (a) Policy Communications and Governance (including Customer Services)
 - (b) Housing and Communities
 - (c) Revenue and Benefits
- 3.4.4. **Representative on Bodies**
 - (a) Kent and Medway Military-Civilian Partnership Board

- (b) Parish Liaison

3.5. Lead Member for Environmental Services

- 3.5.1. To fulfil the duties of the Lead Member role description and have strategic:
 - (a) Planning and policy development
 - (b) Performance Management
 - (c) Partnerships
 - (d) Biodiversity and Climate Change
- 3.5.2. **Scope of Specific Responsibilities**
 - (a) Waste Strategy
 - (b) Waste Collection and Cleansing
 - (c) Parks and Open Spaces 10-year plan
 - (d) Parks management Strategy
 - (e) Public Conveniences
 - (f) Air Quality Strategy (including Low Emissions)
 - (g) Flood Risk Alleviation Strategy
 - (h) Place based enforcement
 - (i) Bereavement Services policy issues
 - (j) Environmental Health
 - (k) Biodiversity and Climate Change
- 3.5.3. **Service Areas (where budget and service areas are relevant to the scope)**
 - (a) Environment and Public Realm
 - (b) Housing and Communities
 - (c) Property and Leisure (for flood risk)
- 3.5.4. **Representative on Bodies**
 - (a) Kent Resource Partnership Members Board

3.6. Lead Member for Housing and Health

- 3.6.1. To fulfil the duties of the Lead Member role description and have strategic:
 - (a) Planning and policy development
 - (b) Performance Management
 - (c) Partnerships
 - (d) Biodiversity and Climate Change
- 3.6.2. **Scope of Specific Responsibilities**
 - (a) Housing Strategy
 - (b) Housing Delivery Programme (incl. purchases for the purposes of housing delivery)
 - (c) Housing Management Policy
 - (d) Housing Tenancy Strategy/Policy
 - (e) Private Sector Housing Enforcement Policy
 - (f) Housing Register Policy/Housing Allocation Scheme
 - (g) Reducing rough sleeping and homelessness
 - (h) Gypsy and Traveller Public Sites
 - (i) Housing for refugees
 - (j) Health in all policies oversight
 - (k) Strategic health projects and programmes
 - (l) Biodiversity and Climate Change
- 3.6.3. **Service Areas (where budget and service areas are relevant to the scope)**
 - (a) Housing and Communities
 - (b) Capital Projects
- 3.6.4. **Representative on Bodies**
 - (a) Health and Care Partnership Members' Forum

3.7. Lead Member for Leisure and Arts

3.7.1. To fulfil the duties of the Lead Member role description and have strategic:

- (a) Planning and policy development
- (b) Performance Management
- (c) Partnerships
- (d) Biodiversity and Climate Change

3.7.2. **Scope of Specific Responsibilities**

- (a) Arts and Culture Strategy 2019-24
- (b) Festivals and Events Policy
- (c) Hazlitt Arts Centre
- (d) Museum 20 year Plan
- (e) Maidstone Leisure Centre
- (f) Lockmeadow Leisure Centre Complex and Market
- (g) Public Art Policy
- (h) Visitor Economy
- (i) Events
- (j) Biodiversity and Climate Change

3.7.3. **Service Areas (where budget and service areas are relevant to the scope)**

- (a) Property and Leisure
- (b) Museum

3.7.4. **Representative on Bodies**

- (a) Maidstone Area Arts Partnership
- (b) Beauvais Twinning Committee
- (c) Maidstone Sea Cadets

3.8. Lead Member for Planning and Infrastructure

- 3.8.1. To fulfil the duties of the Lead Member role description and have strategic:
 - (a) Planning and policy development
 - (b) Performance Management
 - (c) Partnerships
 - (d) Biodiversity and Climate Change
- 3.8.2. **Scope of Specific Responsibilities**
 - (a) Local Plan Review
 - (b) Development Plan Documents
 - (c) Integrated Transport Strategy
 - (d) Public Realm Design Guide
 - (e) Parking Management Strategy
 - (f) District Highways Functions
 - (g) Opportunity Sites Policies
 - (h) Infrastructure delivery including CIL
 - (i) Planning Enforcement
 - (j) Declaration of Local Nature Reserves
 - (k) Neighbourhood Plans
 - (l) Conservation Area Designation and Policies
 - (m) Building Safety Policy
 - (n) Biodiversity and Climate Change
- 3.8.3. **Service Areas (where budget and service areas are relevant to the scope)**
 - (a) Spatial Planning
 - (b) Planning and Development
 - (c) Environment and Public Realm
 - (d) Mid Kent Planning Support
- 3.8.4. **Representative on Bodies**
 - (a) Lead Member for Joint Transportation Board

4. THE **EXECUTIVE CABINET** ACTING AS TRUSTEES

4.1. Cobtree Manor Estate Charity Committee

4.1.1. Composition:

Leader of the Council, Lead Member for Communities and Public Engagement, Lead Member for Housing and Health, and Lead Member for Planning and Infrastructure.

4.1.2. Terms of Reference:

To be responsible for all matters relating to the Registered Charity Number 283617 known as the Cobtree Manor Estate, with the exception of daily management of the Charity and the land known as Cobtree Estate, Sandling, Maidstone, Kent which will be undertaken by the Director of Regeneration and Place.

4.2. The Queens Own Royal West Kent Regiment Museum Trust Committee

4.2.1. Composition:

Leader of the Council, Lead Member for Communities and Public Engagement, Lead Member for Housing and Health, and Lead Member for Planning and Infrastructure.

4.2.2. Terms of Reference:

To be responsible for all matters relating to the Registered Charity Number 1083570 known as The Queens Own Royal West Kent Regiment Museum Trust, with the exception of daily management of the Charity which will be undertaken by the Director of Regeneration and Communities and the Museums and Heritage Manager.

Note – *Composition of a Trust should not include a Member on the Executive with a portfolio that includes responsibility for elements that significantly involve **Executive Cabinet** decisions relating to similar matters as the Trust (i.e. the Member responsible for the Museum should not be on the QORWKRT).*