

## Response and Recovery Committee

25 March 2021

### Review of Constitutional Arrangements

Executive Director, Corporate and Communities

Relevant Portfolio Holder: Communities and Engagement

#### Purpose of Report

To set out proposals for the streamlining of the Strategic Committee structure and a number of minor amendments to the Council's constitutional arrangements and Contract Regulations.

#### Recommendation(s)

**The Committee is asked to RECOMMEND to Council that:**

1. the Corporate and Resources, Place and People Strategic Committees be established with the membership arrangements set out in paragraphs 22-26 and the terms of reference at **Annex 1** to replace the current Strategic Committees and the temporary Response and Recovery Committee and Culture, Housing, Planning and Environment Committee with effect from the commencement of the 2021/22 Municipal Year;
2. the rules of political proportionality be disapplied in respect of the seats allocated on the Strategic Committees as set out in paragraph 24.\*
3. the timetable of meetings for the 2021/22 Municipal Year, as set out at **Annex 2**, be approved.
4. the Corporate Head of Democratic and Electoral Services, in consultation with the relevant Committee Chairs, be authorised to make any amendments to the timetable of meetings as prove to be necessary during the course of the Municipal Year;
5. the proposals set out at **Annexes 4 and 5** for changes to the constitutional arrangements and Contract Regulations be approved with effect from the commencement of the 2021/22 Municipal Year; and
6. the Monitoring Officer be authorised to make any further consequential minor changes arising from the proposals set out above as may be required, in consultation with the Portfolio Holder for Community and Engagement

*\*In order to give effect to item (2) above no Member at Council must vote against it*

#### Benefits to the Community:

The changes proposed in this report are designed to improve the quality and effectiveness of decision making and promote good corporate governance, thereby enabling the Council to provide clear leadership to the community in partnership with citizens, businesses and other organisations.

## Key Points

- A. This report sets out proposals for the streamlining of the Committee's Strategic Committee structure, recommending a reduction in the number of Committees from five to three. This is designed to better fit current and anticipated volumes of business, enhance the quality and effectiveness of the decision making process and increase the capacity of Members through the release of time for casework and training and development activities. It would also enable both Members and Officers to better focus on the achievement of corporate priorities.
- B. The three Committees, which would replace the established Strategic Committees and the temporary Committees operating during the Covid-19 pandemic, are broadly based on the separation of functions into Place and People based services together with a Committee with oversight of corporate resources and policy direction. It is proposed that 13 Members serve on each Committee rather than 11 at present so as to provide a total of 39 seats, thereby ensuring that almost all Members who might wish to serve on a Strategic Committee could do so while still achieving a reduction from the present total of 55 seats. The political proportionality requirements can be waived to provide sufficient seats to the Conservative Group with a view to all Opposition Spokespersons in receipt of a Special Responsibility Allowance being able to sit on the relevant Committee and also to enable a seat to be allocated to the Member representing the Green Party.
- C. A calendar of meetings for the 2021/22 Municipal Year based on these new arrangements is set out for recommendation to Council. Except for the reduction in Strategic Committees it is broadly similar to the arrangements agreed for 2019/20 which was the last time meetings were held in person.
- D. The report also sets out a number of proposed changes to the Council's constitutional arrangements, including the Meeting Procedure Rules and Call-In Procedure Rules as well as a recommendation that the State of the Borough meeting no longer be a formal meeting of Council. A refresh of the Contract Regulations to ensure alignment with amendments to the Public Procurement Regulations following the withdrawal of the UK from the EU is also reported.

## STREAMLINING OF STRATEGIC COMMITTEES

### Context

1. The Council was one of the first in the country to take advantage of the opportunity offered by the Localism Act 2011 to revert from Executive governance structures to a traditional Committee system. In May 2012 the single party Executive was disestablished and its functions inherited by three Strategic Committees with politically balanced cross party membership.
2. Since that time there have been a series of changes to the number, composition and remit of the Strategic Committees. The three original Committees in 2012/13 were increased to four in 2014/15 and to five in 2018/19. (Temporary arrangements are in place in the current Municipal Year due to the Covid-19 pandemic)
3. This growth in the number of Strategic Committees has been accompanied by a reduction in the volume of business transacted. The number of substantive items

coming forward to Strategic Committees for determination has fallen from around 100-120 per year up to 2016/17 to 75 in 2019/20 (including anticipated reports for the March/April 2020 cycle of meetings which was cancelled due to the Covid emergency). This has resulted in the average number of reports submitted to each meeting reducing from between five to seven to fewer than three.

4. The sustained reduction in the business transacted at Committee reflects the effectiveness of moves to streamline the decision making process. A number of items will also have been diverted to Neighbourhood Committees as a consequence of the strengthening of their role and functions in 2018.
5. The increase in the number of Strategic Committees has placed an additional demand on Members. The number of seats on Strategic Committees to be filled has increased over time from 41 in 2012/13 (when the three Committees had between 13 -15 Members) to 55 today (11 Members per Committee). This helps to contribute to the pressures identified in a 2018 survey of all Kingston Members which found that on average Councillors devote 99 hours a month (23 hours a week) to Council business including 35 hours a month attending meetings (including informal meetings) and 26.5 hours in preparation for meetings. At the time Members typically sat on five formal Committees each, with nine Members serving on seven or more Committees.
6. Feedback from Members indicated their role on the Council had an impact on their personal and professional lives due to the volume of work involved and a number had reduced the amount of time and responsibility at their full time jobs and found balancing child care / social life difficult due to both daytime/evening meetings and weekend working.
7. These pressures risk potentially discouraging residents with other commitments such as full time jobs and young families from standing as a Councillor in future. Over time this would lead to the Council being less representative of the communities it serves. The pressure on the time of individual Members and the current schedule of formal Committee meetings, which provides for very few completely free midweek evenings, also create barriers to Member training and development with only limited capacity for participation in briefings, workshops and other activities.
8. The considerable corporate resource which the trend towards more Strategic Committees and more meetings consumes also has an impact on Officers. Opportunity costs are incurred not only in the preparation for and attendance at the formal Committee meetings by senior managers and Democratic Services, Finance and other staff but also in their involvement in a vast range of preparatory activity including pre meetings, briefings, agenda compilation and meeting set up. The organisational impact of Strategic Committees tends to be greater than that of any other meeting type because the nature of the business they transact requires a greater level of input from senior managers.
9. The opportunity has therefore been taken to examine whether there is scope to adjust the Strategic Committee structure in order to better reflect the business being channelled through it, create organisational efficiencies, reduce the burden on elected Members and enhance the fit with the revised senior management and departmental structure introduced in February 2020.

## Proposal

10. Whilst it is technically possible for all non regulatory business to be dealt with by a single Committee somewhat similar in form (though with cross party membership) to a traditional Cabinet in Executive authorities this is not recommended because there would be insufficient seats to provide many backbench Members with a role in Strategic Committee decision making. As a consequence the expertise and local insight they might otherwise be able to bring to the decision making process would be lost to the Council which would be detrimental to the quality of decision making.
11. Conversely, the frequency with which the Committee would need to meet (at least monthly), and the likely length of many of those meetings, would place a disproportionate burden on those Councillors who sat on it, which would negatively affect work/life balance considerations. There would also be little opportunity for backbench Members on the Committee to establish any depth of specialist knowledge of a particular service area, making it more difficult to hold Officers and Portfolio Holders to account, nor to provide individual Portfolio Holders with Committee Chair or Co-Chair roles which reflect their service remits.
12. Many of these issues would also apply, albeit to a lesser degree, with respect to a two Committee structure whilst the maintenance of four Committees would be difficult to justify on the volume of business - each would be likely to have to deal with an average of only around four items per meeting, fewer than might be considered optimum.
13. It is therefore recommended that the Council operates three Strategic Committees, the same number currently proving sufficient to transact business under the interim arrangements introduced during the Covid-19 pandemic. The Committees would be broadly based on the separation of functions into Place and People based services together with a Committee with oversight of corporate resources and policy direction. It is proposed that they therefore be known as;
  - Corporate & Resources Committee
  - Place Committee
  - People Committee
14. The new Strategic Committees will be accompanied by clear public messaging to ensure their respective functions can be readily understood by residents in order to maximise transparency and accountability.
15. The new Committees would replace both the established Strategic Committees and the temporary Response and Recovery and Culture, Housing, Planning and Environment Committees which have been operating during the pandemic.

## Functions

16. The proposed allocation of functions is set out at **Annex 1**. It provides each Strategic Committee with clear and direct reporting relationships with two Executive Directors to further promote accountability. Under the present arrangements Committee remits and Departmental functions are not always aligned which risks creating organisational inefficiencies.

## Frequency of Meetings

17. On the basis of the customary schedule of five meetings each per Municipal Year the proposal would reduce the overall number of Strategic Committee meetings scheduled each year from between 25-27 to 15.
18. This is a sustainable fit for current and anticipated volumes of business. On average each Committee could be expected to deal with around 5-6 reports per meeting, similar to the position up to 2017. Whilst the flow of business during the current Municipal Year may not be typical because of the pandemic, the three Committees currently in operation on an emergency basis have been capable of comfortably accommodating all the business placed before them. It is not anticipated that the temporary monthly cycle of Response and Recovery Committee meetings would need to be replicated in the new permanent arrangements.
19. A calendar of meetings for the 2021/22 Municipal Year based on these new arrangements is attached at **Annex 2**. Except for the reduction in Strategic Committees it is broadly similar to the arrangements agreed for 2019/20 which was the last time meetings were held in the physical world. The schedule sequences meetings to facilitate the reporting linkages between Committees and other bodies to try and minimise delay in decision making.
20. The proposal would deliver significant organisational benefit, freeing up considerable Member time for casework and creating additional opportunities for Member training and development activities. It would also enable both Members and Officers to better focus on the achievement of corporate priorities.
21. The revised arrangements are also likely to contribute towards an improvement in the quality of decision making and provide for more flexible and engaging forms of Member involvement in briefings than can be delivered within formal Committee meetings which are within the public domain and constrained by statutory and constitutional procedures.

## Membership

22. It is proposed that 13 Members serve on each Committee rather than 11 at present so as to provide a total of 39 seats, thereby ensuring that almost all Members who might wish to serve on a Strategic Committee could do so while still achieving a significant reduction from the present total of 55 seats. The Strategic Committees form only one part of the Council's Committee structure and Neighbourhood and Regulatory Committees would continue to offer multiple opportunities for all Members to develop and share expertise and remain directly engaged in the decision making process.
23. Taking into account the political proportionality calculations the Liberal Democrat Group would currently be entitled to 32 of the seats and the Conservative Group seven. This would normally result in 11 seats being allocated to the Administration and two to the Opposition on two Strategic Committees and a 10/3 split on the third. However, it is proposed to make a total of nine seats on the Strategic Committee available to the Conservative Group in order to ensure that the Leader of the Opposition and all Opposition Spokespersons appointed to

shadow Portfolio Holders and therefore in receipt of Special Responsibility Allowances have the opportunity to sit on the relevant Committee. With a handful of exceptions the division of Portfolio Holder remits across the Committees falls as follows:

- Corporate & Resources - Leader/Finance & Commissioning/ Communities and Engagement
- Place - Environment & Sustainable Transport/Planning Policy & Culture/Housing & Public Health/Business & Leisure
- People - Children's Services/Adult Social Care

24. On this basis, and providing for a continuation of the existing practice of allocating a seat on a Strategic Committee to the Member representing the Green Party, the actual allocation would thus be:

	Liberal Democrat	Conservative	Green	Total
Corporate & Resources	9	3	1	13
Place	9	4		13
People	11	2		13

25. Since this will result in an overallocation to the Conservative Group (24 seats across the Committees to which proportionality applies rather than the 22 to which the Group would statutorily be entitled) and the Green Party Member (three seats rather than two) and a corresponding under representation of the Liberal Democrat Group, Council will be required to agree, without dissent, to the disapplication of the rules governing political proportionality set out in the Local Government and Housing Act 1989. The overall proportionality calculation which would apply if this waiver is agreed is set out at **Annex 3**.
26. The following Advisory Members are currently appointed to Strategic Committees and will initially transfer to the relevant Committee in the amended structure.
- People Committee - 2 GPs to advise in childrens and adults health (non voting) and 2 Church representatives with voting rights in respect of education matters (4 in total).
  - Place Committee - Representatives of the Sheltered Housing Panel, Leaseholders Forum, Private Sector Landlords Forum, Residents Associations (must be a tenant of the Council) and the Registered Providers Forum (5 in total, all non voting)
27. Each of the new Strategic Committees will subsequently need to give consideration to the appropriate Advisory Member representation over the longer term within the context of existing alternative engagement/consultation mechanisms. The Church representatives fulfill a statutory role but all of the other Advisory Member appointments are discretionary.

28. Individual appointments to the new Committees will be confirmed at the Annual Meeting of Council on 18 May.

## REVIEW OF CONSTITUTIONAL ARRANGEMENTS

29. The Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Constitution must contain:
  - (a) the Council's standing orders/procedure rules;
  - (b) the Members' Code of Conduct;
  - (c) such information as the Secretary of State may direct;
  - (d) such other information (if any) as the authority considers appropriate.
30. The Council has a legal duty to publish and keep its Constitution up to date. At its meeting on 15 October 2019 the Council approved a series of changes to the Constitution in order to enhance decision making, including modernisation of the procedures regarding public participation. At the same time it was agreed that the Community and Engagement Committee (whose functions are currently being undertaken by this temporary Committee) should undertake an annual review of the documents which comprise the Constitution to ensure that it remains consistent with best practice and takes account of changes in the statutory framework. This is designed to strengthen the robustness of the Council's governance arrangements and mitigate the risk of any legal challenge to its decisions.
31. The outcome of that annual review was originally published as part of the agenda for the meeting of the Community and Engagement Committee that was due to be held on 24th March 2020 but subsequently cancelled due to the Covid-19 pandemic.
32. The amendments proposed at that time have been revisited and are now set out in full at **Annex 4** for approval, together with a number of additional changes which have been subsequently identified. The amendments are, for the most part, relatively minor in nature and seek merely to tidy and clarify the provisions by rectifying obvious omissions and anomalies and reflecting existing practice. (Proposals in respect of the Development Control Committee and the planning process have been the subject of separate reports to Development Control and Neighbourhood Committees and will also be submitted to Council in April for approval.)
33. Details of the more significant amendments are set out below:

### Part 2 - Articles of the Constitution

34. Article 4.03 - Establish that the State of the Borough event is no longer to be staged as a formal meeting of the Council. This follows the decision that the January 2020 event should be held informally as an engagement opportunity. Freeing the event from the restrictions of the procedure that surrounds a Council meeting helps to maximise flexibility in the arrangements for the evening and the choice of venue, thereby maximising participation.

### Part 4A - Meeting Procedure Rules

35. Procedure Rule 10(7) Tabling of Motions or Amendments - Insert a provision that an amendment must not have the effect of negating a recommendation, or effectively negating a recommendation by completely changing the subject matter of the recommendation. This resolves inconsistency in the existing Constitution which prohibits 'wrecking amendments' in the case of political groups motions submitted under Procedure Rule 8 but not in any other case. It also brings the Council's provisions into line with best practice and established common law. Members who wish to move an amendment along those lines can achieve the same effect by voting against the motion presented.
36. Procedure Rules 12 (Voting at Council Meetings) and 26 (Voting and Recording Dissent at Meetings) - Amend references to voting by roll call. The current provisions require voting either by roll call or show of hands. Prior to the pandemic only a small number of votes were conducted by roll call but it has become an essential feature of virtual Committee meetings. There is, nevertheless, no guidance on who is entitled to request or specify that a roll call vote be held. It is therefore proposed to clarify that a vote shall be by roll call either at the discretion of the Chair or upon the request of three Members. In accordance with the existing provisions all votes are subsequently published in the minutes and on the website regardless of the methodology adopted.
37. Procedure Rule 17(B) - Public Questions at Meetings of Committees - Codify in the Constitution the public speaking arrangements at the Health Overview Panel. The Panel has customarily allowed a period of 20 minutes for public questions at the start of each meeting but was not formally listed amongst the Committees which are empowered to determine additional forms of public participation to take place during their meetings should they wish to do so. This change recognises the right of the Panel to determine additional participation mechanisms and therefore regularises its current practice.
38. It is also proposed to insert a provision that the public question time shall not apply at single item Extraordinary meetings of Strategic Committees. From time to time it is necessary to arrange ad hoc meetings of Strategic Committees outside of the established schedule in order to urgently consider a single issue. The Public Question time provisions have normally not been applied to these meetings because they are intended specifically to address a single matter. It is proposed that this practice be formalised.

#### Part 4C - Call-In Procedure Rules

39. Part 1(I) - Amend the proceedings of a Scrutiny Panel to require that every hearing shall commence with an introduction to the grounds for the call-in by a signatory to the call-in request (in the case of call-ins by Members this shall not be a member of the Scrutiny Panel) and that immediately thereafter there shall be an opportunity for the Committee to ask questions of the signatory. Where this does not occur the Call-In shall automatically fail and the original decision is upheld without further debate.
40. The existing provisions provide the Scrutiny Panel with discretion as to the form of its hearing proceedings and are ambiguous on whether or not a call-in can be introduced by an individual who was not party to its formal submission. This amendment provides clarification and, by making this first stage mandatory, ensures that signatories to the call-in shall always have an appropriate opportunity at the outset of the proceedings to state their case. Failure to present a case for a call-in should result in its automatic dismissal.

41. The Panel retains discretion to manage the order and form of the rest of its proceedings, including the calling of other speakers.
42. Declaration of Interests - Require Members of the Panel who are party to a call-in request to declare a personal interest in the matter. Call-ins can be triggered at the request of 9 Members. It is proposed that where any of those Members sit on the Scrutiny Panel which considers the call-in they should declare a personal interest. This does not prevent participation in the meeting (unless other significant personal or disclosable pecuniary interests also apply) but ensures full disclosure and transparency.

#### Part 4E - Financial Regulations

43. Paragraph 3.6 Financial Delegations to Officers - to adjust the financial thresholds determining which Officers may exercise delegated powers in respect of certain decisions such as contract awards, virements and debt write offs. The current arrangements do not distinguish between the levels of authorisations for Corporate Heads of Service and Assistant Directors and it is proposed that some degree of differentiation be introduced. For contract awards it is recommended that the upper limit for Corporate Heads of Service be set at £150,000 to coincide with the threshold in Contract Regulations for low value procurements. No changes are proposed in respect of Member level decision making in Committee.
44. It is also proposed to provide authority to Officers to approve fees and charges as follows:
  - Financial implications of under £50K - Corporate Head of Service
  - Financial implications of £50-100K - Assistant Directors
  - Financial implications of £100-250K - Executive Directors
  - Financial implications of £250-500K - S151 Officer/Chief Executive
45. This would formalise what is broadly existing practice. It seeks to balance the need for Officers to be able to manage routine operational decisions in respect of fees and charges with safeguards that require Member oversight of changes with a significant impact. To this end Committee approval would still be required where a fee/charge is proposed to increase by a level significantly higher than an inflationary uplift, if significant new subsidies or discounts are being introduced or if the amendment is likely to significantly change demand or have a major impact on the budget.

#### **CONTRACT REGULATIONS**

45. The updated Council's contract regulations are intended to ensure alignment with amendments to the Public Procurement Regulations following the withdrawal of the UK from the EU. Public Procurement (Amendment Etc.) (EU Exit) Regulations 2020 (SI 2020 No 1319) amends the Public Procurement Regulation 2015 including the removal of any reference to the EU Procurement legislation and insertion of new provisions such as the requirement to publish contract notices on a UK e-notification system, Find a Tender Service (FTS). The schedule of changes, as set out in **Annex 5**, provides flexibility for the Council to align its requirements with the existing and new public procurement legislation that are being worked on by the Government. It is aimed to bring further clarity and consistency with the tested procedures and guidance developed during the

national emergency response, and enhance understanding on the following areas:

- the circumstances in which a waiver may be permitted, reflecting on the Public Procurement Regulations and the Procurement Policy Note 01/21: Procurement in an Emergency;
- requirements for the approval of a contract award and steps to be taken to ensure compliance with the publication of the officer decision for contracts valued £150k and above;
- the role and responsibility of the Commissioning Governance Board (CGB) and Executive Directors in the decision making process;
- requirements relating to the content of the Council's terms and conditions
- the process for awarding contracts, managing and recording waivers below £150k.

46. Additional provisions are made to:

- Streamline the decision making for contracts with the provision to enact an extension (that was included in the original award). Contracts with the aggregated value of more than £1m, or which take the aggregated value of a contract to more than £1m, can be determined by Officers under delegated powers in consultation with the Commissioning Governance Board.
- Strengthen social value provisions through procurement by assigning a minimum weighting of 10% as a standalone evaluation criteria for all high value procurement, with a range of 10% to 20% of the total evaluation weighting. This also includes paying staff working on council contracts the London Living Wage, adopting a robust approach to Modern Slavery, promoting good mental health in the workplace and ensuring equality and diversity considerations permeate all aspects of their delivery, and responding to the climate change emergency.
- Set out the requirements for managing conflict of interest in procurement. Council expects all of its procurement activity to be undertaken to the highest ethical, sustainable and responsible standards and within a robust and transparent governance framework.
- Set out the requirements for contract management in line with best practice and the Council's Contract Management Framework and all associated guidance.

## **REVIEW OF COVID-19 INTERIM DECISION MAKING ARRANGEMENTS**

46. All meetings of the Council, its Committees and Sub-Committees have been taking place virtually since May 2020, with some modifications to the usual procedure rules in respect of public participation. Whilst most Committees have in this way continued to operate since the early days of the pandemic two temporary Strategic Committees, the Response and Recovery Committee and Culture, Housing, Planning and Environment Committee, have between them undertaken the functions of four of the established Strategic Committees, with the fifth, the Childrens and Adults Care and Education Committee continuing to meet.
47. The proposals set out within this report would result in the decommissioning of the temporary Committees with effect from the new Municipal Year. However, it is not yet clear at this stage when the public health situation will enable in person

meetings to resume in the Guildhall. The Government has indicated that the emergency legislation introduced in 2020 to permit local authorities to hold Committee meetings virtually is likely to be extended in some form upon its expiry on 7 May. The Council will therefore need to decide at its meeting in April whether to continue with remote meetings into the early part of the new Municipal Year and, if so, for how long. Further information will be provided at that time in the light of the rapidly changing public health context and the latest Government guidance.

48. In the event that legislation eventually permits virtual participation to become a permanent feature of meetings beyond the pandemic consideration will need to be given in the medium term to the ways in which this can be most effectively accommodated and managed locally. This will be likely to require substantial further amendment to the Procedure Rules and working practices.

### **Timescale**

49. Subject to approval by Council at its meeting on 20 April, the new Strategic Committee arrangements and revised constitution and contract provisions will come into effect with the commencement of the 2021/22 Municipal Year on 18 May.

### **Financial Context**

50. The Council is operating in an increasingly challenging financial environment. Kingston faced a number of financial challenges in the medium to longer term - even before the COVID-19 outbreak, which has further added to these challenges. The economic and financial consequences of the pandemic, growing demand for services, and limited government grant funding make it difficult to find adequate funds to meet the borough's needs.
51. The future of local government finance faces a significant level of uncertainty. The impact of the Fair Funding Review and a future review of business rates is currently unknown, and the lasting effects of COVID-19 on our residents, local businesses and the Council itself remain uncertain.
52. Despite these challenges the Council has a drive and commitment to ensure it is doing the best for residents and communities

### **Resource Implications**

53. In addition to opportunity cost savings in senior Officer time, a reduction to three Strategic Committees will assist with the realisation of £50,000 of savings identified in the 2021/22 budget proposals for the disestablishment of one senior post within the Democratic Services team.

## **Legal Implications**

54. The Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The Council has a legal duty to publish an up to date Constitution and it should be reviewed annually with any necessary changes being normally considered at the Annual Council meeting.
55. The Constitution must contain: (a) the Council's standing orders/procedure rules; (b) the Members' Code of Conduct; (c) such information as the Secretary of State may direct; (d) such other information (if any) as the authority considers appropriate.
56. A Constitution Direction was issued by the Secretary of State in December 2000 that required around 80 matters to be included within council constitutions, covering members' allowances schemes, details of procedures for meetings, details of joint arrangements with other local authorities and a description of the rights of the inhabitants of the area.
57. There are no specific legal implications arising from the minor constitutional changes proposed.

## **Equalities Analysis**

58. An Equalities Analysis has not been undertaken in relation to this report. An Equalities Analysis was undertaken when the Constitutional arrangements were subjected to the last major review in October 2019 and no policy changes affecting this assessment are being proposed

## **Health Implications**

59. None

## **Road Network Implications**

60. None

## **Sustainability Implications**

61. None

## **Background Papers**

Analysis of Committee Meeting Data for the period 2012/13-2019/20 (held by the Author of the report)

## **Author of report**

Gary Marson, Corporate Head of Democratic & Electoral Services, tel 0208 547 5021/email gary.marson@kingston.gov.uk