

Public Document Pack



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20 January 2022

Dear Councillor

I am now able to enclose, for consideration at the meeting of the **COUNCIL** on Wednesday 26 January 2022 at 6.00 pm, the following reports that were unavailable when the agenda was printed.

2 **MINUTES** (Pages 2 - 18)

To confirm the Minutes of the meeting held on 20 October 2021.

15 **CORPORATE MANAGEMENT STRUCTURE** (Pages 19 - 39)

To consider the report of the Chief Executive.

Yours sincerely

A handwritten signature in black ink, appearing to be "Nicky", written over a white background. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Chief Executive

MINUTES OF PROCEEDINGS

At the meeting of the Council for the District of Dover held at the Council Offices, Whitfield on Wednesday, 20 October 2021 at 6.00 pm.

Present:

Chairman: Councillor M D Conolly

Councillors:

J S Back	D G Cronk	D P Murphy
T J Bartlett	D R Friend	O C de R Richardson
M Bates	D Hannent	M Rose
D G Beaney	J P Haste	C A Vinson
S H Beer	M F Hibbert	R S Walkden
E A Biggs	S J Jones	P Walker
T A Bond	P D Jull	H M Williams
P M Brivio	N S Kenton	C F Woodgate
S S Chandler	S C Manion	C D Zosseder
N J Collor	K Mills	

Also Present: Mr J Dunne (Managing Director, WISE)

Officers: Chief Executive
Strategic Director (Corporate Resources)
Strategic Director (Operations and Commercial)
Solicitor to the Council
Head of Regulatory Services
Environmental Protection and Crime Manager
Licensing Manager
Democratic and Corporate Services Manager

39 **APOLOGIES**

Apologies for absence were received from Councillors D A Hawkes and L A Keen.

40 **MINUTES**

The Minutes of the meetings held on 21 July 2021 and 15 September 2021 were approved as a correct record for signing by the Chairman.

41 **DECLARATIONS OF INTEREST**

The Solicitor to the Council and Monitoring Officer provided guidance to Members on the potential for interests relating to 'associated persons' under the Code of Conduct to arise in respect of the Licensing Policy.

The following Members declared an interest in items of business on the agenda:

Councillor M Bates declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his wife's employment.)

Councillor T A Bond declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his son owning 20% of a restaurant.

Councillor D G Cronk declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to the Dover Truck Park having a licensed bar on its premises.

Councillor D Friend declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his being a personal license holder.

Councillor S J Jones declared a Disclosable Pecuniary Interest (DPI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to her being a license holder.

Councillor S C Manion declared an Other Significant Interest (OSI) in the Minute No. 50 (Motions) due to his company being a supporter of the White Ribbon campaign.

Councillor K Mills declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his membership of a rugby club.

Councillor O C de R Richardson declared a Disclosable Pecuniary Interest (DPI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his son owning a pub.

42 ANNOUNCEMENTS

The Chairman of the Council, Councillor M D Conolly, made the following announcements:

- (a) To advise that the Princess Royal had visited Dover Castle to meet with representatives of organisations that had helped residents in the pandemic. He noted that she had taken the time to speak to individuals about their work.
- (b) To inform Members of the sad news of the death of former district councillor Ian Killbery. As a district councillor, Councillor Killbery had served on the council for approximately 21 years representing the Middle Deal Ward. Following his departure from the Council he remained a Deal Town Councillor for a number of years subsequently. He had also been a leading exponent of the campaign to ensure that the high-speed train stopped at Deal.

The Chairman called upon Members who wished to share their memories of Councillor Killbery.

- (c) To note the recent death of Sir David Amess MP, who despite being the member of parliament for Southend West, had been a friend of Dover and who had been a leading figure in the fund-raising efforts for the Vera Lynn memorial.

43 LEADER'S TIME

The Leader of the Council, Councillor T J Bartlett, included the following matters in his report:

- (a) That the 149th Open Golf Championship had promoted the district internationally and seen interest in investing in the district increase. The Council was seeing record high planning applications.
- (b) The Dover Public Place Plan was being developed and would showcase shared priorities for the district.
- (c) That the 3rd Strategic Director post had not been appointed following interviews and the recruitment consultants had been asked to see if any other suitable candidates were available. The Council had appointed a new Head of Investment, Growth and Tourism.
- (d) To thank the grants panels for their work and to advise that he had attended a number of events following the summer round of bids.
- (e) That he had attended the successful Community Safety All Out Day, led by the Dover District Community Safety Partnership, and thanked everyone who attended. He had asked officers to look at improving the street scene in the district and encourage local people to take pride in the district.
- (f) To advise that he had asked for the presentation from WISE to be given to Members at this Council meeting.
- (g) That he had attended the Great British Beach Clean in September 2021 and helped collect litter from the beach area.
- (h) That he had joined the community team at the recent East Kent Ploughing Match. As part of this he had received a lot of questions over the waste service but was pleased to advise that the service had seen significant improvements and the green waste service had been restored.
- (i) To congratulate everyone involved in Kearsney and Russell Gardens being awarded a Green Flag. He had visited the gardens and was pleased with how that they looked. He welcomed that the new café was open.

The Leader of the Opposition Labour Group, Councillor K Mills, included the following matters in his report:

- (a) To send his condolences to the family of Sir David Amess.
- (b) To emphasise the need for Members to take precautions when undertaking ward work to ensure their personal safety.
- (c) The need for the Dover Schematic to be shared with the wider public so that they can see what the Council was doing to generate future growth in the district. He accepted that there were some commercial sensitivities in the Schematic but pointed out that it had now been shown to a considerable number of investors and other parties.
- (d) To ask what the timescale was on the Dover Public Place Plan.

- (e) That as part of the interview panel for the 3rd Strategic Director post he accepted that there had been issues with recruiting a suitable candidate and suggested that the Council should look at options for developing its own staff.
- (f) That the grants panel was a great example of cross-party working. However, the demand was greater than the funding available. He highlighted the need to support the voluntary sector partners with the challenges of covid over the winter period.
- (g) To welcome the Green Flag award.
- (h) To express disappointment at the approach taken by the Cabinet to the Food Poverty Action Plan. He advised that his group would be monitoring the outcomes of the East Kent Food Poverty Group and emphasised the need for it to deliver for the Dover District. He also questioned what the role of members , if any , would be in the group.
- (i) To ask for an update on the Levelling Up Fund.
- (j) To highlight concerns over Air BNB properties not being registered with the Council. There were over 1,000 available Air BNB's in the district and only 12 were registered. He urged that action be taken to deal with these issues.
- (k) To highlight the giant puppet representing a nine-year-old Syrian girl that had made its first UK stop in Folkestone before heading on to Manchester.

In response the Leader of the Council advised:

- (a) To thank Councillor K Mills for his kind words about Sir David Amess and agree that Members needed to be mindful of their safety when undertaking ward work.
- (b) That the Dover Schematic was still a work in progress and wasn't yet ready for sharing with the wider public.
- (c) That he would find out the timescale for the Dover Public Place Plan and advise Councillor K Mills accordingly.
- (d) To agree with Councillor K Mills' comments in respect of unregistered Air BNB's.
- (e) That there was a need to support voluntary sector partners in getting grants from a wide variety of providers.
- (f) That he did not have any further details to share on the Levelling Up Fund at this time.
- (g) That he would monitor the development of the East Kent Food Poverty Group and if needed Cabinet could review its decision.

44 SEAT ALLOCATION AND GROUP APPOINTMENTS

There were no changes to the seat allocations or group appointments advised.

QUESTIONS FROM THE PUBLIC

- (1) In accordance with Council Procedure Rule 11, the Chairman agreed in the absence of the questioner to put a question from Benedict Kempt to the Leader of the Council, Councillor T J Bartlett:

“Recent polling by various sources suggest the people of Kent are interested in or serious about an independent jurisdiction being created in Kent. In light of this, is the leader of the council and the leaders of the council interested in or serious about the prospects of an independent Kent? First and foremost would be an independent financial system, which could bring a huge opportunity for the people of Kent.”

In response the Leader of the Council stated:

“I do not believe an independent jurisdiction being created in Kent would be beneficial. However, we remain interested in any devolution and localism conversations to explore greater powers and greater financial freedoms.”

- (2) In accordance with Council Procedure Rule 11 a question from Graham Wanstall was put to the Leader of the Council, Councillor T J Bartlett:

“Regarding H.M The Queen’s Platinum Jubilee next year having earlier been confronted with a lack of interest for a name change within Dover, I have considered this further and after consulting others propose new namings. The Market Square is to undergo changes so we have an excellent opportunity to mark the Queen’s special jubilee naming it “Queen Elizabeth II Square” which I now propose to you. When we met at the subway earlier this year I proposed we call the subway “Captain Tom Moore” and the steps “Prince Philip Steps” to reflect the fact H.R.H. gave so many youngsters a step up in life. You supported both ideas! Now we know Captain Tom’s family do not want his name to be used I propose we call the subway and steps “Prince Phillip Way” as we did with “Dame Vera Lynn Way” which proved popular. With Queen Elizabeth II Square nearby the Queen and the Duke would be remembered side by side as they were for so long in life. I ask that Dover District Council demonstrate civic leadership by permanently marking the Queen’s Platinum Jubilee as these proposals are appropriate to do and popular with the public for our two much loved and respected royals. God save the Queen!”

In response the Leader of the Council stated:

“The Council and I share Mr Wanstall’s respect for the monarchy. Officers explored his suggestions for naming the underpass/steps with both the Moore family and the cabinet office, providing the latter with evidence of HRH the late Duke of Edinburgh’s connection with the port of Dover as evidence to support the proposal. As Mr Wanstall acknowledges in his question, the Moore family did not give permission for Capt. Tom’s named to be used.

Similarly, the cabinet office on 29th September notified Dover District Council that:

“it would not be possible to make a favourable recommendation to Her Majesty, The Queen in this matter. This decision should not, however,

be taken as any reflection on the standing of Dover”.

Since the connections of Her Majesty the Queen with Dover is similar to that of HRH the late Duke of Edinburgh’s it is unlikely that the cabinet office would entertain Mr Wanstall’s suggestion regarding renaming Market Square.”

- (3) In accordance with Council Procedure Rule 11 a question from John Hayter was put to the Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates:

“The introduction of an additional emission charge when renewing a residents Parking Permit “is to incentivise the resident with purchasing a low emitting vehicle”.

My question is: If the resident hasn’t the money to purchase a low emitting vehicle can you explain how this extra premium on their Parking Permit is an incentive for him/her to do so?”

In response the Portfolio Holder for Transport, Licensing and Regulatory Services stated:

“The linking of resident permits to emissions is an incentive to use other means of transport or if possible, to purchase a less polluting vehicle. Higher CO2 emitting vehicles are being phased out, have higher road tax, cannot use Ultra Low or low emission zones without a significant charge and have more expensive fuel. It still remains a choice whether to own a car and where the owner chooses to park their vehicle. As my Cabinet colleague will explain in an answer to a later question this Council takes the Climate Change Emergency declaration that it made in 2020 very seriously and has augmented several measures to assist the government in reaching its target for carbon emissions. The introduction of Parking Permit charges based on emission levels is one of them and has been set at a very modest level. Those who own vehicles with the highest levels will pay a charge of £150 a year which equates to only £2.88 a week. Most car owners lie within emissions Bands B and C and will thus receive discounts reducing their payments to an equivalent rate of between £1.34 and £2.40 per week depending on the permit zone. Owners of electric cars will only pay £35 to £60 pa and I recognise that, initially, there will be few that fall within that category. However, the numbers are rising as more people seek to change to electric either through purchasing or lease arrangements and we are seeking to incentivise this even further through the introduction of on street and off street EV charging points throughout the district. Finally, Dover is not the first council to introduce this initiative. It is already in place in several other local authorities including Cambridge, Brighton, Horsham, York, Chichester, and many of the London Boroughs.”

The Chairman ruled that the supplementary question from Mr Hayter should not be answered on the grounds that it did not directly arise from the question or the response given.

- (4) In accordance with Council Procedure Rule 11 a question from Sarah Gleave was put to the Finance, Governance, Digital and Climate Change, Councillor C A Vinson:

“With Dept for Transport taking the rail franchise off Southeastern Railways,

(due to their financial mistakes over £25million of public funds), and EK rail unions calling for Southeastern railways to be subject to wider fraud investigation, should DDC ask DfT for the government's in-house rail operator to freeze or cut local rail fares in East Kent to encourage travelers in this district to shift to rail from road given the problems with petrol supplies, the need to decarbonise commuting and the need to relieve road congestion in Dover district?"

In response the Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates stated:

"I share your concerns regarding the financial issues at SouthEastern Railways and in the circumstances welcome the government decision to terminate their franchise.

I also support your comments regarding the need to encourage a shift from road to rail to both reduce congestion and reduce carbon emissions.

If these aims are to be achieved, then rail fares need to be set at an appropriate level and I would encourage DfT and the government to take these issues into account when setting fare levels."

- (5) In the absence of the questioner (Emma Healey) and given that the time allocated for public questions had finished, the Chairman advised that a written answer would be provided to the following question that had been due to be put to the Finance, Governance, Digital and Climate Change, Councillor C A Vinson:

"With Dept for Transport taking the rail franchise off Southeastern Railways, (due to their financial mistakes over £25million of public funds), and EK rail unions calling for Southeastern railways to be subject to wider fraud investigation, should DDC ask DfT for the government's in-house rail operator to freeze or cut local rail fares in East Kent to encourage travelers in this district to shift to rail from road given the problems with petrol supplies, the need to decarbonise commuting and the need to relieve road congestion in Dover district?"

46 WISE PRESENTATION

The Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates, introduced the presentation from Mr J Dunne, Managing Director of Waste Investigations Support and Enforcement (WISE).

The Council had agreed a three-year contract with WISE to carry out environmental enforcement activities alongside council officers. WISE would focus on day-to-day littering and dog fouling issues and provide a three-officer team to conduct regular enforcement patrols throughout the district.

Following the presentation, the Chairman called upon Members to ask any questions in respect of it.

47 REVIEW OF STATEMENT OF LICENSING POLICY - LICENSING ACT 2003

The Strategic Director (Corporate Resources) presented the Review of Statement of Licensing Policy – Licensing Act 2003.

It was moved by Councillor C A Vinson, duly seconded by Councillor N S Kenton, and

RESOLVED: That the Council approve the draft Statement of Licensing Policy and authorise a period of formal consultation from 1 November until 28 November 2021 in accordance with the statutory requirements.

(Councillor M Bates declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his wife's employment and he withdrew from the meeting for the consideration of this item of business.)

(Councillor T A Bond declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his son owning 20% of a restaurant and he withdrew from the meeting for the consideration of this item of business.)

(Councillor D G Cronk declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to the Dover Truck Park having a licensed bar on its premises and he withdrew from the meeting for the consideration of this item of business.)

(Councillor D Friend declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his being a personal license holder and he withdrew from the meeting for the consideration of this item of business.)

(Councillor S J Jones declared a Disclosable Pecuniary Interest (DPI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to her being a license holder and she withdrew from the meeting for the consideration of this item of business.)

(Councillor K Mills declared an Other Significant Interest (OSI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his membership of a rugby club and he withdrew from the meeting for the consideration of this item of business.)

(Councillor O C de R Richardson declared a Disclosable Pecuniary Interest (DPI) in Minute No. 47 (Review of Statement of Licensing Policy – Licensing Act 2003) due to his son's ownership of a pub and he withdrew from the meeting for the consideration of this item of business.)

48 BROADCAST OF COUNCIL MEETINGS

The Democratic and Corporate Services Manager presented the report on the Broadcast of Council Meetings.

It was moved by Councillor M Rose, duly seconded by Councillor M Bates, and

- RESOLVED: (a) That Council authorise an extension of the trial broadcast of Executive, Council and Committee meetings by a period of a further six-months trial period commencing with immediate effect.
- (b) That the Democratic and Corporate Services Manager be authorised to manage all aspects of the broadcast of committee meetings during the trial period.

49 QUESTIONS FROM MEMBERS

In accordance with Rule 12(1) of the Council Procedure Rules, Members of the Cabinet responded to the following questions:

- (1) Councillor N J Collor asked the Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates:

“As the annual review of parking charges period approaches will the Portfolio Holder kindly advise whether or not suggested car parking charges in rural areas will be included this year?”

In response the Portfolio Holder for Transport, Licensing and Regulatory Services stated:

“Thank you, Councillor Collor for your question and I can assure you that all charges in relation to car parking will be reviewed as part of the annual process and that will include the rural car parks. I have asked Parking Services to ensure that, when undertaking this activity, they take into account, not only the financial considerations but also the viability of any options before them, the extent of the social and economic impact that the introduction of parking charges could have on residents and businesses within each local community and, finally, a comparison of the level of parking facilities that these villages have in relation to the larger urban areas within the District.”

- (2) Councillor N J Collor asked the Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates:

“A recent press release on the future of the Stembrook area of Dover had, in the final comments, reference to future plans to improve Pencester Gardens. Since the 1920s this green open space in the centre of the town has always been extremely popular with residents, particularly the younger ones, and even more so, since the strategic play area and the skate park have been added.

Will the Leader of the Council confirm to me and fellow Dover residents that the play area and the skate park area, especially as the latter is now an Olympic event, will be included within the future plans?”

In response the Portfolio Holder for Transport, Licensing and Regulatory Services stated:

“The Council’s Play strategy now includes skate park’s and both the facilities mentioned will continue to be enhanced as and when funding permits and will be an integral part of any future plans for improvements to this town centre

park.”

- (3) Councillor P M Brivio asked the Portfolio Holder for Transport, Licensing and Regulatory Services, Councillor M Bates:

“Have any approaches been made to P and O about the reintroduction of the transport link from the Priory station to the Docks particularly as foot passenger services have been re started?”

In response the Portfolio Holder for Transport, Licensing and Regulatory Services stated:

“No, not directly, but according to the P&O website: Passengers need to arrive at the Passenger Handling Building in the port of Dover no later than 90 minutes before sailing time to check in. There is no mention of the bus shuttle service on their webpage.”

- (4) Councillor P M Brivio asked the Portfolio Holder for Community and Corporate Property, Councillor O C de R Richardson:

“Did KCC in their request for financial assistance in April towards the refurbishment of Discovery Centre mention that the refurbishment would result in the loss of the very popular Roundhouse Theatre?”

In response the Portfolio Holder for Community and Corporate Property stated:

“KCC have been working on plans to refurbish the Discovery Centre for several years and the Council has been kept informed of their plans both as a stakeholder and as an adjacent landowner.

This Council’s financial contribution to the overall project does of course relate to the work proposed to the areas of the building that fall within the ownership of this Council.

With regard to KCC’s proposals for their part of the building, Cllr Holloway and I have attended the KCC led Project Board on behalf of the Council. Various plans have been presented by KCC’s architects to the Board for review, including plans which showed the removal of the Roundhouse Theatre, which were first seen in August 2020.”

- (5) Councillor C D Zosseder asked the Portfolio Holder for Community and Corporate Property, Councillor O C de R Richardson:

“If the Portfolio Holder for Community and Corporate Property can tell me if we have plans to apply to the £30.5m booster fund for Tennis Courts (recently announced) to refurbish the public tennis courts at Connaught Park and Russell Gardens?”

In response the Portfolio Holder for Community and Corporate Property stated:

“We have been working the Lawn Tennis Association on tennis projects recently in Deal and the dialogue has also encompassed facilities in Dover.

LTA are launching a few programmes following Emma Radacanu's success in the USA Open and, once full details of this funding programme are available, we will seek to take advantage if possible as we progress work on our emerging Playing Pitch and Outdoor Sports Facility Strategy, which does identify the need for new and improved tennis provision in Dover and in particular Connaught Park as you have highlighted.

The tennis courts at Russell Gardens were of course closed as part of the recent lottery funded refurbishment of the gardens."

- (6) Councillor E A Biggs asked the Leader of the Council, Councillor T J Bartlett:

"Why the Leader felt it necessary to speak in support of the proposed Cottingham Park Development by Quinn Estates, when this site is not allocated or supported by the planning Department of DDC?"

In response the Leader of the Council stated:

"I assume Cllr Biggs is referring to the topping out ceremony that was held at Betteshanger Country Park on 30th September where I was delighted to be asked to say a few words about the fantastic facilities that are being put into the park for the benefit of all residents of the District including the new mining museum. Although the owners of park also had some future plans for further development in and around the site on display at the event I was very careful not to refer to any of these in my address in any way and I am happy to send a full copy of my speech to all members so that they can see that this was the case. I hope this reassures Cllr Biggs that the acceptability or not of any further development will be determined through the process of the Local Plan as is entirely appropriate."

- (7) Councillor H M Williams asked the Portfolio Holder for Community and Corporate Property, Councillor O C de R Richardson:

"How many pocket parks and play areas have been closed over the past 10 years?"

In response the Portfolio Holder for Community and Corporate Property stated:

"The Council does not have pocket parks as assets.

The Council has closed 4 play areas over the past ten years mainly due to vandalism and safe-guarding issues.

Refurbished 8.

Built 3 new ones.

As the Councillor knows, provision of adequate play areas forms one strand of the objective evaluations in the Parks and Open Spaces Strategy document, which currently in the process of being reviewed."

- (8) Councillor H M Williams asked the Portfolio Holder for Community and Corporate Property, Councillor O C de R Richardson:

“We know that the draft local plan has a Topic Paper on Open spaces, which includes green spaces and play areas, but these plans are for the long-term future and depend to a large extent on S106 money from new developments. I am interested in the needs of children in older residential areas, especially in these stressed post Covid times. So, are there plans for Capital Spending in this type of area in next year’s budget?”

In response the Portfolio Holder for Community and Corporate Property stated:

“The Council needs to target and justify expenditure on open spaces particularly if section 106 monies are available. The tool which provides the objective evidence and sound rationale to identify needs is the Parks and Open Spaces Strategy, which is currently being reviewed and amended. Identifying capital expenditure projects in advance of the amended strategy risks diverting scarce resources away from they are most needed and potentially risks challenge from developers about the needs identified in the strategy, if the Council is spending its own money elsewhere.”

- (9) Councillor S H Beer asked the Portfolio Holder for Finance, Governance, Digital and Climate Change, Councillor C A Vinson:

“Having declared a Climate Change Emergency in January 2020 is it now time for us to take a more responsible approach and adopt an ethical investment policy by January 2021?”

At present, policy seems to be simply to maximise returns and sustain values. We do not have a policy which takes into account the impact of our investment choices on society and the planet.”

In response the Portfolio Holder for Finance, Governance, Digital and Climate Change, Councillor C A Vinson stated:

“The Council has a responsibility to ensure that its treasury funds are invested in a prudent manner, striking the appropriate balance between risk, return and liquidity. In practice, investment decisions taken to date have also included ethical considerations but this is not covered explicitly in our current Treasury Management Strategy. As such, we are already planning to include a new section on Environment, Social and Governance considerations in the 2022/23 Treasury Management Strategy, which will come forward as an Annex to the MTFP for approval by Council as part of the annual budget setting process in early 2022.”

- (10) Councillor H M Williams asked the Portfolio Holder for Community and Corporate Property, Councillor O C de R Richardson:

“Coming out of the pandemic, many local children have suffered from social isolation and health problems including obesity and mental health problems. Could the council explore play schemes for all the school holidays, based at leisure centres as they used to do some years ago, to help reduce inequalities and improve health and wellbeing?”

In response the Portfolio Holder for Community and Corporate Property stated:

“Part of the post Covid challenge is for the public sector, as a whole, to use its expertise and resources to deliver effective programmes to support the community, in this case children.

Kent County Council have set up the ‘Reconnect’ programme to address the specific needs that you describe. The web site states:

“Reconnect is a community-led programme designed to get Kent’s children and young people back to enjoying the activities and opportunities they took part in before COVID-19 – as well as the chance to try new things along the way. Everyone can get involved!”

During the summer holidays, using “Reconnect” monies the DDC Community Team held the “Hello Summer Bonanza”. These were five free holiday activities deigned for kids who received free school meal benefits based around the District. I visited two such fantastic events. All were oversubscribed. The “Reconnect” programme also gave free bus travel & discounted 6-week leisure centre passes throughout the summer. A bid is currently being put together to replicate this over the Christmas holidays.

It would therefore not be expedient or efficacious for Dover District Council to explore setting up a programme that would simply replicate what is already being expertly delivered.”

- (11) Councillor H M Williams asked the Leader of the Council, Councillor T J Bartlett:

“We note that after the last full council meeting, the leader of DDC wrote a letter to the relevant government minister requesting that the temporary £20 per week uplift in Universal Credit should be retained until such time as a review is completed, to provide continued support to those in hardship due to Covid. Could we please all see the answer received?”

In response the Leader of the Council stated:

“A response was received, and this has been circulated to all Councillors.”

- (13) Councillor H M Williams asked the Leader of the Council, Councillor T J Bartlett:

“July figures for Universal Credit, from KCC, show that there were 11,174 UC claimants in the Dover area, which with the cut of £20 per week amounts to a cut of £223,480 per week in spending power or £11 1/2 million annually. That is a big loss to the area and individuals. Therefore, could the Leader advise council of the details of Household Support fund set up for UC claimants in dire need?”

In response the Leader of the Council stated:

“KCC have been awarded £11m from this fund. We have not yet heard how they plan to administer this, what proportion (if any) will go to districts and how much of this DDC are likely to be asked to administer.

The draft guidance from Government explains that Authorities (Counties and Unitaries) have the ability to deliver the scheme through a variety of routes

including providing vouchers to households, making direct provision of food, or issuing grants to third parties (with the exception of debt advice provision). County Councils are expected to work together with District Councils to provide support and ensure the funding meets its objectives by identifying those most in need.”

(14) Councillor K Mills asked the Leader of the Council, Councillor T J Bartlett:

“Following the circulation of the Climate and Ecological Emergency Bill (private members bill) currently going through parliament. Is the leader prepared to go on record with his support for the Bill recognising the impact climate change is having on the Planet and the Ecological system on behalf of the Residents of this District?”

In response the Leader of the Council stated:

“The Climate and Ecological Emergency Bill was sponsored by Caroline Lucas and sought to require the Prime Minister to achieve a range of climate and ecology objectives.

This Council has been very clear in stating its support for the action required to meet the challenge of climate change.

Although the Bill has not progressed beyond the second reading in parliament, I do welcome all such initiatives that respond to the challenge and am hopeful that we will see positive outcomes from forthcoming the COP26 event in Glasgow.”

50 MOTIONS

In accordance with Council Procedure Rule 13, Councillor K Mills moved the Motion of which he had given notice as followed:

“This Council Meeting notes that

- ONS figures show that almost one in three women aged 16-59 will experience domestic abuse in their lifetime, that two women a week in England and Wales are killed by a current or former partner, that over half a million women are raped or sexually assaulted each year and that a YouGov poll shows that a third of girls have experienced sexual harassment in schools;
- the global pandemic has led to more women and girls being vulnerable to domestic abuse and, according to a BBC news report last July, the initial three months of the first national lockdown saw an 80% increase in calls to the National Domestic Abuse Hotline;
- that, according to crime-survey and other government data, victims disproportionately come from those groups which already experience inequality and additional challenges in our society, including those who are mixed-race, have disabilities, or are transgender; and
- as we reflect on the end of the delayed UEFA Euro 2020 tournament, previous research by Lancaster University showed that reported domestic abuse incidents increase whenever any of the home nations play in a major tournament, and the effect is particularly large on the days when those teams lose.

This Council Meeting further notes that

- White Ribbon UK is the leading charity with a mission to end male violence against women and part of the global White Ribbon movement which arose from a campaign started by men in Canada in 2004;
- they mark White Ribbon Day annually on 25th November, the International Day for the Eradication of Violence Against Women, by encouraging men and boys to pledge never to take part in, condone or stay silent about violence against women and to make this by wearing a white ribbon on the day and a week or two afterwards; and
- White Ribbon UK operate a system of male Ambassadors, female Champions and Youth Advocates, as well as having specific materials to support primary and secondary schools, all with the aim of encouraging men to take the pledge and help to eradicate male violence against women.
- This Council Meeting believes male violence against women can never be condoned and Dover District Council should do everything in its power to ensure women are safe. As part of this, the council should facilitate and encourage participation by councillors, staff and schools in the White Ribbon Campaign.

This Council Meeting therefore resolves to

- encourage all male Councillors to take the White Ribbon pledge, never to take part in, condone or stay silent about violence against women;
- undertake as soon as practicable the steps necessary to achieve White Ribbon accreditation, joining the large number of public sector bodies which have already done so; and
- as part of this, appoint a male Councillor as an Ambassador; mark White Ribbon Day on 25th November each year with a fundraising event; and encourage participation among council staff and local primary and secondary schools.”

The Motion was duly seconded by Councillor C D Zosseder.

Councillor S S Chandler moved an AMENDMENT to replace the word “appoint” with “invite” and delete the word ‘fundraising’ in the final paragraph so as to read:

“as part of this, invite a male Councillor as an Ambassador; mark White Ribbon Day on 25th November each year with an event; and encourage participation among council staff and local primary and secondary schools”

The mover of the original Motion, Councillor K Mills, with the support of his seconder agreed to accept the suggested amendment.

On being put to the meeting, it was

RESOLVED: “This Council Meeting notes that

- ONS figures show that almost one in three women aged 16-59 will experience domestic abuse in their lifetime, that two women a week in England and Wales are killed by a current or former partner, that over half a million women are raped or sexually assaulted each year and that a YouGov poll shows that a third of girls have experienced sexual harassment in schools;

- the global pandemic has led to more women and girls being vulnerable to domestic abuse and, according to a BBC news report last July, the initial three months of the first national lockdown saw an 80% increase in calls to the National Domestic Abuse Hotline;
- that, according to crime-survey and other government data, victims disproportionately come from those groups which already experience inequality and additional challenges in our society, including those who are mixed-race, have disabilities, or are transgender; and
- as we reflect on the end of the delayed UEFA Euro 2020 tournament, previous research by Lancaster University showed that reported domestic abuse incidents increase whenever any of the home nations play in a major tournament, and the effect is particularly large on the days when those teams lose.

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- This Council Meeting believes male violence against women can never be condoned and Dover District Council should do everything in its power to ensure women are safe. As part of this, the council should facilitate and encourage participation by councillors, staff and schools in the White Ribbon Campaign.

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- as part of this, invite a male Councillor as an Ambassador; mark White Ribbon Day on 25th November each year with an event; and encourage participation among council staff and local primary and secondary schools.”

(Councillor S C Manion declared an Other Significant Interest (OSI) in the Minute No. 50 (Motions) due to his company being a supporter of the White Ribbon campaign and he withdrew from the meeting for the consideration of this item of business.)

51 URGENT BUSINESS TIME

There were no items of urgent business for consideration.

The meeting ended at 8.35 pm

Subject:	CORPORATE MANAGEMENT STRUCTURE
Meeting and Date:	Council – 26 January 2022
Report of:	Nadeem Aziz, Chief Executive and Head of Paid Service
Classification:	Unrestricted

Purpose of the report: To update Members regarding the recruitment of the proposed additional Strategic Director post and the flexible retirement proposals relating to the two existing Strategic Directors

Recommendation: That Council:

1. Note the update regarding the appointment of an additional Strategic Director and the proposed flexible retirement of the two existing Strategic Directors
 2. Dissolve the Ad hoc Appointment Committee previously established in accordance with s.102(1) Local Government Act 1972
 3. Approve the flexible retirement of the Strategic Directors at a date to be determined by the Chief Executive, in consultation with the Leader of the Council, pursuant to the Local Government Pension Scheme Regulations 2013, Reg. 30(6) and in accordance with the Council's Pension Discretion Policy Statement.
 4. Note the current Senior Management Structure at Appendix 1
-

1. Summary

- 1.1 In May 2021, Council received a report which identified the need for a new Strategic Director post within the existing management team structure of the Council and sought approval from the Council for the creation of this post. In addition, the previous report sought approval for the flexible retirement of the two current Strategic Directors, pursuant to the Local Government Pension Scheme Regulations 2013, reg. 30(6) and in accordance with the Council's Pension Discretion Policy Statement.
- 1.2 The purpose of this report is to update Members regarding the recruitment of the additional Strategic Director and to dissolve the Chief Officer Appointments Committee. In addition, Council is asked to confirm the agreement to the flexible retirement of the Strategic Directors in light of the revised circumstances.
- 1.3 Article 12 of the Council's Constitution, identifies the Council's Chief Officers. Section 4 of Local Government and Housing Act 1989, (which defines the functions of the Head of Paid Service) is reflected in the Council's Constitution Article 12.02 This requires the Head of Paid Service to report to the full Council on the number and grade of staff required by the authority to discharge the Council's functions. Any change to the

structure of the Corporate Management Team or the distribution of Chief Officer functions and responsibilities requires Council approval.

2. Introduction and Background

- 2.1 In February 2020, Council agreed an ambitious new Corporate Plan for the period 2020-2024, with corporate objectives around regeneration and tourism, housing and community, climate change, environment & assets – a cleaner sustainable environment, plus an internal focus on working smartly to deliver services.
- 2.2 In order to facilitate this increased growth and renewal agenda, at their meeting in May 2021, Council gave authority to create an additional Strategic Director post, to join the existing Corporate Management Team (CMT).
- 2.3 Throughout June – September 2021, Senior Management, together with the Members of the Appointments Committee worked with appointed recruitment consultants to seek a suitable candidate and despite an extensive search, this process was not successful. It was, however, possible to appoint a Head of Inward Investment & Tourism who has now taken up post.
- 2.4 Also, in May 2021, approval was given by Council to allow the Chief Executive to agree the date for the flexible retirement of the two existing Strategic Directors. Council is asked to confirm this in line with the revised current senior management structure and it will be exercised by the Chief Executive if it can be achieved at no net cost to the Council and remains in the Council's interests to make this change.
- 2.5 Members can see the current senior management structure and allocation of functions at Appendix 1.

Additional Strategic Director

- 2.6 Following authority in May 2021, Management immediately arranged for the appointment of recruitment consultants. The initial procedure, to include preparation of a job profile and advertisement was undertaken by Management and then then the Appointments Committee met on 13 July and 29 July 2021 to undertake a shortlisting exercise. As a result of this, 4 candidates were shortlisted and offered interviews.
- 2.7 These interviews took place on 27 August 2021. Out of the four invited, only two attended, with two candidates withdrawing their application prior to interview.
- 2.8 Unfortunately, despite a robust interview process which included a presentation and psychometric testing, neither candidate was considered to be suitable to make an offer of employment.
- 2.9 The Appointments Committee met on 9 September 2021 and decided not to make an appointment. Appointments Committee further requested that the Chief Executive make further enquiries with the recruitment agency to explore the possibility of additional candidates. Unfortunately, this process did not bring any candidates forward and Council are now asked to dissolve the Appointments Committee set up specifically for this appointment.
- 2.10 Members are asked to note the current senior management structure in light of the failure to appoint at Appendix 1.

Succession Planning

- 2.11 The recruitment process, whilst unsuccessful, identified that there was a significant gap in the market for the role which was being sought and it is now recognised by

Management that it is necessary to take steps to plan for the future senior management structure within the organisation. With this in mind, the HR Manager was tasked with and has developed the attached document (Appendix 2), which sets out a programme for development of the current Head of Service level.

3. **Flexible Retirement**

- 3.1 Members are familiar with the concept of flexible retirement, having previously approved a similar request by the Solicitor to the Council. The intention of flexible retirement is to facilitate employers in retaining the skills of an existing employee (albeit that might be on a reduced hours basis) whilst upskilling other employees to build greater resilience. The LGPS rules permit flexible retirement where the scheme member reduces their hours of employment of the job they continue to hold. It is proposed that both Strategic Directors reduce their hours by 20%, at a time in the future to be agreed with the Chief Executive, in consultation with the Leader of the Council.
- 3.2 As the circumstances of the Corporate Management Team will now be different, it is necessary for the Council to confirm their agreement to this request. Members are reminded of the criteria to be taken into account when considering the request. The Policy Statement requires that the Council will only approve requests where:
- It is in their interests to do so
 - There will be no detrimental effect on the service
 - The costs are affordable or where there are likely to be costs savings achieved as a result of the proposal (see resources section below).
- 3.3 The Pension Discretion Statement also states that the request should typically involve a reduction of at least 20% in salary (either through reduced hours or responsibility). Employees can choose to draw all of their pension benefits or defer payment of all or part of the part of their fund which has accrued since 1 April 2008.
- 3.4 It is proposed that both Strategic Director posts will reduce from 5 to 4 days a week. This will result in a 20% reduction in salary costs. Details of the financial implications can be seen below.
- 3.5 Members can be assured that although there will be a small reduction in the formal hours worked by CMT (from 2.8 FTE to 2.4 FTE) there will be no detrimental effect on service delivery, and they will retain the expertise and experience of the Strategic Directors whilst succession planning and the development of the next generation of CMT takes place.

Section 151 Officer

- 3.6 The Strategic Director (Corporate Resources) is also designated at the Council's Section 151 Officer. This is the Officer who has responsibility for the proper administration of the Council's financial affairs. Every local authority is required to designate a s.151 Officer. There is no legal requirement for the Section 151 Officer to be employed on a full time basis and the proposed reduction in the Director's hours will not result in any change to the discharge of his functions as s.151 Officer. Furthermore, although there is no formal mechanism for the appointment of a deputy s.151 Officer, the Council has a strong Head of Finance and Investment who operates in the capacity of a deputy where necessary. The Council can therefore have confidence that any matters arising whilst the Strategic Director is not available will be dealt with properly and promptly.

4. **Identification and Evaluation of Options**

4.1 Option 1:

- To note the update regarding the appointment of an additional Strategic Director and the current management structure (appendix 1)
- To dissolve the ad hoc Appointments Committee
- To approve the flexible retirement of the Strategic Directors (at dates to be agreed by the Chief Executive in consultation with the Leader of the Council)

This is the recommended option as it aligns with the revised intentions and retains the appropriate senior management capacity to allow for a smooth transition and succession.

4.2 Option 2: To refuse the flexible retirement of the Strategic Directors and instruct the Head of Paid Service to continue with the search for an additional Strategic Director. This is not recommended as it has become clear the market for such a role is slim.

4.3 Option 3: To review the organisational structure as a whole. This is not recommended as the organisation remains fragile after the continuing difficulties caused by covid and it is considered that the huge change involved would be damaging to the stability of the organisation. To consider a whole scale organisational review at such a crucial time in the national and local recovery process would be considered detrimental, both in terms of time and resources, and may hinder and delay any progress underway and planned.

5. **Resource Implications**

5.1 The reduction in hours of each Strategic Director will generate annual savings of c.£25k. There may be a small actuarial strain incurred (figures awaited from KCC pensions) but it is expected that this will be significantly lower than the annual saving and so delivering a net saving in the first full financial year of the change.

6. **Corporate Implications**

6.1 Comment from the Head of Finance & Investment: The Head of Finance & Investment has been consulted and has no further comment to make.

6.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.

6.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>

7. **Appendices**

Appendix 1 – Current Management Structure

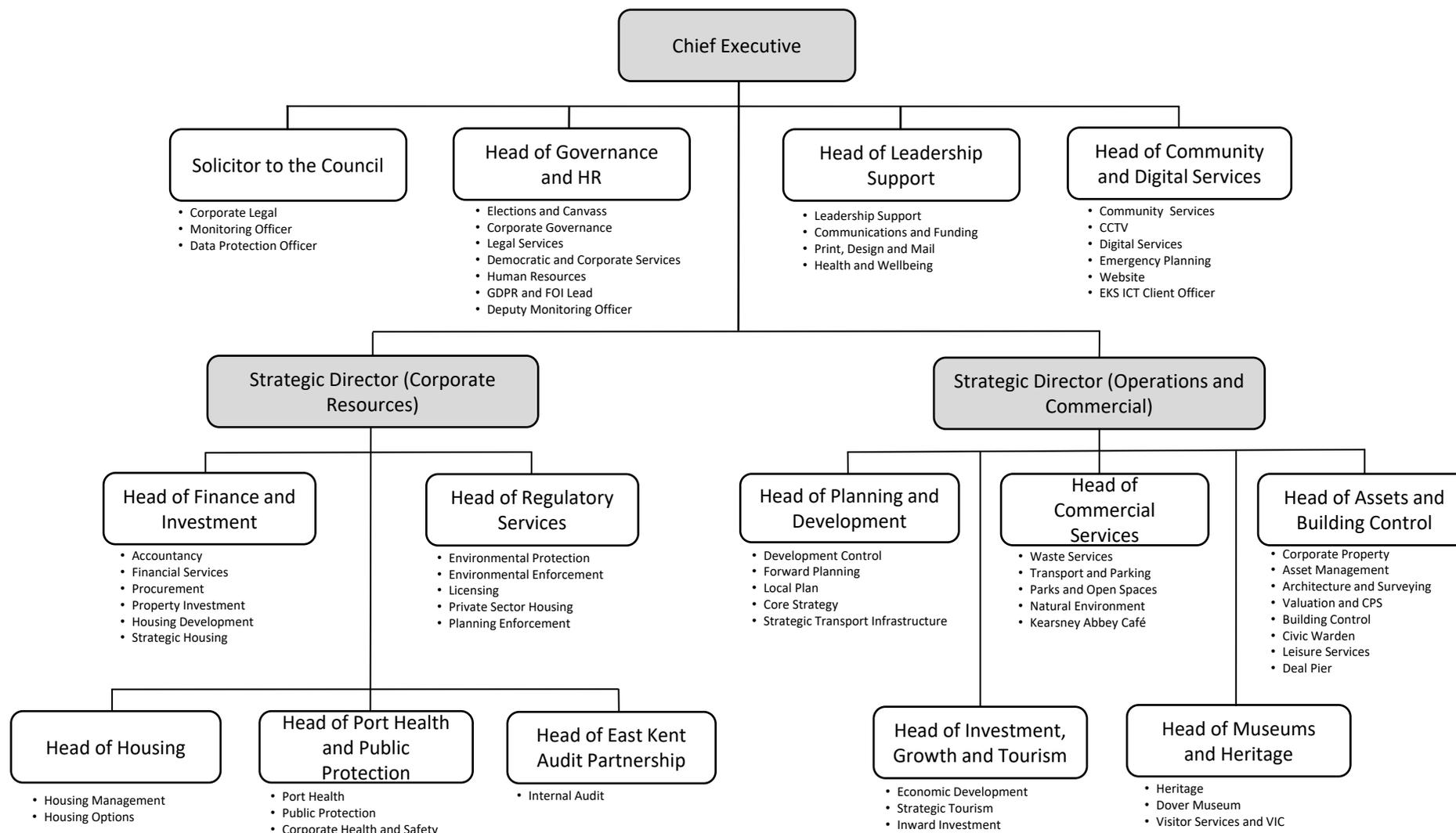
Appendix 2 – Succession Planning Document

8. **Background Papers**

None

Contact Officer: Nadeem Aziz, Head of Paid Service
Louise May, Head of Governance & HR

Senior Management Organisational Chart





Top Leaders Development Programme

“Succession Planning for the Future”

Contents

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Overview

The Council is operating in changing and challenging times and with an aging long standing senior workforce, the Council has, over the years, lost key skills and experience through retirement of key officers. In a climate of enduring skills shortages and research suggesting a lack of confidence in the leadership potential within the existing workforce, succession planning is key to the continuing success of an organisation.

The skills and behaviours we need going forward are changing and now is the right time to commence with a programme to ensure we have talented individuals, both in the present and future, who will continue the success of the Council and manage our risk of not having the right skills in the right areas, particularly in key roles at the top of our organisation.

This programme supports our 2020-2024 Corporate Plan, in particular, *“having a skilled, trained, flexible and proactive workforce”*

What is Succession Planning

The Chartered Institute of Personnel and Development (CIPD) describes the process as:

“Succession planning is the process of identifying and developing potential future leaders and senior managers, as well as individuals, to fill business-critical roles. The aim is to be able to fill key roles effectively if a current post holder leaves the organisation. Succession planning programmes typically include practical, tailored work experience relevant for future roles.”

In essence, succession planning is about addressing and minimising risk through identifying critical roles within the Council and developing potential successors. The aim is to develop a pool of talented people, each one of whom is adaptable and capable of filling a variety of roles. Because succession planning is concerned with developing longer-term successors, as well as short-term replacements, each pool will be larger than the range of posts it covers.

Succession planning is not about a “guarantee” of promotion or alternative role, it is about enhancing individuals' skill sets in their current roles and equipping them with the tools and skills to prepare them for forthcoming opportunities.

Equal Opportunities

This process supports our equal opportunities ethos through equipping employees with the skills and behaviours for future roles. Future posts would continue to be advertised in line with the Councils policies and procedures and by completing this programme it does not guarantee an individual would secure an advertised role with the Council in the future.

Approach

We have identified that an ideal place to start, given the skills shortages for the recently advertised post of Strategic Director (Place and Renewal), that our initial succession plan programme(s) will be aimed at Heads of Service, to equip them with the skills and behaviours needed to operate at a director level and beyond. In order that training is delivered by a nationally recognised provider, the proposal is to enrol with Solace, Total Leadership Programme which is delivered in conjunction with INLOGOV and sponsored by the LGA. This training is delivered by Local Government practitioners alongside academics from a Russell Group University to provide 'kite-marked' bespoke leadership development opportunities and has successfully been used by other local Government organisations.

After discussions with Solace, this training is only open to one person from each organisation, per year. This is so they have a good mix of skills and backgrounds on the training course. The course is primarily aimed at Directors aspiring to be a Chief Executive, however, following discussions with the course lead they would be willing, subject to application, to accept a Head of Service whose role cuts across and influences decision making of the Council and who can demonstrate an understanding of the Council as a whole. The application would need to be sponsored by the CEX.

In summary, the course will deliver a tailored learning approach with modules, covering:

- Module 1: Understanding the Context of your Leadership
- Module 2: Place & Systems Leadership
- Module 3: Innovation, Adaptive & Agile Leadership
- Module 4: Inclusivity & Complexity
- Module 5: Authentic Personal Leadership & Resilience

The course aims to equip students with:

1. Mediating contested leadership spaces and the political and managerial interface
2. Demonstrating strategic leadership, from vision to delivery
3. Leading collaboratively across partnerships and alliances powerfully and effectively
4. Understanding the type of leadership skills and behaviours required for the future through exposure to real life experiences from the perspective of cutting-edge speakers

Full details of the 2021/22 course can be found at [Total Leadership Programme](#)

We propose that to build resilience, this course, or a suitable alternative, is available to HoS over a 3–5-year period, subject to funding.

Financials

Based on 2021/22 Programme

Programme fees for Solace members are £4995 + VAT, inclusive of accommodation and all course materials.

Programme fees for non-members are £5250 + VAT inclusive of accommodation and all course materials.

Resource strain

The training is primarily residential in Warwick. Across the 5 modules the time away from the business would roughly be:

1. Induction – delivered remotely around May 2022 – one day
2. Module 1 – Residential 3 days (2 nights) starting July 22
3. Module 2 – Residential 2 days (1 night) starting 8 weeks from Module 1
4. Module 3 – Residential 2 days (1 night) starting 8 weeks from Module 2
5. Module 4 – Residential 2 days (1 night) starting 8 weeks from Module 3
6. Module 5 – Residential 3 days (2 nights) starting 8 weeks from Module 4

In addition, there will be a small amount of reading between Modules and developing a plan of how the student is implementing learnings.

Time Frame

Based on 2021/22 Programme

The course runs over twelve months, with five residentials, plus online learning and action learning on real-time, work-based problems. Expected start time would be July 2022, with a one-day induction around May 2022.

Application Process

We propose to invite applications from Head of Service level. Only those who have been in their HoS post for more than two years and can demonstrate how their role influences the Councils wider decision making, will be eligible to apply.

To apply HoS will need to submit an expression of interest to the CEX by [TBC] detailing why they think they have the right skills and behaviours necessary to operate at Director level, taking account of the competencies we have identified in Appendix 1 as being necessary for this type of role. Once all applications are submitted, there will be:

1. competency-based interview, in line with the competencies at Appendix 1 with the CEX, the Leader of the Council and the Opposition Leader. The final decision will be that of the CEX as Head of Paid Service.
2. potentially Psychometric testing to evaluate a candidate's performance, skills, knowledge, abilities, personality traits, attitudes, and job/academic potential.

The successful HoS will then need to complete the Solace formal application process.

Additional Training Option

Due to the restriction in candidates allowed on the "Total Leadership" training each year, Solace have advised an appropriate alternative route for HoS, who have not been successful in the Total Leadership programme and who wish to work towards a director position in the future, would be a bespoke in house / remote learning programme "Aspiring Public Sector Leaders". This is a modular based workshop of 5 modules spanning over 5-6 months, with the course being tailored to suit the Councils and the HoS aspirations. Each HoS would need a mentor (Directors and CEX), which if we run this over a two-year period would see the

initial HoS becoming mentors for the other HoS in year 2. This training does not result in any formal certification etc.

There is a requirement that 10 people are on the course. We would have the option to sell places to neighbouring councils, if needed.

Draft scope of course is available in Appendix 2

Financials

The total cost for 10 delegates is £15000

Appendix 1

Competency Framework

BUILDING AND MANAGING RELATIONSHIPS

Can demonstrate the importance of developing and maintaining relationships both inside and outside of the Council. Working effectively with a diverse range of people sharing knowledge and skills, to deliver the Council's goals.

Having good working relationships with colleagues and effective alliances with external partners will help create a Council people want to work for and with, enabling a more effective delivery of the Council's strategic priorities.

Positive Indicators	Negative Indicators
Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations	Builds relationships with limited contacts.
Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights	Forms one sided partnership arrangements that only benefit the Council
Actively challenges and addresses 'silo attitudes' to encourage effective relationship building.	
Understands the complexities of political dynamics and uses to manage relationships and resolve conflict effectively	

STAKEHOLDER FOCUS

Effectively builds and manages relationships with the Council's stakeholders, thinking through how our work relates to our different stakeholders engaging with them in a planned and meaningful way, to mitigate risk and maximise opportunity. Communicates intelligence back across the Council to deliver maximum benefit.

Stakeholders are anyone (internal or external) on whom our work impacts. We need to manage their expectations, respond to their aspirations, and use diverse views to shape our Council.

Positive Indicators	Negative Indicators
Builds the Council's reputation as an organisation committed to meeting the needs of its community	Does little to encourage the Council to think about the needs of the residents and partner organisations
Manages partner organisations and residents' expectations of the Council by anticipating and influencing changing priorities	Accepts outcomes that do not meet the diverse needs of the residents
Instils a culture that encourages staff to think about meeting residents' needs first	
Builds the confidence of staff, partner organisations and the community by ensuring the Council delivers quality work	

COMMUNICATING AND INFLUENCING

Ability to present information and arguments clearly and convincingly so that others see us as credible and articulate and engage with us. Effectively engage our diverse audience - colleagues, Councillors, external partners, and the community - and ensure they understand, respond to what we do and help us to deliver

Positive Indicators	Negative Indicators
Articulates self with credibility and conviction, encouraging buy-in to corporate position	Allows own views to be distorted or influenced inappropriately by others
Influences the thinking of other organisations, encouraging them to deliver in line with the Council	Pushes through own agenda, rather than acting in line with the Council
Acts as a credible and convincing spokesperson and negotiator for the Council	
Instils a corporate commitment to accessible communication	

STRATEGIC THINKING

Can demonstrate and understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Constantly scanning the horizon to identify current and future challenges and opportunities, helping us to promote and deliver Council priorities more effectively.

Positive Indicators	Negative Indicators
Translates an understanding of the complex and diverse threats and issues facing the Council into positive actions	Sets strategies for the Council that do not tie in with its overall vision or strategies
Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities	Generates uninspiring strategic initiatives, failing to realise the potential of the Council
Sets organisational priorities by identifying where time and investment is needed most	
Generates and leads strategic initiatives that reflects the Councils position as a District Council	

MANAGING AND DEVELOPING PERFORMANCE

Sets high standards for oneself and others, guiding, motivating, and developing them, to achieve high performance and meet the Council's objectives and statutory obligations.

Drive to perform at the highest standard to deliver the Councils objectives. This means encouraging everyone to use their skills and knowledge in the most effective way and develop to their full potential

Positive Indicators	Negative Indicators
Creates a culture that learns from experience	Avoids providing staff with opportunities to learn and develop
Set clear organisational objectives, cascading challenging yet achievable deliverables to directorates	Sets standards that are unclear, unrealistic, or too challenging, jeopardising the delivery of good work
Identifies strategic level performance indicators and communicates these clearly	
Leads and sets an example for desired behaviour and performance for the Councils staff	

Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best	
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DECISION MAKING

Forms sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

The decisions we take have wide- and far-reaching implications and we need to be sure they are well founded, fair and will stand up to scrutiny

Positive Indicators	Negative Indicators
Makes difficult decisions for the long-term benefit of the Council	Puts off making important Council decisions
Presents and instils confidence in strategic decision making	Avoids responsibility for Council decisions that results in a negative impact
Consults stakeholders early in critical Council-wide decisions	Fails to consider the wider Council in decision making
Stands by decisions and actions of the Council	
Balances effective risk management with the need for timely actions	

PLANNING AND ORGANISING

Thinking ahead, managing time, priorities, and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Success is measured by results. We will be judged by our ability to turn ideas and opportunities into concrete actions, working in partnership with others to deliver clear outcomes.

Positive Indicators	Negative Indicators
Takes accountability for monitoring delivery of the Councils objectives	Fails to take responsibility for the delivery of work against the Councils commitments
Uses quality assurance processes across the Council as a feedback mechanism to improve performance	Delivers projects with no quality assurance or performance evaluation measures in place
Realigns objectives to respond to changing external and internal agendas	
Uses feedback from all channels as a performance measure for Council work	

PROBLEM SOLVING

Analysing and interpreting situations from a variety of viewpoints and finding creative, workable, and timely solutions.

We need to understand the challenges the Council and other partners face and respond innovatively with new ideas and ways of working together

Positive Indicators	Negative Indicators
Seeks multiple perspectives to understand the breadth and depth of complex issues	Stifles creativity and fails to engage others in resolving Council issues
Produces strategies to solve Council wide problems, considering the practical and political concerns associated with the implementation of solutions	Fails to anticipate future Council problems
Enables to Council to continuously improve and innovate in the long term	
Problem solves jointly with others to stimulate innovation	
Turns ambiguous or difficult situations into opportunities	

RESEARCH AND ANALYSIS

Gathering intelligence (information, opinion, and data) from varied sources, making sense of it, testing its validity, and drawing conclusions that can lead to practical benefits.

Quality information and insight will help us develop and substantiate robust policy and decisions which will lead to tangible benefits for our community.

Positive Indicators	Negative Indicators
Exchanges ideas and knowledge with stakeholders to foster new research agendas and derive insights for the Council	Duplicates research effort, fails to find out about similar national or other research
Takes accountability for the quality of intelligence that research and new policy are based on	Fails to understand, or use, research in the delivery of Council wide projects
Encourages new and innovative insights from analysis	
Evaluates the feasibility of cost effectiveness of research proposals, stringently assessing where the research will add real value	

RESPONSIBLE USE OF RESOURCES

Taking personal responsibility for using and managing resources effectively, efficiently, and sustainably.

We want to provide maximum value for Dover residents now and in the future. That means acting with integrity, looking for new ways to drive efficiencies and maintaining our reputation for costing no more than we should – either to the taxpayer or to the environment

Positive Indicators	Negative Indicators
Explores different options for funding and income generation	Does not achieve efficiency savings
Sets budgets, understanding current costs and challenging teams to deliver greater efficiency	Fails to maximise opportunities to generate income for the Council
Monitors resource allocation, ensuring the Council works within budget and resources	
Ensures the Council procures and uses resources fairly and responsibly and with regards to environmental efficiencies	
Leads initiatives to identify and deliver efficiencies across the Council	

ORGANISATION AWARENESS

Understanding and being sensitive to organisational dynamics, culture, and politics across and beyond the Council and shaping our approach accordingly. Balancing statutory responsibilities with different demands and agendas. Our decisions can have wide repercussions on our community and beyond, so we need to be able to navigate carefully and sensitively.

Positive Indicators	Negative Indicators
Focuses on the needs of the community, promoting organisational awareness of how they impact Council priorities	Allows competing views to interfere with driving the Councils objectives forward
Anticipates and responds appropriately and professionally to political pressure, inspiring confidence, and trust for Councillors	Behaves in a way which calls into question the reputation of the Council
Leads by setting the highest standard in upholding integrity and ethical behaviour	
Shapes senior stakeholder perceptions of the Council, using their influence to support the Councils agenda	

RESPONDING TO PRESSURE AND CHANGE

Flexibility and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift. We operate in a challenging social, economic, and political context that is constantly changing. We need to respond to this positively and resiliently to ensure we continue to meet the needs and expectations of our community.

Positive Indicators	Negative Indicators
Demonstrates resilience in the face of challenge from staff, media, Councillors, or other partner organisations	Fails to seek stakeholders' views and priorities when initiating change
Promotes the Council as a flexible organisation, responding to the challenging needs of its community	Fails to take responsibility for leading organisational change
Shows positivity in the face of pressure, minimising negative impact	
Drives a culture of continuous improvement	

Appendix 2

Example Programme Dover

Launch Event Programme overview and network building (10.30 – 4)
<ul style="list-style-type: none">• Development programme overview• Programme context and delivery approach• Learning Diaries• The Modules in more detail• Launch diagnostic process• Plenary about programme: additional topics, emphases and Guest Speakers• Introduction to Emotional Intelligence (EI)

Module 1: Leadership and Change Exploring the role of leadership in delivering change
<ul style="list-style-type: none">• Leadership – what do we mean?• Contrasting leadership and management• The context for local government – understanding the VUCA environment• Change principles• Adaptive change• Leading self: resilience• Guest Speaker.

Module 2: Strategic Thinking

Thinking about the future and generating unique insights and opportunities

- Understanding the strategic context for public services
- Creating a strategic overview
- Commercial awareness
- Political astuteness – building your political awareness
- Guest Speaker.

Module 3: Working Collaboratively across organisations

How to establish a common purpose, a strong insistence on a whole systems approach and shared power to stimulate change

- The Dover context: partner and stakeholder mapping: working more closely with internal and external stakeholders
- Working collaboratively – effective partnership working across organisations: theory to practice
- Systems thinking
- Influencing skills
- Guest Speaker.

Module 4 Coaching for High Performance

A coaching style of managing

- High performing organisations
- Innovation in the public sector
- Innovation techniques
- Your role in developing others – ensuring a pipeline of talent
- Manager as coach
- Solution Focused approaches
- Skills Practice
- Scaling to establish reality.