



AGENDA

COUNCIL MEETING

Date: Wednesday, 25 January 2017

Time: 7.00 pm

Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

RECORDING NOTICE

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At the start of the meeting the Chairman will confirm if all or part of the meeting is being audio recorded. The whole of the meeting will be recorded, except where there are confidential or exempt items.

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Quorum = 16

Pages

1. Emergency Evacuation Procedure

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park. Nobody must leave the assembly point until everybody can be accounted for and nobody must return to the building until the Chairman has informed them that it is safe to do so; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

2. Prayers

3. Apologies for Absence

4. Minutes

To approve the Minutes of the Meeting held on 14 December 2016 (Minute Nos. 1067 - 1074) as a correct record.

5. Declarations of Interest

Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.

The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:

(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.

(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Director of Corporate Services as Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the Meeting.

- 6. Mayor's Announcements
- 7. Questions submitted by the Public

To consider any questions submitted by the public. (The deadline for questions is 4.30 pm the Friday before the meeting – please contact Democratic Services by e-mailing democraticservices@swale.gov.uk or call 01795 417330).

- 8. Questions submitted by Members

To consider any questions submitted by Members. (The deadline for questions is 4.30 pm the Wednesday before the meeting – please contact Democratic Services by e-mailing democraticservices@swale.gov.uk or call 01795 417330).

- 9. Leader's Statement

Members may ask questions on the Leader's Statement (to follow).

- 10. Treasury Management Half Year Report 2016/17 1 - 12
- 11. External Auditor Appointment 13 - 24
- 12. Resolutions for Calculating Council Tax 25 - 30
- 13. Member Training and Development Strategy 2017-20 and Role Profiles for Councillors 31 - 60
- 14. Change to polling place - Halfway Polling Districts 61 - 64
- 15. Recommendations for Approval 65 - 66

Council is asked to note the recommendations from the following meetings:

Audit (Minute Nos 1036 - 1044) 30 November 2016
 Cabinet (Minute Nos. 1045-1057) 7 December 2016
 Appointments Sub-Committee (Minute No. 1099) 10 January 2017

- 16. Interim Management Arrangement 67 - 72

Issued on Monday, 16 January 2017

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact DEMOCRATIC SERVICES on 01795 417330**. To find out more about the work of Council, please visit www.swale.gov.uk

**Director of Corporate Services, Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT**

Council	Agenda Item: 10
Meeting Date	25 January 2017
Report Title	Treasury Management Half Year Report 2016/17
Cabinet Member	Duncan Dewar-Whalley, Cabinet Member for Finance & Performance
SMT Lead	Nick Vickers, Head of Finance
Head of Service	Nick Vickers, Head of Finance
Lead Officer	Olga Cole, Management Accountant
Key Decision	No
Classification	Open
Recommendations	To note the performance information in this report.

1 Purpose of Report and Executive Summary

- 1.1 The purpose of this report is to review the mid-year outturn position on treasury management transactions for 2016/17, including compliance with treasury limits and Prudential Performance Indicators. The report was agreed by Audit Committee on 30 November 2016.
- 1.2 The Treasury Management Strategy is underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management. In accordance with the Code of Practice members are informed of Treasury Management activities twice a year.

2. Background

Market Environment

- 2.1 The main external issue in the first six months of the year has been the Bank of England's decision in August to reduce the base rate to 0.25% and further gilt and corporate bond purchases (Quantative Easing) and cheap funding for banks (Term Funding Scheme) to maintain the supply of credit to the economy. These post Brexit vote actions were made to pre-empt a slowdown in the economy but second quarter growth of 0.5% was better than expected. The reduction in base rate has led to further reduction in the rates offered by banks for deposits and from money market funds. The Council currently has no exposure to equity markets which have performed strongly in the first half of the year.
- 2.2 Inflation is expected to pick up due to a rise in import prices, dampening real wage growth and real investment returns. The August Quarterly Inflation Report from the Bank of England forecasts a rise in CPI to 0.9% by the end of calendar 2016 and thereafter a rise closer to the Bank's 2% target over the

coming year, as previous rises in commodity prices and the sharp depreciation in sterling begin to drive up imported material costs for companies.

- 2.3 Some of the UK's largest property pooled fund providers closed their funds in the immediate aftermath of the Brexit vote and the CCLA LAMIT Property Fund, which the Council invests in, wrote down capital values by 4%. There has since the initial Brexit reaction capital values have reduced marginally but it was already widely forecast that UK Commercial Property returns in the next few years would be driven by income returns. Fidelity are forecasting returns for UK Commercial Property of 6-7% per annum for the next five years. The Council added £1.5m to its investment in the CCLA Fund in September.

Borrowing

- 2.4 The Council continues to be debt free. On 16 March Council agreed to a variation in the Budget Framework permitting the Council to borrow up to £30m subject to individual business cases to Cabinet. The aim is to use this permission strategically to drive forward regeneration of the borough and produce higher investment returns for the Council. Given the underlying financial position of the Council debt interest costs need to be met through rental income not from the base budget. The Council will look to internally borrow to minimise debt charge costs.

Investments

- 2.5 The counterparties agreed by Cabinet and Council earlier this year when the 2016/17 Treasury Strategy was approved are:

Debt Management Office (Debt Management Account Deposit Facility) and Treasury Bills	Unlimited
Major UK banks / building societies. (Barclays, HSBC, Lloyds Banking Group, RBS Group, Santander UK, Nationwide, Standard Chartered) unsecured deposits	£3m
Svenska Handelsbanken	£3m
Leeds Building Society unsecured deposits	£1.5m
Close Brothers unsecured deposits	£1.5m
Major overseas banks unsecured deposits (to be determined based upon Arlingclose advice) Netherlands: Bank Nederlande Gemeeten, Rabobank Singapore: OCBC, UOB, DBS Sweden: Nordea Bank Denmark: Danske Bank USA: JP Morgan Chase Australia: Australian and New Zealand Banking Group, Commonwealth Bank of Australia, National Australian	£1.5m limit per bank, £3m country limit

Bank Ltd, Westpac Banking Corp Canada: Bank of Montreal, Bank of Nova Scotia, Canadian Imperial Bank of Commerce, Royal Bank of Canada, Toronto Dominion Bank	
Short Term Money Market Funds	£3m each
CCLA LAMIT Local Authority Property Fund	£3m
Supranational Bonds	£6m in aggregate
Corporate Bond funds and Corporate Bonds	£3m in aggregate
Covered Bonds	£9m in aggregate with £3m limit per bank
Absolute return funds	£3m in aggregate
Equity income funds	£3m in aggregate
Cash Plus Funds and Short Dated Bond Funds	£1.5m each, £3m in aggregate

- 2.9 Investments held at 30 September 2016 can be found in Appendix I.
- 2.10 The Council did not need to borrow to cover cash flow purposes in the period.
- 2.11 Interest income received for the first half of 2016/17 was £126,280 which is £75,930 above the original budget of £50,350.
- 2.12 For the six months to 30 September 2016, the Council maintained an average sum invested of £35m compared with an original budget of £33m, and an average rate of return of 0.71% compared to a budget of 0.30%.
- 2.13 The results for the six months to 30 September 2016 show that the Council achieved 0.43% average return above the average 7 day London Interbank Bid Rate (LIBID) and 0.29% average return rate above the average Bank of England Base Rate

Compliance with Prudential Indicators

- 2.14 The Council can confirm that it has complied with its Prudential Indicators for 2016/17 which were set in February as part of the Council's Treasury Management Strategy Statement. The Council is required to report on the highly technical Prudential Indicators. There are no issues of concern to highlight with members. The indicators are based on approved commitments and the current budget. They will be updated to reflect the Sittingbourne Town Centre redevelopment proposals in the Investment Strategy for 2017/18 to Council in February 2017.
- 2.15 Prudential and Treasury Management Indicators are set out in Appendix II.

3. Proposals

3.1 No changes are proposed at this stage.

4. Alternative Options

4.1 The Head of Finance will consider changes to the counterparty criteria with reference to the Council's agreed policy with regard to risk.

5. Consultation Undertaken

5.1 Consultation has been undertaken with Arlingclose.

6. Implications

Issue	Implications
Corporate Plan	No direct application.
Financial, Resource and Property	As detailed in the report.
Legal and Statutory	The Council has powers to both borrow funds to support its work and to invest and earn interest on funds available.
Crime and Disorder	Following CIPFA's Treasury Management Code of Practice is important to avoid involvement in potential fraud or money laundering.
Sustainability	None
Health and Wellbeing	None
Risk Management and Health and Safety	Risk is controlled through adherence to specific guidance included in CIPFA's Treasury Management Code of Practice. The principle of security of funds over-rides investment performance.
Equality and Diversity	None

7. Appendices

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

- Appendix I: Investments as at 30 September 2016
- Appendix II: Prudential and Treasury Management Indicators

8. Background Papers

None

Investments as at 30 September 2016

Counterparty	Long-Term Rating (Moody's)	Balance Invested as at 30 September 2016 £'000
Lloyds TSB Bank Plc	A1	3,000
Santander UK Plc (180 Day Notice Account)	A1	3,000
Svenska Handelsbanken	Aa2	3,000
Nationwide Building Society	Aa3	3,000
HSBC Bank (90 Day Notice Account)	Aa2	3,000
Total Banks and Building Society		15,000
Goldman Sachs Money Market Fund	Aaa-mf	3,000
Aberdeen Money Market Fund	Aaa-mf	3,000
Black Rock Money Market Fund	Aaa-mf	3,000
BNP Paribas Money Market Fund	Aaa-mf	3,000
Deutsche Money Market Fund	Aaa-mf	1,520
Morgan Stanley Money Market Fund	Aaa-mf	3,000
CCLA Property Fund		3,000
Total Money Market and Property Funds		19,520
Gross Total		34,520

The Ratings above are from Moody's Ratings. The Long Term Rating is the benchmark measure of probability of default. These ratings are shown for illustrative purposes only, as the Council uses the lowest rating across three agencies on which to base its decisions.

Investment Activity in 2016/17

Investments	Balance on 01/04/2016 £'000	Investments Made £'000	Investments Repaid £'000	Balance on 30/09/2016 £'000	Average Rate %	Average Life
Short Term Investments	25,375	110,405	(104,260)	31,520	0.71	109 days
Long Term Investments	1,500	1,500	0	3,000	4.49	6 years
Total Investments	26,875	111,905	(104,260)	34,520		
Increase/(Decrease) in Investments				7,645		

Prudential and Treasury Management Indicators

1. Background

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in local authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

2. Gross Debt and the Capital Financing Requirement (CFR)

This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

Gross Debt and the Capital Financing Requirement	2015/16 Actual £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Gross CFR	4,770	4,374	4,000	3,619
Less: Other Long Term Liabilities	(550)	(382)	(181)	(24)
Borrowing CFR	4,220	3,992	3,819	3,595
Less: Existing Profile of Borrowing	0	0	0	0
Cumulative Maximum External Borrowing Requirement.	4,220	3,992	3,819	3,595

The Authority does not have any external borrowing for capital purposes.

3. Capital Expenditure

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax.

Capital Expenditure and Financing	2015/16 Actual £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Total Expenditure	2,309	2,739	50	15
Capital receipts	127	605	35	0
Grants	1,436	2,104	0	0
Revenue contributions	746	30	15	15
Total Financing	2,309	2,739	50	15

Prudential and Treasury Management Indicators

4. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability, highlighting the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code. The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	%	%	%
Total	1.51	1.58	1.66

5. Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

Capital Financing Requirement	2015/16 Actual	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	£'000	£'000	£'000	£'000
Total Capital Financing Requirement	4,770	4,374	4,000	3,619

6. Actual External Debt

This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2016	£'000
Borrowing	0
Other Long-term Liabilities	550
Total	550

7. Incremental Impact of Capital Investment Decisions on Council Tax

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	%	%	%
Increase / (Decrease) in Band D Council Tax	(0.04)	0.00	0.00

Prudential and Treasury Management Indicators

8. Authorised Limit and Operational Boundary for External Debt

The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing, and its approved treasury management policy statement and practices.

The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

At the Council meeting on 16 March 2016, Members approved a change to the budget framework to allow for funding to be provided up a maximum borrowing of £30m (minute 607/03/2016).

Authorised Limit for External Debt	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Borrowing	35,000	35,000	35,000
Other Long-term Liabilities	2,000	2,000	2,000
Total Debt	37,000	37,000	37,000

The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Operational Boundary	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
Borrowing	30,000	30,000	30,000
Other Long-term Liabilities	382	181	24
Total Debt	30,382	30,181	30,024

The Head of Finance confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the period to 30 September 2016.

Prudential and Treasury Management Indicators

9. Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the Council has adopted the principles of best practice.

The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition on 22 February 2012.

10. Interest Rate Exposure

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates. This Council calculates these limits on net principal outstanding sums (i.e. fixed rate debt net of fixed rate investments).

Upper Limit for Interest Rate Exposure	Existing level at 30/09/16 %	2016/17 Approved Limit %	2017/18 Approved Limit %	2018/19 Approved Limit %
Interest on fixed rate borrowing	0	100	100	100
Interest on fixed rate investments	-48	-100	-100	-100
Upper Limit for Fixed Interest Rate Exposure	-48	0	0	0
Interest on variable rate borrowing	0	100	100	100
Interest on variable rate investments	-52	-100	-100	-100
Upper Limit for Variable Interest Rate Exposure	-52	0	0	0

As the Council has no borrowing, these calculations have resulted in negative figure.

11. Maturity Structure of Fixed Rate Borrowing

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. It is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

Maturity structure of fixed rate borrowing	Existing level at 30/09/16 %	Lower Limit for 2016/17 %	Upper Limit for 2016/17 %
Under 12 months	0	0	100
12 months and within 24 months	0	0	100
24 months and within 5 years	0	0	100
5 years and within 10 years	0	0	100
10 years and above	0	0	100

Prudential and Treasury Management Indicators

The Council does not have any external borrowing for capital purposes, and did not need to borrow for cash flow purposes during the six months to 30 September 2016.

12. Credit Risk

The Council considers security, liquidity and yield, in that order, when making investment decisions.

Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);
- sovereign support mechanisms;
- credit default swaps (where quoted);
- share prices (where available);
- economic fundamentals, such as a country's net debt as a percentage of its GDP;
- corporate developments, news, articles, markets sentiment and momentum; and
- subjective overlay.

The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

The Head of Finance confirms that there were no breaches to counterparty limits or credit ratings at the time of placing investments.

13. Principal Sums Invested for Periods Longer than over 364 days

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

Total Principal Sums Invested Over 364 Days	2016/17 £'000	2017/18 £'000	2018/19 £'000
Upper Limit Estimate	9,000	10,000	10,000
Actual	3,000	-	-

Prudential and Treasury Management Indicators

14. Investment Benchmarking for the six months to 30 September 2016

Average Actual Return on Investments	Original Estimate Return on Investments	Average Bank Rate	Average 7 day LIBID Rate
0.71%	0.30%	0.42%	0.28%

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Council Meeting		Agenda Item: 11
Meeting Date	25 January 2017	
Report Title	External Auditor Appointment	
Lead Members	Cllr Dewar-Whalley, Cabinet Member for Finance & Performance, and Cllr Hampshire, Chairman Audit Committee	
SMT Lead	Mark Radford, Director of Corporate Services	
Head of Service	Nick Vickers, Head of Finance	
Lead Officer	Nick Vickers, Head of Finance	
Key Decision	Yes	
Classification	Open	
Forward Plan	Reference number:	
Recommendations	<ol style="list-style-type: none"> 1. Note the changes in the external auditor appointment process following the Local Audit and Accountability Act 2014, and the options available to the Council for the appointment of an external auditor for the 2018/19 accounts and beyond. 2. Agree that the preferred external audit procurement route is via a sector led body (PSAA Ltd). 	

1 Purpose of Report and Executive Summary

- 1.1 This report sets out proposals for appointing the Council's external auditor for the 2018/19 accounts and beyond.
- 1.2 The current arrangements, which expire following audit of the 2017/18 accounts, are that Grant Thornton are the Council's external auditors working to a contract originally let by the Audit Commission in 2013. Following the Audit Commission's close in 2015, that contract novated to PSAA, a subsidiary of the Local Government Association (LGA).
- 1.3 The Council's Audit Committee initially received reports on options on 8 June and on 14 September 2016 considering the various alternatives for appointing an external auditor, and in September agreed to delegate to the Director of Corporate Services, in consultation with the Cabinet Member for Finance & Performance and the Chairman of the Audit Committee, the final decision on a recommendation to Council on the preferred option, once full information on the sector-led approach was received.

- 1.4 Under the Local Audit and Accountability Act 2014, the Council as a whole must decide whether to accept an invitation to opt-in to a sector-led approach. To take advantage of PSAA's proposed national scheme for appointing auditors within the deadline set, the Council must take the decision at this meeting. The Council must then communicate the decision by early March 2017, in line with PSAA's request.

2 Background

- 2.1 The Local Audit and Accountability Act 2014 (the Act) brought a close to the Audit Commission. The Act also created transitional arrangements for appointing external auditors and setting audit fees in local government. On 5 October 2015 the Secretary of State for Communities and Local Government (CLG) decided to extend these transitional arrangements for one year. The arrangements will now end following the audit of accounts for 2017/18.
- 2.2 The Act also set out arrangements for appointing auditors after the transitional arrangements end. This includes the opportunity for authorities to make their own decisions on auditor appointments. Regulations made under the Act also allow authorities to opt in to have their auditor appointed for them by an appointing person.
- 2.3 The Council's current external auditor is Grant Thornton, this appointment having been made under a contract let by the Audit Commission. Following the closure of the Audit Commission, the contract is currently managed by Public Sector Audit Appointments Limited (PSAA), the transitional body set up by the LGA with delegated authority from the Secretary of State.
- 2.4 Over recent years there has been a significant reduction in audit fees compared with historic levels - the Council's external audit fees for 2015/16 were £61,000 (excluding grant certification work) compared with £139,000 in 2009/10. This has been the result of a combination of factors, including new contracts negotiated nationally, and savings from the closure of the Audit Commission. In addition, current fees are based on discounted rates offered by the firms in return for substantial market share. When the contracts were last negotiated nationally by the Audit Commission they covered NHS and local government bodies, and offered maximum economies of scale.
- 2.5 Whilst the fee has dramatically reduced, the Council still receives a high quality professional service from Grant Thornton and this, combined with a highly effective internal audit service from Mid Kent Services, provides substantial assurance on the Council's corporate governance and internal controls at a time of financial cutbacks and rapid change.

- 2.6 When the current transitional arrangements come to an end on 31 March 2018 the Council will be able to move to local appointment of the auditor. There are a number of routes by which this can be achieved, each with varying risks and opportunities.
- 2.7 The scope of the audit will still be specified nationally; the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out local government audit must follow. However, not all accounting firms will be eligible to compete for the work - they will need to demonstrate that they have the required skills and experience, and be registered with a Registered Supervising Body approved by the Financial Reporting Council.
- 2.8 It is reasonable to expect that the list of eligible firms may include the top 10 or 12 firms in the country, including our current auditor. It is unlikely that small local independent firms will meet the eligibility criteria.
- 2.9 The three options available to the Council are:

Option	Commentary
1. The Council could establish its own independent Auditor Panel	<p>The Council would need to set up its own Auditor Panel consisting of a majority or even entirely independent members. An independent member is defined by the Local Audit and Accountability Act 2014 as someone who had “not been a member or officer of the Council for a period of five years”.</p> <p>If established, the Auditor Panel would be a standing committee as its role extends beyond the appointment of the external auditor into review of the external audit service and monitoring their independence.</p> <p>Whilst with this option the Council would have local input into the decision, it is likely to be a costly exercise to recruit and maintain the Panel, and it is not apparent that there would be a ready availability of suitably qualified individuals. It would also mean no option for the Council to take part in a broader collaborative procurement which could generate additional savings through economies of scale.</p>
2. The Council could join with other Councils to set up a joint independent Auditor Panel	<p>This could be done by setting up a new panel with other councils or using another council’s panel. Again, such a panel would need to be constituted with a majority of independent members.</p> <p>This approach would spread cost and potentially allow for economies of scale to be achieved. However, it does require willing partners.</p>

<p>3. The Council could opt in to a sector-led body</p>	<p>This option would be to opt in to a sector-led body that will negotiate contracts and make the appointment on behalf of all councils who participate, removing the need for an independent Auditor Panel.</p> <p>This approach offers the prospect of generating savings from economies of scale, but without having to establish and fund an Auditor Panel. The cost savings from this approach could be significant. It should also promote competition and takes advantage of central expertise. However, it does mean the Council has no direct input into the appointment.</p>
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2.10 The discussion at Audit Committee expressed a preference for options 2 and 3. Since then the position of councils across the county has been monitored through the Kent Finance Officers group, and all other Kent councils have indicated that they have already or intend to opt for the sector-led approach. The sector-led approach does appear to offer the best option for obtaining a high quality service at the most economic rate possible. It is also now clear that there are no suitable partners for the Council to join with in a collaborative procurement.

3 Proposals

3.1 Based upon the discussions which have taken place at Audit Committee and the issues set out above, it is recommended that the Council should adopt option 3 the sector-led approach. This conclusion rests heavily upon the following:

- without the national appointment, the Council would need to set up a separate independent auditor panel, which is likely to be difficult to resource, costly, and time-consuming;
- the audit costs arising from a broader collaborative procurement should be lower than a more local approach as national large-scale contracts can drive keener prices from the audit firms and spread costs incurred in bidding; and
- PSAA can ensure the appointed auditor meets and keeps to quality standards, and can manage any conflicts of interest.

3.2 The proposal letter from the PSAA is attached as Appendix I.

4 Alternative Options

4.1 Other options have been considered above.

5 Consultation Undertaken or Proposed

5.1 Consultation has taken place with the Audit Committee, other Kent councils, and with the LGA.

6 Implications

Issue	Implications
Corporate Plan	Supports the objective of being a “Council to be proud of”.
Financial, Resource and Property	<p>The Council must appoint an external auditor. Opting in to the national arrangement will allow PSAA to undertake a national procurement exercise that will likely result in lower fees through increased buying power than the Council could gain by local procurement.</p> <p>Opting in also avoids incurring the costs of creating and maintaining a local auditor panel.</p>
Legal and Statutory	<p>Section 7 of the Local Audit and Accountability Act 2014 demands a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year.</p> <p>Section 8 governs the procedure for appointment, including that the Council must consult and take account of the advice of its auditor panel on selecting and appointing a local auditor.</p> <p>Section 8 also provides that where a relevant authority is a local authority employs executive arrangements, appointing a local auditor to audit its accounts is not the responsibility of an executive of the authority under those arrangements.</p> <p>Section 12 provides for the failure to appoint a local auditor. The authority must immediately inform the Secretary of State, who may then direct the authority to appoint the auditor named in the direction, or appoint a local auditor for the authority.</p> <p>Section 17 gives the Secretary of State the power to regulate for an ‘appointing person’. The Secretary of State exercised this power in the Local Audit (Appointing Person) Regulations 2015 (SI 192). These give the Secretary of State the ability to enable a Sector-Led Body to become the appointing person. In July 2016 the Secretary of State named PSAA as the appointing person.</p>
Crime and Disorder	Not applicable.
Sustainability	Not applicable.
Health and Wellbeing	Not applicable.
Risk Management and Health and Safety	The external auditor will consider the Council’s approach to risk management as part of the Council’s overall corporate governance arrangements.

Equality and Diversity	Not applicable.
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7 Appendices

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

- Appendix I: PSAA letter

8 Background Papers

8.1 Audit Committee report 8 June

<http://services.swale.gov.uk/meetings/documents/s5486/Auditor%20appointment.pdf> and

14 September 2016

<http://services.swale.gov.uk/meetings/documents/s5980/External%20Auditor.pdf>

27 October 2016

Email: appointingperson@psaa.co.uk

Abdool Kara
Swale Borough Council
Swale House
East Street
Sittingbourne Kent ME10 3HT

Copied to: Nick Vickers, Interim Head Of Finance, Swale Borough Council
Donna Price, John Scarborough, Head of Legal Partnership, Swale Borough Council

Dear Mr Kara

Invitation to opt into the national scheme for auditor appointments

As you know the external auditor for the audit of the accounts for 2018/19 has to be appointed before the end of 2017. That may seem a long way away, but as there is now a choice about how to make that appointment, a decision on your authority's approach will be needed soon.

We are pleased that the Secretary of State has expressed his confidence in us by giving us the role of appointing local auditors under a national scheme. This is one choice open to your authority. We issued a prospectus about the scheme in July 2016, available to download on the [appointing person](#) page of our website, with other information you may find helpful.

The timetable we have outlined for appointing auditors under the scheme means we now need to issue a formal invitation to opt into these arrangements. The covering email provides the formal invitation, along with a form of acceptance of our invitation for you to use if your authority decides to join the national scheme. We believe the case for doing so is compelling. To help with your decision we have prepared the additional information attached to this letter.

I need to highlight two things:

- we need to receive your formal acceptance of this invitation by 9 March 2017; and
- the relevant regulations require that, except for a body that is a corporation sole (a police and crime commissioner), the decision to accept the invitation and to opt in needs to be made by the members of the authority meeting as a whole. We appreciate this will need to be built into your decision making timetable.

If you have any other questions not covered by our information, do not hesitate to contact us by email at appointingperson@psaa.co.uk.

Yours sincerely



Jon Hayes, Chief Officer

Appointing an external auditor

Information on the national scheme

Public Sector Audit Appointments Limited (PSAA)

We are a not-for-profit company established by the Local Government Association (LGA). We administer the current audit contracts, let by the Audit Commission before it closed.

We have the support of the LGA, which has worked to secure the option for principal local government and police bodies to appoint auditors through a dedicated sector-led national procurement body. We have established an advisory panel, drawn from representative groups of local government and police bodies, to give access to your views on the design and operation of the scheme.

The national scheme for appointing local auditors

We have been specified by the Secretary of State for Communities and Local Government as the appointing person for principal local government bodies. This means that we will make auditor appointments to principal local government bodies that choose to opt into the national appointment arrangements we will operate for audits of the accounts from 2018/19. These arrangements are sometimes described as the 'sector-led body' option, and our thinking for this scheme was set out in a prospectus circulated to you in July. The prospectus is available on the [appointing person](#) page of our website.

We will appoint an auditor for all opted-in authorities for each of the five financial years beginning from 1 April 2018, unless the Secretary of State chooses to terminate our role as the appointing person beforehand. He or she may only do so after first consulting opted-in authorities and the LGA.

What the appointing person scheme will offer

We are committed to making sure the national scheme will be an excellent option for auditor appointments for you.

We intend to run the scheme in a way that will save time and resources for local government bodies. We think that a collective procurement, which we will carry out on behalf of all opted-in authorities, will enable us to secure the best prices, keeping the cost of audit as low as possible for the bodies who choose to opt in, without compromising on audit quality.

Our current role means we have a unique experience and understanding of auditor procurement and the local public audit market.

Using the scheme will avoid the need for you to:

- establish an audit panel with independent members;
- manage your own auditor procurement and cover its costs;
- monitor the independence of your appointed auditor for the duration of the appointment;
- deal with the replacement of any auditor if required; and
- manage the contract with your auditor.

Our scheme will endeavour to appoint the same auditors to other opted-in bodies that are involved in formal collaboration or joint working initiatives, if you consider that a common auditor will enhance efficiency and value for money.

We will also try to be flexible about changing your auditor during the five-year appointing period if there is good reason, for example where new joint working arrangements are put in place.

Securing a high level of acceptances to the opt-in invitation will provide the best opportunity for us to achieve the most competitive prices from audit firms. The LGA has previously sought expressions of interest in the appointing person arrangements, and received positive responses from over 270 relevant authorities. We ultimately hope to achieve participation from the vast majority of eligible authorities.

High quality audits

The Local Audit and Accountability Act 2014 provides that firms must be registered as local public auditors with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of registered firms' work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC), under arrangements set out in the Act.

We will:

- only contract with audit firms that have a proven track record in undertaking public audit work;
- include obligations in relation to maintaining and continuously improving quality in our contract terms and in the quality criteria in our tender evaluation;
- ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any quality concerns are detected at an early stage; and
- take a close interest in your feedback and in the rigour and effectiveness of firms' own quality assurance arrangements.

We will also liaise with the National Audit Office to help ensure that guidance to auditors is updated as necessary.

Procurement strategy

In developing our procurement strategy for the contracts with audit firms, we will have input from the advisory panel we have established. The panel will assist PSAA in developing arrangements for the national scheme, provide feedback to us on proposals as they develop, and helping us maintain effective channels of communication. We think it is particularly important to understand your preferences and priorities, to ensure we develop a strategy that reflects your needs within the constraints set out in legislation and in professional requirements.

In order to secure the best prices we are minded to let audit contracts:

- for 5 years;
- in 2 large contract areas nationally, with 3 or 4 contract lots per area, depending on the number of bodies that opt in; and
- to a number of firms in each contract area to help us manage independence issues.

The value of each contract will depend on the prices bid, with the firms offering the best value being awarded larger amounts of work. By having contracts with a number of firms, we will be able to manage issues of independence and avoid dominance of the market by one or two firms. Limiting the national volume of work available to any one firm will encourage competition and ensure the plurality of provision.

Auditor appointments and independence

Auditors must be independent of the bodies they audit, to enable them to carry out their work with objectivity and credibility, and in a way that commands public confidence.

We plan to take great care to ensure that every auditor appointment passes this test. We will also monitor significant proposals for auditors to carry out consultancy or other non-audit work, to protect the independence of auditor appointments.

We will consult you on the appointment of your auditor, most likely from September 2017. To make the most effective allocation of appointments, it will help us to know about:

- any potential constraints on the appointment of your auditor because of a lack of independence, for example as a result of consultancy work awarded to a particular firm;
- any joint working or collaboration arrangements that you think should influence the appointment; and
- other local factors you think are relevant to making the appointment.

We will ask you for this information after you have opted in.

Auditor appointments for the audit of the accounts of the 2018/19 financial year must be made by 31 December 2017.

Fee scales

We will ensure that fee levels are carefully managed by securing competitive prices from firms and by minimising our own costs. Any surplus funds will be returned to scheme members under our articles of association and our memorandum of understanding with the Department for Communities and Local Government and the LGA.

Our costs for setting up and managing the scheme will need to be covered by audit fees. We expect our annual operating costs will be lower than our current costs because we expect to employ a smaller team to manage the scheme. We are intending to fund an element of the costs of establishing the scheme, including the costs of procuring audit contracts, from local government's share of our current deferred income. We think this is appropriate because the new scheme will be available to all relevant principal local government bodies.

PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk, most likely as evidenced by audit fees for 2016/17. Pooling means that everyone in the scheme will benefit from the most competitive prices. Fees will reflect the number of scheme participants – the greater the level of participation, the better the value represented by our scale fees.

Scale fees will be determined by the prices achieved in the auditor procurement that PSAA will need to undertake during the early part of 2017. Contracts are likely to be awarded at the end of June 2017, and at this point the overall cost and therefore the level of fees required will be clear. We expect to consult on the proposed scale of fees in autumn 2017 and to publish the fees applicable for 2018/19 in March 2018.

Opting in

The closing date for opting in is 9 March 2017. We have allowed more than the minimum eight week notice period required, because the formal approval process for most eligible bodies, except police and crime commissioners, is a decision made by the members of an authority meeting as a whole.

We will confirm receipt of all opt-in notices. A full list of authorities who opt in will be published on our website. Once we have received an opt-in notice, we will write to you to request information on any joint working arrangements relevant to your auditor appointment, and any potential independence matters that would prevent us appointing a particular firm.

If you decide not to accept the invitation to opt in by the closing date, you may subsequently make a request to opt in, but only after 1 April 2018. The earliest an auditor appointment can be made for authorities that opt in after the closing date is therefore for the audit of the accounts for 2019/20. We are required to consider such requests, and agree to them unless there are reasonable grounds for their refusal.

Timetable

In summary, we expect the timetable for the new arrangements to be:

- Invitation to opt in issued 27 October 2016
- Closing date for receipt of notices to opt in 9 March 2017
- Contract notice published 20 February 2017
- Award audit contracts By end of June 2017
- Consult on and make auditor appointments By end of December 2017
- Consult on and publish scale fees By end of March 2018

Enquiries

We publish frequently asked questions on our [website](#). We are keen to receive feedback from local bodies on our plans. Please email your feedback or questions to: appointingperson@psaa.co.uk.

If you would like to discuss a particular issue with us, please send an email to the above address, and we will make arrangements either to telephone or meet you.

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Council Meeting	Agenda Item: 12
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Meeting Date	25 January 2017
Report Title	Resolutions For Calculating Council Tax Base
Cabinet Member	Cllr Duncan Dewar-Whalley, Cabinet Member for Finance and Performance
SMT Lead	Nick Vickers, Head of Finance
Heads of Services	Nick Vickers, Head of Finance Amber Christou, Head of Resident Services
Lead Officers	Phil Wilson, Chief Accountant Zoe Kent, Revenues and Benefits Manager

Recommendations	<ol style="list-style-type: none"> 1. That the report of the Head of Finance for the calculation of the Council Tax Base for the year 2017/18 be approved. 2. That pursuant to the Head of Finance report and in accordance with the Regulations made under the Local Government Finance Act 1992 (The Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended)) and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (SI 2012:2914), and the Local Government Act 2003, the amount calculated by Swale Borough Council as its Council Tax Base for the whole area for the year 2017/18 shall be 45,299.89. The Council Tax Base for the individual Town and Parish Councils within the borough area shall be as itemised in Appendix II to this report.
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1. Purpose of Report and Executive Summary

- 1.1 This report is submitted in order to formally approve the tax base for 2017/18.
- 1.2 The presentation of the proposed tax base in a report to Council is one of the procedures implemented to ensure that the Council approves the correct tax bases as part of the Council Tax resolution at the meeting due to be held on 15 February 2017.

2. Background

- 2.1 Regulations made under the Local Government Finance Act 1992 (The Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended)) require each billing authority to calculate its 'Council Tax Base'.

The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (SI 2012:2914) provides amended statutory guidance to incorporate the changes as a result of the introduction of the council tax support scheme from 1 April 2013.

- 2.2 The Council Tax Base is a measure of the Council's taxable capacity, for the purpose of setting its Council Tax.
- 2.3 This report presents for approval Swale Borough Council's Council Tax Base, for 2017/18 and the Tax Bases for the Parish and Town Councils. The Council will use the Council Tax Base for 2017/18 in setting the Council Tax and determining the level of Council Tax income for 2017/18.

3. Proposal

- 3.1 The Council Tax Base has been arrived at by making a calculation of the relevant amount for each band i.e.
 - 3.1.1 the number of dwellings within the area of the Authority as notified by the Valuation Officer;
 - 3.1.2 reductions anticipated during the year with due allowance for only part of the year;
 - 3.1.3 a prudent view on estimating the number of new properties that will be included on the Council Tax register during 2017/18;
 - 3.1.4 the estimated number of discounts;
 - 3.1.5 the assessment of these discounts at the appropriate percentage;
 - 3.1.6 the number of dwellings, which will be exempt;
 - 3.1.7 an allowance where it is anticipated that, due to disability, the person liable to pay the Council Tax is to pay a sum relating to a band lower than that under which the property is listed;
 - 3.1.8 a premium charged on empty properties.
- 3.2 A further adjustment is required to the Tax Base due to the Local Council Tax Reduction Scheme (LCTRS) that replaced Council Tax Benefit, and was introduced for the first time in 2013/14. The LCTRS is treated as a discount rather than a benefit and therefore reduces the Tax Base. Members will recall that the Scheme for 2017/18 was approved at the Council meeting of 23 November 2016 with the discount being set at 80% for working age applicants. This position has been reflected in the level of discount assumed.
- 3.3 In determining the Tax Base, I have also reviewed the allowance made for the total collection rate. For 2016/17 the Council had a collection rate of 98.90%, but it is my opinion that this could be increased slightly to 98.94% for 2017/18.

- 3.4 The result of these calculations is that the Council Tax Base for 2017/18 is 45,299.89 (43,959.22 for 2016/17).
- 3.5 The details of the calculations for the whole of the Swale Borough Council and for the Parish and Town Councils within the Borough are shown in Appendices I and II.
- 3.6 As a billing authority, Swale Borough Council must issue to precepting authorities by 31 December a schedule of proposed payments in respect of their precepts and its own. This schedule of proposed payments must be confirmed and notified to precepting authorities by 31 January.
- 3.7 The payment of Parish Precepts is to be the same as for the payment of Parish Precepts in 2016/17, i.e. 50% by end of April 2017 and 50% by end of September 2017.

4. Alternative Options

- 4.1 The alternative option would be to use an alternative collection rate to apply to the tax base.

5. Consultation Undertaken or Proposed

- 5.1 There has been no consultation undertaken.

6. Implications

Issue	Implications
Corporate Plan	None
Financial, Resource and Property	The Council Tax Base will be used to calculate the income from Council Tax for the Council following the setting of the Council Tax at the Council meeting on 15 February 2017.
Legal and Statutory	The Council must calculate the tax base each year in accordance with the Local Government Finance Act 1992 (The Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended)), the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (SI 2012:2914), and the Local Government Act 2003
Crime and Disorder	None
Sustainability	None
Health and Wellbeing	None
Risk Management and Health and Safety	Risk Implications - Assuming this report is approved, there is no risk that the Council will not meet its statutory duty to approve the Council Tax Base for 2017/18 and notify precepting authorities by 31 January 2017.
Equality and Diversity	None

7. Appendices

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

- Appendix I: 2017/18 Tax Base Calculation for the Whole Council Area
- Appendix II: 2017/18 Tax Base for Parishes in the Swale Area

8. Background Papers

8.1 The Finance Department and the Revenues and Benefits Section hold detailed information on the make up of the tax base for each Parish and every unparished area.

SWALE BOROUGH COUNCIL
TAX BASE CALCULATION FOR THE WHOLE AREA 2017/18

Description	Band A-	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Total
Dwellings	0.00	9,871.00	16,241.00	16,707.00	10,647.00	5,359.00	2,401.00	1,193.00	112.00	62,531.00
Exemptions	0.00	-772.00	-137.00	-138.00	-79.00	-29.00	-14.00	-6.00	0.00	-1,175.00
Deletions	0.00	-25.00	0.00	-2.00	-1.00	0.00	-1.00	0.00	0.00	-29.00
Disabled Relief	2.00	32.00	30.00	-11.00	-27.00	-16.00	0.00	3.00	-13.00	0.00
CHARGEABLE DWELLINGS	2.00	9,106.00	16,134.00	16,556.00	10,540.00	5,314.00	2,386.00	1,190.00	99.00	61,327.00
Discounts -										
Single Person Discount (25%)	0.00	-4,385.00	-5,916.00	-4,351.00	-2,326.00	-844.00	-314.00	-153.00	-10.00	-18,299.00
Discount at 50%	0.00	-1.00	-11.00	-5.00	-7.00	-6.00	-11.00	-17.00	-4.00	-62.00
Discount at 100%	0.00	-123.00	-71.00	-50.00	-25.00	-12.00	-10.00	-6.00	0.00	-297.00
Total Discounts	0.00	-4,509.00	-5,998.00	-4,406.00	-2,358.00	-862.00	-335.00	-176.00	-14.00	-18,658.00
DISCOUNT REDUCTION	0.00	-1,219.75	-1,555.50	-1,140.25	-610.00	-226.00	-94.00	-52.75	-4.50	-4,902.75
Long Term Empty Premium at 50%	0.00	15.00	9.50	7.50	7.00	1.00	2.00	2.00	0.50	44.50
NET DWELLINGS (1)	2.00	7,901.25	14,588.00	15,423.25	9,937.00	5,089.00	2,294.00	1,139.25	95.00	56,468.75
Number of Dwellings to be removed from Council Tax Base as a result of Council Tax Support scheme	-0.23	-2,245.88	-2,747.16	-1,886.80	-544.96	-140.10	-42.56	-5.69	0.00	-7,613.38
NET DWELLINGS (2)	1.77	5,655.37	11,840.84	13,536.45	9,392.04	4,948.90	2,251.44	1,133.56	95.00	48,855.37
BAND D EQUIVALENT	0.98	3,770.25	9,209.54	12,032.39	9,392.04	6,048.66	3,252.08	1,889.27	190.00	45,785.21
Collection Rate										98.94%
TAX BASE										45,299.89

2017/18 TAX BASE FOR PARISHES WITHIN THE SWALE AREA

PARISHES	2016/17 Tax Base	2017/18 Tax Base
BAPCHILD	457.47	461.95
BOBBING	825.54	902.12
BORDEN	1,065.3	1,071.93
BOUGHTON	676.32	680.48
BREDGAR	287.14	286.21
DODDINGTON	216.82	218.69
DUNKIRK	482.81	495.44
EASTCHURCH	701.88	732.80
EASTLING	144.39	145.99
FAVERSHAM	6,083.95	6,193.73
GRAVENEY & GOODNESTONE	181.07	184.29
HARTLIP	361.24	361.56
HERNHILL	283.33	283.86
IWADE	1,298.32	1,361.82
LEYSDOWN	1,147.26	1,083.36
LOWER HALSTOW	452.21	446.49
LUDDENHAM	44.24	46.03
LYNSTED	453.71	462.38
MILSTEAD	85.08	91.28
MINSTER	5,083.32	5,216.95
NEWINGTON	870.50	871.04
NEWNHAM	151.01	150.67
NORTON	154.85	153.57
BUCKLAND	29.51	29.14
SUB TOTAL	184.36	182.71
OARE	165.96	168.23
OSPRINGE	276.57	278.31
QUEENBOROUGH	767.69	780.72
RODMERSHAM	237.79	240.71
SELLING	342.96	346.70
SHELDWICH	249.48	245.44
LEAVELAND	43.60	42.33
BADLESMERE	57.05	60.50
SUB TOTAL	350.13	348.27
STALISFIELD	97.02	99.96
TEYNHAM	861.67	868.43
THROWLEY	136.82	139.84
TONGE	141.52	140.61
TUNSTALL	701.51	702.95
UPCHURCH	912.01	921.95
WARDEN	473.20	484.70
Total	27,002.12	27,453.16

Council Meeting	Agenda Item: 13
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Meeting Date	25 January 2017
Report Title	Member Training and Development Strategy 2017 - 2020 and Role Profiles for Councillors
Portfolio Holder	Councillor Duncan Dewar-Whalley, Cabinet Member for Finance and Performance
SMT Lead	Mark Radford, Director of Corporate Services
Lead Officer	Jo Millard, Senior Democratic Services Officer
Key Decision	No
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. Council is asked to approve the Member Training and Development Strategy and Evaluation Statement for 2017 - 2019. 2. Council is asked to approve the Role Profiles for Councillors.

1 Purpose of Report and Executive Summary

- 1.1 Council last approved a Member Training Strategy and Role Profiles for Councillors at Council in March 2013 (Minute No. 650/03/13 refers). Both were approved for a three year period.
- 1.2 The Member Development Working Group undertook a review of the two documents over the past few months. The revised documents are being submitted to Council for approval for a further three years.

2 Background

- 2.1 Over the past three years the Council has recognised the importance and value of formalising Member Development activities with the support of Members and Officers. The cross-party Member Development Working Group play a key role in monitoring training and development for Councillors. It is essential, to ensure that the Council runs effectively and efficiently, that all Members are afforded the maximum opportunity for, and take full advantage of, programmed training and briefings. The Member Development Working Group seeks to provide a range of activities and would ask that all Members try to maximise their attendance. In addition, there are other activities such as ward walks and officer shadowing that can help improve Member understanding of the work of the Council.
- 2.2 The Member Training and Development Strategy was first agreed in 2010. It provides a framework for Swale's training provision for Members and is a useful reference document for Members and officers when considering training and development opportunities. At the request of Members, a number of additional

training sessions were added throughout the last municipal year 2015/16, resulting in fourteen briefing sessions.

- 2.3 The revised Strategy reflects changes to the Council's corporate priorities and updated governance procedures.
- 2.4 The purpose of the Role Profiles is set out in the introduction to the document. The role profiles are intended to support and assist Councillors who wish to progress into other roles, as well as being a useful reference for members of the public interested in standing for election. They can also be used to identify future training or development needs.
- 2.5 The approval of these documents will demonstrate the Council's continued commitment to improving the member training provision for Councillors.

3 Proposal

- 3.1 Members are asked to approve the Member Training and Development Strategy for 2017 – 2020 and Role Profiles for Councillors.

4 Alternative Options

- 4.1 That the Strategy and Role Profiles be agreed with amendments or not approved at this time.

5 Consultation Undertaken or Proposed

- 5.1 The Member Development Working Group consulted relevant officers during the review of the role profiles and incorporated any suggestions within the revised documents. At the start of the review, Members were asked for their views, and throughout the review period members of the Member Development Working Group were encouraged to seek Members' views.

6 Implications

Issue	Implications
Corporate Plan	Member Training and Development supports the objective of the Localism priority to assist Members with Championing their Communities.
Financial, Resource and Property	The Member Training budget is £8,000. There were 14 briefing sessions in the municipal year 2015/16, held within existing resources.
Legal and Statutory	None identified at this stage.
Crime and	None identified at this stage.

Disorder	
Sustainability	None identified at this stage.
Health and Wellbeing	None identified at this stage.
Risk Management and Health and Safety	None identified at this stage.
Equality and Diversity	Each individual Member will have differing backgrounds, and a differing range of knowledge and experience that they bring to the role of Councillor. This strategy provides a framework for Members to take responsibility for their own learning and development needs helping to overcome equality and diversity barriers that prevent individual Members from fulfilling their role as Councillors. Members as Community Leaders also have a role to help identify equality and diversity barriers that prevent the Council from building more cohesive communities.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report
- Appendix I: Member Training and Development Strategy and Evaluation Statement 2017 - 2020
 - Appendix II: Role Profiles for Councillors

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Member Training and Development Strategy 2017 - 2020



1.0 INTRODUCTION

The aim of the Member Training and Development Strategy (2017 – 2020) is to show the importance of training and development of Swale Borough Council's 47 Members, and to provide a training programme to encourage Members to make the most of opportunities in order that Members:

- Understand and be able to contribute to implementing the corporate priorities of Swale Borough Council and effective decision making;
- Become effective community leaders, meet the requirements of the role descriptions and be fully aware of the changing role of the Member;
- Understand new and revised Government legislation and Council policies and how they affect the Council and local residents;
- Take responsibility for their own learning and development and meet their own personal development needs as a Member, including succession planning;
- Meet mandatory and statutory training requirements e.g. planning, licensing, equality and diversity, health and safety, and safeguarding.

The Strategy also identifies roles and responsibilities, promotes equality of opportunity and outlines how processes and procedures will be implemented to ensure the best use of resources in identifying and meeting the training and development needs of Members.

2.0 ROLES AND RESPONSIBILITIES

2.1 Members

It is the role and responsibilities of individual Members to:

- Be responsible for their personal development and undertake appropriate training, development and briefing opportunities;
- Participate in all mandatory training and wherever possible in training that will enhance their work as a Councillor;
- Evaluate, feedback and share information from any training and development undertaken.
- Complete feedback forms.

2.2 Group Leaders

It is the role and responsibility of Group Leaders to ensure that:

- Member training and development is a regular item on the agenda of Group meetings – discussion to centre around feedback from the Member Development Working Group, identification of training and development needs, feedback and sharing information from training and development sessions;
- One-to-one discussions take place on an annual basis between each Group Leader and each Group Member – to discuss performance, training and development needs, training and development received and future aspirations and requirements;

- Training and development opportunities are communicated to all Members.

2.3 Cabinet Members

It is the role and responsibility of Cabinet Members to ensure that:

- There is a budget to meet the identified training and development needs for Members where external trainers/providers are required;
- Training and development is encouraged, with a particular emphasis for their own portfolio;
- They support Deputy Cabinet and ensure that they are provided with the information necessary to fulfil their role.

2.4 Terms of Reference

- (a) To develop and review an annual member led Training and Development Programme for Members, ensuring that all Members and Senior Officers are given the opportunity to input into the training plan.
- (b) To develop and review a comprehensive induction programme for new and re-elected Councillors at each all-out Borough Council elections or by-elections.
- (c) To encourage Members to take full advantage of the Member development and training opportunities available;
- (d) Each member of the Group to champion member training throughout their respective Groups.
- (e) The MDWG will have a role to play in encouraging Group Leaders to work with Members of their Groups to identify their training needs, ensuring this information is fed back to Democratic Services and encourage attendance at training sessions. This is essential to ensure that the programme is Member driven and meets Members' needs.
- (f) Review the Member training budget including how to prioritise needs and how the training links with the Council's corporate objectives.
- (g) To request feedback on training and development sessions, and to follow the protocols set out in the Evaluation Strategy to assess the effectiveness of training provided, and to use this feedback in the ongoing review of the training programme.
- (h) That the Member Development Working Group produces an annual report to the Standards Committee.
- (i) To assist in development of electronic access to training information and potentially e-learning modules used by internal staff.

2.5 Officers

The Member Development Working Group is supported by the Corporate Services Director, and Democratic Services, led by the Senior Democratic Services Officer.

It is also the responsibility of other officers, in particular the Chief Executive and Strategic Management Team, to work with the Members and in particular the MDWG to identify and meet the training and development needs of the Members. This will include liaison with the Council's Learning and Development Team.

3.0 MEETING THE IDENTIFIED TRAINING AND DEVELOPMENT NEEDS

3.1 Induction

The induction programme will be reviewed and updated by the MDWG in advance of all-out or by-elections. The review will consider feedback received from new Councillors, well established Councillors and Heads of Service and will refer to other Councils' programmes.

3.2 Member Training and Development Programme

The Member Training and Development Programme is agreed by the Member Development Working Group on an annual basis and includes:

- Briefings by senior officers;
- Workshops/courses/briefings led by external providers;
- Joint training arranged with other local Councils and partners;
- Mandatory training requirements;
- Mentoring;
- Briefing notes on key policies and strategic issues;
- Specialised member programmes provided by organisations e.g. Local Government Association (LGA), South East Employers (SEE);
- Conferences and seminars run by external organisations;
- Work shadowing.

If Members identify other opportunities which they feel they and the Council would benefit from they need to get agreement from their Group Leader then complete an individual training application form. This should be sent to Democratic Services who will arrange for it to be considered by the MDWG.

With regard to conference attendance, priority will be given to attendance at conferences for organisations to which one or more Councillors have been appointed to at the Annual Council Meeting. Examples of these organisations include: the Local Government Association and South East Employers, etc. Notice of the date and cost of the conference will be provided to the Leader and Cabinet Member PA and/or the Democratic and Electoral Services Manager by the relevant Member.

Any Member wishing to attend a conference should discuss with their Group Leader and approval is delegated to the Corporate Services Director in liaison with the Leader/Group Leader. Consideration will be given to the benefit of the Conference for the Member and the Council, and the remaining budget. Members are encouraged to feed back to other Members on the content and any learning gained from the conference and the benefits to the Council.

Expenses for attendance at training sessions will be paid as outlined in the Members' Allowances Scheme (Part 6 of the Constitution).

4.0 MONITORING, EVALUATION AND REPORTING

An Evaluation Statement is attached as Appendix I.

4.1 Standards Committee

There will be an annual report on Member training and development to the Standards Committee outlining the Member training and development activities during the previous year, attendance figures, budget and an outline of future priorities for the Member Development Working Group.

5.0 ACTION PLAN TO SUPPORT THE MEMBER TRAINING AND DEVELOPMENT STRATEGY

The action plan will be used on a rolling basis and reviewed annually in line with the terms of reference. The action plan will form the basis of the Member Development Working Group work programme and will ensure that the Council remains committed to maintaining and improving the Member training provision for Councillors.



EVALUATION STATEMENT

The purpose of the Evaluation Statement is to ensure a consistent approach to the evaluation of Member Training and Briefing sessions.

The importance of evaluating training sessions:

1. To ensure that sessions meet their aims and objectives.
2. To assess whether the training fulfilled the learning and development needs of the Councillors.
3. To identify any further training needs as a result of the training session.
4. To identify any areas for improvement - e.g. timing, method of delivering training.

Councillors will:

- Advise Democratic Services in advance if they are able/unable to attend training or briefing sessions.
- Complete the feedback forms by the end of the training/briefing sessions.

Democratic Services will:

- Provide Councillors with as much notice as possible of training/briefing events.
- Log attendance at training sessions and provide evaluation reports to the appropriate meetings, in accordance with the Member Training and Development Strategy.
- Follow up on any further training needs identified, in accordance with the process set out in the Strategy.

The Member Development Working Group will:

- Monitor the evaluation feedback and provide recommendations for improving sessions.
- Ensure that the results of the evaluation reports are used when planning future training programmes.

Scrutiny and Governance:

- Annual reports on Member Training and Development will be submitted to the Standards Committee in accordance with the Strategy.

Role Profiles for Councillors



Developed by the Member Development Working Group

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Introduction

These Role Profiles have been developed by Swale Borough Council's Member Development Working Group and are based on role descriptions adopted by Kirklees Council.

The profiles have been developed as a guide for Councillors in fulfilling their various roles; they are intended as an advisory document and are not exhaustive. The profiles for specific roles (e.g. Chairman) are intended as an addition to the profile of a Ward Councillor.

Members will often find that they wear a number of different hats, such as that of being a Councillor of a particular party or group; a Ward Member representing their constituents; and through appointments to various committees and outside organisations to represent the Council. Therefore Members will need to be aware of the various roles that they perform.

The Role Profiles have various purposes and these are set out below:

- ◆ Information for prospective and new Councillors on their role.
- ◆ Information for Councillors when taking on a new or unfamiliar role e.g. member of a Scrutiny Committee, Deputy Mayor or Vice-Chairmen.
- ◆ Aid for the Independent Members' Allowances Panel when considering the annual review of allowances.
- ◆ Information for officers and members of the public on the role of a Councillor.
- ◆ Training and Development tool for Councillors and officers when considering Members' training and development needs.

The role profiles have been produced in consultation with all Members and Officers and are intended to reflect the Council's values:

Fairness - being objective to balance the needs of all those in our community

Integrity - being open, honest and taking responsibility

Respect - embracing and valuing the diversity of others

Service - delivering high quality, cost effective public service

Trust - delivering on our promises to each other, customers and our partners

Role Profile of a Ward Councillor

Leadership at Ward Level

1. To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents, regardless of political allegiance.
2. To be active, visible and be involved as part of the network of active citizens, groups, businesses and other stakeholders operating in your local Ward. To meet and liaise regularly with local interested parties and involve and consult them on key Council decisions. To listen and engage local people, particularly those who are 'hard to reach'.
3. Develop and maintain a working knowledge of the organisations, services, activities and other factors impacting on the local residents and your ward. To understand the needs and priorities of your ward, and its residents, and identifying and championing opportunities to achieve these.
4. To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
5. To communicate with local people and answer enquiries:
 - about decisions that affect them
 - about opportunities in the community
 - regarding the rights of constituents within Swale Borough Council
 - as to why decisions are taken

Representation

1. To support and promote citizenship locally and empower individuals and groups in taking leadership roles within the community providing them with advice, guidance, information and networks to help them achieve their aims.
2. To use influence as a Councillor to develop links between groups and communities in the Ward and local area, forging partnerships and supporting the capacity building of local groups and networks.
3. To forge local partnerships to ensure resources are used to meet the needs of the area.
4. To represent the Council to the community and the community to the Council.
5. To inform the debate at Council meetings and contribute to the effectiveness of any meetings to which the Councillor is appointed as a Member.
6. To contribute to the formation and scrutiny of the Council's policies, budget, strategies and service delivery.
7. To contribute to the scrutiny of decision-making and review of policies/services of the Council.
8. To develop and maintain knowledge of how the Council works and develop working relationships with its officers.
9. To represent the Council on outside bodies where appointed by the Council and, where appropriate, to represent those bodies within the Council.
10. To seek to contribute to and influence policy development and Cabinet decisions.

Other

1. To fulfil the legal and local requirements placed on a Councillor and to promote and maintain high standards of conduct.
2. To have an understanding of equality and diversity issues including the impact of the 2010 Equalities Act.
3. To have an understanding of health and safety responsibilities including the impact of the Health and Safety at Work Act 1974.
4. To comply with the Member/Officer protocol as set out in the Constitution
5. To be responsible for personal development and identifying any individual training requirements with the Group Leader.
6. To undergo appropriate development and continuous improvement for any role undertaken, including ensuring a reasonable understanding of Council policies and how they affect local residents.

Skills and Knowledge for a Ward Councillor

Leadership Skills

- Ability to lead and champion the interests of the local community.

Chairing Skills

- Ability to chair meetings in the community and facilitate discussions.

Organisational Skills and Personal Effectiveness

- Manage casework
- Basic administration skills.

Team Working & Relationship Building

- Ability to develop relationships with key Council officers and representatives from partner agencies.
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the Council).

Knowledge

- Understanding of national policies and their impact on the ward.
- Knowledge of the issues within the Ward and the wider locality.
- An understanding of community empowerment.
- An understanding of how the Council works, including areas of responsibility of Swale Borough Council, Kent County Council and Parish Councils.
- Knowledge of the Council structure, key contact officers and services.
- Knowledge of the political decision-making structures of the Council and key partner agencies.

Communication Skills

- Community engagement skills.
- Influencing, persuading and negotiation skills.
- Managing conflict and mediation skills.
- Ability to work with the media and to identify when additional support from the Communications Department is required.
- Ability to communicate with a range of audiences, including partners.
- Active listening and questioning skills.
- Public speaking skills.

Other Skills and Abilities

- Ability to use IT to use the SBC website to access agenda, minutes, reports, etc and to be able to communicate with the community by modern means.
- Ability to interpret Council budgets and accounts.

- Understanding of the Constitution and Code of Conduct for Councillors.
- Understanding of Data Protection principles
- Knowledge of the strategic priorities and key policies of the Council.
- Understanding of legislation and Council policies to which Councillors must adhere.
- Understanding of Local Government finances and audit processes
- Knowledge of the Council's standards of customer care and complaints procedure.
- Understanding of the legally defined role of the Chief Executive and other senior officers, some of which are defined by legislation.
- Recognising, understanding and having responsibility for Safeguarding issues.

Role Profile of the Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for an Cabinet member

1. To provide leadership to the Council and promote good governance and high ethical standards.
2. To undertake the role of 'community leader', building a vision for the area and leading the Council and its partners towards that vision.
3. To represent the Council and provide leadership on other key local partnerships.
4. To chair the Cabinet meetings and to take responsibility for the Cabinet's performance, individually and collectively.
5. To represent the Authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
6. To undertake political executive responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
7. To act as spokesperson for the Authority (in consultation with the Leader of other political Groups and the Chief Executive, as appropriate).
8. To ensure the work of the Cabinet is conducted in accordance with the Council's Constitution and with due regard for any statutory provisions set out in legislation.
9. To facilitate good and sufficient communication so that Councillors and people within and outside the Authority are able to contribute constructively to the decision-making processes of the Council.
10. To maintain effective liaison with the Chairmen of the Policy Overview and Scrutiny Committees.
11. To have an understanding of health and safety responsibilities and the impact of the Health and Safety at Work Act 1974.
12. To be responsible for own personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for Leader of the Council

Leadership Skills

- Ability to develop a vision for Swale Borough Council and drive the Council and its partners towards achieving that vision.
- 'Ambassadorial' skills (to be able to represent the Council, both within and outside the Council, particularly at the sub-regional, regional and national level).
- Ability to lead the Council towards continuous improvement.
- Ability to provide political leadership for their Group.
- Ability to, when necessary, discipline members of their political Group.

Communication Skills

- Ability to facilitate effective communication within and across the Council and to ensure the community are able to engage in the Council's decision-making processes.
- Skills in working with the media and an ability to identify when additional support from public relation specialists is required, to ensure the Council is positively represented.
- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.

Team Working & Relationship Building

- Tact and diplomacy to be able to work across the full range of Council services, partners

Chairing Skills

- Chairing skills

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of Council, Cabinet and its committees (having regard to the terms of reference and the key challenges facing the Council).

and political groups, to the benefit of the community.

- Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Overview and Scrutiny, Local Engagement Fora and other political Groups.
- Political sensitivity to be able to address difficult issues across all Groups.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and Council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for Councillors.
- An understanding of project management principles.

Role Profile of a Cabinet Member

1. To have the strategic responsibility for, and provide a lead on, a named portfolio of services.
2. To have the responsibility for, and provide a lead on, the initiation of policy in respect of the relevant portfolio.
3. To contribute to the development of strategic policy as part of the Cabinet.
4. To decide the executive action to be taken in implementing those matters of Council policy allocated to them within their portfolio, seeking advice from the Strategic Management Team and Heads of Service, where appropriate.
5. To be a member of, and attend, Cabinet meetings and to share the collective responsibility for decisions taken by Cabinet.
6. To take personal responsibility, and to be held accountable, for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
7. To respond to or deal with any issues arising at Council meetings relating to their portfolio, to include reporting on progress made against portfolio priorities.
8. To act as spokesperson or advocate within and outside the Authority on those services and functions within their portfolio.
9. To attend Policy Overview and Scrutiny Committee meetings to share priorities, discuss decisions taken and/or support the policy formulation process.
10. To represent the Council on outside bodies, and contribute to the Swale Borough Council perspective on national, regional and sub-regional bodies and feedback, as appropriate.
11. To consult Ward Councillors and other stakeholders as part of the development and review of policy and on any Ward events.
12. To ensure service/Human Resources/Finance plans are joined up and integrated.
13. As part of the Cabinet, to be involved in:
 - leading the community planning process for the Council;
 - the consultation on, and drawing up of, the revenue and capital budgets, and monitoring budget under/over spends;
 - leading the search for continuous improvement;
 - taking decisions on resources and priorities to deliver the strategies and budget approved by Full Council;
 - ensuring that the portfolio area they are responsible for is not overspent;
 - promoting and participating in Councillor Development.
14. To have an understanding of health and safety responsibilities including the impact of the Health and Safety at Work Act 1974.
15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Cabinet Member

Leadership Skills

- Leadership skills for areas of individual responsibility and, the ability to work with the Leader of the Council and Deputy Leader as an executive team.
- High level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the Council both within and outside the Council.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Senior Management Team/senior officers, Partners, etc.
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council.
- Keep Deputy Cabinet Members or Lead informed on matters affecting their portfolio area.
- Attendance at Overview and Scrutiny Committees on issues related to portfolio.
- Working in the community with relevant groups to support governance arrangements and to feed into the Council's priorities and objectives.

Knowledge

- Knowledge of the key areas relating to their Cabinet portfolio and its relationship with other portfolios within the cabinet through regular communication with Senior Officers.
- A detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a portfolio holder as part of the executive team.
- Detailed understanding of Council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub regional bodies and the role of the Council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.
- An understanding of finance and risk management.

Communication Skills

- Communication skills to be able to work constructively with officers, Councillors and partners.
- Listening, questioning and negotiation skills.
- Presentation and public speaking skills.
- Skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.
- To be able to mentally prioritise tasks under pressure.

Chairing Skills

- Chairing skills to be able to chair meetings relating to their portfolio.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Role Profile of a Deputy Cabinet Member

Main accountabilities

The primary role of a Deputy Cabinet Member is to provide support to their Cabinet Member in undertaking the strategic responsibilities which fall within the remit of their portfolio. This role description should therefore be read in conjunction with the role profile for a Cabinet Member.

1. In the absence of the Cabinet Member or as directed by the Cabinet Member, to take strategic responsibility for, and provide a lead on, a named portfolio of services.
2. To support the Cabinet Member in the initiation of policy in respect of the relevant portfolio.
3. To contribute to the development of strategic policy working alongside the Cabinet.
4. In the absence of the Cabinet Member or as directed by the Cabinet Member, to consider and review the executive action to be taken in implementing those matters of Council policy allocated to them within their portfolio, seeking advice from the Strategic Management Team and Heads of Service where appropriate.
5. In the absence of the Cabinet Member or as directed by the Cabinet Member, to attend Cabinet meetings in a non-voting capacity.
6. In conjunction with the Cabinet Member, to be accountable for any decisions taken, and to share with the appropriate service managers responsibility for the performance of services within their portfolio.
7. In the absence of the Cabinet Member or as directed by the Cabinet Member, to respond to or deal with any issues arising at Council meetings relating to their portfolio, to include answering questions and reporting on progress made against portfolio priorities.
8. In the absence of the Cabinet Member or as directed by the Cabinet Member, to act as spokesperson or advocate within and outside the Authority on those services and functions within their portfolio.
9. In the absence of the Cabinet Member or as directed by the Cabinet Member, to attend Policy Development and Review Committee and Scrutiny Committee meetings to explain and account for decisions taken and/or to support the policy formulation and review process.
10. To represent the Council on outside bodies, and contribute to the Swale Borough Council perspective on national, regional and sub-regional bodies and feedback, as appropriate.
11. In conjunction with the Cabinet Member, to consult Ward Councillors and other stakeholders as part of the development and review of policy and on any Ward events.
12. In conjunction with the Cabinet Member, to ensure service/Human Resources/Finance plans are joined up and integrated.
13. To participate in and contribute to Cabinet-level business processes including:
 - the development of and consultation on the revenue and capital budgets;
 - the monitoring of financial performance and budget under/over spends, including ensuring that the relevant portfolio area in particular does not overspend;
 - leading the search for continuous improvement, including the development of strategic priorities and objectives and corporate performance targets;
 - the monitoring of non-financial performance;
 - day-to-day decision-making on resources and priorities to deliver the strategies and budget approved by Full Council; and
 - promoting and participating in development opportunities for Members.
14. To have an understanding of health and safety responsibilities and the impact of the Health and Safety at Work Act 1974.

15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Advice to officers: The institution of Deputy Cabinet Members is intended to provide development opportunities for those Members involved, as well as a means of improving the sustainability of Cabinet Members' workloads. Deputy Cabinet Members will be briefed on current issues, and should generally be copied in on any papers distributed to the Cabinet Member. It is for Cabinet Members to determine the meetings at which the relevant Deputy Cabinet Member will formally deputise, but Deputy Cabinet Members should as a rule be invited to any less formal events to which Cabinet Members have also been invited.

Skills and Knowledge for a Deputy Cabinet Member

Leadership Skills

- The ability to work with the Leader of the Council and Cabinet as an executive team.
- An input into high level decision-making.
- Ability to challenge the status quo and deal with complex strategic issues and problems.
- Ambassadorial skills to be able to represent the Council both within and outside the Council.

Chairing Skills

- When deputising for the Cabinet Member the Deputy may be required to chair external meetings relating to their portfolio area.

Team Working & Relationship Building

- Relationship building – with other Cabinet colleagues, Strategic Management Team/senior officers, partners, etc.
- Ability to work as part of an executive team to drive forward the continuous improvement of the Council.
- Attendance at meetings to deputise for the relevant Cabinet Member.
- Working in the community with relevant groups to support governance arrangements and to feed into the Council's priorities and objectives.

Communication Skills

- Communication skills to be able to work constructively with officers, Councillors and partners.
- Listening, questioning and negotiation skills.
- Presentation and public speaking skills.
- Skills in working with the media and an ability to identify when additional support from public relations specialists is required, to ensure the Council is positively represented.

Organisational Skills

- Ability to manage a busy and complex workload, often to tight timescales and deadlines.
- To be able to mentally prioritise tasks under pressure.

Other Skills and Abilities

- Research skills and policy development skills.
- Ability to assimilate and analyse complex information.

Knowledge

- Knowledge of the key areas relating to their portfolio and the relationship with other portfolios within the Cabinet through regular communication with the relevant Cabinet Member and senior officers.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Detailed understanding of Council strategy, policies and operations.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's constitution, code of conduct, corporate plan, budget and audit processes and key internal policies.
- Understanding of the principles and importance of making sound, evidence-based decisions.
- An understanding of project management principles.
- An understanding of finance and risk management.

Role Profile of a Group Leader

1. To establish and represent the views of the Group on issues of policy and priority, and develop group policies that are credible and could be implemented by the Council.
2. To lead a Group within the Council.
3. To promote good governance and high ethical standards.
4. To co-ordinate the work of Councillors within the Group, spokespersons and the business of the Group.
5. To shadow and scrutinise the Leader of the Council and the Cabinet in their duties.
6. To represent the Council on key local partnerships and in so doing act as an ambassador for the Council.
7. To act as the principal spokesperson for a Group of which he/she is leader and as a representative of the Authority to external bodies and organisations as appropriate.
8. To comment on, challenge and review the Council's administration performance in the co-ordination and implementation of its policies and procedures.
9. To champion and participate in Councillor Training and Development and ensure the smooth running of the Group and the personal development of its Councillors.
10. To advise the Leader of the Council of the Group's position on issues relating to external relationships.
11. To represent the Group on relevant formal and informal working groups.
12. To maintain effective liaison with the Chairmen of the Overview and Scrutiny Committees.
13. To participate in the development of corporate strategies and policies.
14. To ensure the smooth running of the Group and the personal development of members of the Group.
15. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Group Leader

Leadership Skills

- Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council.
- Ability to hold Cabinet to account.
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level.
- Ability to discipline members of their political Group, when necessary (subject to Group rules).
- Political sensitivity to be able to address difficult issues with other Groups.

Team Working & Relationship Building

Communication

- Ability to facilitate effective communication within and across the Council, and ensure the community is given the opportunity to engage in policy development of the opposition Group.
- Skills in working with the media.
- Presentation and public speaking skills.

Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Group.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Research skills and policy development.

- Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.
- Ability to build effective relationships with other parts of the political management structure e.g. full Council, Overview and Scrutiny, Local Engagement Fora and other political Groups.

Knowledge

- Understanding of the roles of Leader of the Council, Cabinet Members and Group Leaders within the Council.
- Understanding of the legally defined role of certain senior officers and the management structure of Swale Borough Council.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- Detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the challenges facing local government.
- Understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council.
- Detailed understanding of the Council's constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their Group.

Role Profile for a Chairman

1. To chair the meeting in accordance with the Committee's terms of reference and the Council's Constitution, including principles of decision making in Article 13.
2. To foster and maintain a disciplined approach by the Councillors involved having regard to high standards of behaviour and ethics in accordance with the Councillor's Code of Conduct.
3. To ensure that, if applicable, contributions by Members and the public to meetings are encouraged, facilitated and controlled in accordance with the agreed procedure.
4. To provide the necessary input to the preparation of the agenda.
5. To attend pre-meeting briefings with the relevant officers.
6. To approve the Minutes of the Meeting as a correct record.
7. To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.
8. To ensure that public meetings are delivered to the highest standard, demonstrating transparency in decision-making and cultivating the trust of the general public in local politics.
9. To balance the need for openness and transparency against duties of confidentiality owed to others.
10. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.
11. To ensure that the business of the meeting is effectively covered and that any outstanding matters are followed up or included on future agenda.

Skills and Knowledge for a Chairman

Leadership Skills

- Ability to represent the committee to the community and the media.

Team Working & Relationship Building

- Relationship building particularly with senior officers, Leaders, and other Members.

Organisational Skills

- Ability to plan and prioritise the business of the meeting, having regard to its terms of reference and attendance by members of the public.

Knowledge for Audit Committee

- Detailed understanding of the role and governance responsibilities of the Audit Committee.
- Detailed understanding of the Council's constitution.
- Detailed understanding of the Code of Conduct, budget and audit processes and key internal policies.
- Detailed understanding of the work and role of the Council's external auditors.

Communication Skills

- Listening, questioning and negotiation skills.
- Communication skills – particularly with Councillors, officers and the public involved with the committee.
- Presentations skills.
- Public speaking.

Chairing Skills

- Chairing skills, including the ability to manage conflict.
- Impartiality and objectivity.
- Ability to conduct proceedings to the standard required of meetings of a quasi-judicial nature e.g. Licensing and Planning Committees.

- To challenge the Cabinet when required and provide for effective leadership on governance, financial reporting, risk management and audit issues.

Knowledge for Licensing Committee

- In-depth knowledge of the standards, ethics and Code of Conduct for Councillors, particularly in relation to the Licensing Committee.
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters – and their implications.

Knowledge for Swale Joint Transportation Board

- Knowledge and understanding of the roles and responsibilities of Kent County Council and Swale Borough Council.
- Understanding of the role of Officers.
- Understanding of the public participation rules in relation to the Swale Joint Transportation Board.

Knowledge for Planning Committee

- In-depth understanding of Planning issues and protocol relating to Planning procedures and Planning Committee.
- Understanding of the role of Ward Councillors in the Planning process and how to handle conflicts of interest between being a Ward Councillor and a member of Planning Committee.
- Understanding of the role of Planning Officers.
- Understanding of the public participation rules in relation to the Planning Committee.
- Recognition of the quasi-judicial nature of the Committee and the need to maintain political impartiality.

Knowledge for Scrutiny Committee

- To oversee the work of the Committee and its task and finish groups and to ensure that scrutiny work is properly co-ordinated.
- To represent Scrutiny in Council and to ensure that the Council has an active and challenging scrutiny function that reflects corporate priorities regarding the provision of services.
- To ensure that the focus for scrutiny is based upon the achievements of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the Borough.
- That Scrutiny be positive, objective and constructive, seeking to add value to any service that it considers. Scrutiny should acknowledge good practice where found and recommend improvements where necessary.

Knowledge for Policy Development and Review Committee

- To oversee the work of the Committee to ensure work is properly co-ordinated,
- To represent Policy Development and Review Committee to ensure its views are considered by the Cabinet.
- To ensure that the focus for Policy Development and Review is based upon the

achievements of outcomes rather than upon process and procedures in order to develop a function that can make a real difference to the Council and the Borough.

- That Policy Development and Review be positive, objective and constructive, seeking to add value to any service that it considers. Policy Development and Review should acknowledge good practice where found and recommend improvements where necessary.

Knowledge for Standards Committee

- Broad knowledge of the role and functions of the Council and its Members and of its structures and procedures.
- Broad knowledge of the role and function of Town and Parish Councils.
- A detailed awareness of the national and local importance of the standards arrangements as set out in the Localism Act 2012.
- An understanding of the Council's Code of Conduct and the constitutional arrangements relating to the Standards Committee.

Role Profile for a Member of the Policy Development and Review Committee and Scrutiny Committee including any non-Committee Members attending to participate in specific reviews

1. To attend meetings of the Policy Development and Review Committee and Scrutiny Committee, pre-meetings and Task and Finish Group meetings when required and to read relevant papers and reports.
2. To be responsible for supporting the Chairman of the Policy Development and Review Committee and Scrutiny Committee to ensure effective scrutiny.
3. To take responsibility for leading on specific Task and Finish Group reviews, if appointed, and in producing a report for Cabinet in liaison with the Policy and Performance Officer.
4. To ensure that Policy Development and Review and Scrutiny is publicised and communicated to build understanding of its role both within and outside the Council.
5. To input into the Policy Development and Review and Scrutiny work programme and Forward Plan.
6. To monitor progress of all scrutiny reviews and ensure completion in reasonable time.
7. To encourage the involvement of all interested parties and stakeholders, including Councillors who are not members of the Committee, individuals, voluntary and community groups in scrutiny matters.
8. To incorporate the Centre for Public Scrutiny's four core principles of scrutiny into the Scrutiny Committee's work, which are:
 - a) To provide a 'critical friend' challenge to executive policy-makers and decision-makers
 - b) Enable the voice and concerns of the public and its communities
 - c) 'Independent minded governors' should lead and own the scrutiny process
 - d) Drive improvement in public services
9. To develop and maintain constructive relationships with the Cabinet.
10. To contribute to the recruitment and retention of co-optees.
11. To contribute to the development of Policy Development and Review and Scrutiny at Swale Borough Council.
12. To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

Skills and Knowledge for a Member of the Policy Development and Review Committee and the Scrutiny Committee

Leadership Skills

- Leadership of the Policy Development and Review or Scrutiny function within and outside the Council including sharing and learning from best practice.
- Objective setting and progressing those objectives.

Team Working & Relationship Building

- Effective relationship building within

Communication

- Listening and questioning skills.
- High standard of communication with officers, Councillors, co-optees and partners.
- Research and presentations skills.
- Public speaking.

Organisational Skills and Personal Effectiveness

- Overseeing and prioritising work taking

Strategic Management Team and senior officers.

- Relationship building with other parts of the political management structure e.g. Cabinet, Full Council, etc.
- Encouraging an effective contribution from each Committee Member, particularly when acting as Review Co-ordinator for a Task and Finish Group.

account of available resources.

- Co-ordinating and/or assisting with the work of Task and Finish Groups.

Other Skills and Abilities

- Ability to assimilate and analyse complex information.
- Ability to deal with complex and multi-faceted strategic issues and problems.
- Ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.
- Project management skills.

Knowledge

- An awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the Council's approach to Policy Development and Review and Scrutiny and its relationship with the other parts of the Council's decision-making structures.
- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.

Council Meeting		Agenda Item: 14
Meeting Date	25 January 2017	
Report Title	Review of Polling Places – Halfway Polling Districts	
Portfolio Holder	Leader	
SMT Lead	Abdool Kara	
Head of Service	Mark Radford	
Lead Officer	Katherine Bescoby	
Key Decision	No	
Classification	Open	
Forward Plan	N/A	
Recommendations	1. That the proposed change to the polling place for the Halfway Polling Districts (East and West) be approved.	

1. Purpose of Report and Executive Summary

- 1.1 The Council is asked consider a proposal to change the polling place for the Halfway Polling Districts (East and West) to cover the whole of the polling district. This will enable the Returning Officer to select an alternative polling station within that area.

2. Background

- 2.1 The Electoral Administration Act 2006 introduced a requirement for Councils to undertake a review of polling districts and places in 2007, and every four years thereafter.
- 2.2 In practice, however, we monitor this more regularly and have, when necessary, made arrangements for alternative polling places/ stations with the agreement of the Council/(Acting) Returning Officer.
- 2.3 The last full review was carried out in 2014, prior to the all-out Borough elections held in May 2015 (which were combined with the Parliamentary and Parish elections, using the new ward boundaries).
- 2.4 It may be useful to clarify that the Council is responsible for setting the polling district (a geographical area of a ward) and polling places (a geographical area within a polling district that the polling station must be located within). The Returning Officer is responsible for locating the polling station, which must be within the polling place.

3. Proposal

- 3.1 It is proposed that Halfway Houses School is no longer used as a polling station, and that St. Peter's Church Hall, Queenborough Road, Minster-on-Sea, ME12 3DD is used instead.

- 3.2 The reason for this proposal is that Halfway Houses School has recently moved location to Danley Road, Sheerness, ME12 3AP. Due to the layout of the new school, it would be very difficult for the school to accommodate a polling station and remain open. The Headteacher is keen to keep the school open on polling day, and so has asked us to look for an alternative venue.
- 3.3 As an alternative venue is available nearby and is a suitable venue in terms of size, disabled access and car parking, it is recommended that the polling place is extended to include the whole of the polling district, so that the Returning Officer can locate the polling station at St Peter's Church Hall, but still has the option to use Halfway Houses School if required in the future.

4. Alternative Options

- 4.1 Council may make suggestions for alternative venues within the wards. However, consideration does need to be given to the practical requirements for running a polling station in terms of assessing the venues that may be available, which will be used for the KCC elections in May 2017.

5. Consultation Undertaken or Proposed

- 5.3 Ward Members and Group Leaders have been asked for their views regarding the proposed change. Responses received have been positive. A full polling station review is due to be undertaken in 2018 which will include full public consultation.

6. Implications

Issue	Implications
Corporate Plan	Running elections effectively meets the Council's priority of being "a Council to be proud of".
Financial, Resource and Property	We are seeking to retain the current number of polling stations (which must be located within the polling place) and remain within existing budgets.
Legal and Statutory	The Council is required to take a full review in accordance with the Electoral Administration Act 2006, which is next due in 2018. However, the Electoral Services Team keeps all polling stations under regular review.
Crime and Disorder	None identified at this time.
Sustainability	None identified at this stage.
Health & Wellbeing	None identified at this stage.
Risk Management and Health and Safety	The purpose of the review is to ensure that all voters have reasonable facilities for voting. It is important that venues meet health and safety requirements so as not to put voters at risk.

	Each polling station is visited by a Polling Station Inspector on election day, and all polling station staff are encouraged to give feedback on venues following elections.
Equality and Diversity	The purpose of the review is to ensure that all electors in the Borough have reasonable facilities for voting, and that, in so far as is reasonable and practicable, facilities for voting are accessible for disabled people.

7. Appendices

7.1 None.

8. Background Papers

8.1 None.

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Council

25 January 2017

Recommendations for Council to consider

(a) Council is asked to note the recommendation from the Audit Committee meeting held on 30 November 2016, which is the subject of separate report on the agenda for this meeting:

(i) Minute Nos. 1041- Treasury Management Half Year Report 2016/17

Recommended:

(1) That the performance information in the report be noted.

(b) Council is asked to note the recommendations from the Cabinet Meeting held on 7 December 2016:

(ii) Minute No. 1048 – Medium Term Financial Plan and 2071/18

Recommended:

(1) That the Medium Term Financial Plan be endorsed.

(2) That the budget proposals be endorsed.

(c) Council is asked to note the recommendations from the Appointments Committee held on 10 January 2017

(iii) Minute No. 1099 – Interim Management Arrangements

Recommended:

(1) That the Council does not appoint a permanent Chief Executive/Head of Paid Service at this time.

(2) That the Council appoint an Interim Chief Executive/Head of Paid Service, initially for the period 1 February 2017 to 30 September 2018.

(3) That the current Director of Corporate Services be seconded into this role, payable at the bottom point of salary scale 14.

(4) That the Interim Chief Executive/Head of Paid Service be appointed as the Returning Officer and the Electoral Services Officer, initially for the period 1 February 2017 to 30 September 2018.

(5) To note the minor structural changes required as a consequence of these proposals.

- (6) *That the appropriate revisions are made to amend and update the scheme of delegations to officers, including proper and authorised officers and designated posts in the Constitution, as appropriate.*

Council		Agenda Item: 16
Meeting Date	25 January 2017	
Report Title	Appointment of Acting Chief Executive/Head of Paid Service, Returning Officer and Electoral Registration Officer	
Cabinet Member	Cllr Bowles, Leader	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	Not Applicable	
Lead Officer	Not Applicable	
Key Decision	No – this is a decision for full Council	
Classification	Open	
Forward Plan	Reference number:	
Recommendations	<ol style="list-style-type: none"> 1. That the Council does not appoint a permanent Chief Executive/Head of Paid Service at this time. 2. That the Council appoint an Acting Chief Executive/ Head of Paid Service, initially for the period 1 February 2017 to 30 September 2018. 3. That the current Director of Corporate Services be seconded into this role, payable at the bottom point of salary scale 14. 4. That the Acting Chief Executive/Head of Paid Service be appointed as the Returning Officer and the Electoral Registration Officer, initially for the period 1 February 2017 to 30 September 2018. 5. To note the minor structural changes required as a consequence of these proposals. 6. That the appropriate revisions are made to amend and update the scheme of delegations to officers, including proper and authorised officers and designated posts in the Constitution, as appropriate. 	

1 Purpose of Report and Executive Summary

- 1.1 This report proposes the appointment of key senior posts for the Council further to the resignation of the Chief Executive.

- 1.2 It recommends that the Council makes an internal appointment to the post of Chief Executive/Head of Paid Service for a period of 20 months, and also makes recommendations on the appointments to the Electoral Registration and Returning Officer roles.
- 1.3 These recommendations are made in the light of the priorities within the adopted Corporate Plan, and the current operating environment for local government.

2 Background

- 2.1 The Council has set out its vision for Swale in the Corporate Plan to 2018, under three main priority themes: a borough to be proud of, a community to be proud of, and a council to be proud of. The Plan ensures that resources are allocated to achieve these priorities in a coherent, accountable and effective way.
- 2.2 The Plan acknowledged the fast pace of change, and the likely continuation of the period of austerity for the public sector. This means that the Council needs to continue to be responsive and flexible, and have in place a structure designed to support members in achieving their corporate plan objectives, building on the progress that has been made in recent years.
- 2.3 Given the current position, it is particularly important that momentum is maintained, and the approach remains one of continuity and consistency going forward, whilst maintaining stability.
- 2.4 Notwithstanding the announcement of the resignation of the Chief Executive, the recent Peer Review reflected well on the arrangements of the Council, and the senior management structure of the authority remains fit for purpose. Given this, the 'currency' of the management structure, and the need to maintain stability and momentum, it would not be appropriate at this stage to undertake any major structural review.
- 2.5 However, some adjustments will likely be necessary once the decision has been made on how to fill the Chief Executive vacancy. In doing so, there are a number of key issues that need to be addressed, including not only clarity around the statutory office holders, but also the delivery of major regeneration projects, the medium term financial health of the authority, supporting sustainable development, providing value for money services, and continuing to work collaboratively (whether that be directly or as part of the devolution agenda).
- 2.6 These factors combined suggest that it would be prudent to take a period of time to reflect on the wider strategic picture facing district authorities, and that in the meantime an internal appointment be made to maintain the current progress of the Council.

3 Proposals

- 3.1 It is proposed that the Director of Corporate Services be seconded into the Chief Executive/ Head of Paid Service role, to become the Acting Chief Executive, initially for the period from 1 February 2017 to 30 September 2018.
- 3.2 In making the proposal it has been identified that the individual has significant senior management experience within Swale BC, has covered on numerous occasions in the past the substantive elements of the Chief Executive role, and has a wide managerial background, including in property and transformation.
- 3.3 As a result of the proposal, it is necessary to consider what is required by way of backfilling. The Acting Chief Executive will wish to consider this, and this may mean that the Director of Corporates Services role will not be permanently back-filled for the duration of the secondment, but will remain on the establishment for the post-holder to return to, subject to future decisions on structure, recruitment and selection, and the fluid operating environment within local government.
- 3.4 Arrangements will need to be put in place to cover the following, and this will be subject to ongoing discussion of the proposed new post-holder with the Leader and the current Chief Executive prior to his departure:
 - (i) the 'client-side' role for shared services, including environmental health;
 - (ii) the line-management responsibilities for the finance, property, democratic services (including electoral registration and elections), licensing, environmental health, and emergency planning functions;
 - (iii) the role of Monitoring Officer; and
 - (iv) the existing line management responsibilities of the current Chief Executive.
- 3.5 In respect of the client-side role for shared services, it is proposed to transfer this to the Head of Finance.
- 3.6 In relation to (ii), it is proposed under delegated authority:
 - (a) to continue to have the Chief Finance Officer, the Democratic and Electoral Services Manager, and the Resilience Manager report to the Acting Chief Executive; and
 - (b) that the line management of (i) the property function be transferred during the interim period to the Head of Finance, and (ii) the licensing function be transferred during the interim period to the Head of Commissioning and Customer Contact.
- 3.7 In relation to (iii) the Council is required by law to appoint a Monitoring Officer. The current Monitoring Officer (the Director of Corporate Services) was appointed by the Head of Paid Service, as is the process required constitutionally.

- 3.8 The Monitoring Officer has a number of statutory duties and responsibilities relating to the Council's Constitution and the arrangements for effective governance. These duties include maintaining the Constitution, ensuring that no decision or omission of the Council is likely to give rise to illegality or maladministration, and promoting high standards of conduct. The Acting Chief Executive will bring forward proposals for the appointment of the Monitoring Officer role in due course.
- 3.9 It is proposed that the existing line management responsibilities of the Chief Executive post be maintained until the Head of Commissioning and Customer Services leaves the authority in late March/early April. Meanwhile, a review will be undertaken to prepare proposals for arrangements to be put in place beyond that point.
- 3.10 The table at Appendix I summarises the initial suggested line management responsibilities.
- 3.11 In addition to the role of Chief Executive/Head of Paid Service, under sections 35 and 8 of the Representation of the People Act 1983 the Council is required to appoint an officer of the Council to be the Returning Officer and the Electoral Registration Officer. Traditionally at Swale this has been the Chief Executive. Therefore, given the proposals in this report, it is suggested that the Acting Chief Executive/Head of Paid Service is also appointed as the Returning Officer and Electoral Registration Officer for the period from 1 February 2017 to 30 September 2018.

4 Alternative Options

- 4.1 The background to the report sets out why proceeding with a permanent recruitment is not the favoured immediate objective: the Council is at a critical point in its corporate plan delivery, with many of the key priorities being at an advanced stage, so it is essential that momentum is not lost through the inevitable uncertainty and delay created by an external recruitment process, typically around six months plus 'settling in' time.
- 4.2 Equally, it is important that the officer cadre has a recognised leader with the necessary authority to continue the progress made. The recent results of the staff survey indicate that the morale across the organisation is good and that staff are positive and committed, which can clearly be attributed to the leadership shown by the wider Senior Management Team. It is considered important not to disrupt this at this stage, as both a period of uncertainty or awaiting an external appointment can impact significantly on morale.

5 Consultation Undertaken or Proposed

- 5.1 The proposal stands as the recommendation from the Appointments Sub-Committee held on 10 January 2017.

- 5.2 The Chief Executive has undertaken informal consultation with Cabinet and with the senior management team in formulating the proposal that went to the Appointments Sub-Committee.
- 5.3 The proposals also take into account discussions between the Leader, Chief Executive and other Group Leaders on 19 October.

6 Implications

Issue	Implications
Corporate Plan	The background to the report sets out the importance of putting in place these arrangements if the Council is to achieve its Corporate Plan objectives.
Financial, Resource and Property	The Chief Executive post is fully budgeted for. There will be an initial saving on salary of £21,735 as the new appointment will be on the bottom of the current salary scale. In addition, depending on backfilling arrangements, there may be other savings.
Legal and Statutory	The appointments of an Acting Chief Executive/ Head of Paid Service/ Electoral Registration Officer and Returning Officer are Council appointments
Crime and Disorder	Not applicable to this report.
Sustainability	Not applicable to this report.
Health and Wellbeing	Not applicable to this report.
Risk Management and Health and Safety	The risks associated with this approach have been identified at section 4. It is important that momentum and continuity are maintained at this critical time.
Equality and Diversity	Not applicable to this report.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: Summary of initial line management arrangements

8 Background Papers

- 8.1 None.

Summary of initial line management arrangements

Role	Current	Proposed
Chief Executive	<ul style="list-style-type: none"> ▪ Director of Corporate Services ▪ Director of Regeneration ▪ Head of Commissioning and Customer Contact ▪ Policy and Performance Manager 	<ul style="list-style-type: none"> ▪ Director of Corporate Services ▪ Director of Regeneration ▪ Head of Commissioning and Customer Contact ▪ Policy and Performance Manager ▪ Head of Finance ▪ Democratic and Electoral Services Manager ▪ Emergency Planning and Business Continuity
Director of Regeneration	<ul style="list-style-type: none"> ▪ Head of Economy and Communities ▪ Head of Resident Services ▪ Head of Development Services ▪ Head of Communications 	<ul style="list-style-type: none"> ▪ No changes proposed at this stage
Head of Finance As proposed, backfilling part of Director of Corporate Services role	<ul style="list-style-type: none"> ▪ Finance Team 	<ul style="list-style-type: none"> ▪ Finance Team ▪ Client side of shared services ▪ Head of Property
Head of Commissioning and Customer Contact As proposed, backfilling part of Director of Corporate Services role. These arrangements to be reviewed once the current Head of Service departs	<ul style="list-style-type: none"> ▪ Customer Service Centre ▪ Commissioning and Open Spaces ▪ Contracts and Procurement 	<ul style="list-style-type: none"> ▪ Customer Service Centre ▪ Commissioning and Open Spaces ▪ Contracts and Procurement ▪ Licensing