



AUDIT AND PERFORMANCE REVIEW PANEL

WEDNESDAY, 14TH DECEMBER, 2016

At 7.00 pm

in the

COUNCIL CHAMBER - TOWN HALL,

SUPPLEMENTARY AGENDA

PART I

| <u>ITEM</u> | <u>SUBJECT</u> | <u>PAGE NO</u> |
|-------------|---|--------------------|
| 6. | <u>HUMAN RESOURCES</u> To consider the report on Senior Leadership Programme update, Supporting Mangers through change update and Having the Right People and Tools. | 3 - 34 |

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Report for: INFORMATION



| | |
|--|--|
| Contains Confidential or Exempt Information | NO - Part I |
| Title | Transformation Programme, Right People, Right Tools - Learning and Development |
| Responsible Officer(s) | Alison Alexander, Managing Director and Strategic Director, Adults, Children and Health. |
| Contact officer, job title and phone number | Terry Baldwin, Head of Human Resources |
| Member reporting | |
| For Consideration By | Audit and Performance Review Panel |
| Date to be Considered | 14 December 2016 |
| Implementation Date if Not Called In | N/A |
| Affected Wards | None |

REPORT SUMMARY

In 2016 Cabinet approved a Transformation Plan with three strands:

- Knowing Our Services Programme.
- Having the Right People and Tools Programme.
- Delivering Differently Programme.

This report provides the Audit and Performance Review Panel with a second update on the progress on strand two: Having the Right People and Tools. Specifically, this report reviews:

- The councils learning and development programme, April to December 2016, (points 2.5 – 2.17).
- Progress on dissemination and use of the senior leadership principles throughout the organisation, (points 2.18 – 2.20).
- The support provided to senior management and staff to continue to deliver through change, (points 2.21 – 2.35).

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Audit and Performance Review Panel:

- Review and comment on the work to date under the transformation programme – right people and tools.

2. BACKGROUND

2.1 The Royal Borough of Windsor and Maidenhead is committed to three strands of transformation:

- Knowing our services.
- Having the right people and tools.
- Delivering differently.

2.2 All learning and development activities within the council seek to equip our employees with all necessary skills and competencies, so that they can continue to deliver effective and efficient services for residents.

2.3 The objective is to develop a workforce which is customer focused, agile and capable achieving results. One which has the skills required now and also those required in a modern changing working environment.

2.4 To fulfil this objective, a number of initiatives have been undertaken which are covered in this report:

- Update on the council wide comprehensive training needs analysis.
- Introduction of the 21st Century Public Servant research.
- Royal Borough of Windsor and Maidenhead Senior Leadership Principles.
- Update on how we are supporting senior management to lead and manage through change.

Learning and Development Programme

2.5 In 2016, a council wide comprehensive training needs analysis (TNA) was conducted for the first time. This TNA centrally captured the training needs of the workforce and has driven our extensive training programme, which is available on [Hyperwave](#).

Table 1: Training identified through the TNA

| Training type | Number of staff requiring training | Examples |
|--------------------------|------------------------------------|--|
| Statutory | 1112 | Safeguarding First aid Lone working |
| Mandatory | 675 | Data protection and information security Health and safety Child sexual exploitation |
| Management | 420 | Absence management Performance management Recruitment |
| Personal development | 321 | Presentation skills Facilitation skills Communication skills |
| Professional development | 454 | Excel Customer services Project management |

- 2.6 Conducting an annual TNA, reaffirms the council's commitment to developing the workforce. The TNA takes place in Q3 which drives the creation of the full learning and development programme in Q4, the 2017 TNA is currently underway. In 2016, the council invested £347 per FTE on training, which is above the UK average public sector spend of £240 (CIPD, 2015).
- 2.7 The current TNA will be used within new partnership arrangements for 2017/18. The new partnerships will undertake their own TNAs in Q3 of 2017 to formulate their own training programmes for the following year.

21st Century Public Servant

- 2.8 University of Birmingham has commissioned a piece of work which outlines how the workforce of the public sector is changing in the 21st century, and the types of skills required are evolving. Specific skills which will be required going forward include, but are not exclusive to, the following:
- Soft skills
 - Leadership
 - Commerciality
 - Agility
- 2.9 These skills seem particularly relevant to RBWM where through 'Delivering differently' the number of services delivered directly by the council will reduce, requiring a workforce that is highly skilled in commerciality and contract management skills.

Soft skills

- 2.10 The 21st Century Public Servant research points to the need for soft skills training for all staff. Staff will need to have excellent skills in a variety of areas, including; management, communication, facilitation and reflection. Soft skills can be as essential as technical skills in a delivery model which relies heavily on commissioning and customer relationships.
- 2.11 Relationship management will be a key critical requirement for staff. The council will need a workforce with a formal approach to understanding, defining, and supporting inter-company relationships, while always bearing in mind the fundamental goal of delivering for our residents.
- 2.12 To support staff, investment has been made in delivering a variety of soft skills courses all of which are internally delivered so are very cost effective. Future sessions are planned from January 2017, all sessions are fully booked.

Table 2: Training events and attendance numbers

| Soft skills training event | Number of sessions | Number of attendees so far |
|-----------------------------------|---------------------------|-----------------------------------|
| Communication skills | 2 | 28 |
| Customer services | 8 | 80 |
| Presentation skills | 3 | 31 |
| Facilitation skills | 2 | 32 |

- 2.13 These soft skills courses have a council specific focus and are delivered with the council's strategic priorities, transformation strategy and CREATE values as their basis. They have been fully booked and further sessions are being arranged for 2017.
- 2.14 Feedback from all sessions has been excellent, with all participants saying that 'They would recommend the course'. True organisational impact cannot be assessed at present but line managers have reported changes in behaviours of staff particularly in relation to communication skills and customer services workshops.

Technical skills training

- 2.15 The modern public sector requires a workforce which is able to utilise technology in order to deliver efficiently. To achieve this, RBWM made an investment in April 2016 in a variety of Microsoft Office e-learning for staff. At a time when change is faster than ever, a key advantage of e-learning is that it has quicker delivery cycle times than traditional classroom-based instruction.
- 2.16 This Microsoft Office training offers staff an opportunity to improve their skills in all Microsoft Office programmes, thus increasing productivity and staff comfort with technology.
- 2.17 Feedback from this training has been positive as it is designed to allow individuals to learn at a pace that suits them. We can see an impact in staff capability, with on average users scoring only 45% in testing pre training evaluation and 95% in post training evaluation.

Senior leadership principles

- 2.18 In order to support our senior leaders and to articulate what we as a council expect of senior leadership, the Royal Borough of Windsor and Maidenhead Leadership Principles were developed, see Appendix 1. The principles that our leaders display **integrity, enthusiasm and intellect**:
- Have the interests of the Royal Borough's residents at the front of their minds in all that they do.
 - Show courage and integrity always.
 - Are neither opportunistic nor reckless.
 - Engage with the local businesses and the diverse communities.
 - Work with imagination to realise the aspirations of elected members.
 - Make sure that each of their staff understands their contribution towards making the lives of residents better.
 - Are never content with what we are achieving now, but always strive to create a future that is better.
 - Lead from the front and be highly visible to residents and staff, with pride and courage when necessary.
 - Identify and develop future leaders within the organisation to have the skills and confidence to carry our work forward.
 - Understand the principles of the council's Strategic Plan.
- 2.19 These principles were launched 1 October 2016 to the senior leadership team and subsequently cascaded to the rest of the organisation. The principles have been used in developing training, as part of team meetings and in recruitment.

Feedback from the senior leadership is positive as to the clarity the principles give on expectations. Feedback from transformation champions was positive that they were able to see a clear leadership strategy.

2.20 Evaluation of the impact of the senior leadership principles on existing staff members will be done through the annual performance appraisal process.

Supporting management through change

2.21 The Senior Leadership Team are vital for the successful delivery of change programmes and in the council continuing to deliver for residents during a period of change. It is essential they have the capability and confidence to manage their staff and service areas through this change.

2.22 Coaching is one of the ways senior management are being supported. Through offering coaching to our senior leaders we are equipping them with the tools necessary to manage through change.

2.23 The coaching offered is an on demand service. Senior leaders can utilise this service as and when it suits their schedule and as such will have minimal impact on service delivery. Coaching topics which are specifically offered as specialisms include:

- Change management
- Personal development
- Management
- Leadership

2.24 The programme was launched in October 2016. Senior leaders are having one to one sessions with the company CEO, Pam Bateson to understand how they can get the most of this coaching offering. Initial feedback from those attending these coaching sessions has been extremely positive.

2.25 A review of the programme will be undertaken in January 2017 to ascertain return on investment. If the programme is successful, this could be rolled out across the organisation to assist them in dealing with change and how to continue to deliver results.

Mentoring

2.26 In 2015, the council ran a piloted mentoring programme, with 8 mentors and mentees taking part. This pilot, while successful in some cases needed re-evaluation for improvement. A full review has been undertaken through interviews with all mentees and the majority of mentors and the pilot is to be relaunched in January 2017.

2.27 Feedback highlighted a number of problems with the programme, including:

- A lack of clarity on the process and scope of 'what mentoring is'.
- A hesitancy of mentees to request meetings, particularly if the mentor is a senior leader.
- A low amount of mentees due to the necessity of line managers to nominate as opposed to self nomination.

- 2.28 A new programme has been developed to address these concerns and will launch in January 2016. This scheme will run for six months when it will then be reviewed. Improvements to the programme include:
- Full guidance has been developed outlining the mentoring processes and procedures.
 - Mentors and mentees should be paired across directorates to increase learning.
 - Mentors should be responsible for organising meetings as mentees may be hesitant to contact senior mentors.
- 2.29 As part of this pilot, all new starters in the organisation will also be assigned a mentor as part of their induction. This will form part of the induction checklist and will be reviewed on a three monthly basis by Learning and Development.
- 2.30 It is generally considered best practice to match mentee's with mentors outside their direct team or service area, and this will be adopted wherever possible. Consideration will be given to the Royal Boroughs partnership model and how the mentoring relationships can continue through this period.
- 2.31 The proposal for the new mentoring programme will go to People Forum for feedback in December 2016 and will launch in 2017.

Health and wellbeing

- 2.32 A focus on staff well being is necessary to support our employees to deliver excellent resident outcomes. Operating through change can be difficult and staff mental well being should be considered as much of a high priority as physical well being.
- 2.33 In order to support staff and line managers and to foster an environment where employees feel comfortable discussing their mental health, a training programme is being offered as of January 2017 whereby Mental Health First Aid training will be mandatory for all line managers. In addition, line managers are being encouraged to use stress risk assessments for employees, attend absence management training and have open conversations with employees around well being and mental health.
- 2.34 HR are also redefining the absence categories regarding mental health to provide greater information and clarity on the reasons for absence. This will lead to more targeted training for line managers.
- 2.35 This will be reviewed after three months, to ascertain if there has been a reduction in long term absence relating to mental health.

Evaluation of Learning and Development activities

- 2.36 As was stated in the previous Learning and Development update to Audit and Performance Review Panel all training delivered within the council is evaluated using the Kirkpatrick model for evaluation of its training provision, through this method we can see not only how participants reacted to the training but also its impact on the organisation.

| | |
|--|---|
| <p>Level 1: Reaction</p> <p>To what degree the participants react favourably to the learning event.</p> | <p>Training course attendees must fill out an evaluation form in order to complete the course. Through this we can ensure that the training which is being provided is fit for purpose and that participants are receiving the necessary information and skills from the course. Participant satisfaction is highly important and we always seek to provide a comfortable and satisfactory learning environment.</p> <p>91.2% of all participants rated the training as either Excellent or Good.</p> <p>Any suggestions are immediately acted upon.</p> |
| <p>Level 2: Learning</p> <p>To what degree the participants acquire the indented knowledge skills and attitudes based on their participation in the learning event.</p> | <p>Assessed through follow up interaction with attendees following the event to understand if they truly have taken in the necessary learning and how they have altered their practice as a result.</p> <p>Automatic emails are sent out three months following the majority training events to ascertain, what the participant has changed in their working practice following attendance. These courses include:</p> <ul style="list-style-type: none"> • Soft skills training • Social care training • Systems training <p>Through conducting this evaluation, Learning and Development are able to understand the direct impact the training has for the staff member, any improvements that could be made to the training and also reinforce the key messages of the training to the staff member and encourage them to reflect on their working practices.</p> |
| <p>Level 3: Behaviour</p> <p>To what degree participants apply what they learned during the training when they are back on the job.</p> | <p>Accessed through interaction with the line managers to ensure that attendees are utilising the training in their roles following attendance on the course.</p> <p>Specifically, line managers are requested to provide information on how the colleagues practice and behaviours have changed following</p> |

| | |
|---|---|
| | attendance at the training event. This gives quality feedback and also encourages the line manager to reflect on what has changed and what further training may be required. |
| Level 4: Results To what degree the targeted outcome occurs, as a result of the learning event(s) and subsequent reinforcement. | Will be assessed at year end through a variety of metrics including: <ul style="list-style-type: none"> • Customer complaints • Customer satisfaction • Safeguarding events • Staff survey scores |

2.36 When assessing the impact of learning and development initiatives the team will review a variety of information, statistics and feedback. Ultimately, a successful learning and development programme should enact a positive cultural change; while assessing culture change is difficult through the above methods it is possible.

3. KEY IMPLICATIONS

| Defined Outcomes | Unmet | Met | Exceeded | Significantly Exceeded | Date delivered by |
|---|---|--|---|---|-------------------|
| All training required by the council delivered to a high standard | >100% of training required delivered | 100% of training required delivered | 10% more training delivered | 20% more training delivered | 31 March 2017 |
| Improved line management capability | >5% improvement in staff survey positive response score on line management capability | 5% improvement in staff survey positive response score on line management capability | 10% improvement in staff survey positive response score on line management capability | 15% improvement in staff survey positive response score on line management capability | 31 Feb 2017 |
| Improved leadership capability | >5% improvement in staff survey positive response score on leadership capability | 5% improvement in staff survey positive response score on leadership capability | 10% improvement in staff survey positive response score on leadership capability | 15% improvement in staff survey positive response score on leadership capability | 31 Feb 2017 |

| Defined Outcomes | Unmet | Met | Exceeded | Significantly Exceeded | Date delivered by |
|------------------------------|--|---|---|---|--------------------------|
| People action plan completed | >100% of actions on the people action plan completed on time | 100% of actions on the people action plan completed on time | 100% of actions on the people action plan completed ahead of schedule | 100% of actions on the people action plan completed ahead of schedule with additional actions added | 31 March 2017 |

4. FINANCIAL DETAILS

4.1 Financial impact on the budget

| Directorate | Budget | Spent / Agreed | Remaining | FTE | Spend per FTE |
|-------------------------------------|---------------|-----------------------|------------------|------------|----------------------|
| Corporate and Community Services | £31,400 | £20,144 | £11,256 | 185 | £169.72 |
| Adult Children and Health Services* | £270,230 | £159,639 | £110,591 | 554 | £487.77 |
| Operations and Customer Services | £71,870 | £21,436 | £50,434 | 338 | £212.54 |

*Spend is significantly higher in Adult, Children and Health Services, due to the volume of statutory and mandatory training which needs to be undertaken.

4.2 Additional budget is held in a corporate training budget which is used for council wide initiatives, including emergency planning training and leadership coaching.

5. LEGAL IMPLICATIONS

5.1 None

6. VALUE FOR MONEY

6.1 Through conducting a training needs analysis, staff now have significantly more input into their own training and development. This means that budget allocation and spend is now targeted at specific training and development requirements.

6.2 Operational impact of training has been reduced through utilising more time effective ways of delivering training. For instance; e-learning, bitesize sessions, lunch and learns and on the job training. .

6.4 The overall budget for 2016/17 to deliver the training identified from the training needs analysis is £373,500, equating to £347 per FTE (Full time equivalent), based on 1,040 FTE. This compares to £590,840 (£548 per FTE based on 1079 FTE as of March 2016) which was coded as learning and development activities in 2015 / 2016, highlighting the additional efficiencies available from centralising

resources and undertaking a full training needs analysis. This training budget meets both statutory (required by law) and discretionary training.

7. LINKS TO STRATEGIC OBJECTIVES

- 7.1 All training provided supports the strategic objectives of the Royal Borough of Windsor and Maidenhead. Care is given when commissioning training to ensure that staff have all the required level of skill to support the delivery of the strategic objectives and manifesto commitments.
- 7.2 As part of the training calendar each training course commissioned supports the delivery of the strategic objectives and manifesto commitments are high lighted. See below.

Table 3: Course page

| | |
|--------------------------------------|---|
| Course Title | <u>Care Act - General Awareness Level 1</u> |
| Description | This training is a basic awareness so not suitable for those who have already attended the Module 1, 2 or 3 of the previously delivered Care Act training. These sessions are to give those attending a general understanding of the Care Act. |
| Learning Outcome | <ul style="list-style-type: none"> • The Care Act: When, Why, Who, Where and What • The wellbeing principle • General duties to all residents • Duties to individuals who meet a certain criteria • Duties to people receiving care and support • Individual's journey through the reformed system • What might this mean for Local Authorities, partners and care organisations |
| Target Audience | For all those Non Care Management, Finance, Procurement, CAM Team, Housing, A&I Team, Day Services, Administration Staff & Health Colleagues. |
| Link to Strategic Priorities | Equipping Ourselves for the Future <ul style="list-style-type: none"> • Equipping Our Workforce • Developing Our systems and Structures |
| Link to Manifesto Commitments | 7.1 Ensure residents who receive council care are covered by a care plan 7.5 Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse |

8. APPENDICES

- Senior Leadership Principles

9. BACKGROUND INFORMATION

- Council Strategic Plan
- Transformation strategy

REPORT HISTORY

| | |
|-----------------------|----------------------|
| Decision type: | Urgency item? |
| For information | No |

| | | |
|----------------------------|----------------------------------|------------------|
| Full name of report author | Job title | Full contact no: |
| Elizabeth Moore | Learning and Development Manager | 01628 796558 |

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Leadership in the Royal Borough of Windsor & Maidenhead 2016



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2. Leadership principles
3. Operating framework
4. Corporate governance
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- 16 How this document will be applied

Foreword

Cllr Simon Dudley, Leader of the Council

Welcome to the Royal Borough

The responsibility to lead the council of the Royal Borough of Windsor & Maidenhead is vested in the councillors through the democratic mandate that comes from the borough's residents. Every four years there is an 'all out – 57 elected members' election and the whole council is subject to re-examination by the voters.

Leadership is exercised through a smaller group of councillors – 10 cabinet members, two principal members and four deputy lead members who, collectively, set the strategic direction for the council. They guide the work of officers and make the decisions that affect the lives of the people in the borough. The Leader of the Council chairs the cabinet, sets the overarching priorities and draws the work of other cabinet members together.

In the Royal Borough the position of leader is crucial to the councils business but leadership is distributed among other members of the cabinet and delegated to the Managing Director and the strategic directors. The Leader and cabinet understand that nothing can be achieved without the commitment and hard work of the staff. The decision making process is scrutinised by the elected members who are not members of cabinet through a series of panels and committees and their work is a vital part of our system of checks and balances.

The council is not responsible for every decision that affects the borough – so much of its time is devoted to working with our partners of central government; Thames Valley Police, Clinical Commissioning Group, hospital trusts, schools leaders and governors and many others.

All of the work of all of these people is aimed at improving the lives and opportunities of the borough, for which cabinet appreciate.



A handwritten signature in black ink, which appears to be 'S. Dudley', written in a cursive style.

Foreword and overview

Alison Alexander, Managing Director

At the Royal Borough we are passionate about our work for our residents. We know what our residents want, and our workforce is ambitious to provide it. The workforce of the Royal Borough comprises of a diverse range of professional disciplines; they are enthusiastic and have high levels of integrity. We want our workforce to be strongly supported by leaders who display **integrity, enthusiasm and intellect**. In particular they:

- Have the interests of the Royal Borough's residents at the front of their minds in all that they do - being committed to engaging and consulting with them so their expectations are achieved when possible and they understand whenever it is not possible (even if they disagree).
- Show courage and integrity always, rather than when it's necessary, which is a judgment the leader needs to make and be prepared to justify.
- Are neither opportunistic nor reckless.
- Engage with the local businesses and the diverse communities.
- Work with imagination to realise the aspirations of elected members.
- Make sure that each of their staff understands their contribution towards making the lives of residents better.
- Are never content with what we are achieving now, but always strive to create a future that is better.
- Lead from the front and be highly visible to residents and staff, with pride and courage when necessary.
- Identify and develop future leaders within the organisation to have the skills and confidence to carry our work forward.
- Understand the principles of the council's Strategic Plan:
[https://www3.rbwm.gov.uk/downloads/file/2315/2016-2020 - corporate strategy](https://www3.rbwm.gov.uk/downloads/file/2315/2016-2020_-_corporate_strategy)



Remember – everyone in the Royal Borough of Windsor & Maidenhead is a leader in all they do while at work.

A handwritten signature in black ink, appearing to read 'Alison Alexander'.

Integrity, enthusiasm and intellect

The characteristics of integrity, enthusiasm and intellect form the basis of our CREATE behaviours and values which are important at the Royal Borough. These characteristics are expected to be displayed by the political leadership and workforce. Here are examples of how these characteristics, in different roles, would look and feel to our residents and our customers.



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C . R . E . A . T . E



“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful council”

Our vision is underpinned by four principles:

Putting residents first

Delivering together with our partners

Value for money

Equipping ourselves for the future

1. Introduction

A Leader is: *Someone who influences a group of people towards the achievement of a goal.*

The Senior Leadership Team (SLT) make up the top two tiers of the organisation. They are the managing director, strategic directors, deputy directors and heads of service.

As a senior leader, you and your colleagues will take responsibility, alongside elected members, for leading and managing the council, demonstrating consistent standards and doing things in 'the Royal Borough of Windsor & Maidenhead way'.

You, as a leader at the Royal Borough will take a long term approach to decision making and consider the current, five and ten year impact of every decision made, bearing in mind that your decisions may affect the next two generations of residents.

The culture at the Royal Borough encourages our senior leaders to think and act differently. Developing creative solutions, being transformational and innovative, acting with integrity, whilst adopting a consultative approach. Working through ideas and initiatives collaboratively with your lead member and SLT colleagues, aiming to get a broad perspective of opinions.

Delivery of services through well developed teams will be critical and part of your role is to ensure that your teams are skilled and equipped to provide the best possible service to customers. Decision making will be as close as possible to those who are affected by the decisions.

Senior Leaders at the Royal Borough value resources and manage them efficiently on behalf of residents.

The council's CREATE behaviours and values are important and as a member of the SLT the Royal Borough hope you will lead by example and demonstrate them, while encouraging everyone to adopt these behaviours. Details of CREATE can be found on the council's website and Hyperwave, the council's intranet.

C.R.E.A.T.E

Commitment

Respect and value

Engage

Accountability

Trust

Empower and inspire

2. Leadership principles

The leadership principles are important to us as they reflect how things are done in the Royal Borough, what is expected from you in your role as a member of the Senior Leadership Team.

SLT will... be dynamic and ambitious for what the council provides to residents

You will ensure residents are at the heart of every decision made. You will be innovative in your approach to providing services. Exploring a range of service delivery options, challenging the norm and providing creative solutions.

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You will be committed to the council's Transformation Programme and adopt a long term vision for change.

You will understand the concept of 'Affordable Quality' and provide the best that can be afforded. Reducing the cost to the taxpayer is always a priority.

SLT will be proactive in investigating opportunities and searching for new markets.

SLT will... be committed to modernising our teams and ourselves

You will be visionary and an excellent communicator of realistic goals and objectives, always mindful of costs, resources and timescales.

You will enable strategic thinking within your service, empowering staff to challenge at all levels, to change and to question.

Within your team you will develop a commercial approach.

SLT will... be challenging of ourselves and our peers

You will always lead by example and model the council's CREATE behaviours and values.

SLT will be collective owners of the organisation, if one part of the organisation falls down, we have all failed.

You will be driving the pace of delivery, benchmarking results always looking outwards.

You will work as a team to deliver the strategic plan, celebrating our successes and learning from our mistakes.

You will find time to review, learn and understand each others' priorities, including participating in cross-service reviews, implementing an Agile approach and conducting peer reviews.

SLT will... be supportive and empower staff to deliver the best services

You will be committed to supporting the council to become an Agile council, by adopting the recognised Agile project management principles and methodology.

Your written reports will be clear, concise and articulate. You will ensure the team also have excellent report writing skills.

You will coach and mentor your staff, encouraging decisions to be made locally and at the right level.

You are mindful that you may not know all the answers but can research and analyse to get the right answer.



SLT will... have the trust and confidence of members

Your decisions will always be supported by clear evidence and will contain details of implications and options.

You will fully understand members' requirements and your lead member will understand what you are proposing, there will be no surprises.

You will be able to interpret political aspirations and objectives and encourage the interface between members and officers.

Your decisions reflect what is best for the Royal Borough, rather what is best for me.




3. Operating framework

Officer governance structure

SLT operate within a framework defined by elected members and strategic directors. This is the officer governance framework and you will be part of the council directing the overall strategy and development of the organisation.

Corporate Management Team (CMT)

CMT creates the council wide strategy and overall direction and will focus on:

- Championing the transformation agenda and ensuring it remains high priority.
- Strategy and horizon reviews.
- High level approvals and authorisations, where required.
- Contentious cabinet papers and other matters.
-  Reviewing 'Wicked Issues' - actual or possible issues of concern.
- Any items escalated from the forums or committees.

Senior Leadership Team meetings

SLT meets each month to work collaboratively on council-wide strategic initiatives, transformational matters and the sharing of key corporate information.

These monthly sessions are used to inspire, energise and develop collective focus within the Senior Leadership Team. The meetings will be used to work together and learn how you can use each other's skills, strengths and knowledge to do things differently.

Directorate Management Team (DMT)

The focus of DMTs are to ensure the strategic and operational objectives of the directorate are delivered. At your DMT you will:

- Work to ensure the directorate is operating as effectively as possible.
- Manage directorate specific issues.
- Attend to items delegated by CMT.
- Review and comment on papers from forums, ensuring feedback is provided.

Forums and working groups

There are also a number of forum and working groups in operation. Each forum or group will continue to be led by a member of SLT and include managers from across the council. You will need to ensure the activities of the forums/groups, link back to the transformation agenda, Agile and the strategic objectives.

4. Corporate governance

Adherence to corporate governance is critical for SLT. You will understand your role in working within the Constitution Wand will keep abreast of governance principles. As a member of SLT, your role is to keep the organisation compliant and operate within the law and statutory regulations.

The Constitution

The Royal Borough of Windsor & Maidenhead's Constitution sets out how the council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Many of these processes are required by law, while others are a matter for the council to choose.

It contains a number of parts, which set out the rules and procedures governing the council's business. The constitution provides a single point of reference for the overall way in which decisions are made.

The full constitution, which is in nine parts, is detailed on the link below and it is the responsibility of each SLT member to understand the impact of the constitution on their role and the role of their teams. An annual refresher is available on the council's learning management system, Quality Matters.

http://www3.rbwm.gov.uk/info/200110/about_the_council/910/council_constitution

A summary of the nine parts of the constitution are:

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Part 1 – The Constitution

A summary and explanation of the constitution and the different articles of the constitution.

Part 2 – The Full Council

The terms of reference, responsibilities, rules and procedures.

Part 3 – The Executive/Cabinet

The responsibilities, decision making and procedure rules for Cabinet, and the budget and policy framework.

Part 4 – Overview and scrutiny

The purpose, procedure and rules for overview and scrutiny as well as the terms of reference, including how they are held to account.

Part 5 - scheme of delegation to officers

An explanation of the scheme of delegation to officers, including the appointment, roles and responsibilities of Head of Paid service, Chief Finance Officer (s151) and Monitoring Officer.

Part 6 – Terms of reference of other committees, panels and other bodies of the council

The terms of reference for forums, panels and committees, excluding Cabinet and council.

Part 7 - The codes, protocols and advice

This includes the codes of conduct for members and officers including promoting the highest standards, good and effective working relationships and the protection of employees. It also makes reference to member/officer protocols.

Part 8 – Other rules of procedure

This part details the contract, officer employment, finance, property and access to information procedures and rules.

Part 9 – Miscellaneous items

The rules around members' allowances are detailed here.

The Nolan Principles

The Royal Borough of Windsor & Maidenhead has adopted the Nolan Principles, which are the Seven Principles of Public Life, as defined by the Committee for Standards in Public Life. They are:

- **Selflessness:** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
 - **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
 - **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
 - **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
 - **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
 - **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
 - **Leadership:** Holders of public office should promote and support these principles by leadership and example.
- There is an expectation that every member of SLT adheres to the Nolan Principles.

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26 5 SLT objectives and accountabilities

Corporate objectives

You will work to a set of corporate objectives that are reviewed and adjusted annually with your director and lead member; they then form part of your appraisal. The 2016/17 corporate objectives are available on Hyperwave, the council's intranet.

You, in turn, will ensure that all the teams within your service area or directorate are given appropriate objectives that are aligned to the corporate strategy.

Job accountabilities

Senior Leadership Team responsibilities and accountabilities are regularly reviewed to ensure they remain relevant and fit for purpose. They will incorporate:

- corporate management.
- budget and financial management.
- performance management.
- emergency planning and business continuity.
- job specific service delivery, linked to the council's strategic objectives.

Your job accountabilities are flexible and there is an expectation that all SLT are competent enough to be able to step into any of their peers roles, should the need arise.

The staff handbook contains all generic and standard responsibilities and is available on Hyperwave, the council's intranet. whilst your job accountabilities will focus on service specific responsibilities only.

Performance management and business planning framework

You will always develop, maintain and operate within the council's business planning performance framework, focussing on achieving the best possible performance at all times.

Corporate requirements

There are a number of corporate activities, that SLT should fully understand and undertake as part of their role. You and your team will be expected to complete a range of process and compliance training, some annually, including:

| | |
|--|--------------------------------------|
| The Constitution | The vacancy and recruitment process |
| The council's induction process | The budget setting process |
| Data protection & information security | How to have a difficult conversation |
| Health & Safety – to Level 3 | Absence management |
| The council strategic objectives | Agile project management principles |
| The emergency planning process | CREATE values |
| The appraisal process | Agresso financial management |
| The Pay Reward scheme | iTrent people manager |
| Verto project management | iTrent self service |



It is important that you and your team understand and participate in corporate activities as they provide a sound basis for your role in delivering the strategic plan.

Full details of all training and corporate activities are available on the council's learning management system, Quality Matters. These are subject to review and revision on a regular basis.



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6. Management skills

Leadership should be demonstrated at all levels and at the Royal Borough of Windsor & Maidenhead we have a commitment to our managers as we know the importance of their role in supporting front line staff. This commitment includes an ongoing development programme that builds on their skills and brings forward new management ideas and initiatives, including:

- relationship management.
- contract management.
- presentation skills.
- Agile project management principles.
- change management.
- budget management.

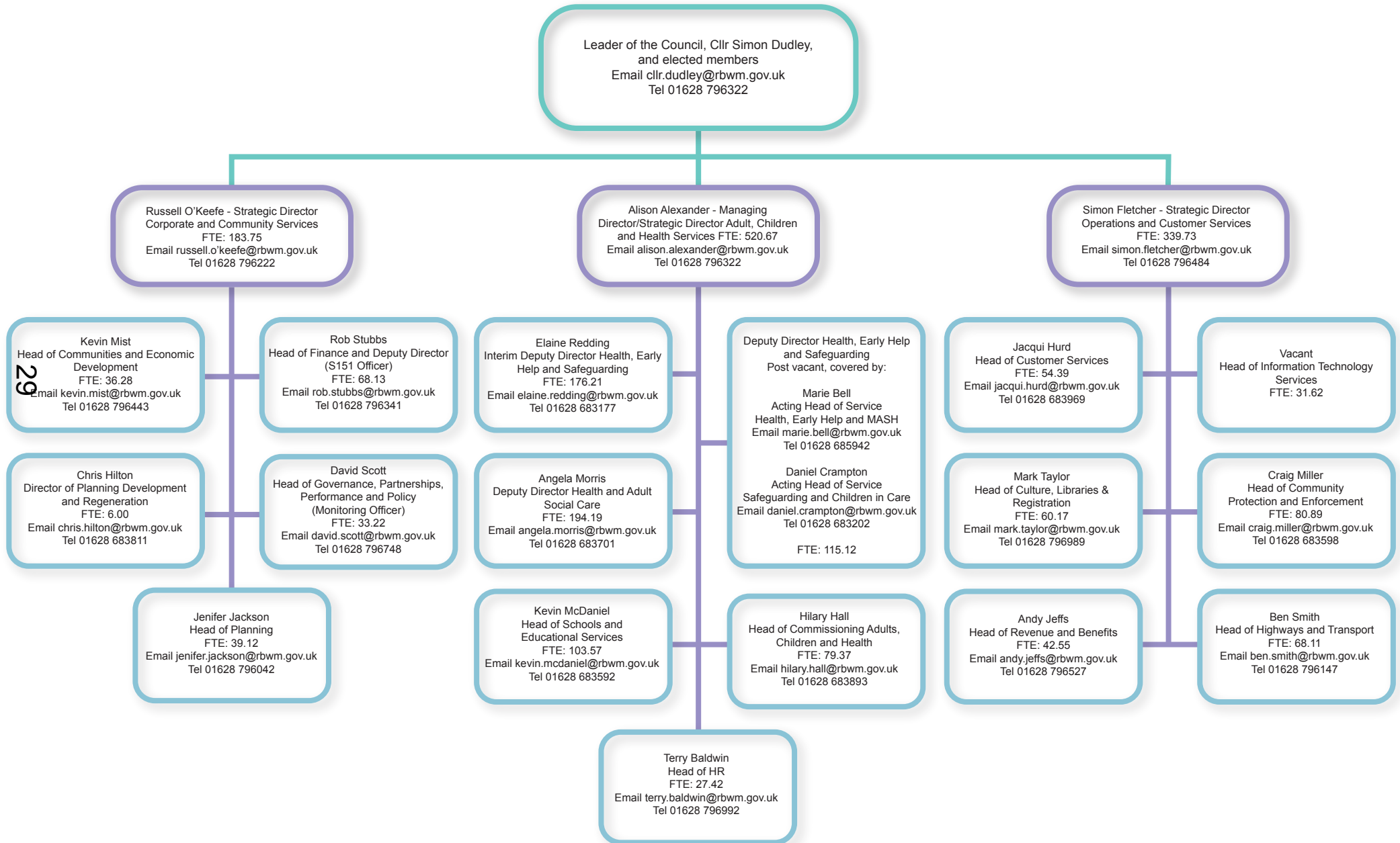
Developing a coaching and mentoring culture in your service area so that the best skills and abilities are embedded and passed on is one of the most important things you can do as a leader.

7. How this document will be applied

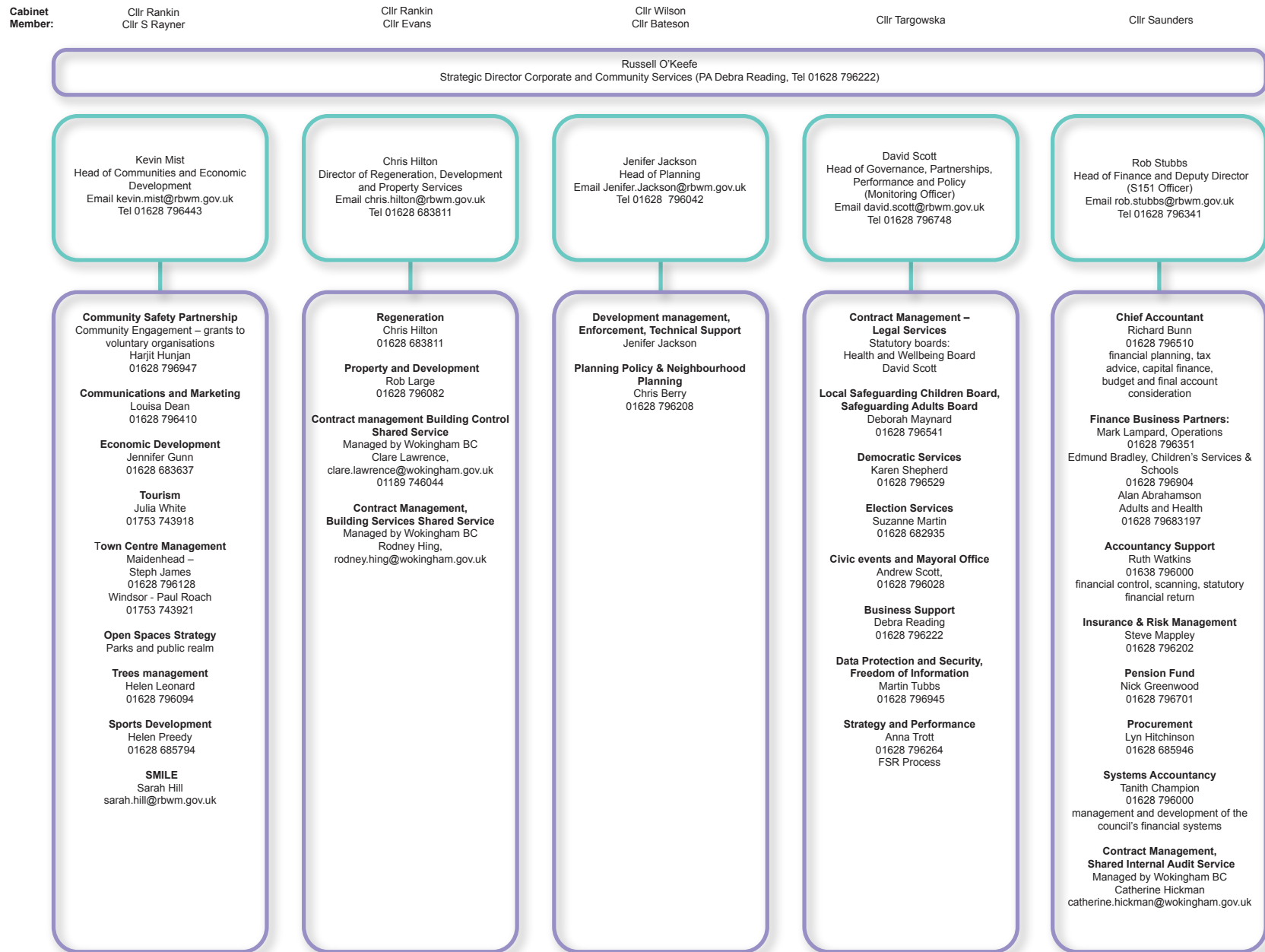
There are a number of uses and practical applications for this document. The principles should be used by all SLT members in their every day working life at the council. It will also be used as a basis for learning and development and senior recruitment activities.

Whilst the content is correct, this is a live document and is subject to change and revision. SLT are encouraged to consider and contribute to the principles of this guide, which will be regularly reviewed by CMT and debated at SLT meetings.

Senior Leadership Team



Senior Leadership Team Function Chart Corporate and Community Services



Senior Leadership Team Function Chart - Adult, Children and Health Services

Cabinet Member:

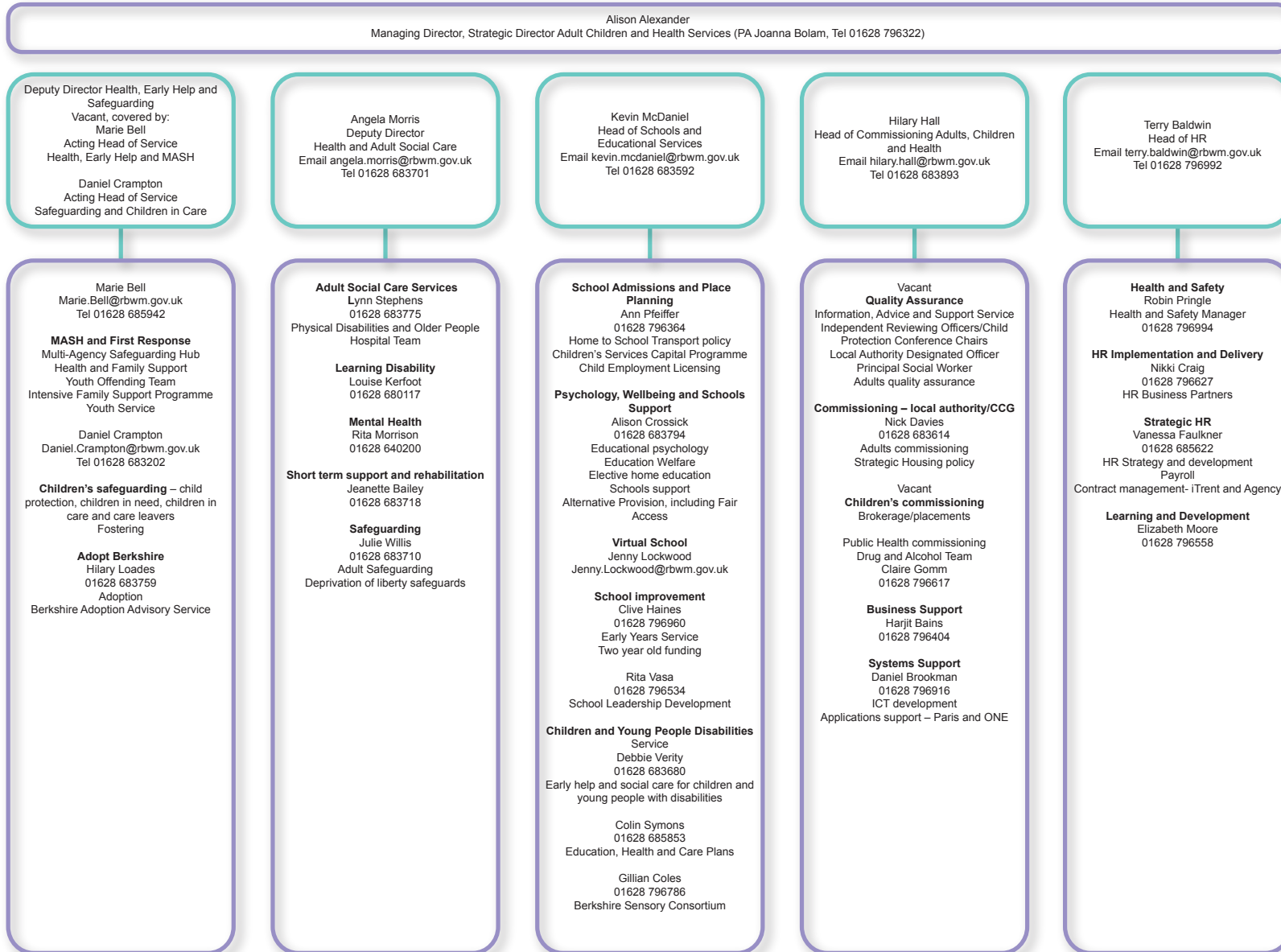
Cllr N Airey

Cllr Coppinger

Cllr N Airey

Cllr Coppinger

Cllr Targowska



Senior Leadership Team Function Chart - Operations and Customer Services

Cabinet Member:

Cllr Hill

Cllr S Rayner

Cllr Hill

Cllr Hill

Cllr Cox

Cllr Bicknell

Simon Fletcher
Strategic Director Operations and Customer Services

Jacqui Hurd
Head of Customer Services
Email jacqui.hurd@rbwm.gov.uk
Tel 01628 683969

Mark Taylor
Head of Culture, Libraries & Registration
Email mark.taylor@rbwm.gov.uk
Tel 01628 796989

Andy Jeffs
Head of Revenue and Benefits and
Deputy Director of Operations and
Customer Services
Email andy.jeffs@rbwm.gov.uk
Tel 01628 796527

Vacant
Head of Information Technology Services

Craig Miller
Head of Community
Protection and Enforcement
Email craig.miller@rbwm.gov.uk
Tel 01628 683598

Ben Smith
Head of Highways and Transport
Email ben.smith@rbwm.gov.uk
Tel 01628 796147

Council complaints (including statutory) management

Claire Burns
01628 683857
Kelly Emmett
01628 683847

Customer Services Centre

Edward Phillips
01628 683823

Facilities management – Town Hall and York House & Contract management-DMS

Dean Graham
01628 796409

Housing Options

Deborah Wickham
01628 683673

Jason Colomb
01628 683685

Business support

Not in place yet

Libraries

Angela Gallacher
01628 685641

Heritage and Arts

Margaret Kirby
01753 743950

Information and Digital Delivery

Paul Noakes
01628 796952

Outreach and Stock

Lisa Poole
01628 796388

South East Library Management Service (SELMS) Consortium Team

Hilary Ballard
07779097259

Registrations

Clair Coe
01628 796101

Contract Management:

Corporate Contracts for Libraries –

Angela Gallacher & Avril Heaney
01628 685641 /
01628 796979

Corporate Contracts for Museum & Store - Margaret Kirby

Library Stock Purchase -

Lisa Poole

SPYDUS LMS –

Paul Noakes

SELMS MOA –

Hilary Ballard

Arts & Heritage

SLAs
Margaret Kirby

**Council tax processing
Business rates processing**

Sarah Sneyd
Business Services Team Leader
01628 683119

Financial assessment and benefits – adult social care

Janice Dean
Assessments Team
01628 683231

Housing and Council Tax benefits and processing. Discretionary housing payments

David Dennis
01628 796244

Court protection of deputyship

Joanne Wallis
Team Leader
01628 796615

**Debt recovery
Contract management – Bailiff service**

Elaine Henderson
Debt Recovery Team Leader
01628 685838

Management and systems controls for revenue

Carol Noctor-Greenham
Revenues
01628 796418

IT Services Manager

John Tordoff
01628 796327

**Enterprise and Security
Architecture**

David Wright
01628 796655

**Corporate Applications
Management**

Customer support, systems administration, applications management, system development
Rebecca Stafford
01628 796330

**Infrastructure Support
Servers, networks & telephony**

Ben Reed
Infrastructure
01628 796528

**Service Support
Verto Support, business analysis, service support, mobile telephony, procurement**

Con Georgiou
01628 632116

Emergency Planning

Steve Johnson 01628 683555
Environmental Health, including houses in multiple occupation, private sector housing conditions
CCTV Control Room
Food premises inspections, safety and hygiene, poisoning and infectious disease control
Licensing
Trading Standards

Environmental Protection

Chris Nash
01628 683645
including noise nuisance, aviation, contaminated land, air quality
Community Wardens
Anti Social Behaviour
Community Safety
Parking enforcement

Waste management

Naomi Markham
01628 682972
Waste & Recycling Collection
Waste & recycling Processing & Disposal

Parking policy and strategy

Neil Walter
01628 796485

Project Management (including flood risk management)

Sue Fox
01628 796348

Highways assets

Vikki Roberts
01628 796145
roads; bridges; trees, Winter Service, Contract Management

Traffic & Highway Engineering (Delivery)

Russell Bell
01628 796102

Public Rights of Way

Anthony Hurst
01628 796180

Outdoor Facilities – Parks

Steve Anderson
01628 796279

Transport (incl. fleet management)

Lynne Penn
01628 796481

Traffic & Road Safety

Tony Carr
01628 796405

Highway inspections / Streetcare

Tony Robinson
01753 743971

Transport Policy (including walking and cycling)

Gordon Oliver
01628 796097

Highway Operations

Dave Baker
01628 796838

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