

Leadership in the Royal Borough of Windsor & FUTURE PUTTING RESIDENCE OF THE PUTTING RESIDENC

2016











Contents

- 1. Introduction
- 2. Leadership principles
- 3. Operating framework
- 4. Corporate governance
- 5. SLT objectives and accountabilities
- 6. Management skills
- How this document will be applied

Foreword

CIIr 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.

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

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

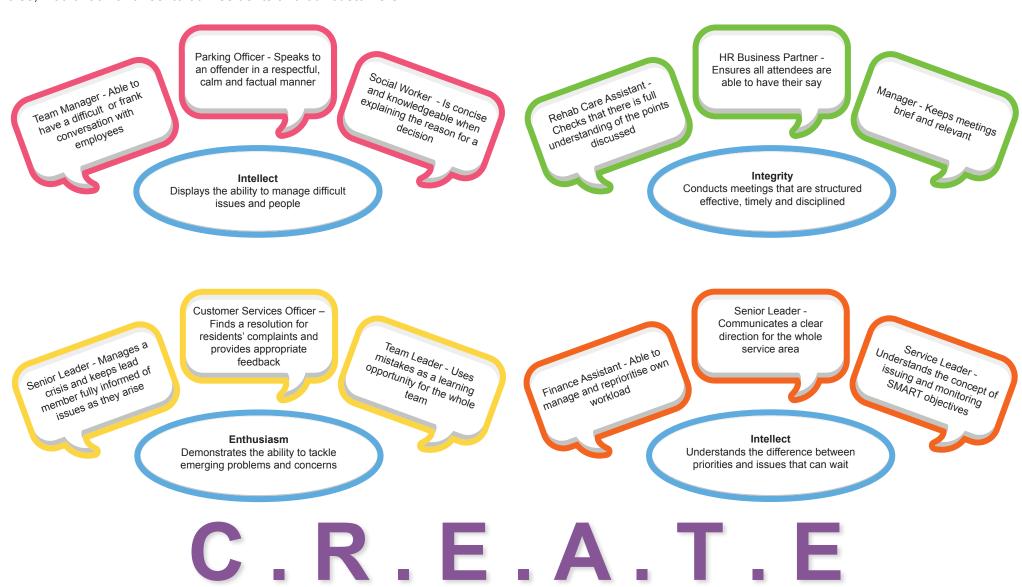


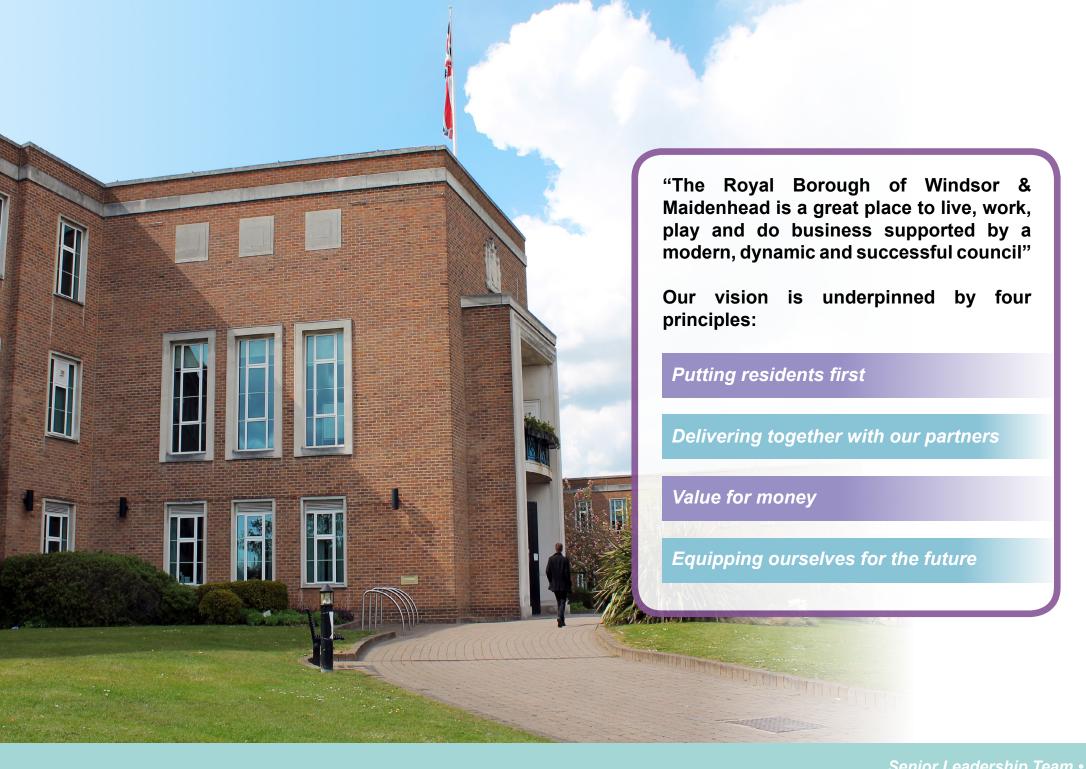




Integrity, enthusiasm and intellect

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.





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.

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:

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.





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.



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.

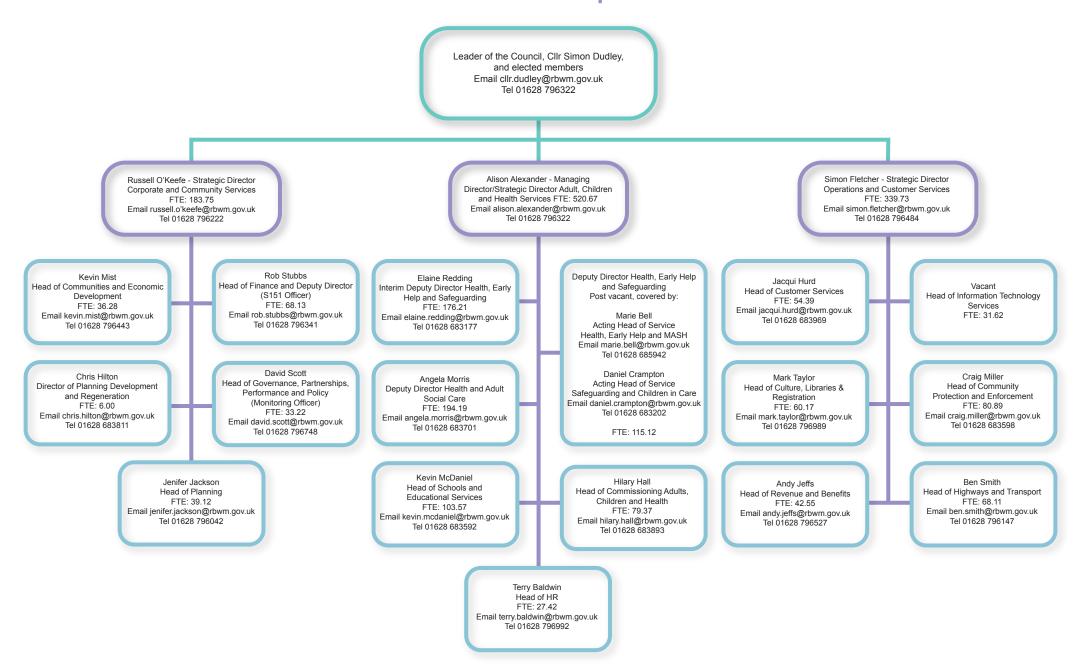
Developing a coaching and mentoring culture in your service area so that the best skills and abilities are embedded and passed on is one of the most important things you can do as a leader.

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

Cabinet Cllr Rankin Cllr Targowska Cllr Saunders Member: Cllr S Rayner Cllr Evans Cllr Bateson Russell O'Keefe Strategic Director Corporate and Community Services (PA Debra Reading, Tel 01628 796222) David Scott Kevin Mist Chris Hilton Jenifer Jackson Rob Stubbs Head of Governance, Partnerships, Head of Communities and Economic Director of Regeneration, Development Head of Planning Head of Finance and Deputy Director Performance and Policy Development and Property Services Email Jenifer.Jackson@rbwm.gov.uk (S151 Officer) (Monitoring Officer) Email kevin.mist@rbwm.gov.uk Email chris.hilton@rbwm.gov.uk Tel 01628 796042 Email rob.stubbs@rbwm.gov.uk Email david.scott@rbwm.gov.uk Tel 01628 796443 Tel 01628 683811 Tel 01628 796341 Tel 01628 796748 Regeneration Community Safety Partnership Development management, Contract Management -**Chief Accountant** Chris Hilton Enforcement, Technical Support Legal Services Community Engagement - grants to Richard Bunn voluntary organisations 01628 683811 Jenifer Jackson Statutory boards: 01628 796510 Harjit Hunjan Health and Wellbeing Board financial planning, tax 01628 796947 **Property and Development** Planning Policy & Neighbourhood David Scott advice, capital finance, Rob Large Planning budget and final account 01628 796082 Local Safeguarding Children Board, Communications and Marketing Chris Berry consideration Louisa Dean 01628 796208 Safeguarding Adults Board 01628 796410 Contract management Building Control Deborah Maynard Finance Business Partners: Shared Service 01628 796541 Mark Lampard, Operations **Economic Development** Managed by Wokingham BC 01628 796351 Jennifer Gunn Clare Lawrence, **Democratic Services** Edmund Bradley, Children's Services & 01628 683637 clare.lawrence@wokingham.gov.uk Karen Shepherd Schools 01189 746044 01628 796529 01628 796904 Tourism Alan Abrahamson Julia White Contract Management, **Election Services** Adults and Health 01753 743918 **Building Services Shared Service** Suzanne Martin 01628 79683197 Managed by Wokingham BC 01628 682935 **Town Centre Management** Rodney Hing, **Accountancy Support** rodney.hing@wokingham.gov.uk Civic events and Mayoral Office Ruth Watkins Maidenhead -Steph James Andrew Scott 01638 796000 01628 796128 01628 796028 financial control, scanning, statutory Windsor - Paul Roach financial return 01753 743921 **Business Support** Insurance & Risk Management 01628 796222 Open Spaces Strategy Steve Mappley Parks and public realm 01628 796202 Data Protection and Security, Trees management Freedom of Information Pension Fund Helen Leonard Martin Tubbs Nick Greenwood 01628 796094 01628 796945 01628 796701 Strategy and Performance Sports Development Procurement Helen Preedy Anna Trott Lvn Hitchinson 01628 685794 01628 796264 01628 685946 FSR Process SMILE Systems Accountancy Sarah Hill Tanith Champion sarah.hill@rbwm.gov.uk 01628 796000 management and development of the council's financial systems Contract Management, Shared Internal Audit Service Managed by Wokingham BC Catherine Hickman catherine.hickman@wokingham.gov.uk

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

Cabinet Cllr N Airev Cllr Coppinger Cllr N Airev Cllr Coppinger Cllr Targowska Member: Alison Alexander Managing Director, Strategic Director Adult Children and Health Services (PA Joanna Bolam, Tel 01628 796322) Deputy Director Health, Early Help and Safeguarding Vacant, covered by: Kevin McDaniel Angela Morris Hilary Hall Terry Baldwin Marie Bell Deputy Director Head of Schools and Head of Commissioning Adults, Children Head of HR Acting Head of Service Educational Services Health and Adult Social Care and Health Email terry.baldwin@rbwm.gov.uk Health, Early Help and MASH Email kevin.mcdaniel@rbwm.gov.uk Email angela.morris@rbwm.gov.uk Email hilary.hall@rbwm.gov.uk Tel 01628 796992 Tel 01628 683592 Tel 01628 683701 Tel 01628 683893 Daniel Crampton Acting Head of Service Safeguarding and Children in Care Marie Bell Adult Social Care Services School Admissions and Place Health and Safety Vacant Marie.Bell@rbwm.gov.uk Lynn Stephens Quality Assurance Planning Robin Pringle Tel 01628 685942 01628 683775 Information, Advice and Support Service Health and Safety Manager Ann Pfeiffer Physical Disabilities and Older People 01628 796364 Independent Reviewing Officers/Child 01628 796994 MASH and First Response Hospital Team Home to School Transport policy Protection Conference Chairs Multi-Agency Safeguarding Hub Children's Services Capital Programme Local Authority Designated Officer HR Implementation and Delivery Health and Family Support Learning Disability Child Employment Licensing Principal Social Worker Nikki Craig 01628 796627 Youth Offending Team Louise Kerfoot Adults quality assurance Psychology, Wellbeing and Schools 01628 680117 HR Business Partners Intensive Family Support Programme Youth Service Support Commissioning - local authority/CCG Mental Health Alison Crossick Nick Davies Strategic HR Daniel Crampton Rita Morrison 01628 683794 01628 683614 Daniel.Crampton@rbwm.gov.uk 01628 640200 Educational psychology Adults commissioning 01628 685622 Tel 01628 683202 Education Welfare Strategic Housing policy HR Strategy and development Short term support and rehabilitation Elective home education Payroll Children's safeguarding - child Jeanette Bailey Schools support Vacant Contract management- iTrent and Agency protection, children in need, children in 01628 683718 Alternative Provision, including Fair Children's commissioning Brokerage/placements Learning and Development care and care leavers Access Fostering Safeguarding Elizabeth Moore Julie Willis 01628 796558 Virtual School Public Health commissioning 01628 683710 Adopt Berkshire Drug and Alcohol Team Jenny Lockwood Jenny.Lockwood@rbwm.gov.uk Hilary Loades Adult Safeguarding Claire Gomm 01628 683759 Deprivation of liberty safeguards 01628 796617 Adoption School improvement Berkshire Adoption Advisory Service Clive Haines **Business Support** 01628 796960 Harjit Bains 01628 796404 Early Years Service Two year old funding Systems Support Rita Vasa Daniel Brookman 01628 796534 01628 796916 School Leadership Development ICT development Applications support - Paris and ONE Children and Young People Disabilities Service Debbie Verity 01628 683680 Early help and social care for children and young people with disabilities Colin Symons 01628 685853 Education, Health and Care Plans 01628 796786 Berkshire Sensory Consortium

Senior Leadership Team Function Chart - Operations and Customer Services

Cabinet Cllr Hill Cllr S Rayner Cllr Hill Cllr Cox Cllr Bicknell Member: Strategic Director Operations and Customer Services Andy Jeffs Craig Miller Jacqui Hurd Mark Taylor Ben Smith Head of Revenue and Benefits and Head of Community Head of Customer Services Vacant Head of Highways and Transport Head of Culture Libraries & Registration Deputy Director of Operations and Protection and Enforcement Email jacqui.hurd@rbwm.gov.uk Head of Information Technology Services Email mark.taylor@rbwm.gov.uk Email ben.smith@rbwm.gov.uk Customer Services Email craig.miller@rbwm.gov.uk Tel 01628 683969 Tel 01628 796989 Tel 01628 796147 Email andy.jeffs@rbwm.gov.uk Tel 01628 683598 Tel 01628 796527 Project Management (including flood Libraries Council tax processing IT Services Manager **Emergency Planning** risk management) Council complaints (including Angela Gallacher Business rates processing John Tordoff Steve Johnson 01628 683555 statutory) management 01628 685641 01628 796327 Environmental Health, including Sarah Sneyd 01628 796348 Claire Burns Business Services Team Leader houses in multiple occupation, 01628 683857 Heritage and Arts 01628 683119 **Enterprise and Security** private sector housing conditions Highways assets Margaret Kirby CCTV Control Room Kelly Emmett Architecture 01628 683847 Vikki Roberts 01753 743950 Financial assessment and benefits -David Wright Food premises inspections, safety 01628 796145 adult social care 01628 796655 and hygiene, poisoning and roads; bridges; trees, Winter Service, **Customer Services Centre** Information and Digital Delivery Janice Dean infectious disease control Contract Management Edward Phillips Paul Noakes Assessments Team Corporate Applications Licensing 01628 796952 01628 683231 Management Trading Standards Traffic & Highway Engineering Customer support, systems (Delivery) Housing and Council Tax Facilities management - Town Hall and Outreach and Stock **Environmental Protection** administration, applications Russell Rell York House & Contract management-Lisa Poole benefits and processing. Discretionary management, system Chris Nash 01628 796102 DMS 01628 796388 housing payments development 01628 683645 Dean Graham David Dennis Rebecca Stafford including noise nuisance, aviation, **Public Rights of Way** 01628 796409 South East Library Management 01628 796244 01628 796330 contaminated land, air quality Anthony Hurst Service (SELMS) Consortium Team Community Wardens 01628 796180 **Housing Options** Hilary Ballard Court protection of deputyship Infrastructure Support Anti Social Behaviour Deborah Wickham 07779097259 Joanne Wallis Servers, networks & telephony Community Safety Outdoor Facilities - Parks 01628 683673 Team Leader Ren Reed Parking enforcement Steve Anderson Registrations 01628 796615 Infrastructure 01628 796279 Jason Colomb 01628 796528 Waste management Naomi Markham 01628 683685 01628 796101 Debt recovery Transport (incl. fleet management) Contract management - Bailiff service Service Support 01628 682972 I vnne Penn Business support Contract Management: Flaine Henderson Verto Support, business analysis, Waste & Recycling Collection 01628 796481 service support, mobile telephony, Waste & recycling Processing & Not in place vet Debt Recovery Team Leader Corporate Contracts for Libraries -01628 685838 procurement Disposal Traffic & Road Safety Angela Gallacher & Avril Heaney Con Georghiou Tony Carr 01628 685641 / Management and systems controls for 01628 632116 Parking policy 01628 796405 01628 796979 and strategy revenue Carol Noctor-Greenham Neil Walter Highway inspections / Streetcare Corporate Contracts for Museum & 01628 796485 Revenues Tony Robinson 01628 796418 Store - Margaret Kirby 01753 743971 Library Stock Purchase -Transport Policy (including walking Lisa Poole and cycling) Gordon Oliver SPYDUS LMS -01628 796097 Paul Noakes **Highway Operations** SELMS MOA -Dave Baker Hilary Ballard 01628 796838 Arts & Heritage SLAs Margaret Kirby



Senior Leadership Team • 19

