



Leadership in the Royal Borough of Windsor & Maidenhead 2016



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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.



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.

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.

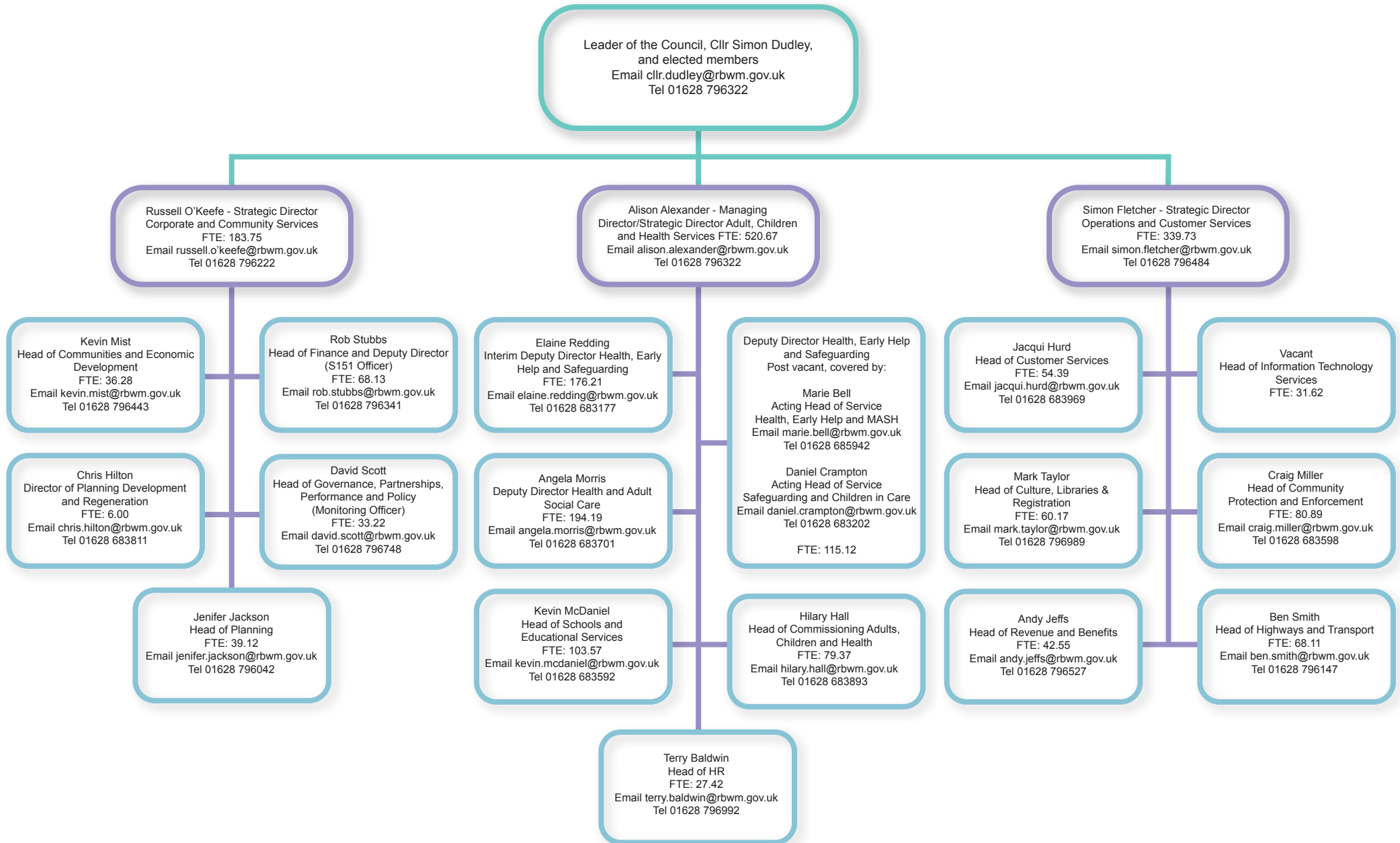
Developing a coaching and mentoring culture in your service area so that the best skills and abilities are embedded and passed on is one of the most important things you can do as a leader.

7. How this document will be applied

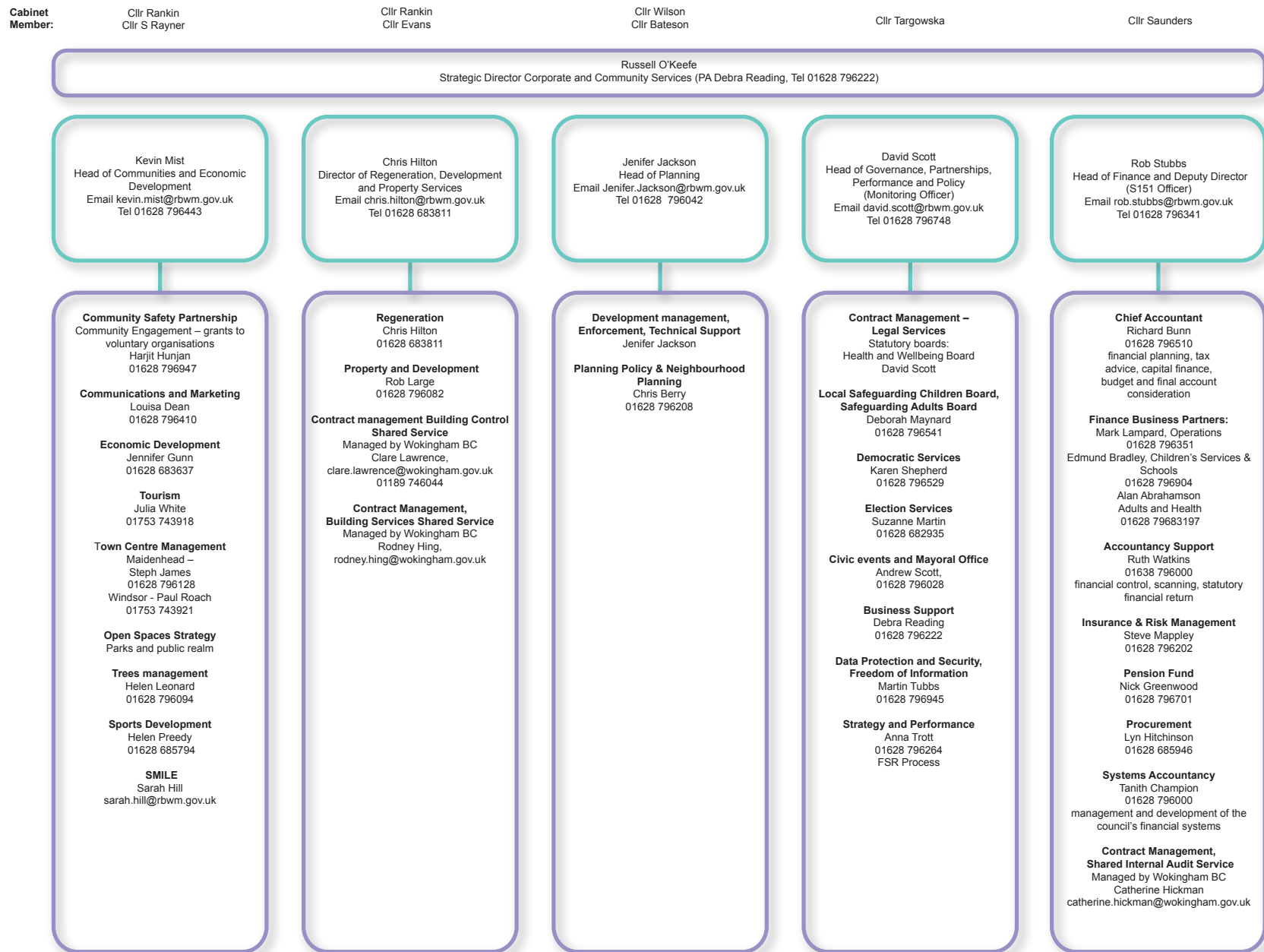
There are a number of uses and practical applications for this document. The principles should be used by all SLT members in their every day working life at the council. It will also be used as a basis for learning and development and senior recruitment activities.

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



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

Cabinet Member:

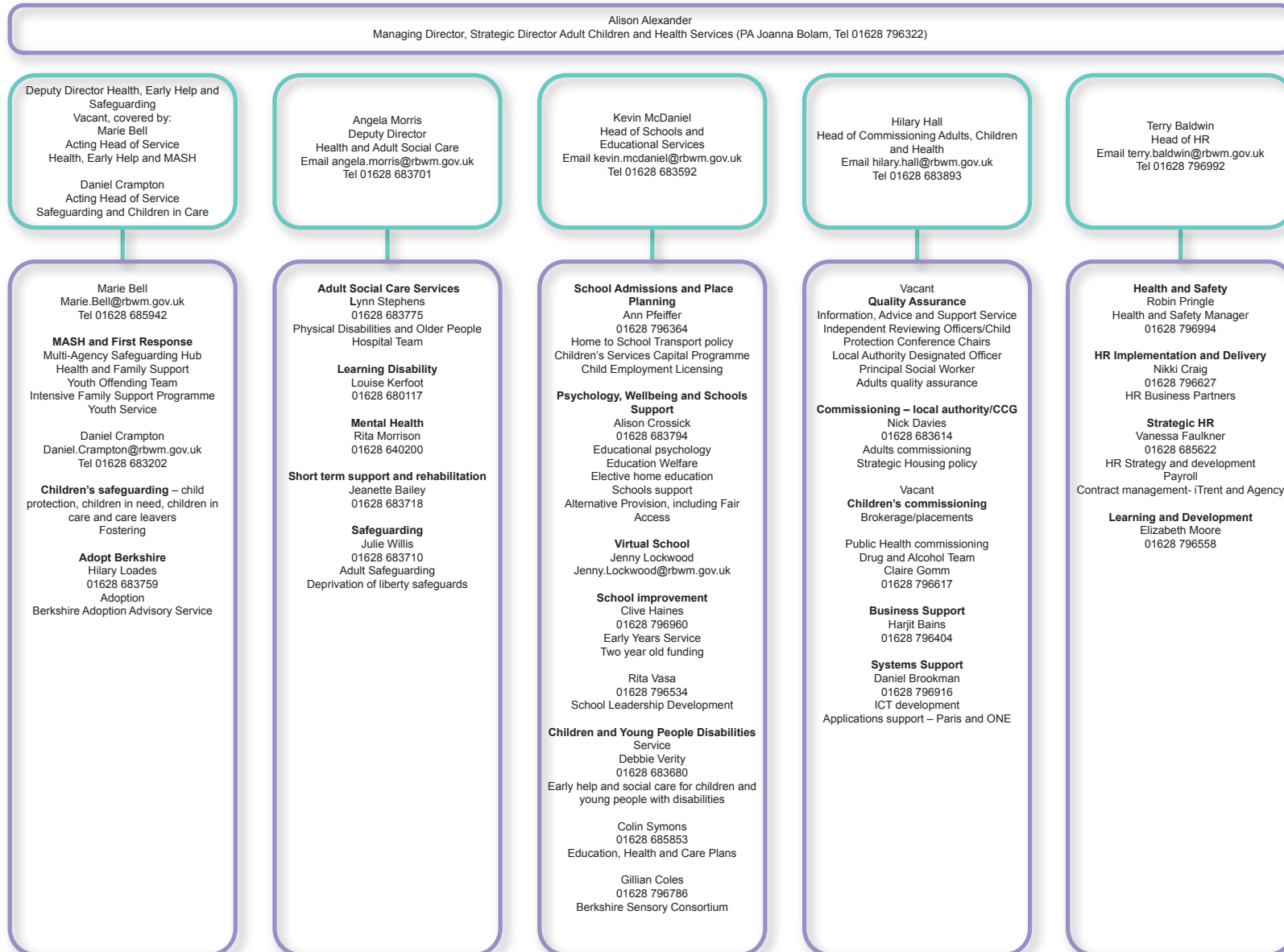
Cllr N Airey

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

