

## **Cabinet Lead Reports – Full Council 28 March 2018**

### **Councillor Lulu Bowerman: Cabinet Lead for Governance and Organisational Development.**

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#### **Legal Services**

Razana Begum and Annabel Foskett participated in the Annual Local Authority Challenge, and were part of the team that picked up the Partnership Award after stepping into the shoes of senior management for a day.

The team competed against teams from 16 other councils in tackling a challenging scenario as part of an annual local authority challenge. Held in Winchester, the event threw participants into all manner of hypothetical crises, having to work together to handle the media, elected members, residents who are less than happy with their council, and their neighbouring local authorities. It was a test of teamwork, leadership, diplomacy, political awareness and, sometimes, patience! Congratulations Razana and Annabel.

I am pleased to report that Jo Tarrant has returned to work following major back surgery in December.

Finally, thank you to the Legal Team for their Easter Egg Drive for the Mayor's Charities, I am sure that all of the eggs will be well received. It's not too late to donate – Easter Eggs can be brought in this week.

#### **Democratic Services**

##### **Councillor Development**

Following our successful bid for accreditation for the SEE Charter for Elected Member Development the focus has now turned to continuing the work undertaken to embed Councillor Development as a key priority for the organisation.

The Councillor Development Panel is working to implement a new Councillor Induction Programme for those who will be newly elected in May 2018. The programme will include essential information and briefings on key areas of the Council's services, including introductions to licensing, planning and safeguarding.

Many thanks to those Councillors who have volunteered to be mentors for the newly-elected members. These mentors will be invited to attend the induction sessions and work closely with the new members as they get used to life as a Councillor and be on hand to help with any queries that may arise.

Early in the next council year the Panel will conduct the annual Training Needs Analysis. This short survey aims to ascertain from all members those

areas in which they feel they are in need of further development and any requests for future training. Please look out for this survey and respond fully as the TNA will inform the Councillor Training Programme for the coming year.

In addition to the above, the Panel will also be looking to arrange a 'Be a Councillor' event aimed at encouraging residents of all backgrounds to consider becoming elected members. Regular monitoring of training sessions and consideration of the Councillor Training Programme will also continue. If there are any areas a councillor feels need to be covered within the training programme or if they have any suggestions for future development, please liaise with Democratic Services.

### Scrutiny

Democratic Services are compiling the Scrutiny Board Annual Report which summarises the work undertaken by the function during 2017/18. The report will provide details on the 22 projects that have been carried out this year, including the major review of the Budget 2018/19.

In the past month, recommendations relating to reviews into grass cutting and weed clearance in the Borough and the Community Trigger have been agreed by the Board. These recommendations, in addition to recommendations on the Council's Assets of Community Value Policy, were also agreed by Cabinet on 14 March.

Elsewhere the review of the Development Management Service is nearing completion. As requested by a motion at Full Council on 12 December 2017, the Marketing Scrutiny Panel's review into the Parking Supplementary Planning Document has begun with Panel members meeting key officers to discuss the scope of the project.

The Budget Scrutiny Panel are currently undertaking a review into the Councillor Community Grants scheme and the Operations Scrutiny Panel are undertaking a review into Litter in the Borough. Finally, the Communities Scrutiny Panel are scoping their next review into Parking Enforcement.

Councillors who wish to take part in any of these reviews are encouraged to speak to Democratic Services.

### **Customer Services**

Garden Waste Renewals renewals were sent out during February and over 8,000 customers have renewed so far. 3,000 customers renewed over the telephone with the calls being answered by the Coventry Customer Centre. Norse will now take this information and create the new round schedules for the next municipal year

### **Organisational Development (including Councillor training and development, HR, Learning and Development, Access and Equalities)**

There are a number of Strategic HR and OD projects which are continuing in order to support the strategic aims of the Council;

#### **Executive Coaching**

Arrangements for Executive Coaching are continuing, with six Heads of Service to be supported by expert external coaches from April. In conjunction with Executive Directors, Heads of Service and their coaches can identify the areas of professional and personal 'stretch' in order to agree a development plan which supports the strategic goals of the Council.

#### **Leadership Conference**

Following the Leadership Conference which took place on 10 January which focused on productivity and performance, a productivity tool was introduced to managers to support productivity and overall performance and this is now being used by seven service areas on a pilot basis. Case studies will be completed and will then be available for other services to review in the near future to support its potential use across the Council.

#### **Employee Engagement**

Employee engagement continues to be a priority area of work for the Strategic HR and OD team. Two former peer groups have been combined to focus on four key organisational matters which require a change in culture/behaviour to achieve high performance; Wellbeing, Governance, Productivity and Communications. Each workstream has a number of volunteers from the wider staff group who will work with the HR Business Partner to deliver specific outcomes, as well as to consider other areas of focus which emerge over time. Examples of workstream planned outcomes include;

- Wellbeing – establishing Mental Health First Aiders in the workplace;
- Productivity – promoting self service of Capita HR and Finance systems;
- Governance – roll out of GDPR training
- Communications – undertaking employee surveys

A number of Heads of Service will support the volunteer members of staff in their activities.

#### **Learning and Development**

##### **HR Skills**

Following a successful modular programme for Heads of Service and Team Leaders, a second phase of training will be rolled out to other line managers and supervisors. The programme's objective is to ensure that staff with line manager responsibilities are fully aware of and able to work with policies and procedures relating to the management of staff. Managers who are able to

operate successfully without reference or minimal reference to the Capita HR service will ensure additional costs to the Councils are limited. The second phase of training delivery will be designed and delivered by an HR Business Partner, reducing costs to the Council.

## **GDPR**

The General Data Protection Regulation will come into force on 25 May 2018. The Regulation widens responsibility for personal data. An HR Business Partner is preparing a training package which will raise awareness of individual responsibility as an employee, undertaking work practices to minimise risk of data breaches and the consequences of data breaches. This training will also be delivered to councillors in May.

## **Leadership Development**

The middle management group i.e. those who report directly into a Head of Service will be supported through change by a modular programme being delivered between March and June 2018. The programme will focus on leading through change, understanding people's reactions to change and the importance of communication style during times of change in order to genuinely engage direct reports.

## **Mandatory Learning and Development**

The Strategic HR and OD team will continue to work with Council staff members and external providers to ensure appropriate training is provided on an ongoing basis. This will cover corporate matters such as safeguarding, data protection, public disclosures and equality and inclusion. A quarterly induction for new members of staff will continue to be held.

## **Electoral Services**

Electoral Services are progressing with arrangements for the forthcoming elections on May 3 and have been working very hard to ensure that everything is up to date. The poll cards are about to be distributed throughout the Borough by our canvassers and nomination packs will be available to candidates from Friday 23 March. There will be a Candidates and Agents briefing on 16 April at 4pm and an invitation is included in the packs for those who wish to attend.

## **Revenue and Benefits.**

The Council Tax letters have now been posted with an invitation to customers to log on to their Council Tax through a customer Portal. This enables the customer to see information about their account including balance due and direct debit details. The Portal was 'soft' launched in January and Capita will be working closely with the Communications Team over the coming months to advertise the facility.