

Cabinet Lead Reports – Full Council 19 July 2017

Councillor Michael Wilson: Cabinet Lead for Governance and Organisational Development

Legal Services

The Legal Team has undertaken a recruitment process and updates to the team are as follows:

Lead Solicitor Property & Planning – still vacant.

Assistant Solicitor Property & Planning – Razana Begum has been appointed and starts on the 1st August 2017.

Legal Assistant Governance & Litigation – Annabel Foskett started on the 19th June 2017

Assistant Solicitors x 3 Company & Commercial – 2 posts remain vacant
Clare O'Meara starts on 4th September 2017 on a part time basis, three days a week.

Democratic Services

A Councillor Development programme has been introduced at Havant. The purpose of the programme is to ensure Councillors have the required skills and support to operate effectively within their elected role

An overarching Councillor Development Strategy has been implemented by the Council, leading to the introduction of a structured Councillor Development programme. The Strategy aims to ensure that all Councillors are able to perform in their role and contribute to the delivery the Corporate Strategy, whilst recognising that Councillors are not Officers of the Council, as demands are placed on Councillors both from within the Councils and externally in other roles or employment.

We have established a cross-party Councillor Development Panel with the specific purpose of promoting and monitoring training and development of all Councillors and working towards achieving accreditation status for the Charter for Elected Member Development. The Charter is a national standard and supported by South East Employers within the Hampshire region. The Charter provides a robust, structured framework designed to help the authority enhance and hone member development.

A significant amount of evidence has been gathered to date by both Councils regarding training and development activity for Councillors. Submission of evidence for both Councils is scheduled for November/December 2017.

Examples of evidence include;

- Training needs analysis outputs
- Delegate feedback sheets from training
- Minutes from Councillor Development Panels
- New Councillor Induction information

The Council has undertaken a tailored development programme to respond to the innovative approach of a rotating Chairman of the Development Management Committee. This has encompassed specific DMC Chairmanship Training and a Chairing Skills session delivered by external facilitators, as well as an overview on Planning provided by officers and a mock DMC meeting. Regular sessions will be provided going forward to ensure all members of the committee are prepared for their role as Chairman.

The Panel meets regularly to monitor the Corporate Training Programme and review feedback from previous sessions to inform future tranches of member training. This is to ensure all member training is tailored to the Councillor's needs and remains value for money. In addition to this, the Panel is also reviewing the Councillor Development Strategy to make sure it remains fit for purpose

Elections

Electoral Services Staff have been very busy over the last few months preparing for and running the Hampshire County Council elections on 5 May and an Emsworth by-election on the same day, together with the unexpected UK Parliamentary General election on 8 June. Both were managed very efficiently by my small team and we came through it despite the long hours spent dealing with the complexity and problems incurred with a sudden General Election. We are now about to begin the annual canvass on 5 August

HR, Learning and Development

A programme to equip Managers with the skills to operate effectively in a self service environment has been developed. This programme aims to upskill managers so they are able to deal confidently with HR and Finance related issues with limited involvement from Capita services. This programme includes a number of training modules focused on HR, Finance and Business Skills. A launch event is being held on 17th July 2017 to raise awareness of the programme and the opportunities for development. Further information on the programme can be found on Skoop, branded as 'Fit for Future'.

The culture change programme which originally commenced in 2015 has been reinvigorated in light of the forthcoming changes to service delivery due to the outsourcing of services. The culture change champions will work closely with the HR team to ensure that the culture can be developed in a way which will support the successful delivery of remaining in-house and outsourced services. Key interventions will be developed over the coming months to

remove any blockers to organisational culture which may exist and enhance any current enablers. Further information on the culture change programme can be found on Skoop, branded as 'Fit for Future'.

Work continues to ensure that staff terms and conditions are appropriate to attract, retain and motivate the best talent. A review of pay structures is now underway to ensure that the way we pay staff for the work they deliver is competitive within the bounds of affordability. This review will continue throughout the summer and into Q3 of the financial year. It is anticipated that any proposed changes to pay structures will be ready for implementation Q1 2018/19.

There has been a key focus on performance management in the Council by the HR team. This has included a review of all performance management tools available. Staff now have access to the updated performance management tools e.g. coaching interventions, self development work books, talent management etc. Staff are encouraged to have discussions with their managers on how they can develop in their current role and what their future aspirations are. These types of development discussions will support with future Council succession planning processes.

Health and Safety remains a priority with a key focus on embedding H&S into the culture of the organisation. Work has commenced to achieve this by incorporating a reference to H&S in staff performance plans, along with dedicated 1-1's with Heads of Service to raise the profile of H&S with the teams. A stress survey has recently been distributed to staff. It is intended that the results from this will be reviewed by the H&S/HR teams with any actions arising being taken forward during Q2 17/18.

Councillor development continues with a focus on ensuring that Councillors are fully aware of what is available to them. An updated Councillor Development Brochure has been developed which is available in electronic or hard copy format. This brochure highlights the results of the training needs analysis, the programme of training available to Councillors and the progress being made to achieve Councillor Charter Status. To support with further Councillor development, there is an opportunity for Councillors to volunteer to participate in a 360 degree process. This will enable Councillors to gain feedback on their approach from peers and highlight areas for future development. A great opportunity to gain insight into your own leadership style.