

## **Cabinet Lead Reports – Full Council 20 September 2017**

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

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#### **Legal Services**

Marie Rosenthal joined the Legal Team last month as Interim Head of Legal due to Abe Ezekiel recovering from a serious operation.

Legal Services are now organised into three specialist teams as follows:

- Governance and Litigation Team led by Nick Leach (Monitoring Officer)
- Company and Commercial Team led by Sara Bryan (Deputy Monitoring Officer)
- Property and Planning Team led by Gina Homewood

Razana Begum has recently joined as Planning and Property Solicitor and will be specialising in all aspects of planning advice and assisting in property sales, leases and other land related transactions and matters and has recently begun attending meetings of the DMC.

Annabel Foskett has also joined as Legal Assistant in the Governance and Litigation

#### **Democratic Services.**

The work of the Councillor Development Panel continues, with the Panel regularly reviewing the corporate training programme and feedback from previous sessions. The Panel has implemented sessions based on responses from Councillors detailing their development needs, and courses on social media, the socio-demographics of the Borough and the Local Plan have taken place. Feedback from sessions greatly informs the layout, format and content of future sessions, so members are encouraged to complete feedback forms made available at each training course.

The Panel monitors the Corporate Training Programme and reviews feedback from previous sessions to ensure all members training is appropriate and suits individual councillor's needs as much as possible.

In addition to this, the Panel is also reviewing the Councillor Development Strategy to make sure it reflects all aspects of future training

The Panel is continuing to work towards achieving accreditation for the SEE Charter for Elected Member Development. The Panel has agreed an assessment day with South East Employers of 11 December, where a group of assessors will visit the Council offices to evaluate the Council's councillor development work. There will be further information circulated to all members ahead of this assessment day.

Training continues to be developed for all members of the DMC and further consultations are in progress with the members themselves and also with members of the Councillor Development Panel in order to respond to the innovative approach of having a rotating Chairman of the Development Management Committee.

Up-coming training sessions will look at the following areas:

- Dementia Awareness – Monday 18 September, 10am OR Thursday 5 October, 5pm
- Local Plan Briefing 4 – Tuesday 3 October, 5pm
- Regeneration Seminar – Tuesday 10 October, 5pm
- Quarterly Planning Healthcheck – Thursday 12 October, 5pm

*Please note these sessions are subject to change.*

### **Scrutiny**

Following the formation of the Scrutiny Panels for the 2017/18 municipal year, the Council's scrutiny work is underway. Recommendations from reviews on the Economic Development Service have been agreed by Cabinet, while reviews on Beach Huts and the Assets of Community Value Policy are nearing completion.

The Budget 2018/19 review has started, with a focus on those services that set fees and charges, with the Budget Scrutiny Panel also considering the draft Property Investment Strategy. Elsewhere, the Marketing Scrutiny Panel has conducted a consultation exercise over the draft Taxi Licensing Policy, with the results due to be considered at the Panel's next meeting.

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

### **Organisational Development**

The following activities are currently being undertaken as part of the Council's Organisational Development plan, and annual business plan objectives;

#### **Fit for Future**

This project is designed to ensure all retained line managers and members of staff, post transfer of services to third party providers, are able to operate successfully within a self service and outsourced HR model. Key areas of the project include;

- A dedicated Communications Plan to run from June 2017 until October 27, which will then be reviewed to reflect the Council's needs following transfer. A number of events have been held for retained line managers to raise awareness of their role in the new HR delivery

model, by describing the impact of changes on their role. Events will be held for staff members in September with the same objective relative to their responsibilities.

- Executive Heads, Heads of Service, and line managers identified as being primarily impacted by the change of HR service delivery, will be undertaking a comprehensive HR Skills training programme from September through until January 2018. This programme is designed for the Council to provide knowledge, skills and awareness of HR policies and procedures.
- Training for all staff and line managers regarding the Capita HR self service systems (MyView and AskHR) will be undertaken by Capita representatives during October 2017, in preparation for the Target Operating Model in November 2017.

### **Skills Development:**

A procurement process is underway to source a suitable provider of Executive Coaching for Heads of Service. The objective of this project is to ensure Heads of Service (selected for Executive Coaching) are able to deliver high performance in their roles during a time of significant organisational change, and contribute to the financial performance of the Council.

Following discussions with Cllr Cheshire, training for Members is being sourced in relation to the role and responsibilities of members when accepting Trustee positions, and awareness generally of the implications when entering into trading mechanisms. In addition, the Corporate Programme Office is looking into providing a training intervention for non Cabinet members to raise awareness of project planning, timelines and governance following decisions taken by Members.

### **Health and Safety/Emergency Planning;**

A staff survey was undertaken in June/July 2017 based on the HSE Management Indicators for Stress. The results of this 'stress survey' have been reviewed and a number of recommendations will be made to the Executive Team, the Joint Health and Safety Committee, and UNISON. It is intended that an organisational strategy will be developed to ensure the Council is proactive in managing potential areas of workplace stress.

### **Culture Change;**

The Culture Change Programme is focusing on supporting the Council through the transition to a self service HR model. Culture Change Champions have been active in supporting line manager and staff events. The Programme will work on organisational Communications and Staff Engagement in the coming months.

### **Audit and Governance,**

An excellent training session took place last month with the Audit and Governance committee and Southern Internal Audit Partnerships to understand the role of the Audit Committee and the Internal Auditors. The Internal Auditors deliver a statutory function and must be sufficiently independent of the activities to enable them to provide impartial, unbiased and effective professional judgements and advice. There are national standards with over 300 rules and criteria to follow and an audit plan for each year which is then audited by external auditors. The Audit committee's role is to ask questions and discuss reports with the Internal Auditors ensuring effective control and risk management.

### **Revenue and Benefits.**

Brian Wood has been working on The Local Discretionary Business Rate Relief Scheme with Cllr Pike as part of his Economy portfolio