

## **Cabinet Lead Reports – Full Council 13 December 2017**

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

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#### **Legal Services**

I am pleased to report that following a phased return, Abe Ezekiel, Head of Legal, is back in the office full time. I would like to thank Marie Rosenthal who acted as Interim Head of Legal in Abe's absence, for all her hard work.

The legal team are working hard to ensure full compliance with the GDPR, (General Data Protection Regulation) which is being implemented in May 2018. This work includes a review of all of the Council's existing contracts so a large undertaking.

In relation to requirements over the Christmas period, Sara Bryan will be in the office between Christmas and New Year so please direct any queries in the first instance to her.

The Team has had its busiest month yet, with over 50 cases being open in November alone. The team have received over 200 new instructions this year and with the plans and challenges ahead, I have no doubt they will continue to get busier.

#### **Democratic Services**

##### **Councillor Development**

The Councillor Development Panel are working towards the SEE Charter Assessment Day on Monday 11 December.

Over the last 18 months, the Panel have been collating evidence of the Council's commitment to training and developing members, ranging from the Councillor Training Programme – informed by the results of the Training Needs Analysis – to updating the Councillor Development Strategy for 2017-2019.

This portfolio of evidence was submitted to South East Employers on Thursday 9 November, and focus has now turned to the assessment visit of the external peer group on 11 December. The day includes interviews with key officers, a session with CD Panel members and a workshop with a selection of non-Cabinet members. Many thanks to all those who have volunteered to take part and to Nick Rodgers in Democratic Services for all his hard work with this project.

Looking forward, the following sessions are coming up in the training programme:

- Monday 22 January, 5pm – Budget Presentation
- Tuesday 23 January 5pm - Presentation and Q&A Session on Prioritised Community Infrastructure Bids 2018

Feedback from sessions is highly useful in informing the layout, format and content of future sessions, so members are encouraged to complete feedback forms made available at each training course.

### **Customer Services**

Telephone calls that are currently answered by our Capita Customer Services team at the Plaza are due to divert to the Coventry call Centre on 6<sup>th</sup> December. A new Customer Relationships Management (CRM) system will be used from that date, and therefore our existing 'Remedy' system can be decommissioned by the end of December.

### **Scrutiny**

The Council's scrutiny work is progressing well for the current municipal year. Reviews into the Assets of Community Value Policy have been completed by their respective Panels and are due to be considered at the Scrutiny Board meeting on 7 February 2018.

The Budget 2018/2019 review has started, with 'early thoughts discussions' undertaken with selected Heads of Service with a focus on those areas that set fees and charges. The Panel is scheduled to meet the Acting Leader of the Council, the Chief Executive and Chief Finance Officer in December to discuss the Council's plans for 2018/19. The Budget Panel's review of the Property Investment Strategy is also still on-going.

The Communities and Housing Scrutiny Panel has recently met with Officers from Hampshire Police, Guinness Trust and EHDC to scrutinise the partnership arrangements for the community trigger relating to anti social behaviour.

Elsewhere, reviews are underway into the Development Management Service, three sports strategies and grass cutting operations undertaken by Norse.

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

### **Strategic Human Resources and Organisational Development**

There are a number of Strategic HR and OD (Organisational Development) projects in progress, to support the strategic aims of the Council:

## **Executive Coaching**

Arrangements have been made to provide individual coaching for Heads of Service through a professional organisation which has extensive experience of working with leadership teams in the public sector. Since the implementation of the senior review in March 2016, Heads of Service have in many cases taken on broader roles and increased responsibility/decision making. The purpose of this coaching facility is to ensure Heads of Service are able to operate efficiently and effectively in their challenging roles, and work successfully with the changing landscape of public service delivery.

## **Leadership Conference**

A conference has been held annually in recent years. The conference is an opportunity for line managers (referred to as 'leaders' in this context) to take time away from the working day and discuss and reflect on wider issues. This year's conference will focus on high performing organisations, and specifically, look at aligning three critical areas to organisational success; service delivery goals, work conditions, and skills and behaviours. The Council will be engaging with the Local Government Association to deliver this year's conference, which will result in a diagnostic report for the Council in respect of the current level of performance in the listed areas. This will enable the Council to focus on how they can maximise organisational success as they move into 2018/19.

## **HR Skills Training**

A modular programme of training is currently being delivered to Heads of Service and Team Leaders who report directly into a Head of Service. This modular programme provides skills, knowledge and understanding of people management matters. The programme was introduced to underpin the Capita HR Service delivery model which has a greater focus on manager self sufficiency and less reliance on HR Advisory time, except in cases where there is a risk to the Council. A second phase of training is currently being designed for the remaining line managers and supervisors in the Council. A number of line managers who will be attending the training as part of this second phase of delivery have been working with an HR Business Partner to identify key areas of training delivery. In delivering a second phase of HR Skills training, the Council will benefit from managers with the skills and confidence to deal effectively with the less complex staffing issues with minimal referral to HR.

## **Employee Engagement**

The level of engagement employees have with their employer has a significant influence on the success of the organisation and so the council has focussed on two key themes to date and will continue to do so in future; staff engagement with the senior leadership team/Council per se, and engagement between services and colleagues.

There are two established peer groups which support the strategic aims of the Council. These peer groups are known as the “Culture Change Champions” and the staff focus group representatives. Both peer groups are valuable to the organisation and ensure that there is a regular level of communication between the organisation (Strategic HR) and the staff, identifying where there may be issues or concerns which need to be addressed.

In recent months, the Culture Change Champions have considered practical solutions to improving efficient working and to promote positive examples of success. For example, teams who are embracing change and risk or individuals who have created a successful career in the Council. The Staff Focus Group have recently reviewed how they can better support and improve internal communications channels particularly between the senior leadership team and the organisation.

### **Employee Wellbeing**

Acknowledging the importance of employee wellbeing and the personal challenges of delivering public services, all staff members were given the opportunity to feed back their experience of the work environment and any workplace stress experienced in a survey. The HSE Management Indicators survey was used which gives data into the following potential personal stress indicators; Demands, Control, Change, Peer Support, Manager Support, Relationships and Role. Overall, the survey results indicate that the majority of respondents experience a positive work environment. A small number of responses against each indicator highlight that there are areas of focus, to create a working environment which is personally fulfilling.

In conjunction with the Health and Safety team members, an action plan has been drawn up which will look into areas of concern. A range of stakeholders will be included in the execution of the plan, such as Health and Safety Champions, Culture Change Champions and UNISON. Heads of Service will be supported by the Health and Safety team in raising awareness of wellbeing in their service areas.

### **Electoral Services**

The annual Canvass period has now ended and the new Register of Electors was published on 1 December. Jayne Day and the Electoral Services team will continue to chase non responding new electors – those they are aware of but who have not returned their individual registration forms. These tend to be mostly 16 and 17 year olds.

Accounts for both the County and UK Parliamentary elections have been submitted and attention is now being focussed on next year’s HBC elections in May. In the meantime the team will carry out the annual review of postal votes and during an exercise starting in January, those people with postal votes that are 5 years old will be required to provide new signatures.