

## Finance, Performance and Resources Select Committee 27 June 2018

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<b>9 INQUIRY SCOPE PROPOSAL</b> Members will consider and agree the draft scope for an inquiry on Planning for Effective Leadership.	3 - 6
<b>Papers:</b> Proposal attached.	



### Proposed Committee Inquiry Scope

<b>Title</b>	Planning for Effective Leadership
<b>Signed-off by</b>	David Watson, Chairman of Finance, Performance and Resources Select Committee
	Charlie Clare, Inquiry Chairman
	Claire Hawkes, Head of Democratic Services
<b>Author</b>	Fazeelat Bashir, Committee & Governance Adviser
<b>Date</b>	18/06/2018
<b>Inquiry Group Membership</b>	To be agreed by Committee on 27 June 2018.
<b>Democratic Services Resource</b>	<p>Democratic Services will provide the following officer support:</p> <ul style="list-style-type: none"> <li>• Fazeelat Bashir, Committee &amp; Governance Adviser – Policy Lead &amp; project management</li> <li>• Kelly Sutherland, Committee &amp; Governance Manager – Adviser on methodology for review and project oversight</li> <li>• Claire Hawkes, Head of Democratic Services – Policy advice and report quality assurance</li> <li>• Committee Assistant – Administrative support to include minutes of all evidence meetings; organisation of meeting dates &amp; attendees.</li> </ul>
<b>Lead Cabinet Member</b>	John Chilver, Cabinet Member for Resources
<b>Lead Service Officers</b>	<p>Sarah Murphy–Brookman, Director of Human Resources and Organisational Development</p> <p>Jenny O’Neill, Head of Organisational and Learning Development</p>
<b>What is the problem that is trying to be solved?</b>	<p>Managers play a critical role in influencing employee attitudes and behaviours and are vital in high performing organisations. A plethora of research indicates that effective leadership was the strongest factor associated with organisational commitment.</p> <p>Recruitment and retention solutions are at the forefront of any business and one that the local government sector as a whole has challenges with. It is essential to have an awareness of best practice, learning from market leaders to inform organisational plans.</p> <p>The Council has a range of leadership development programmes in place as well as employee engagement tools. This inquiry would explore the Council’s current approach and reflect on best practice, making informed recommendations to support the recruitment and retention issues across the local government sector.</p> <p><b>The key lines of inquiry are:</b></p> <ul style="list-style-type: none"> <li>• Explore the Council’s current approach to recruitment, development, succession planning and retention.</li> <li>• To identify market leaders, exploring best practice within both public and the private sector.</li> <li>• To identify good practice the Council could learn from.</li> </ul>
<b>Is the topic of relevance to the work of BCC?</b>	Yes
<b>Is the issue of</b>	Yes. Effective recruitment, development and retention is likely to lead

<b>significance to Buckinghamshire as a whole?</b>	to increased stability, productivity and efficiency in Council functions and services for residents.
<b>Is this topic within the remit of the Select Committee?</b>	Yes. The FPR Select Committee remit is to scrutinise issues within the Resources Business Unit. This includes HR and the strategic commissioning of Council resources.
<b>What work is underway already on this issue?</b>	The development of an Organisational Development Strategy is underway and this will be considered as part of the evidence gathering.
<b>Are there any key changes that might impact on this issue?</b>	A decision regarding Modernising Local Government is due in July 2018. This may impact this issue in the longer term.
<b>What are the key timing considerations?</b>	None
<b>Who are the key stakeholders &amp; decision-makers?</b>	<ul style="list-style-type: none"> <li>• Cabinet Member for Resources</li> <li>• Human Resources &amp; Organisation Development team</li> <li>• Insight and Business Improvement - Workforce Business Intelligence and Insight Team</li> <li>• Other local authorities and external witnesses</li> </ul>
<b>What media/communications support do you want?</b>	<ul style="list-style-type: none"> <li>• Press release to promote the report once published</li> </ul>
<b>What are the key considerations for membership of the inquiry group?</b>	<ul style="list-style-type: none"> <li>• Approx. 6 Members total</li> <li>• Inquiry Groups should be cross-party</li> <li>• Membership agreed and at the discretion of the Select Committee Chairman.</li> </ul>

## Evidence-gathering Methodology

<b>What types of methods of evidence-gathering will you use?</b>
<ul style="list-style-type: none"> <li>• <b>Current Survey Results (Viewpoint, Exit interviews etc.)</b></li> <li>• <b>Evidence gathering sessions</b></li> <li>• <b>Interviews</b></li> <li>• <b>Site visits</b></li> </ul>
<b>How will you involve service-users and the public in this inquiry?</b>
The public will not be involved in this inquiry as the topic is primarily inward-facing. Service users are those being directly managed – it may be helpful to hold evidence-gathering methods with them to understand the empirical impact of managerial performance on their organisational commitment.

## Outline Inquiry Project Plan: *Note: Detailed timeline to be developed after Committee approval.*

Stage	Key Activity	Dates
Scoping	Inquiry Scope Agreed by Select Committee	June 2018
Evidence-gathering	Evidence-gathering phase -	July-September
Reporting	Final Inquiry Group report with recommendations completed (signed-off by SC Chairman)	October
	Report published for Select Committee	5 <sup>th</sup> November

		2018
	Select Committee agrees report to go forward to decision-makers	13 <sup>th</sup> November
	Cabinet/Partner considers recommendations	10 <sup>th</sup> December 2018

