

**MINUTES OF A MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON WEDNESDAY, 20 JANUARY 2016
COMMENCING AT 6.30 PM**

<u>IN ATTENDANCE:</u>		
Chair - Councillor M H Charlesworth		
COUNCILLORS (7):		
Mrs L M Broadley	B Fahey	
M L Darr	J Kaufman	Mrs S B Morris
B Dave	K J Loydall	
OFFICERS IN ATTENDANCE (2):		
M W L Hall	M Hone	

Min Ref.	Narrative	Officer Resp.
6.	<u>APOLOGIES FOR ABSENCE</u> An apology for absence was received Councillor Dr T K Khong and the Director of Services, Mrs A E Court.	
7.	<u>APPOINTMENT OF SUBSTITUTES</u> Councillor B Fahey substituted for Councillor Dr T K Khong.	
8.	<u>DECLARATIONS OF INTEREST</u> None.	
9.	<u>PETITIONS AND DEPUTATIONS</u> None.	
10.	<u>MEDIUM TERM STRATEGIC TRANSFORMATION - PRESENTATION BY SENIOR MANAGEMENT TEAM (SMT)</u> The Chief Executive explained that the purpose of the meeting was to enable members to start to consider what their vision for the future of the Council could be and how they would want the Council to move forward in order to best achieve this and at the same time meet the future challenges that will it face. It was suggested that members may also wish to start to consider what processes they would like to see put in place which would assist the Council develop in the most positive way in order to meet their aspirations. The Interim Chief Finance Officer explained that he had been through a similar process in some of the other Councils he had worked at and talked members through some of the measures they had taken in order to give members ideas of how it could be done. The Interim Chief Finance Officer and The Chief Executive emphasised that	

it would be for councillors to agree how they wish this to work at O&WBC and that there was no blue print or pre set methodology for doing this.

The Interim Chief Finance Officer emphasised that the main challenge would be the diminishing financial support for the Council from central government and the uncertainty as to how council services will be funded in the future from a national perspective.

The Interim Chief Finance Officer explained that the main focus of addressing these funding issues would be to look at Council staffing, ICT, Assets and Procurement

The Chief Executive also highlighted that at the same time members should also give consideration to reviewing the Council's governance arrangements and their own roles and how they feel that that should be developed.

After The Interim Chief Finance Officer had finished his presentation members made the following points:

The terms of reference for the group need to reflect and incorporate this work

The Job Evaluation process will be critical to ensuring that the staffing structure is robust and comprehensive.

Members wanted to base any future decisions they make on evidence and agreed that the following information should be provided to assist them do this:-

- The detailed budget book;
- Staffing structures;
- List of discretionary and statutory services; and
- List of council assets.

Members also wanted to be in a position and have the information to be able to make any individual service decisions in the overall Council context. Analysis is required of Council activities between statutory and non-statutory services and the true cost of each service.

Members are keen for the council to invest in up skilling existing staff and making sure that both new and existing staff have the right attitude and positive outlook rather than just appoint on the basis of technical ability.

Members were pleased that the Council had made the decision to introduce the option whereby posts could to be advertised internally rather than automatically having to be externally advertised.

Members were very positive and complimentary about the achievements of the Council and the continued quality of front line service provision. Examples discussed were the new swimming pools, the new Customer Services Centre, continued free car parking and weekly collections etc.

Members felt that the transformation to the new customer services centre method of working was making the way in which member and resident enquiries and actions were being dealt much more consistent and professional which was welcomed.

Members felt that officers should use the Customer Services transformation

	<p>project methodology as a model to roll-out culture change and new ways of working, etc. since this led to a very successful outcome.</p> <p>Members did feel that some work still needed to be done in order to improve the members' enquiry system and to provide reassurance that decisions made by members at committee were being implemented.</p> <p>Actions</p> <p>(i) Terms of reference for the Committee need to be agreed that incorporate this work.</p> <p>(ii) Member should be provided with the following information:-</p> <ul style="list-style-type: none"> • The detailed budget book • Staffing structures • List of discretionary and statutory services • List of council assets <p>(iii) Members asked that The Interim Chief Finance Officer builds on his presentation and provides them with a draft proposal of how the transformation could work at O&W for them to consider and adapt. This should include such elements as:-</p> <ul style="list-style-type: none"> • The identification of what external professional support, if any, for the change management project is required; • Members recognise that additional training would be required in particular on evidenced-based decision making; • Ideas on how a joint staffing committee (JCC) could be set up and work in order to ensure any officer concerns can be discussed openly and resolved without the need to resort to formal processes and how to create a mechanism where ideas for improvement can be discussed; • A review the Council's constitution, scheme of delegation, financial regulations, staff policies, etc. to reflect any new ways of working; and • Improvements are required to the members' enquiry system and reassurance provided that decisions made by members at committee were being implemented. <p>(iv) Members also asked officers to look at alternative income streams to help bridge the funding gap over the next few years.</p> <p>(v) Since the organisational cultural change is intended to drive down net costs, members want to gain a more in depth understanding of the Council's Medium Term Financial Strategy and the annual budget.</p> <p>(vi) Given the significant changes taking place in the organisation, Committee asked officers to make sure that staff would receive the organisational oversight they need to help them do their jobs.</p> <p>(vii) Members felt asset management was key to the success of new ways of working. Members were inclined to invest to earn a return or reduce costs, etc. rather than dispose to generate capital receipts.</p>	
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THE MEETING CLOSED AT 8.30 PM



CHAIR

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