

**MINUTES OF A MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON THURSDAY, 21 JULY 2016
COMMENCING AT 6.30 PM**

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

Min Ref.	Narrative	Officer Resp.
1.	<u>APOLOGIES FOR ABSENCE</u> None.	
2.	<u>APPOINTMENT OF SUBSTITUTES</u> None.	
3.	<u>DECLARATIONS OF INTEREST</u> None.	
4.	<u>MINUTES OF THE PREVIOUS MEETING HELD ON 06 APRIL 2016</u> The Interim Chief Finance Officer advised that a list of the Council's assets as previously-requested would be circulated to Members outside the meeting in due course. RESOLVED THAT: The minutes of the previous meeting of the Committee held on 06 April 2016 be taken as read, confirmed and signed.	MHo
5.	<u>PETITIONS AND DEPUTATIONS</u> None.	
6.	<u>CHANGE MANAGEMENT PROJECTS - UPDATE ON PROGRESS</u> The Committee gave consideration to the report and appendices (at pages 3 - 29) as delivered and summarised in turn by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document. 'A Plan for Change: Oadby & Wigston Borough Council' The Interim Chief Finance Officer summarised paragraph 3 of the report (at	

	<p>page 4).</p> <p>The Chair commended the Change Plan (“the Plan”) and welcomed the prospect of appropriately-timed Corporate Peer Challenge (“the Peer Challenge”) although raised a concern regarding the feasibility of completing the Plan within the six-months. He enquired as to timeframes for completion of the Plan and Peer Challenge and was hopeful that Members and Officers would be in full attendance at all recommended training sessions.</p> <p>The Interim Chief Finance Officer advised that the Local Government Association (LGA) anticipated to deliver the training (as set out in Appendix 1) from September 2016 with the Peer Challenge commencing at the beginning of the New Year (2017).</p> <p>Councillor B Dave commended the Plan. He enquired as to the additionally inclusion of Induction Training for new Members and sought assurances upon the same.</p> <p>The Interim Chief Finance Officer noted the Members request for inclusion.</p> <p>Councillor K J Loydall noted that the Plan was potentially too ambitious and entertained a measure of foreseeable slippage which he requested to be carefully managed, accordingly. The Member asked for further clarification as to the LGA’s recommendations in respect of a scrutiny capacity within the current committee governance structure and the resources required to realise the recommendations.</p> <p>The Interim Chief Finance Officer advised that the LGA had recommended the establishing of a Scrutiny Committee (for inclusion under the Terms of Reference of this Committee) and an Audit Committee (for inclusion under the Terms of Reference of the Policy, Finance and Development Committee). He noted that the recommendations were resource-intensive and would require Members’ approval.</p> <p>In respect of Member-Officer relations, Councillor Mrs L M Broadley raised a concern regarding the present inefficiency of the Members’ Enquiry System (MES) and the commensurate right of Members to be granted an overview of the Council’s service-areas and access to information.</p> <p>Councillor K J Loydall noted the central importance of Committee Chairs’ role in previously expediting Members’ enquires which represented a better utilisation of resources.</p> <p>The Chair requested that the efficacy of the MES be reviewed, including the assignment of a single Officer point-of-contact and the appropriate allocation of resources to expedite the system.</p> <p>Councillor Mrs S B Morris shared the aforementioned concerns of Members regarding the MES and suggested that the same be incorporated by Customer Services. She raised a concern in respect of the increasingly remoteness of Member-Officer relations. The Member further noted the currency of previously-held cross-party scrutiny pre-meetings that systematically reviewed Council policy areas (viz. budget).</p> <p>The Interim Chief Finance Officer noted the need to return Member-Officer relations to an appropriate middle-ground. He advised Members that the options of re-introducing cross-party scrutiny pre-meetings was to be</p>	<p>Mho</p> <p>MHo</p>
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	<p>reviewed.</p> <p>Councillor B Dave requested that more opportunities and access to information ought to be provided to Conservative Members, convening in separate meetings, so to strengthen the role of an effective Opposition. He further agreed that a Peer Challenge should be appropriately timed once the recommended training had been delivered by the LGA.</p> <p>Councillor J Kaufmann commended the idea of cross-party scrutiny pre-meetings that were appropriately resourced and emphasised the importance of lateral-thinking in policy areas from which the views of all Members ought to be inclusively-incorporated. The Member further raised a suggestion of a Members' Bulletin.</p> <p>The Interim Chief Finance Officer briefed Members on the recent estate valuations undertaken at The Depot, Oadby as part of the Council's programme to improve service delivery and the rationalisation of assets to inform the upcoming Budget.</p> <p>Councillor Mrs L M Broadley expressed her concern regarding the recent valuations on the basis that Members had not been fully informed nor consulted on the decision.</p> <p>Update on Recruitment Project</p> <p>The Interim Chief Finance Officer summarised paragraph 4 of the report (at page 4).</p> <p>The Chair commended the progress made to date. He enquired as to whether the approximate savings of £200,000 via the recruitment project was sole attributable to the permanent recruitment of former agency staff.</p> <p>The Interim Chief Finance Officer answered affirmatively.</p> <p>Councillor Mrs L M Broadley requested that a list of department names with the ratios of current permanent and agency staffing levels be circulated to Members.</p> <p>Update on Internal Change Management Plan</p> <p>The Interim Chief Finance Officer summarised paragraph 5 of the report (at page 5).</p> <p>The Chair enquired as to whether the short-term action plan was on target.</p> <p>The Interim Chief Finance Officer answered affirmatively.</p> <p>Outcomes from the 'Visions & Values' Workshops</p> <p>The Interim Chief Finance Officer summarised paragraph 6 of the report (at pages 5 -6).</p> <p>The Chair commended the value of the work undertaken in the Workshops and emphasised the need for such work to continue into the future.</p> <p>The Interim Chief Finance Officer advised that the recent establishing of a cross-departmental Staff Group would continue to gauge all employees'</p>	<p>MHo</p> <p>MHo</p>
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opinions.

Councillor Mrs L M Broadley noted the importance of the reciprocity of such exercises to building relationships and the need for information gathered to be audited so to create an informed basis upon which decision could be made.

Councillor K J Loydall requested that feedback from the Staff Group be periodically reported back to this Committee for due consideration.

The Interim Chief Finance Officer noted the comprehensive mapping exercise undertaken and commended the work of the Officers involved. He advised Members that Officers' expectations, and what was realistically achievable through the suggestions sought, was to be managed accordingly.

Balanced Scorecard Approach

The Interim Chief Finance Officer summarised paragraph 7 of the report (at pages 6 -7).

The Interim Chief Finance Officer added that the Balanced Scorecard Approach ("the Scorecard Approach") was a tool to intelligently report upon and monitor the Council's performance against indicators whilst negating the requirement of excessive data collection. He further linked the Scorecard Approach as an informed basis to provided opportunities to invite Officers to attend Scrutiny Committee meetings.

The Chair commended the balanced scorecard model as a mechanism via which better strategic planning and scrutiny could be achieved at the Council.

Councillor K J Loydall emphasised the need for any such re-introduction and, or, merging of a Scrutiny Committee to be adequately resourced and an inclusive, open and transparent forum to ensure Officers were not alienated by its proceedings.

Councillor J Kaufman noted that the Council's committee governance structure had been overly streamlined in the recent past and supported the pre-eminence of the Committee Chairs' role to assert administrative control. The Member emphasised, for the avoidance of doubt, that Members were not advocating a cabinet governance system in the alternative.

The Interim Chief Finance Officer noted the need for more rigour, challenge and transparency.

Councillor M L Darr left the Committee Room at 08:13 pm.

Improvements to Business/Project Planning

The Interim Chief Finance Officer summarised paragraph 8 of the report (at pages 7 -8).

Councillor Mrs L M Broadley enquired as to whether any business/project planning could include what services this Council could offer to other local authorities under partnership schemes.

	<p>The Interim Chief Finance Officer answered affirmatively.</p> <p>Councillor K J Loydall stated that any such plans ought to feature the external impact of any considerations. The Member further enquired as to whether a cost-recovery provision in respect of defective Building Control work undertaken by a different authority existed.</p> <p>Councillor J Kaufmann requested a meeting between Members and Member-facing Officers to be arranged.</p> <p>The Chair moved the recommendation <i>en bloc</i> as set out in paragraphs 2(a) to 2(f) of the report (at page 3).</p> <p>Councillor Mrs L M Broadley seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>(a) The LGA's draft plan for change (as set out in Appendix 1 to the report) be noted and approved by Members;</p> <p>(b) The progress made on the recruitment project (as set out in Section 4 of the report) be noted by Members;</p> <p>(c) The Internal Change Management Plan, including actions already taken since the previous meeting of the Committee, be noted and agreed by Members;</p> <p>(d) The progress and outcomes of the Visions and Values workshops be noted by Members;</p> <p>(e) That Officers will analyse available information, measures and processes to produce a Balanced Scorecard to ensure that current activities are properly aligned with the emerging vision and strategies be noted by Members; and</p> <p>(f) The present status of the 'toolkit' for improved business and project planning be noted by Members.</p>	<p>MHo</p> <p>MHo</p>
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THE MEETING CLOSED AT 8.23 PM



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CHAIR

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MONDAY, 26 SEPTEMBER 2016
