

**MINUTES OF A MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON MONDAY, 26 SEPTEMBER 2016
COMMENCING AT 6.30 PM**

<u>IN ATTENDANCE:</u>		
Chair - Councillor M H Charlesworth		
COUNCILLORS (7):		
Mrs L M Broadley	Mrs S Z Haq	Mrs S B Morris
M L Darr	J Kaufman	
B Dave	K J Loydall	
OFFICERS IN ATTENDANCE (5):		
S J Ball	J Harkin	S Rana
M W L Hall	M Hone	

Min Ref.	Narrative	Officer Resp.
7.	<u>APOLOGIES FOR ABSENCE</u> An apology for absence was received from Councillor E R Barr.	
8.	<u>APPOINTMENT OF SUBSTITUTES</u> None.	
9.	<u>DECLARATIONS OF INTEREST</u> None.	
10.	<u>MINUTES OF THE PREVIOUS MEETING HELD ON 21 JULY 2016</u> RESOLVED THAT: The minutes of the meeting of the previous Committee held on 21 July 2016 be taken as read, confirmed and signed.	
11.	<u>ACTION LIST ARISING FROM THE MEETING HELD ON 21 JULY 2016</u> The Interim Chief Finance Officer reported that: (i) a copy of the council's assets had been duly circulated; (ii) the Members' Enquiry System (MES) had since been assigned a single officer point-of-contact; (iii) scrutiny roles would be discussed further in the main body of this meeting; (iv) a list of department names with the ratios of current permanent and agency staffing levels had been duly circulated; and (v) the remaining actions items (viz. Members' Bulletin, Building Control cost-recovery provisions and Member-facing Officers meeting) were outstanding. Councillor M L Darr stated that the MES required further improvement.	

	<p>RESOLVED THAT:</p> <p>The Action List be noted by Members.</p>	
12.	<p><u>PETITIONS AND DEPUTATIONS</u></p> <p>None.</p>	
13.	<p><u>INTERNAL CHANGE MANAGEMENT - UPDATE ON PROGRESS AND FOUR-YEAR EFFICIENCY PLAN</u></p> <p>The Committee gave consideration to the report and appendices (at pages 7 - 30) 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.</p> <p>Update on Internal Change Management and Four-Year Efficient Plan (2016/17 – 2019/20)</p> <p>The Interim Chief Finance Officer summarised paragraphs 3 and 4 of the report.</p> <p>Councillor B Dave noted that the report did not expressly state whether a guarantee on a minimum amount of Revenue Support Grant (RSG) would be secured if the Four-Year Efficiency Plan (“the Plan”) was submitted on time. He added that a recommendation had not been resolved at the previous meeting of the Policy, Finance and Development Committee (PFD) approving the submission of the Plan. The Member requested clarification as to how the efficiency process was to be managed and if Members were to have final sight of the Plan prior to its submission.</p> <p>The Chief Executive and Interim Chief Finance Officer jointly-advised that the deadline for Plan’s submission was 15 October 2016. They noted that the Plan was generically-framed at the present time to initially satisfy the Department for Communities and Local Government (DCLG) request and to ensure that Members’ input on a detailed policy-level could be sought later. It was noted that the Plan was more closely related to the ongoing work of this Committee and that it did not yet require consideration by PFD. They advised that although no extra revenue was to be generated, any information from the Government regarding the progressive nature of the cuts to the RSG would be invaluable to inform the Council’s financial strategy.</p> <p>The Chair of the PFD Committee, Councillor Mrs S B Morris, advised that any urgent item of business requiring immediate attention would be dealt with by and reported back to the Committee for justification, accordingly.</p> <p>The Programme Manger from the Local Government Association (LGA), Mr Satvinder Rana, advised that the submission of the Plan in its current format and content was strategically-correct.</p> <p>With reference to ‘Delivery Efficiencies’ at paragraph 4.2 (at page 10), the Chair requested clarification on the £650k to be saved through service review and redesign.</p> <p>The Interim Chief Finance Officer advised that the target sum represented 10% of the Council’s net spend and was to be achieved through</p>	

investigating and investing in new working arrangements and developing robust implementation strategies. He noted that this would potentially result in a smaller, yet more productive, workforce.

Councillor Mrs L M Broadley noted that there was an outer-limit to further efficiency savings which, if exceeded, would result in service failure. She further enquired as to whether a reduction in the Council's workforce was an actuality.

The Chief Executive and Interim Chief Finance Officer jointly-advised that this was only a possibility. It was said that the Plan at the present time was to simply demonstrate to the DCLG the Council's ability to deliver a balanced-budget whilst maintaining its frontline services.

Councillor Mrs S Z Haq asked if a more detailed Plan would attract other sources of revenue (other than RSG).

The Interim Chief Finance Officer advised that specific grants for specific purposes may become available on an ad-hoc basis where the Government deems it necessary to make an intervention. It was said that the Plan would open a dialogue between this Council and the DCLG in same respect.

The Chair asked when a response from the DCLG would be received.

The Interim Chief Finance Officer advised that a response should be forthcoming between the Autumn Budget Statement on 23 November and the New Year.

Update on Training Programme Delivered to Members and Senior Officers

Mr Rana provided the Committee with a summary of the training hitherto provided, and due to be provided, by the LGA to Members and Senior Officers at the Council. It was reported that once the deliverables of the short-term Change Management Project were delivered, a Corporate Peer Challenge was due to be arranged.

The training programme was said to include the below-mentioned subject areas:

- Induction Training for New Councillors – 5 September
- Shared Vision and Prioritisation – 13 September
- Meeting the Financial Challenges and Maximising Resources – 17 October
- Managing in a Political Environment for Managers – 10 November
- Making Tough Decisions – 15 November
- Member Governance Structures – 30 November
- Member/Officer Relationships – TBC

The Chair welcomed the training programme and the prospect of a Corporate Peer Challenge. The importance of a shared vision between Members and Officers was reiterated. He further asked for clarification as to the grade of officers expected to attend the training session on 'Member/Officer Relationships'.

Mr Rana advised that the session was to target middle-managers and

	<p>officers.</p> <p>Councillor J Kaufman stated that the current committee structure did not provide all Members with a full oversight of the Council's different service-areas. He advocated that some form of scrutiny role and capacity was required to address the same.</p> <p>The Chief Executive advised that this was a matter to be determined by Members.</p> <p>Councillor K J Loydall requested information from Mr Rana regarding the individual and sector benefits and the financial contributions made by virtue of LGA membership.</p> <p>Update on Vision and Values</p> <p>The Communications & Business Performance Management Officer (CBPMO) summarised paragraph 3 of the report (at pages 8 - 9). He emphasised the significance of holistically bringing together the Council's proposed vision, values and agreed Corporate Priorities and sought Members' direction before a final resolution.</p> <p>The Chair collectively endorsed the five proposed values on behalf of all Members.</p> <p>The Chair expressed reservations as to the word "better" in the proposed options for the vision statement. He advised that Members would revert back to Officers with a final decision in 2-3 weeks upon further consideration of the vision statement.</p> <p>Councillor Mrs S B Morris enquired as to whether the proposed strap-line of the vision statement was to feature on all external correspondence, communications and branding tools.</p> <p>The CBPMO advised that the proposed strap-line was outward-facing and would therefore feature accordingly: however, he advised that the extent to which the supporting strategy documents were to be published was a decision for Members.</p> <p>Councillors Mrs L M Broadly and Mrs S B Morris requested further clarification as to the proposed exercise to "refresh" the Corporate Priorities ("the Priorities") (at page 8). It was stated that the substance of the Priorities (<i>née</i> manifesto promises) could not be changed as they served as a clear mandate upon which Members of the Administration were duly elected.</p> <p>The Chief Executive and CBPMO jointly-advised that the proposed exercise was exclusively an internal one which sought to translate the political rhetoric used to formulate the Priorities into a separate document that was administratively understandable and, moreover, achievable by Officers. It was emphasised that the exercise did not seek to change the substance of the Priorities and that Members would have final sight of the end product prior to its circulation.</p> <p>Councillor K J Loydall stated that a review of the Priorities ought to be undertaken to ascertain whether they were deliverable in the medium to long-term.</p>	<p>MHo SR</p> <p>Chair (MC)</p> <p>MHa JH</p>
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Presentation - Community Asset Strategy (Mr Robin Thompson, RPT Consulting)

The Committee gave consideration to the presentation as tabled and delivered by Mr Robin Thompson of RPT Consulting regarding 'Community Asset Strategy'.

The Interim Chief Finance Officer advised that the final report regarding the overall programme of council asset management was to be brought to a subsequent meeting of this Committee for Members' consideration.

The Chair welcomed the prospect of the final report and enquired whether it was to provide sufficient detail as to expenditure *vis-a-vis* savings. It was noted that a Task and Finish Group was not required until the report was brought before Members.

The Interim Chief Finance Officer and Mr Thompson answered affirmatively.

Councillor J Kaufmann asked whether the programme included *all* council assets.

The Interim Chief Finance Officer and Mr Thompson jointly-advised that the programme included corporate, community (as featured) and housing assets. It was said that the transfer of each asset would be considered on a case-by-basis with the necessary assurances sought by partners to ensure longevity of community-use.

Councillor K J Loydall stated that the feasibility of the programme needed to be fully explored including the Council's in-house ability to manage their own efficiencies.

Councillor Mrs L M Broadley suggested that the final report equally consider what assets could be procured by the Council in addition to those assets that were to be potentially disposed of.

Councillors Mrs S B Morris and J Kaufmann expressed reservations in respect of community-based ventures and proposals having been previously unsuccessful.

RESOLVED THAT:

- (i) The Internal Change Management Plan, including the actions taken since the previous meeting of the Committee (as set out in Appendix 1) be noted and agreed by Members; and
- (ii) The Four Year Efficiency Plan (set out at paragraph 4 of the report) be noted and agreed by Members.

THE MEETING CLOSED AT 8.48 PM



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CHAIR
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WEDNESDAY, 11 JANUARY 2017
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