

**MINUTES OF A MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON WEDNESDAY, 11 JANUARY 2017
COMMENCING AT 6.30 PM**

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

| Min Ref. | Narrative | Officer Resp. |
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| 14. | <p><u>APOLOGIES FOR ABSENCE</u></p> <p>An apology for absence was received from Councillor Mrs L M Broadley and the Director of Services / Monitoring Officer, Mrs A E Court.</p> | |
| 15. | <p><u>APPOINTMENT OF SUBSTITUTES</u></p> <p>None.</p> | |
| 16. | <p><u>DECLARATIONS OF INTEREST</u></p> <p>None.</p> | |
| 17. | <p><u>MINUTES OF THE PREVIOUS MEETING HELD ON 26 SEPTEMBER 2016</u></p> <p>RESOLVED THAT:</p> <p>The minutes of the meeting of the previous Committee held on 26 September 2016 be taken as read, confirmed and signed.</p> | |
| 18. | <p><u>ACTION LIST ARISING FROM THE MEETING HELD ON 26 SEPTEMBER 2016</u></p> <p>The Interim Chief Financial Officer / Section 151 Officer reported that all action points were agreed at the meeting of the Policy, Finance and Development Committee held on 1 November 2016.</p> <p>RESOLVED THAT:</p> <p>The Action List be noted by Members.</p> | |
| 19. | <p><u>PETITIONS AND DEPUTATIONS</u></p> <p>None.</p> | |

20.

UPDATE ON ACTION PLANS AND OTHER ISSUES

The Committee gave consideration to the report and appendices (at pages 7 – 67) as delivered and summarised in turn by the Interim Chief Financial Officer / Section 151 Officer which should be read together with these minutes as a composite document.

Community Asset Management

The Interim Chief Financial Officer advised that he was currently working on the Community Asset Management project. It was said that it requires a community strategic approach and will be brought to the next Change Management Committee.

One Public Estate Programme

The Interim Chief Financial Officer stated that the Council had joined into the One Public Estate (OPE) programme which brings all Government departments together to look at surplus land the Council could use to join with others who may have a need (i.e NHS, Police, other councils etc). It was reported that in January, a bid had been put forward for additional monies and, if successful, a district board would be set up within the Combined Authority. It was said that the Chief Executive had already put his name forward to be on the board. The project was said it could be very positive for the Council in relation to social housing etc.

Councillor Mrs S Z Haq asked for clarification of how the OPE initiative would work.

The Interim Chief Financial Officer gave an example of, if another agency had surplus land, it could be used by us to build social housing or a new industrial estate. If, in the future, there were any opportunities, a proposal would be brought to a future Committee meeting for approval.

Councillor Kaufman enquired whether or not schools were part of the Combined Authority.

Councillor Mrs S B Morris asked for it to be noted that she is a trustee of a local academy. She said that the Council could approach school to put forward a proposal even if they were not signed up to the initiative.

Councillor Loydall suggested for us to approach the School Commissioning Group. He also asked for clarification on of the OPE5 Programme Benefits (at page 29) as the jobs created did not tally throughout the document.

The Interim Chief Financial Officer confirmed that no specific sites had been identified, that we had signed up 'in principle' only and no costs to the Borough would be incurred. He advised that figures in the document were put together by specialist consultants who had worked on previous successful bids. It was said that it was his interest to protect Oadby and Wigston Borough Council and that the Council may still decide not to participate. He assured Members that every bid will be an individual decision to be brought to Committee and the Council's sovereignty would be maintained.

Councillor K J Loydall queried what amount of capital the Council would be able to retain.

The Interim Chief Financial Officer said he was not aware that Government would want any percentage back but suggested that if the Council used school land then the Council may need to pay them something.

Councillor Mrs S Z Haq asked if there would be any comeback if no firm bids were received from the Council.

The Interim Chief Financial Officer advised the Committee that all agencies can sign up with no comebacks. He advised that the Government had funds available to put towards energy saving initiatives and the Council was hopeful for some funding to put towards solar panels for the Leisure Centres as they are high energy users. An update was to be given once an outcome was known.

The Council's Four-Year Efficiency Plan

The Interim Chief Financial Officer gave the Committee an update on the Council's Four-Year Efficiency Plan.

The Chair enquired about the building of new council houses.

The Interim Chief Financial Officer advised any new builds would be built by a subsidiary wholly owned company. This company was said had now been registered with Companies House and was ready to trade. The Directors were reported to be Anne Court, Stephen Glazebrook and Chris Raymakers. This method of building social housing was said to prevent the 'Right to Buy' and rents can be decided by Members. He said that there were controls in place to manage the company to prevent this type of company going rogue and it was a standard model used elsewhere in the country.

Councillor J Kaufman asked about the Government's decision for National Non-Domestic Rates (NNDR) changes.

The Interim Chief Financial Officer stated that it looks as though the Council would be financially better off but could not forecast too far in advance due to the economic climate/changes.

Peer Review / Investors in People

The Interim Chief Financial Officer gave the Committee an update on the Peer Review and Investors in People (IIP).

The Interim Chief Financial Officer added that the Council had retained the current Level 5 IIP accreditation for the next 12 months.

Councillor K J Loydall thanked all staff for their hard work in achieving Level 5.

The Chair asked for the final report to be published in Letterbox.

The Interim Chief Financial Officer said the Peer Review was to take place in March. The team was said to consist of approximately 5-6 staff members from various similar councils and also two external Members, one Liberal Democrat and one Conservative. He advised that the Council would be provided with CV's of three Liberal Democrats and three Conservatives

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| | <p>Members. He asked the Committee if Members' wanted to vote or did wished him to make the decision on the same.</p> <p>Councillor Mrs S B Morris suggested that Members do not choose to prevent any possible accusations of interfering. The Committee's consensus was for the Interim Chief Financial Officer to make the decision. He said that he will try to select those who have an understanding of working within a Borough Council.</p> <p>Governance and Structures</p> <p>The Interim Chief Financial Officer asked the Committee if they had any comments and/or suggestions in relation to the items in bullet points on his report at section 6 (at page 10) and how they wish to approach/agree a way forward.</p> <p>The Chair suggested this Committee was the proper forum for further talks prior to going to full Council.</p> <p>Councillor Mrs S B Morris agreed and stated that there was no need to set up any further group/committee. She asked if the monthly green paper could be reinstated.</p> <p>Councillor K J Loydall agreed.</p> <p>Councillor J Kaufman suggested we could use a sub-committee to scrutinise and look more in depth at certain subjects.</p> <p>The Chair stated that the previous green papers were too voluminous therefore the Committee would need to agree as to what would be included.</p> <p>Councillors K J Loydall and J Kaufman stated that planning applications, decisions and appeals should be included.</p> <p>RESOLVED THAT:</p> <ul style="list-style-type: none"> (i) The progress against agreed objectives since the last meeting of the Committee be noted; (ii) The Council's commitment to the Leicester and Leicestershire OPE Partnership as regards its future asset management strategy be noted; (iii) The Council's four-year efficiency plan having been accepted by the DCLG be noted; (iv) Possible options for improving governance arrangements be considered; (v) The outcome of the Council's assessment for accreditation against the Investors in People Standard be noted. | |
| 21. | <p><u>PERFORMANCE MANAGEMENT FRAMEWORK PROPOSAL</u></p> <p>The Committee gave consideration to the report and appendices (at pages 68 – 72) as delivered and summarised by the Communications and Business Performance Management (CBPM) Officer which should be read together with these minutes as a composite document.</p> <p>The CBPM Officer summarised the Performance Management Framework Proposal report and two additional handouts were tabled to the Committee</p> | |

regarding forecasting and reporting. He stated that he had recently met with various authorities including Harborough District Council and Blaby District Council.

The CBPM Officer advised that, so far, 55 Key Performance Indicators (KPI's) had been identified but this number may grow over time. This Council's KPI's were said to be more stripped back as other authorities have over 250. On the reverse of each KPI report, there was to be a more detailed explanation. He said that logging data without creating a vast amount of additional work was essential. The task was to start in April subject to incremental which, after approximately 6 months, the Council would source some software support. The framework was said to be published on a monthly basis.

The Chair asked for clarification on the KPI report and requested that Members be sent a link to another council's KPI page.

The CBPM Officer gave a more detailed explanation advising that the KPI was split into four cornerstones.

Councillor B Dave asked if there were any areas missing.

The CBPM Officer asked Members if they could see any obvious omissions and again reiterated that the framework was to evolve overtime.

The Interim Chief Finance Officer and CBPM Officer jointly-advised the group that some areas were harder to have performance tools where as others could have many. It was noted that a sickness indicator could not be found. It was explained by the CBPM Officer that this would come under the 'people section'.

The Interim Chief Finance Officer explained to the group that it did need to be included but would also need to be contextual. It was said that managers must be happy with the targets set.

Councillor Mrs S Z Haq stated that she thought that the most important KPI result was customer satisfaction. She also commented on unachievable targets which could undermine staff confidence and that staff needed assistance to reach targets.

Councillor K J Loydall also raised his concerns regarding confidence of staff if results were negative.

The Interim Chief Finance Officer stated that the Council did need to identify the issues and support staff to overcome the relevant hurdles. Customer surveys were said to be vital to aid the system but must be truly representative.

RESOLVED THAT:

The progress to date in developing the enhanced performance management framework be noted.

THE MEETING CLOSED AT 8.20 PM



CHAIR

TBC
