

**MINUTES OF A MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE  
COUNCIL OFFICES, STATION ROAD, WIGSTON ON WEDNESDAY, 5 APRIL 2017  
COMMENCING AT 6.32 PM**

|                                     |             |                |
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| <b><u>IN ATTENDANCE:</u></b>        |             |                |
| Chair - Councillor M H Charlesworth |             |                |
| <b>COUNCILLORS (7):</b>             |             |                |
| Mrs L M Broadley                    | Mrs S Z Haq |                |
| B Dave                              | J Kaufman   | Mrs S B Morris |
| R E Fahey                           | K J Loydall |                |
| <b>OFFICERS IN ATTENDANCE (4):</b>  |             |                |
| Mrs A E Court                       | M Hone      |                |
| M W L Hall                          | Ms S Lane   |                |
| <b>OTHERS IN ATTENDANCE (1):</b>    |             |                |
| Ms T Thompson                       |             |                |

| Min Ref. | Narrative  | Officer Resp. |
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| 22.      | <b><u>APOLOGIES FOR ABSENCE</u></b><br><br>An apology for absence was received from Councillor E R Barr.   |               |
| 23.      | <b><u>APPOINTMENT OF SUBSTITUTES</u></b><br><br>Councillor R E Fahey substituted for Councillor E R Barr.  |               |
| 24.      | <b><u>DECLARATIONS OF INTEREST</u></b><br><br>None.  |               |
| 25.      | <b><u>MINUTES OF THE PREVIOUS MEETING HELD ON 11 JANUARY 2017</u></b><br><br><b>RESOLVED THAT:</b><br><br>The minutes of the meeting of the previous Committee held on 11 January 2017 be taken as read, confirmed and signed.   |               |
| 26.      | <b><u>PETITIONS AND DEPUTATIONS</u></b><br><br>None.   |               |
| 27.      | <b><u>UPDATE ON ACTION PLANS AND OTHER MISCELLANEOUS ISSUES</u></b><br><br><b>Investors in People - Assessment Report (2016)</b><br><br>There was a presentation to the Committee from Ms Tracey Thompson, the independent external Investors in People (IiP) Assessor regarding the recent IiP Assessment Report for Oadby and Wigston Borough Council (as attached to the agenda, page 12-59). |               |

She highlighted that the new liP standard was called Generation Six and was classified as a “super brand”. Several sections had been combined to reduce repetition and two new standards were added. There were now nine indicators which were split into three sections and all three sections needed to be achieved. There were twenty seven sections in total.

It was said that there were five steps to the accreditation, one of which includes an online assessment (i.e. staff survey) which was sent to all staff. 62% of surveys were completed and returned. During Oadby and Wigston Borough Council’s assessment some individual interviews took place and the liP Assessor also tried to catch staff on an informal basis and attended a team meeting.

It was said that In 2016, organisations had two options: whether to stick with the remain at standard Generation Five or to attempt to gain the new Generation Six. She advised the Committee that Oadby and Wigston Borough Council were very brave and courageous for opting to go for the new Generation Six. Generation Six became compulsory from 1 April 2017. Currently 11,000 companies hold an liP accreditation with only 6.5% holding Generation Six.

Six indicators had been achieved with three still to gain, therefore, Oadby and Wigston Borough Council retained its like-for-like full Generation Five liP accreditation and would be reassessed again in December 2017 with an action plan put in place to achieve all indicators.

The liP Assessor highlighted some of the good points to come out of the liP Assessment report:

- Trust in leadership had greatly improved;
- Considerable work had taken place on the visions and values, put together through consultation; and
- Learning and development was well supported.

And some areas for improvement:

- Reward and recognition needs to be addressed
- Responsibilities need to be better outlined due to changes in staff and job roles

Councillor B Dave enquired as to whether there were any statistics on which staff were spoken to, for example, permanent, agency, new or old staff.

The liP Assessor advised that she was given a list of employees and a cross section of staff were selected. She also stated that she believed that there were a low number of agency staff.

The Chair stated that regardless of whether staff are long term, short term or agency, they will all have had to adopt to the same visions and values.

Councillor Mrs L M Broadley stated that Oadby and Wigston Council had done extremely well especially as there was very little lead-up time. Along with the recent Peer Review, she said this was brilliant news.

Councillor K J Loydall asked for clarification of when Generation Six became compulsory and that within the agenda report it stated we have achieved Generation Five.

The liP Assessor confirmed that the compulsory date was with effect from 1 April 2017 and that the Council had retained its like-for-like full Generation Five but was moving towards Generation Six and that an action plan had been prepared in order to meet this goal.

Councillor B Dave stated that transparency was a move in the right direction.

Councillor Mrs L M Broadley asked for confirmation that the action plan included work on the three areas still to be achieved and how to improve on the six areas already achieved.

The liP Assessor confirmed this to be correct.

The Chair commented that Generation Six had caught out a lot of companies and asked if this was why there had been an amnesty.

The liP Assessor stated that no organisations should be caught out by surprise but that it may have depended on where they currently were within the process.

The Chair asked that as we are a Council made up of Members, is there any process within the Accreditation that can involve Members.

The liP Assessor stated that in 2014 Members were included but felt that this time the emphasis was on staff and how they felt. However, there is no reason why Members cannot be more involved when the Council is reassessed.

The Chair commented that after the recent issues experienced by the Council, he was glad that the organisation was now heading in the right direction, and along with the recent Peer Review, a light has been shone highlighting many good things. He asked the liP Assessor if she was optimistic that we would go on to achieve Generation Six.

She was not able to say and explained that she was only commenting on information received from staff.

Councillor J Kaufman queried as to why the six passed elements would be re checked when, if we had passed all nine, we would not have had a revisit from liP.

The liP Assessor advised the meeting that they do not use pass or fail and that it would just be a cautionary check on the six indicators to see if there were any signs that would give cause for concern.

Councillor Mrs L M Broadley stated that the Council would always work towards achieving all the nine indicators as it was ongoing and live and would not sit back on the six already achieved.

Councillor K J Loydall passed on his congratulations to the Council on voluntarily selecting to be assessed for Generation Six as it gives a "warts-and-all" assessment and together with the Peer Review we now have a clear way forward.

The Chief Executive stated that if Members wanted to be included, then he

will work with the liP Assessor for this to happen in the November 2017 assessment.

The liP Assessor suggested that if Members would like to be involved, then perhaps two or three of them could attend and observe the next Context Meeting.

The Chief Executive also confirmed that liP would have returned even if the full nine indicators had been achieved as we had already planned to run a further staff survey in one years' time. He also confirmed that the staff survey was completely anonymous which allowed staff to say exactly what they wanted. It was stated that sixteen staff members were chosen to be interviewed and these were chosen by the liP Assessor and not by us. The action plan took the Council through to September 2017. It was stated that in relation to Rewards and Recognitions, the Chief Executive would like ideas to come from staff and this would be fed out through group meetings.

Councillor Mrs L M Broadley confirmed she was happy that the Council was going to look into Rewards and Recognitions and stated that County had never done this.

It was stated that the recently agreed Visions and Values would now form part of staff 1-2-1's, the interview process and behaviour not in line with these visions would be challenged.

Councillor S Z Haq welcomed the report and asked if it going to be published online.

The Chief Executive advised that it was already online as the report was attached to this meeting's agenda and that staff had been sent the link and some hard copies had been printed off for those staff who did not have online access. He also stated that the whole report was published to show complete transparency.

Councillor S Z Haq asked if a brief summary could be produced so that people do not have to read the full report.

The Chief Executive stated that this was a good idea and he will task the Senior HR Advisor to produce a summary but would not publish until it had been approved by the liP Assessor.

#### **Update on Action Plan and Other Miscellaneous Issues**

The Committee gave consideration to the report and appendices (at pages 73-107) 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.

The Interim Chief Financial Officer stated that the Peer Review took place in March 2017 and that a full report from them should be with the Council in approximately four weeks and it will include an action plan. This would focus on areas for improvement, for example, IT, procurement and the Bushloe House (the Council Offices).

Councillor K J Loydall commented on the Chief Financial Officer / Section 151 Officer stating that it was not for an Officer to comment on the same. He said that it is for Officers to comment and should be encouraged to do so

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and wished to congratulate him.

Councillor Mrs L M Broadley also wished to congratulate the Chief Financial Officer / Section 151 Officer. She commented that it was disappointing that there were so few Members at the meeting but was fantastic to hear such good things and that the Council needed to improve on celebrating its own successes. She was also pleased that the Peer Review members were going to take back to their own authorities some working practices that were undertaken at Oadby and Wigston Borough Council. She also wished to pass on her congratulations to all staff.

Councillor J Kaufman commented that he was also pleased with the good results from the recent liP Assessment and Peer Review and wanted to ensure that all results were made public.

Councillor Mrs S B Morris was also very pleased at the result of both assessments and wanted to pass on her thanks to all staff involved.

Councillor B Dave asked if the Peer Review report would be presented at the next meeting.

The Chief Executive stated that he was currently liaising with the Local Government Association (LGA) but had no firm dates as yet. He stated that the Council may have to have an (additional) Council meeting in May for all Members to attend and the report to be presented by the LGA. Following this, the report will be published in full.

The Chair commented that both assessments show that the Council is open and transparent and after both reports are published in full, it should be highlighted in the next edition of Letterbox.

### **One Public Estate Programme**

The Chief Executive gave an update on the One Public Estate Programme (OPE). A joint bid was put forward for £350,000 which included three specific schemes put in by Leicestershire County Council but the OPE were not happy with the schemes.

It was said that the Chief Executive had written to Leicestershire County Council (LCC) asking that if they no longer wished to take part, could another party become the lead authority. No reply had been received as yet. He wished that LCC would be part of the scheme and did emphasise that in his letter he believed that they were a key partner. He stated that he would like to be in the position to draw down some Government funding especially for energy efficiency programmes.

The Chair commented that he thought that one of County's schemes was feasible so could not understand why Department for Communities and Local Government (LCC) had turned it down, therefore could understand why County were disappointed. He hoped that County will have a change of heart.

Councillor K J Loydall stated that it would be a positive thing if County were not involved allowing us to work towards the outcomes the Council were trying to achieve without the politics slowing it down.

### **Waste Consultation**

The Interim Chief Financial Officer / Section 151 Officer stated that over 2000 responses were received which was over 10% of all households within the Borough (there was approximately 22,900 properties). The results were said to be currently worked through and it will then be presented to a Members' Briefing.

The Chair requested that the Briefing be in as much detail as possible.

Councillor B Dave advised that some areas were missed out and that some residents received the consultation paper after the closing date.

The Chair stated that some areas were double delivered, including his own.

The Director of Services stated that the consultation was available online from day one.

Councillor Mrs S Z Haq asked if late replies would be included.

The Chief Executive stated that 99.3% of deliveries were made within time and the County Purdah period started earlier than expected. The survey had to go out prior to Purdah and, unfortunately, that only gave some residents 4 or 5 days to submit their reply. It was said that late response would not be included.

The Chair stated that the actual consultation period would be much more relaxed.

### **Key Performance Indicators (KPI's)**

It was stated that this was a tool to assist in delivering quality services and not to identify poor performances and will ultimately improve the Council's performance management. Work was already in progress and would start in earnest in April.

The Chair queried the targets (page 90) on minor and major planning applications, that the town centre voids target at 100% was very ambitious and stated that the sickness days target of 15 days was very loose and would like to see this category down to single figures. He also queried the agency staff target of 100% and where reporting of KPI's would be.

The Chief Financial Officer / Section 151 Officer stated that the industry target for sickness for office staff was 9 days and that 100% for agency staff meant that the Council's ambition was to have no agency staff. The key KPI report would go to the Service Delivery Committee and also be published on the website. All KPI's were said to be a work in progress.

Councillor J Kaufman stated that sickness used to be separated into long term and short term sickness and asked if this could be done.

The Chief Financial Officer / Section 151 Officer advised that if an area went into the red then this was where the Council needed to look more closely and drill down further.

The Chair moved the recommendations *en bloc* as set out at paragraphs 2.1 to 2.12 of the report (at pages 7-8).

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|  | <p>Councillor Mrs L M Broadley seconded the recommendations.</p> <p><b>UNANIMOUSLY RESOLVED THAT:</b></p> <ul style="list-style-type: none"> <li>(i) The Committee note the progress in each of the areas set out in the report;</li> <li>(ii) The results of the Investors in People (IIP) assessment be noted;</li> <li>(iii) The completion of the Short-Term Action Plan agreed as part of the Penn Report be noted;</li> <li>(iv) The overall outcome of the Local Government Association (LGA) Peer Challenge as set out in the report be noted;</li> <li>(v) Representatives of the LGA Peer Team be requested and asked to present their findings to all Members of the Council;</li> <li>(vi) The Chief Executive be tasked to agree an Action Plan with the LGA and report on it and its implementation to the future meetings of this Committee;</li> <li>(vii) The outcome of the IIP Assessment be noted and that the Council has retained its Generation Five accreditation be acknowledged;</li> <li>(viii) The IIP Generation Six Action Plan be noted and that reports on its implementation be presented to the future meetings of this Committee.</li> <li>(ix) The Chief Executive will report back on any progress in securing One Public Estate (OPE) capacity funding and any suggestions or proposals for projects which could be OPE-funded to future meetings of this Committee be noted;</li> <li>(x) The completion of the waste management consultation be noted;</li> <li>(xi) The Key Performance Indicators (KPI's) agreed for financial year 2017/18 be noted; and</li> <li>(xii) The summary service plans prepared by Heads of Service for 2017/18 be noted.</li> </ul> |  |
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**THE MEETING CLOSED AT 8.10 PM**



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**CHAIR**  
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**WEDNESDAY, 26 JULY 2017**  
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