

No.

Date

## **CHANGE BOARD**

MINUTES of a meeting held on 19<sup>th</sup> September, 2002.

Present: Councillor H.J.W. James (Chairman); Councillors G.J.M. Fletcher, G.C. Kemp and N. Moore.

Also present: Councillor A.D. Hampton and Mr. P. Derbyshire (I&DeA).

Apologies for absence: These were received from Councillor C.P. Franks.

(a) Minutes of the meeting held on 11<sup>th</sup> July, 2002 –

AGREED - T H A T the minutes of the meeting of the Board held on 11<sup>th</sup> July, 2002 be noted.

(b) Member Development Programme (CE) –

The report set out a structured and systematic development scheme for new and existing elected members in line with the recommendations from the IDeA Diagnostic Report and the Corporate Governance Action Plan. In consultation with members from each political party, a draft development programme had been drawn up to meet specific and perceived needs. The draft programme comprised three main elements:

- Core Competencies
- Basic Skills
- Induction/Overview

A copy of the draft programme was attached to the report. The overall objective of the programme was to provide a high quality focused programme that would be accessible to all members from all political parties. The final scheme would be delivered in partnership with suitable external consultants with a proven record in member development.

The Core Competencies (Peer Support) modules were designed to encourage networking and cross party analysis of core themes and would enable study of procedures and practices within other comparative authorities.

AGREED –

(1) T H A T the draft Member Development Programme be endorsed.

(2) T H A T the subjects within the Programme be prioritised by the Leaders of each individual political group.

No.

(3) T H A T the Head of Human Resources and Equalities develop the final programme and timetable based on (2) above.

Reasons for Recommendations

(1) To further define the proposed Programme and apply realistic times for completion of the modules and to ensure that the needs of all elected members are considered.

(2) To further the Member Development Initiative identified in the IDeA Diagnostic report.

(c) Chief Officer Development and Appraisal (CE) –

The Chief Executive's Appraisal had been conducted in late July.

The outcome of the Appraisal would be in two steps:

- The identification of key objectives with targets surrounding the Whole Authority Analysis and the Improvement Plan, and the production of a series of strategic reports to implement major change improvements
- Personal Development issues, including exposure to shared learning and best practice within the private sector and acting as a member of a peer review team

Director Appraisals were due to take place in October.

The Chief Executive would be involved in each Director Appraisal together with the following elected members:

<b>Director</b>	<b>Councillors</b>
Director of Finance, ICT and Property	H.J.W. James, A.J. Williams, T.H. Jarvie
Director of Legal and Regulatory Services	H.J.W. James, A.J. Williams, Mrs. C.V.L. Clay
Director of Learning and Development	H.J.W. James, A.D. Hampton, G.C. Kemp
Director of Community Services	H.J.W. James, C. Williams, J.W. Thomas
Director of Environmental and Economic Regeneration	H.J.W. James, A.J. Williams, M.R. Harvey, G.J.M. Fletcher

Discussions were continuing regarding the linkage between the Chief Executive's appraisal and the inputs for the individual Director's appraisals.

Heads of Service were due to attend a Development Centre on 26<sup>th</sup> and 27<sup>th</sup> September, 2002.

No.

The Competency framework for both Directors and Heads of Service would revolve around the following:

- Managing People
- Working with People
- Dealing with Tasks
- Delivering in the Vale of Glamorgan Context.

AGREED - T H A T the progress being made with the Chief Officer Development and Appraisal Programmes as part of the change and improvement agenda, be noted.

#### Reasons for Recommendation

To expedite performance support arrangements across the Council.

#### (d) Employees leaving the employment of the Council – Draft Procedure arrangements to establish reasons behind departures (Exit Interviews) (CE) –

The report set out reasons for the recent departure of officers who had left the Council's employment. Attached to the report was a comprehensive exit questionnaire and a draft protocol which would support the implementation of an enhanced exit interview/questionnaire process. Pending training of managers and the introduction of these processes, it was intended to utilise a draft "exit questionnaire" which could be forwarded immediately to all employees with a freepost return facility following notification of their intention to resign. This would provide an immediate database on which the Council could identify the main areas of concern and enable the Council to take any remedial action as an interim measure prior to the introduction of the "comprehensive procedure".

AGREED –

(1) T H A T the introduction of the interim exit data collation procedure and the use of the interim questionnaire attached as appendix "C" to the report, be endorsed.

(2) T H A T arrangements for the comprehensive procedure as outlined in appendices "A" and "B" be introduced following the conclusion of the training of managers (supervisors and human resources and equalities employees to conduct interviews).

(3) T H A T under both the above procedures members receive bi-monthly reports on the reasons why employees are seeking to work elsewhere.

#### Reasons for Recommendations

(1)&(2) To support the Council's Retention Strategy for all levels of employees within the Council's employ to ensure the Council's objectives are achieved.

No.

(3) To enable members to review updated data on a regular basis to identify the reasons and trends behind those seeking alternative external employment.

(e) Priority Implementation Plan (CE) –

The Council had discussed with the District Auditor the priority actions that needed to be taken to secure the key improvements that external review and regulation had identified. The Draft Plan attached to the report detailed those actions and provided the basis for monitoring achievement of the actions and targeted outcomes and outputs. The Draft Plan would now be subject to consideration by the District Auditor and external reviewers and regulators.

The Change Board had agreed the following key priorities to improve services for 2002:

- Children's Services (No. 1 priority)
- Implementing the Post Estyn Action Plan
- Preparation of the Community Strategy
- Preparation of a Corporate Plan with improved alignment to Service Performance Plans, other statutory plans and the annual budget
- Development and Performance Management
- Member Staff Development
- Staff Appraisal commencing with chief officers
- Communications

AGREED –

(1) T H A T the report be noted.

(2) T H A T the Change Board receive a report at each meeting monitoring progress on the Priority Implementation Plan.

Reasons for Recommendations

(1) To inform members of the latest position.

(2) To enable members to monitor the process.

(f) Report on Change Team Away Day (CE) –

A "Change Team" of Officers had been formed to implement the programme of change in line with the IDeA Diagnostic. The Team had held an away day as a result of which five strategic themes had been identified:

- Community and Political Leadership

No.

- Processes and Systems
- Customer Focus
- Communications
- People Management

Lead Officers had been identified for a number of issues and a further report, including a project plan, would be submitted. During a discussion questions were raised about the respective roles of the “Change Team” and the “Change Co-ordination Group”.

The Change Team was an internal group which reported to the Management Team, whilst the “Change Co-ordination Group” which included an external element, would have a support and challenge role and report to the Change Board.

RECOMMENDED –

- (1) T H A T the outcome of the Change Team Away Day be noted.
- (2) T H A T a further report be submitted to the Change Board clarifying the role and terms of reference of the Change Co-ordination Group.

Reasons for Recommendations

- (1) To note progress.
- (2) To clarify the position.

(g) Management Conference (CE) –

In order to raise managers’ awareness and gain their commitment to the change process, a management conference, involving all Directors, Heads of Service and Operational Managers, would be held on 9<sup>th</sup> October, 2002.

AGREED - T H A T this event be noted, and that the Chief Executive submit a further report on the outcome.

Reason for Recommendation

For information.

(h) Cultural Survey (CE) –

The report sought approval in principle to commission a programme of cultural surveys of staff throughout the Council.

The Corporate Governance Action Plan acknowledged the need to engage staff, including ascertaining their views regarding how staff were managed and valued. This was a key issue for local government having regard to recent difficulties in

No.

recruiting and retaining staff. The Corporate Management Team had discussed the Communities Services Directorate Cultural Survey, and recommended that this type of survey be extended across the whole of the Council.

If all staff within the Council were covered it was estimated that the cultural survey could cost in the region of £40,000, and the Management Team would consider procurement options in line with Council's Standing Orders and Financial Regulations.

AGREED –

- (1) T H A T it be agreed in principle to undertake a cultural survey of all Council employees.
- (2) T H A T the Management Team consider the way forward in respect of staff coverage, the frequency of the survey and the nature of the questions to be asked.
- (3) T H A T the Chief Executive be authorised in consultation with the Leader of the Council to award the contract for the proposed cultural survey, having regard to the Management Team's recommendations in relation to (2) above.

Reasons for Recommendations

- (1) To engage better staff.
- (2)&(3) To expedite the survey.

(i) Report containing exempt information-

AGREED - T H A T it be noted that the following item contained "exempt information" as defined under Paragraph 10 of Part 1 of Schedule 12A of the Local Government Act 1972 and is to be treated as such by all members prior to and during any future consideration by a committee or by the Council.

(i) Recruitment and Selection Project – Choice of Consultants (CE) (Exempt information - Paragraph 10) –

The report set out progress in the selection of consultants who would carry out a review of recruitment and retention practices in the Vale of Glamorgan, and their impact on "hard to fill" and professional posts.

Following a series of presentations, four quotes had been received, and comparisons on cost and goodness of the fit to the authority's needs had led to the choice of CRG Consultants to carry out the work. The Chief Executive had authorised the appointment of these consultants using his powers as agreed at the Cabinet meeting of 16<sup>th</sup> July, 2002. The chosen company had quoted a cost of £9,500 plus V.A.T. including expenses.

No.

AGREED - T H A T the report and the use of the Chief Executive's powers in engaging CRG as consultants for this project be noted.

Reason for Recommendation

The need to respond rapidly to the existing issues in the recruitment and retention of staff.