

No.

Date

## **CHANGE BOARD**

MINUTES of a meeting held on 30<sup>th</sup> January, 2002.

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

(a) Apology for absence -

This was received from Councillor C.P. Franks.

(b) Terms of reference of the Change Board -

RECOMMENDED - T H A T the terms of reference of the Change Board, as previously approved by the Policy Committee and set out below, be noted:

- “(i) To consider the I&DeA report and recommendations and, in an advisory capacity, to refine, prioritise and progress the draft Action Plan.
- (ii) To advise on the implementation of a “Culture Change Programme” based on empowerment and involvement.
- (iii) The minutes of the Change Board to be reported to the Cabinet, Policy Committee and Scrutiny Committee (Corporate Resources).”

(c) I&DeA Report and draft Action Plan -

RECOMMENDED - T H A T the following documents be noted:

- (i) Report of the Chief Executive to the Cabinet, 11<sup>th</sup> December, 2001.
- (ii) Minute of the Scrutiny Committee (Corporate Resources), 11<sup>th</sup> December, 2001.
- (iii) Minute of the Policy Committee, 20<sup>th</sup> December, 2001.
- (iv) Minutes of the Management Team meeting on 28<sup>th</sup> January, 2002 (tabled at the meeting).

(d) Future role of I&DeA -

The Chief Executive was continuing to hold discussions with I&DeA, regarding the Council’s Draft Action Plan. It was agreed that change needed to be internally driven over a 5 year period; that external support was required to support this process; that it was essential for the Council to develop its own capacity to avoid over dependence on outside

No.

support; and that, given the changes emerging as part of the Wales Programme for Improvement, a Welsh perspective and input into the process would be beneficial.

RECOMMENDED - T H A T Mr. Ted Cattle of I&DeA be invited to a meeting of the Change Board to discuss I&DeA's future role in performance support and to receive feedback from I&DeA on the Council's Draft Action Plan.

(e) Use of consultants – Management and Performance Support -

The Management Team had noted that there was concern from members on the amount of consultancy work being undertaken, and how this is packaged and exposed to competition.

RECOMMENDED -

(1) T H A T a further report be submitted to the Board by the Director of Finance, ICT and Property reviewing the use of consultants for management and performance support, including costs.

(2) T H A T it be a recommendation to the Cabinet and the Policy Committee that pending the above review and with the exception of existing contracts, no further contracts be entered into for the provision of management and performance support.

(3) T H A T any request for exemption from recommendation (2) above be referred to the Change Board.

(4) T H A T the Director of Finance, ICT and Property prepare a protocol on the procedures to be followed with regard to the engagement of all consultants.

(f) Development Centre -

The Management Team had identified a need for such a facility for individual and team development purposes. Given the potential costs it was essential that the work was exposed to competition.

RECOMMENDED -

(1) T H A T the Director of Learning and Development submit a report on this proposal to the Change Board, including the role of members in the process.

(2) T H A T the Director of Learning and Development submit a further report to the Change Board on member development and training including leadership training for key members and identifying an officer to project manage the process.

(g) Appointment of "Change Manager" -

This postholder would drive the "change agenda" and co-ordinate performance management and development across the Council. It was noted that this post would be unlikely to be filled before June 2002.

RECOMMENDED -

(1) T H A T a further report be submitted by the Chief Executive to the next meeting of the Board including a draft job description and person specification.

(2) T H A T the further report identify the Council-wide implications of this appointment, including the need for support in all Directorates and financial implications.

(h) Review of Corporate Governance -

Following a meeting of the Inspectorates and the District Auditor with Sir Andrew Foster of the Audit Commission, the Chief Executive reported that it had been agreed that this would not be the right time for a Corporate Governance inspection. The position, however, would be reviewed at the end of 2002, in the light of progress made in delivering improvements as a result of earlier inspections, e.g. Education and Social Services.

RECOMMENDED - T H A T the Social Services Joint Review Panel and Estyn Inspection Review Panel closely monitor the progress made to deliver their Action Plans.

(i) Corporate priorities -

The Management Team had identified the following priorities for 2002:

- Progressing the Community Strategy
- Developing a Corporate Plan and framework for service/business/and action planning
- Performance management (culture, and systems)
- Mechanisms for consulting and involving staff
- Performance appraisal
- Member support and development
- Officer training and development.

RECOMMENDED -

(1) T H A T early action be taken to implement performance appraisal for the members of the Corporate Management Team, in accordance with the scheme previously agreed.

(2) T H A T a further report be submitted to the Board on mechanisms for consulting and involving staff.

No.

(2) T H A T the District Auditor be invited to a future meeting of the Board to discuss the support he could offer to the Council in terms of performance management, particularly in respect of reviewing progress to date across all Council services.