

CHANGE BOARD

MINUTES of a meeting held on 29th May, 2002.

Present: Councillor H.J.W. James (Chairman); Councillors C.P. Franks and G.C. Kemp.

Apologies for absence: These were received from Councillors G.J.M. Fletcher and N. Moore.

Also present: Mr. P. Derbyshire (IDeA)

(a) Minutes of the meeting held on 18th April, 2002 -

AGREED - T H A T the minutes of the meeting of the Board held on 18th April 2002 be noted.

(b) Management Team "Development Centre" (CE) -

The members of the Corporate Management Team had attended a Development Centre between 15th and 17th May at the Vale Hotel, Hensol, as part of the Council's programme of senior management development.

The Centre had addressed personal development, team development and organisational issues, had been designed to reflect a need for the Council to manage a future step change in performance, with a renewed focus on strategic development and a culture of success, partnership and innovation.

Following individual assessments, the strategies and areas for development had been identified and discussed. Individual development plans would be put into place and linked to the performance management appraisal arrangements.

All the members of the Management Team viewed the event as a significant step forward for the Team and on behalf of the Council.

Arrangements were now being made for the Heads of Service to attend a similar event at the Vale of Glamorgan Hotel in July 2002.

It was anticipated that the benefits of this approach would include a sharper focus by the Management Team on strategic issues; greater empowerment and responsibility being delegated to Heads of Service; and work programmes for the Cabinet and Scrutiny Committees which would focus on the "big issues" facing the Council.

AGREED -

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

(2) T H A T Development Centre activity continue for Heads of Service and in due course for Operational Managers.

Reasons for recommendations

(1)&(2) To continue the process of development for all levels of employee within the change agenda.

(c) Post IDeA Diagnostic Action Plan (CE)-

The draft Corporate Governance Action Plan had been revised to incorporate the way forward proposed by IDeA. The Action Plan, which would require further refinement, included details of output required, input needed and outcomes, in respect of the following issues:

- New Ethical Framework
- Vision and Community Planning
- Political and Managerial Leadership
- Culture and Change Management
- Motivation
- Innovation and Creativity
- Alliance Building
- Democratic Representation
- Scrutiny
- Member Development
- Customer and Citizen Focus
- Consultation and Participation
- Performance Management
- People Management
- Project Management
- Systems and Processes
- Finance
- Services: Education and Social Services.

During a discussion it was agreed that the priority should be the introduction of a development programme for elected members having regard to their changing roles as a result of the modernisation agenda. Councillor G.C. Kemp, Cabinet Member for Human Resources and Equalities, had been appointed as the political champion for member development.

Specific developments would include a Change Co-ordination Group consisting of senior officers and other agencies e.g. District Auditor as appropriate. This group would report to the Change Board. A small internal team led by the Head of Performance and Strategy, would also be established to drive the change agenda forward.

It was important to establish terms of engagement and to agree a contract with IDeA for the external support required to assist the change process. Costs of this support in the first year were estimated at £260,000.

AGREED -

- (1) T H A T the report be endorsed.
- (2) T H A T an agreement be entered into with IDeA for support as an exception to contract standing orders.
- (3) T H A T the Chief Executive be asked to use his emergency powers, in liaison with the 3 Political Group Leaders, to finalise contractual and procedural arrangements for the engagement of IDeA.
- (4) T H A T training and development programmes for elected members be progressed as a priority, having regard to the changing role of members as a result of the modernisation agenda, and that the Chief Executive be asked to report to the Cabinet on this matter as soon as possible.
- (5) T H A T the Monitoring Officer be asked to review the wording of the “outcome” identified in paragraph 8.3 to reflect the need to encourage a cross section of the community to stand for election.
- (6) T H A T the Corporate Governance Action Plan be reported to the Cabinet.
- (7) T H A T the report be referred to the Scrutiny Committee (Corporate Resources) for consideration.

Reasons for recommendations

- (1) Members are aware of and approve the major tasks ahead in implementing an improved Corporate Governance framework.
- (2)&(3) The necessary support can be obtained from IDeA.
- (4) To enable members to carry out their roles effectively.
- (5) To increase numbers of potential members from diverse backgrounds.
- (6) To progress the Action Plan.
- (7) To inform Scrutiny on the Action Plan.