

CHANGE BOARD

MINUTES of a meeting held on 28th October, 2002.

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

Apologies for absence: These were received from Councillor A.J. Williams.

(a) Minutes of the meeting held on 19th September, 2002 -

AGREED - T H A T the minutes of the meeting of the Board held on 19th September, 2002 be approved as a correct record.

(b) The Change Process - Roles and Terms of Reference of Council Groups and Forums (CE) -

The report clarified the roles and terms of reference of the following key Council groups and forums in relation to the change process:

- Change Team - its main role was to co-ordinate and develop ideas for change and monitor their implementation;
- Change Co-ordination Group - this Group, yet to be set up, would monitor the change programme and include external representatives;
- Change Board - reporting to Cabinet, this was a cross-party group advising on the implementation of the change programme;
- Corporate Management Team - the Council's Senior Officer Forum, to whom the Change Team would report;
- Heads of Service Group - a group set up to advise the Management Team on strategic and operational issues and to whom the Management Team referred certain issues;
- Service Heads / Operational Managers and Departmental Management Teams - mechanisms would be developed to ensure that these were well informed and fully contributed to the change programme, thereby taking the change process through the organisation.

Detailed terms of reference for these groups were attached to the report.

AGREED - T H A T the report be noted.

Reason for recommendation

To apprise the Change Board.

(c) Report on Management Conference 9th October, 2002 (CE) -

The Management Conference had been held to raise the awareness of senior managers of the change process, to clarify the roles of groups and individuals, and to identify how managers could get involved in progressing the agenda. The report detailed the presentations made at the conference and the outputs of the workshop groups.

The Chief Executive had written to all attendees inviting them to comment on proposals for progressing the programme.

AGREED - T H A T the report detailing the outputs of the Management Conference and the possible follow-up actions, be noted.

Reason for recommendation

To apprise the Change Board.

(d) Local Government Chronicle Challenge (CE) -

The Challenge was a simulation exercise, to which Councils throughout the UK were invited to send a team of six players (and one observer). The team “role played” the management team of the unitary council, with the object of managing the affairs of the council as effectively and successfully as possible. The overall aim of the challenge was to train and develop chief executives and chief officers of the future, within an enjoyable and realistic situation. The 2002 Challenge had taken place on 10th October at Aston Villa football ground and the Vale of Glamorgan had entered a team for the first time. The following officers had taken part:

Irene Banfield and David Craig (Community Services)
Marcus Goldsworthy (Environmental and Economic Regeneration)
Caroline Michael (Finance, ICT and Property)
Beverly Noon (Chief Executive’s).

The Vale of Glamorgan had been the only Welsh team taking part and had faced the further challenge that the event was based on the English statutory framework and practice.

The Vale of Glamorgan team had been very successful, coming 6th out of 45 teams.

AGREED -

- (1) T H A T the Vale of Glamorgan Council team be commended for their excellent performance in the LGC Challenge.
- (2) T H A T the success of the Vale team be publicised.
- (3) T H A T a team be identified to participate in the event in 2003.

Reasons for recommendations

- (1) In order to recognise appropriately the achievement of staff.
- (2) So that the wider community recognises the quality of staff in the Vale and to encourage recruitment and retention.
- (3) So that other managers can have the opportunity to learn and develop in the same way.

(e) Staff Attitude Survey (CE) -

As part of the change programme it was intended to conduct a Staff Attitude Survey, the purpose of which would be to establish a “benchmark” to assess what the staff of the Council think of the organisation. This was essential if the change programme was to be successful, since the outcome of the programme was to change the way people behaved, and this would not be possible without an understanding of why they currently behaved as they did.

The report included a schedule of possible questions to be asked, based on the survey carried out in the Community Services Department.

The Scrutiny Committee (Corporate Resources) on 17th October 2002, had asked the Change Board to provide clarification as to the purpose of the “Cultural Survey” of all Council employees.

It was confirmed that the “Cultural Survey” would now be known as the “Staff Attitude Survey”.

AGREED -

- (1) T H A T the report be noted.
- (2) T H A T a further report be submitted at the appropriate stage as to how the results of the survey should be presented and publicised.
- (3) T H A T the report be referred to the Scrutiny Committee (Corporate Resources) in response to their request for clarification.

Reasons for recommendations

- (1) To apprise the Change Board.

- (2) To clarify the way forward.
- (3) To apprise the Scrutiny Committee (Corporate Resources).

(f) HR Resources (CE) -

The report set out the Human Resources Initiatives as identified at present now facing the Council and the resource capacity issues necessary to effect the change and improvement agenda.

Following discussions at Corporate Management Team, there was an acknowledgement that there must be sufficient capacity at middle management level and operationally within HR to deliver the expectations now being placed on the Council.

The report set out the Human Resources issues facing the Council, and included proposals for a number of new posts to address these issues.

The cost in a full year of the recommendations included in the report was estimated to be £150,000, to be met from the Corporate Governance budget.

AGREED -

(1) T H A T approval be given for the establishment of the following posts:

- Principal Personnel Officer PO4/5
- Personnel Officer SC6-PO2
- Systems Information Officer SO1/2
- Senior Personnel Assistant SC4/5
- Clerical Assistant SC1/2.

(2) T H A T the following changes to grades and designations be approved:

- Corporate Training Officer PO2/3 to Senior Training Officer SC6-SO1
- Personnel Officer SO1 to Personnel Officer (Career Grade) SC6 - PO2.

(3) T H A T the following criteria be approved:

- Career Grade at Scale 6 - PO2 for new recruits to these posts with a qualification bar at SO1 (existing Personnel Officers to gain immediate assimilation without qualification bar) ;
- New partly qualified staff to be paid within Scale 6 to SO1;
- Fully qualified recruits to be paid within SO2 to PO2 with existing staff progressing incrementally to SCP38 from April 2003.

(1) To strengthen the capacity of operational services within HR to deliver the existing change and improvement action plan.

- (2) To improve retention recruitment and succession planning.
- (3) To clarify the position.
- (g) National Graduate Development Programme (CE) -

The report provided an update on the National Graduate Development Programme and highlighted the Vale's achievement in attracting one of only fifty graduates who were selected for the UK wide scheme.

AGREED -

- (1) T H A T the Council centrally funds the employment costs of the graduate during the first year of the scheme.
- (2) T H A T during the second year of the programme the host Directorate funds the graduate's employment costs.

Reasons for recommendations

- (1) In order to demonstrate commitment of the scheme and to enable host departments to dedicate their time to the development of the graduate rather than administration of budgetary concerns.
- (2) Due to the nature of the scheme within the second year the host Directorate will directly benefit from the graduate's employment.

(h) Documenting Change (CE) -

The report identified the extent of change taking place within the Council including the following:

- Member Development
- The Corporate Plan
- Appraisal/Personal Development Review
- Performance Management
- Customer Care
- Consultation Strategy
- Partnership Working
- Communications Strategy
- HR Strategy
- Training and Development.

AGREED -

- (1) T H A T the changes that have taken place within the Council be noted.
- (2) T H A T the Chief Executive be asked to commend staff on their achievements to date via the staff newsletter.

(3) T H A T a record be kept of the changes that have taken place for further discussion with inspectors and auditors.

Reasons for recommendations

- (1) To be aware of the changes taking place.
- (2) To communicate the recognition of staff achievements and to improve staff morale.
- (3) To provide evidence of improvements that have taken place.

(i) Items which the Chairman had decided were urgent-

RESOLVED - T H A T the items contained in the following minute, which the Chairman had decided were urgent by reason of the need to inform the Change Board of the Scrutiny Committee's views prior to the next meeting of the Board, be considered by the Board.

(j) Member Development Programme (CE) –

The Scrutiny Committee (Corporate Resources) had asked the Change Board to expedite agreement of the final training programme by the Group Leaders by early December 2002.

AGREED - T H A T the recommendation of the Scrutiny Committee be accepted.

(k) Change Board – (Directors' Appraisals)

The Scrutiny Committee (Corporate Resources) had recommended that a representative of the appropriate Scrutiny Committee be involved in each Directors' appraisal, and that the Chief Executive be requested to seek advice from SOLACE and to report on the feasibility of this proposal.

AGREED - T H A T the Chief Executive seek advice from SOLACE and report back to the Change Board on the feasibility of this proposal, as part of a general review of the Directors' appraisal process for next year.