

CHANGE BOARD

MINUTES of a meeting held on 25th November, 2002.

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

(a) Minutes of the meeting held on 28th October, 2002 -

AGREED - T H A T the minutes of the meeting of the Board held on 28th October 2002, be approved as a correct record.

(b) Change Programme Working Groups - Update (CE) -

Following the Management Conference on 9th October, which had discussed how the Change Programme should be taken forward, the Management Team had suggested that five working groups should be continued in order to maintain the momentum generated at the Conference and as a means of obtaining wider ownership of the Change Programme. The Groups would be chaired as follows:

Community Leadership - John Maitland Evans.

People Management - James Cawley.

Systems and Processes - Sian Davies.

Communications - Bryan Jeffreys.

Customer Focus - Rob Quick.

The core terms of reference for the Working Groups were attached to the report. Each Group would consider how their topic should be progressed, taking the Corporate Governance Action Plan as the basis for action, and would submit to the Change Team and Management Team for approval of a project plan for implementing agreed actions.

AGREED - T H A T the report be noted.

Reason for recommendation

To apprise the Change Board.

(c) Draft Corporate Plan: Dissemination and Debate (CE) -

The report set out draft proposals for the communication of and consultation on the Draft Corporate Plan. Each Scrutiny Committee would consider the overall themes of the document, including vision and values, whilst also focusing on its specialist areas.

AGREED -

- (1) T H A T the report be endorsed as the basis for consultation.
- (2) T H A T each Scrutiny Committee be requested to discuss the Draft Plan both in their specific areas of responsibility and the vision, values and key objectives.
- (3) T H A T the Chief Executive report further on the detailed programme for consultation with suggested timetables.

Reasons for recommendations

- (1) To engender understanding of the Draft Corporate Plan throughout the Council.
 - (2) To allow Members to consider detailed proposals.
 - (3) To finalise the detailed programme.
- (d) Trade Union Involvement in the Change Programme (CE) -

Following discussions with the Unions, it was proposed that the Unions would attend every third meeting of the Change Team, and the Change Board every three months. Attendance at the Change Co-ordination Group would be reviewed when the Group was set up. Two Union representatives would attend all meetings of the Change Programme Working Groups chaired by the Chief Executive and Directors.

AGREED - T H A T the involvement of the Trade Unions as set out in the report be endorsed.

Reasons for recommendation

To facilitate Trade Union involvement.

- (e) Performance Appraisal - Report by SOLACE (CE) -

The Corporate Governance Action Plan had specified that a member led Appraisal scheme should be introduced for the Chief Executive and Directors. SOLACE Enterprises Ltd. had been invited to facilitate the process of appraisal and their report was attached. To ensure the appraisal process could truly be judged a success, SOLACE had recommended that thought be given to the future development of the process including:

- (i) Synchronisation with the timetable for key strategic plans, budgets etc;
- (ii) Consistency with the Council's existing scheme to ensure as cascading of key objectives throughout the organisation;
- (iii) Opportunities for such things as 360° Appraisal being incorporated were not missed;

The development of Personal Development Plans for Chief Officers also needed to be pursued.

AGREED - T H A T the report be noted and that the Chief Executive report further on the issues identified in the SOLACE report.

Reasons for recommendation

To apprise the Change Board.

(f) Heads of Service Appraisal (CE)-

The Heads of Service had benefited from a Development Centre in September 2002 facilitated by HR insight. It was noted that as a result of the work carried out with the Heads of Service, a set of management competencies had been discussed but not, as yet, agreed.

SOLACE Enterprises had been involved in facilitating the development and appraisal of the Corporate Management Team. For reasons of consistency it was proposed that John Picking be involved in facilitating the appraisal of the Heads of Service by training the Directors and the Heads of Service on how to implement effective appraisals.

AGREED -

- (1) T H A T Heads of Service be appraised by their relevant Director.
- (2) T H A T appraisals take place before 31st January 2003.
- (3) T H A T outcomes arising from these appraisals be reported to the Change Board.

Reasons for recommendations

- (1)&(2) To expedite performance support arrangements across the Council.
- (3) To apprise the Change Board.

(g) Consultants' Report on Recruitment and Retention -

A copy of this report was circulated at the meeting. It was recommended by the Chief Executive and

AGREED -

- (1) T H A T the Change Board consider and determine issues relating to Chief Officers at a special meeting of the Change Board.

(2) T H A T the Corporate Management Team consider the issues generally in respect of all other staff and report back to the Change Board with recommendations.

(h) Professional Trainee Development Programme (CE) -

The report proposed structured and systematic development schemes aimed at recruiting and training graduates and others of good 'A' Level standard or equivalent. It was proposed that four different initiatives were developed to ensure that the scheme was inclusive and did not exclude the development of internal staff:

- General Management Development Programme (Graduate and 'A' level entry);
- Specialist Development Programme (Graduate and 'A' level entry);

It was anticipated that six candidates would be engaged for 2 - 4 years depending on age, experience and qualifications. There would be no guarantee of permanent employment, but it was expected that candidates that performed well would be recruited.

AGREED -

(1) T H A T the Professional Training Development Programme for six candidates, (four graduates and two 'A' level candidates) be agreed in principle.

(2) T H A T following consultations on the details of the scheme, a further report be submitted for confirmation of the Programme.

Reasons for recommendations

(1) The development of an in-house scheme will enable the Council to target hard to fill career routes and develop potential senior managers within those sectors.

(2) This scheme will aid the Council in working towards the Wales Programme for Improvement principle of "Local government commitment to achieving continuous improvement".

(i) Staff Recognition, Reward and Celebrating Success (CE) -

The report set out proposals for new initiatives following discussions with a variety of groups including the Trade Unions:

- 25 Year Long Service Award
- 10,20 and 30 Year Service Recognition
- Normal Retirement Presentations
- Employee of the Year
- The Unsung Hero or Heroine Award
- Young Persons Training Awards
- Personal Letters of Thanks
- Staff Reward Scheme
- Staff Celebration Evenings

- Employee Suggestion Scheme.

AGREED -

- (1) T H A T the initiatives outlined in the report be supported as the starting point for a programme of events that recognises staff achievements and celebrates success.
- (2) T H A T the Change Team and support Working Groups develop the details of the programme with a view to a formal launch.

Reasons for recommendations

- (1) To gain approval in principle for the concept.
- (2) To develop the programme so that it is successful in all its phases.