

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	COUNTY COUNCIL
DATE:	9 DECEMBER 2010
TITLE OF REPORT:	FIRST QUARTERLY REPORT FROM THE RECOVERY STEERING GROUP
PURPOSE OF REPORT:	TO REPORT ON PROGRESS AGAINST THE TARGETS SET IN THE RECOVERY PROGRAMME
REPORT BY:	THE CHAIRMAN OF THE RECOVERY STEERING GROUP

## INTRODUCTION

On the 14<sup>th</sup> September 2010 the Council endorsed its Recovery Programme (**Enclosure 1**) and established a Recovery Steering Group (RSG) to oversee its progress and report back to every ordinary meeting of the Council until such time as the Ministerial Intervention is brought to an end. The Terms of Reference and Membership of the RSG are attached (**Enclosure 2**).

## PROGRESS

The RSG has met on two occasions.

The first meeting took place on 28<sup>th</sup> October 2010 and the second on 23<sup>rd</sup> November 2010. As the RSG is not a formal committee, its Agendas and Minutes are not routinely published, so copies are attached (**Enclosure 3**). For a detailed view of the matters discussed by the RSG, Members of the Council are invited to review the Minutes but are asked to please note that those for the second meeting are currently in draft format only.

For the purpose of reporting back to the Council, though, I intend to focus only on the two most significant issues described in the paragraph below.

## MAIN ISSUES

1. The RSG has identified nine issues, satisfactory progress in respect of which we believe are fundamental to achieving a long term and sustainable recovery. Those key issues are listed at **Enclosure 4**.

To address these issues, the RSG agreed that it will invite presentations from each of the relevant Portfolio Holders, to update the RSG on each area in turn.

This process will begin by inviting the Portfolio Holders, together with Officers as appropriate, with responsibility for "Community Engagement" and "Inclusive Budget

Process" to the next RSG on 20<sup>th</sup> January 2011. The purpose of the presentations will be to enable the RSG to assess the starting position, progress to date, proposed future developments, timetable and resources with a view to establishing the RSG's expectations/requirements for future reporting and monitoring. In essence, if good progress is being made, then only "light touch" monitoring will be necessary.

The other key issues identified will be similarly addressed at future meetings.

The RSG explicitly recognise that it has no decision making powers in these areas but is seeking the necessary information to enable it to discharge its responsibility in providing an assurance role to the Council.

2. The RSG has, and will, receive updates at every meeting on the wider Recovery Programme and will make any decisions or adjustments relating to elements of the Programme, as and when required. Particular emphasis will be placed on any elements which appear to be stalling or failing to proceed at a reasonable pace and further information will be requested on any particular areas of concern. These will be reported to the Council. A copy of the current status of the Recovery Programme is attached at **Enclosure 5**.

## **RECOMMENDATIONS**

- To accept the current findings of the RSG, namely, that progress against the Recovery Programme generally is satisfactory and
- To endorse the process and principles adopted by the RSG to continue monitoring future developments against the key areas identified and the wider Recovery Programme.

**ATODIAD / ENCLOSURE 1**

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>COMMITTEE:</b>	<b>COUNTY COUNCIL</b>
<b>DATE:</b>	<b>14 September 2010</b>
<b>TITLE OF REPORT:</b>	<b>ESTABLISH A RECOVERY STEERING GROUP OF THE FULL COUNCIL</b>
<b>PURPOSE OF THE REPORT:</b>	<p><b>CREATE A MEANS TO PROVIDE REPRESENTATIVES OF THE FULL COUNCIL WITH:-</b></p> <ul style="list-style-type: none"> <li>- <b>an overview/monitoring role of the ongoing Recovery Programme;</b></li> <li>- <b>direct communication with the Recovery Board</b></li> </ul>
<b>REPORT BY:</b>	<b>INTERIM MANAGING DIRECTOR</b>

### Introduction

At its meeting on the 14<sup>th</sup> September 2010 the Council will be asked to endorse its Recovery Programme.

As well as identifying those steps already successfully completed, the Recovery Programme will set out further activities which the Council must undertake in order to satisfy the Minister and the Recovery Board that the Council is fit, and will remain fit, to run its own affairs without need for continuing government intervention.

The progress of the Recovery Programme must be monitored and, while there are a number of existing groups / committees which will have a role to play in this, it is proposed that a Recovery Steering Group (the "Recovery Group") be established. The overall arrangements would be as illustrated in the diagram at Annex A.

## Terms of Reference

The particular role of the Recovery Group will be to monitor the Council's overall progress against the work streams/projects which constitute the Recovery Programme and to give the Council assurance that the projects are meeting their objectives and outcomes; or to alert the Council to any concerns/shortcomings and to make recommendations/suggestions for remedial action. The projects included in the Recovery Programme are:-

- 1.0 Member Development
- 2.0 Engagement
- 3.0 Businesslike Council
- 4.0 Performance
- 5.0 Reputation
- 6.0 HR
- 7.0 Strengthen Governance

In conducting its work, the Recovery Group may refer matters to other bodies, such as the Audit Committee or the Standards Committee, for comment or review, as the Recovery Group considers appropriate.

Given that resources are finite, the Recovery Group will also have an important role in making recommendations for the prioritisation of activities within the Recovery Programme.

The external Recovery Board will need to be assured that changes and improvements are sustainable before they will recommend to the Minister that the intervention is brought to an end. The Recovery Board has stated "...we remain concerned that some "backbench" members are not yet adequately involved in, and supportive of, the recovery. Some in particular appear unable to detach themselves from attitudes and ways of working that have become thoroughly discredited, and from issues and rivalries which should have been buried long ago". It will be part of the remit of the Recovery Group to consider

whether the Recovery Programme is sufficiently robust to ensure that this issue is tackled and, if not, to identify further actions which the Council should take to enable all members to move forward cooperatively. In addressing this issue the Recovery Group may need to work collaboratively with the Member Development Working Group and the Standards Committee.

The Chair of the Recovery Group will report to each annual and ordinary meeting of the Council to give the Council assurance (or otherwise) that the Recovery Programme is being properly prioritised and resourced and that the timetable and outcomes are being achieved.

In addition to regular reporting to the Council, the Recovery Group will also engage in regular dialogue with the external Recovery Board. To identify appropriate and mutual expectations in this regard it is likely that the Recovery Group, once established, will have a meeting in early course with the Recovery Board to agree mutual expectations about communication and reporting.

Suggested Terms of Reference for the Recovery Group are attached at Annex B.

### **Support**

It is suggested that the Group shall be advised by the Council's Project Assurance Officer whose primary role will be to assess the progress and performance of the Recovery Programme Projects and to report to the Recovery Group. Other relevant officers will also contribute to the work of the Recovery Group as appropriate to the particular matter or matters under consideration

### **Membership**

Members need to decide on what basis the Recovery Group will be populated.

A number of factors may need to be taken into consideration:-

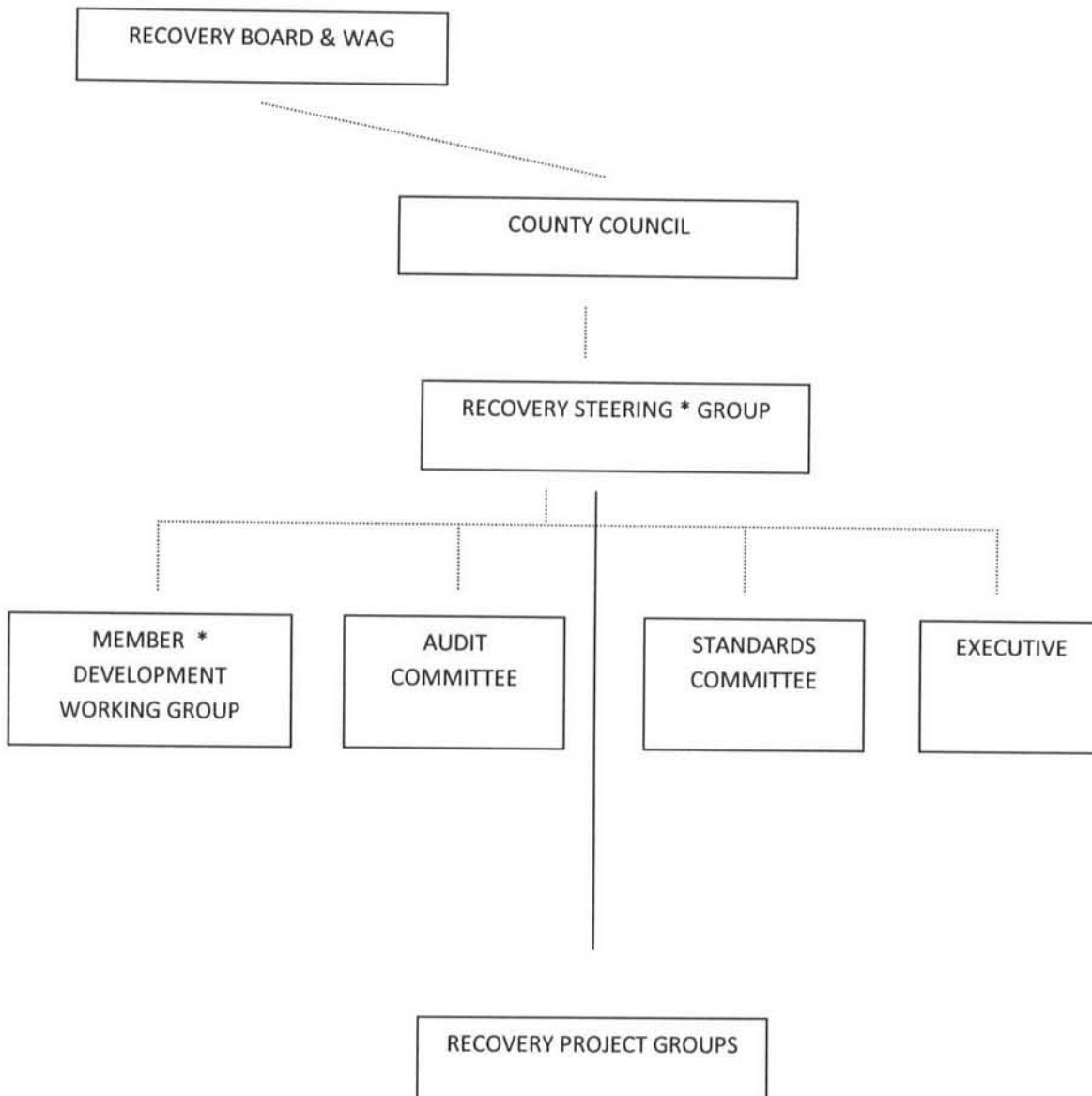
- Membership will have to take into account other responsibilities and obligations and no member should undertake a role on the Recovery Group without being satisfied that they have the necessary time and commitment

- As the issue of recovery is a matter of equal concern to all members, the Recovery Group should not be dominated by members of the Executive/Group Leaders
- Should there be a “cap” on the number of members and if so, what should it be?
- The desirability for both Executive and non-Executive members to be on the Steering Group
- The desirability to have both experienced and new members on the Recovery Group.
- The Chair of the Recovery Group might be
  - The Chair of the Council or
  - The Portfolio Holder for Corporate Governance or
  - A senior backbench member who commands respect from across the Chamber
- Whilst it is recommended that the Recovery Group shall not be politically balanced, members should decide whether to include representation from all groups/parties? In that case, each group/party would select its own representative.
- Should the Leader of the Council be a member?
- Should the Leader of the Opposition be a member?
- Should the Portfolio Holder for Corporate Governance and/or the Chair of the Corporate Scrutiny Committee be members?
- Should an unaffiliated member be appointed and, if so, how will he/she be selected?
- Should the Council select the Chair of the Recovery Group and allow the Chair to choose his/her own “team” with or without limitations or restrictions?
- Should the Chairs of the Audit Committee and/or the Standards Committee be members of the Recovery Group?

## **Recommendations**

1. Members confirm the Terms of Reference at Annex B. Any revisions or variations thereto to be clearly identified and agreed.
2. Members to decide on the Chairmanship and membership of the Recovery Group.





\*These are not formal Committees of the Council

**RECOVERY STEERING GROUP**

**1.0 PURPOSE**

- 1.1 To provide assurance to the County Council that the Recovery Programme, designed to remove the Council from Welsh Assembly Government Intervention, is robust and is being delivered.

**2.0 MEMBERSHIP**

- 2.1 To be determined by the full Council.
- 2.2 Not to be politically balanced. The Recovery Group will not be a formal committee or sub-committee of the Council but will be a working group, meeting in private session, and reporting to the full Council.

**3.0 DURATION AND FREQUENCY**

- 3.1 The Recovery Group will continue to operate for the duration of the Welsh Assembly Government's Intervention.
- 3.2 Will meet at least twice in each quarter and such meetings shall be timed in order to report directly to the Council.

**4.0 DETAILED TERMS OF REFERENCE**

- 4.1 To consider the overall Recovery Programme and monitor its delivery and progress.
- 4.2 To ensure that there is effective communication with members of the Council generally on progress and ensure wider member commitment and ownership.
- 4.3 To review reports from the Recovery Board and elsewhere and adjust the Recovery Programme as necessary.
- 4.4 To advise the Council on any further steps it needs to consider in order to accelerate the removal of the Council from formal Intervention by the Welsh Assembly Government.
- 4.5 To report to each meeting of the Council on progress against the Recovery Programme.
- 4.6 To act as a reference group for the external Recovery Board.

**ATODIAD / ENCLOSURE 2**

## RECOVERY STEERING GROUP

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- 4.6 To act as a reference group for the external Recovery Board.

# ISLE OF ANGLESEY COUNTY COUNCIL

## Minutes of the meeting held on 14 September 2010 (2:00pm)

### 8. ESTABLISH A RECOVERY STEERING GROUP OF THE FULL COUNCIL

Reported by the Interim Managing Director - That at its meeting today, the Council would be asked to endorse its Recovery Programme.

As well as identifying those steps already successfully completed, the Recovery Programme would set out further activities which the Council must undertake in order to satisfy the Minister and the Recovery Board that the Council was fit and would remain fit, to run its own affairs without need for continuing intervention.

The progress of the Recovery Programme must be monitored and, while there were a number of existing groups / committees which would have a role to play in this, it was proposed that a Recovery Steering Group be established. The overall arrangements would be as illustrated in the diagram at Annex A of the report to Council.

The suggested Terms of Reference for the Recovery Group were attached at Annex B of the report. The report also referred to proposed officer support in order to assess the progress and performance of the Recovery Programme Projects and to report to the Recovery Group.

The report also referred to a number of factors which might need to be taken into consideration as regards the proposed membership of the Recovery Group.

A proposal was lost by Councillor Bryan Owen that membership of the Recovery Group should consist solely of backbenchers of the Authority.

Prior to the vote the Interim Managing Director pointed out that it was a matter for each political group to decide upon the member put forward, having regard to the desirability for both Executive and non Executive members on the Steering Group. However, he did agree with the general sentiment put forward today that if there was not a fair number of members from the backbenches, then the Group would not actually achieve its objectives. Through discussions via the normal political channels in terms of the nominations, the Council could try to comply with both the spirit of what Councillor Owen was trying to achieve but also make sure that there were some members from the Executive as well.

### **RESOLVED**

- **That Council confirms the Terms of Reference for the Recovery Steering Group as shown at Appendix B of the report.**
- **That the membership of the Steering Recovery Group shall be one member from each Political Group together with one unaffiliated member and that meetings of the Group be Chaired by the Vice-Chair of the Council."**

## **AELODAETH GLLA / MEMBERSHIP OF THE RSG**

Y Cynghorydd / Councillor G O Jones (Cadeirydd / Chair)  
Y Cynghorydd / Councillor K P Hughes  
Y Cynghorydd / Councillor T Lloyd Hughes  
Y Cynghorydd / Councillor H Eifion Jones  
Y Cynghorydd / Councillor Tom Jones  
Y Cynghorydd / Councillor J Arwel Roberts  
Y Cynghorydd / Councillor G W Roberts, OBE  
Y Cynghorydd / Councillor P S Rogers

**ATODIAD / ENCLOSURE 3**



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Rheolwr Gyfarwyddwr Dros Dro/Interim Managing Director,  
Cyngor Sir Ynys Môn/Isle of Anglesey County Council,  
Swyddfa'r Sir,  
LLANGEFNI,  
Ynys Môn. LL77 7TW

Gofynnwch am/Ask for Mr John Gould  
Adain Bwyllgorau/Committee Section  
01248 752 515  
jgxc@anglesey.gov.uk  
Fax: 01248 751 990

22 Hydref/October, 2010

At /To: Y Cyngorydd / Councillor G.O.Jones (Cadeirydd /Chair)  
Y Cyngorydd / Councillor K.P.Hughes  
Y Cyngorydd / Councillor T.Lloyd Hughes  
Y Cyngorydd / Councillor H.Eifion Jones  
Y Cyngorydd / Councillor Tom Jones  
Y Cyngorydd / Councillor J.Arwel Roberts  
Y Cyngorydd / Councillor G.W.Roberts, OBE  
Y Cyngorydd / Councillor P.S.Rogers

Annwyl Aelod,

Estynnir gwahoddiad i chwi i gyfarfod cyntaf o'r Grwp Llywio Adferiad sydd i'w gynnal am 10:00am y bore, Ddydd Iau, 28 Hydref, 2010 yn Ystafell Bwyllgor 1, Swyddfeydd y Cyngor, Llangefni.

Mae copi o'r Rhaglen ynghlwm.

Yn gywir,



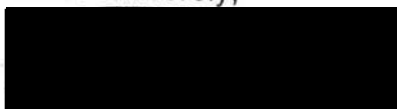
**RHEOLWR GWASANAETHAU PWYLLGORAU**

Dear Member,

You are invited to the inaugural meeting of the Recovery Steering Group to be held at 10:00am on Thursday 28 October, 2010 at Committee Room 1, Council Offices, Llangefni.

An Agenda for the meeting is attached.

Yours Sincerely,



**COMMITTEE SERVICES MANAGER**



## AGENDA

1. DECLARATION OF INTEREST

To accept any declaration of interest by any Member or Officer in respect of any item to be discussed at the meeting.

2. APOLOGIES

Councillor T.Lloyd Hughes

3. TERMS OF REFERENCE

To submit for information a copy of the report and terms of reference accepted the County Council at its meeting on 14th September, 2010  
(ENCLOSURE 'A')

4. ANNUAL GOVERNANCE STATEMENT

To submit a report by the Corporate Director (Finance)  
(ENCLOSURE 'B')

5. RECOVERY UPDATE

The Interim Managing Director will give a Recovery update which will facilitate the development of this Steering Group's work programme.

NOTES OF A MEETING OF THE RECOVERY STEERING GROUP  
HELD ON 28th OCTOBER, 2010.

- PRESENT:** Councillor G.O.Jones (Chair)  
Councillors H.Eifion Jones, Tom Jones, J.Arwel Roberts,  
G.W.Roberts,OBE, P.S.Rogers.
- IN ATTENDANCE:** Interim Managing Director  
Corporate Director (Finance)  
Director of Legal Services/Monitoring Officer  
Committee Services Manager
- APOLOGIES:** Councillors K.P.Hughes, T.Lloyd Hughes.
- ALSO PRESENT:** Mr. Bill Horne (Recovery Board)

A warm welcome was extended to Mr.Bill Horne of the Recovery Board.

Reference was also made to the indisposition of Councillor Derlwyn Hughes and the Interim Managing Director was requested to convey Members and Officers best wishes to him for a full and speedy recovery.

**1. Declaration of Interest.**

None to declare

**2. Terms of Reference.**

Submitted for information, a copy of the report and terms of reference accepted by the County Council at it's meeting on 14th September, 2010.

The Interim Managing Director (IMD) stated that this Steering Group had been created as a means to provide the representatives of the full Council with an overview/monitoring role of the ongoing Recovery Programme and as a means of direct communication with the Recovery Board. It would also report to full Council on whether projects were meeting their objectives and outcomes or alert the Council to any concerns requiring remedial action.

Concern was expressed by a Member that this Steering Group was not politically balanced.

The IMD in response stated that this matter had been raised at the last Council meeting when it was resolved that membership should consist of one representative from each Political Group, one unaffiliated member with the Vice-Chair of the County Council chairing meetings. It was incumbent upon the members of the Steering Group to report back to their own Groups on progress made.

**RESOLVED that Members of the Groupo feedback to their individual Political Groups.**

**4. Annual Governance Statement.**

The Corporate Director (Finance) reported that the Statement described financial year 2009-10 and included the period reported on by the critical Corporate Governance Inspection report of July 2009, and also covered the beginning of recovery from that low point. The Audit Committee in April agreed that the Corporate Governance Inspection be used as a starting point for describing governance weaknesses in 2009-10 and against which subsequent progress may be measured. He also pointed out that the Assessment had been discussed at Strategic Leadership Group level.

A copy of the proposed Governance Statement was at Appendix A of the report and the current version of the Recovery Plan adopted by the Council was at Appendix B of the report. The external auditors had requested minor amendments to the text of the Recovery Plan and these would be taken back to the Audit Committee for confirmation. Following endorsement at that Committee, the IMD and the Leader of the Council would be invited to sign the Governance Statement on behalf of the Authority.

Members drew particular attention to the following paragraph within the report which they considered to be one of the main challenges facing this Authority, namely "*one picture to emerge is that documentation may well be in place to define expected governance arrangement, but what happens in practice, as referred to in the inspection report, betrays a lower standard of compliance.*"

The following matters were raised by Members:-

- The feeling that non-Executive members were not kept fully informed of the financial crisis facing this Authority. Important that the whole Council was provided with up to date figures.
- Recent meetings such as the Appointments Committee not provided with sufficient financial background information in order to reach a decision.
- Important to have healthy debate at Council meetings when determining the Council budget.
- Need to establish monthly meetings between Portfolio Holders and Service Heads to discuss budget implications and staffing requirements.
- Too many Task and Finish Panels currently operating throughout the Council which is confusing the issue. Their work needs to be completed and incorporated into the budget process. Officer time at Panels is preventing them focusing on the main issues facing this Authority.

The IMD in response to the above made the following comments:-

1. There was to be a briefing session in 3-4 weeks time to bring the whole Council up to speed. Until more details were announced on 17th November, it was difficult to prejudge the financial implications. However, there needed to be a far more inclusive process on the budget, particularly given the scale of the problems faced. The type of

decisions the Council needed to take over the next 2-3 years required the support of the overwhelming majority of the members of the Council. He drew members attention to the fact that the Corporate Director (Finance) was currently in the process of improving the monthly budgetary monitoring arrangements.

2. Before formally taking the matter to the Executive, an informal briefing session was to be held with them on 3rd November, to discuss Task & Finish Groups, collaborative regional working and the Affordable Priorities Programme, together with a report on the likely range of savings required over the next 4 years and an update on the capital programme.

3. Some of the issues from the Corporate Governance inspection did refer to flows of information between Political Groups and across the Council and the IMD considered that this Group should identify this as a specific issue to address.

4. As regards Task and Finish Groups, he was of the view that members required a process which they all owned and understood, so that when there were difficult decisions to take, there had been sufficient openness, transparency and engagement through the proper processes. If that required some of those Groups to be terminated or merged then that was acceptable.

**RESOLVED to note the contents of the Annual Governance Statement and that the IMD be requested to take on board the comments raised by members.**

#### **5. RECOVERY UPDATE**

The IMD provided members with a copy of his response to the Preliminary Corporate Assessment (PCS) which would be before Council later this day. His briefing would bring this Group up to speed with progress to date.

He stated that the CPA report tended to be more focused on elected members. However, an awful amount of work had taken place about strengthening the officer side of the organisation. He did not believe that the Minister would cease his intervention until he was confident that there was sustainability on the officer side as well as the member side. There had been recognition from the WAO that this Authority had done a lot more in terms of transforming the Authority than had been highlighted in the WAO report, particularly on the officer side of the organisation. Probably 75% of the effort in man days had gone into this aspect.

Although a large amount of work had been achieved over a short period of time, the Authority faced difficult issues from now on as regards determining the budget, performance planning and risk management. This Steering Group needed to comment whether it was in agreement with the IMD's broad analysis of progress or whether additional work was required and whether the Group would like to address any particular issues in detail.

Members paid particular attention to the following matters under the 6 areas identified within the IMD's report, namely:-

## **1. Strengthen Governance.**

- That the Planning Committee was performing well and that its reputation had been enhanced.
- No LDP in place with Members and Officers working to a dated plan. Vital to have an LDP or Interim Planning Policies in place a.s.a.p. A merged Policy Unit with Gwynedd Council might be costlier at the end of the day.
- Planning gain interim policy required.
- Querying the cost of training and development for Members and Officers
- Danger that Members were signing too many documents without realising the implications. Need to ascertain what other Authorities are doing.
- To note the IMD's intention to report back to this Group upon democratic renewal, prior to Democracy Week which is to take place in October 2011.
- Thank the Recovery Board for instigating the issue of governance within their report(s).
- That a further session is required with Ian Bottrill on changes to the Council Constitution, prior to taking the matter to full Council.
- Need for a protocol to be established between Members and Officers. Members need to have an avenue to raise matters of concern if officers are not delivering decisions taken by Members. This had been one of the erosion of trust issues in the past. The IMD acknowledged that this was a missing aspect from the overall programme of work and would need to be addressed.

## **2. Member and Officer Joint Working**

### **3. Leadership and Engagement**

- Need to identify specific issues for discussion when arranging Question Time sessions with the general public. Single issue items perhaps. Could consider establishing a Forum to discuss business rates with business people.
- Responsibility should also lie with the Portfolio Holder for poor performance or delivery within a Service.
- Sickness monitoring needs to be addressed.

## **4. Make the Council More Business Like**

## **5. Improving Performance and Performance Management**

## **6. Enhance Reputation Management**

In conclusion, the IMD was of the view that this Group needed to evaluate risks to recovery, sustainability and how one measured the effectiveness of the recovery process.

Members considered that the next meeting should address the Wales Audit Office Corporate Preliminary Assessment report and the list of priorities identified today e.g. the LDP and H.R.improvements etc.

**COUNCILLOR G.O.JONES (CHAIR)**



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

Rheolwr Gyfarwyddwr Dros Dro/Interim Managing Director,  
Cyngor Sir Ynys Môn/Isle of Anglesey County Council,  
Swyddfa'r Sir,  
LLANGEFNI,  
Ynys Môn. LL77 7TW

Gofynnwch am/Ask for Mr John Gould  
Adain Bwyllgorau/Committee Section  
01248 752 515  
jgxc@anglesey.gov.uk  
Fax: 01248 751 990

17 Tachwedd / November, 2010

At /To: Y Cyngorydd / Councillor G.O.Jones (Cadeirydd /Chair)  
Y Cyngorydd / Councillor K.P.Hughes  
Y Cyngorydd / Councillor T.Lloyd Hughes  
Y Cyngorydd / Councillor H.Eifion Jones  
Y Cyngorydd / Councillor Tom Jones  
Y Cyngorydd / Councillor J.Arwel Roberts  
Y Cyngorydd / Councillor G.W.Roberts, OBE  
Y Cyngorydd / Councillor P.S.Rogers

Annwyl Aelod,

Estynnir gwahoddiad i chwi fynychu cyfarfod o'r Grwp Llywio Adferiad sydd i'w gynnal am 2:00pm, Ddydd Mawrth, 23 Tachwedd, 2010 yn Ystafell Môn, Llawr Isaf, Adain Gwasanaethau Cymdeithasol, Swyddfeydd y Cyngor, Llangefni.

Mae copi o'r Rhaglen ynghlwm.

Yn gywir,



RHEOLWR GWASANAETHAU PWYLLGORAU

Dear Member,

You are invited to a meeting of the Recovery Steering Group to be held at 2:00pm on Tuesday 23 November, 2010 at Ystafell Môn, Social Services Department, Ground Floor, Council Offices, Llangefni.

An Agenda for the meeting is attached.

Yours Sincerely,



COMMITTEE SERVICES MANAGER



## AGENDA

1. **DECLARATION OF INTEREST**  
To accept any declaration of interest by any Member or Officer in respect of any item to be discussed at the meeting.
2. **APOLOGIES**  
Councillor
3. **MINUTES.**  
To submit for confirmation, the minutes of the meeting of the Recovery Steering Group held on 28th October, 2010. **(ENCLOSURE 'A')**
4. **WALES AUDIT OFFICE - PRELIMINARY CORPORATE ASSESSMENT.**  
(a) To report that the extraordinary meeting of the County Council on 28th October, 2010, upon consideration of the above, resolved to refer the assessment to the Audit Committee and the Corporate Scrutiny Committee for consideration and that the Recovery Steering Group be given a specific mandate to oversee progress.  
  
(b) To submit the report of the Interim Managing Director.  
**(ENCLOSURE 'B')**
5. **MATTERS ARISING FROM THE PREVIOUS MEETING.**  
To submit a report by the Interim Managing Director addressing those issues raised at the previous meeting of the Steering Group.  
**(ENCLOSURE 'C')**
6. **COUNTY COUNCIL ELECTION 2012 - ENGAGEMENT PROJECT.**  
The submit a report by the Interim Managing Director.  
**(ENCLOSURE 'CH')**
7. **PROGRAMME MANAGEMENT**  
To submit a verbal report by the Programme Management Consultant.



DRAFT

**NOTES OF A MEETING OF THE RECOVERY STEERING GROUP  
HELD ON 23rd NOVEMBER, 2010.**

**PRESENT:** Councillor G.O.Jones (Chair)  
Councillors H.Eifion Jones, K.P.Hughes, T.Lloyd Hughes, Tom Jones,  
J.Arwel Roberts.

**IN ATTENDANCE:** Interim Managing Director  
Director of Legal Services/Monitoring Officer  
Head of Service (Policy)  
Programme Management Consultant  
Central Support and Emergency Planning (AKW)  
Committee Services Manager

**ALSO PRESENT:** Mr.Ian Bottrill (National Development Director, ContinYou, Cymru)

**1. DECLARATION OF INTEREST.**

None to declare

**2. APOLOGIES**

None received

**3. MINUTES**

Submitted and confirmed, the minutes of the meeting of the Recovery Steering Group held on 28th October, 2010.

**4. WALES AUDIT OFFICE - PRELIMINARY CORPORATE ASSESSMENT**

Reported - That the County Council had recently resolved to refer the preliminary corporate assessment to the Audit and Corporate Scrutiny Committees for consideration and that the Recovery Steering Group be given a specific mandate to oversee progress.

The current assessment identified a number of areas where the Council should consider taking action and was summarised in Appendix II of the report. This assessment would be updated as part of the WAO's Annual Improvement Report which was due to be issued to the Council in January 2011.

Members referred to the implementation of a Council wide appraisal system (P5 of report) and were aware that there were currently some 17 different appraisal systems being used throughout the Authority. Members considered it vital that Officers should continually monitor appraisal data in order to achieve 100% compliance across the Council.

The Director of Legal Services/Monitoring Officer (DLS/MO) in reply acknowledged this fact and stated that one of the strategic priorities contained in the HR Action Plan was to implement by the middle of next year, a single coherent corporate appraisal system. The new HR/ICT system (Northgate) would provide a means of checking whether appraisals were being carried out and whether agreed actions were being addressed. Officers would also be reporting back to this Steering Group in due course on the timetable for a competency based appraisal system.

Councillor J.A.Roberts stated that he had his reservations as regards the introduction of an appraisal system for elected members. He felt that it would be difficult to appraise those members who did not have the specific responsibilities of Portfolio Holders and the Chairs of Committees.

**RESOLVED to note the contents of the report and to also note that a further update in this respect was to be provided by the Wales Audit Office in January 2011.**

**5. MATTERS ARISING FROM THE PREVIOUS MEETING**

Reported - That in order to move forward with the work of the Steering Group it was suggested that the key areas identified at the last meeting be refined and developed into a scheduled set of reports/ presentations to be considered by future meetings of the Steering Group and, if at all possible, to ensure that such work was dovetailed with ordinary meetings of the full Council and the external Recovery Board.

The Steering Group was asked to consider the key areas identified in further detail and to populate the matrix at Enclosure 3 to enable Officers to devise a work programme for the next six months.

Members considered that two Portfolio Holders should be invited to attend the next meeting to address 2 of the 9 key issues identified and that the workload thereafter should be spread out over the course of the remaining meetings.

**RESOLVED**

- **That consideration be given at the next meeting to the Inclusive Budget Process and to Community Engagement and that the respective Portfolio Holders be invited to attend that meeting on 20th January, 2011.**
- **That the Director of Legal Services/Monitoring Officer be requested to write to the members of the Executive informing them that they will be invited to attend future meetings of the Steering Group in respect of those matters appertaining to their Portfolio responsibilities.**

**6. COUNTY COUNCIL ELECTION 2012 - ENGAGEMENT PROJECT**

Reported - That the Preliminary Corporate Assessment published in September 2010 identified inter-alia that " *The Council should develop and implement a strategy before the 2012 elections to inform citizens about the role and responsibilities of the modern councillor and, in so doing, promote greater diversity within the council*".

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There was now an opportunity for this Council to be at the forefront of this activity. However, to progress, required ideas from existing members, a budget allocation for the task and the support of Council.

To be effective in promoting engagement the Council needed to work back from the County, community and town council elections scheduled for 3 May, 2012, providing for those interested in becoming potential candidates with an opportunity to learn about the role of a Councillor and assess whether they would like to stand for election. An awareness programme needed to be in place by mid 2011. Paragraph 4 of the report referred to possible activity campaign options, and budget implications for discussion, estimated to be in the region of £11,500.

Councillor H.Eifion Jones considered that the best way to attract people to join this Council was complying with the Recovery process and improving services to the public. He, like other members present was uncomfortable with the amount of the contribution towards these activities. As a cost cutting measure, he suggested that officers should give consideration to the flyer prepared by Denbighshire County Council entitled 'Denbighshire Election Candidates Guide.'

Members considered that the message needed to be promoted via the Island's schools and colleges and that better use should be made of the Council website in promoting engagement. The youth of today were more likely to make use of Facebook, Twitter and their PC's rather than reading promotional flyers.

The IMD stated that the Group needed to decide as a point of principle, whether this Council should be making an effort to increase turnout and increase the interest in becoming a Councillor. The challenge to officers then would be to determine how to do that in the most cost effective manner. Officers would need to investigate whether there was any access to national funding and whether there was anything that could be done via the Electoral Commission that might enable some work to take place.

Councillor H.Eifion Jones considered that the number of empty seats on the Island's Town and Community Councils needed to be addressed, since these Councils were very often a stepping stone for individuals to become County Councillors.

The IMD in reply stated that this issue could be raised at the Forum arranged in mid January 2011 between this Council and the Town and Community Councils to investigate how both bodies can work and support each other.

**RESOLVED to agree in principle to the contents of the report and that officers be requested to come up with the most economical plan to meet that objective bearing in mind the comments raised at this meeting.**

## **7. PROGRAMME MANAGEMENT**

The Programme Management Consultant handed out progress summary sheets and talked through the process that had been established to monitor Council projects. This process allowed projects to be monitored throughout their life with a view to ensuring performance and delivery of objectives.

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Where there were delays or issues requiring attention, these would be highlighted by means of a traffic light system and recommendations brought to this Steering Group for approval. Those marked in red were the ones that this Group needed to focus upon.

The importance of the above was that the Wales Audit Office would be monitoring these projects as part of their assessment of the Council. The role of this Steering Group would be to fulfil that monitoring role on behalf of the Council and draw the County Council's attention to any projects which had gone off plan.

**RESOLVED to note the position and the explanations provided regarding the delays and that a further progress report be brought back to the next meeting of this Steering Group.**

The meeting concluded at 4.00pm  
**COUNCILLOR G.O.JONES**  
**(CHAIR)**

**ATODIAD / ENCLOSURE 4**

**DRAFT**  
**RECOVERY STEERING GROUP WORK PROGRAMME**  
**DECEMBER 2010 – MAY 2011**

	INFORMATION/ CONTENT?	FORMAT?	LEAD	WHEN AND HOW OFTEN?
1.	Community Engagement		Huw Jones Head of Service -Policy	
2.	Democratic Renewal		Alan Williams Central Support Manager	
3.	HR		Carys Edwards Human Resources Services Manager	
4.	Inclusive Budget Process		David Elis-Williams Corporate Director – Finance	
5.	LDP/Interim Planning Policies		Jim Woodcock Head of Service - Planning	
6.	Member feedback on the effectiveness of training and development		John Penri Williams (Chair of the Member Development Working Group) and Miriam Williams Senior Development Officer	
7.	Planning Gain		Jim Woodcock Head of Service - Planning	
8.	Protocol for Managing Underperforming Officers and the role of Members		David Bowles Interim Managing Director	
9.	Underlying Member Conduct		David Bowles Interim Managing Director	