

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Executive Committee
Date	2 December
Subject	Capacity and Resources for Change
Portfolio Holder(s)	Alwyn Rowlands
Lead Officer(s)	Deputy Chief Executive
Contact Officer	Deputy Chief Executive

1. Purpose of the Report

The purpose of this report is to outline the additional capacity that it is currently anticipated the Council will need in order to support the delivery of the Transformation Plan and, for the Executive to approve the funding of these posts from the cost of change budget.

2. Background

The Transformation Plan was approved in January 2013 by the Executive. Since that time a Corporate Programme Manager has been appointed to support the delivery of the Plan and in particular to set up the proper governance arrangements.

The transformation of services is critical to the future sustainability of the council. Many of IOACC services are in need of modernisation to both ensure their effectiveness in meeting need, present and future aspirations and to become more efficient and/or sustainable.

Three Programme Boards have been established and each of these have now prioritised their work streams. See Appendix 1.

We therefore now need to rapidly move into delivery mode. In order for delivery to be achieved the need for additional capacity was identified by the previous council with the allocation of £500k within the current year budget for the Cost of Change.

This paper outlines the capacity which is required to be built within the Transformation Team to deliver the priority work streams.

3. Priority Programmes/Projects Resource Requirements

In order to deliver the strategic service changes required increased capacity is needed. This will enable a focus on the challenging agenda ahead and work undertaken to develop the change programmes has identified the requirement for the roles set out below.¹

Unless otherwise stated while the post holders will work under the project leadership of the Senior Responsible Officer (usually a Director) and closely with the Head of Service, the posts referred to below will be managerially located in the new Corporate Transformation Department. This is to ensure that post holders are not distracted or reallocated from Transformation projects to cover operational service requirements.

This arrangement also has the benefit of developing a team of individuals who can cover and supplement capacity as required across the Transformation projects.

In this way capacity and focus will be brought together to drive the agenda forward with pace.

3.1 Adult Social Care

Adult Social Care has a significant change agenda ahead and the need for additional capacity to drive and implement the change has been identified.

A Programme Manager post was agreed in 2012/13 to address the Residential Homes agenda but now the Programme has been explored more fully 6 interrelated work streams have been identified. Given the complexity and

¹ Full Job Descriptions need to be developed and then evaluated

sensitivity of the programme progress is currently proving too slow. There have been some constructive developments more recently and there is a need to maintain this momentum. Such developments includes taking forward proposals for investment in Extra Care Housing and determining how to support the change agenda with reference to the current residential provision and services for residents. This is having the consequence of staff and members being confused over the plan, a growing anxiety as to whether the required changes will be delivered and significant concern over the consequences to the budget. Additional focused, senior capacity is urgently needed to disengage the transformation agenda from the operational pressures and management of the service. Visible progress is now needed.

There is therefore the requirement for a Strategic Transformation Project Manager for adult social care.

The role of this individual being to define the programme, prioritise and to oversee and manage all aspects of delivery.

This role should clarify the current uncertain responsibilities and provide clear senior leadership to get on with the work in a co-ordinated and prioritised manner, leaving the Head of Service to concentrate on delivering business as usual and some of the smaller operational changes required for improvement.

3.2 Education Transformation

There are 7 key areas of activity which have been identified to respond to the Estyn report.

These primarily fall into 3 areas:-

- i) Raising standards
- ii) Improving the way the Education Department works
- iii) Reducing surplus places.

A Programme Board has been established to oversee the full PIAP.

The role of the new HoS will be to concentrate on areas i) and ii) which are in effect business as usual for the Education Department. They will therefore, be supported from within the department to drive these agendas and Transformation Monies have been made available to enhance the capacity in these areas through the appointment of a Senior School Standards and Inclusion Officer.

It is proposed for the third area (Reducing Surplus Places) that a specific Project Manager is appointed as part of the Transformation Team to manage the individual School projects once agreements have been reached and they are ready to progress e.g. the new 21st Century Primary School in Holyhead.

3.3 Asset Transformation

Much of the transformation agenda will impact on the Council's assets and, therefore, in order to be successful it is proposed that a Strategic Asset Programme Manager is created to drive asset rationalisation and transformation, and to provide professional advice to the key service transformations working as part of the Corporate Transformation Team.

Specific responsibilities would include;

- Office Rationalisation and Agile working
- Strategic Property Asset Rationalisation Plan
- Project managing service and asset transfers to community organisations
- Property expertise in particular to the school, social care and leisure services modernisation programmes.
- Leading on the liaison between the Transformation Programmes and the property and legal departments on all matters related to estate rationalisation and on commissioning proper technical support for projects.

It is also proposed that the post holder will also get support from a grant funded post (Economic Development) the role of which is to support the development of the 3rd sector.

3.4 Transformation and Governance Business Manager

Full business cases will need to accompany all of the major transformation projects. Currently such a regime is not well embedded within the work of the Council.

The business case for example for the Adult Social Care changes will require significant work as will the business cases for individual school changes.

Business cases are more than just finance and need a strategic understanding of the Council, the service in question and an analysis of available information, statistics and options.

It is expected that this post holder will develop an expertise in Business Cases, co-ordinating those which are complex and significant to the authority and which will form the basis of the transformation agenda. In particular;

- Schools modernisation
- Social care Modernisation
- Asset rationalisation
- Leisure Services

The post holder will also provide advice to others in the development of Business Cases and will have a role in challenging these before their formal submission.

They will lead on the liaison between the Transformation programmes and the Section 151 Officer, in relation to the provision of financial support and information to the Programmes and Business Cases.

There is also a need to annually review the Council's governance arrangements and to ensure that this element of our transformation continues with robust arrangements in place. This role will also therefore annually produce the Governance Statement and will throughout the year track progress in this area.

3.5 Summary

Executive approval is sought to the creation of these posts for a period of three years which will be funded through the Cost of Change Budget.

It is estimated that the cost of these posts will be in the region of £204,642 for a full year.

4.0 Implications and Impacts		
1	Finance / Section 151	<p>The base budget for 2013/14 includes an amount of £500k for the cost of change. The request for funding to improve is a total of £300k and can be funded from this cost of change budget. The council will be experiencing significant budget reductions over the next few years and it is crucial those savings are met through transformation and any investment into posts to achieve transformation should be justified and appropriate options considered. The posts in Education and Adult Social care have been discussed with S151 and clear plans are in place to justify the posts. The Asset Transformation posts has not been discussed with S151 and clarity that the capacity is currently not available within the service and duties of this post are not currently being carried out within the service are sought.</p> <p>The Transformation and Governance post makes reference to the preparation of business cases. Clarity over how this would work in practice should be sought as my understanding is that there will be duplication with the work of the leads of the Education, Assets and Adult social care leads and finance. The S151 officer and Finance Managers within the department will be working direct with the project leads with regards to the provision of financial information and will be supporting the projects not the Transformation and Governance Business Manager and this has been considered in the Finance structure currently being implemented and therefore there is a clear duplication with this post and those currently funded within Finance. The</p>

4.0 Implications and Impacts		
		<p>production of the annual governance statement is part of the role of Internal Audit and forms part of the accounts.</p> <p>The Information Governance action plan support the investment into Information Governance.</p> <p>S151 advice to fund the Information Governance support, Adult, Assets and Education and put appropriate measures to monitor the return on this investment, and to obtain further clarity over the role of Transformation and Governance Business Manager before agreeing to fund as there are clear duplications with the service provided by the Finance Department.</p>
2	Legal / Monitoring Officer	
3	Human Resources	
4	Property Services (see notes – seperate document)	
5	Information and Communications Technology (ICT)	
6	Equality (see notes – seperate document)	
7	Anti-poverty and Social (see notes – seperate document)	
8	Communication (see notes – seperate document)	
9	Consultation (see notes – seperate document)	

4.0 Implications and Impacts		
	document)	
10	Economic	
11	Environmental (see notes – seperate document)	
12	Crime and Disorder (see notes – seperate document)	
13	Outcome Agreements	

Name of author of report
Job Title
Date

Bethan Jones
Deputy Chief Executive
19 November 2013

Drivers						
Self Assessment	Improvement Plan	Asset Management	Regulatory Activity	Risk	Corporate Plan	Efficiencies
Information Governance HoS Restructure	Recovery of Education Service (ESTYN PIAP) Transformation of Leisure Service	Schools Modernisation Leisure	Estyn PIAP IA - Deputy Chief Executive Directorate	HOS Restructure (YM9) Job Evaluation (YM32, YM34)	In development	In development
Programme Management	Transformation of Older People	Older Adult Social Care	IA - Community Services Directorate	Asset Management (YM22)		
Medium Term Leisure Strategy	Continuation of Children Services Improvements	Office Accommodation	IA - Lifelong Learning Directorate	IT Strategy (YM7)		
IT Strategy Develop Two Area Based Regeneration Frameworks (Three Towns Projects?)		Libraries	IA - Sustainable Development Directorate	Information Governance (YM31) Welfare Reform (YM15)		
Community Engagement Customer Services Excellence				Estyn PIAP (YM23, YM24, Older Adult Social Care (YM5)		
Job Evaluation				Continuation of Children Services Improvements (YM16)		
People Strategy Older Adults Modernisation Programme				Affordable Housing (YM38) Leisure Services Programme (YM37) Waste Management		
ESTYN PIAP Corporate Plan						

Transformation Programme Boards - HIGH Priority Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Energy Island Programme - Workstreams: > (01) Education, Skills > (02) Supply Chain > (03) Behaviour Change > (04) Strategic Infrastructure > (05) Community Health, Safety & Wellbeing > (06) Major Energy Delivery Team > (07) Research & Development Regeneration Programme: > Welfare Reform Project (p) > Housing Strategy (t) > Local Development Plan (t) Destination Management Planning (p) EU Funding Programme: > Local Investment Fund (p) > Sites and Premises (p) > Ymwel a Mon (p) > Three Towns (p) > Coastal Projects (p) Single Integrated Plan (partnerships) (t) Affordable Housing (LAMS)Project (p)	Estyn PIAP Programme: > Standards (p) > Schools Modernisation Programme (Pr) Efficiency Strategy (t) Modernising Older Adult Social Care Programme: > Reablement (p) > Enhancing Accommodation (p) > Schedule of Rates (t) > Procurement / Brokerage (t) Waste Management Programme: > Development of a Waste Management Strategy (t) > Recycling (p) BMU (DLO) Project (p)	HR Programme: > Develop the People Strategy (t) > Job Evaluation & Single Status (p) > Improve HR Systems and Assessable Workforce Data (Northgate) (p) Develop IT Strategy (t) Skill the Authority to Meet the Challenges Programme: > Develop Programme & Project Man. Framework (t) > Strategy for Lean Systems Techniques (t) Office Accommodation & Agile Working - Smarter Working on Anglesey (p) Customer Services Excellence Project (p) HOS Review Role & Function (t) Staff Awards (t) Develop the Corporate Plan (t) Information Governance Project (p)

Transformation Programme Boards - MED/LOW Priority Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Mon a Menai Regeneration Programme (Pr) Llwyddo'n Lleol (p)	POTENTIAL (p) Transport Cost Reduction - TAITH (Cp) Highway Roads Financial Review (t)	Business Continuity Plan (t) New Housing System - ORCHARD (Phase 2) (p) Building Control Service (Cp) NW Legal Collaboration (Cp) Community Infrastructure Levy (Cp) Emergency Planning (Cp) NW Public Protection Collaboration (Cp) NW Trading Standards Collaboration (Cp)

Transformation Programme Boards - ON HOLD(*)/NOT STARTED Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Taith I Waith (p) Resilience (p) Developing New Skills in the Community (p) Age Friendly Communities (p) Re-address the Signage of all Blue flag Beaches (p) New EU Projects (p) Landscape Partnership Programme & Anglesey Fens (Pr) AONB Management Plan (Renewal) (t)	Review the provision of support services for children with disabilities with a view to remodel the service to work in collaboration with Gwynedd C.C. and partners (Cp) Implementation of restructuring of the service to improve service delivery to explore new, more mobile and a leaner ways of working (p) Learning Disability (p) Customer Care Programme (Pr) Mon Audit of Social Care Transport (p) SPOA (Single Point of Access - Adult Referrals) (Cp) OASC Programme - Dementia Project (p) Leisure Services Programme: > Develop a Leisure Service Strategy (t) > Beaumaris LC Outsourcing (p) > Outsourcing Outdoor Parks & Leisure Facilities (p) Library Services Strategy (t) Cultural Services Strategy (t)	Meet the requirements of the Sustainability Act Carbon Reduction Project (p) Commissioning Assessment (p) Ethos Môn – Develop Change Development of a Green Dragon Award (p) E-Planning (p) SS Relocation Of Staff (p) RAISE ICT System Replacement (p) Procurement (p) Contract Management & E-Procurement (p)

Transformation Programme Boards - CLOSED Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Democratic Renewal Programme (p)	Performance Management Framework (p) Restructuring Public Protection Service (p)	Communication Strategy (t) Embedding Risk Management (t) Ethos Môn – Develop Change Management Capacity and the Anglesey Manager (Phase1) (p) New Housing System - ORCHARD (Phase 1) (p) CCTV Collaboration (Due to be disbanded) Flexible Working Arrangements (Flexi) (p) Staff Travel Terms & Conditions (p) Modernising Finance (p)

Key:
 Pr - Programme
 p - Project
 t - Task
 Cp - Collaboration Project
 * - On Hold