

CORPORATE SCRUTINY COMMITTEE

Minutes of the extraordinary meeting held on 15 November, 2013

- PRESENT:** Councillor R.Meirion Jones (Chair)
Councillor G.O.Jones (Vice-Chair)
- Councillors Lewis Davies, Jeff Evans, Ann Griffith, Victor Hughes,
Llinos Medi Huws, Raymond Jones, P.S.Rogers
- IN ATTENDANCE:** Chief Executive
Deputy Chief Executive
Head of Function (Resources) & Section 151 Officer
Scrutiny Manager
Committee Officer (ATH)
- APOLOGIES:** Councillor Jim Evans, Councillors Derlwyn Hughes, Vaughan Hughes (invitees)
- ALSO PRESENT:** Invitees: Councillors Richard Dew, Alwyn Rowlands, John Griffith, Ken Hughes,
Aled Morris Jones, H.Eifion Jones, R.Llewelyn Jones, Alun Mummery,
Dylan Rees, R.G.Parry, OBE, J.Arwel Roberts.
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1 DECLARATION OF INTEREST

No declaration of interest was received.

2 CAPACITY AND RESOURCES FOR CHANGE

The report of the Deputy Chief Executive setting out details of the additional capacity which it was anticipated the Council would require to support the delivery of the Transformation Plan to be funded from the cost of change budget was presented for the Committee's consideration. The report was presented for approval originally to the meeting of the Executive held on 21st October, 2013.

The Chair recapped on the background to the matter and said that the Executive at its meeting on 21st October had deferred consideration of the report to allow the matter to be considered and scrutinised by the Corporate Scrutiny Committee.

The Deputy Chief Executive proceeded to give the Committee a visual presentation which provided background information relating to the Transformation Plan and the timescales involved; the challenges in effecting transformation in the designated service areas and past barriers to change; engagement and communication with staff, the transformation roles and specifically what the proposed additional capacity is expected to achieve and deliver in relation to identified priority work streams. In her presentation the Deputy Chief Executive highlighted the following points –

- The four proposed posts – Education Modernisation Project Manager; Social Care Strategic Transformation Manager; Assets transformation Manager and Governance and Business Officer would be for a tenure ranging from 18 months to 3 years (3 years in the case of the former two posts and 18 months in the case of the latter two posts)
- The posts provide development opportunities for current staff and could be filled on the basis of internal secondments.
- The post holders will work as a team and provide support for other projects thus providing a team of individuals who can cover and supplement capacity as required across the transformation programme.
- The posts will reduce the need for external consultants and the associated costs.
- The Education Project Manager post may be funded from the 21st Century Schools Programme.

- The total estimated costs of providing the additional capacity has been reviewed down to £204k following an evaluation of posts.

Members of the Committee and other Members of the Council invited to the meeting were afforded the opportunity to question the Officers regarding the proposal and what it entailed and in the ensuing comprehensive discussion, the following were the primary issues regarding which clarification and explanation was sought –

- The lack of engagement and prior consultation with new Scrutiny Members regarding the Transformation Programme and plans with specific reference to the proposal for additional capacity.
- The pace of change. Some Members questioned the rapidity of change and its possible effects in terms of adding to pressures on staff and depleting staff morale whilst other Members deemed the pace of change over time to be insufficient to address the challenges ahead in certain service areas. The need to implement change sensitively was pointed out as being as important as taking a business- like approach.
- Whether a Voluntary redundancy scheme should have been implemented at the outset when the need for a substantial savings programme was known so that the Authority would be better positioned to assess the staff establishment in terms of available and required capacity.
- Whether the £500k allocated within the current year's budget is adequate to meet the costs of change.
- The linkage between the Heads of Service restructure and the Transformation Agenda in terms of squaring the loss of certain posts with the proposal to establish additional capacity.
- Whether the Governance and Business Officer post duplicates duties undertaken by other officers - specifically the Section 151 Officer - supporting the change projects.
- The reasons for the differentiation in grade/salary of the Corporate Assets Transformation Manager and ASC Transformation Manger compared to that of the School Modernisation Project Manager and the Corporate Transformation and Governance Officer.
- Whether any benchmarking had taken place with other authorities as regards current available capacity in the areas in the report where it has been identified that Anglesey is need of additional capacity. It was suggested that there should be corroborative evidence to show that the Authority has insufficient capacity in these areas compared to other authorities and that the posts are therefore necessary.
- Whether in order to better justify the posts it would be feasible to amend their tenure to a payment on results basis.
- Whether the establishment of the additional posts would entail supplementary support costs.
- Whether a target has been set in terms of reducing consultancy costs and whether the savings obtained would be channelled into overhead costs in relation to the proposed posts.

Members of the Committee emphasised the following considerations as consequential :

- Whilst the need for the transformation posts in relation to Education and Adult Social Care was recognised given the extent of the transformation work in these areas, the importance of assessing and reviewing output of these 3 year tenure posts was emphasised particularly in terms of adding value and delivering tangible savings.
- That subject to securing the required expertise and skills appointment to the four posts be made by internal secondment.

The Officers responded to the points of clarification raised by providing further explanation where appropriate.

The Head of Function (Resources) confirmed that the duplication of work in relation to the Corporate Transformation and Governance Officer post which she had raised in the report presented to the Executive on 21 October has now been removed.

The Chief Executive emphasised the spend to save nature of the proposals along with the interrelationship between the four proposed posts in terms of delivering an holistic and integrated Transformation Programme across the Council. He said that he and the SLT could only be held accountable for delivery if their advice was followed.

It was resolved to recommend to the Executive –

- **That the posts of Education Modernisation Project Manager and Social Care Strategic Transformation Manager be approved on the basis of a 3 years tenure conditional upon a satisfactory review of progress and output at the end of eighteen months.**
- **That the posts of Assets Transformation Manager and Governance and Business Officer be approved on the basis of an 18 months tenure as proposed.**
- **That subject to securing the necessary skills and expertise, appointments to all four posts are made by internal secondment.**

ACTION ARISING : Chief Executive and/or Deputy Chief Executive to provide the Executive with comparative information about capacity in other authorities in the four areas to which the proposals relate (with a copy to Audit Committee Members)

**Councillor R.Meirion Jones
Chair**

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