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10 February 2006

To: Chairman – Councillor SGM Kindersley  
Members of the Transformation Committee – Councillors Dr DR Bard,  
JD Batchelor, NN Cathcart and RT Summerfield

Dear Councillor

You are invited to attend the next meeting of the **TRANSFORMATION COMMITTEE**, which will be held in **SWANSLEY ROOM** at South Cambridgeshire Hall on **MONDAY, 20 FEBRUARY 2006** at **2.00 p.m.**

Yours faithfully  
**GJ HARLOCK**  
Finance and Resources Director

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#### AGENDA

	<b>PAGES</b>
<b>1. MINUTES</b> To confirm the Minutes of the meeting of 19 January 2006 as a correct record.	<b>1 - 8</b>
<b>2. EXCLUSION OF PUBLIC</b> To consider the exclusion of the public from the remainder of the meeting on the grounds that consideration is likely to involve the disclosure of exempt information as defined in paragraphs 1, 9 and 11 of Part 1 of Schedule 12A of the Local Government Act 1972.	
<b>3. BRIEFING NOTE ON EMPLOYMENT LAW</b> The attached briefing note is a copy of that discussed at the Resources and Staffing Portfolio Holder's meeting on 14 February 2006.	<b>9 - 10</b>
<b>4. JOB DESCRIPTIONS AND COMPETENCIES FOR SERVICE HEADS</b> Proposals from Mouchel Parkman attached: a. Summary of current job descriptions and person specifications b. Draft job description c. Draft competencies d. Draft person specification	<b>11 - 26</b>
<b>5. FUNCTIONS AND SERVICES - ALLOCATION TO TOP TIER POSTS</b> A report from Mouchel Parkman on the implications of alternatives is attached.	<b>27 - 30</b>
<b>6. FEEDBACK FROM SECOND TIER WORKSHOP</b> Notes attached.	<b>31 - 32</b>
<b>7. FIRST AT RISK CONSULTATION INTERVIEWS</b> To note the results	

8. **CHIEF EXECUTIVE'S POST**
9. **REVIEW OF MOUCHEL PARKMAN'S OUTPUTS**  
Report to follow.
10. **CONSULTATION AND POTENTIAL RECRUITMENT TIMETABLE** **33 - 38**  
Draft redundancy and recruitment timetables attached.
11. **STAFF AND MEDIA COMMUNICATION AND CONSULTATION**  
To discuss the appropriate approach.
12. **NEXT STEPS**
13. **DATE OF NEXT MEETING**

**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

At a meeting of the Transformation Committee held on  
Thursday, 19 January 2006 at 9.30 a.m.

PRESENT: Councillor SGM Kindersley – Chairman

Councillors: Dr DR Bard JD Batchelor  
NN Cathcart RT Summerfield

Officers: John Ballantyne Chief Executive  
Steve Hampson Housing and Environmental Services Director  
Greg Harlock Finance and Resources Director  
David Hussell Development Services Director  
Susan Gardner Craig Human Resources Manager

Councillors RF Bryant, R Hall, MJ Mason, Mrs CAED Murfitt, A Riley, Mrs DP Roberts and Mrs DSK Spink MBE were in attendance, by invitation.

Simon Etheridge and Jane Stone of Mouchel Parkman were also in attendance.

**1. MINUTES**

The Minutes of the meeting held on 15 December 2005 were confirmed as a correct record, subject to the amendment of Minute 3(c) to read:

“New job descriptions, person specifications with alternative options for both senior management posts and an advertisement to be drafted by Mouchel Parkman. The draft job descriptions and person specifications to be presented at the next meeting for Member discussion and comment.”

It was noted that draft job descriptions for both posts were in fact to be before the Committee at this meeting.

**2. INFORMING COUNCIL**

It was **NOTED** that the minutes of the Committee would be presented to Council in the normal way, but the Leader invited ideas for responding as widely and quickly as possible.

It was noted that members of the Committee should be communicating with their respective groups but it was also felt that each Member should have direct communication and early opportunity to comment. Publication of the minutes of the last meeting had, unfortunately, been delayed over the Christmas break.

The Leader reiterated his commitment that if the project became too difficult, did not have support or the predicted savings appeared questionable, it would be referred back to Council. The Committee

**AGREED** that minutes of Transformation Committee meetings be included on the weekly bulletin as soon as they are drafted and be presented to the next meeting of Cabinet or Council, whichever is the earlier.

**3. FUNDING OF PROJECT MANAGER POST**

The Finance and Resources Director reported the intention, with the Portfolio Holder's

support, to include £50,000 in the 2006/07 estimates to fund the post. Councillor Summerfield added that he anticipated that the expenditure could be at least partly funded by savings elsewhere in the budget and/or underspends. There were some calls for the anticipated savings to be specified in the estimate report, but Mr Etheridge reminded Members that the business case was partly predicated on spending now to save later.

Councillor Cathcart re-stated that he remained to be convinced that a separate post was necessary, but was advised that this was a specialised role.

The Finance and Resources Director also reported that £8,800 for legal advice on the Project had been charged to the separate £50,000 approved by Council for the Project.

The Committee, noting that consideration of the estimates at Cabinet and Council would offer a further opportunity for views to be expressed

**RESOLVED** that £50,000 be included in the draft 2006/07 estimates for corporate management to fund the appointment of a project manager for the Transformation Project.

#### 4. EXCLUSION OF PUBLIC

**RESOLVED** that the public be excluded from the remainder of the meeting on the grounds that consideration is likely to involve the disclosure of exempt information as defined in paragraphs 1, 9 and 11 of Part 1 of Schedule 12A of the Local Government Act 1972.

#### 5. CEO JOB DESCRIPTION AND PERSON SPECIFICATION

Simon Etheridge outlined the suggested structure and disposition of roles that had formed the basis for the draft job descriptions. The former was expressed in a Ven diagram, attached for information to these minutes. The intention was that the senior management team would be freed of operational responsibilities in order to concentrate on strategic issues, but would work closely with the second tier in translating those strategies into the service areas. The second tier, with their departmental management teams, would then deal with operational matters.

One of the draft job descriptions was prepared on a competency basis and the other on a more traditional local government approach, although they each had the same basic content.

Views were expressed that the involvement of more people in policy development could be achieved without major restructuring and that the cost of the present top two tiers could be quite readily compared with the costs of the proposed structure. However, the Leader pointed out that the rest of the organisation would be affected by the business process review; that there was a need to ensure that the second tier comprised the right posts; and that costs had already been put to Council, although more work might be necessary.

Mr Etheridge suggested, in answer to queries, that, as the senior management team's remit was strategy, the proposed structure would be more flexible than the present one to respond to government demands.

The Chief Executive reminded Members of the background to the project, arising from the earlier PWC review, when Council agreed that there should be further moves towards a customer centred organisation and a further reduction in the number of directorates in 3-5 years. Capping had brought the review forward to the beginning of the third year.

Mouchel Parkman had been asked to see whether savings could be made and their findings had been reported to Council. The advent of contact centres had led to a changed world and the Council's contact centre could only grow further with business process re-engineering.

On the job descriptions, suggestions were made for further factors to be included, particularly in terms of the relationship with Members, and it was confirmed that the Chief Executive would be the ultimate leader of the officer team.

Differing preferences were expressed between the two approaches to job descriptions but, on taking account of what appeared to be the majority view at the meeting in order to maintain some continuity with the ethos of the Council, the Leader proposed and the Committee

**AGREED** to adopt the more traditional approach to job descriptions and person specifications for the senior Management Team posts (Example B as presented); information concerning transformation needs to be included within the application pack.

Mouchel Parkman were asked to re-draft the job descriptions taking account of the comments and corrections made at the meeting.

## 6. APPROACH TO RECRUITMENT

Mr Etheridge circulated an indicative time frame for recruitment of the senior management team and concern was expressed by a number of Members, on behalf of other members generally, at the short time scale indicated. The Leader pointed out that one of the driving factors was the potential impact on individuals and reminded Members that Council had agreed the restructuring and the review of all service processes for potential transfer to the contact centre. Nevertheless, he did not wish to dismiss the worries of others and repeated his assurance that any issues would be drawn to the attention of Council.

The presence of Directors at the meeting was queried, but it was considered that, if this was inappropriate, the appropriate officers would have highlighted the issue. The Leader also pointed out that Management Team agreement and support was needed for the Project to proceed and paid tribute to their support. It was noted that when individuals were under discussion all officers had left the meeting.

The Mouchel Parkman representatives were asked to leave the meeting to enable the Committee to consider their proposal for involvement in this part of the project.

The Human Resources Manager outlined the processes required by employment law and their timings, from which it was apparent that the recruitment of a Chief Executive could not be complete as early as the consultants had envisaged. The HR Manager recommended that, if outside recruitment were sought, specialist recruitment consultants should be used. The Finance and Resources Director confirmed that three quotations could be sought rather than using a full tendering process; the effect on the budget was noted.

The need for second tier functions to be clarified was discussed, and it was hoped that a workshop the following day would help in this process.

The Committee **AGREED**

- (a) That, if external recruitment is necessary, specialist recruitment consultants be employed rather than the consultants advising on the overall project;

- (b) That three quotations be sought from recruitment consultants;
- (c) That information be disseminated showing the total predicted cost of the transformation project;
- (d) That the Human Resources Manager draft a recruitment timetable taking into account the required employment law procedures;
- (e) That the option of initial internal only advertisement of the senior management team posts remain open.

**7. DATE OF NEXT MEETING**

Monday, 20 February 2006 at 2.00 pm

To include consideration of second tier roles

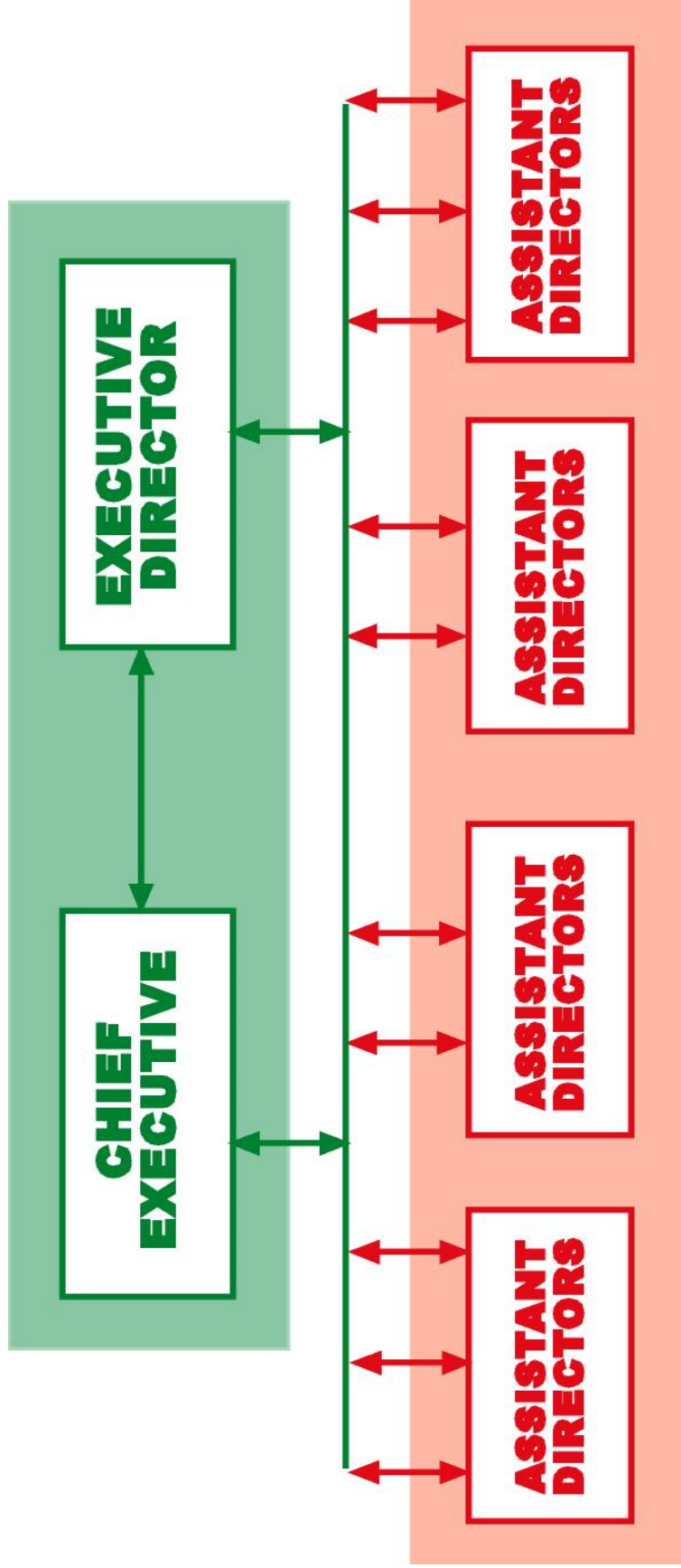
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**The Meeting ended at 12.30 p.m.**

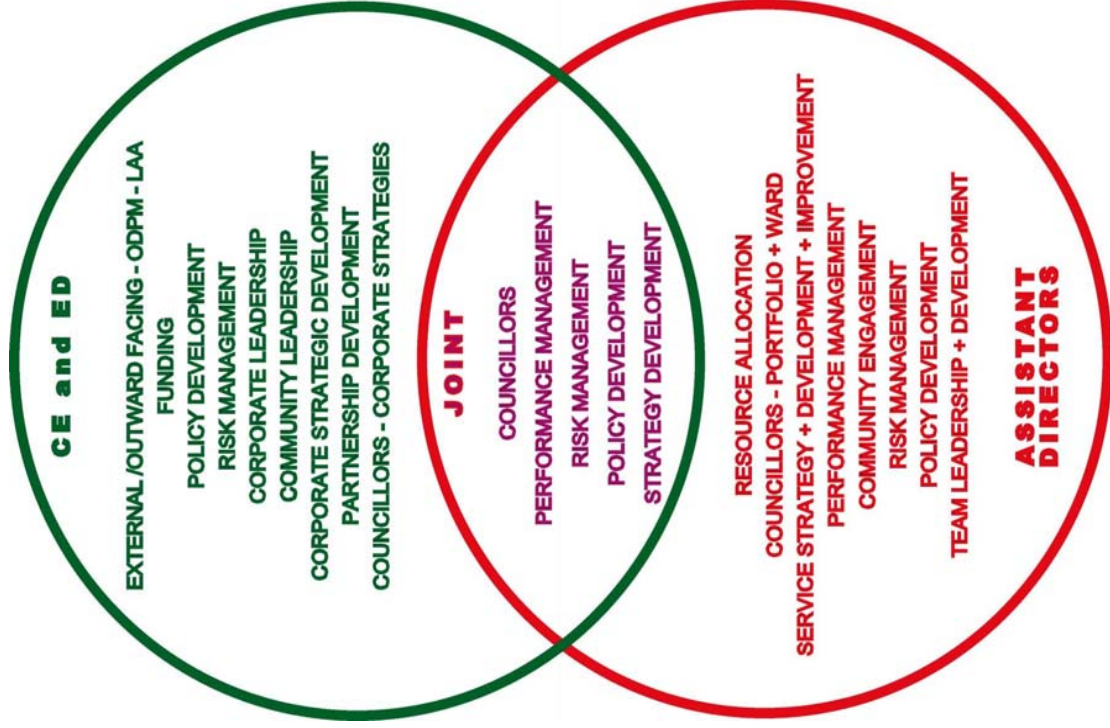
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# Interaction & Support Between Management Levels

## Levels

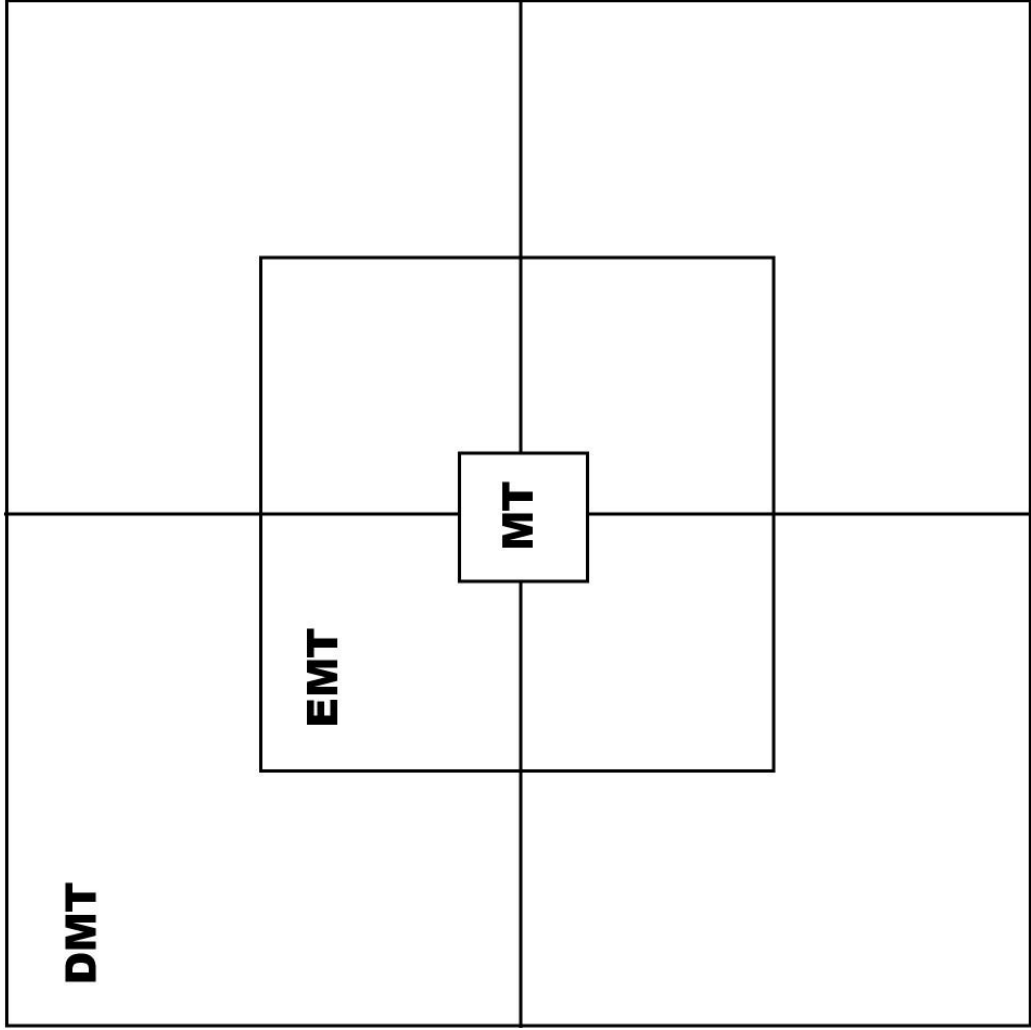


# Areas of Responsibility & Competencies

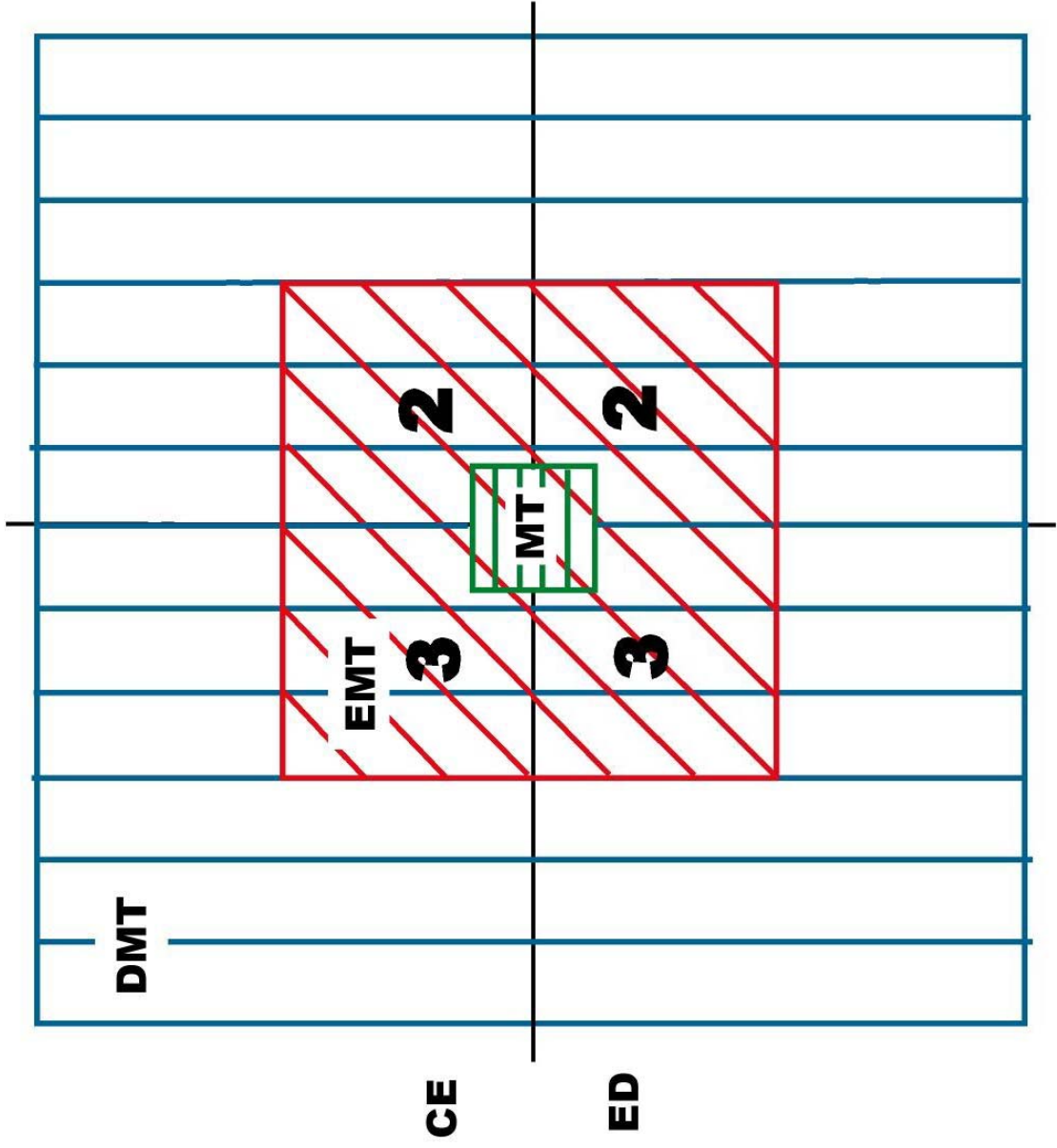




# Areas and Intersections of Responsibility



# Areas and Intersections of Responsibility



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