

ORGANISATIONAL ASSESSMENT BEST VALUE  
REVIEW SUB-COMMITTEE

FRIDAY 31 MAY 2002 AT 2.00 PM

PRESENT: Councillors Mrs Bradley, Guest, Jefferson, Joscelyne (as substitute for Councillor Mrs Bowman) and Mallinson (J)

Councillor Knapton also attended as a non voting Co-opted Member in his capacity as Chairman of the Community Overview and Scrutiny Committee.

Councillors Bain, Fisher (L) and Mitchelson were also in attendance as observers.

OABV.20/02 ELECTION OF CHAIRMAN

Councillor Jefferson was elected Chairman of the Sub-Committee for the ensuing municipal year.

Councillor Jefferson thereupon took the Chair.

OABV.21/02 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mrs Bowman.

OABV.22/02 DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests.

OABV.23/02 MINUTES

The Minutes of the meeting of the Sub-Committee held on 22 March 2002 were circulated.

RESOLVED – That the Minutes of the meeting of the Organisational Assessment Best Value Review Sub-Committee held on 22 March 2002 be agreed and received as a true record of the meeting.

OABV.24/02 ORGANISATIONAL REVIEW PROPOSED TIMETABLE

Pursuant to Minute EX.120/02 the Town Clerk and Chief Executive reported (TC.104/02) on the revised timetable for the remaining stages of the Organisational Review. He informed Members that a special meeting of the Executive had been arranged for the 6 June 2002 and a special meeting of the Council had been called for 13 June 2002 to consider matters relating to the Organisational Review.

The Town Clerk further added that the special meeting of the Executive would receive a draft Assimilation Protocol which would then be circulated to staff, Trade Union and Members for consultation. The Town Clerk added that the timetable allowed a period of up until the 18 July 2002 for consultation on Report 5 and the outcomes of those consultations would be reported to the Executive on 12 August. The Town Clerk further

added that the timetable also included a statutory consultation period of 90 days on the detailed proposals relating to the new structure, but added that it was possible that the statutory consultation period could be reduced to a 30 day period dependant upon the number of redundancies arising from the restructure.

Members in considering the report noted that the Assimilation Protocol was to be considered by the special meeting of the Executive on the 6 June, and questioned why that Protocol had not been submitted to the Sub-Committee. The Town Clerk and Chief Executive commented that the Sub-Committee's role was to guide the Organisational Review with the actual implementation of the Review being dealt with by the Executive, the Assimilation Protocol was a matter of implementation and as such was a matter for the Executive. He added however that the Sub-Committee could request the Executive to refer the Assimilation Protocol to the Sub-Committee for consideration as part of the wider consultation on the Protocol.

Members also sought details with regard to the statutory consultation period included in the timetable and accepted that whilst 30 days may be the statutory minimum, they were concerned as to whether that was an adequate consultation period. Members also highlighted the correspondence with

Mr Jukes of the GMB Union and suggested that the Council's position with regard to the number of redundancies and the length of the statutory consultation period should be clarified in order to keep the Trade Unions fully involved in the Organisational Assessment Best Value Review process.

The Town Clerk and Chief Executive outlined the consultation processes which had already been carried out as part of the Organisational Review, and commented that in his view the City Council should adhere to the statutory consultation period, however if the Council wished to extend that period then that was a matter upon which the Council could decide. The Town Clerk further clarified that the wording of paragraph 2.3 of Report TC.104/02 the final sentence of that paragraph to read : "It is possible that a 30 day period may be required.

RESOLVED – (1) That the report be noted subject to the amendment with regards to the wording of paragraph 2.3 as set out above.

(2) That the Council's Executive be formally requested to include the Overview and Scrutiny Organisational Assessment Best Value Sub-Committee as one of the consultees on the draft Assimilation Protocol and a copy of that report be circulated to the next meeting of the Sub Committee.

(3) That the Town Clerk and Chief Executive write to Mr Jukes of the

GMB Union clarifying the City Council's position with regards to the number of redundancies which were likely to arise as a result of the Organisational

Review and the likely statutory consultation period to be included in the Council's timetable in order to keep the Trade Unions informed on progress of the Organisational Review process.

## OABV.25/02 ORGANISATIONAL REVIEW RISK MANAGEMENT

Pursuant to Minute OABV.19/02 the Town Clerk and Chief Executive reported (TC.102/02) on the Risk Management Strategy for the Corporate

Re-organisation. He informed Members that a fully detailed Risk Management Plan had been considered by the Corporate Management Team which defined the risks by category, probability and impact and established Monitoring and Risk Management Arrangements. He added that Officers working with HACAS Chapman Hendy had established a Risk Management Strategy in respect of the Corporate Re-organisation which had produced a substantial amount of detailed operational material for Officers to use in order to manage the process.

The Town Clerk informed Members that the risks were grouped under 9 headings and he summarised the main elements of each type of risk and the strategies adopted to manage them.

RESOLVED – That the Report be received.

## OABV.26/02 ORGANISATIONAL REVIEW RESULTS OF CONSULTATION ON PROPOSED OPTIONS

Pursuant to Minute OABV.19/02 the Town Clerk and Chief Executive reported (TC.103/02) on the results of the Consultation on Proposed Options, and he sought the Sub-Committee's views on revised organisational proposals submitted by HACAS Chapman Hendy.

The Town Clerk outlined for Members the process which had been used for consultation on the proposals, and added that the responses had been instrumental in identifying modifications and improvements to the consultative structure. The Town Clerk further added that the proposals in the current report had been costed and were broadly cost neutral in revenue terms with the existing structure. He added that there would be one off costs for implementation which could be funded from reserves.

In response to questions from Members, the Town Clerk and Chief Executive confirmed that the effect of the Re-organisational proposals as included in the current report would be neutral as compared to the staffing resources as included in the Council's current Revenue Budget. He added that there would be changes in terms of gradings etc but the overall impact would be to balance the Staffing Revenue Budget. The Town Clerk further added that any organisational change would have one off impacts on redundancy costs etc and his aim would be to minimise those one off costs. The Town Clerk confirmed that he would submit a report to the next meeting of the Sub-Committee on the maximum/minimum effect of one off costs arising from the Re-organisation as part of a detailed report on implementation.

Gerald Davies, HACAS Chapman Hendy introduced his report on the Revised Organisational Proposals. He informed Members that the report dealt with a number of issues and he led Members through the various sections of the report. Mr Davies also reminded Members of the basic concept of the Re-organisation which was to create capacity at the Senior Managerial level to formulate and enable the implementation of Corporate Strategies by providing the maximum delegation of responsibility for operational management to the Managers of the Business Units. He set out in brief the proposed roles of the Senior Managers, including the role of the Chief Executive, the role of the Executive Directors, the role of the Heads of Service and the position with regards to the Head of the Paid Service, the Monitoring Officer and the Section 151 Officer.

Members in considering the report noted the proposal to delete the heading of Town Clerk and Chief Executive and replace it with Chief Executive, and questioned whether there were any requirements within the City's Historical Charters which would require the Town Clerk by name to carry out functions and roles.

Members also questioned the role of the Joint Management Team and the Corporate Management Team within the Reorganisation and Mr Davies confirmed that those issues would be covered in his next detailed report.

Members further raised the issue of the siting of the Play Section within the Cultural Leisure and Support Services Business Unit, and commented on statements which had been received from staff, supported by the relevant Portfolio Holder supporting the retention of the Play Section as part of the Community Support Unit. The Town Clerk and Chief Executive commented on the consultations regarding the relocation of the Community Support Unit from the Leisure Section to the Economic Development Section and added that the proposal to move the Play Section to the Sports and Recreation Section had attracted further comments as part of the current consultation process. Mr Davies commented that the Sub-Committee today were looking

at the framework for the Re-organisation and the matter of details such as the placing of the Play Section could be dealt with as part of the overall detailed report on the Re-organisation proposals.

Mr Davies further commented that whilst an option in his earlier report for the comprehensive decentralisation of services had not been pursued, the Council still needed to tackle the issue of area-based working, both in terms of local area decision making and local area focused action.

Mr Davies reported further that with the removal of CCT, there was no longer a requirement for a Client Contractor split and the proposed organisation set out in his report had been designed to accommodate the removal of CCT, and the proposed Commercial and Technical Services Business Unit would undertake work as an integrated service provider.

Mr Davies then set out the proposed framework and principal functions of the proposed Business Units and he led Members through an explanation of each of the 13 Business Units and the principal issues which have been raised in respect of those units during the consultation period. In response to Members' questions, Mr Davies commented on the proposals to create an integrated service for Licensing based in the Environmental Services Business Unit and the need to ensure that that proposal had in place a system which would provide for review and appeal against decisions.

With regard to the proposals for the Culture, Leisure and Sports Services Business Unit, Mr Davies responded to Members' questions regarding the location of the play unit and particularly the concerns as to whether that service should be located alongside sports development or whether it should be retained alongside the community development activity, and it was agreed that Mr Davies would take on board the various comments which had been made earlier in the meeting on this issue and revisit the issue of the location of the play unit as part of his next detailed report.

With regard to the Economic and Community Development Services Unit, Members noted that there were a number of areas within this Business Unit which were subject to review as part of the consideration of the Council's Corporate Plan/Treasury Policy Statement and which could have a major impact on the delivery of services within that Unit.

With regard to the Strategic and Performance Services, Members commented on the proposal for the Unit to report direct to the Chief Executive when other Business Units within the proposed structure would report via an Executive Director and also questioned the disadvantages of the Strategic and Performance Services Unit reporting via an Executive Director as per the other business units. It was agreed that in the next Report to be submitted on the detailed proposals, Mr Davies would elaborate on comparisons with other authorities where possible and respond to the various concerns expressed by Members with regard to the Strategic and Performance Services Unit.

Mr Davies commented on the establishment of a new unit for Revenues and Benefits which would administer the Council's Revenue Collection and Benefit Services which was now a separate unit and which had previously been included within the Financial Services Business Unit.

With regard to the Customer Services Business Unit, Mr Davies commented that during the consultation period there had been recognition that customers' access to information was paramount and in view of the importance of e-government, the new proposals now included the Council's Information Technology Unit as part of the central core of the new approach to customer working in the City Council. Members noted that the proposal did not include the Communications Unit within the Customers Services Unit, and felt that the Communications Unit could take a lead on customer issues. Mr Davies commented that Communications had been included within the Strategic Services Unit as it was felt imperative that the Council delivered a

corporate message and to that effect Communications was seen as a strategic service as opposed to the delivering of information to customers.

The Town Clerk and Chief Executive referred to correspondence attached to the Report from both Unison and the GMB.

RESOLVED - (1) That subject to the views of the Executive and the City Council:

(a) The contents of Report TC.103/02 and the attached Report from HACAS Chapman Hendy be used as a basis for further consultation and preparation of detailed proposals, job descriptions and person specifications to be considered in the next stage of the review.

(b) The revised proposals set out in the Report and detailed in Chart 6 and Chart 6.1 to 6.13 be approved as the basis for further consultation in accordance with the approved timetable for the work.

(c) The following titles be adopted by the Authority:-

Head of Paid Services Chief Executive

2nd Tier Strategic Manager Executive Director

Service Areas Business Units

Managers of Business Units, Head of .....

(d) The overall concept, purpose, functions and associated roles for the new structure and the intended way of working of the Authority be approved.

(e) A further detailed Report and costs be prepared to address the issue of Member Support.

(f) It be noted that a further detailed report on the issue of area-based working has been requested by Council.

(g) The Report on Client/Contractor arrangements as outlined in Report TC.103/02 be approved.

(h) It be noted that it is proposed that the Statutory Officer posts of Monitoring Officer and Section 151 Officer are to be included as full members of the Corporate Management Team.

(2) That with regard to the proposal that the Strategic and Performance Services Business Unit reporting direct to the Chief Executive, as opposed to via an Executive Director HACAS Chapman Hendy, include as part of the next detailed report further information/comparisons with other Authorities of such reporting mechanisms.

(3) The Town Clerk and Chief Executive arrange for a report to be submitted to the next meeting of the Sub-Committee to give an indication of the maximum/minimum effects of one-off costs of the Organisational Review as part of an overall detailed Report on the Reorganisation proposals.

(4) Further consideration be given to the proposal to delete the heading of Town Clerk and HACAS Chapman Hendy be asked to investigate and ensure that the proposal to delete the heading does not interfere with any of the Council's historical charters etc.

(5) In view of the comments which had been received, that HACAS Chapman Hendy review the issue of the location of the Play Section as part of the next detailed report.

(6) That the comments with regard to the services within the Economic and Community Development Services Unit and the impact on those services of the recent Treasury Policy Statement be noted by HACAS Chapman Hendy.

(7) Pursuant to Procedure Rule 17.5 it be recorded that Councillor Mrs Bradley did not agree with all the recommendations contained in the Report TC.103/02.

(The meeting ended at 3.45 pm)