



OVERVIEW AND SCRUTINY ORGANISATIONAL ASSESSMENT BEST VALUE SUB COMMITTEE

Committee Report

Public

Date of Meeting: 5 NOVEMBER 2002

Title: ORGANISATIONAL REVIEW IMPROVEMENT &
IMPLEMENTATION PLAN

Report of: TOWN CLERK AND CHIEF EXECUTIVE

Report reference: TC. 218/02

Summary:

This report set out the actions required to enable the effective implementation of the revised organisational structure approved by Council 29 August 2002.

The report embodies the final advice HACAS Chapman Hendy will provide as regards the Organisational Review.

The implementation plans attached as appendices have been devised in consultation with the relevant service heads that will be responsible for delivering them.

Recommendations: Members are requested to consider the report.

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CARLISLE CITY COUNCIL

CORPORATE ORGANISATIONAL

BEST VALUE REVIEW

**IMPROVEMENT &
IMPLEMENTATION PLAN**

NOVEMBER 2002
- Report 7 -

1. Preamble

1.1 This is the seventh and final report prepared as part of the Corporate Organisational Best Value Review.

1.2 The previous six were:

- "The Scoping Report" (January 2002)
- "Proposed List of Councils for the Compare Stage" (February 2002)
- "The Compare Report" (March 2002)
- "Proposed Organisational Options" (March 2002)
- "Revised Organisational Proposals" (May 2002)
- "Final Organisational Proposals following Consultation" (July 2002)

1.3 The sixth report, following on from the consultation, made specific proposals for the make up of the structures of each of the Business Units together with detailed schedules setting out the responsibilities and accountabilities of each. These were approved by the Council in August this year.

1.4 This final report (Report 7) completes the Best Value Review Process by setting out the Best Value Improvement Plan and the Implementation Plan for the Corporate Organisational Review.

2. Recommendations

2.1 That the implementation and improvement plans, as set out in **Appendices A & B**, be approved.

2.2 That the arrangements for risk management and for emergency planning need to be kept under review.

2.3 That the report be referred to the Overview and Scrutiny Management Committee.

3. Background

3.1 As this is the final report of our work on this review for the City Council it is worthwhile to go over in outline why and how these proposals were formulated.

3.2 It should be recalled that this review was commenced against a background of considerable reform within British local government which, it needs to be noted, is showing no signs of slowing down as evidenced by the forthcoming commencement of Comprehensive Performance Assessments for district councils (see part 5 of this report below).

3.3 The review has been undertaken in four district phases which have incorporated the Best Value 4 'Cs' as follows:

3.4 The first **diagnostic** phase involved interviews of all senior managers, party group leaders, trade union representatives and key persons from stakeholders, commercial and partnership organisations. In addition

workshops were held with the three political groups, the top managerial tiers, a number of corporate teams, cross sectional groups of employees and volunteers from the Council's customer contact panel. The analysis of this fieldwork coupled with the examination of other reports and financial data were incorporated into the "**scoping report**" which identified the issues that the Council needed to address including: strategic; managerial; cultural; developmental and financial issues. The BV **challenge** was inherently addressed by this report.

3.5 The second **formative** phase involved working with the Chief Executive to develop new structural options. This phase incorporated the **compare** element of the best value review which included procuring a wide range of data on 14 other similar local authorities. It also included running a workshop with the Organisational Assessment Best Value Review Sub-Committee which was set up to oversee the review process and outcomes.

3.6 The third **consultative** phase has been undertaken by the establishment of a thorough feedback process which has facilitated written, oral and group contributions on the draft proposals.

3.7 The final **implementation** phase includes advice on the management of the change and a range of human resources advice including the formulation of assimilation criteria and the development of new job descriptions and performance specifications.

3.8 The **Scoping Report** identified a number of issues which the organisation must tackle if it is to move forward so as to be able to become a modern, innovative, proactive, strategic and financially sound local authority. These were set out within the report in some detail and were grouped under the following heads:

- Strategic
- Political
- Cultural
- Management and organisational
- Communications
- The working environment
- Financial resources
- The DSO

3.9 These issues included the lack of a medium to long-term corporate strategy (now addressed) and a number of items which will be tackled (in part) by the proposed reorganisation.

Examples of these are:

- Corporate working;
- Customer focus;

- the need to properly value and fully involve employees;
- the need for a unified identity and operation of the Council as a single entity;
- the need to develop a high standard of managerial leadership;
- the resources necessary to strategically develop and manage the authority;
- the need to produce a greater workload capacity, particularly amongst senior levels of management;
- the necessity of addressing cultural change and the requirement to formulate and commission programmes of both management and organisational development to secure the changes necessary to re-orientate the authority;
- The need to ensure thorough and excellent communications.

4. Consultation

4.1 There has already been extensive and very meaningful consultation during this whole review and which has, particularly with the contributions made following Report 4 (which were detailed in Report 5), made significant changes to the final proposals.

5. Comprehensive Performance Assessments (CPAs)

5.1 During the course of this review the Government announced its intention within the White Paper on local government – “Strong Local Leadership – Quality Public Services” – to bring in CPAs for all local authorities.

5.2 The Audit Commission, who have the responsibility to deliver the CPA programme, have described the CPA as “a key element of the Government’s performance framework for local government. It will support improvement planning in local authorities and lead to co-ordinated and proportionate audit and inspection and increased freedoms and flexibilities for local government”.

5.3 The aim is to form a single judgement on the performance and proven corporate capacity of every local authority.

5.4 Currently CPAs are being carried out in the single tier and county councils. District will join the programme very soon and the assessments will be completed by December 2004.

5.5 SOLACE Enterprises, utilizing the work they have undertaken in this area believe that where corporate capacity in the first phase of CPAs has been shown to be weakest is in the following areas:

- Leadership
- Translating policy into strategy
- Working across boundaries – internally and externally
- Performance management
- Culture

- Procurement

5.6 These are all areas which were either identified in the Scoping Report or have been recognised and addressed during the formative processes.

What is clear is that CPAs are:

- here to stay
- fundamental to the Government's performance led approach to local government
- ignored at peril

5.7 The undertaking of this review provides the City Council with an excellent platform towards the CPA process and the implementation of the review must be viewed in the context of CPAs.

6. The Review Implementation Plan & BV Action Plan

6.1 The Scoping Report

Much has already been accomplished in addressing the issues identified in this report. The action that has been taken and will be taken to implement the issues contained in this, the primary report of the review, are set out in detail in **Appendix A** to this report.

In a few areas the timescales or actions are not yet fully determined due to the need to prioritize other actions and due to the current lack of managerial capacity which the review implementation will redress.

6.2 Detailed logistical and other organisational matters

The necessary actions and timescales for the fulfilment of these aspects of the Review are set out in **Appendix B** to this report for consideration.

7. Other Issues

7.1 There are a number of other issues which the Council will need to address as a consequence of, or in the light of this review and reorganisation, these are:

7.2 Constitution and Scheme of Delegation

Amendments to the Leaders Scheme of Delegation are to be considered by Council on 4 November 2002 with the effective date for the new arrangements to be 1 December 2002,

7.3 Risk Management

Provision for this important area has been made within the new structure in 3 ways:

- a) strategically through the Council's new Strategic & Performance Services Business Unit who have the responsibility to develop and implement the Council's Risk Management Strategy.
- b) operationally through the Business Units in general whose heads each have a duty to ensure that the appropriate risk management strategies for their services are developed and implemented.
- c) audit ably through the Council's internal audit function being responsible for monitoring the implementation of corporate risk management strategies.

7.4 Whilst this is a very thorough framework which should deliver what the Council requires it will need to be subject to on-going scrutiny.

The Risk Management Strategy which has been maintained during the course of this Review has been reported separately to the Corporate Management Team.

7.5 Emergency Planning

This is an area of work which usually only comes, by definition, into the limelight at times of crisis. It is also an area of Council responsibility for which it is almost impossible to plan as there are rarely two emergencies alike.

Although the arrangements that previously prevailed are reasonably still in place there is the need, with the forthcoming transfer of the housing stock and the changes the new organisation brings about to both operational and strategic responsibilities for a review to be undertaken of this vital function.

8. Financial implications

8.1 The revised structure takes account of the effect of both LSVT and the transfer of the running of certain leisure facilities to an external provider (CLL NPDO).

8.2 The reduction of Central Services in line with the reduced support to the direct services the Council will provide has been considered and planned as part of the Review. The commensurate reduction in resource utilisation is being incorporated to the 2002/03 revised and 2003/04 estimate process. Central Services reductions have mainly been achieved via TUPE transfers and savings relating to the cessation of vacant posts and their accompanying direct costs.

8.3 The employees cost of the revised structure has been met from within existing budgets as set out in Appendix 2 of TC 165/02 at Council 29 August 2002.

8.4 The global pressures relating to finance that the authority faces is being dealt with by separate reports as part of the budget process.

9. Next Steps

9.1 Whilst this completes the Best Value review process it is the implementation of the review which will stand as its testament.

9.2 Whilst many of the tasks required are logistical and relatively mechanistic it is predominantly those arising out of the Scoping Report and particularly the cultural aspects, which will determine the extent of whether this review has been significantly worthwhile and successful.

9.3 Simply changing a management structure and recruiting some new senior managers will not in themselves fundamentally change this, or indeed any other, organisation.

9.4 The actions required to implement the improvements identified are set out in **Appendix B**. It is crucial that these actions are monitored to achieve the desired effect. The plans themselves will require further work and reviewing regularly. The new role of Procurement & Project Co-ordination Officer in the Strategic and Performance Business Unit will now take on the role of co-ordinating and monitoring the implementation. This will include the review and evaluation of the effectiveness of the changes and impact on the services.

9.5 The Council will, therefore, need to keep under scrutiny the extent to which all the various issues raised in the Scoping Report are addressed and continue to be addressed.

9.6 For as was once said, in different circumstances, the completion of the formal review is not the end nor is it the beginning of the end but it is the end of the beginning.

FOR DECISION

HACAS Chapman Hendy
1st November 2002

CARLISLE CITY COUNCIL

FINAL ORGANISATIONAL PROPOSALS

FOLLOWING CONSULTATION
Report 7
Schedule of Appendices

NUMBER	SUBJECT	PAGES
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Appendix B.	Organisational Review: Implementation action Plan	23 - 40

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
8.1	Strategic	The apparent lack of any medium to long-term corporate aim, objectives and strategic policy.	1. To consider the nature of the authority, its role and purpose – particularly to explore whether it should continue to undertake the development of a Community leadership function. 2. To consider whether to develop a medium term strategy. 3. To consider whether to engage the citizens, community organisations, “hard to reach” groups and employees in the development of medium-term strategic planning. 4. To consider the relative priorities and balance between the resources allocated and emphasis given to the Council's statutory and discretionary functions.	1,2 3 & 4 All included in the Corporate Plan.	1 Developing 3 year financial strategy – Review to be completed by March 2003 and work to be completed on new financial systems by April 2004	06/02	04/04
					2 Involve more of our communities in decision making Increase membership of Citizens panel	06/02	10/02
					3 include young people and other hard to reach groups in consultation.	01/03	04/04
					4 To effectively Manage our resources strategically thorough 3 year financial planning Service Plans need to reflect the Accountabilities and Responsibilities which tie in to the Plan and then to the Vision.	04/02	04/03
8.2(i)	Political	Communicating the nature, purpose and operation of the new system and procedures.	1. To reinforce what has already been done. 2. To set as a target the aim of achieving a programme of measures	Communications Strategy	Informing Members, Staff, City Vision Partners and the Public through a series of articles and	05/02	Ongoing

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			in conjunction with both community organisations and in consultation with the citizens panel to realise that aim.		presentations.		
8.2(ii)	Political	Supporting the new processes professionally and comprehensively	1. Endeavour to "get by" on the current resources to see how the work pans out or; 2. Include the needs for appropriate support as part of this review into the Organisation and structure of the Council.	1. Alternative option chosen. 2.	2. Support for the Executive and Overview & Scrutiny and confirmed by the organisational review.	04/03	09/03
8.2(iii)	Political	The role of non-executive members	1. To accept that the new system has its shortcomings and that it is inevitable that some members will play a larger part than others or; 2. To institute a cross party review of the role of the "ordinary" member in the new situation. 3. To bring forward for further consideration the proposal to create Area Committees.	Alternative option chosen. 2 & 3	2. Overview and Scrutiny to examine impact of new political structures and the new organisation 3. Overview & Scrutiny review underway	04/03 09/02	06/03 03/03
8.3(i)	Cultural	Corporate working (ie. Deficiency in)	1. Set out to achieve a fundamental step change in the authority by identifying a clear corporate strategy and	1 & 2	1. Organisational review commenced and restructuring proposals accepted 08/02 Corporate Plan	08/02 11/01	01/03 06/02

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			<p>engaging the whole employed service in that process.</p> <p>2. Do away with the current Departmental structure and change to a strategically based managerial top tier with a developmental and coordinational role rather than day-to-day operational responsibility.</p> <p>3. Endeavour to encourage the current system to work better.</p>	Alternative option chosen.	<p>published 06/02 Management Briefings system set up. Organisational & Staff Development Programme set up. Corporate Groups Review to action. Format of CMT/DMT/TIR to be considered & standardised across BUs</p> <p>2. Implementation underway with – to be completed by 01/03</p>	08/02	01/03
8.3(ii)	Cultural	Lack of customer focus	1. Take forward the work of the Best Value Customer Contact (cross-authority) Officer Working Group to include the wider issues of customer focus.	1,2,3,4,5	<p>All options taken forward by the Customer Contact Best Value Review.</p> <p>Council approval for BV improvement plan.</p>	01/02	03/03

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			2. To identify a member lead and an officer champion for this task. 3. To examine best practice from elsewhere. 4. To agree that this is a priority for the step change in culture for all employees. 5. To obtain the views of citizens and of community organisations in how this can be advanced which will also assist in deciding how the staff of the Council can be trained, developed and briefed on how the focus should be applied.		2. Head of Customer and Information Services and Portfolio Holder to act as champion 3. 4. 5. Best Value Review of Customer Contact has included all of these issues in improvement plan. Implementation of initiatives without financial implications to commence immediately Financial issues being considered as part of 2003/04 budget	08/02	Ongoing
8.3(iii)	Cultural	Employee involvement and value	1. Build upon the product that will come from the Employee Workshops and utilize their commitment and ideas towards tackling the areas they see as a priority.	1	Employee consultation undertaken 06/02 Working groups established <ul style="list-style-type: none"> • Staff magazine (6 editions per year) • Electronic communications under review including 	05/02	ongoing

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			2. Make it clear to management that genuine employee involvement is an expectation as part of a new way of working and that this should be seen as central to the way services are developed and work and not an add on.	2.	development of intranet <ul style="list-style-type: none"> • Env. brightened with the budget set aside • Staff facilities part of Office Space Review Project 2. Set up regular Heads of Service meetings On the first Heads of Service Agenda Set up another staff workshop	11/02 11/02 01/03	
8.3(iv)	Cultural	One Council – one culture – one organisation	1. Agree a new, or reinforce the existing corporate identity and require its prominent usage in <u>all</u> forms of material including all : <ul style="list-style-type: none"> • published material • letterheads • vehicles • buildings • uniforms • protective clothing • billboards • construction site boards • tourist information 	1. 2. 3. 4.	1. Communications Best Value Review (Re-launched – Management Briefing and Heads Service of meeting) New Corporate ID Internal and external Protocols being developed	01/02 04/02	04/03

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			<ul style="list-style-type: none"> material produced by other agencies where there has been sponsorship or Grant Aid by the City Council Partnership material <p>2. As part of the cultural step change engage all employees in positively identifying with the Council as one entity.</p> <p>3. Utilize the enthusiasm and potential of employees to orientate the whole organisation to be in concert with the City Vision.</p> <p>4. Seek to achieve an undertaking across the authority of what the Council does, how it works and how decisions / policies are made and influenced plus what the policy and priorities are.</p>		<p>2. 3. 4. City Council website to be re-launched on a thematic/service basis.</p> <p>Officer led City Vision Working Groups established to lead and support thematic strategy development</p> <p>Part of communications strategy wall charts showing linkages between political and officer structures to be produced work will be reinforced by re-focussed TIR based around new business units</p>	07/02	12/02
						02/02	04/03
						09/02	01/03
8.3(v)	Cultural	Leadership	<p>1. To develop, recognise and honour shared leadership values.</p> <p>2. To accept that delegation to the lowest possible level is a strength rather than</p>	1,2,3,4	<p>1. Appointment of Executive Directors agreed and recruitment begun</p> <p>2. New scheme of delegation within the new organisational</p>	08/02	02/03

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			<p>weakness.</p> <p>3. To embark on a management development programme in which leadership is a prominent component.</p> <p>4. To identify and seek to remove barriers to equality of opportunity, particularly in relation to managerial appointments.</p>		<p>structure Council approval 11/02</p> <p>3. Management development programme commenced inc leadership elements</p> <p>4. Council approved equalities strategy/policy 07/02</p> <p>Take to a future Management Briefing session.</p>	<p>07/02</p> <p>01/03</p>	ongoing
8.3(vi)	Cultural	Partnership working	<p>1. Wholehearted acceptance that the City will benefit from genuine partnership working with the accepted realisation that the effort involved achieves: involvement instead of alienation; improved product; increased resources than the City Council alone cannot afford; shared purpose and understanding.</p> <p>2. Internally to recognise within the corporate authority that partnership between departments, units and services will achieve similar benefits.</p> <p>3. That partnership working also becomes</p>	1. 2. 3.	<p>1. Officer led City Vision Working Groups established to lead and support thematic strategy development</p> <p>2. New structure and culture designed to encourage greater corporate working and partnership</p> <p>3. Potential Partnerships Report to July Exec.</p>	<p>02/02</p> <p>July 02</p>	<p>01/03</p> <p>Ongoing</p>

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			part of the new culture.		Project Team set up to review issue for Revenues Services.		
8.4(i)	Management & organisational	Having the capacity to strategically develop and manage the authority	1. To examine, as part of this review, the resource requirement for the strategic management of the Authority and to report the findings as part of the outcomes of the formative phase. 2. To examine, in conjunction with, the Audit Commission best practice from elsewhere	1. 2.	1 Best Value Review dealt with these issues and final restructure proposals recognise value of strategic management through the appointment of a 2 executive directors DA comment incorporated to BV Review & structure recommended.		
8.4(ii)	Management & organisational	Project management	1. Recognition that major projects will always have at their inception the following elements: (i) A clear brief (ii) Measurable outputs. (iii) A project manager. (iv) A project team. (v) A project plan. (vi) Proper resource requirements worked out and projected. (vii) Approval by the Corporate Management Team. (viii) A progress review process, which includes regular, reports to Members. 2. An appreciation by Members that good	1. 2.	12. Project management skills to be included in job descriptions of all Heads of Business Units Part of agreed protocol currently operated.	01/03	Ongoing

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			quality project management cannot be simply undertaken as a sideline and that the necessary Resourcing has to be accepted as an integral project cost.		2. Recognition of management in new structure with specific post in Strategic & Performance Services		
8.4(iv)	Management & organisational	Management and Organisation Development	1. Ear mark the resources for and formulate or buy-in and adapt a comprehensive management development programme with priority attention being given to senior management, particularly the Heads of Service. 2. Seek specialist advice upon the organisational development needs of the Authority as part of the required action to achieve the change management that needs to be undertaken.		1. Training budgets realigned to support management development programme	07/02	Ongoing
					2. Work put out to tender and Management Development Programme identified and delivery begun	07/02	Ongoing
8.4(v)	Management & organisational	Buy in or provide directly with in-house resources - sometimes known as "make or buy".	All of the options set out below are obviously subject to the Council meeting its statutory and correct administrative requirements. In this particular case all the options are alternatives. 1. After LSVT and	1-3 Alternative options			

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			<p>Leisuretime, to draw a line and seek to retain and develop the remaining functions and services.</p> <p>2. To endeavour to reduce the direct provision of the Authority in relation to the provision of services providing standards can be maintained or improved and costs held.</p> <p>3. To do 2 above but include out-sourcing central services as well.</p> <p>4. To develop a strategy based upon the appropriate solution on a case by case basis whereby the options are evaluated according to:</p> <p>(a) Needs of citizens and other service users.</p> <p>(b) The ability to achieve an improving standard of service.</p> <p>(c) The capacity to introduce capital investment.</p> <p>(d) The opportunity to bring added value.</p> <p>(e) The potential for further development.</p> <p>(f) The extent that the</p>	<p>being pursued.</p> <p>4.</p>	<p>4. This strategy was adopted and included within the Corporate Plan</p>	06/02	Ongoing

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			proposal incorporates citizen and/or consumer involvement.				
8.5	Communications	Management Communications are insufficiently effective	<p>1. The production of a single improvement plan for management communications which introduce a rigorous and uniform standards aimed at ensuring</p> <p>(i) That communications are timely and regular, topical and easily digested.</p> <p>(ii) That they are based upon both individuals and teams. (Best Practice in this area has shown that the utilisation of teams for both the consideration of management information and as an opportunity for the upward conveyance of front line and middle management views is wholly profitable.)</p> <p>Reliance on TIRs (Team Improvement Reviews) as a means of communication are simply at best inconsistently applied (almost 1 in 4 respondents in the survey never had team</p>	1. 2. 3.	<p>1. Communications Best Value Improvement plan to be relaunched which includes the initiatives identified Some of the initiatives being undertaken such as the Management Briefings and the cascade to front line employees have begun.</p> <p>Monitoring system required to be set up.</p> <p>Employee workshops to continue the initiative started by the BV Review process & encourage the 2-way flow could form part of that.</p> <p>JMT/CMT/DMT/Team Briefing pro-forma to be considered.</p> <p>Communicate the fact that TIRs form part of the expected Corporate Standard.</p> <p>Share the monitoring of the quality and quantity of them occurring at each Business Unit</p>	07/02	04/03

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
			meetings at all). 2. Communications should be recognized by the Executive and Members of the Council in general as a major priority both internally and externally with far more evident emphasis on internal communications. 3. An officer project team be established led by a Head of Service and including front line staff to work with the Head of Communications to drive forward the new strategy.		level. 2. Accepted – mechanisms under review and implementation will be part of the re-launched Communications Improvement Plan. 3. This has started but changes in staffing & capacity issues have slowed implementation. Clear brief to identifiable lead requires providing.	08/02 05/02	Ongoing Ongoing
8.6(i)	The working environment	The neglected state of the general Civic Centre working environment	To maximise the advantages to be gained by tackling the other issues in this report by radically modernising the general working environment of the Civic Centre to create a pleasant, smart, tidy and efficient situation and atmosphere conducive to achieving an excellent spirit and high esteem amongst the Council's employees.		Brightening up of offices took place during 2001/2. £10k budget was set aside to enable some immediate improvements to be gained. Space Planning and rationalisation Lead Officer and Working group established. This work requires regular progress updates & feedback to new CMT/Management /Employees.	09/02	03/03

No.	Category	Issue	Options in the report	Option(s) being pursued	Action taken to date/to be taken	Timescale	
						Start	Finish
					Needs to be tied in to the Customer Contact BV Review Action Plan.		
8.6(ii)	The working environment	The lack of facilities within the workplace for employees – particularly at the Civic Centre	Establish an employee working group – primarily of junior staff to draw up a proposed standard of workplace facilities for consideration.		Part of communications group – staff requirements established and identification and conversion of suitable accommodation in progress – forms part of the Office Space Project. The progress and responsibility for leading this group requires reviewing in the light of changes to appointments occurring.	05/02	01/03

**CARLISLE CITY COUNCIL
CORPORATE ORGANISATIONAL BEST VALUE REVIEW 2002/03
IMPLEMENTATION ACTION PLAN: ACCOMMODATION**

Appendix B.1

Issue	Ref	Action	Responsibility	Start	End	Progress to Date
Define and agree primary objectives	1	<p>The primary objectives are:-</p> <ul style="list-style-type: none"> ➤ To change the Civic Centre to meet customer needs. ➤ To create a pleasant, smart, tidy and efficient atmosphere conducive to achieving an excellent spirit and high esteem amongst colleagues. ➤ To provide a workplace facility for communal use. ➤ To provide opportunity for sharing office accommodation with similar service providers from one location. ➤ To maximise income possibility to reduce fixed costs. ➤ To promote long-term strategic development opportunity from the Civic site in partnership with a local government presence remaining on site. 	Head of Property	March 02	Nov 02	Agreed after consultation.
Consultation with customers, members and officers.	2	Undertaking a Best Value Review into Customer Contact and make recommendations, including how the current accommodation is used.	Head of Customer & IT Services.	Dec 01	Dec 02	Reported through a detailed BV process.
	3	Liaising with the BV Review into Customer Contact and give appropriate property advice	Head of Property Services	Dec 01	Dec 02	Advice given to BV Team.
	4.	Consulting a strategic space planning study with Members and Officers.	Head of Property Services	Mar 02	Nov 02	Consultation including the setting up of an Officer Group with interface to Customer Contact

						and workplace for employees
Issue	Ref	Action	Responsibility	Start	End	Progress to Date
	5.	Planning and advising through Asset Management about the Council's long term strategic options, including the sharing of accommodation with other co-locations.	Head of Property	June 02	March 03	A strategic Asset Management Plan was agreed July 2002.
Reporting	6.	Seeking Members' decisions combining the objectives of Asset Management Space Planning and the BV Review about Customer Contact.	Head of Property / Head of Customer and Information Services	Nov 02	Dec 02	Reports are noted in the Forward Plan for 25/11/02 and 19/12/02.
Finance	7.	Agreeing a system of charging for the costs of floor space allocation.	Head of Property / Head of Financial Services.	Sept 02	Nov 02	Space Planning Corporate Team analysis.
	8.	Estimating rental opportunity.	Head of Property	Sep 02	Nov 02	Valuations undertaken.
	9.	Estimating the costs of securing physical changes.	Head of Commercial & Technical Services	Sep 02	Nov 02	Costs estimated.
	10.	Obtaining budgetary allocation.	Head of Property	Oct 02	Nov 02	Report for 25/11/02 budget.
	11.	Assessing long term finance for strategic development and co-location opportunity.	Head of Property	July 02	July 03	As specified in the Asset Management Plan.
Physical Works	12.	Implementing a series of physical works to the Civic Centre to create new space for colleagues to work in. These shall include:				
	12.1	Creating a new communal rest place.	Head of Commercial & Technical Services	Dec 02	Dec 02	Budget already allocated.
	12.2	Making space for new colleagues in new business units.		Dec 02	Sep 03	Various structural moves.
	12.3	Creating one reception area and closing the others.	Head of Customer & Information Services	Dec 02	May 03	Through BV process.
	12.4	Establishing one floor for Executive and	Head of Commercial &	Dec 02	May 03	As preferred by Members.

		Political interface.	Technical Services			
Issue	Ref	Action	Responsibility	Start	End	Progress to Date
	12.5	Creating space for co-location opportunity.	Head of Property	Dec 03	Apr 04	To follow Audit Commission guidance already specified.
	12.6	Making other assets – such as Depots and Leisure property – more efficient and effective.	Head of Property	Sep 03	Apr 04	To follow Audit Commission guidance already specified in Asset Management Plan.
	12.7	Establishing a suite on the 9 th floor for corporate events.	Head of Commercial & Technical Services	Dec 02	Mar 03	As directed by Members.
Strategic Development Opportunity – through Asset Management	13.	In partnership, developing a co-location centre of excellence by: <ul style="list-style-type: none"> ➤ Consulting ➤ Analysing ➤ Formulating proposals ➤ Implementing ➤ Best Option 	Head of Property	Dec 02	Apr 04	Opportunity presents itself once Carlisle Housing Association vacate in April 2004.

**CARLISLE CITY COUNCIL
CORPORATE ORGANISATIONAL BEST VALUE REVIEW 2002-3
IMPLEMENTATION ACTION PLAN : COMMUNICATIONS**

Appendix B.2

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
Members		Committee meetings attended & decisions minuted. Minutes verified.	Members Committee Clerks Head of Legal & DS	As appropriate			
		Minutes made accessible via public folder system					
		Review the mechanisms by which members are briefed (JMTetc)	New project team inc. members & officers	Dec 02		Aim for March 03	
		Set up an improved system of briefing to include all Members as appropriate	As above	Dec 02		Aim for March 03	
Executive Management Team Members		Attend appropriate Committee Meetings & brief relevant employees	Exec. Management Team	Dec 02	As appropriate	Ongoing	
		Attend Executive Management Team Meetings	Chief Executive /Exec.Directors/Head of Legal/Head of Financial/Head of Strategy & Performance		Weekly	Ongoing	
		Brief Business Unit Heads re EMT	As above		Weekly	Ongoing	
Business Unit Heads		Brief Business Unit Managers re EMT			Weekly		
		Lead Business Unit Management Meetings			Monthly		
		Attendance at monthly Management Briefings	All BU Heads		Monthly		
		Cascade the Briefings to BU Management (those not attending).	As above				
		Monitor that Briefings are occurring in the Business Unit.	As above	Nov 02	Monthly		
		Collate the above info. & present to Exec. Management Team	Head of Strategic & Performance Services		Bi-Monthly		

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
		Ensure Team Improvement Reviews occur and follow corporate standard agenda (thus communicating & reviewing aims and objectives of org. & BU).	BU Heads	Current responsibility	6 Monthly	Ongoing	
		Provide monitoring information to the Training & Development Working Group BU representative.	BU Heads		As above	Ongoing	
Business Unit Managers		Brief Team members/employees re Exec Management Mtgs.	BU Managers		As appropriate	Ongoing	
		Attendance at monthly Management Briefings	Management Briefing Attendance List Personnel to administer the meetings.	Commenced Early 2002	Monthly	Ongoing	
		Cascade the Briefings to staff	BU Managers	As above	Monthly	Ongoing	
		Attend Business Unit Management meetings	BU Managers	01/03	Monthly	Ongoing	
		Communicate the BU Management meeting outcomes to employees.	BU Managers	As above	Monthly	Ongoing	
Employees		Staff intranet site to be developed	Communications + Member & Employee Services	04/03		Ongoing	
		Staff Focus Newsletter	Communications Manager	12/02	Bi monthly	Ongoing	
		Section/Team Briefing/TIR Attendance	Employees				
		Read Monthly progress newsletter	As above				
		Read Public Folders /E-mail announcements/briefs on specific happenings	As above				
Outside Bodies		Letter from the Chief Exec.	Chief Executive	01/03	As appropriate		
		Follow-up bi-monthly progress letter					
		Website	Communications manager	01/03	Ongoing		

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
The Public		Website to include appropriate information	Communications manager	01/03	Ongoing		
		Carlisle Focus Magazine	Communications Manager	12/02	quarterly		
		Press Releases			As appropriate		
		Letters to key groups	Head of Strategic & Performance Services		As appropriate		
		<ul style="list-style-type: none"> Citizens Panel 	Policy & Performance Manager	01/03	As part of panel newsletter		

**CARLISLE CITY COUNCIL
CORPORATE ORGANISATIONAL BEST VALUE REVIEW 2002-3
IMPLEMENTATION ACTION PLAN : EMPLOYEES**

Appendix B.3

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
Appointments		Train Panel	HACAS Chapman Hendy	22/11/02	1 day	22/11/02	Member needs have been reviewed
Executive Directors		Finalise Dates	TCCE + Employment Panel	17/10/02	1 day	17/10/02	Completed
Recruitment		Agree process	TCCE & Employment Panel	17/10/02	1 day	17/10/02	Completed
		Job Packs	TCCE & HACAS Chapman Hendy	17/10/02	2 days	18/10/02	Completed
		Advertisements	HACAS Chapman Hendy	17/10/02	2 days	18/10/02	Completed
		Select & Interview	HACAS Chapman Hendy + Employment Panel	18/11/02	4 weeks	11/12/02	
		Appointment letter and post appointment administration	Personnel	11/12/02	1 – 2 weeks	31/12/02	
Business Unit Heads							
Matched Posts		Letter of appointment	Personnel	Mid Nov 02	2 weeks	1/12/02	
Ringed Fenced Posts		Interview	TCCE	7/11/02	1 week	11/10/02	Completed
		Appointment Letter	Personnel	Mid Nov 02	2 days	1/12/02	
Open recruitment Posts		Finalise Dates	TCCE	18/10/02		22/11/02	
		Agree Process	TCCE & Personnel ¹	23/10/02	2 days	22/11/02	
		Job Packs	TCCE & Personnel ¹	29/10/02	2 days	31/10/02	
		Advertisements	TCCE & Personnel ¹	w/beg 28/10/02	1 week	1/11/02	
		Select & Interview	TCCE & Personnel ¹	w/beg 18 Nov 02	2 weeks	13/12/02	
Other Positions							
Matched Posts		Letter of appointment	Personnel	Mid Nov 02	1 month	31/12/02	
Ring Fenced Posts		Interview	None to do	-	-	-	-
		Letter on outcome	None to do	-	-	-	-

¹ Excluding post of Head of Member Support & Employee services when TCCE will be responsible with assistance from NW Employers Organisation

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
Open Recruitment Posts		Finalise Dates	Personnel + relevant Manager	13/10/02	3 weeks	1/11/02	
		Agree Process	Personnel + relevant Manager	13/10/02	3 weeks	1/11/02	
		Job Packs	Personnel + relevant Manager	13/10/02	2 days	16/10/02	Completed
		Advertisements	Personnel + relevant Manager	13/10/03	2 days	16/10/02	Completed
		Select & Interview	Relevant Manager + Personnel ²	4/11/02	2 – 3 weeks	22/11/02	
Organisational Structure Chart		Finalise Charts to exactly match structure now agreed – database creation	SMcG & JC (project team reps.)	Nov 02		15/12/02	Mostly completed but minor adjustments required to ensure an accurate & exact starting point.
		Set up a procedure for the maintenance of the structure charts & tie in to approved resources	Personnel	Nov 02		By 1 January 2003	Not in place as yet.
Job Descriptions & Personnel Specifications		Consider the effect of the restructure and changes to the remaining tiers JDs /& PSs	Heads of Employees concerned Personnel Unions kept informed	Dec 02		February 2003	
Organisational Development		Set up the programme Monitor the progress Evaluate the results Communicate the outcomes Review	Personnel with external assistance (NWE)	August 02		Ongoing Monthly Monthly Monthly 6 Months	Programme commenced Effect & Outcome not evaluated or reported as yet
Job Evaluation		Review	Personnel/TUs/Employees/ Members etc	April 03	Up to 2 Yrs	TBA	New structure to be implemented first

² Personnel involvement if post is graded SO or above

Issue	Ref.	Action	Responsibility	Start	Timescale	End	Progress to Date
Performance Management		Set up the system in consultation with employees & members etc.	Strategic & Performance Services Personnel Exec. Directors Chief Exec.	Dec 02		March 03	
		Tie in the Heads of increments to the system.	As above	Dec 02		March 03	Needed April as first increment due
		Clarify Exec. Directors role in respect of this responsibility	As above	Dec 02		March 03	
		Create monitoring, evaluation, feedback & communication channels	As above	Dec 02		March 03	

**CARLISLE CITY COUNCIL
CORPORATE ORGANISATIONAL BEST VALUE REVIEW 2002/3
IMPLEMENTATION ACTION PLAN: FINANCE**

Appendix B.4

Issue	Ref	Action	Responsibility	Start	End	Progress to date
2002/3 Revised and 2003/4 Original Budget Preparation	1					
	1.1	Incorporate reductions to Central Departments budgets resulting from the transfer of Housing Services – via TUPE savings etc.	SMcG Snr Accntcy. Assts.	01/09/02	18/10/02	WIP – info. passed to SAAs
	1.2	Obtain verification & create source pay data table showing revised structure pay scales inc. uplift for agreed pay award	SMcG MW	30/09/02	04/10/02	Award agreed 24/10 awaiting personnel verification
	1.3	Create new Business Unit budgets by assigning existing cost centres or parts of them to the relevant Business Unit as per Report 6 (TC165/02) As part of the CATS BU create a separate trading account for the area to be transferred 1/10/03	Snr Accntcy. Assts. & BU Heads MW/JN/MM/SMcG & MB	01/09/02	18/10/02	WIP
	1.4	Assign personnel to relevant Business Unit	Snr Accntcy. Assts.	01/09/02	18/10/02	WIP
	1.5	Provide known names, scale range and starting salaries for the new posts as per TC165/02 Appendix 2	Personnel/SMcG	30/09/02	04/10/02	WIP
	1.6	Implement the changes to grading resulting from the revised structure	Snr Accntcy. Assts.	04/10/02	18/10/02	WIP
Recharges & Service Level Agreements	2					
	2.1	Create the recharge spreadsheets & Service Level Agreements for the Revised budget for 2002/3	MP	23/09/02	09/10/02	WIP
	2.2	Create the new BU recharge spreadsheets & Service Level Agreements (SLA) for 2003/4	MP	23/09/02	09/10/02	WIP

Issue	Ref	Action	Responsibility	Start	End	Progress to date
	2.3	Create and agree the SLAs for services to be recharged to the Housing Association and Carlisle Leisure Ltd.	BU Heads affected eg. Property, IT			
Reconciliation of budgets before and post LSVT & Ltime transfers	3					
	3.1	Reconcile the BU budgets to the management budgets position prior to the revisions Produce a list showing the variances eg. inflation, TUPE transfers, savings, internal transfers, transfers to RG and CLL	Snr Accntcy. Assts.	01/09/02	18/10/02	WIP
	3.2	Provide higher level overall budget reconciliation	AT/AB	14/10/02	18/10/02	
Service Plans	4	Update Service/Business Plans & Corporate Plan to reflect objectives and resources	SMcG Business Unit Heads with SAAs	01/12/02	31/03/03	
Corporate Plan	5	Develop the demonstration of resource utilisation against objectives	SMcG Business Unit Heads with SAAs	01/12/02	31/03/03	
HRA	6	Revise the 2002/3 budget for LSVT 09/12/02	DKS/DT/PH	01/09/02	18/10/02	WIP
	7	Commence closing down certain aspects of the Housing Revenue Account – prepare any budgets likely to be required 2003/04	DKS/DT	01/09/02	31/03/03	WIP
	8	Monitor and maintain the HRA for one year after the transfer	DKS	10/12/02	31/03/04	
	9	Close HRA	DKS	10/12/03	31/03/04	
HGF	10	Revise the HGF revenue budget for 2002/3.	DKS/PH	01/09/02	18/10/02	WIP
	11	Produce the budget for 2003/4 for Housing services not transferring and incorporate to the Environmental Protection BU	SMcG/PH	01/09/02	18/10/02	WIP
Other Services	12	Adjust other relevant revenue and capital accounts/budgets for the impact of the LSVT, and Leisuretime transfers	DT/DKS/SMcG	01/09/02	18/10/02	WIP
Report Budget to Committee 28/10/02	13		AB/AT	14/10/02	18/10/02	

Issue	Ref	Action	Responsibility	Start	End	Progress to date
Insurance Implications	14					
	14.1	Review the impact of the changed structure on the insurance arrangements for services remaining.	SMcG/BL	Oct 02	Nov 02	Partially incorporated as part of the restructure.
	14.2	Review the action required resulting from the current Insurance Officer transferring under TUPE 1 October 02	SMcG/BL	Oct 02	March 03	As above but more to do.
	14.3	Assess the arrangement the new Leisure services contractor has in place for protection of the assets.	SMcG/BL	Aug 02	Sept 02	Completed
	14.4	Assess the arrangements necessary resulting from the Housing Stock Transfer & CHA occupying the building and utilising other authority assets.	SMcG/BL	Oct 02	Nov 02	WIP

**CARLISLE CITY COUNCIL
CORPORATE ORGANISATIONAL BEST VALUE REVIEW 2002/3
IMPLEMENTATION ACTION PLAN: IT**

Appendix B.5

Issue	Ref	Action	Responsibility	Start	End	Progress to date
Civic Centre Space Reorganisation						
Impact on existing IT workload	1.1	Contribution to planning process, estimates etc to be aligned with ongoing requirements from Units	Customer & Information Services			Current and new IT projects reviewed when proposed
	1.2	Project plan required to schedule activities and minimise impact of diverted IT resource	Customer & Information Services			Awaiting timetable and scoping from working group
	1.3	Implementation of Radio LAN technology for open plan offices	Customer & Information Services			Awaiting feedback on desirability from DA Review
Possible relocation of IT Unit	1.4	Consider computer room relocation to ground floor	Customer & Information Services			Costs to be determined before final decision
Consolidation of new business unit	1.5	Consider print room relocation to a position closer to IT computer room.	Customer & Information Services			Decision awaited on space allocation
CHA						
	2.1	Implement Business Integration Program in order to separate CHA IT systems from Authority	Customer & Information Services/CHA			On target for 9 th Dec completion
	2.2	Identify alternative provision of data protection function for Authority	Executive		4/04	Seeking creation of an information officer post to manage function
	2.3	Set up CHA SLA.	Customer & Information Services		12/02	Complete

Issue	Ref	Action	Responsibility	Start	End	Progress to date
	2.4	Incorporate income as part of SLA/Budget agreement	Accountancy		12/02	SLA charges agreed
	2.5	Establish arrangements for dealing with CHA customer queries	Customer & Information Services/CHA		04/04	To start
	2.6	Project plan for final transfer of CHA from Civic	Customer & Information Services/CHA		4/04	Quit date established
Organisational review						
	3.1	Requirement for more admin support for CIS unit to reflect added responsibilities				
CATS						
	4.1	Replace current IBS works system with new job costing system	Customer & Information Services/CATS		08/03	Residual CW IT strategy being developed
	4.2	Determine ownership of Carlisle Works UNIX box	Customer & Information Services/CATS		08/03	Initial discussions with CHA have been held
	4.3	Provide estimates and plans for the project plan – and implement – for the relocation of Design to Bousteads	Customer & Information Services/CATS		12/02	Awaiting confirmation of move
	4.4	Discuss interim operation of the 7 th Floor Customer Contact reception - post relocation of Design to Bousteads	Customer & Information Services/CATS		12/02	Awaiting confirmation of move

Issue	Ref	Action	Responsibility	Start	End	Progress to date
Revenues						
New cash receipting system	5.1	Implement new cash receipting system around new structure	Customer & Information Services /Revenues		12/02	In progress
	5.2	New Electronic Banking Information to reflect new structure	Customer & Information Services /Accountancy		12/02	In progress
	5.3	New Cash Intranet to reflect new structure	Customer & Information Services /Accountancy		12/02	In progress
Implementation of Academy payments	5.4	Implementation of this system required to pay benefits to CHA tenants	Customer & Information Services/Revenue s		09/12	System procured
Accountancy						
	6.1	Arising from new structure new financial system to be implemented to cope with changed financial information requirements	Customer & Information Services/Accountancy		04/04	Budget bid submitted
Corporate IT						
	7.1	Information Officer – new post to oversee all aspects of information requirements for new Units	Head of Strategy & Performance Services		04/04	Budget bid
	7.2	GIS – determine any new requirements arising from new Units			04/04	Budget bid

Issue	Ref	Action	Responsibility	Start	End	Progress to date
Housekeeping						
	8.1	Reorganise:-	Customer & Information Services		12/02	Work is being planned
		H: drives for networked file storage				
		K: drives for shared files				
		Internal telephone directory				
		e-mail distribution lists				
		Public folders				
		Standard letter templates amendments				
Introduce electronic forms						
	9.1	New set of electronic forms to facilitate units to adopt and standardise on new administrative procedures	Customer & Information Services	12/02	On-going	Initial forms now being trailed.
Customer Services						
CCBV Review – major Actions	10.1	Create a new Customer Services Unit	Customer & Information Services	10/02	4/04	Initial elements of the unit have been established
	10.2	Separation of Cashiers Front Office/Back Office	Customer & Information Services/Revenues		11/02	Agreement reached
	10.3	Keepers management arrangements	Customer Services Manager		11/02	Agreement reached
	10.4	Telephonists – Incorporate into new Unit	Customer Services Manager		11/02	To start
	10.5	Creation of Service Plan	Customer & Information Services		11/02	To start
	10.6	Develop and design new working practices	Customer Services Manager		On-going	

Issue	Ref	Action	Responsibility	Start	End	Progress to date
	10.7	Agree basis for recharges with other business units	Customer & Information Services		01/03	To start
	10.8	Transfer of customer contact from other units to CIS			4/04	To start
	10.9	Creation of a new customer contact centre	Executive		4/04	Initial designs & costings have been reached
Strategy & Performance services						
	10.1	New Performance measurement system required to cover all Units	Customer & Information Services/Strategy & Performance Services		4/04	Products being evaluated
ED						
	11.1	E-government handover	Executive Director		2/03	Awaiting appointment of ED
	11.2	Implement IEG Statements	Executive Director		12/05	Awaiting appointment of ED
IT Systems						
	12.1	Reflect changes of organisational review on the following corporate systems	Customer & Information Services		12/02	Work being scoped
		Orbit – Procurement System				
		Zeus – Flex system				
		Tiger – Call Logging System				
		Expenses system				
		Compex				
		Eureka – Time Logging System				
		COLD				

Issue	Ref	Action	Responsibility	Start	End	Progress to date
		Internal phone directory				
		Mobile phone invoices				
Carlisle Leisure Trust						
Cessation of business	13.1	Establish SLA's with Carlisle Leisure Trust	Head of Customer & Information Services		Dec 02	Complete
	13.2	Disaggregate Carlisle Leisure Infrastructure from Carlisle CC	Head of Customer & Information Services		Dec 02	On Target
	13.3	Disaggregate Carlisle Leisure business systems from Carlisle CC	Head of Customer & Information Services		Dec 02	On Target

**Carlisle City Council
Corporate Organisation Best Value Review 2002-3
Implementation Action Plan : LOGISTICS**

Appendix B.6

Issue	Ref.	Action	Responsibility	Start	End	Progress to Date
Post		Review Requirements:- Accommodation Staffing Equipment Mail Handling Processes Courier/Deliveries	Head of Customer & Information Services (CIS)	June 02	Nov 02	Part of the Customer Contact BV Review
Accommodation		Create one Reception area and close the others	Head of CIS	Nov 02	Dec 02	As above
		Review of Office Space See Appendix B Accommodation	Head of Property Services (PS)	Oct 02	Sept 03	Commenced
Telephonic		See Appendix B IT	Head of CIS	Dec 02	Sept 03	In line with the Accommodation Implementation
Disaster Recovery		Update Business Continuity Plan to reflect new structure	Procurement & Project Co- ordination Officer	Dec 02	Ongoing	
IT		See Appendix B IT				
Signage		Employee ID/Flexi Cards	Personnel Manager	Jan 03	Ongoing	
		New Office signs and Directional signage	Head of PS	Dec 02	Sept 03	In line with the Accommodation Implementation
		Stationary Letter heads etc: Agree Corporate Style Agree Business Unit Style Electronic Pro-Forma etc	TC&CE Heads of Head of CIS	Nov 02 Nov 02 Nov 02	Nov 02 Dec 02 Dec 02	