



REPORT TO : Overview & Scrutiny Organisational Assessment Best Value Sub Committee – 7 August 2002

PORTFOLIO AREA: CORPORATE RESOURCES

Date of Meeting: 7 AUGUST 2002

Public Yes

Key Decision: Yes

Recorded in Forward Plan: Yes

Inside Policy Framework - For Decision by Council

Title: ORGANISATIONAL REVIEW – DETAILED PROPOSALS FOR IMPLEMENTATION

Report of: TOWN CLERK AND CHIEF EXECUTIVE

Report reference: TC. 137/02

Summary:

Following extensive consultation and a series of reports to the Overview and Scrutiny Best Value Sub Committee as part of the Organisational Assessment Best Value Review, this report is presented by The Town Clerk and Chief Executive in his capacity as Head of Paid Service. It is concerned with the Officer Structure and arrangements required for the discharge of the Council's functions.

Recommendations:

The Overview & Scrutiny Organisational Assessment Best Value Sub Committee is requested to recommend that the Executive recommend that Full Council agree to:

1. (a) Receive and approve the report from HACAS Chapman Hendy, Report 6, Final Organisational Proposals following consultation July 2002, set out in Appendix 1.
- (b) Approve the detailed Organisational proposals set out in the Charts (7.0 to 7.13.1) included within the above report.

- (c) Delete from the establishment the 32 posts currently filled and 3 posts currently vacant as set out in Appendix 2 to this report.
 - (d) Establish the 37 posts proposed also set out in Appendix 2, (which are consistent with the Organisational Structural Charts (Charts 7.0 to 7.13.1), job descriptions and responsibilities and accountabilities set out in the Consultants report at Appendix 1) and to note that 7 of the proposed posts are new.
 - (e) Agree that the Corporate Management Team will consist of the Town Clerk and Chief Executive, two Executive Directors, the Head of Finance, the Head of Strategic and Performance Services and the Head of Legal and Democratic Services.
- 2.
- (a) Note the consultation responses from the Trades Unions concerning the Appointment and Assimilation Protocol, and the response made by the Town Clerk and Chief Executive set out in Appendix 3 and following the consultation and the views expressed by the Overview & Scrutiny Organisational Assessment Best Value Sub Committee, to agree the revised Appointment and Assimilation Protocol set out in Appendix 3.
 - (b) Note that a copy of this report has been passed to the Trades Unions and any further responses received from the Trades Unions will be made available at the meeting and/or prior to consideration at the Executive and Council.
 - (c) To formally designate as Chief Officers (in addition to the Town Clerk and Chief Executive), the Executive Directors (who will deputise for the Town Clerk and Chief Executive), the Head of Financial Services and the Head of Legal and Democratic Services under the terms of the Joint Negotiating Committee for Chief Officers of Local Authorities, with all other affected staff appointed under National Joint Council for Local Government Services ‘
 - (d) To approve the Head of Financial Services as the Council’s statutory 151 Officer and the Head of Legal and Democratic Services as the Council’s Monitoring Officer with those officers nominating in due course their deputy officers (see Charts 7.12 and 7.13 respectively).
 - (e) Subject to a 28-day period of statutory consultation, to request the Council to delegate responsibility to the Employment Panel, for the appointment of proposed Chief Officer posts, for this review only. These comprise the posts

as set out in recommendation 2 (c) above and to note that the Panel will be given appropriate training and external Personnel advice.

- (f) Subject to a 28 day period of statutory consultation, to note that the Town Clerk and Chief Executive will be responsible for appointing all other employees within the terms of existing Council Policy and the Appointment and Assimilation Protocol, in consultation with internal and external Human Resource advice and in accordance with the Council's Employment and Equal Opportunities policies.
 - (g) Request the Council's approval that, for this review only, a temporary variation to the existing Constitutional arrangements is made so that any appeals, grievances or other appropriate matters relating to the implementation of this exercise be delegated for determination by the Council's Employment Panel rather than by the Council's Appeals Panels.
 - (h) Authorise the Town Clerk and Chief Executive to extend the brief to the Council's consultants HACAS Chapman Hendy Human Resource Services to provide expert Human Resources assistance to train and support the Employment Panel and to provide services in respect of the recruitment of the two Executive Director posts, at a discounted cost of £15,000, funded from the existing financial allocation for staffing set aside within the overall LSVT budgets agreed by the Council.
 - (i) Note that the cost estimates for Executive Directors, Chief Officers and Heads of Business Units are based on the top point of recommended salary scales provided by HACAS Chapman Hendy. The salary scale principles for these posts are set out for the Council's approval in Appendix 4 together with the principle of performance related progression for senior staff and detailed proposals for each post contained in Appendix 2.
3. Note that there is a revenue saving of £31,792 from the proposals contained within this report which is to be retained as a contingency for implementation. All recurring revenue costs are contained within existing budgetary provision and as the financial calculations have been made by comparing existing costs to maximum costs (assuming all staff are at the top of grades), there will be a consequential saving of up to £52,660 per annum in 2003/04, £40,600 in 2004/05, £28,515 in 2005/06 and £19,000 in 2006/07.
4. Despite every effort being made to minimise redundancy Members are requested to recognise that there are potential one off costs which may be incurred as a result of

implementing the review. Two posts are potentially redundant and there is a potential for a very small number of officers to require the application of a one year protection to salary as provided under current Council policy, depending upon the outcome of the appointment process. Contingency planning has therefore to be put in place to allow for these prospects and it is proposed that a contingency sum in the order of £260,000 be earmarked from the Council's balances for this effect. A contingency sum of £260,000 is therefore proposed for the two posts (on the basis of redundancy payment, cost of added years and capitalised costs) with potential recurring annual costs of circa £5,600. These sums to be funded from the Council's balances. It should be noted that should other employees not agree to the suitable alternative employment to be offered as part of this review, then the contingency requirement could rise by a further three posts. Every effort has been made and will continue to be made to avoid redundancy and/or the application of salary protection.

5. Further to a positive decision by tenants to pursue Housing Stock Transfer, it is recommended as a matter of urgency to:-
 - (a) Authorise immediate recruitment to Housing related posts in the respect of staff in Environmental Protection Services (Housing Services and Health Partnerships) Chart 7.1.2, in the interests of the good management of the Council and business continuity.
 - (b) Authorise the Town Clerk and Chief Executive in consultation with the three Group Leaders, to allow the early release of senior staff and employment of externally appointed interim managers, funded from resources released from transferred staff from the Housing Revenue Account.
 - (c) Note that the recommendations in this report are consistent with the reductions in support and services resulting from Housing Stock Transfer, Leisuretime externalisation and the consequential affects on the Council's DSO. Further reports on the details of these changes will be made as part of the Budget process and to meet the appropriate timescales.
 - (d) Note that there will be some carry over responsibilities which will remain with the authority post the transfer of personnel to CHA and which may require some temporary resources cover. (Eg. The closure of the Housing Revenue Account, Housing Subsidies and provision of information to Carlisle Housing Association).
 - (e) Note that the TUPE transfer of staff in the Housing Department and central support staff to the Carlisle Housing Association will take place in

accordance with the agreed timetable for Housing Stock Transfer (currently 9 December 2002) and the 30 September 2003 in respect of DSO employees and April 2004 in respect of further central support staff.

6. To agree to the establishment of three additional part time clerical posts (Scale 2) to provide additional clerical support to elected Members through group arrangements and to aid communication and democratic representation of Members at an estimated additional cost of £22,590 (3 x half time including oncosts) in 2002/03 funded by way of the savings identified in recommendation 3 (a) of this report.
7. To agree that the target date for implementing the revised proposals set out in this report is December 2002, with the Council authorising the Town Clerk and Chief Executive to implement the changes set out within this review including the commencement of formal consultation, early advertisement of new posts and the phasing of the deletion of posts to this date, consequent on the implementation of the Appointment and Assimilation Protocol and the principle of 'Acting' posts being utilised where appropriate to manage the transition.
8. To authorise the City Solicitor and Secretary to make the necessary amendments to the Council's Constitution and Scheme of Delegation and to report back further to the Council prior to the implementation date, to reflect the proposals set out in this report and to request the Leader to make the necessary changes to his Scheme of Delegation similarly to enact the proposals
9. To endorse the Manager Assistance Programme set out in paragraph 5 of this report.
10. To note that the Organisational Assessment Best Value Sub Committee will continue to meet to conclude the Best Value exercise, propose an action plan and will report the conclusion of the Best Value Review to the Overview and Scrutiny Management Committee in the normal way.
11. Decide whether the title of Town Clerk and Chief Executive should be modernised to 'Chief Executive'.

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1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 Members will be aware that the purpose of the Organisational Review is to improve the performance of the Council. It involves cultural and organisational change and transition from a departmentally based organisation to one, which is more corporate, strategic and focussed on Business Units with clearer accountability and responsibility.
- 1.2 The process commenced in September 2001 and has included:
- A Scoping report in which Members, Staff, Partners and the public gave feedback on the current arrangements,
 - Comparisons undertaken by both District Audit and Consultants HACAS Chapman Hendy comparing the Council's organisational arrangements with a large number of District Councils and a more focused 'basket' of more directly comparable authorities.
 - Development of options and considerable consultation on the preferred structure, processes and relationships that will be most appropriate in the future.
- 1.3 A summary of the overall findings is set out in the report attached at Appendix 1 from HACAS Chapman Hendy and copies of the detailed reports at each stage have been made available to all Members and additional copies placed in Political Group Offices. This report must be read in the context of these earlier papers.
- 1.4 The consultants have undertaken a very comprehensive exercise, which clarifies responsibilities and accountabilities and clearly sets out revised functions for Business Units, identifying lead responsibilities and linkages to the delivery of the Corporate Plan. In this way, the objects of the Corporate Plan are fully integrated into the rationale of Business Units and linked to the job descriptions of Business Units managers and employees.
- 1.5 The review has been undertaken as a Best Value exercise led by the Organisational Assessment Best Value Review Sub Committee. This report is concerned with the implementation of the structural organisational proposals set out in the accompanying Consultants report. The Sub Committee will continue to meet to conclude the wider Best Value Review and to prepare an action plan for subsequent further non-staff related improvement. It is important to stress that in addition to structural, organisational and managerial elements the Overview and Scrutiny Committees and Sub Committee will continue to lead change in strategic, cultural, communications and the interrelated political concerns set out in the Scoping Report.

- 1.6 The purpose of this report is to seek the Council's approval to improve the officer organisational structure and this report recommends change to those posts which are significantly affected by the organisational review and identifies where posts should be deleted and where new posts are required. The thrust of this review is to improve the overall managerial operation, capacity and focus of the organisation and to effect cultural change to ensure effective delivery of the Council's Vision, priorities and objectives as set out in the Corporate Plan published in June 2002.
- 1.7 The review will be followed by the production of a 3-year financial strategy, which will demonstrate how the Council will align funding to the prioritised objectives for the future with resources applied to needs and the aspirations of the Council.

2. DETAILED PROPOSALS

2.1 Consultant's Report

The detailed proposals have been formulated by the Council's Consultant HACAS Chapman Hendy working closely with officers of the Council and are set out in their report, which is Appendix 1. The report includes further context, details the further consultation since the report to the Council on 13 June (including customer panels) and sets out full structure charts for the proposed Business Units together with job descriptions and person specifications for new and significantly amended posts.

2.2 Job Descriptions

Members will note that the job descriptions and person specifications have been prepared to best practice and are in a clear, concise style, which will become the new standard Authority format. There has been considerable consultation on the content and format of Job Descriptions and it should be noted that as these are living documents and further minor changes will be required as part of the implementation of the review.

2.3 Accountabilities & Responsibilities

The corporate and service accountability and responsibility is set out clearly and fully integrated. The Executive Directors report to the Town Clerk and Chief Executive and Heads of Service to the Executive Directors. Specific co-ordination groupings are not proposed to allow for future flexibility and to allow focus to be applied to the areas of priority identified by the Council for the future. Members should note the proposal that each Executive Director will be responsible for a

minimum of 5 and a maximum of 7 Business Units. The apportionment of these Business Units will be the responsibility of the Town Clerk and Chief Executive and will be reviewed from time to time, consistent with good management practice. The Head of Strategic and Performance Services will report directly to the Chief Executive.

2.4 Corporate Management Team

The report includes proposals for a new Corporate Management Team and, as previously indicated, this will include the Town Clerk and Chief Executive, two Executive Directors, the Head of Financial Services, the Head of Legal and Democratic Services and the Head of Strategic and Performance Services.

2.5 Statutory Officers

The report makes recommendations in respect of the Council's Section 151 (Financial) and Monitoring Officer and proposes these duties are undertaken by the Head of Financial Services and Head of Legal and Democratic services respectively, with the postholders to nominate their deputies (possibly Accountancy Services Manager and Legal Services Manager). These proposals have been the subject of formal consultation with the District Auditor who has written to confirm that he has no concerns arising out of the proposals with respect to the statutory officers on the basis that the Council makes a clear statement that they will be permanent members of the Corporate Management Team, which is now recommended together with a recognition that the role must be properly developed and integrated into new arrangements.

2.6 Best Value

The report integrates the outcomes of the Council's Best Value Reviews, as far as these are available, and contains sufficient flexibility to allow for new methods of implementation in the delivery and integration of services should this be required in the future. Particular attention has been given to strengthening the customer focus (consistent with the Best Value Review of Customer Contact) and the arrangements will support Area Based Working and area based and/or thematic approaches to regeneration.

2.7 Housing Stock Transfer / Leisure Trusts

The review has taken account of and is costed on the basis of necessary reduction in the Council's central support and other services which will result from Housing

Stock Transfer, Leisure transfer to a Trust and the consequential affects on the Council's DSO. A further detailed report will be presented as part of the Council's Budget process and in accordance with the timetable for Housing Stock Transfer (currently 9 December 2002) to set out details of these consequential staff and budget reductions. The organisational arrangements within this report contain sufficient flexibility to allow for these future changes. In this respect, discussions are taking place as part of the negotiations with the Leisuretime team to establish whether the new Trust intends to seek to purchase support services from the Council eg. IT, Personnel, Payroll etc. It is also probable that the Council will face other externally driven change, for example, the notification received from United Utilities that its management contract would be terminated in due course. This has been factored into the recommendations for the Commercial and Technical Services Business Unit.

- 2.8 A detailed action plan for the non-staffing elements of the Best Value Organisational Review will be reported separately to the Sub Committee and this will also include proposals for the performance management and appraisal for managing the new arrangements.

The introduction of this new structure heralds a whole new way of working whereby performance, through both measurable outcomes and the realisation of a successful corporate culture, will be assessed as the key elements of a systemised performance management process. This is intended to become integrated with the current schemes operated within the Authority (PIRs and TIRs) which will need to be reviewed so as to ensure that there is a thorough joined up approach.

Thus the new job descriptions; the Corporate Plan; the performance indicators; and the other responsibilities and accountabilities are to be viewed as part of this interrelated process which will, in due course, need to be applied in a systematic way to all management positions. For Executive Directors and the Heads of Business Units progression through the salary grade is to be based upon performance (See Appendix 4).

- 2.9 The Organisational Assessment Best Value Review Sub Committee has expressed some views about the title of the Town Clerk and Chief Executive and sought clarification as to whether a more modern and streamlined title of 'Chief Executive' should be applied in future. The City Solicitor and Secretary has established that this is possible and does not have constitutional or charter implications. There are no other implications in this review for the post of Chief Executive and it is a function of the Town Clerk and Chief Executive as Head of Paid Service to report to the full Council on the manner in which the discharge of the Council's functions is co-

ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers. It is in this capacity that this report is presented.

3. IMPLEMENTATION

3.1 Proposed Changes

The achievement of the proposals set out in the consultant's report will require the Council to delete 32 posts from the establishment which are currently filled and a further 3 vacant posts (as set out in Appendix 2) and to create 37 posts (also set out in Appendix 2). Members will note that 7 of these proposed posts are new and have no equivalent with the authority.

3.2 Appointment & Assimilation Protocol

Transfer of staff from existing to proposed posts will be undertaken using an Appointment and Assimilation protocol formally issued to staff and Trade Unions for consultation following the Council meeting on 13 June 2002. The consultation responses from Trades Unions on the first draft of the Appointment and Assimilation Protocol are set out together with the Town Clerk and Chief Executive's reply in Appendix 3. In the light of consultation responses and the meeting of the Overview and Scrutiny Organisational Assessment Best Value Sub Committee held on 18 July 2002, a revised Appointment and Assimilation Protocol is included in Appendix 3. Members should note that the protocol is set within the context of existing Council Personnel Policy and has been approved and is presented as a good practice document prepared with the assistance of external advisors HACAS Chapman Hendy. It has been validated by the Council's external legal advisors Wright Hassall. It is emphasised that an employee's right to representation throughout the process is preserved and implicit within the protocol.

3.3 Salary Structure

The Council's Human Resource advisors have also recommended an appropriate Salary Structure for the posts of Executive Directors, Chief Officers and Heads of the Business Units. This has been undertaken with respect to market conditions and a comparison with other comparable Councils in terms of population, geographical location and challenges facing the Authority. The advice is based on data held by HACAS Chapman Hendy, the Employers Organisation and PE Inbucon. The recommendation for Executive Directors, Chief Officers and the Heads of Business Units is that pay should be set on the basis of market rates and the sector norm, which is to pay senior local authority staff on the basis of spot

salaries, within three to six point salary bands with progression linked to the achievement of formally set key performance objectives set in the Corporate Plan and identified in the proposed responsibilities and accountabilities of Business Units and in Job Descriptions.

Further discussion will be held with Trades Unions on the implementation of the performance progression proposal, drawing on existing good practice in other Local Authorities and through the involvement of the North West Employers Organisation. The report at Appendix 4 sets out the proposed methodology and pay scales for Executive Directors, Chief Officers and Heads of the Business Units. To accommodate the necessary range of scales for Heads of Business Units, the National Joint Council spinal column point range has been extended to point 58, which is consistent with the approach taken by the County Council. In costing these changes, grades have been applied at the top of the scale in the cost estimates set out in Appendix 2 and as employees are normally started towards the bottom of scales, this will result in cost savings in the early years of the review.

In the case of one post, the Head of Commercial and Technical Services the consultant advises that this post is formally designated a market scarcity post. This is solely based on the scarcity of recruitment and retention of this type of post and the difficulty of recruiting and retaining individuals of this type of skill and experience. To ensure that the grade for this post remains appropriate a formal market test will be undertaken every two years.

In addition to the senior posts described above, the preparation of job descriptions and revised proposals for accountability and responsibility have identified a number of existing posts, which are substantially different from current posts and require grading adjustment. To ensure consistency, the Council's existing personnel processes for determining the appropriate grade have been used, the results of which are set out in Appendix 2. In the case of the Commercial and Technical Business Unit, advice from HACAS Chapman Hendy has been sought and is included and the salary scales for senior posts shown at Appendix 2 are inclusive of the costs of consolidating PRP. It should be noted that any financial changes are met from within existing employee budgets.

3.4 Negotiating Bodies

It is proposed that the posts of Executive Directors, the Head of Financial Services and the Head of Legal and Democratic Services be established in accordance with Joint Negotiating Committee for Chief Officers of Local Authorities.

The posts of Heads of Services are proposed to be established under the terms of the National Joint Council for Local Government Services with extended Principal Officer scales. This type of arrangement works successfully within the County Council and six point bands are proposed as set out in Appendix 4.

3.5 Job Evaluation

Members will be aware that the Council has committed itself to undertaking a full job evaluation exercise for its staff and the Trades Unions have been advised that this has been held pending the outcome of this review. Posts below Head of the Business Unit level have therefore been set at their current grades unless the review has necessitated any change. It is therefore intended that following the implementation of the review, formal job evaluation will be undertaken across the Council once the job evaluation model has been cleared of technical difficulties and the parameters of the scheme are agreed by the Council. It should be noted that this organisational review is not the vehicle to consider job evaluation or to address any individual concerns that staff may have about their grading as there is separate machinery to deal with these matters.

Further rationalisation is also proposed as a second stage with consultation with employees and Trades Unions with a view to consolidating the performance related pay arrangements currently operated in Carlisle Works and to conclude Single Status issues to ensure that all employees have harmonised pay and conditions.

3.6 External Advice

The review has been complicated in that it affects many of the staff who would normally give professional advice to the Council and as senior posts are affected by the review, external legal and financial assistance have been provided by HACAS Chapman Hendy and Wright Hassall Solicitors (integrated with advice on LSVT). They have advised that it would be inappropriate for the Head of Personnel to be involved in implementation as his position is affected by the proposals and the Council's internal lead will therefore be the Principal Personnel Officer.

4. MATCHING, RINGFENCING AND APPOINTMENT PROCESS

- 4.1 Under the current constitutional arrangements, the appointment of all staff other than Chief Officers is the responsibility of the Town Clerk and Chief Executive who in turn may delegate to other officers in respect of their areas or responsibility. As the nature of this review will make delegation impossible until senior posts are filled,

the Town Clerk and Chief Executive will be responsible for matching, ring fencing and appointing to all posts except for those posts designated as Chief Officers by the Council. This will be within the terms of the Councils existing employment policies and employment best practice with advice and support from the Councils Principal Personnel Officer and external personnel advisors from HACAS Chapman Hendy and through the use of the normal established arrangements including officer panels.

5. SUPPORT TO STAFF

5.1 Manager Assistance Programme

Throughout the consultation process Members, the Town Clerk and Chief Executive and consultants have recognised the need to assist the current Council's employees, and in the context of implementing the review, particularly those managers who are most directly affected. All are committed to harnessing the energy and potential of existing employees to best advantage in the revised structure. Equally, recognition is given to the uncertainty experienced by many of those managers and the accompanying effects on their personal and professional wellbeing. As a consequence it is intended to make provision for professional support services aimed at maximising the abilities of individuals to respond to this transitional phase of their careers and minimising the effects of any perceived or actual loss.

There is a wide range of support services available from a range of specialist consultants. Preliminary enquiries to a number of consultancies have produced the following examples of outline programmes:

- (a) CV update / preparation
- (b) interview coaching
and, subject to individual need,
- (c) counselling / advice / career guidance
- (d) retirement / redundancy counselling
- (e) Executive Director's access to support / mentoring during 3 months of appointment
- (f) limited external job search assistance

Some of this activity is undertaken as a matter of course and to fund an extension of this activity, a limited budget of £10,000 has been identified from the existing Training Budget and the Personnel Team will put in place appropriate support

tailored to individual's needs which will be kept under review as implementation of the Organisational Review proceeds.

6. APPEALS MECHANISM

- 6.1 An appeals process is set out in the Appointment and Assimilation Protocol and the guiding principle is one of fairness and openness. Any person who determines a particular matter will then not subsequently determine the appeal in respect of the same matter.
- 6.2 Due to the complexity of this review it is proposed that the same appeal system should be applied to all the employee posts affected ie. those set out in Appendix 2, irrespective of current or proposed grade.
- 6.3 It is further proposed that all appeals should be determined by Members (with appropriate training and independent advice). Under the current constitutional arrangements this would be by one of the Member Appeal Panels, which deals with a wide range of appeals in respect of staffing and other matters (three Members politically balanced). The Organisational Review is a large and complex undertaking and to reinforce fairness and openness and focus of expertise, it is proposed that all appeal, grievance and associated matters are determined by the Employment Panel (six Members politically balanced). This will require the Council to authorise a temporary variation to the Scheme of Delegation to add the appeals function to the Employment Panel for this exercise only.
- 6.4 To avoid difficulties at the end of the process, in respect of any appeals in relation to selection for redundancy or suitable alternative employment, it is proposed that the appeal takes place during consultation so that once the candidates for the various posts have been identified, before a final decision is made, the candidate will be given a letter of intent as part of the consultation process and shown the final proposal and invited to make any comments. If the candidate does not accept the final proposal, then they will be given the right of appeal and the appeal dealt with before the proposal is finally passed.

7. APPOINTMENT & DISMISSAL OF SENIOR STAFF

- 7.1 The Employers Organisation has issued advice on the employment regulations concerning the appointment and dismissal of senior staff – the Local Authorities (Standing Orders (England) Regulations 2001). These provide that Councillors may be involved in the appointment of the Head of Paid Service, statutory Chief Officers (in Carlisle the Section 151 Finance Officer) and non-statutory Chief Officers (in the

proposals the Executive Directors), Deputy Chief Officers (Officers who report directly to a Chief Officer for most or all of their duties ie. The Heads of Service) and any Political Assistants. Non-statutory Chief Officers may also be appointed by officers. The involvement of Elected Members in the appointment, discipline or dismissal of staff below the level of Deputy Chief Officer is not allowed. The regulations are silent on the position of the Monitoring Officer and the post is not shown as a statutory Chief Officer, but it is clear that the officer has statutory protection from disciplinary action (with the Head of Paid Service and Chief Finance Officer). It is considered good practice however, for Members to be involved in this appointment. In formulating the City Council's Constitution, Members took the view that they did not wish to be involved in the appointment of Deputy Chief Officer or below and this is delegated to the Head of Paid Service.

7.2 In the light of the above, the following is proposed:

- That the following posts should be appointed by Members of the Employment Panel:
 - The Executive Director posts (2) as non statutory Chief Officers
 - The Head of Financial Services as the designated Chief Financial Officer (Section 151 Officer)
 - The Head of Legal and Democratic Services as the Monitoring Officer (Section 5)
- For the purposes of any amendments to the Constitution, the Chief Executive would, of course continue to be interviewed by the Employment Panel and their recommendations referred to the Council for confirmation.
- All other posts designated Deputy Chief Officer or below ie. Heads of the Business Units and below, should be appointed by the Town Clerk and Chief Executive

Members will also be aware that under the current Regulations and Constitution the Executive has the opportunity to raise objections to decisions about appointments or dismissals of senior officers.

7.3 For the purpose of this exercise it is proposed that the Council should delegate to the Employment Panel the final decision with respect to the appointment of the above posts. This would require a variation to the current arrangements where the Employment Panel is responsible for interviewing and shortlisting Chief Officer appointments and making recommendations to the full Council which confirms the appointments.

- 7.4 It should also be noted that the Council's Constitution will require amendment in the light of the revised management arrangements set out within this report as will the Leader's Scheme of Delegation.

8. HOUSING DEPARTMENT INTERIM MANAGEMENT

- 8.1 In view of the positive ballot by tenants and a decision by the Council to progress large scale stock transfer to Carlisle Housing Association there are a number of matters that will require early attention:
- A successful ballot results in a potential conflict of interests for the Director of Housing who has led and personally produced much of the LSVT work
 - A potential conflict situation and likelihood of requests for senior staff to be seconded or transferred early to Carlisle Housing Association.
 - The need to establish the housing strategic functions post transfer, particularly homelessness advice and service delivery, ownership and management of the homelessness hostels and dispersed hostel accommodation, private sector renewal, housing benefit liaison and supporting people.
- 8.2 In respect of the potential conflict of interests of staff (principally but not exclusively the Director of Housing) the City Solicitor and Secretary has advised on conflict of interests issues and will clarify this as part of the LSVT process. The managing consultant has advised that providing there is a nominated lead officer for the Council, who is not transferring, (which is the case as this is being undertaken by the City Treasurer) and the Conflict of Interests Protocol being developed between the City Solicitor and Secretary and Wright Hassall is made known to and followed by the relevant parties, no more stark a separation is needed. Indeed, the Director of Housing and other Managers in the Housing Directorate are the main source of information to the Council on Housing issues and it would put the Council at a serious disadvantage if they were excluded from giving the Council advice and support to Council Officers and providing information to external advisors in the lead up to transfer. The City Treasurer's role as lead officer, and input from HACAS Chapman Hendy and Wright Hassall as advisors to the Council provide the validation of this input where that is needed.
- 8.3 The second issue of resourcing is more substantial. Post ballot, the front line staff and operational managers will continue to run the service, albeit also planning for the transfer and beyond. There will be a need for cover should Carlisle Housing Association / Riverside seek early secondment or transfer of senior staff. This is likely to occur as the new Housing Organisation will wish to make a positive start to meet its commitments to tenants and the Council will require both interim senior

management for the Housing Department and its own housing advice on transfer related issues. The workload has been assessed and it is proposed that the necessary resource be provided by externally procured, interim senior management for the Housing Department. Funding will be by way of the Housing Revenue Account from resources released from the transferred staff. To allow early action to be taken, should this prove necessary, it is proposed that the Council delegate this responsibility to the Town Clerk and Chief Executive in consultation with the three group leaders.

- 8.4 Similarly, in respect of the need to establish and retain the housing strategic and homelessness role above, a positive ballot will additionally require the new housing related posts identified within the revised structure for the Environmental Protection business unit to be filled with immediate effect i.e. the Head of the Housing Services and Health Partnerships Manager, Strategy Officer and Special Needs Officer.

9. FINANCIAL IMPLICATIONS

- 9.1 The revenue implications concerning staff costs of this review are set out in Appendix 2, which gives details of each existing post which is proposed for deletion including grade, basic salary and oncosts at a 2002/03 price base on an out-turn basis. The total estimated cost of the 32 posts currently filled and 3 vacant posts to be deleted from the organisation is £1,618,665.
- 9.2 Similarly, Appendix 2 also sets out detailed proposals for proposed and new posts with the same level of detail on the same basis of costing, which assumes the Commercial and Technical Services Business Unit will continue to fund the same posts as at present from its trading accounts. The total maximum cost of the proposed structure is £1,586,873 costed at top of scale. The financial provision for all of these costs exists in the Council's approved revenue budget provision and there is therefore no additional revenue cost resulting from the proposals within this report. It is proposed that the cost saving of £31,792 is retained as a contingency at this stage for implementation.

It should also be noted however, that as the cost comparison has been undertaken between existing grades and at a top of grade basis for the new structure and the actual position is that many posts will take some years to reach the top of grade, there is therefore a further saving in 2003/04 of up to £52,660, reducing to £40,600 in 2004/05, £28,515 in 2005/06 and £19,000 in 2006/07.

- 9.3 It should be recognised that there are potential additional costs in the implementation of the review and it is important to note that the process and

Appointment and Assimilation Protocol have been designed to reduce the number of potential redundancies and the potential for application of salary protection to an absolute minimum. Full details of potential redundancy costs cannot be established until the Assimilation Protocol has been implemented and the views of individual staff are known. As has been previously noted, the review proposes deleting 32 posts, which are currently filled, and creating 37 posts of which 7 are new ie. They have no comparison in the existing structure and are recommended for open recruitment. There is the possibility in the event that all new posts (open recruitment) were filled externally, that a maximum of 2 potential redundancies. To this must be added the possibility that some staff may not consider that a post offered as suitable alternative employment by the Council is acceptable and therefore redundancy may also apply.

Contingency planning has therefore to be put in place to allow for these prospects and it is proposed that a contingency sum in the order of £260,000 be earmarked from the Council's balances for this effect. A contingency sum of £260,000 is therefore proposed for, say, two posts (on the basis of redundancy payment, cost of added years and capitalised costs) with potential recurring annual costs of circa £5,600. These sums would be funded from the Council's balances. It should be noted that should employees not agree to the suitable alternative employment offered as part of this review, then the contingency requirement could rise. Every effort has been made and will continue to be made to avoid redundancy and/or the application of salary protection.

10. ORGANISATIONAL ASSESSMENT BEST VALUE REVIEW

- 11.1 As the Organisational Review is being undertaken using the methodology of a Best Value Review, the Organisational Assessment Best Value Review Sub Committee will continue to meet to conclude the action planning stage for which a further report will be produced (Report 7) and at this stage the support from the consultants HACAS Chapman Hendy will have been concluded. The Action Plan and conclusion of the full Best Value exercise will be reported to the Overview and Scrutiny Management Committee in the normal way. Further details will also be prepared on the performance appraisal process to accompany this review and the Performance Management System be put in place to ensure for example, that Executive Directors meet Heads of Services on a formal basis to review performance, that performance is reported to Members and that the performance management system is linked to the Council's existing Team Improvement Model and Investor in People processes. The Action Plan will be the subject of a future report to the Council and the sub committee will have an important role in

monitoring progress and dealing with the other substantive issues raised within the consultant's Scoping Report which were not selected as priorities by the Council.

11. MEMBER SUPPORT

- 11.1 The Scoping report and subsequent consultation with members has identified that it would be beneficial for Members to have additional resource to support their representational role in Wards and to help the efficient administration of political groups engaged on Council business. To provide an option for this it is recommended that the Council should put in place three part time clerical assistants allocated to groups (with the option of political de-restriction if Members prefer) to provide this necessary support. It is emphasised that this proposal should not be seen in any way as a replacement for the policy role previously undertaken by Political Assistants but is a suggestion that the administration, communication and support of elected Members could be improved and a job description is available for discussion with Members. These posts would be managed by Member and Employee Services.

12. RISK MANAGEMENT ASSESSMENT

- 12.1 The Organisational Assessment Best Value Review is the subject of a full risk assessment, reported to the Sub Committee, Executive and Council, actioned and monitored by Corporate Management Team.

13. EQUALITY ISSUES

- 13.1 The proposals within this report are fully compliant

14. ENVIRONMENTAL IMPLICATIONS

- 14.1 None.

15. CRIME AND DISORDER IMPLICATIONS

- 15.1 The functions of the Council with respect to Crime and Disorder have been reviewed and located within the Economic and Community Development Business Unit.

16. RECOMMENDATIONS

16.1 Please refer to recommendations listed at pages 1 to 5 at the front of this report.

17. REASONS FOR RECOMMENDATIONS

To implement the organisational proposals of the Organisational Assessment Best Value Review.

Contact Officer: Peter Stybelski

Ext: 7001

APPENDIX 1

HACAS CHAPMAN HENDY
Final Organisational Proposals
Following Consultation

CARLISLE CITY COUNCIL

CORPORATE ORGANISATIONAL

BEST VALUE REVIEW

**FINAL ORGANISATIONAL PROPOSALS
FOLLOWING CONSULTATION**

July 2002

- Report 6 -

1. Preamble

1.1 This is the sixth report prepared as part of the Corporate Organisational Best Value Review.

1.2 The previous five 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)

1.3 The last report (through which the framework of the new organisation and the proposed new Business Units together with new titles and the proposed approach for client / contractor arrangements were approved), also contained revised structure proposals which were detailed in Chart 6 (see **Appendix A**) and in Charts 6.1 – 6.13 which illustrated the likely formulation of the new Business Units as a basis for further consultation.

1.4 This report, following on from that consultation, makes 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.

1.5 The final report (Report 7) which will follow will complete the Best Value Review Process by setting out the Best Value Action Plan and the Implementation Plan for the Corporate Organisational Review.

2. Recommendations

2.1 That the new corporate Organisational structure, as shown in **Chart 7**, be approved.

2.2 That the detailed structures for the new Business Units, as shown in Charts 7.1 – 7.13, be approved.

2.3 That the accountabilities and responsibilities for the Business Units, as set out in **Appendix C**, be approved.

2.4 That the job descriptions and person specifications for the posts of Executive Director, Head of Business Unit and the 22 other positions which either have a change to their function or are new positions, as set out in **Appendix E**, be approved.

2.5 That the statutory officer duties, as proposed in Report 5, be confirmed.

2.6 That the composition of the Corporate Management Team (CMT) as set out in paragraph 10 of this report be approved.

- 2.7 That the introduction of an integrated performance management system as described within this report be agreed subject to a future report which will set out the detailed arrangements.

3. Background

- 3.1 As this is the report which recommends the final proposals for the new corporate organisation of 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 Corporate Performance Assessments.
- 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.

3.10 Against this background analysis, which was accepted by the authority, and in the light of the compare exercise – the Council has now adopted:

- the new framework (as set out in Appendix A);
- the overall concept, purposes, functions and associated roles for the new structure and the intended way of working of the authority;
- the new titles of:
 - ★ Chief Executive

- ★ Executive Director
- ★ Business Unit
- ★ Heads of theBusiness Unit;
- the roles of the:
 - ★ Chief Executive
 - ★ Executive Directors
 - ★ Heads of the Business Unit

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 draft proposals.
- 4.2 This has continued during the latest phase. All employees were provided with a copy of the Management Briefing Note produced on Report 5 and had access to the full report via either the Council's intranet or through their line management.
- 4.3 On this occasion the formal consultation processes have been as follows:
- a) Briefing of a special meeting of the Council's Management Conference. (This enabled the Council's managers to brief their sections and teams on the proposals within Report 5 and the structures detailed in Chart 6 and Charts 6.1 – 6.13.)
 - b) Separate "gatherings" of the key middle and senior managers associated with each of the 13 proposed Business Units to consider structures.
 - c) A general encouragement for employees and Members to put their views in writing to the Chief Executive and HACAS Chapman Hendy. This has elicited a further 26 responses from at least 21 different employees.
 - d) The issues raised through these processes have been taken into account within this report.

5. The Overall Structure

- 5.1 This is set out in Chart 7 (**Appendix B**) and is almost identical to that approved by the Council through the last report.

6. Accountabilities and Responsibilities

- 6.1 This part of the report sets out (together with the associated Appendices as indicated) the respective accountabilities and responsibilities of:
- The Executive Directors

- The Heads of the Business Units

6.2 It builds on the concepts, purposes, functions and associated roles for the new structure and the intended way of working of the Authority already approved by the Special Council Meeting on 13th June 2002 as set out in **Report 5** some of which is repeated here in so as to ensure completeness and contextual understanding.

6.3. The Chief Executive

The nature of this reorganisation has not changed the fundamental role and function of the Chief Executive, apart from the minor proposed change to his title, and it is as before as follows:

“To be the Head of the Council’s paid service and to have authority over all Chief Officers and other Officers for the efficient management and execution of the Council’s functions”.

(extract from the current job description of the Town Clerk and Chief Executive)

6.4 The Executive Directors

6.4.1 The creation of this wholly new tier of management which is significantly different from any current senior managerial positions was approved by the Special Council meeting on 13th June 2002 subject to consultation.

6.4.2 The summary functions of this role are as follows:

- ✪ to assist the Chief Executive in the management of the Member –workforce interface;
- ✪ to develop corporate strategies and to formulate plans for their implementation;
- ✪ to develop a single authority – wide corporate approach to policy implementation and performance management;
- ✪ to lead on major cross – authority projects and those which have significant corporate implications.

6.4.3 Each Executive Director will have the coordinational responsibility for a group of Business Units and be the line managers for the Heads of those units. However, as already approved by the Council, the responsibility and accountability for the day-to-day operation of those units rests with Business Unit Heads.

6.4.4 It should be noted that there are now, no specific coordinational groupings of Business Units recommended for the Executive Directors to have responsibility for as these should be capable of change according to the prevailing demands, priorities and constraints upon the authority and not be fixed. This capacity to ensure flexibility should become the responsibility of the Chief Executive and exercised following consultation.

6.4.5 The principal functions above and the key areas of corporate and strategic responsibility are set out in a job description common to both posts for approval at **Appendix E.1**

6.5. The Heads of the Business Units

6.5.1 The nature of these positions is also significantly different from the current Heads of Service within the Authority as they will, amongst other things, hold the responsibility for the day-to-day operational management for the planning, provision and delivery of the Council's services.

6.5.2 The summary functions of this role are as follows:

- ✱ to provide strategic direction and day-to-day management of the Council's services as described in the schedules (see the next section of this report)
- ✱ to continuously seek excellence in quality and improvements in performance within the services managed
- ✱ to act as the Authority's professional adviser for services managed
- ✱ to be operationally responsible and accountable for the performance of the services managed
- ✱ to act in a collaborative way to assist in the successful achievement of corporate endeavour
- ✱ to inform and support Members such that they are able to effectively carry out their responsibilities
- ✱ to ensure that the Business Unit's work is within the context of a single corporate culture that demonstrates both internally and externally that the Council has unified identity and common purpose.

6.5.3 The principal functions above and the key areas of corporate and strategic responsibility are set out in a job description which is common to all of these posts at **Appendix E.2** for approval.

6.5.4 It is the associated schedule for each Business Unit which then relates the specific post to the direct responsibilities and accountabilities of that Business Unit head.

6.6 The Business Units.

6.6.1 Attached for approval at **Appendix C** are the schedules setting out the responsibilities and accountabilities for these units in relation to:

- | | |
|---|--|
| ■ purpose | ■ functions |
| ■ lead responsibilities | ■ Corporate Plan Lead |
| ■ lead for external contacts/partnerships | ■ representation at external and internal forums |
| ■ staffing and financial accountabilities | ■ performance indicators |

6.6.2 Also attached for approval in **Appendix D** are the detailed charts (**Charts 7.1 – 7.13**) for all of the proposed Business Units which have been drawn up in conjunction with the key senior managers associated with each of them.

6.6.3 In summary the new Business Units will comprise:

BU 1 Environmental Protection Services

- ❖ Bereavement Services
- ❖ Environmental Quality
- ❖ Environmental Services
- ❖ Food Safety
- ❖ Licensing
- ❖ Strategic Housing and Health Partnerships
- ❖ Waste Management

BU.2 Culture Leisure & Sport Services

- ❖ Arts
- ❖ East Cumbria Countryside Project
- ❖ Leisuretime Client
- ❖ Museums
- ❖ Parks and Countryside Management
- ❖ Sport and Recreation
- ❖ Tullie House

BU.3 Economic & Community Development Services

- ❖ Advice Services
- ❖ City Centre Management and Marketing
- ❖ Community Safety
- ❖ Community Support
- ❖ Economic Development
- ❖ Events
- ❖ New Deal
- ❖ Tourism
- ❖ Welfare Benefits Advice
- ❖ Young People and Play

BU 4 Planning Services

- ❖ Access and Shopmobility
- ❖ Building Control
- ❖ Development Control
- ❖ Local Plans and Conservation

BU 5 Property Services

- ❖ Asset Development
- ❖ Business Park Management
- ❖ Estates Management

BU 6 Commercial & Technical Services

- ❖ Buildings and Facilities Management
- ❖ Service Development
- ❖ Street Scene Services
- ❖ Support Services (including Purchasing and Transport)

BU 7 Housing (Landlord) Services

- ❖ Housing Management (*pending transfer to Carlisle Housing Association*)

BU 8 Strategic & Performance Services

- ❖ Best Value
- ❖ Communications
- ❖ Equal Opportunities
- ❖ Performance Monitoring and Review
- ❖ Policy and Strategy
- ❖ Procurement
- ❖ Project Co-ordination
- ❖ Risk Management (Strategic)

BU 9 Revenues & Benefits Services

- ❖ Benefits (includes concessionary fares)
- ❖ Revenues (includes debtors)

BU 10 Customer & Information Services

- ❖ Customer Services
- ❖ E-government
- ❖ Information Technology
- ❖ Mail Processing
- ❖ Reprographics
- ❖ Telephone Services

BU 11 Member Support & Employee Services

- ❖ Emergency Planning
- ❖ Executive Support
- ❖ Health & Safety
- ❖ Members' Services
- ❖ Payroll
- ❖ Personnel
- ❖ Organisational Development
- ❖ Overview and Scrutiny Support

BU 12 Financial Services

- ❖ Accountancy
- ❖ Audit
- ❖ Corporate Support
- ❖ Insurance
- ❖ Payments
- ❖ Risk Management (monitoring)
- ❖ Treasury Management

BU 13 Legal & Democratic Services

- ❖ Committee Services
- ❖ Electoral Services
- ❖ Land Charges
- ❖ Legal Services
- ❖ Mayoral and Civic Services
- ❖ Town Twinning

7. Other Changed or New Positions

7.1 In addition to those for:

- Executive Directors; and
- Heads of Business Units;

a number of other positions require new or revised job descriptions and these are listed in **Appendix E**. The job descriptions are also appended at **Appendices E.3 – E.24** and are also recommended for approval.

8. Salary Structures

8.1 These are dealt with in a separate paper produced by Anne Elliott of HACAS Chapman Hendy's Human Resources Consultancy which is attached to and dealt with in the report of the Town Clerk and Chief Executive (*also on this agenda*).

9. Performance Management

9.1 The introduction of this new structure heralds a whole new way of working whereby performance, through both measurable outcomes and the realisation of a successful corporate culture, will be assessed as the key elements of a systemised performance management process. This is intended to become integrated with the current schemes operated within the Authority (PIRs and TIRs) which will need to be reviewed so as to ensure that there is a thorough joined up approach.

9.2 Thus the new job descriptions; the Corporate Plan; the performance indicators; and the other responsibilities and accountabilities are to be viewed as part of this interrelated process which will, in due course need to be applied in a systematic way to all management positions. For Executive Directors and the Heads of the Business Units progression through the salary grade is to be based upon performance. (*see Anne Elliott's paper*)

10. The Corporate Management Team (CMT)

10.1 With the adoption, subject to consultation, of the new organisational framework as set out in Report 5 by the Council it is necessary for the issue of the composition of the Council's Corporate Management Team to be addressed.

10.2 Experience in the management of large organisations, particularly complex ones such as a local authority, has shown that large teams are generally ineffective. With the advent of the new structure and the change of

emphasis and role of the senior executive level to being a more strategic function this facilitates the establishment of a new Corporate Management Team which consists of the persons at this level plus a small number of other specialists.

It is therefore proposed for approval
that the new CMT should be as follows:

- ❖ The Chief Executive
- ❖ The Executive Directors (2)
- ❖ The Head of Legal and Democratic Services
- ❖ The Head of Financial Services
- ❖ The Head of Strategic and Performance Services

These 6 officers would also form the standing officer-side membership of the Councils Joint Management Team (JMT)

11. Statutory Office holders

11.1 The Council is required by statute to make three appointments as follows:

1. Head for the Paid Service (Local Government and Housing Act 1989)
2. Monitoring Officer (Local Government and Housing Act 1989)
3. Section 151 Officer (Local Government Act 1972)

11.2 At present these appointments are held by (*deputising or alternative officer in brackets*):

1. The Chief Executive (*The City Treasurer currently holds this role in his own right*)
2. The City Solicitor and Secretary (*As appointed by the City Solicitor and Secretary*)
3. The City Treasurer (*Head of Financial Services*)

11.3 Report 5 proposed that under the new structure these appointments should be held as follows:

1. The Chief Executive
2. The Head of Legal and Democratic Services
3. The Head of Financial Services

11.4 Further more, it set out the reasons why it was both, not in the interests of the authority nor was it necessary, for the proposed new positions of Executive Director to be either the Monitoring Officer or the Section 151 Officer.

11.5 Throughout the consultation on Report 5 nothing has been received which would alter this view and therefore the proposal should now be approved.

12. Other Related Best Value Reviews

Progress

12.1 Several of the best value reviews, currently being undertaken, impact upon the corporate restructuring exercise and the recommended organisational structure due to their cross-cutting, strategic nature. This has necessitated joined-up working and co-ordination between individual review teams and the corporate restructuring team to ensure that best practice recommendations are shared and incorporated into the structure.

12.2 The relevant reviews are:-

- Customer Contact
- Regeneration
- Risk Management
- A Strategic Approach to Housing

12.3 Progress to date on each review is briefly described below, along with how they have been dealt with in the recommended structure.

(i) Customer Contact

12.4 This review is considering how Carlisle City Council can better serve the public when they contact the Council, in person or otherwise, either to receive information or to make a transaction.

12.5 It was clear that there are parts of the current customer service that were not as efficient or customer-friendly as they could be. Issues included the siting and number of reception facilities, the lack of choice in transaction methods or times, an unattractive foyer with no private interview facilities and a lack of support systems to aid reception staff in their duties. There was no overall management information about the service being provided or performance measurement – a necessary pre-requisite to improving the service. Finally, there was also an overriding imperative that all Council services should be delivered electronically by 2005.

12.6 The review is currently at the stage of the production of an action plan for improving this situation. This includes a new customer contact centre to replace and consolidate existing facilities, a new corporate customer contact policy and a number of key issues to be considered for implementation. In particular a new customer service unit envisaged by the organisational review will act to deliver this service in the future.

12.7 The resource requirements for a Customer Service Unit have been assessed in terms of staffing, budget and technology. The staff requirement of the unit will be fulfilled by the deployment of staff from existing business.

units and is still subject to detailed discussion with unit managers. The organisational review implicitly recognises and supports this approach by establishing a new Customer and Information Services Business Unit which will drive forward the Council's improved approach to customer service

(ii) Regeneration

12.8 The need for a regeneration best value review in the Council was highlighted in the Economic Development best value inspection report which stated that

"the lack of an integrated approach to regeneration by the Council and its partners means that initiatives are failing to connect and good schemes have fallen by the wayside"

12.9 The regeneration best value review highlighted that there was a lack of common understanding of what constituted regeneration within the Council, so no clear objectives or strategy for the service had been identified. This meant that there was no way to measure the success or otherwise of the regeneration work undertaken. The review has developed a working definition of regeneration to help build the strategy and prioritise actions. This definition is:-

Regeneration – supporting local communities in addressing problems of economic, social and environmental disadvantage, to achieve improved prosperity, well being and quality of life.

21.10 It is clear that regeneration includes economic development, cultural, health, well-being, property and housing issues and it is recommended that these functions work together in future to provide a joined-up, comprehensive service to areas of Carlisle in need of regeneration services. This is reflected in the findings of the Corporate Organisational Review which recommends that the new Economic and Community Development Services Business Unit, responsible for issues such as economic development, community support and community safety, should take the lead on regeneration within the authority, drawing in specialists from other regeneration-related areas within the authority for specific projects to work on cross-authority teams.

12.11 Interim priorities for the new regeneration function in Carlisle City Council have been agreed. They may be subject to change and/or development as the review progresses but they are, at the moment:-

1. To create a joined-up approach to regeneration in Carlisle
2. To aim to concentrate resources on identifies geographic areas of need

3. To improve the quality and choice of housing and create a more attractive living environment
4. To improve the quality of life for local residents by reducing crime and disorder by working in partnership with others
5. To assist the development of education, training and lifelong learning programmes to meet the needs of local residents
6. Working in partnership to reduce health inequalities by tackling the causes of ill health and encouraging health promotion in schools, workplaces and neighbourhoods
7. To lobby the highways authority and other agencies for improved transport services and communication links to serve Carlisle's residents, businesses and education sector
8. To monitor and evaluate the effectiveness of regeneration activity and plan for future regeneration needs.

(iii) Risk Management

12.12 The Council has broadly effective systems for the delivery of health and safety risk management services but there is scope for improvement, particularly in the Council's approach to strategic risk management. The procedures for incorporation of risk assessment and management into service plans and decision making processes need to be clarified and strengthened and training is required to ensure that risk management is embedded into the everyday working of the authority. This is crucial for the authority to be able to demonstrate sound corporate governance and performance management. The key recommendations for improvement are around the issues of:-

- Arrangements for identifying and assessing significant risks
- Frameworks for managing risk
- Clarifying roles and responsibilities
- Reporting and monitoring arrangements

12.13 These will be developed as the review progresses, but a clear recommendation from the review team is that roles and responsibilities for risk management should be clearly assigned, including a risk 'champion' at a senior level, both member and officer. To reflect this in the new organisational structure, the proposed new post of Procurement and Project Co-ordinator in the Strategic and Performance Services Business Unit will have specific responsibility for developing and spearheading the risk management strategy and monitoring related performance objectives. The relevant officer will also be required to advise other officers and members on best practice in relation to risk management.

(iv) A Strategic Approach to Housing

12.14 Whether or not Council tenants vote to transfer the housing stock to the new Carlisle Housing Association Registered Social Landlord, there will be some 'strategic' housing services which will remain with the Council. These

are currently being subjected to a best value review to ensure that, if the transfer does go ahead, the Council is fully prepared to successfully respond to its new role. The strategic services for which the Council will be responsible are:-

- Homelessness advice and service delivery
- Ownership and management of the homelessness hostels and dispersed hotel accommodation
- Housing strategy
- Private sector renewal
- Housing benefit liaison
- Supporting people

12.15 In the event of a positive stock transfer ballot, there will no longer be a need for a housing department, so the proposed new structure incorporates the strategic housing function within the new Environmental Protection Business Unit. This improves on the previous position where different aspects of the housing service were in two separate units.

13. The Review Implementation Plan & BV Action Plan

13.1 This will be set out in the final report for this review – Report 7

14. Financial implications

14.1 The financial implications of this report are set out within the Chief Executive's covering report.

15. Compete

15.1 This is the only one of the key aspects of best value reviews which have not been covered in the previous reports on this review. The element of compete is defined as how competitive is the service under review and could anybody else provide that service to the same or higher quality for the same or less resources.

15.2 In reviews of discrete services, the compete element of best value is relatively straight-forward; however, in thematic reviews and particularly this review which looks at the entire organisation, compete can be more difficult to address. In addition, the subject of this review is not the services themselves, but how the organisation is structured to best deliver those services. Therefore, there is no easily identifiable 'competitive' element in this work.

15.3 One of the BV action plan recommendations of the review, however, will be to identify those service areas which have been subject to outsourcing in similar authorities and consider whether outsourcing of those services in Carlisle would be both appropriate and provide better value for money for Carlisle residents.

16. Acknowledgements

16.1 Apart from the report setting out the Best Value Action Plan and the implementation plan – this report substantially concludes the Corporate Organisational Review and we would like to place on record that the work we have undertaken would not have been so straightforward to achieve without the excellent contribution from within the authority at both Member and officer levels.

17. Next Steps

17.1 The next steps towards implementation of this review are described within the Town Clerk and Chief Executive's report on this agenda.

FOR DECISION

HACAS Chapman Hendy
1st August 2002

CARLISLE CITY COUNCIL

FINAL ORGANISATIONAL PROPOSALS

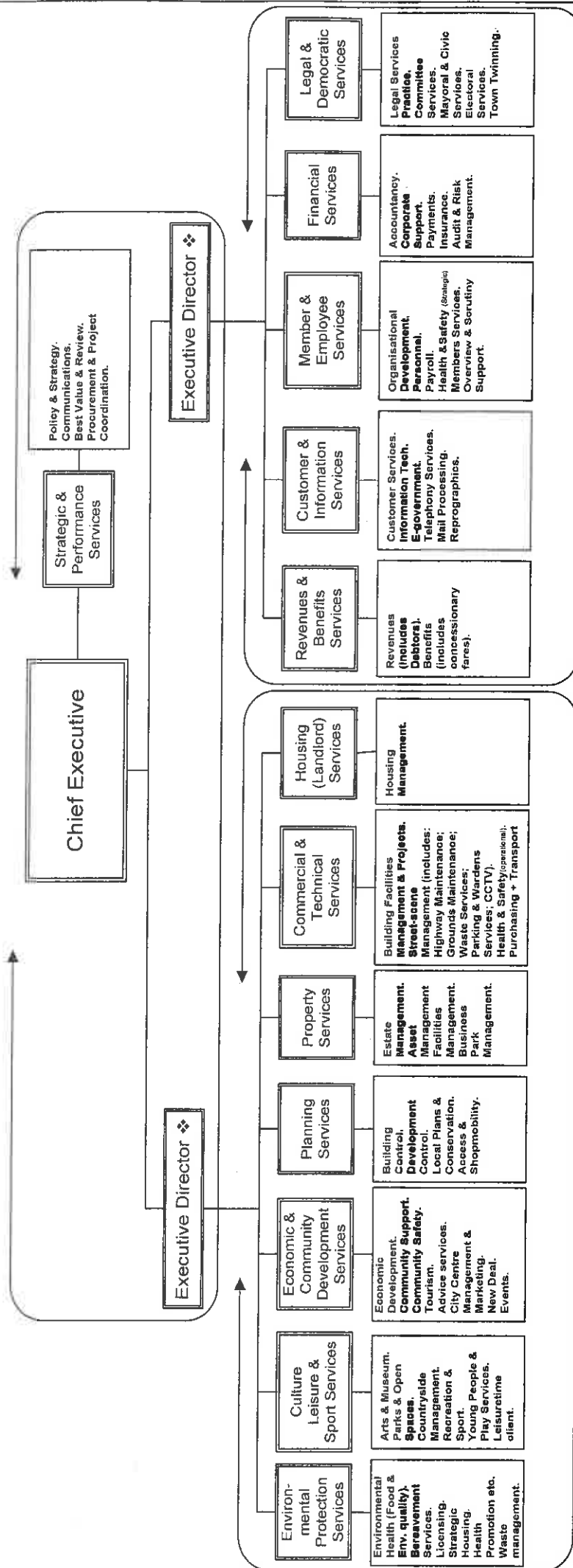
FOLLOWING CONSULTATION
Report 6
Schedule of Appendices

NUMBER	SUBJECT
Appendix A.	Chart 6 (Outline structure proposal agreed as a basis of consultation)
Appendix B.	Chart 7 (Final proposed whole authority organisational structure)
Appendix C.	The Responsibilities and Accountabilities of the Business Units
Appendix D.	The detailed structure charts
Appendix E.	Job Descriptions

Draft Proposal
May 2002

Carlisle City Council

Corporate Organisational Review 2002
(proposed structure option
showing business unit functions)



❖ - these titles are illustrative



Chart 6

Carlisle City Council

Corporate Organisational Review 2002

(proposed structure showing business unit functions)

Proposal as
@ 31st July 2002

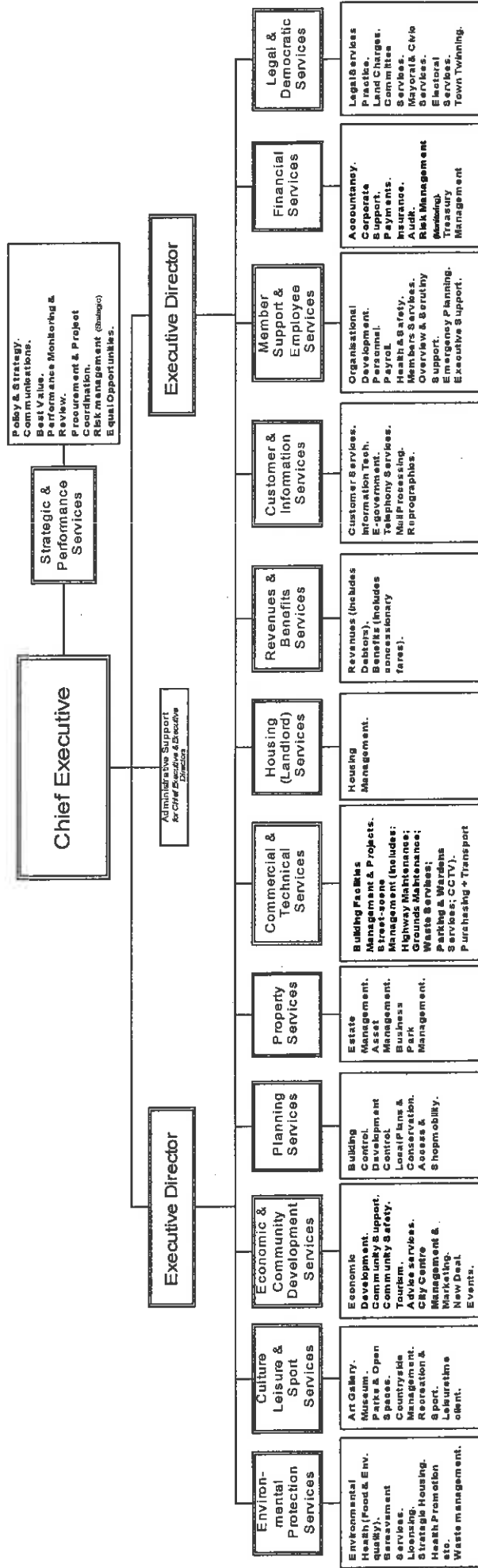


Chart 7

CARLISLE CITY COUNCIL
FINAL ORGANISATIONAL PROPOSALS
FOLLOWING CONSULTATION
Report 6 – Appendix C
Schedule of Business Unit
Responsibilities & Accountabilities

Number	Business Unit	Pages
1.	Environmental Services	5 - 9
2.	Culture Leisure & Sport Services	10 - 14
3.	Economic & Community Development Services	15 -21
4.	Planning Services	22 - 25
5.	Property Services	26 - 28
6.	Commercial & Technical Services	29 - 31
7	Housing (Landlord Services)	32 - 33
8	Strategic & Performance Services	34 -38
9	Revenues & Benefits Services	39 - 41
10	Customer & Information Services	42 - 44
11	Member Support & Employee Services	45 - 47
12	Financial Services	48 - 50
13	Legal & Democratic Services	51 - 53

Business Unit	1. Environmental Protection Services – see Chart 7.1
1. Purpose of Business Unit	To enable a comprehensive approach to environmental protection issues, particularly those concerning health, licensing, housing, food, pollution, workplace health and safety and bereavement.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Environmental Health including: <ul style="list-style-type: none"> ➤ Food standards ➤ Environmental Quality including pollution prevention, contaminated land regulation & dog warden services. ➤ Health and safety inspections of commercial premises ➤ Pest Control services ➤ Waste management • Bereavement Services • Licensing • Strategic and other Housing including: <ul style="list-style-type: none"> ➤ Housing strategies and HIP submission ➤ Homelessness (strategy, prevention and administration) ➤ Temporary accommodation for homeless persons ➤ Housing renewal services ➤ Energy Efficiency Advice Centre ➤ Monitoring the delivery of the Council's promises to tenants to be undertaken by Carlisle Housing Association (necessary should LSVT take place) • Health Promotion and Partnerships
3. Lead Responsibilities	<ul style="list-style-type: none"> • Training & Development Working Group • Emergency Planning and Disaster Recovery for Housing Environmental and Health functions,
4. Corporate Plan Lead	<p>Objective Co-ordinate a strategic approach to housing</p> <p>Priorities</p> <ul style="list-style-type: none"> • Address the implications of the Regulatory Reform Order which moves away from grants to equity release and loans • Develop a range of independent living options, utilising Supporting People resources • Develop a robust process for dealing with homelessness cases • Ensure multiple occupation houses (HMO) meet legal standards of Hostels - to review the existing support given to Housing Associations and to look at the Council's Hostels with a view to examining dispersed provision • Produce a register of all privately rented accommodation in order to inspect and improve standards where necessary • Pursue the Harold Street repair scheme • Support the work of Care & Repair

Objective**Encourage community participation and inclusion in the Carlisle area****Priorities**

- Meet the commitments contained in the tenants' participation compact to enable the real involvement of Council tenants and other residents in the development of policies and the decision making process

Objective**Fulfil our statutory requirements for Environmental Health****Priorities**

- Promote domestic food safety
- Improve standards at food premises

Objective**Promote and maintain a sustainable environment****Priorities**

- Attract new members onto the Environment Forum
- In partnership with the Transport Steering Group and Environment Forum, develop an IET Strategy which integrates the three elements
- Meet our targets for CO2 emissions under the Home Energy Conservation Act (BV63)
- Through the Environment Forum and Business Environment Network, seek opportunities to encourage sustainable management practices in local businesses
- To increase recycling rate to meet the government's targets in the Waste Strategy 2000 (BV82)
- To review and register contaminated land

Objective**Promote healthy living and lifestyles****Priorities**

- As part of our responsibilities for Mourners' well-being, invest in improvements to facilities for mourners at the crematorium
- Develop a Fuel Poverty Strategy
- Develop a health and social profile of all 22 wards in the Carlisle district to target health inequalities and improve health & wellbeing
- Maintain effective working relationships with the PCT's and the Health Economy in order to ensure Health Improvement in the Carlisle
- Provide advice and grants to promote energy efficiency
- Support the development of a Health & Well-being Strategy in partnership with the Carlisle Local Health Group.

Objective**Reduce crime and the fear of crime within our communities****Priorities**

- Provide and develop a mediation service to deal with low level but intractable neighbourhood problems

	<ul style="list-style-type: none"> Co-ordinate action on anti-social behaviour in residential areas by partnership working with police and other agencies as appropriate <p>Objective Tackle poverty and deprivation by ensuring regeneration is focussed in areas of greatest need</p> <p>Priorities</p> <ul style="list-style-type: none"> Target unfit private properties on an area basis (using the newly completed Local Housing Condition Survey) <p>Objective To effectively manage our resources strategically through 3 year financial planning</p> <p>Priorities</p> <ul style="list-style-type: none"> Bereavement Services: Accelerate the agreed policy position whereby income matches the operational costs of the service
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> City Vision Environment & Transport Action Plan City Vision Health & Well Being Action Plan Local Primary Care Trusts Health Protection Agency Partnership for Health Local Implementation Team for Older people Learning Disabilities Partnership Board Carlisle Local Health Group Cumbria 'Supporting People' Core Strategy development Group Locality Strategy Development Group (East) Carlisle & District Care & Repair Carlisle Environmental Action.
6. Strategies	<ul style="list-style-type: none"> Housing Strategy Cumbria Waste Strategy Local Agenda 21(Sustainability).
7. Forums (external)	<ul style="list-style-type: none"> Environment Forum Private Sector Landlord's Forum Carlisle & Eden LSP Northern Housing Consortium Cumbria Homelessness Forum Cumbria Sub-Regional Housing Group North West Housing Forum Cumbria Chief Environmental Health Officers Group North West Local Government Licensing Forum.
8. Forums (internal)	<ul style="list-style-type: none"> 'Health Promoting Organisation' Group
9. Accountabilities	<ul style="list-style-type: none"> Full time equivalent employees (FTEs) – 50.29 Actual numbers of employees – 67 (approx) Proposed Gross Controlled Revenue Budget (2002/3) – £2085k

10. Performance Indicators

CO2 Reduce crime and fear of crime within our communities

BV17 6	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority
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HW1 Promote healthy living & lifestyles

LP28	Burial & cremation income as % of expenditure
CV12 (new)	Standardised mortality ratios
CV14 (new)	Gap in mortality between manual groups and the population as a whole (for children under one year)
LP10 3	Position of Carlisle in the national Institute of Burial and Cremation Administration's Best Value Assessment Process

HW3 Co-ordinate a strategic approach to housing

BV62	The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority
BV63	Energy Efficiency: the average Standard Assessment Procedure (SAP) rating of local authority owned dwellings
BV64	The number of private sector dwellings that are returned into occupation or demolished during 2001/2 as a direct result of action by the local authority
BV16 4	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment

HW4 Fulfil our statutory requirements for Environmental Health

BV16 6	Score against a checklist of enforcement best practice for environmental health/trading standards
LP11 4	% of food premises inspections that should have been carried out, that were carried out: High Risk:- Others:-
LP11 0	% of noise complaints resolved

IET1 Promote a sustainable environment

CV20 (new)	Biodiversity: Length of hedgerows a) planted, b) restored c) lost
CV21 (new)	Levels of carbon dioxide emissions
LP10 8	a) Achieve Energy Saving Trust targets for Energy Efficiency Surveys b) Number of home energy checks undertaken c) Tonnes of CO2 reduced as result of insulation measures
BV82 (CV2 2)	% of the total tonnage of household waste which have been: a) recycled b) sent for composting
BV84	Number of kilograms of household waste collected per head
LP13 7	No. of collections missed per 100,000 collections of household waste
BV86	Cost of waste collection per household
LP11 2	Cost of street cleaning a) Per household b) Per km of highway
BV91	% of population resident in the authority's area served by a kerbside collection of recyclables

11. Other roles

Business Unit	2. Culture Leisure & Sport Services – see Chart 7.2
1. Purpose of Business Unit	To act as the focus of the Council's cultural, leisure and sport services both in relation to direct provision and those obtainable through contract and partnership.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Arts and Museums including: <ul style="list-style-type: none"> ➢ Tullie House and Guildhall ➢ Development and promotion of cultural activity • Countryside management • Sports management and development • Parks and open spaces management • Leisure and recreation facilities provision <p>including:</p> <ul style="list-style-type: none"> ➢ Contract supervision if externalization of Leisure time takes place
3. Lead Responsibilities	<ul style="list-style-type: none"> • Parks & Countryside Management • Sport & Physical Activity Development • Museums and Arts Development • Visitor Attractions Management
4. Corporate Plan Lead	<p>Objective Encourage community participation and inclusion in the Carlisle area Priorities</p> <ul style="list-style-type: none"> • Develop a programme of events with supporting resource material for schools and community groups on the concept of citizenship • Provide skills which, enable local communities to support themselves. <p>Objective Have cultural and educational facilities of a high standard Priorities</p> <ul style="list-style-type: none"> • Develop a Cultural Strategy to capitalise on its location, role and border function including a strategy for events and festivals consistent with the County's Cultural Strategy • Improve the Sheepmount so as to provide a regionally important facility for athletics football and other outdoor sports • Review in partnership the creation of a dedicated theatre and art facility in the Carlisle City Area <p>Objective Make best use of our heritage and natural surroundings Priorities</p> <ul style="list-style-type: none"> • Integrate our museums and galleries within Cumbria and the North • Seek funding to commission a feasibility study to develop additional collection storage facilities to accommodate millennium excavation archaeology, in partnership with English Heritage and Cumbria County Council

Objective**Promote and maintain a sustainable environment****Priorities**

- Provide informal countryside recreation balanced with sound habitat management, the interpretation of the natural environment and to increase community awareness
- Provide safe, clean parks and open spaces maintained to a high standard and ensure the City Centre is attractive for residents and visitors
- Support the development of the role of East Cumbria Countryside Project in ensuring that our environment is high quality, bio-diverse and an economic and cultural asset
- Develop and support a public arts programme

Objective**Promote healthy living and lifestyles****Priorities**

- Develop a Clinical Interventions Strategy, as part of the Physical Activities Strategy, including the expansion of the GP 'Exercise on Prescription' programme
- Improve provision of recreational pitches, including football, cricket, rugby pitches
- Promote a healthy lifestyle programme within local communities
- Promote the Council Leisure Card and seek to encourage other organisations to participate
- Provide and continuously improve playgrounds, which are vital for the well-being and healthy development of children
- Provide sufficient, affordable allotments to meet demand
- Review access to culture via museums , arts development and places of interest
- Review sports and leisure provision at a local level and provide advice and support
- Support other organisations, i.e. Sports Clubs, with information and funding advice
- Train more sports and leisure trainers
- Work towards the implementation of the community sports development
- Provide skills which enable local communities to develop physical activity programmes
- Work with schools to promote fitness at an early age in conjunction with the 'School Sports Co-ordinator programme'
- Develop an inclusive Physical Activities Strategy (including clinical exercise interventions) for the Carlisle District Support Prism arts programme of work with people with special needs and disabilities
- Support the development of a Cumbria Arts and Health Steering Group
- Support the development of the Cumberland Infirmary Arts Steering Group

	<p>Objective</p> <p>Reduce crime and the fear of crime within our communities</p> <p>Priorities</p> <ul style="list-style-type: none"> • Support alternative programmes aimed at crime reduction i.e. arts, physical activity and sport
<p>5. Lead External Contacts/ Partnerships</p>	<ul style="list-style-type: none"> • Sport England (inc. Lottery Link Officer) • Cumbria Sport • Carlisle Sports Council • Cumbria Museums Forum • NW Arts • NW Hub partners -Manchester City Art gallery, Manchester Museum Science and Industry, Peoples' History Museum, Whitworth Art gallery, Manchester Museum, Bolton Museums, Harris Museum, Grosvenor Museum. • English Nature, • Cumbria County Council- Libraries and Archives, Birdoswald • Border Regiment Museum, • English Heritage (Carlisle Castle) • Schools/pre-schools, Cumbria pre-school learning Alliance • Cumberland Youth Theatre, • Hadrian's wall Partnership – Executive, Site Managers and Education • North West Museums Service • North West Federation of Museums and Art Galleries • Museums Association, • Historic core • Cumbria Arts in Health Group, North Cumbria Acute Hospitals Arts Steering Group • William Howard School Tanzania Link • Emerging Music
<p>6. Strategies</p>	<ul style="list-style-type: none"> • Local Cultural Strategy • Parks & Countryside strategy • Sports facility strategy • Sport & Recreation Strategy • Playing pitch Strategy (joint with planning) • NW hub- delivery of Renaissance in the Regions • Hadrian's Wall Management Plan • Cumbria Bio diversity
<p>7.Forums (external)</p>	<ul style="list-style-type: none"> • North West Cultural Consortium • North West Museum Service • Cumbria Sport • North West Sports Assembly • Cumbria in Bloom • NW Hub partnership, Cumbria Museums Forum, Cumbria Education cluster, Hadrian's Wall Executive, Management plan, Education Officers groups

	<ul style="list-style-type: none"> • Carlisle Castle Steering group, Historic Core • Carlisle Tourism groups • Cumbria Tourist Board • Hadrian's Wall Partnership • Museums Association • North West Federation of Museums and Art Galleries • Arts & Business North West • Cumbrian Local Arts Development Agencies Group • Cumbrian Venue Programmers Forum 																		
8. Forums (internal)	<ul style="list-style-type: none"> • Health • Customer Care , training and Development • Carlisle Marketing Group • Best Value Review Customer Contact • Best Value Review Risk Management • Corporate Purchasing Group 																		
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 59.25 • Actual numbers of employees – 62.5 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) - £4981k 																		
10. Performance Indicators	<p>HW1 Promote healthy living & lifestyles</p> <table border="1"> <tr> <td>CV16 (new)</td><td>% participating in leisure, sports & fitness activities primarily as a method of exercising</td></tr> <tr> <td>CV17 (new)</td><td>% of population who feel it is easy to access leisure, sports & fitness facilities, if they want to</td></tr> <tr> <td>LP97</td><td>The number of visits for leisure activities per 1000 population</td></tr> <tr> <td>LP98</td><td>The net cost per swim/visit</td></tr> <tr> <td>LP16</td><td>Customer satisfaction level for the activities and the standards of sport, recreation, health and fitness service.</td></tr> </table> <p>IET1 Promote a sustainable environment</p> <table border="1"> <tr> <td>LP100</td><td>Net expenditure per hectare on parks & open spaces</td></tr> </table> <p>CC2 Have cultural and educational facilities of a high standard</p> <table border="1"> <tr> <td>CV26 (new)</td><td>Level of investment in museums & cultural sector</td></tr> <tr> <td>CV18 (new)</td><td>% of population who feel it is easy to access cultural activities, if they want to</td></tr> <tr> <td>BV114</td><td>The adoption by the authority of a Local Cultural Strategy</td></tr> </table>	CV16 (new)	% participating in leisure, sports & fitness activities primarily as a method of exercising	CV17 (new)	% of population who feel it is easy to access leisure, sports & fitness facilities, if they want to	LP97	The number of visits for leisure activities per 1000 population	LP98	The net cost per swim/visit	LP16	Customer satisfaction level for the activities and the standards of sport, recreation, health and fitness service.	LP100	Net expenditure per hectare on parks & open spaces	CV26 (new)	Level of investment in museums & cultural sector	CV18 (new)	% of population who feel it is easy to access cultural activities, if they want to	BV114	The adoption by the authority of a Local Cultural Strategy
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BV114	The adoption by the authority of a Local Cultural Strategy																		

11. Other roles

BV170	a) Number of visits to/usages of museums per 1,000 population b) Number of those visits that were in person per 1,000 population c) Number of pupils visiting museums and galleries in organised school groups
LP124	a) Net cost of visit/usage b) External funding for Museums and Arts in Carlisle
LP84	Customer satisfaction level for the mix, variety & quality of arts & entertainment programme
LP102	The net cost per attendee for Sands Events

Business Unit	3 Economic & Community Development Services – <i>Chart 7.3</i>
1. Purpose of Business Unit	To be the key driving and coordinational locus of economic activity aimed at ensuring that the Council's own resources and those obtainable through partnership are brought towards seeking to achieve sustainable communities within a strong local and sustainable economy.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Strategic leader and advocate for the creation of a strong local economy • Understanding the strengths and weaknesses, opportunities and threats relating to the local economy • Supporting business development and enterprise directly or through partner agencies • Creating the conditions for businesses to start up and grow through direct service provision and with partner agencies • Encouraging skills retention and development and supporting links between education and business • Providing opportunities for ICT access and training • Stimulating inward investment in partnership with CIIA • Responding to business and development inquiries with Property Services and Planning Services • Coordinating external funding • Managing the New Deal 18-24 Voluntary Sector Option under contract to Jobcentre Plus • Enhancing and promoting Carlisle as a visitor destination and the stimulation of a joint approach with the local industry and other key bodies • Taking a lead in the development of inward tourism through partnership and the provision of Tourist Information Services • Supporting the Carlisle Conference Group in the development of Carlisle as a major destination for the conference, meetings and events industry. • Supporting the City Centre Marketing initiative • Leading the implementation of the Carlisle Rural Strategy • Leading a corporate approach to regeneration, particularly in the more deprived parts of the district, and facilitating the development of sustainable communities. • Co-ordinating and promoting a programme of special events and celebrations • Supporting the work of Parish Councils and village halls • Developing a programme of capacity building initiatives in targeted communities • Providing support to community centre management committees and community groups • Providing support specifically for the development of opportunities and activities for children and young people • Providing operational and management support for externally funded regeneration programmes e.g. Sure Start Carlisle South

	<ul style="list-style-type: none"> • Promoting and managing the distribution of small grants to community led projects • Monitoring the service level agreements for the Advice Agencies e.g. CVS, Law Centre etc • Enabling and inspiring the achievement of the aims of the Crime and Disorder Strategy through facilitating the Community Safety Partnership.
3. Lead Responsibilities	<ul style="list-style-type: none"> • Regeneration • Rural Affairs
4. Corporate Plan Lead	<p>Objective Encourage community participation and inclusion in the Carlisle area</p> <p>Priorities</p> <ul style="list-style-type: none"> • Develop a programme of special events in the Carlisle area • Develop a Young People's Council as a voice for them in decision • Pending the findings of the regeneration review of best value, review the operation and role of the Community Support Unit • Review grant allocation to community centres to ensure that there is a fair and equitable distribution of resources to all community centres • Support the City Vision Partnership in the development of a Communities Strategy • Undertake fundamental review of grant procedures to advise agencies ensuring that there is a co-ordinated approach and that the Council receives value for money • Provide skills which enable local communities to support themselves <p>Objective Have cultural and educational facilities of a high standard</p> <p>Priorities</p> <ul style="list-style-type: none"> • Build on Carlisle's strengths as a sub regional centre for learning • Improve the co-ordination redelivery of informal and formal community learning programmes • Work with FE and HE institutions to identify their future requirements <p>Objective In partnership, develop and retain skills in the Carlisle area</p> <p>Priorities</p> <ul style="list-style-type: none"> • Ensure that Carlisle's environment and infrastructure meets the needs of students and young employees • Support initiatives that promote closer links between education and business • Support initiatives to encourage entrepreneurship and an understanding of business culture • Support research into local demand for higher skills gaps and graduate retention • With voluntary sector partners, continue to deliver the 18-24 New Deal Voluntary Sector option in the Carlisle & Eden Districts

Objective**In partnership, develop, support and modernise the local economy****Priorities**

- Ensure that businesses have easy access to a quality business support network through Activ8 Business Solutions to promote the business link brand
- Provide support for young people looking to change employment
- Improve the co-ordination of information given to potential investors and Local businesses, with specific reference to our council business tenants
- In partnership with Eden, South Lakeland seek to promote the economic potential of the M6 corridor
- Lobby for connections to broadband ICT band width, developing specific projects for Longtown, Brampton and Dalston and other rural communities
- Provision of quality tourism information service through one flagship TIC and two Seasonal TIC's
- Support Carlisle Conference Group in the development of Carlisle as a major destination for the conference, meetings and events industry
- Develop and promote tourism initiatives with relevant key partners to capitalise on the special natural history and heritage qualities of the area
- Support the development of an Economic Prosperity Strategy in partnership with the Economic Forum
- The stimulation of joint working and partnership approach with the local industry and other key bodies to promote the enhancement of the local tourism product
- Work with partner agencies local businesses to promote business uptake of broadband and e-commerce
- Work with partners to promote investment and develop growth sectors

Objective**Make best use of our heritage and natural surroundings****Priorities**

- Investigate the development of a Civic event calendar in consultation with the public and partners

Objective**Promote healthy living and lifestyles****Priorities**

- Organise courses for healthy eating and support Food Co-ops

Objective**Reduce crime and the fear of crime within our communities****Priorities**

- Adopt a co-ordinated partnership approach to tackling anti-social behaviour (via Carlisle & Eden Crime & Disorder Partnership)
 - Contribute to the delivery of the Carlisle & Eden Crime & Disorder Strategy
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	<p>2002-2005 through the pursuit of funding opportunities as they Establish a Crime & Disorder Consultation and Review Forum</p> <ul style="list-style-type: none"> • Produce a Partnership Media Action Plan for the Carlisle and Eden Crime & Disorder Partnership • Provide Neighbourhood watch signs to every neighbourhood watch • Provide support for victims of crime and breaches of the tenancy agreement and adequate and suitable support for witnesses to events • Pursue funding to install CCTV at all Neighbourhood shopping parades • The incorporation of community intelligence into the decision making process of the Crime & Disorder Partnership <p>Objective Tackle poverty and deprivation by ensuring regeneration is focused in areas of greatest need</p> <p>Priorities</p> <ul style="list-style-type: none"> • Implement strategy for neighbourhood regeneration as recommended in the Economic Development Best Value Inspection • Implement the findings of the Best Value review on regeneration • Implement the Rural Strategy adopted by Council in April 2002 • Support the work of Longtown Market Towns Initiative • Support the work of Raffles SRB • Support the work of Surestart Partnership • With partners, continue to provide opportunities for individuals to access information and communications technology and associated training
5. Lead External Contacts/ Partnerships	<p>Cumbria Inward Investment Agency; Cumbria Chamber of Commerce; Cumbria Economic Intelligence Partnership; Small Business Service; Learning and Skills Council; NWDA (economic development matters); Carlisle and Eden LSP (economic and community projects); Connexions; Cumbria Tourist Board; Cumbria Rural Enterprise Agency; Voluntary Action Cumbria; Cumbria Council for Voluntary Service; Cumbria Rural Development Group; North Pennines LEADER + Local Action Group; Parish Council's Association; Longtown Market Town Initiative (Longtown Investment Partnership); Sure Start Carlisle South; Raffles SRB Partnership; Cumbria Community Legal Services Partnership; Cumbria Drugs Action Team</p>
6. Strategies	<p>City Vision Economic Prosperity Strategy; Communities Strategy; Regeneration Strategy; Rural Strategy; Crime and Disorder Strategy; Youth Strategy; Community Participation Strategy; Play Policy; Parish Councils Charter; Voluntary Sector Strategy; Anti Poverty Strategy; NWDA Strategy; Cumbria Rural Action Zone Strategy; Longtown Action Plan</p>
7. Forums (external)	<p>Border Visions; Education Business Partnership; Business Environment Network; Social Economy Forum; Longtown Economic Task Group; New Deal Consortium; Post 16 Group; Think@ Carlisle; NW Region Rural Affairs Forum; Carlisle and Eden LSP executive group, management group; Business Environment Network; Chamber of Commerce Large Employers Affinity Group and Commercial Affinity Group; HEROBAC Steering Group; West Coast Rail 250 Group; M6 Corridor Group; City Centre Marketing Group; City Centre Management Trust(not met for some time); Carlisle Conference Group; City Centre Events</p>

	<p>Group (City Centre Management Forum); Rural Action Zone Steering Group; Rural Development Programme Executive Group; Cumbria Rural EDZ Executive Group; Cumbria Rural Workspace Group; Cumbria Rural Economy Forum; Cumbria Rural Forum (VAC); Young Enterprise; Economic Development Benchmarking Group; Kingmoor Park Liaison; Cumbria County Working Group (distribution of EU funds); Combined Grants Committee; Cumbria Land Reclamation Programme; Carlisle Tourism; Great British Cities Group; Hadrian's Wall Tourism Partnership Executive Committee, Marketing Group and Bus Working Group; Cumbria Tourist Board Marketing Advisory Panel, Holiday Guide Sub Group, Development Advisory Committee and Cumbria Tourism Officers Group; Southwaite TIC Steering Committee; TIC Managers meeting; Learning Disability Partnership Forum; Federation of Community Organisations; Inter Agency Youth Forum; Cumbria Play Forum; Community Learning Forum; Credit Union Steering Group; Community Safety Forum; Botcherby Health Partnership, Morton Health Partnership; Longtown Health Partnership; Carlisle and Eden ASBO Team; Housing Strategy Group; Drugs Reference Group; Carlisle and Eden Crime and Disorder Leadership Group; Communities Against Drugs Steering Group; Cumbria Community Safety Practitioners Group; North West Community Safety Forum; Crime and Disorder Problem Solving Managers Team</p>																
8. Forums (internal)	<p>Regeneration Team; Regeneration Best Value Team; Development Advisory Group; Training and Development Working Group; Rural Strategy Group; Health and Safety Working Group; Health Promotion Working Group; Internal Marketing group.</p>																
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 51.3 • Actual numbers of employees – 69 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £2126k 																
10. Performance Indicators	<p>CO2 Reduce crime & the fear of crime within our communities</p> <table border="1"> <tr> <td>CV4</td><td>Number of recorded crimes per 1,000 pop</td></tr> <tr> <td>BV126</td><td>Domestic burglaries committed per 1000 households</td></tr> <tr> <td>BV127</td><td>Violent crimes committed per 1000 population by a) a stranger b) in a public place c) in connection with licensed premises d) under the influence</td></tr> <tr> <td>BV128</td><td>Vehicle crimes per 1000 population</td></tr> <tr> <td>LP134</td><td>Number of public disorder incidents per 1,000 population</td></tr> <tr> <td>BV189 (new)</td><td>% residents surveyed who said they feel 'fairly safe' or 'very safe' whilst outside in the local authority area: a) after dark b) during the day</td></tr> <tr> <td>BV174</td><td>The number of racial incidents recorded by the authority per 100,000 population</td></tr> <tr> <td>BV175</td><td>The % of racial incidents that resulted in further action</td></tr> </table>	CV4	Number of recorded crimes per 1,000 pop	BV126	Domestic burglaries committed per 1000 households	BV127	Violent crimes committed per 1000 population by a) a stranger b) in a public place c) in connection with licensed premises d) under the influence	BV128	Vehicle crimes per 1000 population	LP134	Number of public disorder incidents per 1,000 population	BV189 (new)	% residents surveyed who said they feel 'fairly safe' or 'very safe' whilst outside in the local authority area: a) after dark b) during the day	BV174	The number of racial incidents recorded by the authority per 100,000 population	BV175	The % of racial incidents that resulted in further action
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BV175	The % of racial incidents that resulted in further action																

BV177	Is the authority part of a Community Legal Service Partnership? % of authority expenditure on legal and advice services which is spent on services that have been awarded the Quality Mark and meet a priority need identified in the Community Legal Service Partnership strategic plan
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CO3 Tackle poverty & deprivation by ensuring regeneration is focused in areas of greatest need

CV15 (new)	Position in Government index of deprivation
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EP1 In partnership, develop, support & modernise the local economy

CV5 (new)	% businesses trading electronically
CV6 (new)	% of workforce employed in growth sectors
CV9 (new)	% of population in self employment
CV10 (new)	Number of new business starts
CV11 (new)	Perceptions of business support infrastructure
LP125	Visitor spend in Carlisle
CV27	Revenue generated into Carlisle Conference Group (CCG) venues through the CCG office

EP2 In partnership, develop and retain skills in the Carlisle area

CV7 (new)	% of population with higher level qualifications (first degree)
CV8 (new)	% of local College leavers who find jobs locally
LP62	% of New Deal leavers obtaining jobs

CC3 Make best use of our heritage and natural surroundings

CV24 (new)	% of tourists who intend to return to Carlisle in the future
LP140 (new)	Number of visitors to Carlisle

11. Other roles

Business Unit	4 Planning Services – see Chart 7.4
1. Purpose of Business Unit	To undertake the Council's statutory and allied town and country planning and building control responsibilities and activities.
2. Functions of Business Unit	<p data-bbox="427 510 1385 571">The operation of the Council's Planning and Building Control functions through three Sections.</p> <p data-bbox="427 593 794 629">Local Plans and Conservation</p> <p data-bbox="427 640 1155 676">The provision of a local plan and conservation service including:</p> <ul data-bbox="528 680 1430 1167" style="list-style-type: none"> • Preparation and review of the Carlisle District Local Plan; • Input into and response to both Regional Planning Guidance (RPG) and the Cumbria and Lake District Joint Structure Plan; • Preparation of Supplementary Planning Guidance (SPG); • Planning input into Corporate Strategies; • Advice on Listed Buildings; • Designation and review of Conservation Areas; • Conservation grants • Environmental enhancement schemes; • Making of Tree Preservation Orders (TPO) and advice on work on trees covered by TPOs and trees in Conservation Areas; • Hedgerow Removal Notices; and • Research and monitoring. <p data-bbox="427 1205 683 1240">Development Control</p> <p data-bbox="427 1245 1070 1281">The provision of a development control service including:</p> <ul data-bbox="528 1285 1102 1570" style="list-style-type: none"> • Advice and guidance to prospective applicants; • Consideration of applications for: <ul data-bbox="564 1352 932 1496" style="list-style-type: none"> ➤ Planning permission ➤ Advertisement Consent ➤ Listed Building Consent ➤ Conservation Area Consent • Dealing with planning appeals and inquiries • Planning enforcement. <p data-bbox="427 1630 624 1666">Building Control</p> <p data-bbox="427 1693 1011 1729">The provision of a building control service including:</p> <ul data-bbox="528 1733 1129 1953" style="list-style-type: none"> • Advice and guidance to prospective applicants; • Consideration of Building Regulation applications; • Control of demolition; • Dealing with dangerous structures; • Safety at Sports Grounds; • Shop Mobility;

	<ul style="list-style-type: none"> • Advice on access for the disabled issues; and • Access grants.
3. Lead Responsibilities	<ul style="list-style-type: none"> • Carlisle Access
4. Corporate Plan Lead	<p>Objective Encourage community participation and inclusion in the Carlisle area</p> <p>Priorities</p> <ul style="list-style-type: none"> • Review the accommodation for the Shopmobility scheme <p>Objective Make best use of our heritage and natural surroundings</p> <p>Priorities</p> <ul style="list-style-type: none"> • Continue to provide financial and staffing contributions to Management Plans for the World Heritage Site and the AONB Management Plans • Continue to provide financial contributions to environment enhancement schemes, etc. • Continue to provide grant aid etc. • Encourage English Heritage to incorporate the area around the Castle and Castle Green etc. <p>Objective Promote and maintain a sustainable environment</p> <p>Priorities</p> <ul style="list-style-type: none"> • Develop the local plan in accordance with the priorities contained within the City Vision to ensure the sustainable development of Carlisle District <p>Objective Tackle poverty and deprivation by ensuring regeneration is focused in areas of greatest need</p> <p>Priorities</p> <ul style="list-style-type: none"> • To further support and develop the relationship with Parish Councils and Carlisle Parish Council Association and the development of Parish Planning (Plans) where appropriate (through the Countryside Agency's Vital Villages Initiative)
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • Cumbria Joint Planning Officers Group (JOPO)
6. Strategies	<ul style="list-style-type: none"> • Regional Planning Guidance • Cumbria and Lake District Joint Structure Plan • Cumbria Parking Standards Guide • City Centre Development Strategy • Playing Pitch Strategy (Joint with Leisure) • Hadrian's Wall WHS Management Plan

7. Forums (external)	<ul style="list-style-type: none"> • Regional Planning Guidance Officers Steering Group (Cumbria Districts representative) • Local Authority World Heritage Forum • English Historic Towns Forum (Retail Sub Group) • Hadrian's Wall World Heritage Site Management Plan • Solway Firth Partnership • Solway Coast AONB Officers Group • North Pennines AONB Partnership • ICOMOS Earth Structures Group • Conservation Area Advisory Committee • IHBC Cumbria Group • CBA Industrial Archaeology Panel North West England • Cumbria Rural Housing Forum • Cumbria Landscape Forum • Cumbria County Council Safety Advisory Group • LABC Northern • Cumbria Development Control Officers Group • Cumbria Development Plan Officers Group • Cumbria Building Control Association • Cumbria Enforcement Officers Group • Diocesan Advisory Group
8. Forums (internal)	<ul style="list-style-type: none"> • Housing Strategy • Regeneration Strategy • GIS Group • Development Advisory Group (DAG) • Historic Land Use Group • RIPA Group
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 37 • Actual numbers of employees – 40 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £1231k
10. Performance Indicators	<p>CO1 Encourage community participation and inclusion in the Carlisle area</p> <div data-bbox="416 1585 1445 1776" style="border: 1px solid black; padding: 5px;"> <p>BV156 % buildings open to the public, in which all public areas are suitable for and accessible to disabled people</p> <p>LP36 a) Membership of shopmobility#</p> <p>b) Number of wheelchairs available</p> <p>c) Level of user satisfaction</p> </div> <p>IET1 Promote a sustainable environment</p> <div data-bbox="416 1877 1445 1951" style="border: 1px solid black; padding: 5px;"> <p>BV106 % of new homes built on previously developed land</p> <p>BV107 Planning cost per head of population</p> </div>

11. Other roles

- BV109 % applications determined within 8 weeks changed to:
% of applications determined in line with the Government's new
development control targets to determine
- a) 60% of major applications in 13 weeks
 - b) 65% of minor applications in 8 weeks
 - c) 80% of other applications in 8 weeks
- BV188 Number of decisions delegated to officers as % of all decisions
(new)

Business Unit	5. Property Services – see Chart 7.5
1. Purpose of Business Unit	To advise about the how property can achieve corporate objectives combined with the responsibility to undertake best practice asset, estates and facilities management of the whole of the Council's corporate property portfolio.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Strategic property advice and management - how land and property assets can assist in implementing the Council's corporate objectives and managing the Council's strategic property partnerships • Asset management - advising how it is best to own and use property to deliver services in the most efficient and effective way across both the operational and non-operational property portfolio, including: <ul style="list-style-type: none"> ➢ Asset valuations to comply with CIPFA Regulations ➢ The identification and sale of surplus assets ➢ Policy advice about ownership and management of property ➢ Monitoring costs and performance through Performance Indicators ➢ Establishing and implementing an Asset Investment Fund ➢ Managing development enquiries for property in the City in partnership with colleagues and the private sector • Estate management - the day to day management of the corporate estate, including <ul style="list-style-type: none"> ➢ Sales and lettings ➢ Valuations ➢ Rent reviews and lease renewals ➢ Landlord and Tenant matters ➢ Rental income & debtor monitoring ➢ Rating work • Facilities Management - strategic management, procurement and monitoring of property portfolio building services and facilities in order to ensure that needs are met and well maintained.
3. Lead Responsibilities	<ul style="list-style-type: none"> • Land and property management, negotiations for the Council's corporate property portfolio, implementing the recommendations of the Best Value Inspection for Property, acting as the Council's Corporate Property Officer as recommended by the Audit Commission.
4. Corporate Plan Lead	<p>Objective Encourage community participation and inclusion in the Carlisle area Priorities</p> <ul style="list-style-type: none"> • Consult with users in the planning and design stages of new buildings <p>Objective Have cultural and educational facilities of a high standard Priorities</p> <ul style="list-style-type: none"> • Ensure council facilities comply with the standards set out in the disability discrimination act

Objective**In partnership, develop, support and modernise the local economy****Priorities**

- Establish an asset investment fund for economic assets
- Establish whether the Council's land ownership policies support local investment and business development
- Implement new criteria for decisions on whether to dispose of surplus property assets
- Implement the new investment fund for Council owned and economic development assets to support a strong economy after the asset review is completed
- Review the Council's economic and financial aims for property in one consistent policy expression
- Investigate and develop ways to use the Council's property assets to support regeneration, economic development and other objectives in

Objective**Make best use of our heritage and natural surroundings****Priorities**

- Consider the expansion in use of the river frontage in the City area

Objective**Reduce crime and the fear of crime within our communities****Priorities**

- Reduce the number of locations susceptible to criminal activity by reducing the amount of surplus land and property in the Council's portfolio

Objective**To effectively manage our resources strategically through 3 year financial planning****Priorities**

- Comply with District Audit requirements for asset valuations
- Ensure all Council property is assessed for suitability, sufficiency etc.
- Ensure the Council is not paying any more Uniform Business Rate than it needs to through appeal and negotiation
- Instigate capital investment to ensure the sustainability of assets for both the Council and business stakeholders
- Maintain and improve the Council's rental income according to the sensibilities of the Carlisle property market
- Raise capital receipts to support Capital Strategy
- To maximise the income potential of the space available in the Civic Centre should space become available in the next three years
- Continue to develop and implement Capital Strategy and Asset Management Plan

**5. Lead External
Contacts/
Partnerships**

- Kingmoor Park
 - Market Hall
 - The Lanes Management
-

	<ul style="list-style-type: none"> • Historic Cities Property Guild. 				
6. Strategies	<ul style="list-style-type: none"> • Asset Management Plan. 				
7. Forums (external)	<ul style="list-style-type: none"> • Carlisle Chartered Surveyors Forum. 				
8. Forums (internal)	<ul style="list-style-type: none"> • Development Advisory Group • Asset Management Officer Group • Estates Management Officer Group • Historic Land Use Group • Regeneration Team • GIS Group • LSVT Property Working Group • Leisuretime Externalisation Working Group 				
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 12 • Actual numbers of employees – 12 • Proposed Gross Controlled Revenue Budget (2002/3) – £259k 				
10. Performance Indicators	<p>EP1 In partnership, develop, support & modernise the local economy</p> <table border="1"> <tr> <td>LP57</td><td>% of units let as a % of total units available to let</td></tr> </table> <p>CC2 Have cultural and educational facilities of a high standard</p> <table border="1"> <tr> <td>CV25 (new)</td><td>Level of investment in river frontage in the Carlisle area for entertainment & leisure purposes</td></tr> </table>	LP57	% of units let as a % of total units available to let	CV25 (new)	Level of investment in river frontage in the Carlisle area for entertainment & leisure purposes
LP57	% of units let as a % of total units available to let				
CV25 (new)	Level of investment in river frontage in the Carlisle area for entertainment & leisure purposes				
11. Other roles					

Business Unit	6. Commercial & Technical Services –see Chart 7.6
1. Purpose of Business Unit	To undertake the integrated service provision of commercial and technical services to the Council and community and provide professional advice to the Council. These services relate to a range of street scene and building facility activities undertaken by the Authority and the relevant support functions
2. Functions of Business Unit	<ul style="list-style-type: none"> • Provision of integrated commercial and technical services • Direct services currently include <ul style="list-style-type: none"> ➤ Waste services (street cleaning and refuse collections) ➤ Grounds & parks maintenance ➤ Highways and lighting maintenance ➤ Parking & wardens ➤ Building cleaning ➤ Building maintenance ➤ Building projects ➤ CCTV ➤ Park wardens ➤ Playground maintenance • Professional technical consultancy services • Provision of corporate services such as : technical audit, purchasing and transport • Business Continuity
3. Lead Responsibilities	<ul style="list-style-type: none"> • Management and co-ordination of plant and transport • Central purchasing • Transportation and highway related issues • Car Parking • Service delivery • Business Continuity
4. Corporate Plan Lead	<p>Objective Improve Carlisle's Image locally, nationally and internationally</p> <p>Priorities</p> <ul style="list-style-type: none"> • Review the visual impact of the "Gateways" including signage to the City <p>Objective Promote good access and transportation in and around the City area</p> <p>Priorities</p> <ul style="list-style-type: none"> • Ensure all Council Car Parks are affordable and meet the Secure by Design Criteria • Improve City Centre directional signage to major facilities in partnership • Improve the cycle path network in Carlisle • Improved facilities at bus stops • In partnership, deliver the Northern Development Route for Carlisle • In partnership, support highways Authority in the delivery of the five year local

	<p>transport plan including: improved signage for all car parks</p> <ul style="list-style-type: none"> • Support or develop innovative transport solutions for our rural communities e.g. dial a bus • Work with the Highway Authority and partners to investigate the feasibility of a Park and Ride in Carlisle • Ensure all Council car parks are affordable and meet the secured by design criteria <p>Objective Reduce crime and the fear of crime within our communities</p> <p>Priorities</p> <ul style="list-style-type: none"> • As a pilot project, investigate the installation of CCTV and improve lighting and highways on the Kingstown Industrial Estate <p>Objective In partnership, develop and retain skills in the Carlisle area</p> <p>Priorities</p> <ul style="list-style-type: none"> • As an employer retain a base of key manual skills within the area <p>Objective To ensure our services are focussed on our customers' needs</p> <p>Priorities</p> <ul style="list-style-type: none"> • Ensure that the Council's front line services are accessible outside normal hours, particularly for emergencies <p>Objective To effectively manage our resources strategically through 3 year financial planning</p> <p>Priorities</p> <ul style="list-style-type: none"> • Maintain a cost effective delivery of front line services
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • Cumbria County Council • Cumbria Police • Environment Agency • Various suppliers • Various clients
6. Strategies	<ul style="list-style-type: none"> • City Vision Environment & Transport Action Plan • Transport Strategy • Community Safety Strategy • Parking Strategy • Purchasing • Land Drainage • Local Agenda 21
7. Forums (external)	<ul style="list-style-type: none"> • Carlisle and Eden LSP • City Centre Management • Cumbria Police – Safer Cities Initiative • Environment Forum

	<ul style="list-style-type: none"> • Carlisle Transport Steering Group • DEFRA • Environment Agency • Cumbria TAG Forum • Parish Councils • Cumbria and Lancashire Service Delivery Group • Solway Firth Partnership
8. Forums (internal)	<ul style="list-style-type: none"> • Health and Safety Working Group • Risk Management Group • SRB Group • Training & Development Working Group • Procurement Working Group • Strategic clients • Trade Union Forum
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 284.8 • Actual numbers of employees – 300 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £6400k
10. Performance Indicators	
11. Other roles	

Business Unit	7. Housing (Landlord) Services – see Chart 7.7 <i>(following the result of the tenants' ballot, this service is subject to transfer)</i>
1. Purpose of Business Unit	To manage the Council's housing stock and associated functions.
2. Functions of Business Unit	<ul style="list-style-type: none"> • The provision of integrated housing management services for the City Council's housing tenants and stock including responsibility for: <ul style="list-style-type: none"> ➢ Rent setting, collection and arrears control ➢ Repairs and improvements ➢ Voids and allocations ➢ Waiting list administration ➢ Elderly services ➢ Tenancy management ➢ Tenant participation
3. Lead Responsibilities	Advice on public landlord issues and opportunities for partnering with RSLs
4. Corporate Plan Lead	Objective Co-ordinate a strategic approach to housing Priorities <ul style="list-style-type: none"> • Improve percentage of rent collected • Reduce percentage of rent lost to voids • Increase proportion of 'decent homes' • Improve percentage of repairs with kept appointments
5. Lead External Contacts/ Partnerships	N/A
6. Strategies	<ul style="list-style-type: none"> • HRA Business Strategy and Plan • Allocations strategy under Homelessness Act requirements
7. Forums (external)	<ul style="list-style-type: none"> • Cumbria Housing Training Group • Crime & Disorder partnerships • Social Landlords Forum • Northern Housing Consortium
8. Forums (internal)	<ul style="list-style-type: none"> • Regulation of Investigatory Powers Act group • Housing Benefit Liaison Group
9. Accountabilities	

10. Performance Indicators

LP12	% of breaches of council accommodation tenancy cases requiring action that were resolved
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HW3 Co-ordinate a strategic approach to housing

BV66	Rent collection and arrears: a. Proportion of rent collected (%); b. Rent arrears of current tenants as a proportion of the authority's rental income (%); c. Rent written off as not collectable as a proportion of the authority's rental income (%).
LP135	Average relet times for dwellings let in the previous financial year (days); (a) all properties (b) properties excluding Botcherby/Raffles
LP136	Percentage of rent lost through the local authority's dwellings becoming vacant
BV74	Satisfaction of tenants of council housing with the overall service provided by their landlord: with results further broken down by i) black & minority ethnic & ii) non-black and minority ethnic tenants
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment
BV184 (new)	a) % of local authority homes which were non decent at 1 April 2002 b) % change in proportion of non decent LA homes between 1 April 2002 and 1 April 2003.
BV185	% of responsive (but not emergency) repairs during 2002/03, for which the authority both made & kept an appointment.
LP72	The proportion of repairs carried out within local priority time scales
BV183 (new)	The average length of stay in i) bed & breakfast accommodation and ii) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless or in priority need

11. Other roles

- Lead in Police Liaison on residential disputes

Business Unit	8. Strategic & Performance Services – see Chart 7.8
1. Purpose of Business Unit	To provide corporate and strategic support for the whole Council
2. Functions of Business Unit	<ul style="list-style-type: none"> • Provision of effective strategic support to the Executive, other members and senior management • Outcome and customer focused corporate policy and strategy formulation • Partnership development • Coordination of submissions to Government and other agencies and the preparation of those which have corporate implications • Research and consultation to inform council policy-making and performance issues • Internal and external communications to ensure <ul style="list-style-type: none"> ➢ a well informed workforce who are engaged and can contribute to the organization with a corporate outlook ➢ a well informed citizenry, partners and other stakeholders so that they gain timely and appropriate information about the Council and its services • The coordination of best value and other performance reviews • Formulation of the Best Value Performance Plan • Advise on, collate and monitor performance indicators and targets • Actively support the organisation in improving its approach to performance management • The development and implementation of the Council's procurement strategy • The coordination of major projects • The development of project management standards
3. Lead Responsibilities	<ul style="list-style-type: none"> • Policy Development • Co-ordination of Policy & Performance • Community Planning City Vision / LSP) • Best Value • Best value performance plan • Co-ordination of best value inspections • Performance management & improvement • Equal opportunities • Corporate Plan • Citizens Panel • Customer research • Strategic Procurement • Co-ordination of Major Projects • Lead and support Project Management • Media relations & PR • Citizens' publications • Corporate Marketing • Corporate identity

- Corporate Communications standards
- Internal Communications
- Web site
- Citizenship and public involvement
- Risk Management (strategic role)

4. Corporate Plan Lead

Objective

Encourage community participation and inclusion in the Carlisle area

Priorities

- Involve more of our communities in consultation to aid decision making

Objective

Improve Carlisle's Image locally, nationally and internationally

Priorities

- Develop a Celebrating Carlisle strategy
- Ensure Carlisle's identity is consistent across all sectors and in all areas

Objective

Promote and maintain a sustainable environment

Priorities

- Vision to ensure the sustainable development of Carlisle District

Objective

Provide an effective, well-managed organisation with good staff morale and excellent communications

Priorities

- Promote the value of sound project management and risk management principles
- To continue to explore and develop effective methods of communication
- To review the structure and culture of the City Council

Objective

To develop our community planning process to ensure it addresses the aspirations and needs of our local communities

Priorities

- Develop joint community planning priorities within the Local Strategic Partnership
- Identify support and resources required to develop the five thematic City Vision strategies and draw up proposals for support for each delivery/development partnership
- Support the development of five thematic delivery strategies
- Undertake a partnership mapping exercise

Objective

To effectively manage our resources strategically through 3 year financial planning

Priorities

- For year 2003/04 to freeze estimates for supplies and services and to seek greater efficiencies in procurement and the best value budget
- Review our approach to procurement

Objective**To ensure our services can be accessed electronically by 2005****Priorities**

- Extend community consultation to include using the web, e-mail and mobile telephones
- Modernise the Council's web site to enable citizen's to access Council
- Review the use of Geographical Information Systems in the Council

Objective**To ensure that the Council provides sound corporate governance****Priorities**

- Ensure that the Authority is prepared to undertake CPA Self
- To produce a 3 year Corporate Plan

Objective**To manage our performance for the community's benefit****Priorities**

- 3 year business planning for all services and activities and includes an appropriate range and mix of indicators
- Links are made between corporate priorities, service specific objectives and financial budgets
- Overview and Scrutiny Committees to work with officers to identify and improve areas for improvement
- The introduction of a revised strategic performance framework to be fully implemented across the Authority

Objective**To reinvigorate democracy and improve voter turn-out at elections****Priorities**

- Broadcast meetings via web cam
- Develop initiatives to make polling stations more appealing to encourage voters
- Develop the "Citizens Package" with local schools
- Examine extending the Citizens Panel to incorporate more views of young people and other hard to reach groups
- Local events for Democracy week
- Marketing campaign targeting first time voters
- Marketing campaign to encourage voting
- Promote public involvement in council meetings

**5. Lead External
Contacts/
Partnerships**

- City Vision Partnership
 - Carlisle & Eden LSP
 - Department of Transport Local Government & the Regions
 - Government Office North West
 - North West Regional Assembly
 - Cumbria Strategic Partnership
-

	<ul style="list-style-type: none"> • Cumbria Branch of the Local Government association • North West Development Agency • District Audit • Best Value Inspection Service • City Marketing Forum
6. Strategies	<ul style="list-style-type: none"> • City Vision • Corporate Plan • Corporate Communications Strategy • City Vision Celebrating Carlisle Action Plan
7. Forums (external)	<ul style="list-style-type: none"> • Cumbria Policy Officers • Cumbria Consultation Group • Cumbria Best Value Liaison Group • Tourism Forum (share with Economic Development) • City events group • Commercial Affinity Group (Chamber of Commerce) • Think@Carlisle (share with Economic Development)
8. Forums (internal)	<ul style="list-style-type: none"> • Corporate Management Team • Joint Management Team • Housing Strategy Working Group • Regeneration Working Group • Training & Development Working Group • GIS Working Group • Historical Land Use Working Group • Procurement Working Group • Risk Management Working Group • Internal Marketing officers group • Internal Communications staff group • New Income Processing working group • Health Promoting Organisation group • Freedom of Information group • Asset Management officers group
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 15 • Actual numbers of employees – 16 (approx) • Proposed Gross Controlled Revenue Budget (2002 – 2003) – £855k

10. Performance Indicators**CC1 Improve Carlisle's image, locally, nationally and internationally**

CV23 (new)	Establish a representative, multi-agency partnership identifying and progressing a clear image for Carlisle
LP139	% people with positive perception of Carlisle, locally, nationally and internationally
LP126	Use of City Council web site

CM2 To provide an effective, well-managed organisation with good staff morale and excellent communications

LP142 (new)	% staff satisfied with internal communications
BV1	a) Does the authority have a Community Strategy developed in collaboration with the local strategic partnership, for improving the economic, social and environmental well being in a way that is sustainable? b) Reviewed by? c) Reporting progress to wider community by?

11. Other roles

Business Unit	9. Revenues & Benefits Services –see Chart 7.9
1. Purpose of Business Unit	To administer the Council's revenue collection and benefits services to persons' according to their full entitlements.
2. Functions of Business Unit	<ul style="list-style-type: none"> • The administration of: <ul style="list-style-type: none"> ➢ Council Tax Billing, Collection and Recovery ➢ National Non – Domestic Rates Billing, Collection and Recovery ➢ Civic Centre cashier services ➢ Housing and Council Tax Benefits Assessment ➢ Concessionary Fares ➢ Debtors monitoring and recovery • The formulation of: <ul style="list-style-type: none"> ➢ Measures to prevent detect and deter benefit fraud ➢ Initiatives aimed at maximising the Council's debt collection performance
3. Lead Responsibilities	<ul style="list-style-type: none"> • Bad Debts administration • Discretionary Housing Payments • Counter-fraud strategy (incl. sanctions policy) • Prosecution of debtors via Magistrates and County Court, including Committal Action as appropriate • Maintaining the Council's Property database (50,000 properties) • Anti-Poverty 'Debtors' Strategy • Transitional Housing Benefit Scheme
4. Corporate Plan Lead	<p>Objective Co-ordinate a strategic approach to housing</p> <p>Priorities</p> <ul style="list-style-type: none"> • Ensure that the Authority's low income residents receive their full entitlement to Housing and Council Tax Benefit within the Council Customer Contact Policy targeting via educating landlords, task group participation etc. to identify households with special needs. <p>Objective To ensure our services can be accessed electronically by 2005</p> <p>Priorities</p> <ul style="list-style-type: none"> • Payment collection by the council to be modernised to include new payment methods, such as credit and debit card, and also to allow for new on-line payment methods <p>Objective To ensure our services are focussed on our customers' needs</p> <p>Priorities</p> <ul style="list-style-type: none"> • Organise (and contribute to other Organisations) benefit take up campaigns in ensuring the all welfare benefits available are widely advertised by targeting pensioners with modest capital that might qualify for housing benefit

	<p>assistance</p> <p>Objective To effectively manage our resources strategically through 3 year financial planning</p> <p>Priorities</p> <ul style="list-style-type: none"> • Manage a robust fraud prevention, detection and deterrence regime in ensuring that benefit claimants receive claimants receive their maximum entitlement and that the interests of the council taxpayers generally are protected
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • North West Region Concessionary Fares 'Smart Card' initiative • Transitional Housing Benefit Scheme for Supported Accommodation • Cumbria Joint Operations Board (Fraud Prevention)
6. Strategies	<ul style="list-style-type: none"> • Anti Poverty Strategy • Housing and Council Tax Benefit counter-fraud strategy • Sanctions Policy • Promoting & maximising Benefit entitlement
7. Forums (external)	<ul style="list-style-type: none"> • Benefits Appeals Tribunal User Group • North West Regional Board • Rent Office Agency (service level agreement) • Cumbria Benefits Practitioners • Valuation Office Agency SLA meeting • Counter-Fraud Investigation Service (service level agreement) • Social Security Office) • Pension Service • Cumbria Supporting People Team • Cumbria Supporting People Task Group • Academy Council Tax & Benefits and NNDR user-groups • Institute of Revenues, Rating & Valuation – NW/N Wales forum • Cumbria Concessionary Fares Group • Cumbria Revenues Officers • Landlords Forum • National Anti-Fraud Network (service level agreement)
8. Forums (internal)	<ul style="list-style-type: none"> • Housing Benefit/Housing Liaison Group • Information Technology Steering Group • Regulation of Investigatory Powers Act Group • Corporate Geographical Information System Group • Job Evaluation working group • Health and Safety Working Group • Decriminalise Parking Appeals Group • Estate Management Officer's Group

9. Accountabilities

- Full time equivalent employees (FTEs) – 58.5
- Actual numbers of employees – 69 (approx)
- Proposed Gross Controlled Revenue Budget (2002/3) – £2017k

10. Performance Indicators

IET2 Promote good access and transportation in and around the city

LP138	Cost per passenger journey of subsidised bus services
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CM5 To ensure our services are focussed on our customer needs

LP145	The average cost of handling a Housing Benefit or Council Tax Benefit claim, taking into account the differences in the types of claim received
BV78	Speed of processing (days): a. average time to process new claims; b. average time for processing notifications of changes of circumstance c. % of renewal claims processed on time
BV79	Accuracy of processing: a) % of cases for which the calculation of the amount of benefit due was correct on the basis of the information available to the determination, for a sample of cases checked post-determination b) % of recoverable overpayments (excl. Council Tax Benefit) that were recovered in the year

CM7 To effectively manage our resources strategically through 3 year financial planning

BV9	% of Council Tax collected
BV10	% non-domestic rates due that were received

11. Other roles

- Landlord liaison
- Benefits Advice Centre liaison
- Citizen's Advice Bureau liaison
- Carlisle Law Centre liaison
- Magistrates Court Liaison
- Police Liaison
- External Bailiffs liaison
- Housing Benefit Matching Service
- National Fraud Initiative

Business Unit	10 Customer & Information Services – see Chart 7.10
1. Purpose of Business Unit	To provide services which support and enhance the City Council's customer and information services including the operation of the Council's primary points of contact for both internal and external customers. This encompasses both the electronic and conventional processes which champion high standards of information handling, customer contact and communication.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Formulation and implementation of the customer services strategy • Development of the Council's e-government strategy and to overview and coordinate its implementation • Provision of primary customer services for: <ul style="list-style-type: none"> ➢ Citizens ➢ Customers of council services ➢ Employees ➢ Members of the Council • Customer relations management • Reprographics • Develop and coordinate corporate office system and administrative procedures • Develop and maintain information management strategies within the Council • Undertake business process re-engineering of Council Services as required • Operation of the Council's telephony services • Undertaking of the processing of mail and courier services • Management and operation of the Council's Information Systems and IT Infrastructure
3. Lead Responsibilities	<ul style="list-style-type: none"> • E-Government • Data Protection • Business Continuity Plan – IT • Emergency Planning - Network Management • IT Strategy • Customer Contact
4. Corporate Plan Lead	<p>Objective To ensure our services are focussed on our customers needs</p> <p>Priorities</p> <ul style="list-style-type: none"> • Extend the hours of customer service to outside office hours • Implement Customer Care Policy • Implement new customer care systems, particularly a Customer Relationship Management (CRM) system • Include a provision to include partner information through a one stop shop • Provide a centralised, attractive one stop shop for all services • Provide electronic access for all services • Seek to provide information on council services in conjunction with partner

	organisations								
	Objective To ensure our services can be accessed electronically by 2005 Priorities <ul style="list-style-type: none"> • Adopt the government's standardisation of property details by joining the Government's National and Property Gazetteer scheme • Deploy an IT service to parish clerks to enable them to be more effective • Help facilitate a general broadband service available for citizens • Implement an information management scheme • Produce an annual BV157 statement • Produce an updated IEG statement in order to trigger year two funds 								
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • Cumbria IT Managers • Connected Cumbria Partnership • Board Member Cumbria ICT Broadband Initiative • NW Electronic E-Government Group (Nwegg) 								
6. Strategies	<ul style="list-style-type: none"> • I.T. Strategy • E-Government Strategy • Customer Contact Strategy 								
7. Forums (external)	<ul style="list-style-type: none"> • SOCITM 								
8. Forums (internal)	<ul style="list-style-type: none"> • GIS Working Group • Office Systems Improvement Group 								
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 21.77 • Actual numbers of employees – 27 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £1002k 								
10. Performance Indicators	<p>CM5 To ensure our services are focussed on our customer needs</p> <table border="1"> <tr> <td>LP144 (new)</td><td>% customers with increased levels of satisfaction from customer contact service</td></tr> <tr> <td>LP94</td><td>% of letters replied to within target times within authority</td></tr> <tr> <td>LP95</td><td>% of phone calls answered within target time</td></tr> </table> <p>CM8 To ensure our services can be accessed electronically by 2005</p> <table border="1"> <tr> <td>BV157</td><td>The number of types of interactions that are enabled for electronic delivery as % of the types of interactions that are legally permissible for electronic delivery</td></tr> </table>	LP144 (new)	% customers with increased levels of satisfaction from customer contact service	LP94	% of letters replied to within target times within authority	LP95	% of phone calls answered within target time	BV157	The number of types of interactions that are enabled for electronic delivery as % of the types of interactions that are legally permissible for electronic delivery
LP144 (new)	% customers with increased levels of satisfaction from customer contact service								
LP94	% of letters replied to within target times within authority								
LP95	% of phone calls answered within target time								
BV157	The number of types of interactions that are enabled for electronic delivery as % of the types of interactions that are legally permissible for electronic delivery								

11. Other roles

Business Unit	11. Member Support & Employee Services – see Chart 7.11
1. Purpose of Business Unit	To provide organisational development, human resource, payroll and associated services to employees and Members of the Council. To manage and support the Overview and Scrutiny function under the Council's constitution.
2. Functions of Business Unit	<ul style="list-style-type: none"> • Formulation of the Council's Organizational Development strategy and the coordination and overseeing of its implementation • Develop and drive change management initiatives • Provision of a high level strategic human resources function • Provision of personnel services • Formulation and implementation of employee, management and elected member development • Administration, operation and control of pay, benefits and allowances for employees and elected members. • Administration and compliance of PAYE regulations and other statutory and City Council pay related procedures • Provision of Member support services to ensure that the needs of Members, particularly in relation to their representational roles are fully realised (<i>subject to resources being made available or redirection</i>). • Provision of support and advice to the Council's Overview and Scrutiny Committees (<i>manager of this function to have a direct link to the Chief Executive</i>) • To provide advice and support to the committees, chairman and members of Overview and Scrutiny Committees. Leading and coordinating reviews and the development of the Overview and Scrutiny function within the authority. • Provision of support to the Council's Executive • Management Development & monitoring of the Council's Health & Safety strategy and service • To lead and coordinate the Emergency Planning function within the authority.
3. Lead Responsibilities	<ul style="list-style-type: none"> • Organisational Development • Human Resource Management • Industrial Relations • Remuneration and reward • Performance Management • Training and Development for employees and members • Member Support services • Pay and Allowances Management for employees and members • The Overview and Scrutiny function • Emergency Planning Coordination • Support to the Executive • Health and Safety Strategy

4. Corporate Plan Lead	<p>Objective Provide an effective, well-managed organisation with good staff morale and excellent communications</p> <p>Priorities</p> <ul style="list-style-type: none"> • To develop an effective management development programme • Encourage the empowerment of staff to the most practicable level <p>Objective To ensure that the Council provides sound corporate governance</p> <p>Priorities</p> <ul style="list-style-type: none"> • To review and develop the Council's role in external scrutiny • To review the operation of Overview and Scrutiny
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • County Emergency Planning Unit • Trade Unions • Independent Remuneration Panel
6. Strategies	<ul style="list-style-type: none"> • Human Resources Strategy • Organisational Development Strategy • Training and Development Strategy • Health and Safety Management Policy
7. Forums (external)	<ul style="list-style-type: none"> • Carlisle Large Employers Benchmarking Group • North West Overview and Scrutiny Practitioners Network • Cumbria Overview and Scrutiny Officer Group • Cumbria Personnel Officers Group • Cumbria Training Officers Group • North West Local Government Safety Network • Cumbria Health and Safety Forum
8. Forums (internal)	<ul style="list-style-type: none"> • Training and Development Working Group • Risk Management Group • Works Consultative Forum • Chief Exec/TUs Consultative Forum • Emergency Planning Group • Health and Safety Working Group
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 14.7 • Actual numbers of employees – 16 (approx) • Proposed Gross Controlled Revenue Budget (2002/03) – £350k

10. Performance Indicators

CM2 To provide an effective, well-managed organisation with good staff morale and excellent communications

BV11	% senior management employees filled by women# a) % of top 5% of earners that are women b) % of top 5% of earners from black & minority ethnic communities
BV12	Number of working days/shifts lost due to sickness absence
BV14	% of employees retiring early (excl. ill health retirements) as a % of total work force
BV15	% of employees retiring on grounds of ill health as % of total workforce
BV16	a) % of local authority employees declaring that they meet the Disability Discrimination Act 1995 b) % of economically active people in the authority area declaring they are disabled
BV17	a)% of local authority employees from ethnic minority communities compared with: b) % of economically active minority ethnic community population in authority area

11. Other roles

Business Unit	12 Financial Services –see Chart 7.12
1. Purpose of Business Unit	To undertake the administration of the City Council's financial affairs and to manage associated information systems. To support service delivery by undertaking the Council's accountancy, financial advice and treasury management services as well as insurances and audit advice.
2. Functions of Business Unit	<ul style="list-style-type: none"> • The provision of the Council's <ul style="list-style-type: none"> ➢ Corporate & strategic financial advice ➢ Accountancy and Budgetary services ➢ Treasury Management services ➢ Financial performance management ➢ Insurance service ➢ Internal Audit service (<i>head of this service to have access to the Chief Executive, Monitoring Officer and Members when circumstances so require</i>) ➢ Creditor payments service ➢ Treasurership of Council administered charities • To develop and ensure compliance with good financial practice throughout the authority • The provision of financial information and advice to maximize the most efficient and effective use of the Council's financial resources • The monitoring of the implementation of corporate risk management strategies • The head of the service will be the Council's statutory Section 151 Officer • Proactive organisational financial support. • Performing a fundamental role in performance management. • Providing financial advice and support to all Members.
3. Lead Responsibilities	<ul style="list-style-type: none"> • S151 Local Government Act 1972 – Financial Administration • S114 Local Government Finance Act 1988 – Formal Finance Officer Reports • Medium Term Financial Plan • Advice on Council Finances, Budget and Levels of Reserves • Financial Procedure Rules • City Council Business Continuity Plan (Coordinate) • Strategic Risk Management • EURO
4. Corporate Plan Lead	<p>Objective To effectively manage our resources strategically through 3 year financial planning</p> <p>Priorities</p> <ul style="list-style-type: none"> • Develop a 3 year financial strategy reviewing patterns of expenditure across the Authority to seek to identify and reduce areas of regular over-budgeting • Review Fees and Charges • To achieve commensurate reductions in the central support services consequent of any transfer of Housing, Leisure or DSO functions

5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • District Audit (for Financial and Audit matters) • Insurance and Risk Management Advisors • Treasury Management Advisors • Investment Fund Managers • Leasing Advisors • Tax Advisory Services (VAT/PAYE/NI) • Banking Services • Inland Revenue • Customs and Excise (VAT) • Charitable Fund Managers
6. Strategies	<ul style="list-style-type: none"> • Insurance and Risk Management Strategy • Corporate Charging Policy • Capital Strategy • Medium Term Financial Plan • Treasury Policy Statement • Strategic Audit Plan
7. Forums (external)	<ul style="list-style-type: none"> • Cumbria Chief Finance Officers Group • Society of District Council Treasurer's • Cumbria Accountancy Group • Cumbria Audit Group • Cumbria VAT Forum • CIPFA / Northern Districts Financial Benchmarking Groups • FIGTREE User Group (Insurance system) • EUREKA User Group (Time Recording System) • Radius Ledgers User Group (Financial Systems)
8. Forums (internal)	<ul style="list-style-type: none"> • Corporate Management Team • Joint Management Team • Best Value Working Group(s) • Risk Management Working Group • Procurement Group • IT Strategy/Steering Working Group • EURO Working Group (has not met yet) • Asset Management Group • Training and Development Working Group • Housing / Capital Improvement Group (will cease on transfer)
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 20 • Actual numbers of employees – 21 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £665k

10. Performance Indicators

CM7 To effectively manage our resources strategically through 3 year financial planning

BV76	Security: Does the authority have a written and pro-active strategy for combating fraud and error which embraces specified initiatives incl. those sponsored by the DSS, which is communicated regularly to all staff
BV8	% of invoices for commercial goods and services which were paid by the authority within 30 days of receipt
LP130	Total net spending per head of population

11. Other roles

Business Unit**13 Legal & Democratic Services – Chart 7.13****1. Purpose of Business Unit**

To act as the Council's in-house legal service and to undertake the provision of coordination and support in relation to the operation of the Council's democratic, corporate and decision making functions.

2. Functions of Business Unit

- The operation of the Council's legal services practice including:
 - Provision of a comprehensive legal service to the Council, its members and officers in connection with the discharge of all the Council's functions including:
 - the prosecution of claims brought by the Council and the defence of claims brought against the Council in criminal and civil litigation and representation of the Council in the courts and tribunals;
 - representing the Council in statutory inquiries;
 - drafting and preparation of legal documents including contracts, statutory agreements, statutory orders and all documents in connection with provision of conveyancing services;
 - provision of general legal advice in respect of all Council functions and various compliance regimes;
 - provision of corporate and legal advice in connection with corporate governance and democratic process including executive arrangements and ethical standards; and,
 - provision of legal advice in connection with Best Value and Procurement
- Operation of the land charges function
- Operator of the Council's complaints procedure
- Processing and facilitating the Council's response to complaints to the Local Government Ombudsman
- The provision of democratic services including:
 - Committee administration
 - Electoral administration
- The provision of civic services including:
 - support and assistance to the mayoralty
 - town twinning
- Acting as the Monitoring officer for Parish Councils
- The head of the service will be the Council's statutory Monitoring Officer

3. Lead Responsibilities

- Statutory Monitoring Officer for Council and all Parishes under Section 5 of the Local Government and Housing Act 1989
- Review of Constitution under Article 15 of Constitution and oversight of this
- Proper Officer for all democratic/probity functions (see Council's Constitution)
- Local Land Charges Registrar and co-ordinator of replies to enquiries of the Council in the Conveyancing process
- Investigation and reporting of complaints to Standards Committee
- Best Value Working Group Chair
- Gateway City Project Team Leader
- Regulation of Investigatory Powers Act Working Group Leader
- To ensure that the Council acts lawfully in the discharge of its functions

4. Corporate Plan Lead	<p>Objective Encourage community participation and inclusion in the Carlisle area</p> <p>Priorities</p> <ul style="list-style-type: none"> • Improve voter turn-out <p>Objective To ensure our services can be accessed electronically by 2005</p> <p>Priorities</p> <ul style="list-style-type: none"> • Ensure all Council Minutes and reports can be accessed by the public • Implement the Freedom of Information Act <p>Objective To ensure that the Council provides sound corporate governance</p> <p>Priorities</p> <ul style="list-style-type: none"> • To ensure that the Council has efficient and effective decision making processes informed by relevant information and consultation <p>Objective To reinvigorate democracy and improve voter turn-out at elections</p> <p>Priorities</p> <ul style="list-style-type: none"> • Access committee reports and papers via internet
5. Lead External Contacts/ Partnerships	<ul style="list-style-type: none"> • Mary Hannah Almshouses • Carlisle Educational Charity • Mayor's Charity Committee • Twinning Links with Slupsk and Flensburg
6. Strategies	
7. Forums (external)	<ul style="list-style-type: none"> • Local Government Modernisation Group • Cumbria Association of District Secretaries • Association of Electoral Administrators • National Association of Land Charges Officers • North West Twinning Federation • Local Government Group of the Law Society • Market Management Group • North West Local Authority Employers Overview and Scrutiny Practitioner • North West Local Authority Employers Member and Committee Services
8. Forums (internal)	<ul style="list-style-type: none"> • Corporate Management Team • Joint Management Team • Best Value Working Group • Leisure Externalisation Working Group • LSVT Property Working Group • Corporate Officer Group on LSVT • Customer Contact Working Group

	<ul style="list-style-type: none"> • Emergency Planning • Freedom of Information Act Working Group • Regulation of Investigatory Powers Act Working Group • Historic Land Uses Working Group • Lanes Anti Social Behaviour Byelaw Working Group • Car Parking Complaint Officer Panel • ASBO Working Group • Training and Development Working Group • Data Protection Act User Group • Asset Management Officer Group • Estate Management Officer Group 						
9. Accountabilities	<ul style="list-style-type: none"> • Full time equivalent employees (FTEs) – 21.42 • Actual numbers of employees – 22 (approx) • Proposed Gross Controlled Revenue Budget (2002/3) – £797k 						
10. Performance Indicators	<p>CM5 To ensure our services are focused on our customer needs</p> <table border="1"> <tr> <td>BV179</td><td>% of standard searches carried out in 10 working days</td></tr> </table> <p>CM4 To reinvigorate democracy & improve voter turn-out at elections</p> <table border="1"> <tr> <td>LP143</td><td>% turnout for local elections</td></tr> <tr> <td>CV2 (new)</td><td>% of people who felt involved in decision making in the City</td></tr> </table>	BV179	% of standard searches carried out in 10 working days	LP143	% turnout for local elections	CV2 (new)	% of people who felt involved in decision making in the City
BV179	% of standard searches carried out in 10 working days						
LP143	% turnout for local elections						
CV2 (new)	% of people who felt involved in decision making in the City						
11. Other roles							

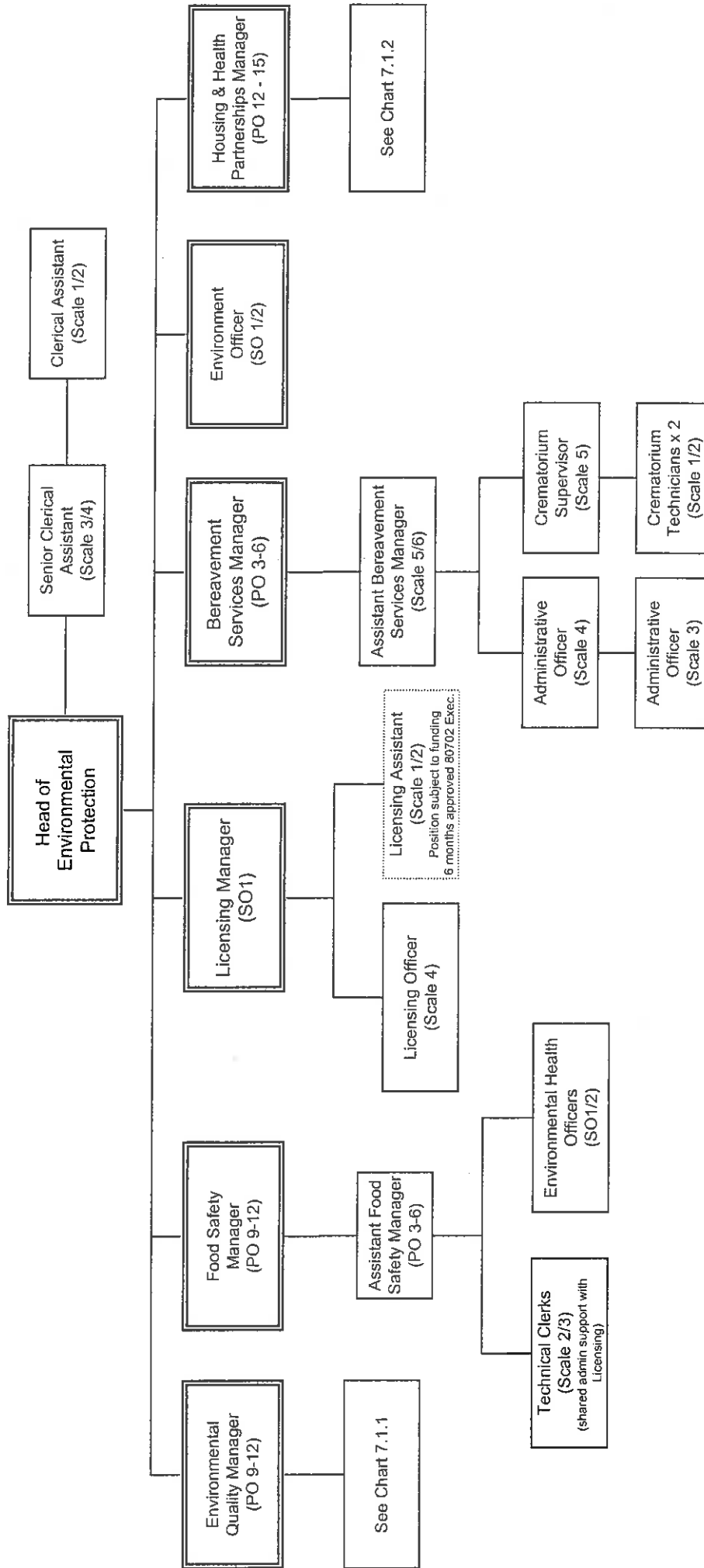
CARLISLE CITY COUNCIL
FINAL ORGANISATIONAL PROPOSALS
FOLLOWING CONSULTATION
Report 6 – Appendix D
Business Unit Structure Charts

Charts	Business Unit	Pages
7.1.	Environmental Services	55 - 57
7.2.	Culture Leisure & Sport Services	58 - 59
7.3.	Economic & Community Development Services	60 - 62
7.4.	Planning Services	63 - 65
7.5.	Property Services	66
7.6.	Commercial & Technical Services	67 - 71
7.7	Housing (Landlord Services)	72
7.8	Strategic & Performance Services	73
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7.10	Customer & Information Services	77
7.11	Member Support & Employee Services	78
7.12	Financial Services	79
7.13	Legal & Democratic Services	80 - 81

(please note that the configuration of posts within some individual Business Units have not been finally resolved and may be subject to minor changes)

Environmental Protection Services Business Unit

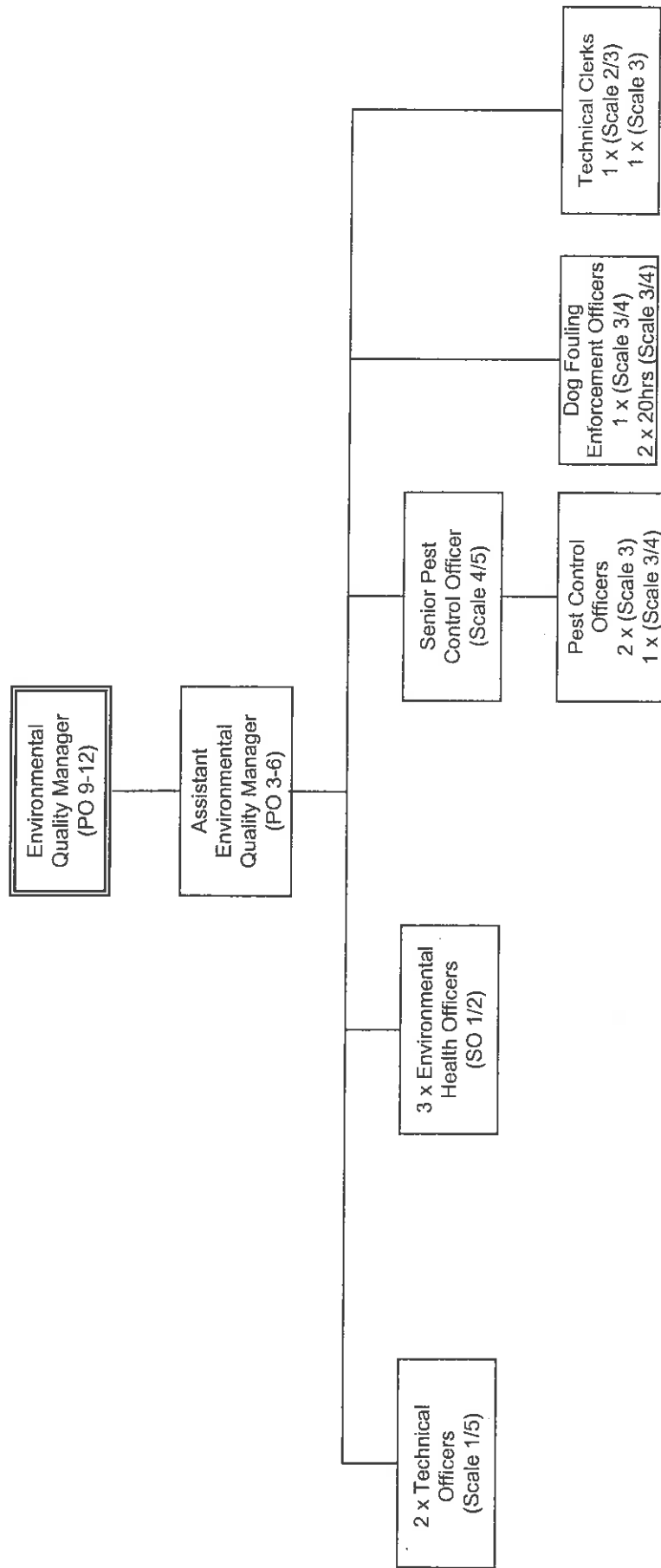
Draft proposal
as @ 31.07.02



Proposed New
Post

Environmental Protection Services Business Unit (Environmental Quality)

Draft proposal
as @ 31.07.02



Environmental Protection Services

Business Unit

(Housing Services & Health Partnerships)

Carlisle City Council
Corporate Organisational
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as @ 31.07.02

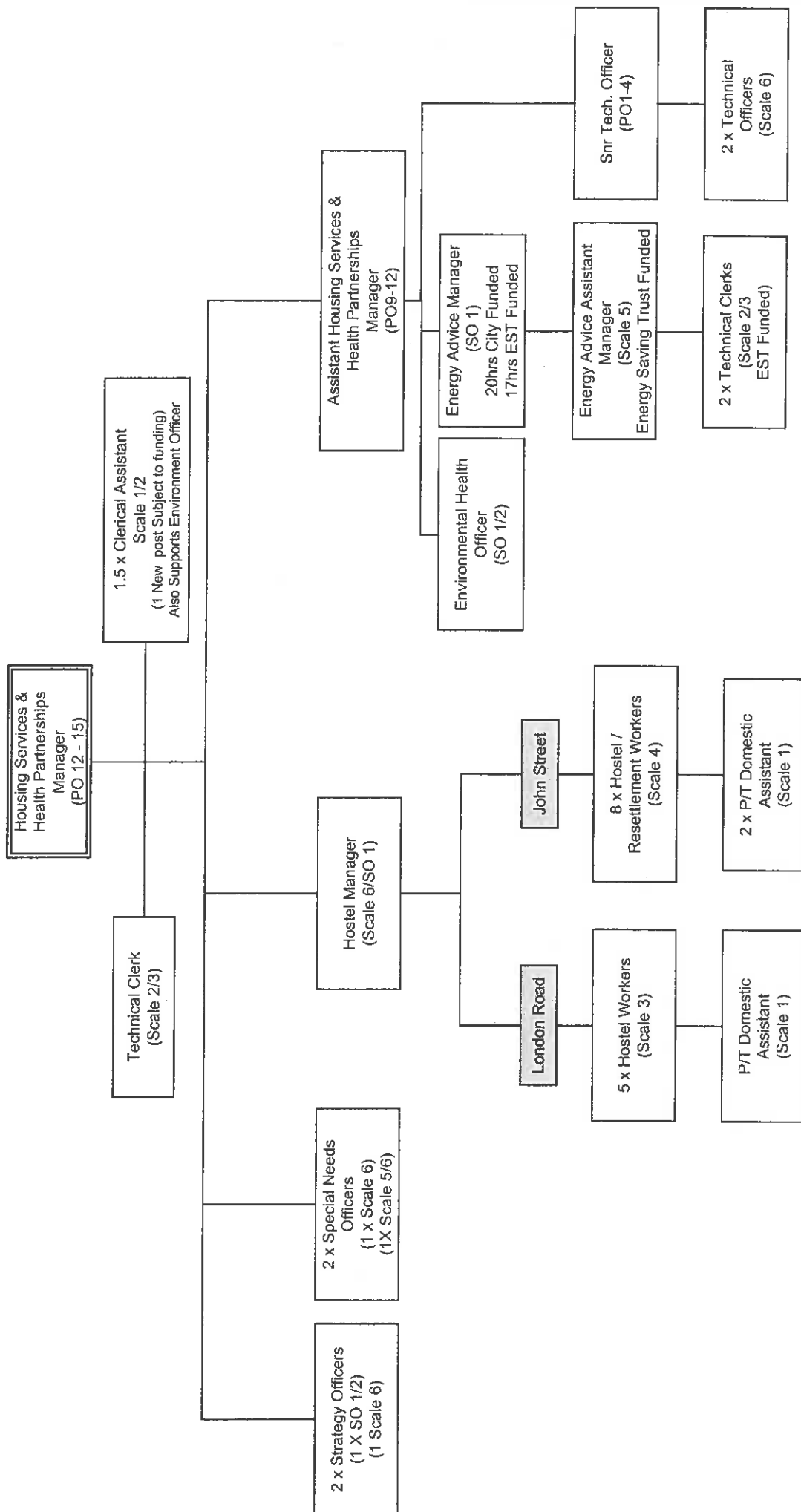
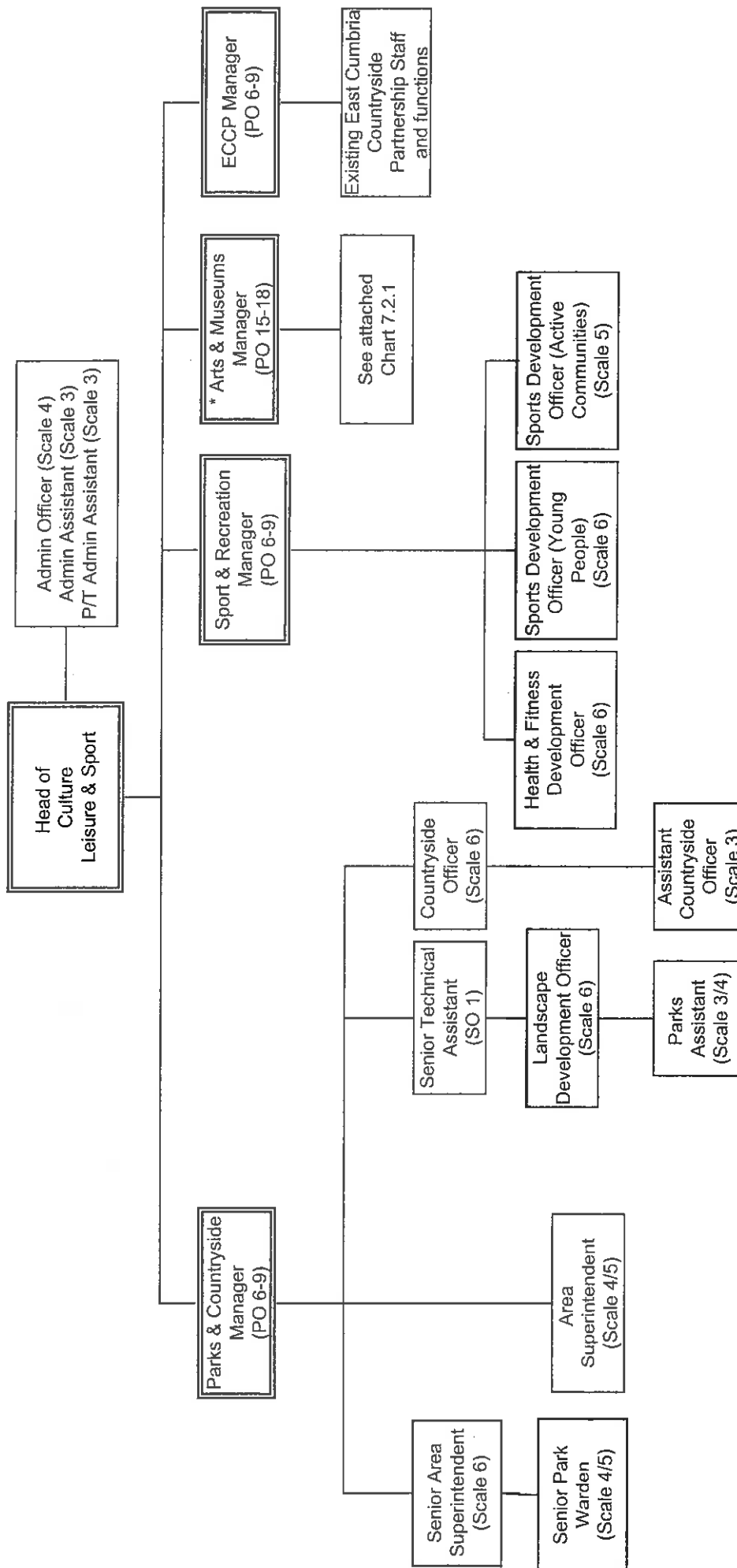


Chart 7.1.2

Culture, Leisure & Sport Services Business Unit

Carlisle City Council
Corporate Organisational
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Draft proposal
as @ 31.07.02



* Post title under discussion

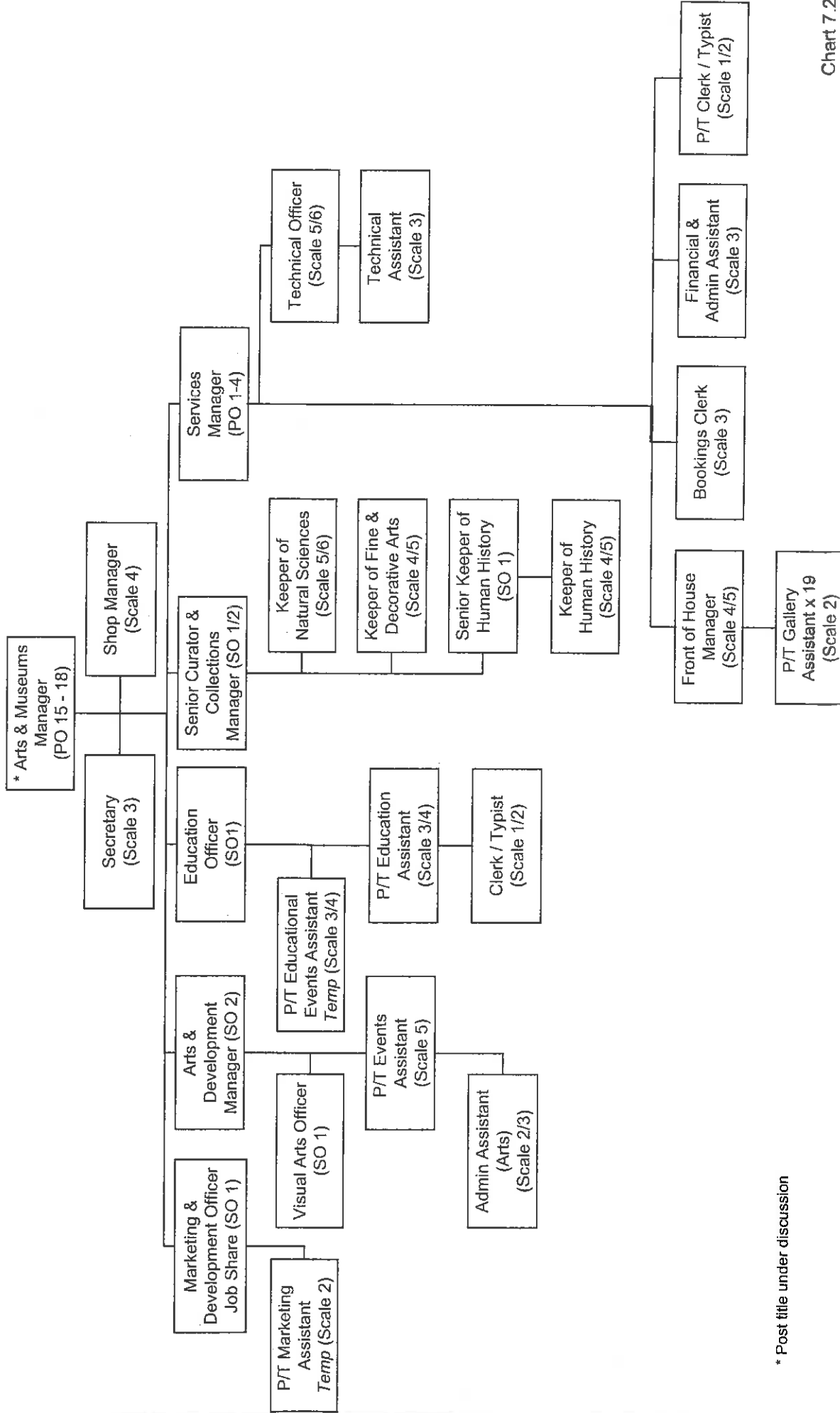
Chart 7.2

Culture, Leisure & Sport Services

Business Unit

(Arts & Museums)

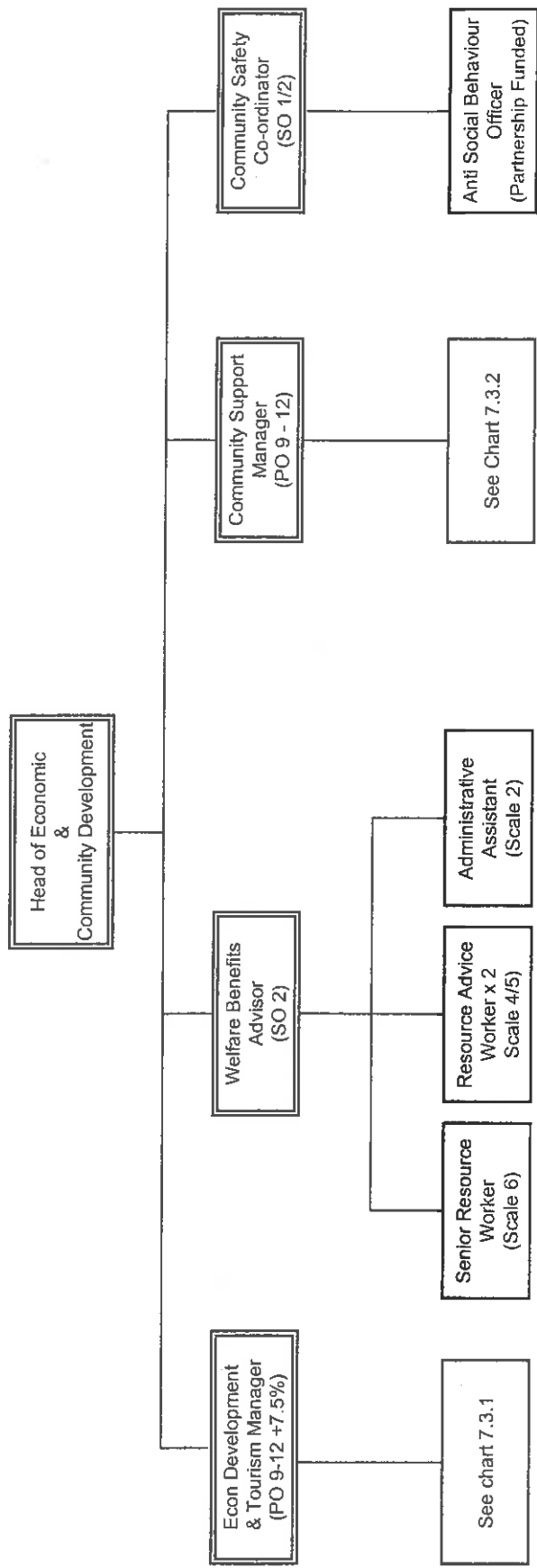
Draft proposal
as @ 31.07.02



* Post title under discussion

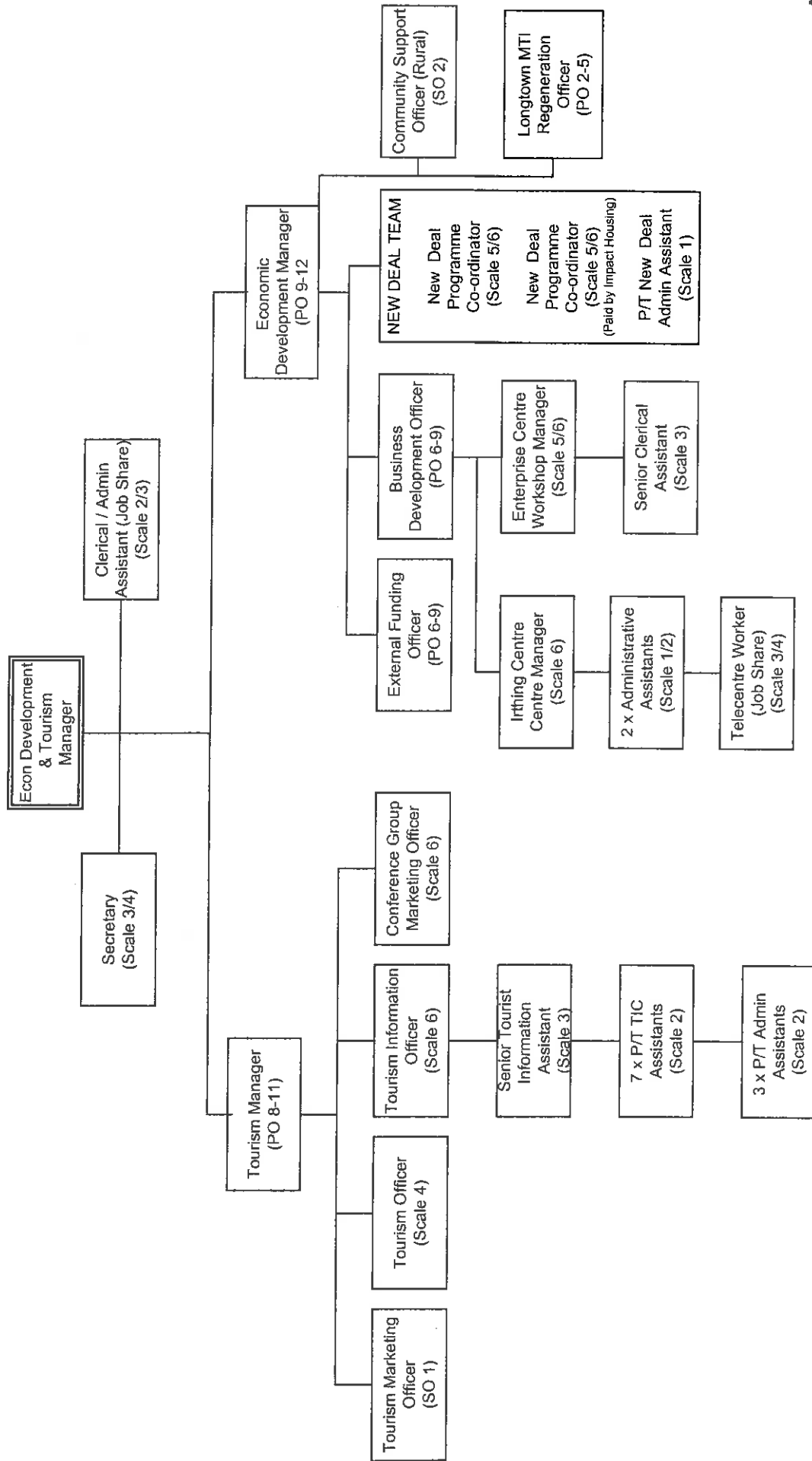
Economic & Community Development Business Unit

Draft proposal
as @ 31.07.02



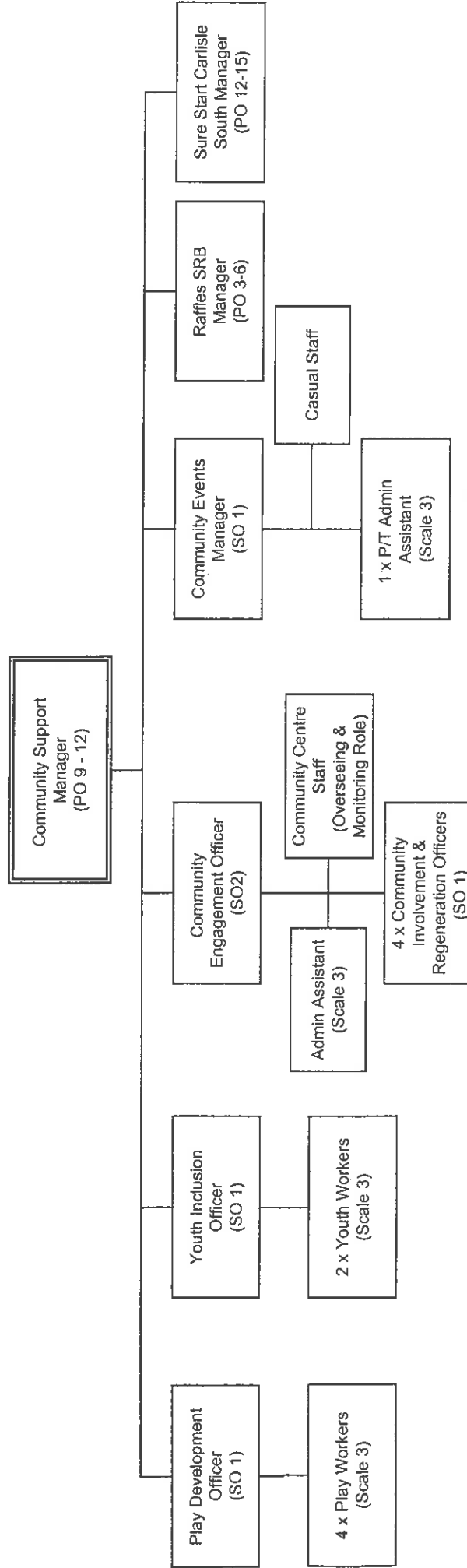
Economic & Community Development Business Unit

Draft proposal
as @ 31.07.02



Economic & Community Development Business Unit

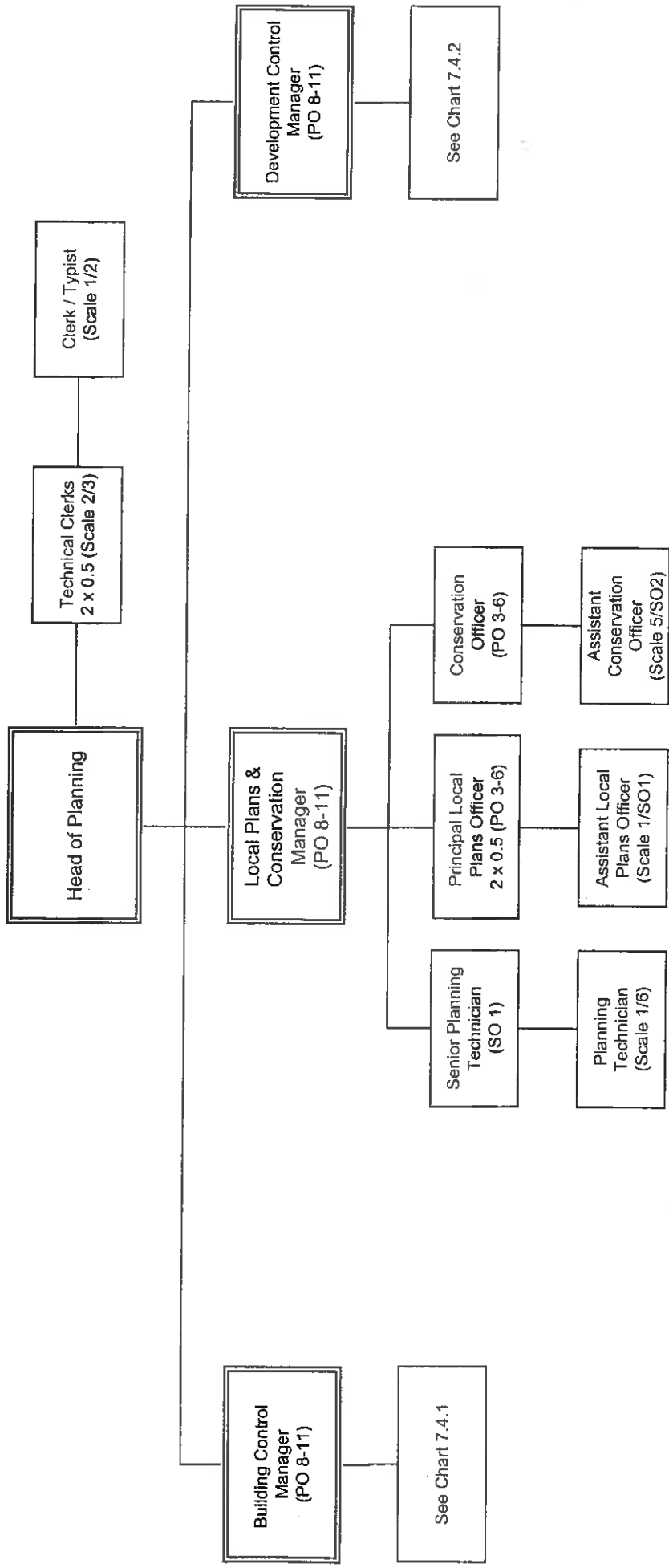
Draft proposal
as @ 31.07.02



Planning Services Business Unit

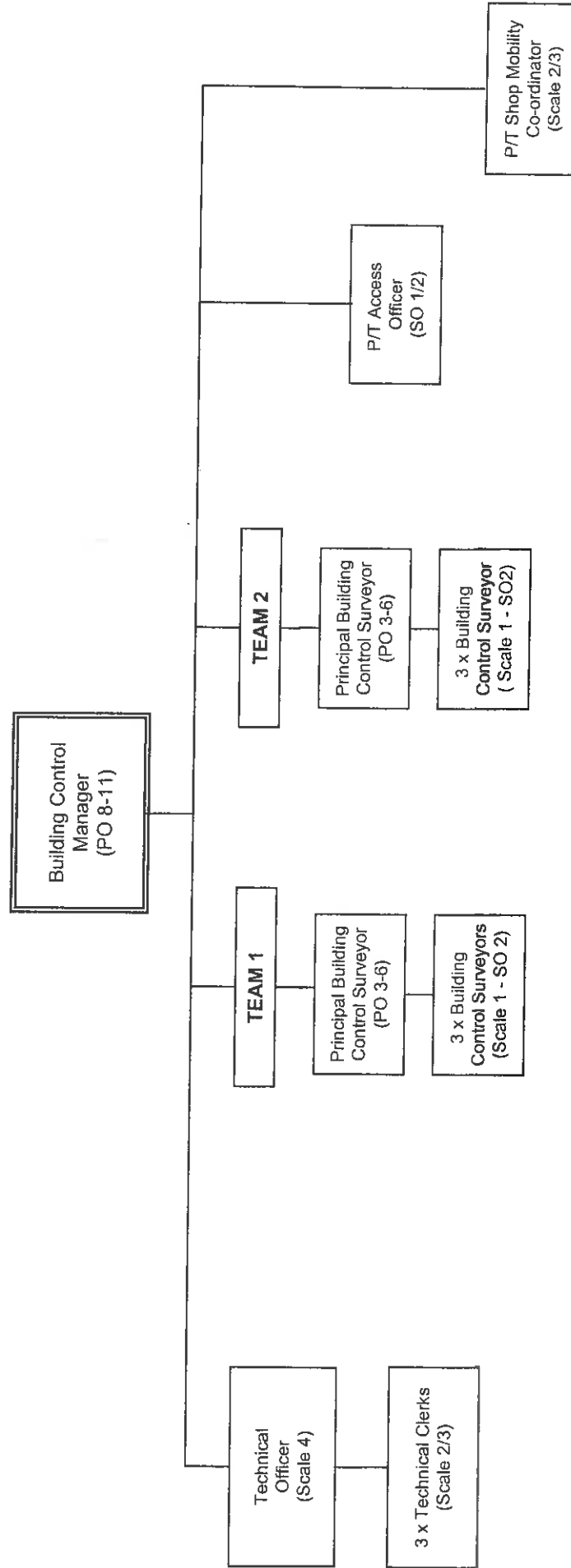
Draft proposal
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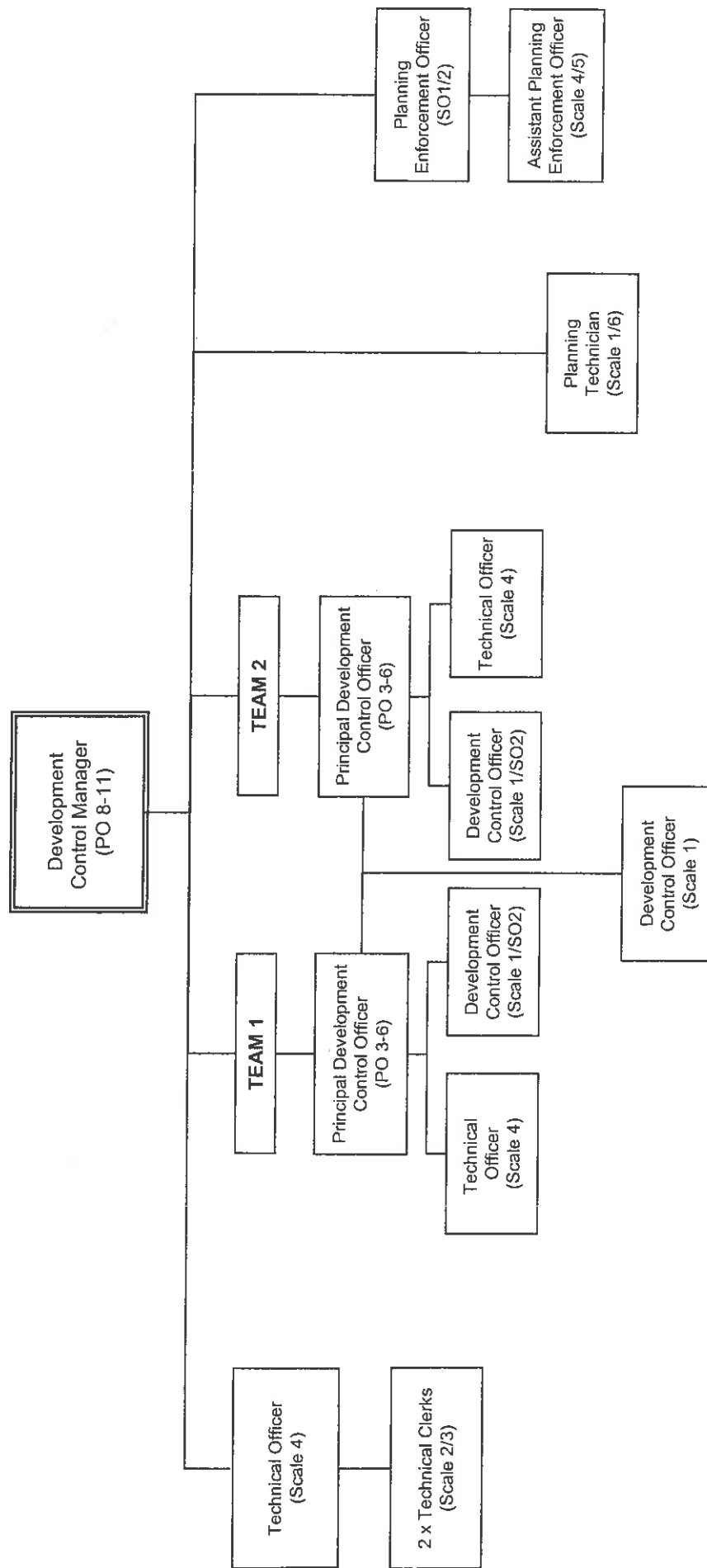
Planning Services Business Unit (Building Control)

Draft proposal
as @ 31.07.02



Planning Services Business Unit (Development Control)

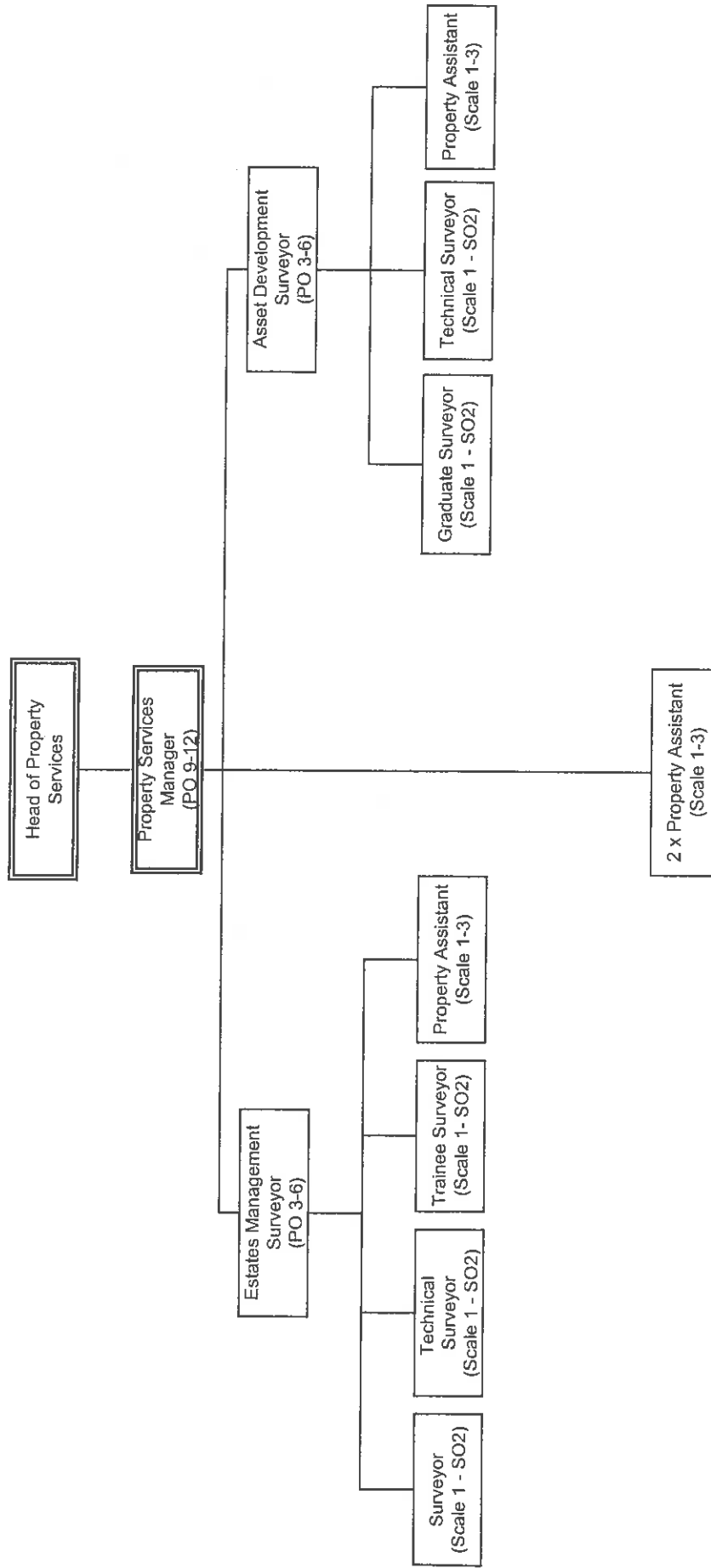
Draft proposal
as @ 31.07.02



Property Services Business Unit

Carlisle City Council
Corporate Organisational
Review - 2002

Draft proposal
as @ 31.07.02



Street Scene
Operations Manager

Service Development
Manager

**Building & Facilities
Manager**

Support Services Manager

See chart 7.6.4

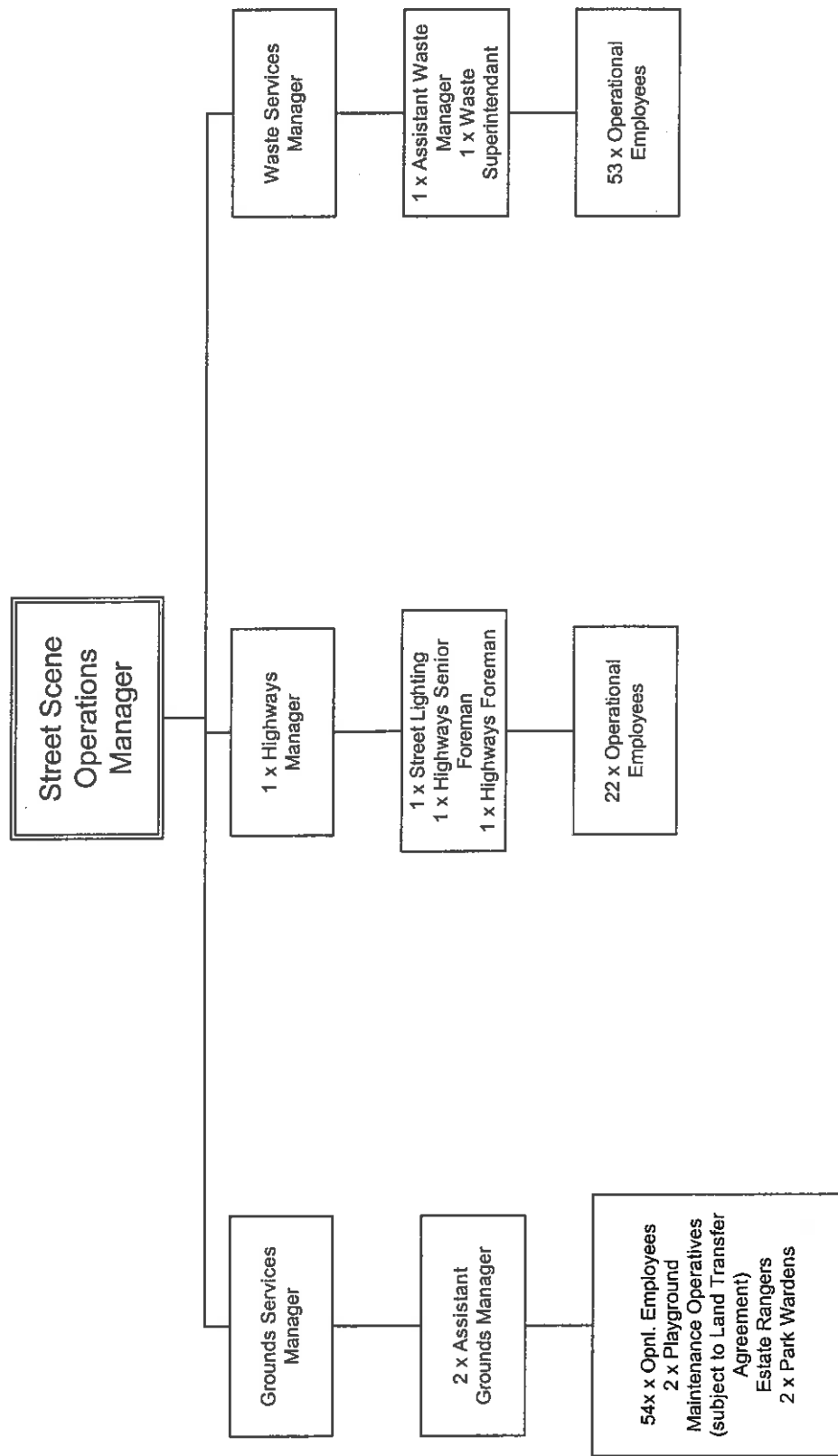
Commercial & Technical Services

Business Unit

(Street Scene)

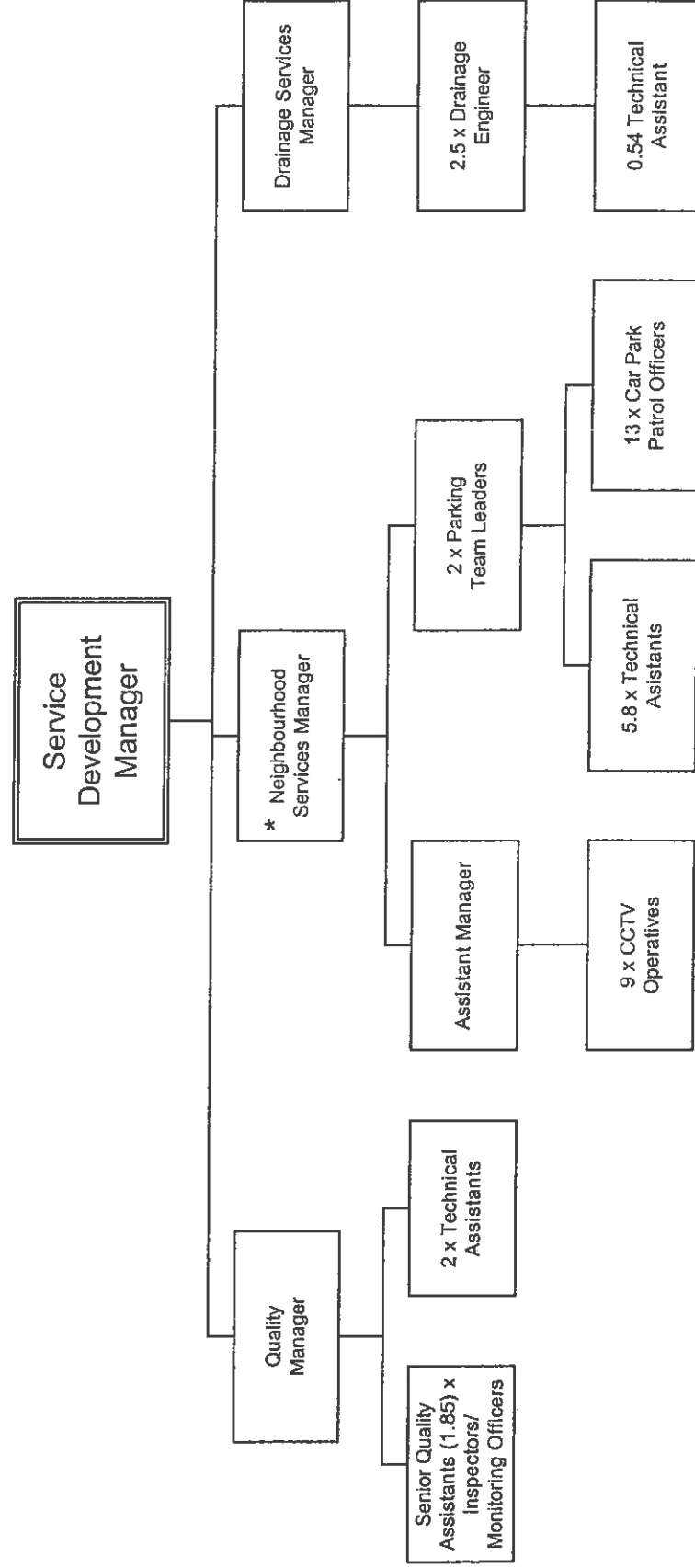
Draft proposal as @
31.07.2002

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Commercial & Technical Services Business Unit (Service Development)

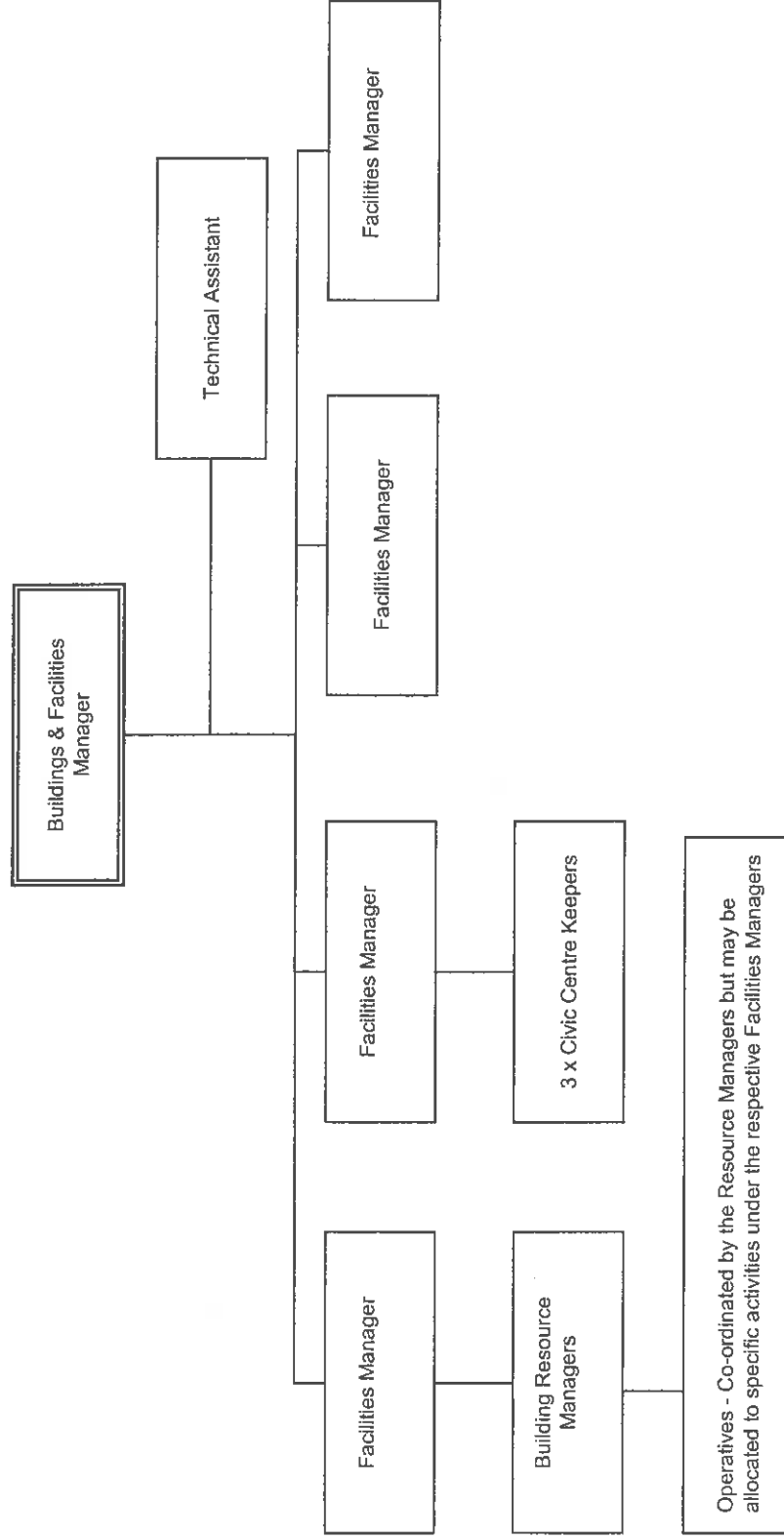
Draft proposal as
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* Note: The location of this Unit subject
to agreement between staff

Commercial & Technical Services Business Unit

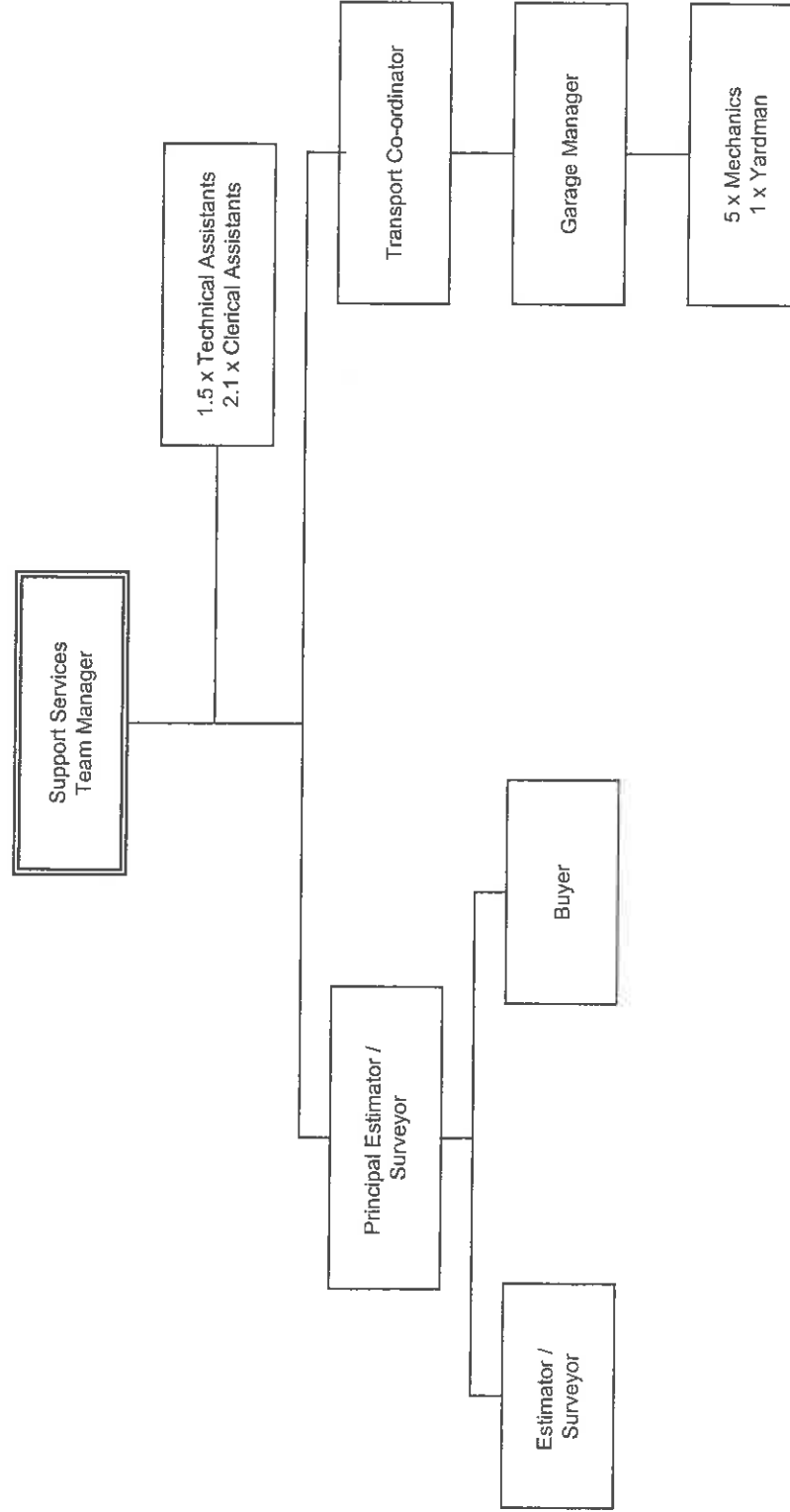
Draft proposal
as @ 31.07.02



* Note: these resources to be shared by
Facilities Managers but under the overall control
of the Building and Facilities Manager

Commercial & Technical Services Business Unit

Draft proposal
as @ 31.07.02

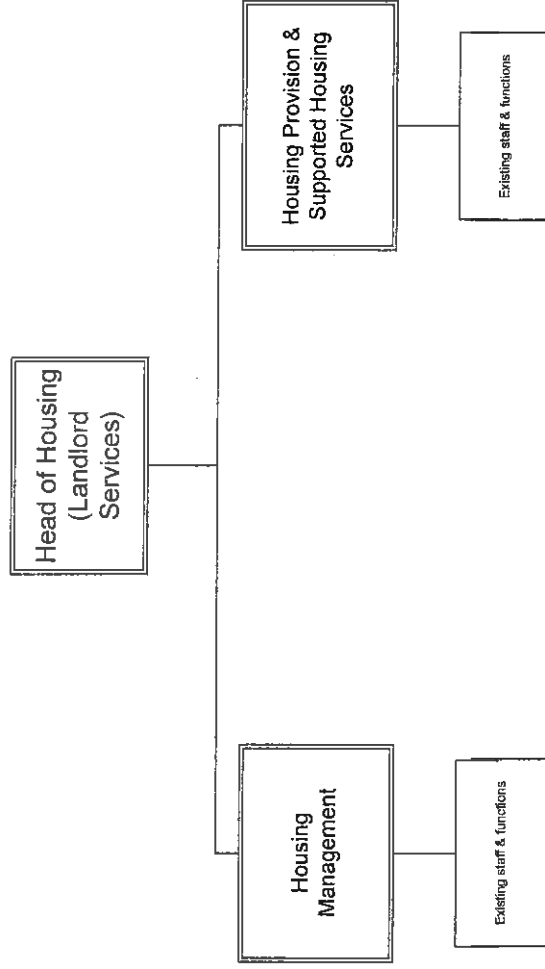


0.5 FTE Located at Bousteads Grassing but employee
shown with Member Support & Employee Services

Housing (Landlord Services) Business Unit

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@ 31.07.2002



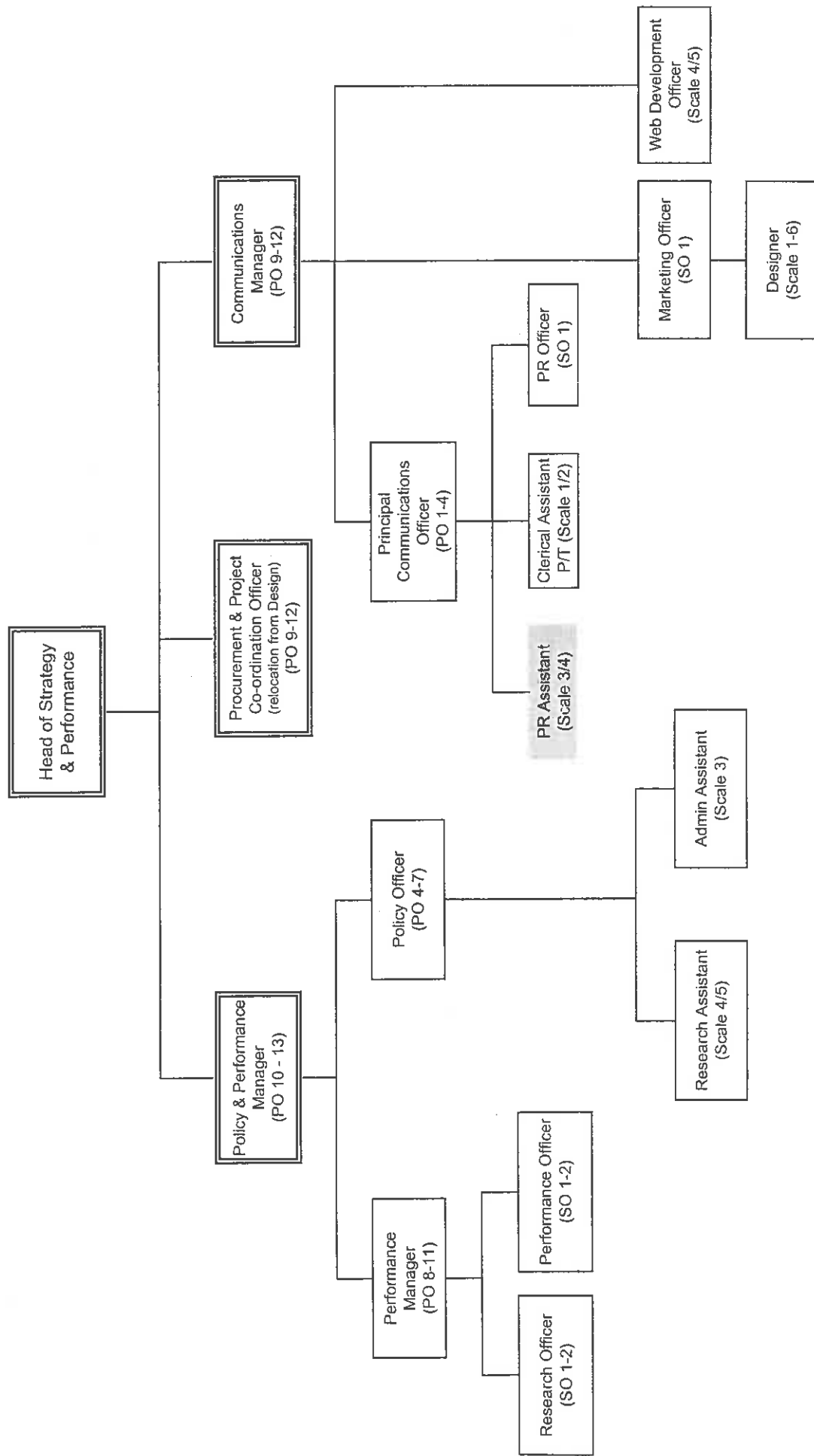
*Note: all posts subject to transfer to
Carlisle Housing Association
following upon result of tenants' ballot*

Chart 7.7

Strategic & Performance Services Business Unit

Carlisle City Council
Corporate Organisational
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Draft proposal
as @ 31.07.02



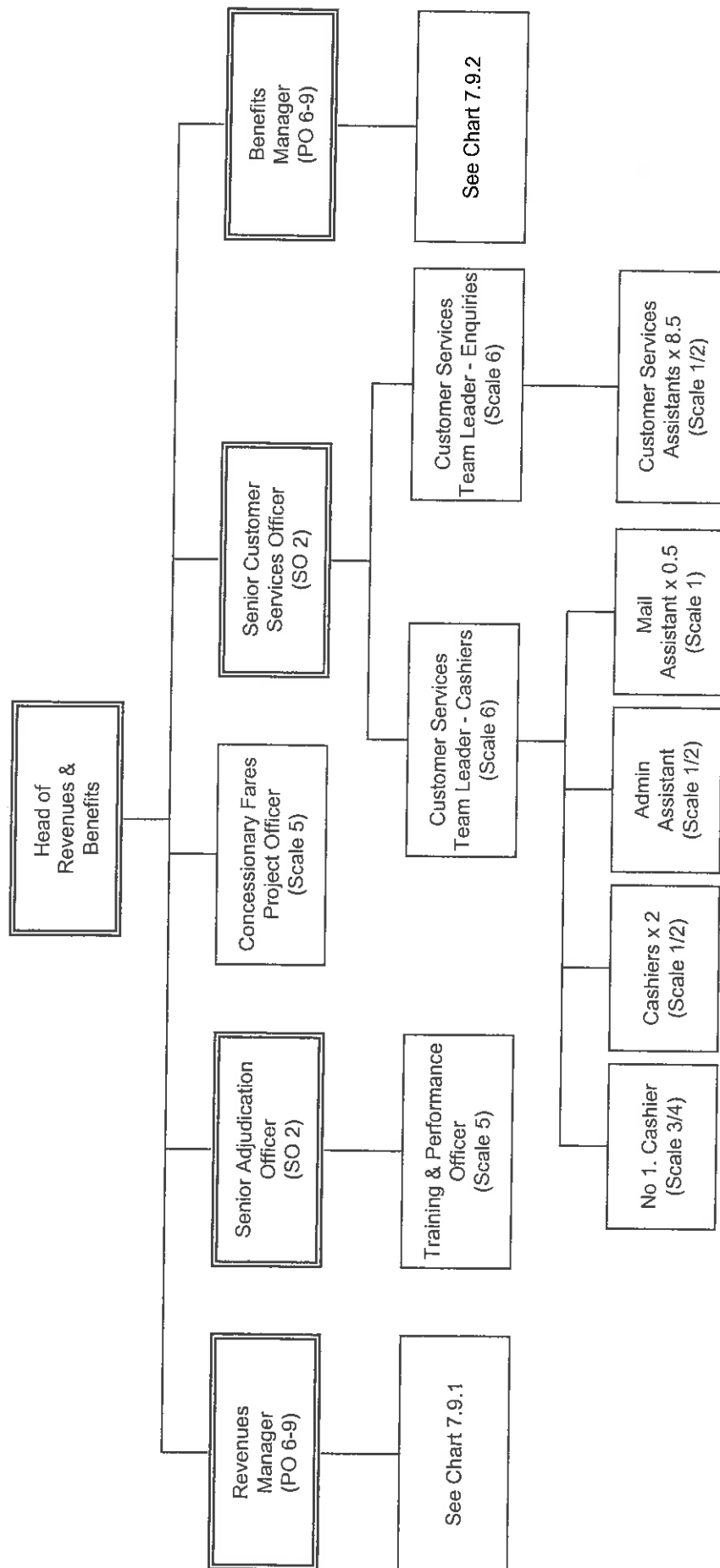
Post to be deleted from 31.3 03

* post subject to
budget/relocation

Revenues and Benefits Service Business Unit

Carlisle City Council
Corporate Organisational
Review - 2002

Draft proposal
as @ 31.07.02

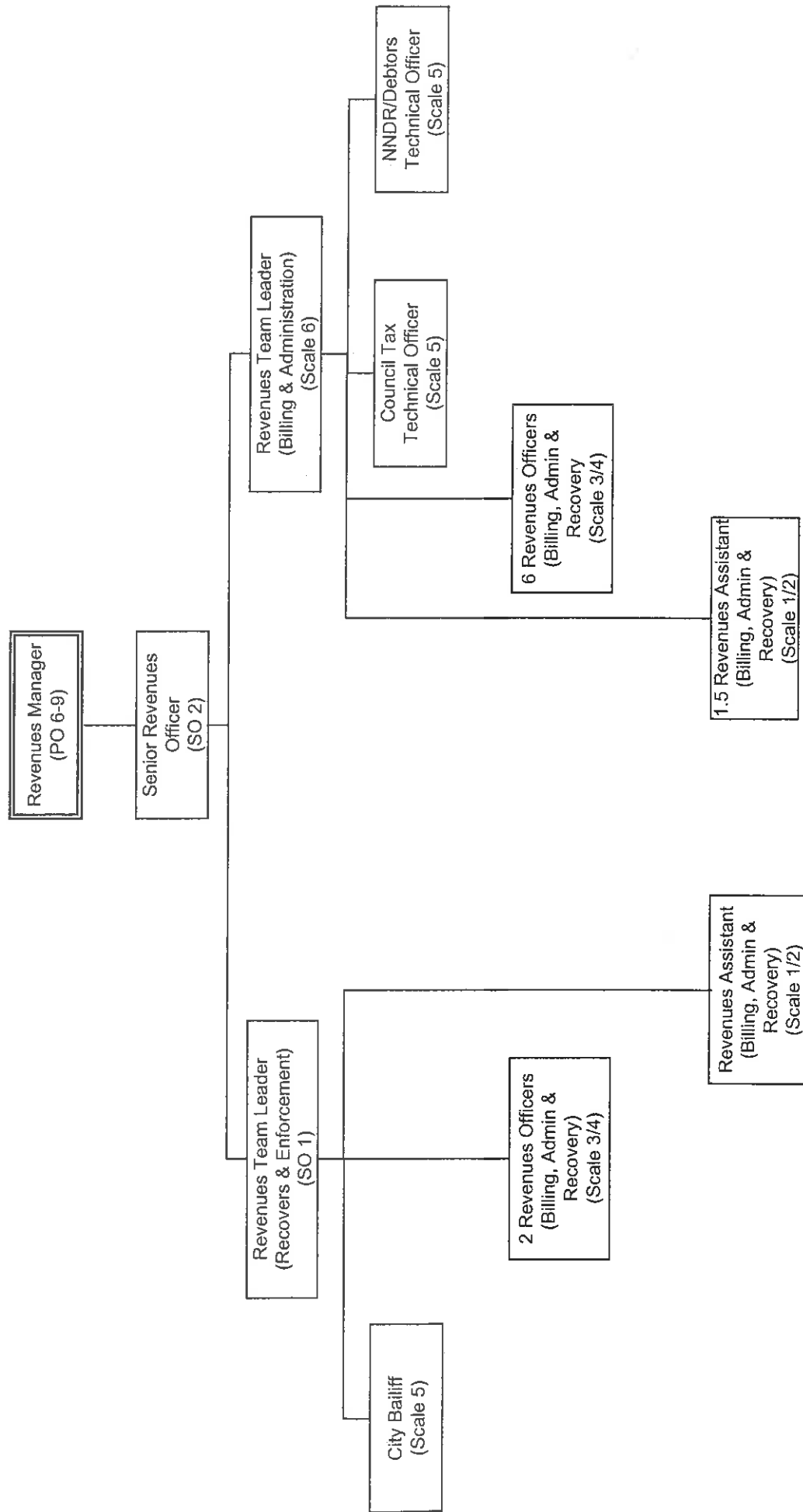


Customer interface staff
to be relocated to Customer
and Information Services as
part of a phased
reallocation which is
yet to be determined.

Revenues and Benefits Service Business Unit (Revenues)

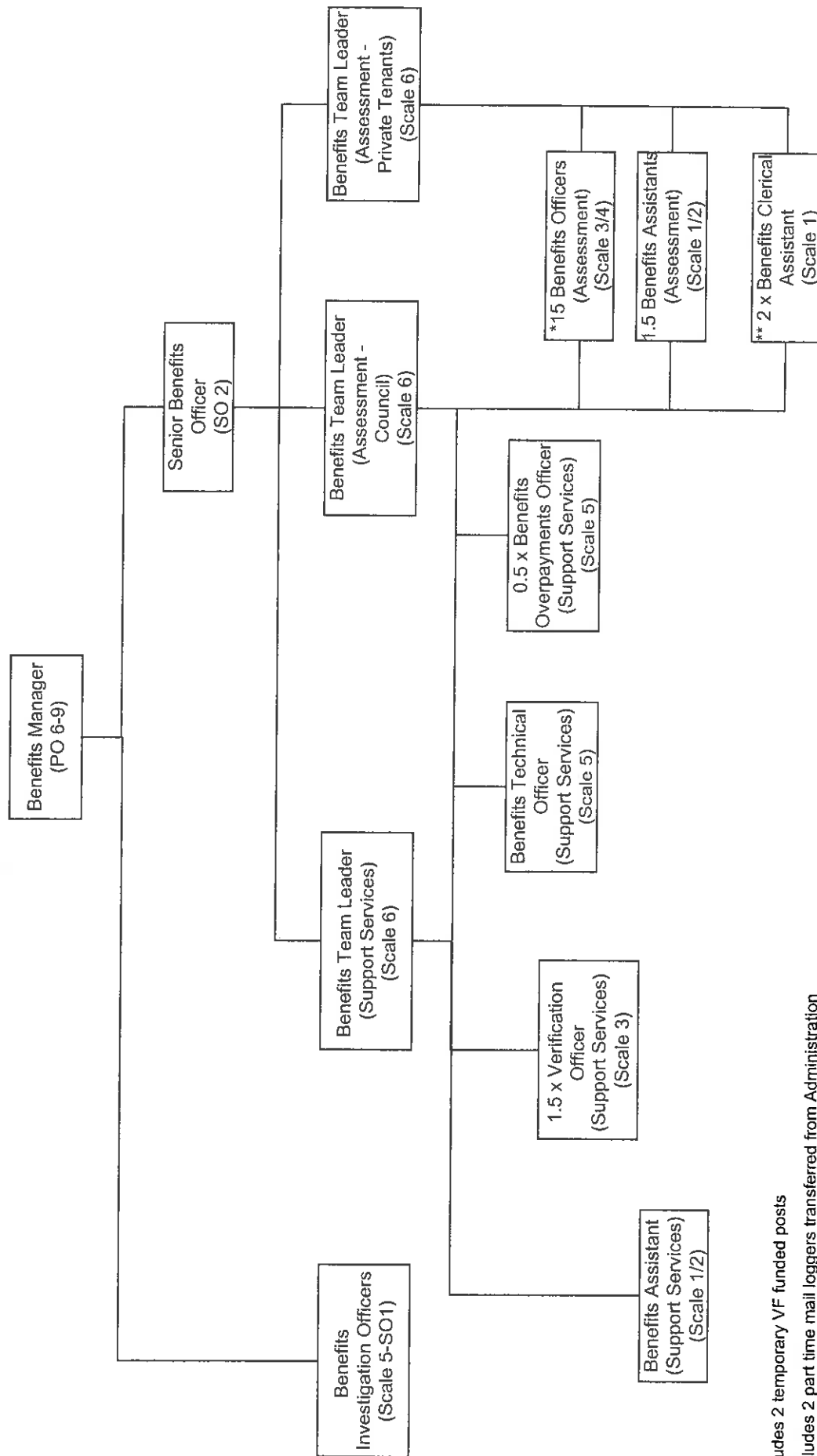
Carlisle City Council
Corporate Organisational
Review - 2002

Draft proposal
as @ 31.07.02



Revenues and Benefits Service Business Unit (Benefits)

Draft proposal
as @ 31.07.02



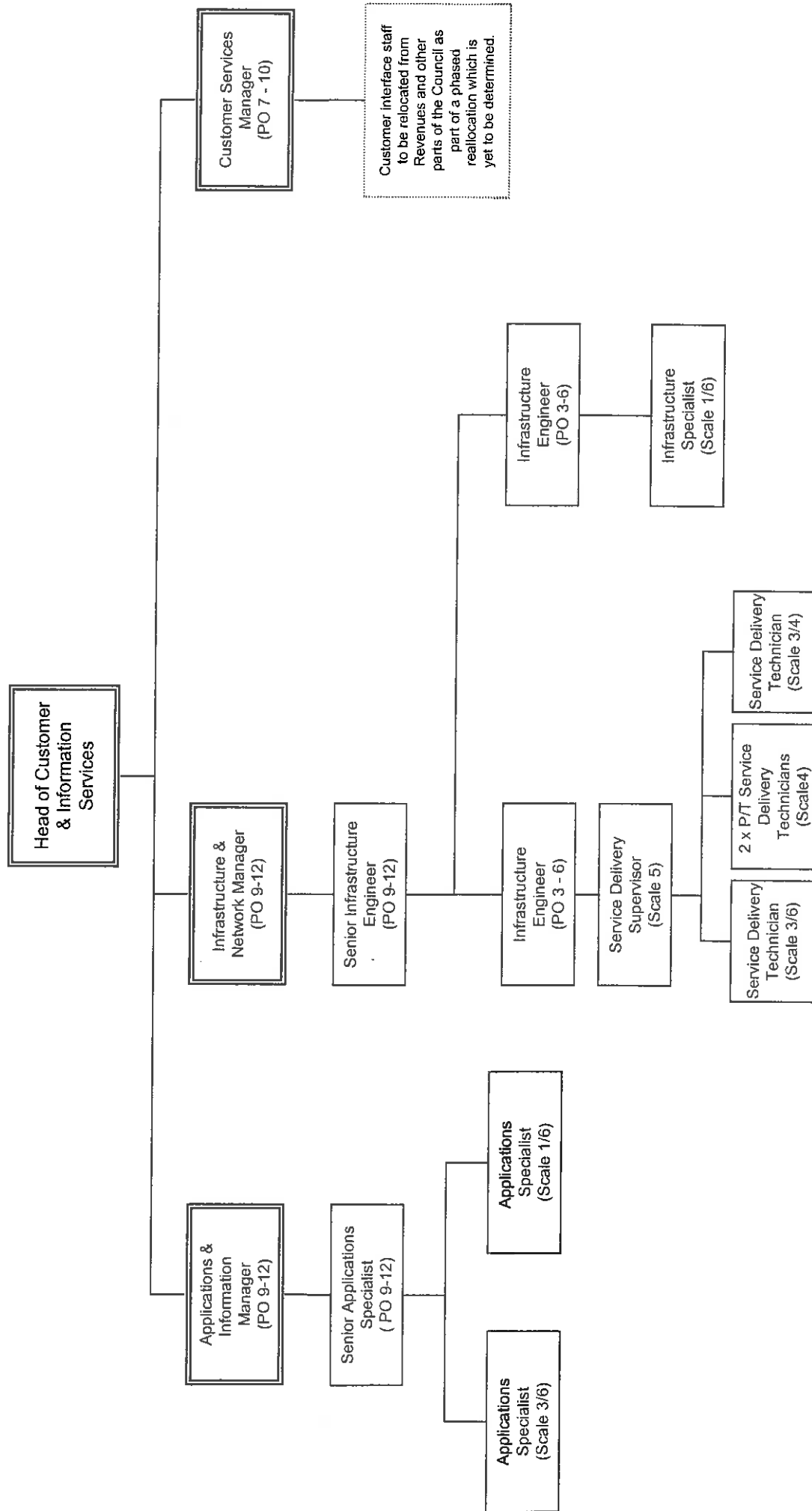
* includes 2 temporary VF funded posts

** includes 2 part time mail loggers transferred from Administration

Customer & Information Support Services Business Unit

Draft proposal
as @ 31.07.02

Carlisle City Council
Corporate Organisational
Review - 2002



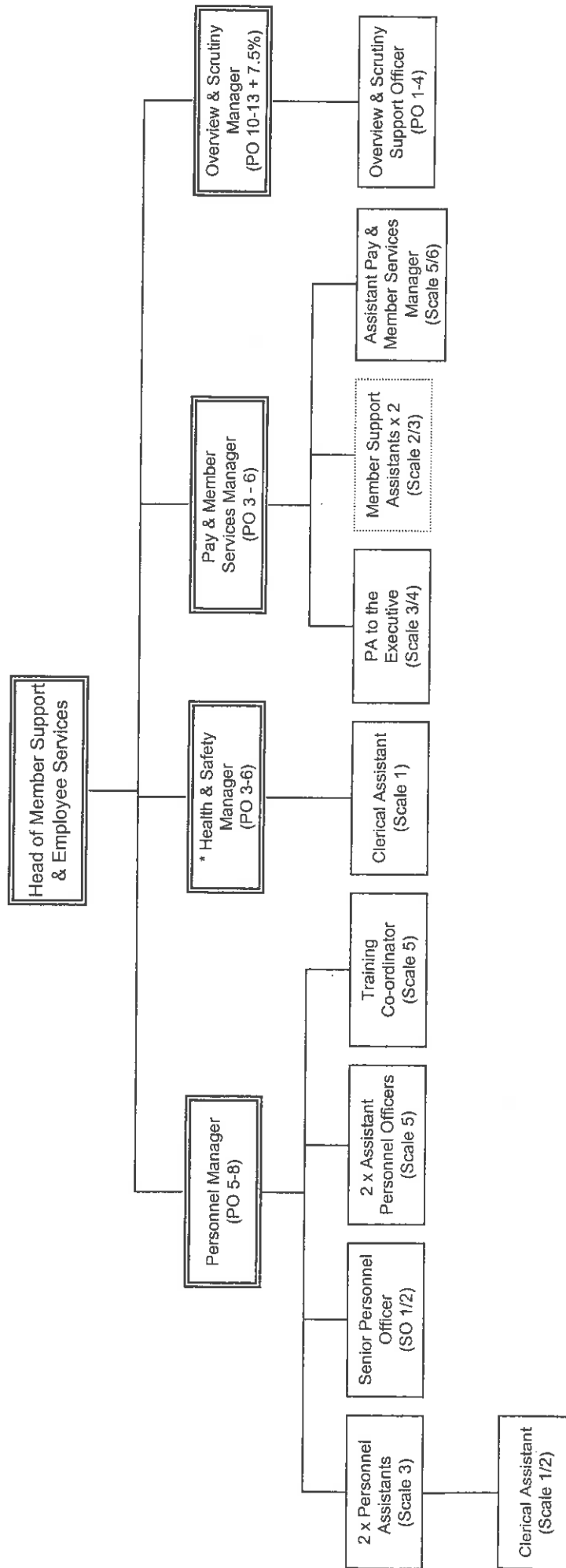
Assumed 2 FTE IT Principals transfer under TUPE

Chart 7.10

77

Member Support & Employee Services Business Unit

Draft proposal
as @ 31.07.02

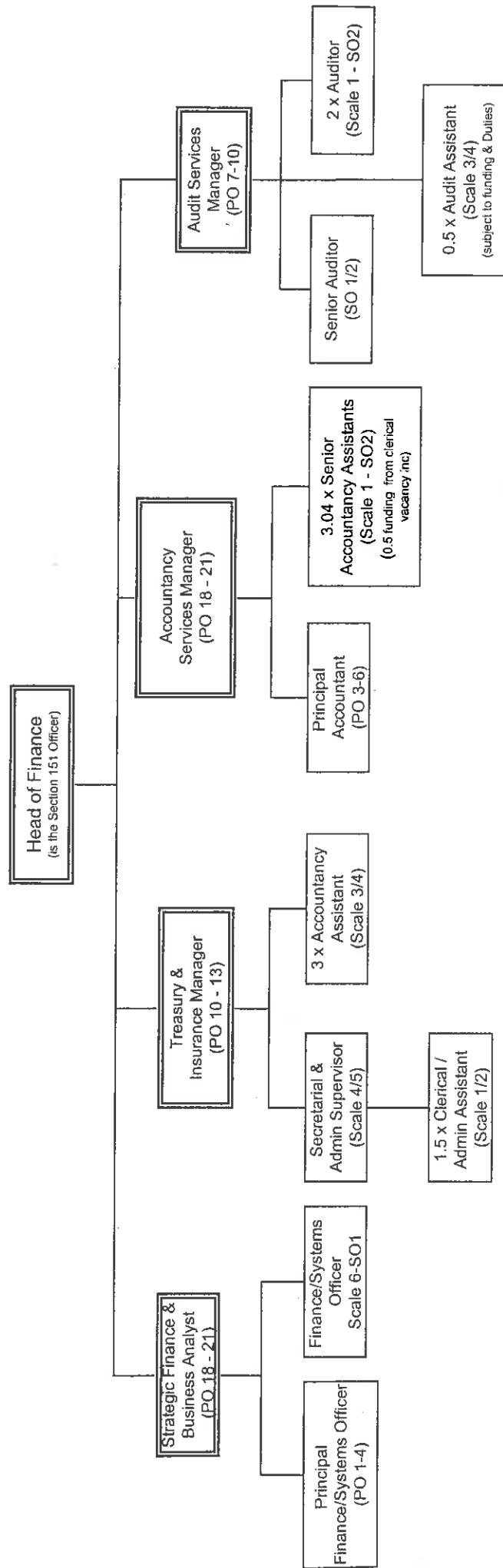


New posts subject
to approval

* Executive Director to give Corporate Leadership.
Location dependent upon service requirements.
To be re charged to services.

Financial Services Business Unit

Draft proposal
as @ 31.7.02

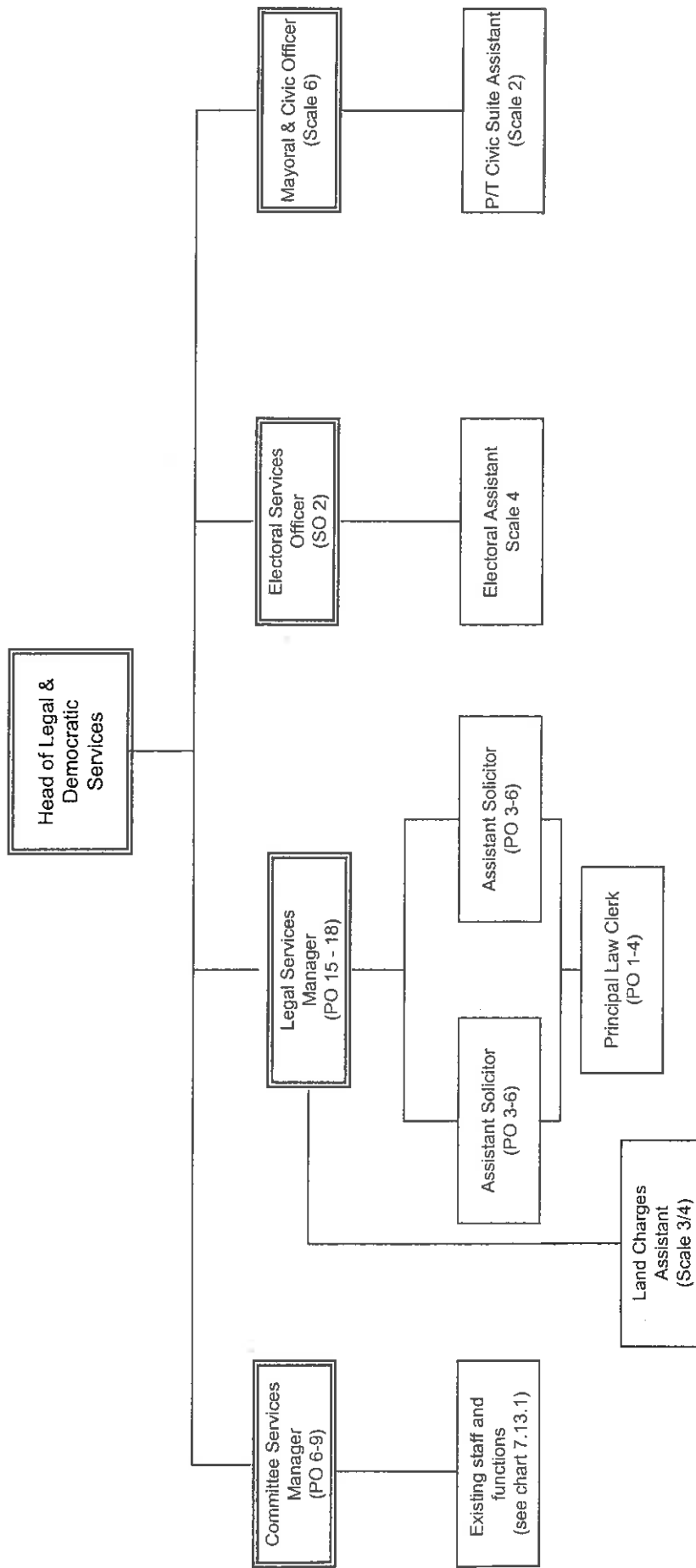


3 FTE TUPE Transfers assumed

* Section 151 Officer to recommend Deputy Section
151

Legal & Democratic Services Business Unit

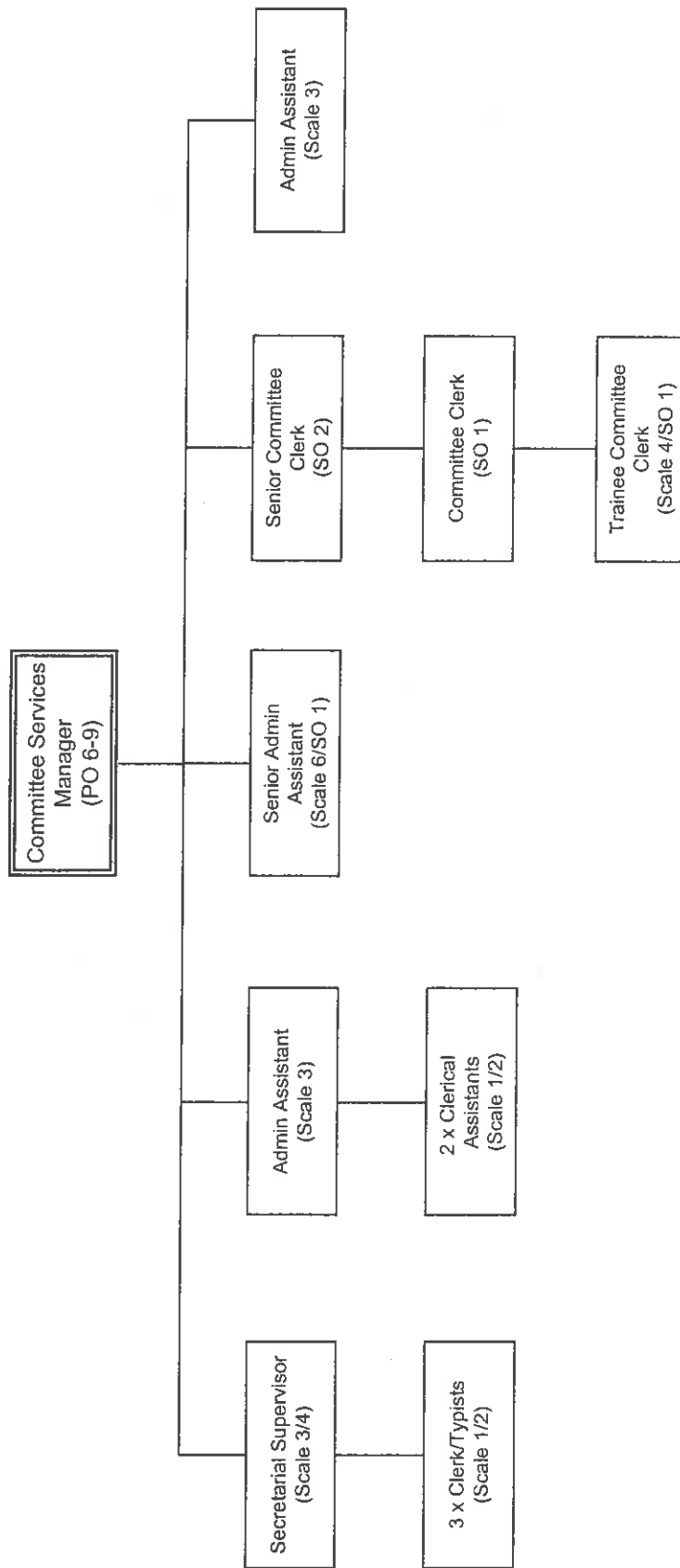
Draft proposal
as @ 31.07.02



1 FTE TUPE Transfer assumed

Legal & Democratic Services Business Unit (Committee Services)

Draft proposal
as @ 31.07.02



Admin Support will be addressed before implementation

CARLISLE CITY COUNCIL
FINAL ORGANISATIONAL PROPOSALS
FOLLOWING CONSULTATION
Report 6 – Appendix E
Schedule of Job Descriptions

Appendix Number	Position	Page
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E.3	Accountancy Services Manager	93
E.4	Benefits Manager	98
E.5	Building and Facilities Manager	103
E.6	Committee Services Manager	107
E.7	Community Engagement Officer	111
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CARLISLE CITY COUNCIL

JOB DESCRIPTION

JOB TITLE **Executive Director**

Responsible to: **Chief Executive**

Responsible for: **Heads of Business Units**

OVERALL PURPOSE

- To assist the Chief Executive by providing corporate leadership for the authority ensuring strategic integration of the Business Units.
- To develop a single authority-wide corporate culture in accordance with the corporate values, priorities and objectives.
- To formulate, develop and integrate, policy and strategy and to ensure the delivery of statutory requirements and corporate strategies plans and approaches.
- To lead on external relations promoting Carlisle and its interests at national, regional and sub regional level. This will include, for example, leadership on Regional governance and in sub-regional partnerships.
- Performance management of Heads of the Business Units to achieve continuous improvement and the targets within the Council's Corporate Plan and Best Value in service provision.
- The development and integration of long term financial and resource planning in alignment with corporate priorities.
- The positive organisational development of the Council and its employees.
- Leadership of major change initiatives.
- To inform, support and advise elected members such that they are able to effectively carry out their responsibilities.
- To deputise for the Town Clerk and Chief Executive

KEY AREAS OF CORPORATE AND STRATEGIC RESPONSIBILITY

1. To work with the Town Clerk and Chief Executive and Members of the Council to lead and achieve efficient corporate and strategic management of the authority, and the delivery of improvements and actions within the Corporate Plan.
2. Through the utilisation of the best organisational development practises to assist the Town Clerk and Chief Executive in shaping and driving through cultural and organisational change that supports performance improvement and the delivery of the authority's vision and values.
3. To provide comprehensive and professional advice and support to Members which enables them to be well informed so as to be able to establish the strategic direction of the authority and formulate policies and to make decisions.
4. Lead, develop, implement and monitor a positive performance management culture together with systems and processes to enable the authority to deliver targets and service standards within available resources.
5. Provide motivational leadership to Heads of Business Units and their staff teams, ensuring clarity of direction, effective communications and development of personal potential.
6. To promote Best Value, excellence in customer service, a focus on continuous improvement, and promoting these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
7. Implement e-government strategies in all aspects of the authority's operation.
8. Represent the Council and develop active partnerships and links at the highest national, regional and local levels that promote a positive profile of the authority, and to maximise available resources and opportunities.
9. To promote regular and meaningful consultation with customers, partners, employees, members, the wider community and the business community, seeking opinion and understanding expectation. Providing open, comprehensive and relevant information that furthers the interests of citizens, customers and the Council.
10. To attend and actively participate in civic and ceremonial duties.
11. To promote best practice in meeting requirements of Health & Safety legislation in all aspects of the Authority's work. *(one Executive Director to have the cross-authority strategic lead for this duty.)*

12. To work to achieve the attainment of excellent industrial/employee relations and employee care.
 13. To ensure there is the development of a team working approach whereby there is a collective identity with tasks and programmes so that a mutually supportive ethos becomes a practical reality within an overall corporate context and culture.
 14. To be responsible for the formulation, planning and implementation of major projects utilizing the best practice processes of project management and in accordance with corporate guidance and policies.
 15. To deputise for the Town Clerk and Chief Executive and undertake such other duties which will be required from time to time commensurate with the seniority of this position.
-

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

EXECUTIVE DIRECTOR

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education and Qualifications	<ul style="list-style-type: none">• Degree and preferably an MBA.• Postgraduate professional qualification.• Substantial evidence of continuing professional, personal and management development.
Experience, Knowledge and Understanding	<ul style="list-style-type: none">• Substantial and successful leadership and managerial record in a range of front of house and back office services (achieved either in local government or similar large multi-functional organisation).• Substantial experience of performance management techniques which deliver high level performance and continuous improvement.• Proven track record of formulating, leading and implementing successful corporate strategies which cross services, organisational and or professional boundaries.• Successful budget management (multimillion), within competing budget priorities and tight financial limits.• Relevant experience and success in partnership work and activity across organisational boundaries.• Comprehensive knowledge of current issues important to local government; understanding of current and future challenges facing the public sector.• Evidence of delivering excellence in customer service.• An in-depth understanding of modern leadership concepts and practices, particularly those associated with performance and change management, gained through experience.• Track record of achievement in leading significant organisational and cultural change.• Understanding and commitment to Equality and Diversity in relation to employment and service delivery.
Commercial, Analytical and	<ul style="list-style-type: none">• Able to understand, analyse and communicate complex information, including financial data.

Intellectual	<ul style="list-style-type: none"> • Business and strategic planning skills. • Business acumen and commercial awareness. • Able to develop, co-ordinate and implement strategy and policy. • Creative and strategic thinker. • Able to generate and implement innovative solutions and knowledge/experience of the latest techniques.
Leadership and management	<ul style="list-style-type: none"> • Able to inspire trust and confidence. • Able to motivate, consult, empower and develop staff. • Takes a corporate view and able to translate this into successful operational management. • Able to integrate diverse activities and functions to achieve corporate objectives. • Facilitation and coaching skills to grow the capability of staff.
Communication & Relationships	<ul style="list-style-type: none"> • Confident and articulate. • Able to build relationships with wide range of individuals and groups both within and external to the organisation. • Sensitive to political issues and able to develop productive relations with Members. • Exceptional verbal and written presentation skills.
Customer Service and Quality	<ul style="list-style-type: none"> • Commitment to excellence in delivery of services. • Ensures quality and productivity goals and standards are met. • Adopts and promotes a customer orientated ethic in all aspects of service delivery. • Able to reflect/recognise the needs of all groups within society and particularly those who are inherently disadvantaged or deprived.
Personal Qualities and Circumstances	<ul style="list-style-type: none"> • Highly motivated with 'can-do' attitude. • Sensitive to barriers to change. • Thrives on challenge. • Committed to long term objectives of the authority. • Able to take 'cross functional' perspective. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge and of those for whom there is a managerial responsibility.

CARLISLE CITY COUNCIL

JOB DESCRIPTION

JOB TITLE: **Head Of Business Unit**

Responsible to: **Executive Director**

Responsible for: *(to be detailed within each individual job description for each Business Unit)*

OVERALL PURPOSE

- To be responsible and accountable for the provision, strategic direction and day-to-day management of the Council's services and functions as detailed in the attached schedule.
- To continuously seek excellence in quality and improvements in performance within the services managed
- To act as the Authority's professional adviser for services managed
- To be operationally responsible and accountable for the performance of the services managed
- To act in a collaborative way to assist in the successful achievement of corporate endeavour
- To inform and support Members such that they are able to effectively carry out their responsibilities
- To ensure that the Business Unit's work is within the context of a single corporate culture that demonstrates both internally and externally that the Council has a unified identity and common purpose.

KEY AREAS OF RESPONSIBILITY

1. To be responsible for excellence in the strategic and operational management of the service, to establish and monitor achievement of performance standards consistent with and to secure the achievement of the City Vision and Corporate Plan.
2. Lead and manage the service in accordance with Best Value principles, ensuring excellence in customer service, a focus on continuous improvement, and promoting these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.

3. To work collaboratively with the other Heads of the Business Units and the Executive Management team supporting a corporate approach to achieving the Authority's goals and objectives.
4. To lead, manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
5. Utilizing the Council's corporate systems, to operate performance management which is related directly to the achievement of the Council's Corporate Plan and Best Value I service provision.
6. To provide comprehensive and professional advice and support to Members, colleagues, external bodies and the wider community.
7. To undertake the business planning and budgeting process for the Business Unit; to manage and monitor budgets and resources, in accordance with agreed principles and financial regulations.
8. Develop partnerships and links at national, regional and local levels that promote a positive profile of the service and the authority, and maximise available resources and opportunities.
9. Contribute to policy development and translate policies priorities and objectives of the authority into efficient and effective service delivery, within available resources.
10. To establish effective two-way communications with staff, colleagues, Members and customers, seeking out and responding to opinion to further enhance the quality of, and enthusiasm for service delivery.
11. To promote best practice in, and to meet the requirements of Health and Safety legislation, and to comply with other relevant statutory legislation.
12. To develop close and effective working relationships with the customers of the services managed, (both internal and external to the authority and in particular with the relevant customer associations, representative organisations and similar bodies). The objective is to ensure that at all times services are aligned to customers & citizens needs and demands and that where appropriate customers receive support and guidance to realise these.
13. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
14. Ensure appropriate risk management strategies are developed and implemented.

15. To be responsible for the formulation, planning and implementation of projects utilizing the best practice processes of project management and in accordance with corporate guidance and policies.
16. To develop a team working approach whereby there is a collective identity with tasks and programmes so that a mutually supportive ethos becomes a practical reality within an overall corporate context and culture.
17. To undertake such other duties which are required from time to time commensurate with the seniority of this position.
18. The attached schedule of accountabilities and responsibilities of this Business Unit will change from time to time according to:
 - The policies and programmes of the Council;
 - Legislative requirements;
 - Financial constraints.

and should therefore be regarded as dynamic and subject to change.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

HEAD OF BUSINESS UNIT

All criteria are essential, unless stated as Desirable (D)

Assessment method to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Degree or professional qualification in subject relevant to business unit.• Evidence of continuing professional, personal and management development.• Management qualification (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Successful relevant business/professional experience at senior management level in local government or similar large customer facing organisation.• Sound professional and up to date knowledge, pertinent to business unit, including policy development and implementation.• Knowledge and understanding of current and future issues for local government.• Experience and understanding of Best Value.• Experience of developing and achieving challenging performance standards for both individuals and business units.• Understanding and genuine commitment to Equality and Diversity in relation to employment and service delivery.• Evidence of delivering services to highest levels of customer satisfaction.• Understanding of risk management and able to develop and implement effective strategies.
Commercial, Analytical & Intellectual	<ul style="list-style-type: none">• Able to interpret & analyse commercial and business information.• Capacity for strategic and creative thinking with a practical approach to problem solving.• Able to interpret policy to achieve operational goals.
Leadership & Management	<ul style="list-style-type: none">• A team player, able to take a corporate view.• Motivational and collaborative management style that empowers and develops employees.• Able to drive and manage major organisational cultural change.

Communication & Relationships	<ul style="list-style-type: none"> • Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies. • Able to make clear presentations to a wide range of individuals and audiences. • Excellent written and verbal skills. • Evidence of effective consultation in developing service delivery standards and business plans.
Customer Service & Quality	<ul style="list-style-type: none"> • Commitment to excellence in delivery of services. • Commitment to customer care and evidence of achievement. • Challenge current policies and practices and pioneer best practice initiatives.
Personal Qualities & Circumstances	<ul style="list-style-type: none"> • Professionally confident and competent. • Committed to long term objectives of the authority. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge.

CARLISLE CITY COUNCIL
Financial Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Accountancy Services Manager**

Responsible to: **Head of Financial Services**

Responsible for: **Principal Accountant**
Senior Accountancy Assistant

OVERALL PURPOSE

- To provide effective management and professional responsibility for those sections of Financial Services concerned with Accounting and Budgeting.
- To continuously seek excellence in quality and improvements in performance within Financial Services.
- To act in a collaborative way to assist the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

19. To be responsible for the management of the Accountancy Section of the Financial Services Business Unit; to establish and monitor achievement of performance standards consistent with and to secure the achievement of the City Vision and Corporate Plan.
20. Manage the section in accordance with Best Value principles, ensuring excellence in customer service.
21. To be responsible for all operational decisions related to Accounting and Budgeting services provided by the Business Unit.
22. To be responsible for the preparation of the Council, Revenue and Capital Budgets and Final Accounts (inc. Statement of Accounts) and all matters ancillary.
23. To supervise the Commercial and Technical Trading Activities with the Financial Ledger system, and to liaise with the Head of C&T on the provision of support services.

24. To manage the financing of the Corporate Capital programme and monitor expenditure and resources. Complete capital returns oversee the Capital Accounting requirements necessary.
25. To make timely and appropriate returns.
26. To maintain and develop professional awareness of current developments within the section.
27. To advise on, prepare and present reports to committees as appropriate.
28. To provide financial support and advice to Business Units as required.
29. To act as Deputy Section 151 Officer in the absence of the Head of Financial Services (to be determined by the Head of Financial Services).
30. To assist with business planning and budgeting process for the Financial Services Business Unit; to assist to manage and monitor budgets and resources, in accordance with agreed principles and financial regulations.
31. Develop partnerships and links at national, regional and local levels that promote a positive profile of the service and the authority, and maximise available resources and opportunities.
32. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
33. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
34. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
35. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
36. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
37. As a member of the Financial Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matters.

38. To promote best practice in meeting requirements of Health and Safety legislation, and to comply with other relevant statutory legislation.
 39. To inform and support Members such that they are able to effectively carry out their responsibilities.
 40. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 41. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 42. To undertake such other duties which are required from time to time commensurate with this position.
-

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

ACCOUNTANCY SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment method to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Graduate (D)• CCAB qualification, preferably current membership of CIPFA• Evidence of continuing professional, personal and management development• Management qualification (D)
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Successful relevant business/professional experience at senior management level in local government or similar large customer facing organisation• Sound post qualification experience• Knowledge and understanding of current and future issues for local government• Competence in IT based financial systems• Experience and understanding of Best Value• Experience of developing and achieving challenging performance standards for both individuals and business units• Commitment to customer care and evidence of achievement• Evidence of effective consultation in developing service delivery standards and business plans
Skills	<ul style="list-style-type: none">• Able to interpret & analyse commercial and business information• Capacity for strategic and creative thinking with a practical approach to problem solving• Able to interpret policy to achieve operational goals• A team player, able to take a corporate view• Motivational and collaborative management style, that empowers and develops employees• Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies• Able to make clear presentations to a wide range of individuals

	<p>and audiences</p> <ul style="list-style-type: none"> • Excellent written and verbal skills
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Commitment to excellence in delivery of services • Professionally confident and competent • Committed to long term objectives of the authority • Willing to be flexible in approach to working hours • High standards of personal and professional integrity • Committed to continuous development of own skills and knowledge

CARLISLE CITY COUNCIL
Revenues and Benefits Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Benefits Manager**

Responsible to: **Head of Revenues and Benefits**

Responsible for: **Senior Benefits Officer**
 Senior Adjudication Officer (subject to review)
 Benefits Team Leaders (Assessment)
 Benefits Team Leader (Support Services)
 Benefits Investigation Officers

OVERALL PURPOSE

- To be operationally responsible and accountable for the performance of the Benefits service.
- To seek to maximise the legitimate 'take up' of benefits by claimants.
- To manage the Benefits and Fraud Investigation Teams with specific responsibility for
 - ✦ The efficient administration of Housing and Council Tax Benefit assessment;
 - ✦ The efficient administration and recovery of Housing Benefit overpayments and Excess Benefits;
 - ✦ The efficient administration of Fraud Prevention, Detection and Deterrence; and
 - ✦ The introduction of National Benefit initiatives e.g. Verification Framework, Transitional Housing Benefit Scheme, Benefit Performance Standards etc.
- Specific 'user' responsibilities towards the maintenance and integrity of the Council Tax, Housing and Council Tax Benefits, Benefit Overpayments and Payments databases.
- To continuously seek excellence in quality and improvements in performance within the Benefits service.

KEY AREAS OF RESPONSIBILITY

1. To be responsible for excellence in the operational management of the Benefits service; to establish and monitor achievement of performance standards consistent with, and to contribute to, the achievement of the City Vision and Corporate Plan.
2. To develop close and effective working relationships with the customers of the services managed, (both internal and external to the authority and in particular with the relevant customer associations, representative organisations and similar bodies) with the objective of ensuring that at all times services are aligned to customers' & citizens' needs and demands and that where appropriate customers receive support and guidance to realise these.
3. To promote the 'take up' of benefits by claimants through:
 - ✦ Clarity of processes;
 - ✦ 'Plain English' easy to follow applications forms and explanatory literature;
 - ✦ Targeted campaigns to raise awareness;
 - ✦ Identification of best practises by benchmarking against other local authorities.
4. To provide comprehensive and professional advice and support to Head of Revenues and Benefits, colleagues, external bodies and the wider community.
5. To undertake the business planning for the Benefits Service; to manage and monitor resources and budgets in accordance with agreed principles and financial guidelines.
6. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
7. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
8. As a member of the Revenues and Benefits Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
9. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.

10. To establish effective two-way communications with staff, colleagues and customers, seeking out and responding to opinion to further enhance the quality of, and enthusiasm for service delivery.
 11. To embrace a positive approach to identification and management of risks at both an operational and strategic level.
 12. To promote best practice in meeting requirements of Health and Safety legislation, and to comply with other relevant statutory legislation.
 13. To undertake such other duties which are required from time to time commensurate with this position.
-

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

BENEFITS MANAGER

All criteria are essential, unless stated as desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Degree in relevant subject.• Professional qualification e.g. IRRV (D).• Evidence of continuing professional, personal and management development.• Management qualification (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Successful relevant experience at management level in local government or similar large customer facing organisation.• Sound professional knowledge, pertinent to Benefits Service, including policy development and implementation.• Knowledge and understanding of current and future issues for local government.• Experience and understanding of Best Value.• Experience of developing and achieving challenging performance standards for both individuals and the Service.• Understanding and genuine commitment to Equality and Diversity in relation to employment and service delivery.• Evidence of commitment to customer care and delivering services to highest levels of customer satisfaction.• Evidence of effective consultation in developing service delivery standards and business plans.• Understanding of risk management and able to develop and implement effective strategies.• Experience of staff supervision/management.

Criteria	Competency
Skills	<ul style="list-style-type: none"> • Skilled in motivating, leading and developing staff. • Able to interpret & analyse commercial and business information. • Able to interpret policy to achieve operational goals. • Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies. • Able to make clear presentations to a wide range of individuals and audiences. • Excellent written and verbal skills.
Personal Qualities & Commitment	<ul style="list-style-type: none"> • A team player, able to take a corporate view. • Commitment to excellence in delivery of services. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge.

CARLISLE CITY COUNCIL
Commercial and Technical Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Building and Facilities Manager
Responsible to:	Head of Commercial and Technical Services
Responsible for:	Facilities Managers Building Surveyor Technical Assistant

OVERALL PURPOSE

- Principal responsibility for the comprehensive delivery of building / construction, cleaning and janitorial services throughout Council premises.
- To fulfil a positive role as a member of the Commercial and Technical Services Business Unit management team ensuring that all employees and sub-contractors meet Business Plan targets and deliver the targeted annual turnover.
- To engage stakeholders in providing an innovative approach to seeking excellence in service provision and delivering Asset Management and Corporate Plan objectives.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To effectively manage building and facilities management activities including building management, construction and maintenance, building cleaning and janitorial services in an integrated manner.
2. To ensure the co-ordination, programming and management of operations and resources to achieve financial and quality targets / standards.
3. To produce annual action plans for the team defining financial and operational resources and objectives and to ensure information systems are in place to effectively monitor and review the plan on a regular basis.
4. To ensure effective liaison with other teams within the unit to contribute to the delivery of Business Plan objectives.

5. To liaise regularly with receivers of the service to ensure their needs are met and to contribute to policy and strategy improvements.
6. To identify and pursue relevant business opportunities to develop the services within the team, to the overall benefit of the community.
7. To retain a market awareness of other service providers to ensure that best practice can be adopted and partnership opportunities explored to continuously improve service delivery.
8. To maintain effective consultation with employees and Trade Union representatives with the objective of attaining excellent employee/industrial relations.
9. To maintain an up to date knowledge of the service to ensure that all operations comply with the relevant statutory requirements.
10. To ensure an effective call-out system is in place to respond to emergencies outside normal working hours, and contribute to the Emergency Planning operations.
11. To identify and action opportunities to train and develop employees through apprenticeship and other programmes.
12. To provide technical professional advice to the Council as required in such areas as: feasibility studies, preliminary designs, cost estimates etc.
13. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
14. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
15. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
16. To manage and monitor the departmental budget in accordance with agreed procedures and financial regulations.
17. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
18. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
19. As a member of the Commercial and Technical Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.

20. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 21. To inform and support Members such that they are able to effectively carry out their responsibilities.
 22. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 23. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 24. Undertake such other duties that are required from time to time and are commensurate with this position.
-

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

BUILDING & FACILITIES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Applicants must be suitably qualified, preferably CIOB or RICS (Building Surveying) with considerable experience in the supervision of staff and the Facilities Management to all types of property.• Degree level of education or equivalent.
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Experience in delivering FM function.• Experience of Health & Safety legislation relating to Construction.• A good motivator of staff and in developing a successful team.• Experience in managing projects within a large organisation.• Experience in working with professional staff and operatives.• Experience in working across service departments.• Experience in working with outside agencies.• Experience in working in a Political environment.• Experience in dealing with and understanding Best Value.• Knowledge of and an understanding of Equal Opportunities issues with a positive commitment to promoting these within the service.
Skills	<ul style="list-style-type: none">• Outstanding interpersonal, negotiating and influencing skills.• Effective project management skills.• Well developed strategic, operational and financial management skills.• IT skills and awareness of relevant systems.
Personal Qualities & Commitment	<ul style="list-style-type: none">• Committed to the delivery of customer focused services and continuous service improvement.• Professional demeanour which commands confidence.
Other Factors	<ul style="list-style-type: none">• Able to respond to out of hours emergencies.

CARLISLE CITY COUNCIL
Legal and Democratic Services

JOB DESCRIPTION

JOB TITLE: **Committee Services Manager**

Responsible to: **Head of Legal and Democratic Services**

Responsible for: **Committee Clerks
Administrative Staff
Clerk/Typists**

OVERALL PURPOSE

- To service the Corporate Governance structures and such of the meetings of the Council, its Committees, the Executive and other decision making bodies of the Council as determined by the Head of Legal and Democratic Services.
- To manage the administrative services provided by the Legal and Democratic Business Services Unit, including committee services, printing, typing and word processing, postal arrangements, town twinning, filing and storage of documents and clerical and financial support.
- To make a positive contribution to the Legal and Democratic Services Business Unit management team and ensure effective management of staff and budgets.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. Provide high-level administrative advice and support to Member and Officer meetings personally servicing meetings of the Council and its Committees, Sub-Committees and Working Parties and the Executive as appropriate.
2. Advise on and contribute to the formulation and implementation of procedures, policies, practices and any other matters within the competence of Committees and areas of the Council's activities.
3. Keep under review arrangements for ensuring the smooth operation of the Council and all its decision making bodies, the accurate recording of decisions and monitoring of action taken thereon, maintaining comprehensive and up to date procedural manuals at all times.
4. Regularly monitor and review the Council's Constitution and Governance documents and Register of Interests providing Members with appropriate advice and information to enable them to properly carry out their duties.
5. Ensure that support services provided within the Business unit and to the Council meet constantly changing demands and expectations and provide regular reports to the Head of Legal and Democratic Services on the section's performance and improvement plans.
6. As a member of the Legal and Democratic Services Business Unit management team contribute to the overall management and development of the unit.
7. Assist with the electoral functions of the Council as required by the Head of Legal and Democratic Services.
8. Provide administrative support to the Chief Executive, in his capacity of Honorary Clerk of the Carlisle Educational Charity and the Mary Hannah Almshouses.
9. To be responsible for the maintenance and development of the Council's town twinning activities.
10. Assist the Head of Legal and Democratic Services where required in fulfilling his duties and responsibilities as Monitoring Officer to both the City Council and the Parish Councils for which he/she is responsible.
11. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.

12. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
 13. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
 14. To manage and monitor the departmental budget in accordance with agreed procedures and financial regulations
 15. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 16. As a member of the Legal and Democratic Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
 17. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 18. To promote best practice in meeting the requirements of Health and Safety legislation and to comply with other relevant statutory legislation
 19. To inform and support Members such that they are able to effectively carry out their responsibilities.
 20. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 21. To develop a team – working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 22. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

COMMITTEE SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education and Qualifications	<ul style="list-style-type: none"> • Educated to degree, HNC or equivalent level. • Relevant Management Qualification. (D)
Experience, Knowledge and Understanding	<ul style="list-style-type: none"> • Detailed experience and knowledge of Local Government Procedures and Law relating to Conduct of Meetings. • Understanding and experience of monitoring and managing budgets. • Experience of using modern office systems and IT. • Substantial experience of servicing Local Government Committees and decision making processes. • Experience of current Corporate Governance and Constitutional requirements and Local Government functions and procedures. • Experience of working with Elected Members. • Knowledge of Codes of Conduct applicable to District and Parish Councils. • Experience of staff management in a changing environment. • Working knowledge of Microsoft Office. (D) • Knowledge of Electoral Registration procedures, election management and assisting with running elections. (D)
Skills	<ul style="list-style-type: none"> • Ability to use modern office systems and IT to streamline office procedures and administrative systems. • Strong written and verbal communication skills. • Ability to handle and resolve conflicting responsibilities and demands. • Ability to work with and through others to achieve results. • Ability to motivate and support subordinate staff, act on own initiative and take advantage of opportunities for change. • Politically aware.
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Ability to work as part of a team in a pressurised environment. • Confidence, tact and diplomacy. • Ability to understand and exploit informal networks to achieve goals.
Other Factors	<ul style="list-style-type: none"> • Car driver. (D) • Ability to work outside normal working hours on a regular basis.

CARLISLE CITY COUNCIL

Economic and Community Development Service Business Unit

JOB DESCRIPTION

JOB TITLE:	Community Engagement Officer
Responsible to:	Community Support Manager
Responsible for:	Community Involvement and Regeneration Officers, Community Centre staff (as delegated by agreement with Centres' Managing Trustees) Administration Assistant

OVERALL PURPOSE

- To support and advise the Community Centres' Managing Trustees on relevant policy, legislative and management issues.
- To manage & monitor at a neighbourhood level, the implementation of the Council's policies and strategies relating to community engagement, development and support.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. Cultivate a system and structure which encourages, motivates and enables a vibrant, healthy and organised contribution to the identification and delivery of local services, by:-
 - Ensure that the Council has a close and productive working relationship with voluntary groups and Community Associations.
 - Ensure that adequate support structures are in place for volunteers and Trustees.
 - Ensure the provision of relevant and adequate information and advice networks for volunteers and community workers.
2. Advise and support Community Centre staff on management and operational issues, e.g. health & safety, employment, legislation etc.

3. Arrange and deliver, when necessary, training for staff, volunteers and Trustees which is appropriate to their levels of responsibility.
 4. Liaise and work in partnership with Carlisle Council for Voluntary Service and other agencies when appropriate in delivering services and training.
 5. Develop, manage and monitor Service Agreements with Community Centres.
 6. To manage and monitor expenditure on the relevant budgets for community engagement.
 7. To monitor the operation of Council's leasing/licensing arrangements for buildings leased to community groups.
 8. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 9. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
 10. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
 11. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 12. Endeavour to achieve the environment most conducive to the attainment of excellent industrial / employee relations.
 13. Undertake such other duties that are required from time to time and are commensurate with the position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

COMMUNITY ENGAGEMENT OFFICER

All criteria are essential, unless stated as Desirable (D)

Assessment criteria to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Evidence of education/training to HNC/NVQ level 4 or equivalent standard in relevant subject.
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Knowledge of employment, licensing and other current legislation relevant to post.• Knowledge of Health & Safety regulations.• Experience of Staff Management.• Experience of working with community groups.• Understanding of budget management.• Knowledge of Local Government and how it operates.• Experience of multi-agency partnerships in a community development capacity.
Skills	<ul style="list-style-type: none">• Sound organisational and interpersonal skills.• Able to interpret and analyse financial information.• Skilled in motivating and leading staff and volunteers.• Good presentational skills verbal and written.• Flexibility to respond to changing work and political priorities.
Personal qualities & Commitment	<ul style="list-style-type: none">• Confident and tactful.• Self motivated.• Ability to work with minimum supervision.
Other factors	<ul style="list-style-type: none">• Own transport.• Flexible approach to working time.

CARLISLE CITY COUNCIL

Economic and Community Development Services Business Unit

JOB DESCRIPTION

JOB TITLE	Community Support Manager
Responsible to:	The Head of Economic & Community Development Services
Responsible for:	Community Engagement Officer Community Events Manager Play Development Officer Raffles SRB Manager Sure Start Carlisle South Manager Youth Inclusion Officer

OVERALL PURPOSE

- Responsible for the initiation, promotion, management, implementation and control of the Council's Community Support and Development strategies and functions.
- To be a catalyst for the encouragement and enabling of community involvement and participation.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To manage the process of promotion and development of community based opportunities for provision and participation across a broad range of activities and issues.
2. To facilitate the process of open communication between community groups and the City Council to seek to ensure policies and decisions are made on an informed basis.

3. To encourage and develop partnership schemes and arrangements, in accordance with the Council's policies on Community Development and Regeneration.
4. To identify and encourage interactive debate through forums and other mediums on issues important to the community.
5. To develop and manage a 'communities' strategy and co-ordinate the 'community' input into the City Vision process.
6. To facilitate 360° feedback processes between all community groups and community representative bodies with the City Council
- 7 To manage the efficient enactment of the Council's partnership with local Community Centres and Community Associations.
8. To efficiently manage and control the Council's financial interests in the Centres.
- 9 To manage the Council's policies on matters relating to provision and opportunities for children and young people.
10. To liaise with other statutory and voluntary organisations in the compilation and implementation of the Council's strategies to provide opportunities and activities for young people.
11. To manage the process for the efficient and effective delivery, directly and indirectly, of services to children, particularly in relation to the Children Act.
12. To be responsible for the management, promotion and operation of the Council's various Community Grants Schemes.
- 13 To develop and manage corporate 'Events Strategy' with the participation of the other Business units and through partnership with other relevant bodies and agencies and ensure it's efficient fulfilment.
14. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
15. To be responsible for the overall management and the control of the Community Support Section's budgets, in accordance with agreed procedures and financial regulations.
16. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these, in the delivery of services and employment within the context of equality of opportunity and cultural diversity.

17. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
 18. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 19. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 20. As a member of the Economic and Community Services management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matters.
 21. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 22. To inform and support Members such that they are able to effectively carry out their responsibilities.
 23. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 24. To develop a team-working approach that is based upon mutually supportive ethos within an overall corporate context and culture.
 25. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

COMMUNITY SUPPORT MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment criteria to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Evidence of training, education and learning to degree or NVQ level 5 standard.
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Understanding of Local Government Structures and procedures.• Significant experience of working in a managerial and developmental capacity, in multi-agency partnerships.• Understanding and experience of Best Value processes and procedures.• Knowledge and understanding of relevant legislation and strategy requirements, e.g. Health & Safety, Employment Law, Children Act, the Event Safety Guide, Charities Act, neighbourhood Renewal etc.• Knowledge and understanding of Community Development and Regeneration.
Skills	<ul style="list-style-type: none">• Good Inter-personal written & oral communication & motivational skills.• Competent IT Skills.• Ability to interpret and analyse financial information.• Project planning skills.• Staff management and team building skills.
Personal qualities & Commitment	<ul style="list-style-type: none">• Self-motivating.• Commitment to high quality service delivery.• Commitment to pursuing the principles of equality of access and opportunity.
Other factors	<ul style="list-style-type: none">• Flexible approach to working time.

CARLISLE CITY COUNCIL

Customer and Information Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Customer Services Manager
Responsible to:	Head of Customer and Information Services
Responsible for:	Customer Services Team

OVERALL PURPOSE

- Develop performance standards and lead on the delivery of the Council's Customer Contact Centre, providing first line of contact for all Council services.
- To ensure that customer services are continuously improved in response to the needs of customers and the authority.
- Through cross service working ensure a new focus on customer service delivery and achievement of objectives and corporate priorities.
- To manage, motivate and develop the customer services team ensuring that individual performance is linked to strategic objectives and team targets.

KEY AREAS OF RESPONSIBILITY

1. To play a lead role in ensuring that the City Council's Customer Contact Centre is effectively established and provides the highest level of customer service throughout the Council across all access methods.
2. To develop partnerships with other organisations and work effectively with all external partners to develop improved customer services; to set-up and organise the Customer Contact Partner Access Channels.
3. Develop research strategies to enable the council to understand customer and community needs with regard to face-to-face contact. Develop, monitor and revise standards to meet customer expectations and the requirements of the customer services strategy.
4. Utilise a variety of methods to identify how well the Council's customer contact processes are operating including: 'cold calling'; qualitative research; focus groups etc.

5. Work corporately with Heads of Business Units and other managers to develop best practice and determine Service Level Agreements: establish policies and working practices that ensure these are achieved.
 6. Participate fully in joint working on e-government projects and other projects related to electronic service delivery.
 7. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
 8. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
 9. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
 10. To manage and monitor the budget of this service in accordance with agreed procedures and financial regulations.
 11. As a member of the Customer and Information Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
 12. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 13. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 14. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 15. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

CUSTOMER SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Educated to HND level or equivalent.• Management qualification (D).• Formal training in customer services (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Proven management experience within a customer services environment.• Experience of project management and implementation.• Experience of managing staff through cultural change.• Experience of establishing customer contact centre (D).• Knowledge of current issues and best practice in customer services.• IT knowledge as relevant to improved delivery of customer service.• Knowledge and experience of ensuring equality in customer service delivery.• Through understanding of how a Local Authority operates and responds to customer requests (D).
Skills	<ul style="list-style-type: none">• Ability to implement best practice in customer service standards.• Ability to use market research, to analyse and evaluate information.• Skilled in motivating, leading and developing staff.• Excellent organisational skills.• Business Analysis skills.• Good IT skills, including MS Office.• Presentation skills, both written and verbal. To communicate with a wide range of audiences.• Ability to work flexibly across service boundaries and with outside organisations.
Personal qualities & Commitment	<ul style="list-style-type: none">• Commitment to highest levels of service delivery.• Accessible and approachable.• Confident and tactful.• Excellent interpersonal skills.• Full commitment to equality and diversity issues.
Other factors	<ul style="list-style-type: none">• Able to be flexible in approach to working hours.

CARLISLE CITY COUNCIL

Environmental Protection Services

JOB DESCRIPTION

JOB TITLE: **Housing Services and Health Partnerships Manager**

Responsible to: **Head of Environmental Protection Services**

Responsible for: **Principal EHO
Housing Strategy and Special Needs Officers
Hostel Manager
Technical Clerk
Clerical Assistants.**

OVERALL PURPOSE

- Formulate and implement the Council's Housing and Supporting People Strategies.
- Monitor the delivery of the Council's promises to tenants to be undertaken by Carlisle Housing Association.
- Lead the "Health and Well Being" City Vision theme on behalf of the Council, develop the Council's Health Partnerships and operate the Carlisle and County Energy Efficiency Advice Centre.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. Formulate and deliver the Council Housing and Supporting People Strategies.
2. Implement and monitor the Council's services for homelessness and the provision of temporary accommodation for homeless persons.
3. Monitor and ensure the delivery of the Council's promises to tenants to be undertaken by Carlisle Housing Association following the transfer of Council housing stock.
4. Operate the Council's housing renewal services including support of the Carlisle & District Care & Repair Home Improvement Agency.
5. Work with the health, economy, social care providers, partners and the voluntary sector to develop and deliver the Council's strategies and services for health and well being.

6. Lead the development and delivery of the Council's Home Energy Conservation Strategy through the Carlisle and County Energy Efficiency Advice Centre.
 7. Participate in operation of the Council's Emergency Planning procedures.
 8. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
 9. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
 10. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
 11. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 12. To manage and monitor the budget of the service in accordance with agreed procedures and financial regulations.
 13. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 14. As a member of the Environmental Protection Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
 15. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 16. To inform and support Members such that they are able to effectively carry out their responsibilities.
 17. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 18. To develop a team – working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 19. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

HOUSING AND HEALTH SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Degree or similar level of education.• Professional qualification in Housing.• Qualification on Health. (D)
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Substantial experience of local authority housing.• Experience of health development work. (D)• Thorough working knowledge of housing legislation.• Managerial and supervisory experience.• Budget and contract management.• Effective partnership working.• Working experience of Housing Best Value Reviews. (D)• Knowledge of stock transfer contract monitoring. (D)• Experience of risk management. (D)• Experience of performance monitoring.
Skills	<ul style="list-style-type: none">• Ability to manage, motivate and develop staff.• Effective written and verbal communication skills.• Able to interpret and analyse financial information.• Insight to develop broad vision for housing and health.
Personal qualities & Commitment	<ul style="list-style-type: none">• Team building and leadership.• Strategic thinking capability.
Other factors	<ul style="list-style-type: none">• Ability to work outside normal office hours if required for attendance at meetings or emergency requests.

CARLISLE CITY COUNCIL

Legal and Democratic Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Legal Services Manager**

Responsible to: **Head of Legal and Democratic Services**

Responsible for: **Assistant Solicitors
Legal Executive and Law Clerk
Land Charges Assistant.
(Also Committee Services staff when carrying out
work of a legal nature for which the postholder is
responsible).**

OVERALL PURPOSE

- Through professional management of the Legal Services Section to provide a comprehensive and cost effective legal service to the Council, including land charges functions.
- Provision of legal advice and the carrying out on behalf of the Council of the more important legal work of the Authority which requires general or specialist legal knowledge or ability.
- Provision of professional advice on, and the formulation and implementation of, Council policies, practices and decisions which relate to areas of Council services as delegated to the postholder.
- To make a positive contribution to the Legal and Democratic Services Business Unit management team and ensure effective management of staff and budgets.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. Manage and supervising the legal section to ensure the provision of a comprehensive legal service to the Council and its constitutional and decision making structures, elected members and officers.
2. Ensure that the Legal Services Section, meets its targets as specified in the Corporate Plan, the legal section service plan and service level agreements, and operates as a cost effective business unit fully recovering its costs from internal and external users of the service.
3. Provide accurate and timely legal and general advice to the Council, its decision-making bodies, elected members, officers and others, and implement the Council's decisions as required.
4. Monitor changes and developments in the law which are relevant to the Council and prepare appropriate guidance for officers and for members so that they are fully informed and able to properly discharge their responsibilities.
5. Undertake the day-to-day management of the land charges function, and ensure that it meets performance targets and operates within annual budget.
6. Maintain comprehensive and up to date procedural manuals in order to provide full and proper guidance; ensure that appropriate service plans are prepared and updated in respect of the legal and land charges functions and that the legal section maintains its LEXCEL quality accreditation.
7. Ensure the maintenance of the Register of Local Land Charges and the provision of an efficient Searches Service.
8. As a member of the Legal and Democratic Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matters.
9. In the absence of the Head of Legal and Democratic Services to act as the Council's Deputy Monitoring Officer in accordance with Section 5 of the Local Government and Housing Act 1989.
10. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
11. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.

12. As a member of the Legal and Democratic Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
 13. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
 14. To manage and monitor the departmental budget in accordance with agreed procedures and financial regulations.
 15. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 16. To promote best practice in meeting the requirements of Health and Safety legislation and to comply with other relevant statutory legislation.
 16. To inform and support Members such that they are able to effectively carry out their responsibilities.
 17. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 18. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 19. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

LEGAL SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none"> • Qualified Solicitor/Barrister with several years post qualification experience. • A relevant degree. (D) • Management qualification. (D) • Diploma in Local Government Law and Practice or similar. (D) • Evidence of continual professional development.
Skills	<ul style="list-style-type: none"> • Excellent written and verbal communication skills. • Sound ability to organise self and others. • Excellent advocacy and negotiation skills. • Ability to use Microsoft office systems or equivalent. • Ability to use time recording and case management systems and to interpret data and reports. • Ability to manage, motivate and develop staff.
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Self reliant and confident. • Ability to respond to and influence change. • Ability to prioritise workload and meet targets for self and other section members. • Commitment to take part in personal training opportunities • Ability to work as part of a team and motivate staff. • Ability to work under pressure to meet deadlines. • Ability to develop staff and the section.
Other Factors	<ul style="list-style-type: none"> • Ability to work outside normal working hours when required.

CARLISLE CITY COUNCIL

Environmental Protection Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Licensing Manager**

Responsible to: **Head of Environmental Protection Services**

Responsible for: **Licensing Officer**
 Licensing Assistant

OVERALL PURPOSE

- To be responsible for administering the system of licensing of a range of activities currently the responsibility of the Council.
- To ensure compliance with licence conditions including liaising with other departments of the Council and external agencies and carrying out any necessary enforcement action within the powers of the Council.
- To prepare and present reports to the Licensing & Regulatory Panel, to attend proceedings in the Magistrates and Crown Courts and any other relevant court or tribunal.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To ensure the efficient administration of the licensing system for a range of activities currently the responsibility of the Council (e.g. taxis, private hire vehicles, small lotteries, cinemas, places of public entertainment, street collection), together with such other activities as may become the responsibility of the Council from time to time and which may be delegated to the postholder.
2. To investigate and report on unlicensed activities including preparing any necessary statements and evidence which may be required in connection with enforcement proceedings.
3. To ensure compliance with licence conditions including liaising with other departments of the Council and external agencies and carrying out any necessary enforcement action within the powers of the Council.
4. To prepare and present reports to the Licensing and Regulatory Panel.

5. To attend proceedings in the Magistrates and Crown Courts and any other relevant court or tribunal.
6. Respond to, and investigate complaints from the public and elected Members in connection with licensing matters.
7. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
8. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
9. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
10. To manage and monitor the budget of the service in accordance with agreed procedures and financial regulations.
11. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
12. As a member of the Environmental Protection Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
13. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
14. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
15. To inform and support Members such that they are able to effectively carry out their responsibilities.
16. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
17. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
18. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

LICENSING MANAGER

All criteria are essential, unless stated as Desirable (D)
Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• A level standard of education or equivalent.• HNC or similar. (D)• Keyboard related qualification, e.g. ECDL. (D)
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Sound Administrative experience in large office environment.• Development and implementation of modern office systems and procedures.• IT Support Systems.• Dealing with the public. (D)• Working for a Local Authority or the Police or similar public body. (D)• Court proceedings and investigations. (D)• Supervisor experience. (D)• Local Authority licensing functions (D)• Court procedures and PACE/CPIA requirements. (D)• Microsoft Word, Access, Office and related systems. (D)
Skills	<ul style="list-style-type: none">• Effective written and verbal communication skills.• Capacity to project an acceptable public image for the Council.• Ability to supervise a small team of staff.• Report writing skills. (D)
Personal qualities & Commitment	<ul style="list-style-type: none">• Sound inter-personal skills.• Good team player.• Ability to work on own initiative and make decisions.
Other factors	<ul style="list-style-type: none">• Ability to work outside normal office hours.• Current driving licence. (D)

CARLISLE CITY COUNCIL

Member Support and Employee Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Member Support Assistant**

Responsible to: **Pay and Member Services Manager**

Responsible for: **N/A**

OVERALL PURPOSE

- To provide support to Elected Members in their representational role and Democratic duties.
- In the absence of the PA to the Executive to cover the duties of that post to ensure that there is continuity of service.
- Assist with the administrative arrangements for the Members Support and Employee Services Business Unit.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To provide an efficient, accurate and professional typing service to Elected Members enabling them to provide an effective service to and on behalf of their constituents.
2. Liaise between Elected Members and officers and arrange meetings as required.
3. Provide general administrative support on behalf of Elected Members, including the scheduling of appointments, provision of an effective message taking service, answering enquiries, filing and photocopying etc.
4. Monitor the processing of issues raised by constituents and referred to officers by Elected Members including follow up and progress chasing.
5. Assist Elected Members with their requirements in respect of distribution of mail-shots, leaflets etc to constituents and carry out/co-ordinate research and information gathering for Elected Members as required.

6. In the absence of the PA to the Executive, provide cover to ensure the smooth operation and continuity of service to the Executive.
7. To assist with administrative duties within the Member Support and Employee Services Business Unit on an ad hoc basis.
8. Maintain familiarity with the work of the section and to keep abreast of current developments associated with the work.
9. Be aware of and comply with best practice in respect of Health and Safety and Equality and Diversity at all times.
10. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

MEMBERS SUPPORT ASSISTANT

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Minimum of RSA 2/3 typing/word processing or equivalent.• High standards of accuracy in presentation of written work.• Recognised Data Processing/Keyboard qualifications. (D)• Competent in using Microsoft Office.
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Experience of communicating effectively with a wide range of people.• Experience of using IT systems including Word Processing, Database, Spreadsheets, DTP etc.• Experience of providing a wide range of administrative and clerical support.• Experience of working in Local Government. (D)• Ability to work effectively within a team.• Understanding of City Council structure and functions. (D)
Skills	<ul style="list-style-type: none">• Able to work on own initiative within a team.• Able to demonstrate a flexible approach to tasks.• Able to work to deadlines and to manage and prioritise own workload.• Able maintain confidentiality of information.
Personal qualities & Commitment	<ul style="list-style-type: none">• Ability to respond to issues with tact and diplomacy.• Ability to demonstrate a high level of interpersonal skills.
Other factors	<ul style="list-style-type: none">• Flexible in approach to working hours.

CARLISLE CITY COUNCIL

Member Support and Employee Services

JOB DESCRIPTION

JOB TITLE:	Overview and Scrutiny Manager
Responsible to:	Head of Member Support and Employee Services (with direct access to Chief Executive)
Responsible for:	Overview and Scrutiny Support Officer

OVERALL PURPOSE

- To manage the Council's Overview and Scrutiny function, providing a high level of support and advice.
- To lead on Emergency Planning (in conjunction with the Chief Executive)
- To work with support and assist the Chairmen and Members of the Overview and Scrutiny Management Committee and the Corporate Resources, Community and Infrastructure Overview and Scrutiny Committees to achieve key areas of responsibility.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

16. Act as champion for Overview and Scrutiny and its processes within the authority, planning and co-ordinating Overview and Scrutiny work programmes and ensuring Overview and Scrutiny decisions are actioned.
17. Advise and support the Overview and Scrutiny Committees briefing Chairmen and Members as required.
18. Lead and co-ordinate individual Overview and Scrutiny reviews/inquiries, arranging external input to reviews/inquiries where required and acting as contact point and source of advice and support for officers and Members involved in reviews/inquiries.
19. Review development of Overview and Scrutiny processes, ensure appropriate skills and training in support of these and produce an Annual Report and review of Overview and Scrutiny in accordance with the constitution

20. Monitor progress and reporting of Best Value Reviews and Action Plans, Performance Management Information and Performance Indicators.
21. Provide advice on the policy framework, the Forward Plan and facilitate monitoring of the Executive. Organise, commission and/or undertake research and consultation as required to achieve objectives.
22. Assist with 'call in' procedures as and when required.
23. Promote a positive organisational culture, embracing Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
24. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
25. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
26. To manage and monitor appropriate budgets in accordance with agreed procedures and financial regulations.
27. As a member of the Legal and Democratic Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
28. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
29. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
30. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
31. To inform and support Members such that they are able to effectively carry out their responsibilities.
32. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relation.

33. To develop a team-working approach that is based upon a mutually supportive ethos within and overall corporate context and culture.
 34. Undertake such other duties that are required from time to time and are commensurate with this position.
 35. To act as the Councils' advisor, organiser and lead on Emergency Planning ensuring appropriate systems; operations, staff and resources are employed, trained and available to meet the Council's Emergency Planning responsibilities.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

OVERVIEW AND SCRUTINY MANAGER

*All criteria are essential, unless stated as Desirable (d)
(Assessment methods to be added)*

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Educated to degree level.• Post-graduate management or professional training (desirable).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Experience of working with Elected Members.• Experience of working at a senior level in a local authority.• Understanding of the constitutional role and operation of the Overview and Scrutiny function.• Experience of leading and co-ordinating projects/ reviews/ inquiries.• Understanding of Best Value.• Understanding of Performance Management.• Knowledge of current legislation relevant to the post.• Experience of budget management and monitoring.• Experience of staff management and development.
Skills	<ul style="list-style-type: none">• Able to interpret, analyse and advise on complex issues.• Strong political awareness and diplomatic skills.• Good report writing and presentational skills.• Strong influencing skills.
Personal qualities & Commitment	<ul style="list-style-type: none">• Innovative, enthusiastic and resourceful.• Commitment to quality and improvement.• Confident and tactful.
Other factors	<ul style="list-style-type: none">• Able to attend occasional evening meetings.• The post is politically restricted.

CARLISLE CITY COUNCIL

Member Support and Employee Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Pay & Member Services Manager
Responsible to	Head of Member Support & Employee Services
Responsible for:	Assistant Pay & Member Services Manager PA to the Executive Member Support Assistants

OVERALL PURPOSE

- To plan, organise, control and lead an efficient Pay & Member Services Section, and to be professionally responsible for the interpretation and operation of the Officers and Members' Expenses & Allowances Scheme.
- To interpret, ensure implementation & compliance with all regulatory aspects of employment liability in connection with employment of staff so far as it affects payroll.
- To co-ordinate and manage the workload of the PA to the Executive and to provide a professional and effective support service to the Elected Members of the Authority.

KEY AREAS OF RESPONSIBILITY

1. To provide a comprehensive, high quality payroll service, (including payment and control of mileage, expenses and overtime claims); ensure all payrolls are produced in a consistent, accurate and timely manner within strict deadlines and that all IR, DSS and Pension and any other statutory returns are produced and submitted to strict deadlines on both a monthly and annual basis.
2. To develop and maintain payroll procedures in accordance with the Standing Orders and Financial Regulations of the Council and to interpret and implement IR, DSS and LGPS legislation relating to payroll, Pensions, expenses and allowances, including compliance with the Data Protection Act.
3. Ensure efficient management of the contracts for all payroll and expenses systems and to produce accurate financial advice and information to all Business Units in respect of the authority's payroll and taxation liabilities.
4. Co-ordinate and control the recording of deductions and recovery of SSP, SMP, Student loans and Tax Credits.

5. Interpret, organise and coordinate the payment of the Officers and Members' Expenses and Allowances Scheme.
6. To lead, develop and manage the support services for Councillors and to formulate for approval the service development strategy; to ensure that it achieves and exceeds the service's performance targets.
7. To provide comprehensive administrative and information support for Councillors in their representational and community Councillor roles including fact finding, progress chasing of enquiries and secretarial support.
8. To constantly review the provision, delivery and expenditure of the service to ensure that customer needs are being met within financial constraints and conforms to best value practices.
9. To write reports, procedures and protocols as necessary and ensure that Councillors are aware of political and legislative changes affecting their representational and decision-making roles.
10. To ensure that the service anticipates good practice and legislative change in order to direct training and briefing for Council Members.
11. To monitor public and community awareness to the democratic process, proactively encouraging public involvement and identity with the role and function of councillors in its broadest sense.
12. Ensure adherence of Corporate Standards, processes and protocols through effective monitoring and review of the Pay & Member Services function.
13. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
14. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
15. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
16. As a member of the Member Support and Employee Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.

17. To manage and monitor the departmental budget in accordance with agreed procedures and financial regulations.
18. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
19. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
20. To promote best practice in meeting the requirements of Health and Safety legislation and to comply with other relevant statutory legislation.
21. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

PAY & MEMBER SERVICES MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none"> • Good GCE standard of education, including Maths and English. • IPPM/APSA. - Desirable
Experience, Knowledge & Understanding	<ul style="list-style-type: none"> • Significant experience of working in a large payroll department. • Sound knowledge of computerised payroll systems, weekly and monthly pay. • Experience of managing/supervising staff. • Working knowledge of IR, DSS and LGPS regulations including P11D and Benefits in kind. • Experience of system implementation/development. (D)
Skills	<ul style="list-style-type: none"> • Excellent and accurate keyboard skills. • Extensive knowledge of Microsoft Word and Excel. • Report Writing skills. • Ability to present and explain numerical data to people without a financial background. • Skilled in motivating, leading and developing staff.
Personal qualities & Commitment	<ul style="list-style-type: none"> • Confidence, tact and confidentiality. • Commitment to highest level of service delivery • Excellent interpersonal skills. • Customer focused approach. • Able to constantly work to tight deadlines.
Other factors	<ul style="list-style-type: none"> • Positive attitude to change.

CARLISLE CITY COUNCIL

Strategic and Performance Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Performance Manager
Responsible to:	Policy & Performance Manager
Responsible for:	Performance Officer Research Officer

OVERALL PURPOSE

- To manage the development and delivery of the Council's corporate policies in relation to best value, the Comprehensive Performance Assessments (CPA) and other issues, such as performance management strategies and techniques
- To facilitate achievement of the Council's programme of fundamental performance reviews and its outcomes and ensure an effectively administered CPA inspection.
- To project manage and drive forward the implementation of e-government initiatives, policy and practice and ensure their close integration with best value.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREA OF RESPONSIBILITY

36. Prepare and consult on the annual Best Value performance plan co-ordinating the authority's approach and development of corporate policies.
37. To co-ordinate the programme of best value fundamental performance reviews and monitor its achievement.
38. Ensure that performance review mechanisms are in place to monitor progress and achievement of objectives and goals

39. To act as consultant to assist lead officers in undertaking fundamental performance reviews and drawing up their resulting action plans; to ensure that outcomes of reviews are shared and lessons learned across the authority; to be aware of and disseminate best practice in relation to Best Value at all times.
40. To monitor the implementation of the Council's performance management strategies and to prepare reports highlighting shortcomings in achievement; to work with the appropriate managers to formulate and assist in the preparation of strategies and plans to seek to ensure that these shortcomings are overcome.
41. To plan for and co-ordinate the authority's approach to CPA inspections.
42. To liaise with Inspectors/Audit Commission/District Audit in respect of their involvement in Best Value.
43. To co-ordinate e-government bidding opportunities, to project manage delivery of initiatives and to monitor and report on the Council's achievement of E-government targets.
44. To liaise with the Head of IT services on e-government elements of the Council's IT strategy and to be aware of and disseminate best practice in relation to e-government matters.
45. To ensure that the e-government agenda and the fundamental performance review programme are integrated so as to maximise progress on e-government issues within that programme.
46. Promote excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
47. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
48. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
49. To manage and monitor the relevant part of the Business Unit's budget in accordance with agreed procedures and financial regulations.
50. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.

51. To embrace a positive approach to identification and management of risks at both an operational and strategic level.
 52. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 53. To inform and support Members such that they are able to effectively carry out their responsibilities.
 54. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 55. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 56. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

PERFORMANCE MANAGER

All criteria are essential, unless stated as Desirable (D)
(Assessment methods to be added)

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none"> • Relevant degree or equivalent level of qualification. • Training in quality management techniques.
Experience, Knowledge & Understanding	<ul style="list-style-type: none"> • Experience of contributing to the preparation of corporate policies & strategy development. • Experience of developing and implementing performance management systems. • Experience of corporate planning. • Understanding of Best Value and experience of undertaking Best Value reviews. • Experience in implementing quality management techniques. • Knowledge of current and prospective legislation relevant to the post. • Experience of budget management and monitoring. • Experience of staff management.
Skills	<ul style="list-style-type: none"> • Proactive & analytical approach. • Ability to produce a high standard of written work. • Ability to use MS Office-based software. • Ability to adapt to a changing work environment by taking a flexible approach to work. • Skilled in motivating, leading and developing staff. • Excellent presentational & communication skills. • Excellent project management skills. • Conflict resolution & negotiation skills.
Personal qualities & Commitment	<ul style="list-style-type: none"> • Ability to work under pressure and to tight deadlines. • Good team player but also able to work alone. • Commitment to highest levels of service delivery. • Confident and tactful.
Other factors	<ul style="list-style-type: none"> • Attendance at occasional evening meetings may be required

CARLISLE CITY COUNCIL

Strategic and Performance Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Policy and Performance Manager
Responsible to:	Head of Strategic & Performance Services
Responsible for:	Performance Manager Policy Officer

OVERALL PURPOSE

- To co-ordinate, monitor and report on policy and performance development throughout the Authority.
- To prepare and co-ordinate submissions on corporate issues to Government and other agencies.
- To ensure that policy and performance management is informed by appropriate research and information.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To provide the Head of Strategic & Performance Services Heads of Service, Executive Directors and Chief Executive with effective strategic support including the preparation of briefing papers, reports and option appraisals on all matters relating to corporate policy, performance, research and consultation.
2. To improve delivery of Council services, contribution to partnerships and community leadership through an integrated and co-ordinated approach to policy development and performance management.
3. To interpret policy developments affecting local government at a national, regional and local level and to assist/lead in the formulation of the Council's response.
4. Enhance service development by seeking out and maximising the availability of external funding and other initiatives, including SRB, European Funding, Lottery, Government schemes etc.

5. To support the development and provision of appropriate and consistent performance management techniques throughout the City Council to ensure that key local and national performance indicators are met.
6. To ensure that appropriate research and information is available to deliver informed policy development, decision-making and prioritisation of objectives.
7. To contribute to the Council realising its strategic objectives by ensuring that policy development and performance management are an integral part of the Council's resource allocation process.
8. To ensure that the Council fulfils its obligations and commitments with regard to equality, diversity and inclusion issues including the meeting the Commission for Racial Equality's standards for local government.
9. To co-ordinate the formulation of the Council's Corporate Plan and Best Value Performance Plan and Community Strategy.
10. To ensure that the Authority meets its statutory requirements with regard to Best Value and Community Planning.
11. To co-ordinate the production of annual action plans to guide the delivery and implementation of the Corporate Plan and to monitor and report on the implementation of the Corporate Plan.
12. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
13. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
14. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
15. As a member of the Strategic and Performance Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
16. To manage and monitor the Business Unit's budget related to these functions in accordance with agreed procedures and financial regulations.
17. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.

18. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
19. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
20. To inform and support Members such that they are able to effectively carry out their responsibilities.
21. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
22. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
23. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

POLICY AND PERFORMANCE MANAGER

*All criteria are essential, unless stated as Desirable (D)
(Assessment methods to be added)*

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Educated to degree level.• Post Graduate qualification in a relevant discipline. (D)• Management qualification. (D)
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Significant professional experience of corporate strategy, policy and performance development within a local authority.• Awareness of the critical issues that face our communities and an ability to offer a range of policy responses to suit their needs.• A sound understanding of research and consultation methods that underpin policy and performance development.• Understanding and experience of Best Value.• Knowledge of the development, implementation and monitoring of performance management systems and techniques including Quality Management.• Experience of bid submissions and developing external funding opportunities. (D)• An in depth knowledge and understanding of local government including the relationship between public, private and voluntary sectors.• Knowledge of current and legislative proposals which may impact on local government.• Experience of budget management and monitoring.• Experience of staff management and development.
Skills	<ul style="list-style-type: none">• Numerate with excellent analytical skills able to interpret quantitative and qualitative data.• Ability to communicate, negotiate with and influence at all levels.• Capacity to assist in building teams and developing partnerships.• Skilled in motivating, leading and developing staff.• Excellent presentational skills- written and verbal.• ICT literate with experience of Microsoft Office.
Personal qualities & Commitment	<ul style="list-style-type: none">• Flexible and willing to manage a complex and diverse workload.• Determined and focussed on results.

	<ul style="list-style-type: none"> • Committed to highest levels of service delivery. • Confident and tactful.
Other factors	<ul style="list-style-type: none"> • Attendance at meetings and conferences outside the area and outside out of hours may be required from time to time. • Able to respond to out of hours emergencies.

CARLISLE CITY COUNCIL

Strategic and Performance Services Business Unit

JOB DESCRIPTION

JOB TITLE: Procurement and Project Co-ordination Officer

Responsible to Head of Strategy and Performance

Responsible for: -

OVERALL PURPOSE

- To develop and implement the Council's Procurement Strategy.
- The co-ordination of major projects.
- To develop and implement the Council's Risk Management Strategy.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan.

KEY AREAS OF RESPONSIBILITY

1. To develop, review, monitor and report on the Corporate Procurement Strategy providing active support to the Procurement Working Group and professional advice as required by Members and officers.
2. Develop and monitor Procurement standards and protocols to ensure consistent application and standard practice across the Council, including:
 - E-procurement;
 - Green procurement/sustainability;
 - Partnering;
 - Byatt Report;
 - Consortia;
 - National Procurement Data-base (IdeA).
3. In liaison with Head of Legal and Democratic Services to ensure EC Procurement issues are addressed effectively and appropriately.
4. Identify procurement options for service delivery and identify market opportunities that support achievement of the Council's objectives.

5. Contribute to the commissioning of major projects and the procurement of associated consultants together with large scale/complex tendering and commissioning undertakings.
6. Ensure all approved Lists of Contractors are in compliance with Council's Constitution and good practice
7. Develop and monitor procedures for all major projects to ensure:
 - A clear brief is established and adopted;
 - There are measurable outputs;
 - A project manager has been identified;
 - A project team is established;
 - A project plan and programme is produced;
 - Proper resources are identified.
8. Contribute to the implementation and monitoring of the Risk Management Best Value Action Plan and embrace a positive approach to the identification and management of risks at both operational and strategic level.
9. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
10. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
11. To manage and monitor the Business Unit's budget related to these functions in accordance with agreed procedures and financial regulations.
12. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
13. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
14. To inform and support Members such that they are able to effectively carry out their responsibilities.
15. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
16. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
17. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL**PERSON SPECIFICATION****PROCUREMENT & PROJECT CO-ORDINATION OFFICER**

*All criteria are essential, unless stated as 'Desirable'
(Assessment methods to be added)*

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Relevant professional qualification.
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Substantial experience of procurement within Construction/Engineering environment.• Detailed knowledge and experience of procurement and tendering procedures and protocols.• Knowledge and experience of EC Procurement.• Track record in related project work and project management in Local Authority context.• Knowledge of principles and scope of Risk Management.• Awareness of issues affecting and challenging Local Government.
Skills	<ul style="list-style-type: none">• Ability to interpret and analyse complex issues and develop solutions.• Ability to work within a corporate framework.• Strong planning and target setting skills.• Ability to secure quality and value for money within procurement.
Personal qualities & Commitment	<ul style="list-style-type: none">• Commitment to high quality service delivery.• Strong interpersonal skills.• Ability to communicate clearly with users and providers of services.

CARLISLE CITY COUNCIL

Revenues and Benefits Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Revenues Manager
Responsible to:	Head of Revenues and Benefits
Responsible for:	Senior Revenues Officer Senior Revenues Officer Counter Services (subject to review) Revenues Team Leader (Recovery and Enforcement) Revenues Team Leader (Billing and Administration)

OVERALL PURPOSE

- To be operationally responsible and accountable for the performance of the Revenues service with specific responsibility for:
 - The efficient administration of Council Tax, National Non-Domestic Rates and Sundry Debtors;
 - The efficient operation of bailiff recovery and committal proceedings for Council Tax and National Non-Domestic Rates;
 - The efficient recovery of Sundry Debts in the County Court;
 - The introduction of National Revenues initiatives e.g. Review of Bailiff procedures.
- To continuously seek excellence in quality and improvements in performance within the Benefits service.
- To ensure that the Revenues Section's work is within the context of a single corporate culture that demonstrates both internally and externally that the Council has a unified identity and common purpose.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

43. To be responsible for excellence in the operational management of the Revenues service, to establish and monitor achievement of performance

standards consistent with and to contribute to the achievement of the City Vision and Corporate Plan.

44. To provide comprehensive and professional advice and support to Head of Revenues and Benefits, colleagues, external bodies and the wider community.
45. To undertake the business planning for the Revenues Service; to manage and monitor the departmental budget and resources, in accordance with agreed principles and financial guidelines.
46. To work collaboratively with the other Service Managers supporting a corporate approach to achieving the Authority's goals and objectives.
47. Develop partnerships and links at national, regional and local levels that promote a positive profile of the service and the authority, and maximise available resources and opportunities.
48. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
49. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
50. Take a lead role in the formulation, planning and implementation of projects utilizing the best practice processes of project management and in accordance with corporate guidance and policies.
51. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards
52. To establish effective two-way communications with staff, colleagues and customers, seeking out and responding to opinion to further enhance the quality of, and enthusiasm for service delivery.
53. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
54. As a member of the Revenues and Benefits Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matters.
55. To promote best practice in meeting requirements of Health and Safety legislation, and to comply with other relevant statutory legislation.

56. To inform and support Members such that they are able to effectively carry out their responsibilities.
 57. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 58. To develop a team – working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 59. To undertake such other duties which are required from time to time commensurate with the seniority of this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

REVENUES MANAGER

All criteria are essential, unless stated as desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Degree in relevant subject.• Professional qualification or degree in relevant subject.• Evidence of continuing professional, personal and management development.• Management qualification (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Successful relevant experience at management level in local government or similar large customer facing organisation.• Sound professional knowledge, pertinent to Revenues Service, including policy development and implementation.• Knowledge and understanding of current and future issues for local government.• Experience and understanding of Best Value.• Experience of developing and achieving challenging performance standards for both individuals and the Service.• Understanding and genuine commitment to Equality and Diversity in relation to employment and service delivery.• Evidence of commitment to customer care and delivering services to highest levels of customer satisfaction.• Evidence of effective consultation in developing service delivery standards and business plans.• Understanding of risk management and able to develop and implement effective strategies.• Experience of staff supervision/management.
Skills	<ul style="list-style-type: none">• Skilled in motivating, leading and developing staff.• Able to interpret & analyse commercial and business information.• Able to interpret policy to achieve operational goals.• Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies.

	<ul style="list-style-type: none"> • Able to make clear presentations to a wide range of individuals and audiences. • Excellent written and verbal skills.
Personal Qualities & Commitment	<ul style="list-style-type: none"> • A team player, able to take a corporate view. • Commitment to excellence in delivery of services. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge.

CARLISLE CITY COUNCIL

Commercial and Technical Services Business Unit

JOB DESCRIPTION

JOB TITLE	Service Development Manager
Responsible to:	Head of Commercial & Technical Services Unit
Responsible for:	Senior Quality Officer Inspection / Monitoring Officer Technical Assistants

OVERALL PURPOSE

- Principal responsibility for performance monitoring/management and service development within the Commercial and Technical Services Business Unit.
- To fulfil a positive role as a member of the Commercial and Technical Services Business Unit management team ensuring that all employees and sub-contractors meet Business Plan targets and deliver the annual targeted turnover.
- To engage stakeholders in the implementation, monitoring and review of strategies related to highways/transport, car parking, community safety, land drainage and LA21.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

25. To effectively manage the service development activities to ensure that they contribute to Business Plan objectives.
26. To develop, monitor and review policies and strategies related to highways/transport, car parking, community safety, land drainage and Local Agenda 21.
27. To monitor the operational performance of the Business Unit and liaise regularly with other managers to enable this to be reviewed and continuously improved.

28. To produce annual action plans for the team defining financial and operational resources and objectives and to ensure information systems are in place to effectively monitor and review the plan on a regular basis.
29. In conjunction with operational managers within the Business Unit and to other parts of the Authority and receivers of services to provide management information and review strategies.
30. To secure ~~service~~ budgets both within the Authority and external services such as the County Council for 'claimed rights' to enable business continuity.
31. To ensure the appropriate quality control systems are in place and monitor their use and effectiveness, pursuing the relevant standards/accreditation.
32. To deal with insurance claims made against the Authority which are relevant to the Business Unit, i.e. highways claims.
33. To be the initial point of contact for the public and Members for enquiries, service problems and enquiries, including Ombudsman issues and parking appeals.
34. To identify and pursue relevant business opportunities to develop the services within the team, to the overall benefit of the community.
35. To retain a market awareness of other service providers to ensure that best practice can be adopted and partnership opportunities explored to continuously improve service delivery.
36. To ensure that all operations comply with the relevant statutory requirements.
37. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
38. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
39. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
40. To manage and monitor the Business Unit's budget in accordance with agreed procedures and financial regulations.

41. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
42. As a member of the Commercial and Technical Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
43. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
44. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
45. To inform and support Members such that they are able to effectively carry out their responsibilities.
46. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
47. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
48. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL

PERSON SPECIFICATION

SERVICE DEVELOPMENT MANAGER

All criteria are essential, unless stated as Desirable (D)

Assessment methods to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Professional and academic qualification that supports and develops the skills and abilities required for the post.• Training in Industrial Relations, handling disciplinary and grievance issues, recruitment and selection, Health and Safety and Equal Opportunities.• Evidence of continuous professional and managerial development.• Professional management qualification (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Experience of Health and Safety legislation and its application including in the application of health and Safety standards on street works with particular reference to Chapter 8.• Successful record of achievement in motivating and leading staff.• Substantial and impressive record of achievement at senior management level.• Evidence of successfully developing and delivering strategies to meet objectives and achieve planned results.• Substantial record of successfully managing change.• Evidence of success in managing at least one, of the service area within functional responsibility.• Experience of managing projects within a large organisation.• Experience of working across Services/Department and partner agencies to achieve outcomes through partnership working.• Experience of working in a political environment and of working with Elected Members.• Experience of managing a diverse group of staff dealing with an extensive range of street-scene issues.• Experience of using performance management techniques and developing objective measures to provide quality services.• Demonstrate experience in effective management of significant human and financial resources across multiple disciplines.• Experience in dealing with and understanding of the issues confronting local authorities in respect of Best Value.• Knowledge and understanding of the latest local government law, practice and procedures in relation to functional responsibility.• Comprehensive knowledge of major policy issues affecting local government.• In depth knowledge and understanding of best practice in local government

CARLISLE CITY COUNCIL
Financial Services Business Unit

JOB DESCRIPTION

JOB TITLE: Strategic Finance & Business Analyst

RESPONSIBLE TO: Head of Financial Services

RESPONSIBLE FOR: Principle Finance/Systems Officer
Finance/Systems Officer

OVERALL PURPOSE

- To provide effective management and professional responsibility for financial and non-financial information systems.
- To provide advice concerning the financial implications of Business Plan options across the councils services.
- To continuously seek excellence in quality and improvements in performance within Financial Services
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

- 30. To be responsible for the management of the Strategic Finance Section of the Financial Services Business Unit, to establish and monitor achievement of performance standards consistent with and to secure the achievement of the City Vision and Corporate Plan.
- 61. To maintain and develop professional awareness of current developments within the section.
- 62. To develop, and enable implementation of professional, government and/or local initiatives arising (eg the Best Value Accounting Code of Practice, Euro, new ledger system).
- 63. To monitor and control council's submission of grant returns and the collection and analysis of the Business Units local and national Performance Indicators.

64. To provide financial support and advice for new projects arising across the council's services as required.
65. To represent the Business Unit at the Training & Development Working Group.
66. To ensure the effective maintenance, control and review of the council's financial information system in accordance with changing needs.
67. To develop, control and maintain the authority's Time Recording System.
68. To chair the Business Units IT Steering Group and develop and monitor IT initiatives.
69. To advise on, prepare and present reports to committee as appropriate.
70. To assist with the business planning and budgeting process for the Business Unit; to assist to manage and monitor budgets and resources, in accordance with agreed principles and financial regulations.
71. Develop partnerships and links at national, regional and local levels that promote a positive profile of the service and the authority, and maximise available resources and opportunities.
72. To act as Deputy Section 151 Officer in the absence of the Head of Financial Services (to be determined by the Head of Financial Services).
73. **Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.**
74. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
75. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
76. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
77. Embrace a positive approach to the identification and management of risks at both operational and strategic level.

78. As a member of the Services Business Unit
management team contribute to the overall management and development of
the unit, advising on and contributing to the formulation and implementation of
procedures, policies, practices and other similar matter.
79. To promote best practice in meeting the requirements of Health & Safety
legislation and to comply with other relevant statutory legislation.
80. To inform and support Members such that they are able to effectively carry
out their responsibilities.
81. Endeavour to achieve the environment most conducive to the attainment of
excellent industrial/employee relations.
82. To develop a team-working approach that is based upon a mutually
supportive ethos within an overall corporate context and culture.
83. Undertake such other duties that are required from time to time and are
commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

STRATEGIC FINANCE & BUSINESS ANALYST

All criteria are essential, unless stated as Desirable (D)

Assessment method to be added

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Graduate (D)• CCAB qualification, preferably current membership of CIPFA.• Evidence of continuing professional, personal and management development.• Master of Business Administration (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none">• Successful relevant business/professional experience at senior management level in local government or similar large customer facing organisation.• Substantial post qualification experience.• Competence in IT based systems.• Knowledge and understanding of current and future issues for local government.• Experience and understanding of Best Value.• Experience of developing and achieving challenging performance standards for both individuals and business units.• Evidence of effective consultation in developing service delivery standards and business plans.• Commitment to customer care and evidence of achievement.
Skills	<ul style="list-style-type: none">• Able to interpret & analyse commercial and business information.• Capacity for strategic and creative thinking with a practical approach to problem solving.• Able to interpret policy to achieve operational goals.• Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies.• Able to make clear presentations to a wide range of individuals and audiences.• Excellent written and verbal skills.

Personal Qualities & Commitment	<ul style="list-style-type: none"> • Commitment to excellence in delivery of services. • A team player, able to take a corporate view. • Motivational and collaborative management style, that empowers and develops employees. • Professionally confident and competent. • Committed to long term objectives of the authority. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge.
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CARLISLE CITY COUNCIL

Commercial and Technical Services Business Unit

JOB DESCRIPTION

JOB TITLE: **Street Scene Manager**

Responsible to: **Head of Commercial and Technical Services**

Responsible for: **Ground Services Manager**
 Highways Services Manager
 Waste Services Manager
 Neighbourhood Services Manager
 Drainage Services Manager
 Operational Support staff

OVERALL PURPOSE

- Principal responsibility for the delivery and integration of Highways related activities including car parking, Grounds, Waste Services, Neighbourhood and Drainage services.
- To fulfil a positive role as a member of the Commercial and Technical Services unit management team ensuring that employees and sub-contractors meet Business Plan targets and deliver the targeted annual turnover.
- To engage stakeholders in providing an innovative approach to seeking excellence in service provision and contributing to delivery of Corporate Plan priorities.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To effectively manage the street-scene activities including highways, grounds, waste, neighbourhood and drainage services and to ensure the integration of these.
2. To ensure the co-ordination, programming and management of operations and resources to achieve financial and quality targets/standards.

3. To produce annual action plans for the team defining financial and operational resources and objectives and to ensure information systems are in place to effectively monitor and review the plan on a regular basis.
4. To ensure effective liaison with other teams within the Business Unit to contribute to the delivery of Business Plan objectives.
5. To identify and pursue relevant business opportunities to develop the services that the team has responsibility for, to the overall benefit of the community.
6. To retain a market awareness of other service providers to ensure that best practice can be adopted and partnership opportunities explored to continuously improve service delivery.
7. To maintain effective consultation processes with all employees and Trade Union representatives with the objective of attaining excellent employee/industrial relations.
8. To maintain an up to date knowledge of the service and ensure that all operations comply with the relevant statutory requirements.
9. To ensure an effective call-out system is in place to respond to emergencies outside normal working hours; contribute to the Emergency Planning operations.
10. To identify and action opportunities to train and develop employees through apprenticeship and other programmes.
11. To provide technical professional advice to the Council as required in such areas as feasibility studies, preliminary designs, cost estimates etc.
12. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
13. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
14. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
15. To manage and monitor the Business Unit's budget in accordance with agreed procedures and financial regulations.

16. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 17. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 18. As a member of the Commercial and Technical Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
 19. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
 20. To inform and support Members such that they are able to effectively carryout their responsibilities.
 21. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 22. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 23. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

STREET SCENE MANAGER

*All criteria are considered to be Essential, except where stated as Desirable (D)
Assessment methods to be added*

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none">• Relevant professional or academic qualification.• Evidence of continuous professional and managerial development including training in Industrial Relations, handling disciplinary and grievance issues, recruitment and selection, Health and Safety and Equal Opportunities.• Professional management qualification. (D)
Experience, Knowledge and Understanding	<ul style="list-style-type: none">• Substantial and impressive record of achievement at senior management level including motivation and leadership of staff and management of change.• Evidence of success in managing at least one of the service areas within functional responsibility.• Experience of Health and Safety legislation and its application (in particular street works and reference to Chapter 8).• Evidence of successfully developing and delivering strategies to meet objectives and achieve planned results.• Experience of managing projects within a large organisation.• Experience of working across Services/Departments and partner agencies to achieve outcomes through partnership working.• Experience of working in a political environment and of working with Elected Members.• Experience of managing a diverse group of staff dealing with an extensive range of street scene issues.• Experience of using performance management techniques and developing objective measures to provide quality services.• Experience of effective management of significant human and financial resources across multiple disciplines.• Experience in dealing with and understanding of the issues confronting local authorities in respect of Best Value.• Knowledge and understanding of the current local government law, practice

	<p>and procedures in relation to functional responsibility.</p> <ul style="list-style-type: none"> • In depth knowledge and understanding of best practice in local government services together with comprehensive knowledge of major policy issues affecting local government. • Up to date knowledge of effective management techniques, including financial and project management. • Thorough knowledge and understanding of Equal Opportunities issues with a positive commitment to promoting these within the service.
Skills	<ul style="list-style-type: none"> • Outstanding interpersonal, negotiating and influencing skills. • Highly effective leadership and motivational skills that develop and enthuse others to give of their best. • Well developed strategic, operational and financial management skills. • Analytical skills that contribute effectively to the identification of developments and trends, prioritisation and problem solving. • Effective project management skills so that deadlines are managed efficiently at both team and individual levels. • Able to work closely and establish positive relationships with Members, Senior Managers, Officers of the Council, external agencies, community groups and individuals. • An understanding of the value of team working and roles within teams. • Proven ability to manage within time and financial constraints. • Ability to manage human, financial and information resources at a senior level. • Negotiation skills. • IT skills and awareness of relevant systems.

Criteria	Competency
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Professional demeanour which commands confidence. • Highest standards of personal integrity. • Committed to the delivery of customer focused services and continuous service improvement. • Commitment to promoting a performance management culture. • Communicates clearly and effectively both orally and in writing to engage the interests of a wide range of audiences. • Works across service boundaries to secure ownership for corporate initiatives. • Responds constructively to changing demands, meets tight deadlines and maintains quality services. • Management skills to ensure the efficient and effective provision of quality services.
Other Factors	<ul style="list-style-type: none"> • Prepared to work at weekends and in the evenings when required.

CARLISLE CITY COUNCIL

Commercial and Technical Services Business Unit

JOB DESCRIPTION

JOB TITLE:	Support Services Manager
Responsible to:	Head of Commercial and Technical Services
Responsible for:	Principal Estimator/Surveyor Transport Co-ordinator Health & Safety Advisor Associated Clerical/Administrative employees

OVERALL PURPOSE

- Principal responsibility for the provision of management information, accounts, estimating, purchasing, transport and Health & Safety Services within the Commercial and Technical Services Business Unit.
- To fulfil a positive role as a member of the Commercial and Technical Services unit management team ensuring that employees and sub-contractors meet Business Plan targets and deliver the targeted annual turnover
- To engage stakeholders in providing an innovative approach to seeking excellence in service delivery and contributing to / delivering Procurement Strategy and Corporate Plan priorities.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

49. To effectively manage the support service function including the production of management information, accounts, estimating, purchasing, transport and Health & Safety services.
50. Ensure the provision of timely management information and accounts to the Business Unit managers which meets requirements and facilitates decision making and budget management.
51. To produce an annual action plan for the team defining financial and operational resources and objectives and to ensure systems are in place to effectively monitor and review the plan on a regular basis.

52. Maintenance and development of computerised systems and associated procedures to achieve 'e' governance targets and a reliable and consistent service for users of the system.
53. To liaise regularly within the Business Unit and with the Customer and Information Support and Financial Services Business Units over system reconciliation and systems development.
54. In liaison with the Head of Financial Services, to prepare budgets and ensure efficient budgetary monitoring and control.
55. To ensure that there are robust arrangements in place for the recording, collection and safe custody of cash within the Business Unit and at Bousteads Grassing.
56. To ensure there is an effective transport management system in place that meets the needs of the Business Unit and the Authority as a whole.
57. As a member of the Commercial and Technical Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
58. To operate an effective purchasing function for the Business Unit and to deliver the Corporate Procurement Strategy and priorities/targets.
59. To maintain a system of inventory control for all property and assets of the Business Unit.
60. To maintain an up to date knowledge of the services delivered by the Business Unit and ensure that all operations comply with the relevant statutory requirements.
61. Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
62. Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
63. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
64. To manage and monitor the Business Unit's budget in accordance with agreed procedures and financial regulations.

65. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
 66. Embrace a positive approach to the identification and management of risks at both operational and strategic level.
 67. To inform and support Members such that they are able to effectively carry out their responsibilities.
 68. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
 69. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
 70. Undertake such other duties that are required from time to time and are commensurate with this position.
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CARLISLE CITY COUNCIL

PERSON SPECIFICATION

SUPPORT SERVICES MANAGER

Criteria	Competency
Education and Qualifications	<ul style="list-style-type: none">• Relevant professional or academic qualification• Training in Business Development, Information Technology, Financial and Management Information system development, Procurement, Performance Management and Data Protection issues.• Evidence of continuous professional and managerial development.• Professional management qualification (D)
Experience, Knowledge and Understanding	<ul style="list-style-type: none">• Substantial and impressive record of achievement at senior management level.• Evidence of success in managing a similar service/functional area of responsibility.• Evidence of successfully developing and delivering strategies to meet objectives and achieve planned results.• Successful record of achievement in motivating and leading a multi-disciplinary group of staff and the management of significant human and financial resources.• Substantial record of successfully managing change.• Experience of managing projects within a large organisation.• Experience of working across Services/Departments and partner agencies to achieve outcomes through partnership working.• Experience of working in a political environment and of working with Elected Members.• Experience of using performance management techniques and developing objective measures to provide quality services.• Experience of Best Value issues within a local authority• Knowledge and understanding of current local government law, practice and procedures and major policy issue in relation to functional responsibility.• In depth knowledge and understanding of best practice in local government services and up to date knowledge of effective management techniques, including financial, quality and project management.• Thorough knowledge and understanding of Equal Opportunities issues with a positive commitment to promoting these within the service.

Criteria	Competency
Skills	<ul style="list-style-type: none"> • Outstanding interpersonal, negotiating and influencing skills. • Highly effective leadership and motivational skills that develop and enthuse others to give of their best. • Well developed strategic, operational and financial management skills. • Analytical skills that contribute effectively to the identification of developments and trends, prioritisation and problem solving. • Effective project management skills so that deadlines are managed efficiently at both team and individual levels. • An understanding of the value of team working and roles within teams. • Proven ability to manage within time and financial constraints. • IT skills and awareness of relevant corporate and organisational systems.
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Professional demeanour which commands confidence. • Highest standards of personal integrity. • Committed to the delivery of customer focused services and continuous service improvement. • Commitment to promoting a performance management culture. • Works closely and establishes positive relationships with Members, Senior Managers, Officers of the Council, external agencies, community groups and individuals. • Communicates clearly and effectively both orally and in writing to engage the interests of a wide range of audiences. • Works across service boundaries to secure ownership for corporate initiatives. • Responds constructively to changing demands, meets tight deadlines and maintains quality services. • Management skills to ensure the efficient and effective provision of quality services.
Other Factors	<ul style="list-style-type: none"> • Prepared to work at weekends and in the evenings when required.

CARLISLE CITY COUNCIL

Financial Services Business Unit

JOB DESCRIPTION

JOB TITLE: Treasury and Insurance Manager

Responsible to: Head of Financial Services

Responsible for: Financial Services Support Team

OVERALL PURPOSE

- To be responsible for the Treasury and Debt Management function of the City Council including Leasing and Capital Financing.
- To administer the Council's insurances and to ensure the City Council has an effective risk management programme in place.
- To be responsible for the Financial Services Support Function.
- To act in a collaborative way to assist in the successful achievement of the Corporate Plan within the context of a single authority-wide culture.

KEY AREAS OF RESPONSIBILITY

1. To support the development of appropriate policies to meet the Council's Treasury Management Requirements and to manage in accordance with the policies as determined by the Head of Financial Services the borrowing and investment needs of the City Council.
2. To manage the financing of the Corporate Capital Programme including monitoring capital resources and the completion of capital returns.
3. To make timely and appropriate returns to Government departments in connection with entitlement to grant and to other agencies in connection with the collection of data and statistic.
4. To be responsible for procuring the City Council's leasing and asset financing requirements as directed by the head of Financial Services.

5. To maintain a professional awareness of current developments and to provide relevant training in current developments to staff within the function.
6. To represent the Head of Financial Services at any meetings of members and or officers as the Head shall deem appropriate.
7. To maintain and develop appropriate records of the Council's insurances and claims.
8. To communicate with the Council's insurers on all matters affecting insurance including claims having especial regard to perceived new risks or variations in risks already insured.
9. To advise departments when necessary in connection with all matters affecting insurance or arising out of claims made that may be the subject of insurance.
10. To arrange the timely payment of all premiums in connection with insurance.
11. To undertake the periodic review of cover and risks in connection with the Council's insurances.
12. To act as Deputy Section 151 Officer in the absence of the Head of Financial Services (to be determined by the Head of Financial Services).
13. To implement the Council's Risk Management Strategy in particular by adopting an active role in the Risk Management Group.
14. To liaise with the Council's insurance brokers to ensure that they play an effective and proactive role in advising on the Council's insurances and Risk Management Strategy.
15. To Promote Best Value, excellence in customer service, a focus on continuous improvement and the promotion of these in the delivery of services and employment within the context of equality of opportunity and cultural diversity.
16. To Implement and monitor a positive performance culture, complying with policies and procedures that enable delivery of agreed targets and service standards.
17. To manage, motivate and consult staff; to agree and monitor performance standards that reflect the objectives of the service and the authority; to ensure staff are progressively developed so as to be skilled and empowered to achieve these standards.
18. To manage and monitor the departmental budget in accordance with agreed procedures and financial regulations.

19. Establish and maintain effective two-way communication with staff, colleagues, Members and customers, seeking out and responding to opinions in order to further enhance the quality of service delivery.
20. As a member of the Financial Services Business Unit management team contribute to the overall management and development of the unit, advising on and contributing to the formulation and implementation of procedures, policies, practices and other similar matter.
21. To promote best practice in meeting the requirements of Health & Safety legislation and to comply with other relevant statutory legislation.
22. To inform and support Members such that they are able to effectively carry out their responsibilities.
23. Endeavour to achieve the environment most conducive to the attainment of excellent industrial/employee relations.
24. To develop a team-working approach that is based upon a mutually supportive ethos within an overall corporate context and culture.
25. Undertake such other duties that are required from time to time and are commensurate with this position.

CARLISLE CITY COUNCIL
PERSON SPECIFICATION
TREASURY & INSURANCE MANAGER

*All criteria are essential, unless stated as Desirable (D)
 Assessment criteria to be added*

Criteria	Competency
Education & Qualifications	<ul style="list-style-type: none"> • Graduate (D). • CCAB qualification, preferably current membership of CIPFA. • Evidence of continuing professional, personal and management development. • Management qualification (D).
Experience, Knowledge & Understanding	<ul style="list-style-type: none"> • Successful relevant business/professional experience at senior management level in local government or similar large customer facing organisation. • Sound post qualification experience. • Knowledge and understanding of current and future issues for local government. • Competency in IT based financial systems. • Experience and understanding of Best Value. • Experience of developing and achieving challenging performance standards for both individuals and business units. • Evidence of effective consultation in developing service delivery standards and business plans. • Commitment to customer care and evidence of achievement.
Skills	<ul style="list-style-type: none"> • Able to interpret & analyse commercial and business information. • Capacity for strategic and creative thinking with a practical approach to problem solving. • Able to interpret policy to achieve operational goals. • Ability to build effective working relationships and partnerships with colleagues, Members, voluntary and community groups and a wide range of external bodies. • Able to make clear presentations to a wide range of individuals and audiences. • Excellent written and verbal skills.

Criteria	Competency
Personal Qualities & Commitment	<ul style="list-style-type: none"> • Commitment to excellence in delivery of services. • A team player, able to take a corporate view. • Motivational and collaborative management style that empowers and develops employees. • Professionally confident and competent. • Committed to long term objectives of the authority. • Willing to be flexible in approach to working hours. • High standards of personal and professional integrity. • Committed to continuous development of own skills and knowledge.

APPENDIX 2

Summary of Affected Posts and Financial Implications

APPENDIX 2 - Summary of Affected Posts and Financial Implications

SCHEDULE OF PROPOSED POSTS & COSTS

Existing Posts & Budgets

Post No.	Post Title	Grade	←2002-3 without inflation→			Total	2002/3 prices inc oncosts	2002/3 Employers Contibtn to Car Lease	Existing Total Cost	Existing Post Proposal
			Basic Salary	NI	Super		inc inflation @ 3%	£		
			£	£	£	£	£	£	£	
SP3100	Head of Environmental Services	PO15-18+7.5%	36,708	3,044	4,001	43,753	45,066		45,066	Delete
SP0060	Licensing Officer	Sc 4/5	16,734	1,255	1,171	19,160	19,735		19,735	Delete
	Housing General Fund Budgets		237,860				244,996		244,996	
SP7000	Director of Leisure & Comm Dev.	CO SC2	52,005	5,013	5,796	62,814	64,698	5,320	70,018	Delete
	County Invlmnt Offer Vacancies S	SO1	42,156	8,431		50,587	52,105		52,105	2 FTE Saved
SPO545	Head of Economic Development	PO9-12+7.5%	32,085	2,494	3,497	38,076	39,218	3,200	42,418	Delete
SP7800	Head of Community Support	PO6-9	27,717	2,131	3,021	32,869	33,855		33,855	Delete
SP8050	Community Support Officer	SO2	22,971	1,689	2,504	27,164	27,979		27,979	Delete
SP4500	Head of Planning Services	PO15-18+7.5%	35,874	2,945	3,910	42,729	44,011	3,130	47,141	Delete
SP2520	Head of Property Services	PO15-18	32,682	2,565	3,562	38,809	39,973		39,973	Delete
SP2010	Director of Environment & Develop	CO SC1	54,744	5,190	5,967	65,901	67,870	6,020	73,890	Delete
SP2250	Head of Design	PO15-18+7.5%	36,708	3,044	4,001	43,753	45,066	3,160	48,226	Delete
SP2261	Highways & Environment Manager	PO10-13	30,516	2,307	3,326	36,149	37,233	3,150	40,383	Delete
SP2200	Building Surveying Manager	PO3-6	25,473	1,840	2,777	30,090	30,993	2,710	33,703	Delete
WS0355	DSO Support Services Manager	DSO Accounts								Delete
	DSO Environmental Services Manag	DSO Accounts								Delete
SP2150	Building/Contract Services Manager	PO9-12	29,847	2,236	3,253	35,336	36,396	2,500	38,896	Delete
SP0255	Policy Research Officer 6-9 perm.	PO6-9	27,717	2,039	3,021	32,777	33,760	2,860	36,620	Delete
SP0280	Best Value Officer 8-11 perm.	PO8-11	29,133	1,914	2,868	33,915	34,932	2,800	37,732	Delete
	PR Assistant (Vacancy to be saved)	Sc3/4	12,618	696	1,375	14,689	15,130		15,130	1 FTE Saved
SP1052	Head of Revenues	PO14-17 +7.5%	35,874	2,945	3,910	42,729	44,011	3,250	47,261	Delete
SP1580	Revenue Services Manager	PO1-4	24,072	1,715	2,624	28,411	29,263		29,263	Delete
SP1596	Benefit Services Manager	PO1-4	24,072	1,715	2,624	28,411	29,263		29,263	Delete
	Revenue Services controllable budgets		10,000			10,000	10,000		10,000	
SP1300	Head of Info. Technology Services	PO14-17 +7.5%	35,874	2,945	3,910	42,729	44,011		44,011	Delete
SP1400	Revenues Services Manager	PO7-10	28,422	2,102	3,098	33,622	34,631	3,100	37,731	Delete
SP0400	Head of Personnel	75% CO Sc1	39,690	3,399	4,326	47,415	48,837		48,837	Delete
SP1502	Payments & Admin Manager	PO1-4	24,072	1,715	2,624	28,411	29,263		29,263	Delete
SP0250	Head of Corporate Policy & Strategy	PO10-13+7.5%	32,805	2,579	3,576	38,960	40,129	3,140	43,269	Delete
SP1010	City Treasurer	CO SC1	57,762	5,514	6,724	70,000	72,100	5,890	77,990	Delete
SP1032	Head of Financial Services	PO14-17 +7.5%	35,874	2,945	3,910	42,729	44,011	3,210	47,221	Delete
SP1035	Corporate Finance Manager	PO9-12	29,847	2,229	3,253	35,329	36,389	3,130	39,519	Delete
SP1102	Accountancy Manager	PO9-12	29,847	2,229	3,253	35,329	36,389		36,389	Delete
SP0030	City Solicitor & Secretary	CO SC2	52,005	4,864	5,951	62,820	64,705	5,070	69,775	Delete
SP0035	Head of Legal Services	PO11-14+7.5%	33,600	2,674	3,662	39,936	41,134	2,900	44,034	Delete
SP0110	Head of Committee Services	PO6-9	27,718	2,040	3,022	32,780	33,763	3,210	36,973	Delete
			1,305,082	90,443	110,517	1,268,182	1,550,915	67,750	1,618,665	
							Check total	→	1,618,665	

* £54,744 + £3,018 Deputy Chief Exec

32 posts deleted + 3 saved

APPENDIX 2 - Summary of Affected Posts and Financial Implications

Proposed New and Changed Posts & Budgets

New BU Number	New Post Nos	Post Title	Business Units	Grade	Assim. Protocol Ref.	←-----2002/03----->			Check	Totals	Comments
						Basic Salary £	Oncosts £	Car £	Proposed Total Cost £		
Executive Director											
	1	Executive Director		HACAS	New	65,000	11,700	5,000	81,700		HACAS
	2	Executive Director		HACAS	New	65,000	11,700	5,000	81,700		HACAS
						130,000	23,400	10,000	163,400	163,400	
1	Environmental Protection Services										
	3	Head of Environmental Protection		HACAS	RF or M	41,500	7,470	0	48,970		HACAS est.
	4	Housing Services & Health Partners		HACAS	New	32,930	5,927	3,000	41,857		HACAS est.
	5	Strategy Officer		BVR	New	19,612	3,530		23,142		CCC
	6	Special Needs Officer		BVR	New	19,612	3,530		23,142		CCC
		Housing General Fund BVR Review costs				87,426			87,426		
	7	Licensing Manager		HACAS	RF or M	21,710	3,908	0	25,618		HACAS
						222,790	24,366	3,000	250,156	250,156	
2	Culture, Leisure & Sport Services										
	8	Head of Culture Leisure & Sport		HACAS	RF or M	41,500	7,470	3,000	51,970		HACAS est.
						41,500	7,470	3,000	51,970	51,970	
3	Economic & Community Development Services										
	9	Head of Economic & Community De		HACAS	RF or M	41,500	7,470	3,200	52,170		HACAS est.
	10	Com Supt/Ec Dev. & Trsm Mgr		CCC	RF or M	30,740	5,533	3,200	39,473		Existing
	11	Community Engagement Officer		CCC	RF or M	23,660	4,259	2,504	30,423		Existing
						95,900	17,262	8,904	122,066	122,066	
4	Planning Services										
	12	Head of Planning Services		HACAS	RF or M	41,500	7,470	3,130	52,100		HACAS est.
						41,500	7,470	3,130	52,100	52,100	
5	Property Services										
	13	Head of Property Services		HACAS	RF or M	41,500	7,470	0	48,970		HACAS est.
						41,500	7,470	0	48,970	48,970	
6	Commercial & Technical Services										
	14	Head of Commercial & Technical Se		HACAS	RF or M	56,000	10,080	6,400	72,480		HACAS est.
											* Funded via C&T income
	15	Street Scene Manager		HACAS	RF or M	32,192	5,795	3,150	41,137		HACAS est.
						-32,192	-5,795	-3,150	-41,137		Funded via C&T income
	16	Service Dev. Manager		HACAS	RF or M	32,192	5,795	3,150	41,137		HACAS est.
	17	Building & Facilities Manager		CCC	RF or M	31,431	5,658	2,710	39,799		CCC
	18	Support Services Manager		CCC	RF or M	29,275	5,269	3,100	37,644		CCC
						-29,275	-5,269	-3,100	-37,644		Funded via C&T income
						119,623	21,532	12,260	153,416	153,416	
7	Housing Landlord Services										
	Not applicable if a yes ballot										
8	Strategic & Performance Services										
	19	Head of Strategic & Performance Ser		HACAS	New	41,500	7,470	3,300	52,270		HACAS est.
	20	Procurement & Project Coordination		CCC	RF or M	30,742	5,534	2,500	38,776		Existing
	21	Policy & Performance Manager		CCC	RF or M	31,431	5,658	2,860	39,949		CCC
	22	Performance Manager		CCC	RF or M	30,007	5,401	2,800	38,208		CCC
						133,680	24,062	11,460	169,203	169,203	

APPENDIX 2 - Summary of Affected Posts and Financial Implications

New BU Number	New Post Nos	New Post Title	Business Units	Grade	Assim. Protocol Ref.	2002/03 Basic Salary £	2002/03 Oncosts £	2002/03 Car £	Proposed Total Cost £	Check Totals	Comments
9			Revenues & Benefits Services								
	23	Head of Revenues & Benefits Service		HACAS	RF or M	41,500	7,470	3,250	52,220		HACAS est.
	24	Revenue Services Manager		CCC	RF or M	28,549	5,139		33,688		Virement PO6-9
	25	Benefit Services Manager		CCC	RF or M	28,549	5,139		33,688		Virement PO6-9
						98,598	17,748	3,250	119,596	119,596	
10			Customer & Information Services								
	26	Head of Customer & Information Services		HACAS	RF or M	41,500	7,470	0	48,970		HACAS est.
	27	Customer Services Manager		CCC	RF or M	29,275	5,270	3,100	37,645		Existing PO7-10
						70,775	12,740	3,100	86,615	86,615	
11			Member Support & Employee Services								
	28	Head of Member Support & Employee Services		HACAS	New	41,500	7,470	3,130	52,100		HACAS est.
	29	Pay & Member Services Manager		CCC	RF or M	26,237	4,723		30,960		CCC PO3-6
	30	Overview & Scrutiny Manager		CCC	RF or M	33,789	6,082	3,140	43,011		Existing PO10-13+7.5%
						101,526	18,275	6,270	126,071	126,071	
12			Financial Services								
	31	Head of Financial Services		HACAS	RF or M	56,000	10,080	5,890	71,970		HACAS est.
	32	Accountancy Services Manager		CCC	RF or M	37,746	6,794	3,210	47,750		Existing PO18-21
	33	Strategic Finance & Business Analysis		CCC	RF or M	37,746	6,794	3,130	47,670		CCC PO18-21
	34	Treasury and Insurance Manager		CCC	RF or M	31,431	5,658		37,089		CCC PO10-13
						162,923	29,326	12,230	204,480	204,480	
13			Legal & Democratic Services								
	35	Head of Legal & Democratic Services		HACAS	RF or M	56,000	10,080	5,070	71,150		HACAS est.
	36	Legal Services Practice Manager		CCC	RF or M	35,170	6,331	2,900	44,401		Existing PO15-18
	37	Committee Services Manager		CCC	RF or M	28,549	5,139	3,210	36,898		Existing PO6-9
						119,719	21,549	11,180	152,448	152,448	
						1,380,036	232,670	87,784	1,700,490	1,700,490	Check total
							check total	1,700,490	0		

Notes

- All costs shown at 2002/03 prices.
- Salaries are stated at the top of the existing or HACAS recommended scale.
- Car Leases inc. as budgeted for 2002/03. Other car allowances differences before & after proposed structure considered immaterial.
- Where relevant 7.5% is incorporated in the grade

Existing Budgets	£
Proposed Budgets at top of scale	1,618,665
* Head of C&T + 1 other post Funded from C&T income	1,700,490
	-113,617 Per C&T Business Plan
	1,586,873
Deficit/(-)Saving	-31,792

APPENDIX 3

Appointment & Assimilation Protocol

**Including comments received from Trades
Unions**

**CARLISLE CITY COUNCIL
ORGANISATIONAL STRUCTURE REVIEW 2002
– APPOINTMENT & ASSIMILATION PROTOCOL**

1. INTRODUCTION

1.1 Purpose

This protocol will be used to guide the appointment and assimilation of employees into positions in Carlisle City Council following the organisational structure review 2002.

It should be noted that a separate Protocol will apply in respect of staff transferred under TUPE to Carlisle Housing Association.

The Council has a comprehensive redundancy policy & selection procedure agreed jointly between management and the trades unions, and it is intended that this shall remain in force. However, the nature of the 2002 organisational structure review and the reasons for it, are likely to result in a number of posts where duties are changed (some to a considerable extent, others less so, and some insignificantly). Less likely is the situation where one or more employees need to be selected for redundancy from a larger number carrying out very similar work in a department. Thus there needs to be a protocol for appointing or assimilating people into these new posts. Where redundancy selection is appropriate, the agreed selection procedure will be used.

1.2 Statement of Intent

Throughout the process of the organisational structure review, the large scale voluntary transfer of housing stock and associated activities (LSVT) and Leisuretime externalisation, every effort will be made to protect jobs and minimise redundancies. Negotiations with the preferred partners for LSVT and Leisuretime will pursue the need to take all appropriate staff under a TUPE transfer, and in addition, affected employees who would not ordinarily qualify for this. In addition, various appropriate recruitment and employment measures will be taken to reduce the need for redundancies.

1.3 Consultation

Consultation on the organisational review started at the beginning of the review process and will continue throughout. Employees, and other stakeholders have been consulted as part of the diagnostic research and when the broad outline structure was drawn up, and further, full, consultation will take place with management, trades unions and employees when the detailed structure has been proposed, and on this appointment & assimilation protocol.

2. RESTRUCTURE PROCESS

- 2.1 The Chief Executive will present regular progress reports and a final report on the Organisational Assessment BV Review to the Overview & Scrutiny Organisational Assessment Best Value Review sub committee, Overview & Scrutiny Management Committee, Executive and Full Council as appropriate.
- 2.2 The Chief Executive will discuss the proposals for change with senior and middle management and the trade's union's representatives during all stages of the process. A structure chart will be produced, showing managerial relationships the scope of posts and grades for consultation. Managers will discuss the same proposals with their employees. All employees, including managers and trades union representatives, will have the opportunity to comment on the proposed structure and make representation on any aspects affecting themselves before the final structure is agreed upon. [Trades Union representatives may also comment on behalf of their members.]

Information given to all employees will include the:

- a) Reasons for the restructure;
 - b) Proposed new structure;
 - c) Details of jobs, which are new or significantly changed from present;
 - d) Posts which will be deleted in new structure and number of people in these;
 - e) Time scale for implementation;
 - f) Employees directly and indirectly affected;
 - g) Arrangements for appointments and assimilation to the posts;
 - h) Redeployment process.
- 2.3 Once Council has finally agreed the new structure the appointment and assimilation process as outlined below will commence.

3. APPOINTMENT AND ASSIMILATION PROCESS

3.1 General

Categorising the posts

The Town Clerk and Chief Executive advised by the Council's Human Resource advisors (external and internal) will propose a category for appointment to each post:

- Category 1 – Open Recruitment
- Category 2 – Ring Fenced Post
- Category 3 – Matched Post

In making the decision the factors to be taken into account will be:

- Responsibility for key functional areas;
- Tasks and duties of the post;
- Financial responsibilities;
- Supervisory responsibility;
- Type and level of decisions made;
- Communication required by the job;
- Reporting Lines;
- Internal/external contacts;
- Comparative remuneration.

3.2 Category 1 - Open Recruitment

Posts will be placed in this category if they are new.

These will be advertised internally and externally, in line with Council's recruitment and selection procedure, and all prospective internal candidates will be invited to apply for the role, along with external applicants. Recruitment will be by the way of an interview panel with the process managed by external advisors and include testing or an assessment centre process as well as interview(s). Successful staff will receive a formal offer of appointment, as is the normal process on appointment.

Category 2 – Ring-fenced Posts

A number of posts within the new structure may contain different elements of existing posts. Any post which contains significant elements of an existing post will be classified as "ring fenced".

Recruitment will be by a panel to ensure a fair and consistent approach, and that the appointment system is demonstrably fair to all involved.

Recruitment may, if relevant, include testing and/or other suitable assessment centre type of exercises as well as individual interview(s). Successful candidates will be advised, in writing.

Category 3 - Matched Posts

The majority of posts within the new structure will be the same or similar to posts within an existing structure other than their reporting arrangements. Such posts are likely to have most of the functions of the existing posts. Where variations do exist these are more likely to be in terms of emphasis and style rather than content. Such posts will be classified as "matched posts". For a post to be matched it must have a substantial number of functions of the functions of a post within the existing structure, and there must be sufficient posts for the people who are matched against them.

3.3 Advising Employees

There will be communication and discussion between the Town Clerk and Chief Executive and all staff concerned regarding their position in the new structure. A briefing note will be issued to affected staff giving details of the structure and the timetables etc involved. All staff will then receive an individual letter informing them of which post in the new structure they have been matched or ring-fenced against, or inviting applications for new posts.

Any staff who consider that their post has been wrongly classified may put forward a case of claim in writing to the Secretary to the Appeals Panel (to be advised) within 10 working days of being advised of the classification of that post. This will take place before the post is advertised or (in the case of a matched post) before anyone is appointed to it.

The letter will include a pro forma to be completed and returned within the time scale specified. There will be a space on the pro forma for staff to register any concerns regarding the classification and any case they may have for the classification to be changed. These requests will be considered and a response provided within a stated time scale.

3.4 Time to Consider Jobs Offered and Trial Periods

All existing staff appointed to "ring fenced" and "open competition" posts will have 10 working days to consider the offer. The employee may accept, or reject, the job offer as they feel appropriate. If rejected, and the post is not considered "suitable alternative employment" the employee may qualify for redundancy. If the post is regarded as "suitable alternative employment" redundancy will not apply.

Existing employees appointed in "open competition" and to "ring fenced" posts will have a month's trial period while both the employee, and management, assess suitability for the new post. At the end of this time, either party is free to decide that the employment is not "suitable alternative employment" and redundancy may apply.

3.5 Earnings Protection

In accordance with existing Council policy, where the salary of the new post is lower than that of the existing post, then the employee will have their existing earnings protected for one year, after which they will revert to the appropriate grade. They will not receive any cost of living awards during this period.

Employees who are members of the local government pension scheme can, if appropriate, protect their 'pensionable earnings' for a period of (effectively) up to ten years after their salary reduction. Details are available from the personnel section.

3.6 Appointment to a position on a higher grade than current post

Where the grade of the new position exceeds the grade of the existing post, then the employee will be appointed at the nearest equivalent point above their existing point in that grade.

3.7 Appeals Procedure

This appeals procedure for assimilation will apply in respect of the 2002 restructure only, and is as follows:-

Employees affected by restructuring proposals have the right of appeal against the outcome of any management decision regarding individual appointment and assimilation. Appeals should be made in writing to the Secretary to the Employment Panel (to be advised) within 10 working days of receiving written notification of any such decision. All appeals regarding decisions for all posts affected by the Organisational Review will be determined by Elected Members sitting as the Council's Employment Panel as soon as is practicable.

3.8 Redeployment

A member of the personnel section will meet with any employee who is unsuccessful in being appointed to a post under the three categories (open recruitment, ring-fenced and matched posts) to discuss the possibility of redeployment elsewhere within the Council. Every reasonable effort will be made to find suitable alternative employment. However, it must be understood that this cannot be guaranteed.

3.9 The Position of Employees on a TUPE List

The aim of the exercise is to prevent unnecessary redundancies, therefore employees who are on TUPE lists will be eligible to apply for those posts advertised in open competition.

4. Employee Support

Training, coaching and confidential counselling services will be available for employees affected by this change.



Town Clerk and Chief Executive

Peter Stybelski BSc MSc
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Mr C Wright
Chair - Carlisle City Council Branch UNISON
Civic Centre
Rickergate
CARLISLE
CA3 8QG

Please ask for: Peter Stybelski
Direct Line: 01228 817001
E-mail: PeterS@carlisle-city.gov.uk
Your ref:
Our ref: CE20/TU02/DK

18 July 2002

Dear Chris

ORGANISATIONAL REVIEW – ASSIMILATION PROTOCOL

Now that the formal consultation period for the Assimilation Protocol has ended, I would like to respond to your official response letter of 17 June from UNISON. I will use the numbering in your letter.

(i) Appointment and Assimilation Protocol

The intention of the review and the protocol is to reduce potential job losses to a minimum. It is anticipated that there may be up to five positions that could be at risk of redundancy. However, every effort will be made to find suitable alternative employment for those individuals.

Para 3.2 – Category 1 – Open Recruitment

A schedule of all new posts will be included within the report to Overview and Scrutiny Organisational Assessment Best Value Review Sub Committee on 7 August, the Executive on 12 August and reported to a meeting of the full Council for decision on 29 August 2002.

It is the Council's intention to follow the Appointment and Assimilation Protocol and new posts will be advertised internally and externally in line with the Council's recruitment and selection procedure. Internal candidates along with external candidates will be encouraged to apply and will be subject to an interview, testing and assessment.



INVESTOR IN PEOPLE

1

Continued

Para 3.2 – Category 2 – Ring Fenced Posts

Ring fencing is not appropriate for completely new posts as they relate to different posts in different structural models. For example, the Executive Director posts are completely new in that they are more strategic, corporate and operate at higher level with greater cross-functional working. Nothing will prevent existing staff, who consider they are suitable for new posts, from applying and indeed the protocol encourages applications.

For those staff who are unsuccessful in obtaining a ring fenced post, then they will be considered for suitable alternative employment within the Council. It is for management to determine whether a post is considered suitable alternative employment and the right of appeal is set out below in paragraph 3.7. It is intended that appeals should be lodged within 10 working days of the person being notified with the appeal held as soon as practicable.

Para 3.4 – Time to consider Jobs offered and trial periods

Any redundancy payments will be made in accordance with the Council's existing and agreed redundancy scheme.

Para 3.5 – Earnings Protection

This is an existing Council policy and the Council considers that one year's earnings protection is sufficient to enable employees affected to make suitable alternative arrangements. The Council will use its best endeavours to avoid financial detriment, downgrading, personal or professional detriment to all employees wherever possible.

Para 3.7 – Appeals Procedure

The guiding principle in the appeals process is one of fairness and openness and any person who determines a particular matter will then not subsequently determine the appeal in respect of the same matter.

Due to the complexity of this review it is proposed that the same appeal system will be applied to all the employee posts affected, irrespective of current or proposed grade.

It is further proposed that all appeals will be determined by Members. Under the current constitutional arrangements this would be by one of the Member Appeal

Panels, which deals with a wide range of appeals in respect of staffing and other matters (three Members politically balanced). The Organisational Review is a large and complex undertaking and to reinforce fairness and openness and focus of expertise, it is proposed that all appeal, grievance and associated matters are determined by the Employment Panel (six Members politically balanced). This will require the Council to authorise a temporary variation to the Scheme of Delegation to add the appeals function to the Employment Panel for this exercise only.

To avoid difficulties at the end of the process, in respect of any appeals in relation to selection for redundancy or suitable alternative employment, it is proposed that the appeal takes place during consultation so that once the candidates for the various posts have been identified, before a final decision is made, the candidate will be given a letter of intent as part of the consultation process and shown the final proposal and invited to make any comments. If the candidate does not accept the final proposal, then they will be given the right of appeal and the appeal dealt with before the proposal is finally passed.

The timing of the establishment of the Employment Panel will be undertaken as soon as is practicable and every effort will be made to hear appeals within 28 days.

Para 3.9 – The Position of Employees on a TUPE List

All those employees who are on the TUPE list will transfer across. It is of course open to those employees to apply for any position that is advertised externally. Both the old and the new structure will be available in the report.

The remainder of the points raised in your letter are dealt with in the Employment Transfer protocol already supplied to you, the latest copy of which was received on 11 July and a further copy is appended. I would suggest that it would be helpful if we could have a further meeting on the Protocol once the outcome of the ballot is known.

Thank you for your helpful comments.

Yours sincerely

P Stybelski

Town Clerk and Chief Executive

UNISON
Local Government

Carlisle City Branch
Civic Centre
Rickergate
CARLISLE
CA3 8QG

01228 817573

17th June 2002

Peter Stybelski
Chief Executive

Dear Peter

**UNISON COMMENTS AND VIEWS ON THE ORGANISATIONAL
STRUCTURE REVIEW 2002- DRAFT APOINTMENT AND ASSIMILATION
PROTOCOL AND THE DRAFT PERSONNEL CODE OF PRACTICE -
TRANSFER OF STAFF TO CARLISLE HOUSING ASSOCIATION**

Set out below are UNISONS comments, views and suggested amendments relating to the above documents.

I know that some of the points raised below have already been discussed at meetings, and have been verbally passed to UNISON. These are repeated due to this being UNISONS official response to the draft documents as part of the consultation process.

(i) Appointment and Assimilation Protocol

A general question is asked first "are there going to be any loss of jobs"?

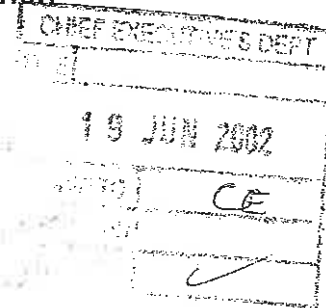
Para 3.2 - Category 1 - Open Recruitment

Please provide a list of all posts considered to be new. UNISON requests that New Posts are initially advertised internally only, and only advertised externally if there are no suitable internal candidates.

Para 3.2 - Category 2 - Ring-Fenced Posts

Please specify exactly what the City Council mean by a Ring-Fenced post. Will posts be ring fenced by section, unit etc? What will happen to staff who are unsuccessful at obtaining a matching.

What is the make-up of the appointment panel, and what is the time limit for appears (is it 28 days)?



Para 3.4 - Time to consider jobs offered and trial periods

Redundancy should be based on enhanced payments.

Para 3.5 - Earnings Protection

UNISON requests that Earnings Protection should apply for the period of time that the employee stays in the post, and should not be limited to 1 year.

If and when the salary of the new post catches up with the old one the protection would end. Until this happens, cost of living awards should be paid to post holders on protected earnings.

Para 3.7 - Appeals Procedure

UNISON requests that all appeals should be dealt with within 28 days of the Chief Executive receiving a written appeal.

Para 3.9 The position of Employees on a TUPE list

UNISON would wish to seek clarification regarding this issue. Does it relate to all posts other than ring-fenced posts within the context of par 3.2? UNISON wishes to see the old structure and the new structure (As soon as it is available).

(ii) Transfer of staff to Carlisle Housing Association

Para 2.3 Consultation

What terms and conditions will employees take across with them?

Para 2.4 Job Security

UNISON appreciates the offer of a 2 year "No Redundancy" guarantee. The DSO employees have a longer "No Redundancy" guarantee than other staff transferring. UNISON asks why this is, and requests that all transferring staff have the same guarantee than the DSO.

Does Riversides Business Plan not give them some idea that they will not need to have job losses?

Para 2.5 - Recruitment Policy

UNISON requests that all "non-matched" posts are advertised internally initially, and are only advertised externally if no suitable candidate is found.

Para 3.0 - TUPE

Regarding Pensions, UNISON seeks clarification on the issue. Do we have Committed Body Status?

Para 5 - Carlisle Housing Association Structure

Para 5.1 UNISON would like to see a copy of Carlisle Housing Association Staffing Structure as soon as possible. "Staff Representation" should read Trade Unions.

Para 5.3 - "Staff Representation" should read Trade Union. What process is being referred to here?

Para 5.4 - What posts are being referred to? Could the posts be ring-fenced for City Council staff only?

Para 6.2 - Round 2

What are the principles referred to?

Chris

Chris Wright
Chair, Carlisle City Council Branch UNISON

CHAIRPERSON: CHRIS WRIGHT 817364

SECRETARY: SARAH GRAHAM 817573
ISOBEL DAVISON 817572



Town Clerk and Chief Executive

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NEWCASTLE UPON TYNE
NE15 6RB

Please ask for: Peter Stybelski
Direct Line: 01228 817001
E-mail: PeterS@carlisle-city.gov.uk
Your ref:
Our ref: CE20/TU02/DK

18 July 2002

Dear Mr Jukes

ORGANISATIONAL REVIEW AND ASSIMILATION PROTOCOL

As you will appreciate the period of formal consultation on the Assimilation Protocol has now ended and I would like to respond to the GMB comments set out in your email of 3 July which are substantially the same as the earlier draft emailed on 1 July.

I will respond to both collectively.

Taking each numbered point in turn:-

1. With respect to 'various appropriate recruitment and employment measures', I have asked our Personnel team to put in place additional assistance to allow employees affected by the review to be supported in terms of CV updates, preparing for interviews, marketing themselves etc with programmes tailored to the individual. You will also be aware that the Council has a range of training and development opportunities already available to employees.
2. Consultative structure charts have been shared with employees and Trades Unions throughout the process. The timetable requires detailed reports to be put before the Organisational Assessment Best Value Sub Committee on the 7 August 2002, the Executive on 12 August with decisions made by full Council at a meeting to be held on 29 August 2002. The report to these meetings will include details of jobs and grades and the accompanying Assimilation Protocol to manage the transition from the existing to the new structure:



INVESTOR IN PEOPLE
Continued

3. Ring fencing is not appropriate for completely new posts as they relate to different posts in different structural models. For example, the Executive Director posts are completely new in that they are more strategic, corporate and operate at higher level with greater cross-functional working. Nothing will prevent existing staff, who consider they are suitable for new posts, from applying and indeed the protocol encourages applications.
4. Where a new post contains significant elements of an existing post it will be classified as ring fenced. The full criteria are set out in paragraph 3.1 of the Assimilation Protocol.
5. Again the detail of the criteria for matching posts is set out in paragraph 3.1 and for a post to be matched it will need to be the same or similar to an existing post (except for reporting arrangements which will clearly vary in the new structure). It is not intended that a person matched to a post should suffer a reduction in salary or benefits.
6. This aspect of the Protocol will be changed to reflect the fact that under the current constitutional arrangements, the appointment of all staff other than Chief Officers is the responsibility of the Town Clerk and Chief Executive, who in turn may delegate to other officers in respect of their areas or responsibility. As the nature of this review will make delegation impossible until senior posts are filled, it is proposed that the Town Clerk and Chief Executive will be responsible for matching, ring fencing and appointing to all posts except for those posts designated as Chief Officers by the Council. This will be undertaken within the terms of the Councils existing employment policies and employment best practice with advice and support from the Councils Principal Personnel Officer and external personnel advisors from HACAS Chapman Hendy and through the use of the normal established arrangements including officer panels.
7. The prime objective of the Council is to improve management and performance through a new structure and existing employment policies will be used in filling posts, whether appointed internally or externally.
8. The Employers Organisation has issued advisory employment regulations concerning the appointment and dismissal of senior staff – the Local Authorities (Standing Orders (England) Regulations 2001). These provide that Councillors may be involved in the appointment of the Head of Paid Service, statutory Chief Officers (in Carlisle the Section 151 Finance Officer) and non-statutory Chief Officers (in the proposals the Executive Directors), Deputy Chief Officers (Officers who report directly to a Chief Officer for most or all of their duties i.e. The Heads of Service) and any Political Assistants. Non-statutory Chief Officers

may also be appointed by officers. The involvement of Elected Members in the appointment, discipline or dismissal of staff below the level of Deputy Chief Officer is not allowed. The regulations are silent on the position of the Monitoring Officer, as the post is not identified as a statutory Chief Officer. It is clear that the officer has statutory protection from disciplinary action (with the Head of Paid Service and Chief Finance Officer) and it is good practice for Members to be involved in this appointment. In formulating the City Council's Constitution, Members have taken the view that they do not wish to be involved in the appointment of Deputy Chief Officer or below and this is delegated to the Town Clerk and Chief Executive as Head of Paid Service.

In the light of the above, the constitutional position is as follows:

- That the following posts should be appointed by Members of the Employment Panel:
- The Head of Financial Services as the designated Chief Financial Officer (Section 151 Officer)
- The Executive Director posts (2) as non statutory Chief Officers
- The Head of Legal and Democratic Services as the Monitoring Officer (Section 5)
- All other posts designated Deputy Chief Officer or below i.e. Heads of Service and below, should be appointed by the Town Clerk and Chief Executive

Members will also be aware that under the current Regulations and Constitution that the Executive has the opportunity to raise objections to decisions about appointments or dismissals of senior officers

It is for the Council to decide whether approval to appoint the above posts should be delegated to the Employment Panel or whether the final decision is made by the full Council.

It should also be noted that the Council's Constitution will require amendment in the light of the revised management arrangements set out within this report.

9. Where an individual is matched to a post and that individual applies for open recruitment or ring fenced post and is found unsuitable for the post applied for, then the view of the Council is that the matched post is suitable alternative employment and the individual would not be eligible for redundancy payment. The 28-day period follows the statutory requirements.
10. It is for management to determine whether a post is considered suitable alternative employment and the right of appeal is described in answer to question 12 below.

11. This is an existing Council policy and the Council considers that one year's earnings protection is sufficient to enable employees affected to make suitable alternative arrangements.
12. The guiding principle in the appeals process is one of fairness and openness and any person who determines a particular matter will then not subsequently determine the appeal in respect of the same matter.

Due to the complexity of this review it is proposed that the same appeal system will be applied to all the employee posts affected, irrespective of current or proposed grade.

It is further proposed that all appeals will be determined by Members. Under the current constitutional arrangements this would be by one of the Member Appeal Panels, which deals with a wide range of appeals in respect of staffing and other matters (three Members politically balanced). The Organisational Review is a large and complex undertaking and to reinforce fairness and openness and focus of expertise, it is proposed that all appeal, grievance and associated matters are determined by the Employment Panel (six Members politically balanced). This will require the Council to authorise a temporary variation to the Scheme of Delegation to add the appeals function to the Employment Panel for this exercise only.

To avoid difficulties at the end of the process, in respect of any appeals in relation to selection for redundancy or suitable alternative employment, it is proposed that the appeal takes place during consultation so that once the candidates for the various posts have been identified, before a final decision is made, the candidate will be given a letter of intent as part of the consultation process and shown the final proposal and invited to make any comments. If the candidate does not accept the final proposal, then they will be given the right of appeal and the appeal dealt with before the proposal is finally passed.

13. No comment received.
14. The Council will use its best endeavours to prevent the possibility of constructive dismissal.
15. Again, the Council will use its best endeavours to avoid financial detriment, downgrading, personal or professional detriment to all employees wherever possible.

16. The proposals for the Head of Financial Services to be nominated the Chief Financial Officer (Section 151) and the Head of Legal and Democratic Services to be the Monitoring officer and for both to be members of the new Corporate Management Team and will satisfy the District Auditor as to their appropriateness.
17. The protocol will apply to all substantially affected and new posts.

To help clarify the process, I would be grateful if you would note that the proposals to be made to Council in respect of the Organisational Review will be made from the Town Clerk and Chief Executive as Head of Paid Service, who as you know has a duty to report on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation of officers.

Thank you for your helpful response, which I will ensure, is reported to Members together with a copy of this reply.

Yours sincerely

P Stybelski

Town Clerk and Chief Executive

APPOINTMENT - ASSIMILATION PROGRAMME COMMENTS

1. Paragraph 1.2 of the Assimilation Programme refers to "various appropriate recruitment and employment measures" being taken to reduce unnecessary redundancies. Examples of this could be given.
2. Paragraph 2.2 of the Assimilation Programme refers to a chart being produced showing the broad scope of Grades and Jobs. When will this happen? The protocol needs to be read with the new structure, which it is intended to address.
3. Paragraph 3.2 of the Assimilation Programme refers to completely new posts being filled by way of open recruitment. There is an argument that some of the new posts should be ring fenced as well because they effectively displace five existing Chief Officer posts and are therefore not "new" in a strict sense. Displaced staff may wish to "claim" these posts in any event, depending how closely they match their current posts.
4. The paragraph referring to "ring fenced posts" in the Assimilation Programme refers to those posts containing "different ... significant elements" of existing posts. What does this mean? Does it mean more elements; less elements and/or a mix of both? How is the judgement to be made?
5. The reference in the Assimilation Programme to "matched posts" under Category 3 describes them as being posts which "will be the same or similar" to posts within the existing structure. It is silent, however, on for example what percentage more or less than an existing post will deem it to be matched? It refers to a match where "a substantial number of functions" match an existing post within the existing structure but the size of the functions should also be relevant as well as the number. The protocol is also silent on what reduction in salary, benefits etc it considers acceptable for there still to be a matched post.
6. Under paragraph 3.1 of the Assimilation Programme the internal and external Human Resource advisers will propose which category a post falls within. There should be Trade Union involvement in this process and possibly Member involvement also. This proposal is not acceptable to the GMB.
7. There is no requirement for posts deemed to be "open recruitment" to be advertised internally and externally. They can be advertised internally only initially if the Council's objective is to minimise redundancies and only externally if no suitable internal appointment is made.

8. It is unclear under paragraph 3.2 of the Assimilation Programme who will appoint the "ring fenced" posts. Under the Council's existing arrangements Members (the Employment Panel) are involved in interviewing Chief Officers. Does this paragraph presuppose that the Panel (which presumably will include Members but it is unclear) will interview what are effectively Heads of Service posts as well? Detail of the composition of the Panel would need to be set out before sensible comment could be made on whether or not it is acceptable.
9. Under paragraph 3.4 of the Assimilation Programme, is it the intention that, if an employee is applying for a ring fenced or an open competition post from a matched post, he/she will still be able to reject the offer if successful and claim redundancy without being relocated back into the matched post? What is the position if a person applies for a ring fenced or open competition post and is not appointed? Is he/she then redundant or do they revert back to a matched post if in fact one exists and if it does not, are they then redundant? The proposal to leave the post open for one month is, on the face of it, too short. It is not possible within one month to decide whether the post is suitable. The normal probationary period is six months now. It is accepted, however, that there is a need for speed.
10. Under paragraph 3.4, who will decide whether a post is "suitable alternative employment" or not and what internal appeals mechanisms are proposed in the event of a disagreement?
11. Under paragraph 3.5 of the Assimilation Programme, the proposal for one year's salary protection could be reconsidered in these circumstances. The Council could consider increasing the policy to, say, five years which some authorities apparently adopt.
12. The appeals procedure in paragraph 3.7 of the Assimilation Programme needs revisiting as it is unclear how it is intended to operate. The Chief Executive should not deal with the matter in the first instance and then deal with an appeal against his own determination if indeed this is what is intended. There should be a right of appeal (as has been the case under local custom and practice in respect of employment matters) to members and certainly to a different person/body from the one which made the decision being appealed against. It is not clear what is meant by "Chief Officers" in the context of this paragraph. Does it mean Chief Officers under the current structure or is it referring to what will be classified as Chief Officers (presumably the new Executive Director posts) under the proposed new structure? Is it the intention that the internal/external human resource advisers will make decisions on staff other than Chief Officer posts (whatever that is determined to mean) with an appeal to the Chief Executive, but that the existing Chief Officers positions will

initially be determined by the same human resource advisers but with an Appeal to Members rather than the Chief Executive? The position is unclear but if it is as stated above, what is the reason for differentiating between Chief Officers and other staff? Which is the "Appointment Panel" referred to in the paragraph? Is it the Council's 3 Member Appeals Panel or its 6 Member Employment Panel?

14. The GMB will want to be assured that there are no possibilities of Constructive Dismissal.
15. The GMB will oppose these proposals if there is a financial detriment, downgrading, professional or personal detriment to any of our members.
16. The GMB is very concerned that there may be a potential mismatch between S151 Officer, Monitoring Officer and Executive Directors. We feel the Consultants have not considered this point.
17. The GMB would like clarification if **all** top management posts are to be covered by the same criteria.

APPENDIX 4

Senior Payscales Methodology Report from HACAS Chapman Hendy

SALARY STRUCTURES FOR THE EXECUTIVE DIRECTORS AND HEADS OF THE BUSINESS UNITS

1 INTRODUCTION

- 1.1 The purpose of this report is to set out the basis upon which the structures for the posts of Executive Director and the Heads of the Business Units within the Council be formed.
- 1.2 It is important to set salary structures at such a level to enable the Council to attract and retain the best quality senior staff. To assist the Council to establish an appropriate salary level for the Executive Directors and Heads of the Business Units we have undertaken a market pay exercise. We have compared Carlisle City Council against other comparable organisations in terms of population, geographical location, and challenges facing the Authority. Our findings were based on pay data held by HACAS Chapman Hendy, the Employers Organisation and PE Inbucon.

2. SALARY STRUCTURES

- 2.1 The sector norm is to pay senior local authority staff on either:
- Spot salaries with automatic incremental salary progression. Using this system, progression is linked to 'time serving' rather than the achievement of performance objectives; or,
 - Narrow salary bands (ideally 3 to 6 points) linked to the cost of living and progression is subject to the achievement of formally set performance objectives.

Increasingly salary progression systems for senior local authority staff are linked to the achievement of key performance objectives rather than 'time serving' and this we would recommend should apply within the City Council.

3. RECRUITMENT AND RETENTION OF KEY STAFF

The Local Authority sector is increasingly finding it difficult to recruit and retain high quality senior and professional staff. For this reason the Council needs to ensure that it has appropriate reward systems in place.

4. RECOMMENDATIONS FOR SALARY STRUCTURES

We would recommend that the salary structures for the Executive Directors and the Heads of the Business Units are as follows:

Executive Directors

The market pay research indicates that the average market salary for the Executive Director posts is £65,000. Using this data and our own experience of the market place we would recommend that a narrow salary band of three points as follows:

£60,000

£62,500

£65,000

We would further suggest that for the purposes of salary negotiation the Joint Negotiating Committee (JNC) for Chief Officers should apply.

Heads of the Business Units

The market pay research for the majority of the Heads of Business Units indicate that the average salary is around £40,000 except for three posts. The three exceptions are the Head of Financial Services, Head of Legal and Democratic Services and Head of Commercial and Technical Services. To ensure consistency of approach with the Executive Directors we would recommend a four point band for the Head of Financial Services and Head of Legal and Democratic Services:

£50,000

£52,000

£54,000

£56,000

The Head of Financial Services and Head of Legal and Democratic will hold statutory responsibilities as S151 Officer and Monitoring Officer respectively and therefore we would recommend for the purposes of salary negotiation the Joint Negotiating Committee (JNC) for Chief Officers apply.

The recommended salary structure for the Head of Commercial and Technical Services is solely based on the market position of this type of post and the difficulty in recruiting and retaining individuals with these skills and experience. Therefore, we would recommend that this post is formally designated a 'market scarcity' post and an annual spot salary of £56,000 should apply. We would suggest that the spot salary for this post is reviewed against the market on a biennial basis. We would also recommend that for the purposes of negotiation the National Joint Council for Local Authorities should apply.

For the other Heads of the Business Units we would recommend that the Principal Officer grade is extended. This will help to ensure that the Council has greater flexibility, for example, to be able to pay the going market rate to recruit and attract quality staff and to allow for people to develop into their post. We would further recommend that each of these posts have a six point band as follows:

£37,476

£38,310

£39,175

£40,056

£40,943

£41,860

These include an assumed 3% pay award, if this is different the figures will change proportionately.

As Principal Officers these Heads of Service would fall under the National Joint Council for Local Authorities for the purpose of pay negotiation.

General Principles for all Salary Scales

We would suggest that the following principles should apply to all the salary scales for the Executive Directors and Heads of the Business Units:

- Progression through the salary scale should be linked to performance objectives and not time serving;
- The Council needs to be responsive to market rates to ensure the recruitment and retention of high quality staff; and,
- The Council retains the flexibility to appoint staff at any point in the designated salary scale for the post.

Other terms and conditions

We would suggest that all other terms and conditions remain the same as present with the exception of the relocation allowance. Following the application of the Assimilation Protocol, the Council may advertise some of the senior posts externally and internally and some of the successful recruits may be based elsewhere in the country. The Council's current relocation allowance is well below the market rate of £8,000 and this may prohibit the best candidates from applying.

Principal Officers

SCP	PO	2001/2002 £	Plus 3% £
33	1	22341	23011
34	2	22971	23660
35	3	23451	24155
36	4	24072	24794
37	5	24750	25493
38	6	25473	26237
39	7	26310	27099
40	8	27003	27813
41	9	27717	28549
42	10	28422	29275
43	11	29133	30007
44	12	29847	30742
45	13	30516	31431
46	14	31254	32192
47	15	31971	32930
48	16	32682	33662
49	17	33384	34386
50	18	34146	35170
51	19	34905	35952
52	20	35634	36703
53	21	36384	37476
54	22	37149	38310
55	23	38034	39175
56	24	38889	40056
57	25	39750	40943
58	26	40641	41860