



Agenda Item
A15(e)

PORTFOLIO AREA: STRATEGY AND PERFORMANCE

Date of Meeting: 15 April 2002

Public

Key Decision: No

Recorded in Forward Plan: Yes

Inside Policy Framework

Title: ORGANISATIONAL REVIEW PROPOSED TIMETABLE
Report of: TOWN CLERK & CHIEF EXECUTIVE
Report reference: TC. 77/02

Summary:

Following receipt of the Consultant's report consultation is currently taking place with staff members and Trades Unions. This report sets out the proposed timetable for the remaining stages of the Organisational Review.

Recommendations:

The Executive is requested to endorse the timetables set out in paragraph 3.1 of this report and to refer it to the Council and Overview and Scrutiny Management Committee.

Contact Officer: Peter Stybelski

Ext: 7001

1. BACKGROUND INFORMATION AND OPTIONS

The Executive will recall that at the last meeting it received a report from the Town Clerk and Chief Executive (TC.63/02) advising Members of the Organisational Review options which had been considered by the Organisational Assessment Best Value Review Sub-Committee at its meeting on 22 March 2002. The Executive agreed, (EX 097/02) to endorse the recommendation of the Sub-Committee to consult on the basis of the option set out in Chart 5, the Strategic / Co-ordination Model.

2. CONSULTATION

2.1 Consultation to Date

Consultation is now taking place through the following methods:

- ◆ A letter to all members of staff requesting their comments.
- ◆ The establishment of a unique email address for comments – organisationalreview@carlisle-city.gov.uk
- ◆ Open meetings for staff to 'drop in' being held by the Town Clerk and Chief Executive on a regular weekly basis.
- ◆ Management Briefings held monthly for the 70 most senior managers in the Authority.

2.2 Further Consultation Proposed.

In addition to the above each of the service areas identified in the preferred option is to be the subject of further discussion by groups of staff brought together to comment upon each of the service blocks identified. These meetings will be attended by the Council's consultants and will help to gather feedback and further develop the structure.

This stage of consultation is planned to take place between 8 April 2002 and 30 April 2002 and emerging messages from the consultation will be further communicated throughout this period, which will also include a formal 'stock take' with Unions in mid April and early sharing of the emerging issues and proposals for improvement.

Following this first stage consultation, a revised structure chart will be produced, taking into account the above which will propose the preferred shape and structural relationships of the future organisation. This will be reported to the Organisational Assessment Best Value Sub-Committee, Executive and the Council. Further detailed

consultation will then take place and more detailed work will be undertaken to show proposals for individual posts, grades with full comparative information and detailed costings.

3. PROPOSED TIMETABLE

- 3.1 The timetable for the remainder of the Organisational Review is summarised below for Member's information and comments.

Organisational Review Timetable

	From	To	Action
1	08/04/02	30/04/02	Consultation on Proposed Organisational Options Report (Report 4) – Report available from 24 May.
2	31/05/02		Report considered by O&S OABVR Sub-Committee to include consideration of feedback and incorporation into a more detailed report – Report 5 with a revised structure chart resulting from that consideration, more detail concerning the services that make up the blocks and financial implications with recommendations of interim findings to the Executive and the Council.
3	First week in June		Proposed Special Executive Meeting to consider the above report and to seek the endorsement or otherwise of the Executive of Report 5 and to allow second stage consultation to commence.
4	First / Second Week in June		Council Meeting to determine the issues raised in Report 5.
5	24/5/02	To the end of June	Further Consultation Period for Report 5.
6	31/7/02		– Consideration of consultation responses and detailed report (Report 6) to O&S OABVR Sub-Committee, showing the comparative affect of the proposed new structure on every post and service in the organisation. This will include: Structure charts that reflect the consideration of feedback via the consultation process for

			Report 5. Also included will be: <ul style="list-style-type: none"> – Job Descriptions & Person Specifications – Linkages to Corporate Standards & Mechanisms inc. Corp Plan. – Financial Implications – Implementation Plan
7	12/08/02		Ballot Result Executive Meeting – endorsement of Report 6 & approval for consultation on implementation to commence.
8	Second Week in August		Council Meeting to receive O&S OABVR Sub Cttee and the Executive's recommendations and determine detailed structure.
9	12/08/02	11/11/02	Statutory notice period for consultation with staff on any changes
10	12/11/02	30/11/02	Consideration and incorporation of consultation output following statutory consultation period to the Overview and Scrutiny Sub Committee, Executive and Council. Approval of Final Proposal and the Implementation Plan and final sign off of the Best Value Review by the O&S Management Committee who will make final recommendations to the Executive and the Council.
11	Dec 2002		Implementation of Final Proposal commences

In addition to the above, it is necessary for an Assimilation Protocol to be produced by the Council and for this to be the subject of consultation with the Trades Unions. The protocol will establish the process for filling posts in the new structure. The Council does not have in place a formal existing policy or procedure in this respect and a draft protocol for the organisational review is therefore being prepared to National Best Practice standards. The protocol will require agreement by the Council.

It will also be necessary as part of the process to prepare detailed job descriptions and person specifications for any amended posts in the new structure. It should be noted that matters relating to the appointment of staff and their terms and conditions are not Executive functions and therefore will either be delegated to officers or dealt with by the Council or the Employment Panel. The model structure currently subject to consultation will have the effect of changing the management structure of the Council and will therefore require Article 12 of the Constitution to be amended, along with many other current references and designations in the Constitution, the extent of

which can only be determined once the final detailed structure has been agreed. It is proposed that the Town Clerk and Chief Executive and any Executive Director post(s) together with, in so far as regulations so require, the two statutory appointments of S151 Officer (Head of Finance) and Monitoring Officer (to the extent that these functions are not encompassed by Executive Director appointments) would be designated Chief Officers and therefore will be subject to confirmation of appointment by the Full Council following the recommendation of the Employment Panel. The job descriptions and person specifications for these posts will therefore be presented to the Council for approval. In respect of the appointment of all other posts in the structure, the job descriptions and person specifications and arrangements for appointment will be as at present, the responsibility of the Head of Paid Service i.e. The Town Clerk and Chief Executive. The Town Clerk and Chief Executive currently delegates these functions in respect of appointments to the relevant Chief Officer under the existing structure but will need to consider other arrangements if the current Chief Officer posts are to be deleted and departments replaced.

The timetable for the Assimilation Protocol is proposed as follows:

Assimilation Protocol

1	27/05/02		Consideration of Draft Protocol by Executive
2	27/05/02	18/07/02	Consultation Period with staff and Trades Unions on Proposed Protocol
3	29/07/02		Executive Meeting Consideration of Feedback on Draft Protocol and approval of Final Version of Assimilation Protocol

3.2 As part of the process of informing the organisational review, it has also been necessary to undertake further detailed analysis of the following areas of the Council's activity with reports planned for April / May 2002 to integrate into the above timetable:

- A review of Client / Contractor split
- Housing Strategy Best Value Review
- Technical Services Review
- Structure of residual Carlisle Works
- Carlisle Works Split between Carlisle City Council and Carlisle Housing Association
- Admin Services Review

4. STAFFING/RESOURCES COMMENTS

N/A

5. CITY TREASURER'S COMMENTS

N/A

6. LEGAL COMMENTS

The City Solicitor and Secretary's comment are included within this report.

7. CORPORATE COMMENTS

N/A

8. RISK MANAGEMENT ASSESSMENT

To be presented to the Organisational Assessment Best Value Review Sub-Committee at its meeting on 31 May 2002.

9. EQUALITY ISSUES

N/A

10. ENVIRONMENTAL IMPLICATIONS

N/A

11. CRIME AND DISORDER IMPLICATIONS

N/A

12. RECOMMENDATIONS

The Executive is requested to endorse the timetables set out in paragraph 3.1 of this report and to refer it to the Council and Overview and Scrutiny Management Committee.

Contact Officer: Peter Stybelski

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Article 4 - The Full Council

4.01 Meanings

(a) **Policy Framework.** The policy framework means the following plans and strategies:-

- Best Value Performance Plan;
- Community Strategy;
- Crime and Disorder Reduction Strategy;
- Local Transport Plan;
- Plans and alterations which together comprise the Development Plan;
- Council's Corporate Plan (if any);
- Food Law Enforcement Service Plan;
- The plan and strategy which comprise the Housing Investment Programme;
- Local Agenda 21 Strategy;
- Quality Protects Management Action Plan;
- Equality Plan;
- Consultation Strategy;
- Advice Agencies Strategy;
- Marketing Strategy;
- Tourism Strategy;
- Economic Development Strategy;
- Supporting People Strategy;
- Recreation Strategy;
- Environmental Protection Plan;
- Environmental Health Strategy;
- Sports Development/Provision Plan;
- Waste Management Strategy;
- Parks and Countryside Strategy;
- Public Relations Strategy;

- Corporate Communications Strategy;
 - Risk Management Plan;
 - Emergency Planning;
 - Human Resources Strategy;
 - Health and Safety Strategy;
 - Corporate Charging Policy;
 - Performance Management Plan;
 - Customer Care Strategy;
 - IT Strategy;
 - Asset Management Plan;
 - Medium Term Financial Plan;
 - Treasury Policy Statement;
 - Capital Strategy;
 - Strategic Audit Plan;
 - Discretionary Rate Relief Policy;
 - E Government Strategy;
 - Partnerships Strategy;
 - Procurement Strategy;
 - Partnership for Health Strategy;
 - All other plans and strategies of the Council.
- (b) **Budget.** The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the Council tax base, setting the Council tax and decisions relating to the control of the Council's borrowing requirement, the control of its capital expenditure and the setting of virement limits.
- (c) **Housing Land Transfer.** Housing Land Transfer means the approval or adoption of applications (whether in draft form or not) to the Secretary of State for approval of a programme of disposal of 500 or more properties to a person under the Leasehold Reform, Housing and Urban Development Act 1993 or to dispose of land used for residential purposes where approval is required under sections 32 or 43 of the Housing Act 1985.

**EXCERPT FROM THE MINUTES OF
EXECUTIVE
HELD ON 15 APRIL 2002**

**EX.120/02 ORGANISATIONAL REVIEW - PROPOSED TIMETABLE (Key
Decision)**

Portfolio Strategy and Performance

Subject Matter

To consider a report from the Town Clerk and Chief Executive (TC.77/02) on the consultation taking place on the preferred option for the Organisational Review and on a timetable for the remaining stages of the process prior to the implementation of the final proposals.

He indicated that the statutory notice period for consultation with staff may be 28 days which would allow the timetable to be brought forward.

Summary of options rejected

None

DECISION

That the timetable for the remainder of the process on the organisational review, as detailed in Paragraph 3.1 of Report TC.77/02 (subject to amendment), be endorsed and referred to the City Council and the Organisational Assessment Best Value Review Sub-Committee for approval.

Reasons for Decision

To agree a timetable for the remaining stages of the organisational review.