

REPORT TO EXECUTIVE			
PORTFOLIO AREA: STRATEGY & PERFORMANCE			
Date of Meeting:	11 March 2002		
Public			
Key Decision:	No	Recorded in Forward Plan:	No
Inside Policy Framework			

Title: ORGANISATIONAL REVIEW

Report of: TOWN CLERK AND CHIEF EXECUTIVE

Report reference: TC.53/02

Summary:

This report has been prepared at the request of the Organisational Assessment Best Value Review Sub-Committee and requests the Executive to formally agree the recommendations of the Sub-Committee in respect of choices made to inform the Organisational Review of the Council.

Recommendations:

The Executive is requested to:

- i. Endorse, or otherwise, the recommendations of the Organisational Assessment Best Value Review Sub-Committee to allow work to progress.
- ii. Note the timescale required to deliver the review.

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1. BACKGROUND INFORMATION AND OPTIONS

This report aims to draw together and summarise the current and proposed action in

respect of the Organisational Review Best Value exercise.

Thus far, the comprehensive consultation exercise undertaken by HACAS Chapman Hendy has provided a Corporate Organisational Best Value Review Scoping Report (the 'scoping' report) which exposes issues for improvement. In considering the report, the Overview and Scrutiny Management Committee at its meeting on 17 January 2002, agreed that the initial focus would be on:

A Strategic

B Cultural

C Management and Organisation (including the DSO)

D Financial Resources

The full Council at its meeting on 5 February, agreed that consideration of the report and the Best Value exercise will be undertaken by a new Sub Committee of the Corporate Resources Overview and Scrutiny Committee, the Organisational Assessment Best Value Sub-Committee.

At its first meeting on 31 January 2002, the sub-committee considered the choices set out in the 'scoping' report and selected the following options:

A – Strategic

The Sub-Committee recommended:

1. that consideration be given to the nature of the authority, its role and purpose and whether it should continue to undertake a community leadership function.
2. the development of a medium term strategy.
3. the engagement of citizens, community organisations, 'hard to reach groups' and employees in the development of medium term strategic planning.

Action Proposed

Strategic direction in the medium term is to be achieved through development of a new Corporate Plan, to be prepared by 30 June 2002. The plan will encompass the statutory requirements of the existing Best Value Performance Plan. Clearly much work has been done on engaging the public, customers and partners through City Vision and Best Value Customer Satisfaction Surveys and this work will be reflected in the emerging Corporate Plan. The proposed process for delivery of the plan is set out in a separate report elsewhere on the agenda.

B – Cultural

Issue (I) Corporate Working

The Sub-Committee recommended:

1. the achievement of fundamental step change in the Authority by identifying a clear corporate strategy and engaging the whole employed service in that process.
2. the principle of the removal of the current departmental management structure and change to a strategically based managerial top tier with a development and co-ordination role rather than that day to day operational responsibility.

Action Proposed

The first point above will be delivered by the new Corporate Plan and the process will include employee engagement in the process. To assist in this, an initial workshop with Heads of Service has been arranged for 1 March 2002, where the District Auditor's representative will facilitate a series of events which will bring together Members (from the Executive and Chairs of Overview and Scrutiny) and senior managers. The Corporate Plan will be informed by customers (through City Vision and Best Value Customer Satisfaction Surveys) and will be the subject of further detailed consultation with employees and Trade Unions.

The second point above will be addressed by HACAS Chapman Hendy in their proposals for new Officer Management arrangements.

Issue (ii) Lack of Customer Focus

The Sub-Committee recommended:

1. taking forward the work of the Best Value (cross-authority) Officer Working Group to include the wider issues of customer focus.
2. seeking clarification of the Member lead and an Officer Champion for this task.

Action Proposed

The Customer Contact Best Value Officer Group has now been tasked to:

- comprehensively examine the way the Authority interface with customers.
- prepare a customer contract policy.
- develop single points of access and e-solutions.
- achieve consistency across all departments.
- work up proposals for alternative service delivery options.

Examination of best practice from elsewhere will be included within the review together with the views of citizens and community organisations.

The Member Champion for this work is Councillor Geddes and the Officer Champion is John Nutley, Head of IT Services.

Issue (iii) Employee Involvement and Value

The Sub-Committee recommended that:

1. the outcome from the employee workshops be built upon and their commitment and ideas towards tackling the areas they see as issues be given priority.
2. management accept that genuine employee involvement is an expectation as part of a new way of working and that this should be seen as central to the way services are developed and work and not an add on.

The culture change process had been aided by two further Employee workshops held on 25 January and 30 January 2002.

Issue (iv) One Council – One Culture – One Organisation

The Sub-Committee recommended:

1. the production of new or reinforced single corporate identity and its prominent usage in all forms of material and signage.
2. all employees be encouraged to positively promote the Council as one entity.
3. that the enthusiasm and potential of all employees be used to deliver the City Vision.
4. that the work of the Council, the policies, the arrangements for decision-making and the priorities are better communicated.

Action Proposed

The Communication Unit has already commenced work on a corporate communication strategy for the Council and this will address points one and four above. Following from the Employee Workshops a large number of volunteers were forthcoming to join a corporate working group tasked to find better ways of communicating (bottom up and top down). The group met on 22 February with external facilitation to formulate proposals for sustainable improvements in communications.

Additionally the Corporate Management Team has agreed to provide regular monthly Management Briefings to increase communications for senior and middle managers. The events will be briefings held in the Council Chamber to motivate, marshal and maximise the potential contribution of middle and senior management. The events will provide the focus for team briefings through the authority and will be punchy, up beat, forthright, inclusive and determined, conveying the reality that the Council has confidence in its management and that it values employees' contribution.

Issue (v) Leadership

The Sub-Committee recommended that:

1. shared leadership values be developed, which are recognised and honoured.
2. decisions be delegated to the lowest possible level.
3. a management development programme be developed.
4. any barriers to equality of opportunity, particularly in relation to management appointments be identified.

Action Proposed

The Council's organisational values will be reviewed within the process for developing a new Corporate Plan.

Tenders have been accepted for a Management Development Programme and the North West Employers Organisation will be undertaking this work with managers, staff and the personnel department. The brief includes management development and competency based training.

The process for Team Improvement Reviews (TIR's) and Personal Development Interviews (PDI's) is being strengthened by the Training and Development Working Group led by Richard Speirs, Head of Environmental Services, which has improved monitoring through a new Training Needs Analysis Database, preparation of an annual calendar to draw together performance indicators and budget process and is improving the corporate approach to service planning and TIR teams. The Corporate Group is very active and good progress is being made.

Issue (vi) Partnership Working

The Sub-Committee recommended that:

1. the City benefits from genuine partnership where there is shared purpose and understanding and that this provides a cost-effective end.
2. further internal collaboration between departments, units and services achieves similar benefits; and that
3. the encouragement of partnerships should become part of the new culture.

Action Proposed

A statement on the promotion and encouragement of partnerships (external and internal) is to be included within the Corporate Plan and expressed within the Council's values. Corporate groups should be further developed in the short term. The current situation is reproduced at Appendix A, as a point of reference.

C – Managerial and Organisational

Issue (I) The Capacity for Strategic Development

The Sub-Committee recommended that:

1. the resources available for strategic Management be examined; and
2. comparisons and best practice from elsewhere also be examined.

Action Proposed

Information has been sought as part of the 'Compare' stage of the review from both the District Auditor – his report was presented to the Sub-Committee on Friday 22 February and from a further analysis to be undertaken by HACAS Chapman Hendy to be reported to the Organisational Assessment Best Value Sub-Committee at its meeting on 13 March 2002.

Issue (ii) Project Management and Issue (iii) Workload Capacity

The Sub-Committee agreed that the District Auditor's recommendation on project management be reinforced including:

- i. clarifying the elements of major projects; and
- ii. the resourcing requirements and revised project guidelines.

and noted that:

1. the resource requirement assessment is a pre-cursor to commencing any new projects.
2. partnership opportunities are recognised.
3. that specialist consulting or staff support may be required.
4. pressure on staff may often require back filling of posts.

Action Proposed

The Executive and Corporate Management Team is well aware of these findings from the District Auditor's previous reports and will address the resourcing issues for the Council to consider when seeking to initiate further large-scale change or projects.

Issue (iv) Management & Organisational Development

The Sub-Committee recommended that:

1. resources should be ear-marked for management development.
2. specialist advice be sought on change management.

Action Proposed

These points have been included within the requirements for the Organisational Development Programme being considered/accepted from the North West Employers Organisation.

Issue (v) Buy-in or Provide Directly

The Sub-Committee proposed that the future approach should be a strategy based on the appropriate solution on a case by case basis whereby the options are evaluated according to:

- a. Needs of citizens and other service users
- b. The ability to achieve an improving standard of service.
- c. The capacity to introduce capital investment
- d. The opportunity to bring added value
- e. The potential for further development
- f. The extent the proposals incorporate citizen and/or customer involvement.

Action Proposed

The Executive will need to endorse the above philosophy or otherwise.

D – Financial Resources / Corporate Impact Assessment

The Sub-Committee endorsed the following approach:

- HACAS Chapman Hendy to hold meetings with individual support service managers to identify potential for savings.
- Negotiations with the proposed RSL and when known, the new Leisure Contractor to identify partnership opportunities.
- Other saving options be pursued regarding increasing/introducing fees and charges for Council services.
- Potential partnership arrangements are investigated with other agencies/councils.
- A savings plan is developed from full year to phased implementation plan.
- Develop the staffing structure required for this organisation, costed to ensure the Council can afford it.
- A firm and consistent approach is taken to the decisions on whether or not to fill vacant posts either permanently or temporarily.

The Way Forward

The process proposed by the Sub-Committee to address the structural and staffing issues within the HACAS Chapman Hendy report is as follows:

- Scoping – completed.
- Initial consideration of issues – completed.
- Compare Information
- Receive results from District Auditor (completed)
- Commission additional research from HACAS Chapman Hendy
- Receipt of secondary compare information.
- Brainstorming key issues/questions and choices.
- Draft preferred organisational option.
- Detailed consultation, consideration, proposals and costings.
- Recommended proposals to Executive and Council.

The Timetable

The timetable requires the Best Value Exercise to produce detailed structural proposals by 31 May 2002 and a Final Structure and Implementation Plan to be agreed by 31 July 2002 to allow integration with the outcome of the Housing Stock Transfer ballot. Key dates are as follows:

- Overview & Scrutiny Management Committee – Scoping Competed
- OA Best Value Sub-Committee – Consideration of Scoping
Report and Options Completed
- OA Best Value Sub-Committee – Consideration of ‘Compare’
Information. Completed
- OA Best Value Sub-Committee – Consideration of supplementary
Compare information and workshop on key questions. 13.03.02
- OA Best Value Sub-Committee – Consideration of broad options. 22.03.02
- Consultation on broad options. 23.03.02 – 30.04.02
- Detailed Proposals. 31.05.02
- Final Structure and Implementation Plan 31.07.02

Within this period, special meetings of Group Leaders are proposed and Members may wish to additionally consider including additional meetings and / or Group Meetings, as was the case for the Scoping exercise.

Staff, Trades Unions and the Corporate Management Team will receive regular briefings and consultation on the review as it progresses.

2. CONSULTATION

See above.

3. STAFFING/RESOURCES COMMENTS

None.

4. CITY TREASURER'S COMMENTS

None.

5. LEGAL COMMENTS

None.

6. CORPORATE COMMENTS

Included in this report.

7. RISK MANAGEMENT ASSESSMENT

The consultants HACAS Chapman Hendy are undertaking an independent risk assessment of the Corporate Review process.

8. EQUALITY ISSUES

None.

9. ENVIRONMENTAL IMPLICATIONS

None.

10. CRIME AND DISORDER IMPLICATIONS

None.

11. RECOMMENDATIONS

The Executive is requested to:

- i. Endorse, or otherwise, the recommendations of the Organisational Assessment Best Value Review Sub-Committee to allow work to progress.

- ii. Note the timescale required to deliver the review.

12. REASONS FOR RECOMMENDATIONS

To allow the Organisational Review to continue from a position of consensus across the Authority.

APPENDIX A

Group Lead Officer Contact Number

- Health Laurie Brewis 01228 817301
- Web Site Development Sharon McKee 01228 817110

(new group proposed)

- Training & Development Richard Speirs 01228 817325
- Development Advisory Group Michael Battersby 01228 817400
- Corporate Communications Sharon McKee 01228 817110
- Housing LSVT Tony Bramley/Lesley Dixon 01228 817300
- Leisuretime Euan Cartwright 01228 817350
- Customer Contact BV Officer Grp John Nutley 01228 817250
- Risk Management Mike Battersby 01228 817400
- Insurance & Risk Mngmt Brian Little 01228 817275
- Health & Safety Brian Lennon 01228 815007
- Best Value Karen Hook / John Egan 01228 817015
- Organisational Review Wkg Grp Peter Stybelski 01254 246 361
- LSVT Property Group Mike Battersby / 01228 817420

David Atkinson

- DSO Transfer Wkg Grp Mike Battersby 01288 625005
- Regeneration Catherine Elliott 01228 817502
- Emergency Planning John Mallinson 01228 817010
- Marketing Officers' Sharon McKee 01228 817110
- Community Safety Paul Musgrave 01228 817011

(new group proposed)

- Procurement Wkg Grp Mike Battersby 01228 817420