

MEETING OF THE COUNCIL – 18TH JULY 2005
REMODELLING COUNCIL SERVICES

REPORT OF THE CABINET

1. PURPOSE

- 1.1 To consider the proposals of the Cabinet regarding the remodelling of the structure of the Council's Services to meet the requirements of new legislation regarding Children and Adult Services and to make efficiency gains.

2. BACKGROUND

- 2.1 Over the last six years the Council has been following an organic process of directorate merger in the interests of both economy and effectiveness, the last phase of which was the creation of the Urban Environment Directorate.
- 2.2 The Council is now faced by two new pressures for change, one externally imposed and the other following from the establishment of Customer Services (CATS).
- 2.3 The external pressure is the Government and key inspectorates' insistence on the creation of unified Children's Services Directorates and the parallel necessity of creating Adult Services Directorates.
- 2.4 The internal pressure is the need to realise the efficiency gains and budget transfers promised as a consequence of the handover of responsibility for citizen/customer interfaces from Directorates to the new Customer Services Team.
- 2.5 On consideration of the information in this report, and of the report referred to in Section 5 below, the Cabinet, at its meeting held on 15th June, 2005, resolved to recommend the Council to approve the proposals set out in section 8 below.

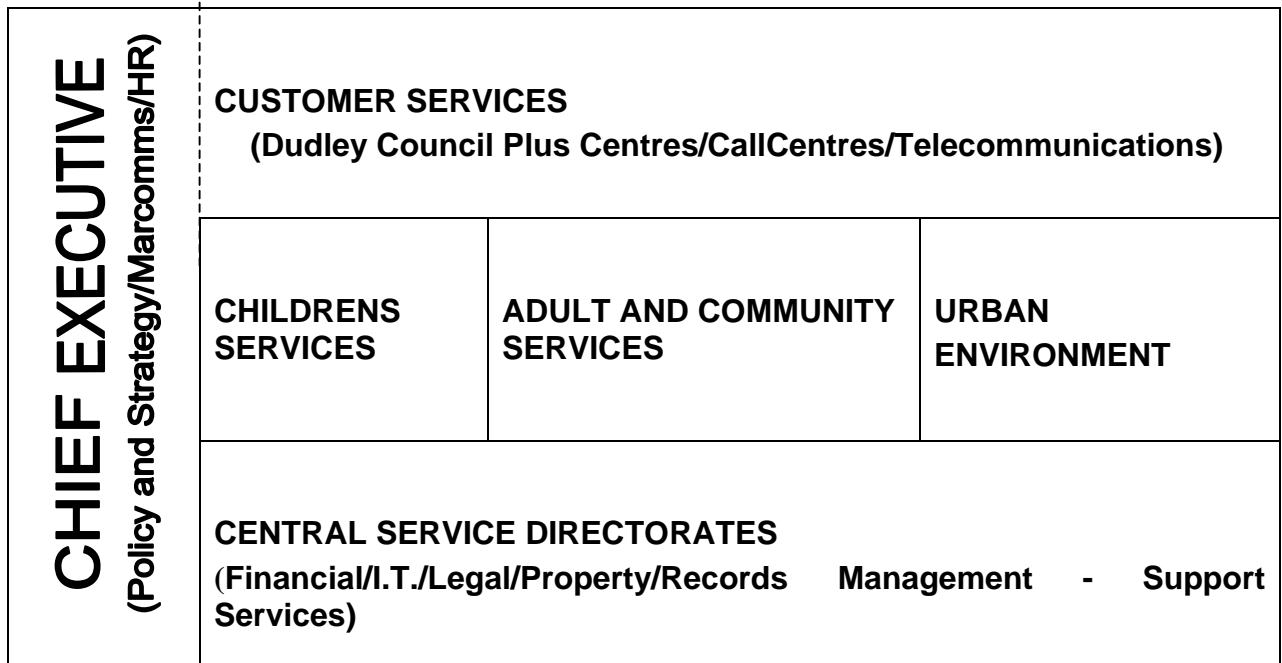
3. POTENTIAL FOR REMODELLING STRUCTURES

- 3.1 The Council needs to establish new Directorates for Children and Adults Services but can and should follow a process of consultation and detailed planning. Furthermore the timescale to which it should work should aim to avoid the potentially destabilising effect of structural changes prior to Comprehensive Performance Assessments inspection planned for late 2005/early 2006
- 3.2 A new Children's Services Directorate would effectively comprise the Children's and Families Services elements of Social Services, (including the Youth Offending Team) and educational services for young people up to the age of 18 from the Directorate of Education and Lifelong Learning.
- 3.3 A new Adult and Community Services Directorate could comprise the Adults Services division of Social Services, Adult Education and

Library Services, plus all the functions presently contained in the Housing Directorate.

- 3.4 The Council has the opportunity to enhance the economy and effectiveness of its operations by further changes outlined below
- (a) The continuing transfer of customer service activity (and the associated budgets) from Directorates into the new Customer Services Team.
 - (b) The establishment of a new unified central personnel support team serving all directorates.
 - (c) The creation of a Council-wide documents and records management team.

3.5 The remodelled Council structure could be as shown in the diagram below:



3.6 There would need to be consequential revisions of Cabinet Member portfolios and to the terms of reference of Select Committees. In particular the Council would need to establish a Children’s portfolio, an Adult and Community Services portfolio but could retain a separate Housing portfolio if desired.

4. PROCESS AND TIMESCALE ISSUES

4.1 To progress the remodelling suggested in this report requires substantial detailed preparatory work (including consultation with Unions and affected staff).

4.2 The inspectorates concerned (CSCI and Ofsted) endorse the concept of early appointment by the Council of a Director of Children’s Services

and a Director of Adult Services. These appointees would take responsibility for the strategic planning for the two new Directorates.

- 4.3 The suggested timescale would be the completion of preparations by 1st July 2006 and finalisation of the new Directorate structure immediately thereafter.

5. **PERSONNEL IMPLICATIONS**

- 5.1 The personnel implications of this report were considered separately by the Cabinet in private session. A copy of the report is available to Members on request to Richard Sanders, Democratic Services, Directorate of Law and Property on (01384) 815236 or extension 5236. The recommendations of the Cabinet are set out in Section 8 below.

6. **FINANCIAL IMPLICATIONS**

- 6.1 At this stage it is believed that the creation of the new Directorates can be broadly cost neutral apart from the initial costs of any redundancies or early retirements which are individually sanctioned by the Cabinet as a consequence of the proposed changes.
- 6.2 As part of the process of mapping activity, the new Directors will identify any resources necessary to complete the restructure and if possible efficiency savings and gains to offset them. It may be necessary to incur additional expenditure as part of the mapping/preparatory phase, and wherever possible this will be met from existing budget and earmarked reserves. This will be the subject of a further report to the Cabinet in due course.

7. **LEGAL IMPLICATIONS**

- 7.1 The requirement to appoint a Director of Children's Services and to appoint a Cabinet Member for Children's Services is contained in Sections 18 and 19 of the Children Act 2004.
- 7.2 Section 112 of the Local Government Act, 1972, requires the Council to appoint such officers as it considers necessary, and on such reasonable terms as it thinks fit, to enable its various statutory functions to be discharged.

8. **RECOMMENDATIONS**

- 8.1 That the Council be recommended:
- (a) That the creation of a Children's Services Directorate, and an Adult and Community and Housing Services Directorate with

effect from 1st July 2006 be approved, subject to the necessary consultation with staff and trade unions.

- (b) That the establishment of a central personnel and training service, serving all Directorates and reporting to Steve Woodall, the Head of Personnel and Support Services, be approved.
- (c) That the Cabinet Member portfolios of Social Services and Education and Lifelong Learning be replaced by the creation of new portfolios for Cabinet Members in 2006/07 of Children's Services and Adult and Community Services whilst retaining the portfolio of Housing Services.
- (d) That the revision of the responsibilities of Select Committees so as to ensure that a single Select Committee has responsibility for Children's Services and a single Select Committee has responsibility for Adult Services, be approved.
- (e) That John Freeman be appointed to the post of Director of Children's Services, with immediate effect.
- (f) That Linda Sanders be appointed to the post of Director of Adult, Community and Housing Services, with immediate effect.
- (g) That paragraph 4.1 of the Officer Employment Procedure Rules be waived to enable the Directors to be appointed by the Council and not the Appointments Committee.
- (h) That a further report be submitted to the Cabinet in due course detailing the financial and all other implications of establishing the new Directorates, including specific proposals in relation to the remit of School Committees.

David Caunt

LEADER OF THE COUNCIL