



DERBY CITY COUNCIL

AD HOC RESTRUCTURING COMMITTEE 20 DECEMBER 2005

Report of the Chief Executive

Structures for Consultation

RECOMMENDATIONS

- 1.1 To approve the structure proposals set out in this report to go out to consultation in January 2006.
- 1.2 To note the arrangements for consultation on the structures described in the report.

SUPPORTING INFORMATION

- 2.1 Council at its meeting on 23 November agreed a restructuring of departments with the implementation of a new five Corporate Director model. This Committee was established with authority to determine the detailed structures for implementation on 1 April 2006.
- 2.2 The report to Council identified the broad functions to be located with each Corporate Director but emphasised that these were indicative and would be subject to further consideration and consultation during December and January.
- 2.3 Since the report was approved, Chief Officers have worked with Assistant Directors to produce the structure proposals set out in this report.
- 2.4 The structure needs to reflect and support the new culture and ways of working envisaged by moving to a Corporate Director model. Specifically this means:
 - a smaller, more strategic Chief Officer team which can respond quickly to a fast changing agenda
 - Corporate Directors having a range of functions with a mix of service and corporate responsibilities
 - Assistant Directors empowered to take a more pro-active managerial and corporate role.

This latter point is already included in the job description for Assistant Directors and in itself does not amount to an added responsibility. However, once the Assistant Director structure is finally agreed, their grades should be reviewed using the already established Hay Job Evaluation process.

- 2.5 An overview of the proposals and options for structures is shown at Appendix 2. The new structure identifies a potential reduction of one to three Assistant Director level posts compared with the current arrangements shown at Appendix 3. Commentary on the proposals for each directorate is contained in Appendices 4 to 8.

Timeline

- 2.6 We aim to implement the new long-term structure from April 2006. However, further analysis and wide consultation both within the Council and with key partners is required before firm conclusions can be drawn. In addition, the opportunity needs to be taken to reduce the number of management tiers in the organisation in line with our aspiration agreed in 2001 to have no more than four tiers below the level of Director. The agreed structure will therefore need to be flexible and we may only achieve the final structure through a further stage of development. The interim arrangements agreed at the last meeting mean that extra time can be taken where it is needed without risk to service delivery.

Support Services

- 2.7 The move from seven to five directorates inevitably means that some support services will need to be reconfigured. Other drivers for change include:
- the Gershon efficiency agenda
 - the need to capitalise on current and proposed ICT improvements and gain business process improvements
 - budget pressures and the need to focus resources on front line services.
- 2.8 Deloitte have been commissioned to undertake a short piece of work to look at possible best practice structures in Finance and Human Resources. The consultant is holding sessions with managers in these services and is due to report his findings early in January. Proposals relating to support services will therefore be the subject of a separate report. This means that the interim arrangements agreed by this Committee on 7 December may need to stay in place beyond 1 April 2006.

CONSULTATION

- 3.1 It is proposed that the structures shown in this report be put out to consultation on 3 January 2006 for a five-week period ending on Friday 3 February 2006. During this time:
- details will be published on Derbynet with the facility for staff to e-mail comments to restructure@derby.gov.uk
 - a special meeting will be arranged in the first week of January to present the report formally to the trade unions. It will also be appropriate for departmental consultation with the trade unions to take place
 - targeted staff workshops will be held to look at specific structural issues as they impact on service delivery
 - the proposals will be included in team briefing packs for managers to discuss with their teams
 - discussions will be held with key partners.

- 3.2 The results from this consultation process will be considered by COG and a report setting out proposals in respect of long-term structures be brought back in late February.

For more information contact: David Bryan 01332 255484 e-mail david.bryan@derby.gov.uk

Background papers: None

List of appendices:
Appendix 1 – Implications
Appendix 2 – Proposed structure
Appendix 3 – Current structure
Appendices 4 to 8 – Structure proposals

IMPLICATIONS

Financial

- 1 The consultation options have not at this stage been costed. As part of preparing the final proposal for approval a detailed financial evaluation will be undertaken.

Legal

- 2 None directly arising.

Personnel

- 3.1 Any reorganisation of this nature is potentially unsettling for staff. However, arrangements are already in place to ensure that there is an effective consultation and communication process on the new structures.
- 3.2 It is anticipated that the majority of staff will move to the new structure as part of their service block or by using the Council's agreed processes for slotting in and ring fencing. However, opportunities will be taken to achieve better integration and promote service efficiency. Where this results in jobs being placed at risk, the Council's normal arrangements will apply including access to redeployment.
- 3.3 Any physical movement of staff will be kept to an absolute minimum pending the introduction of the Council's accommodation strategy.

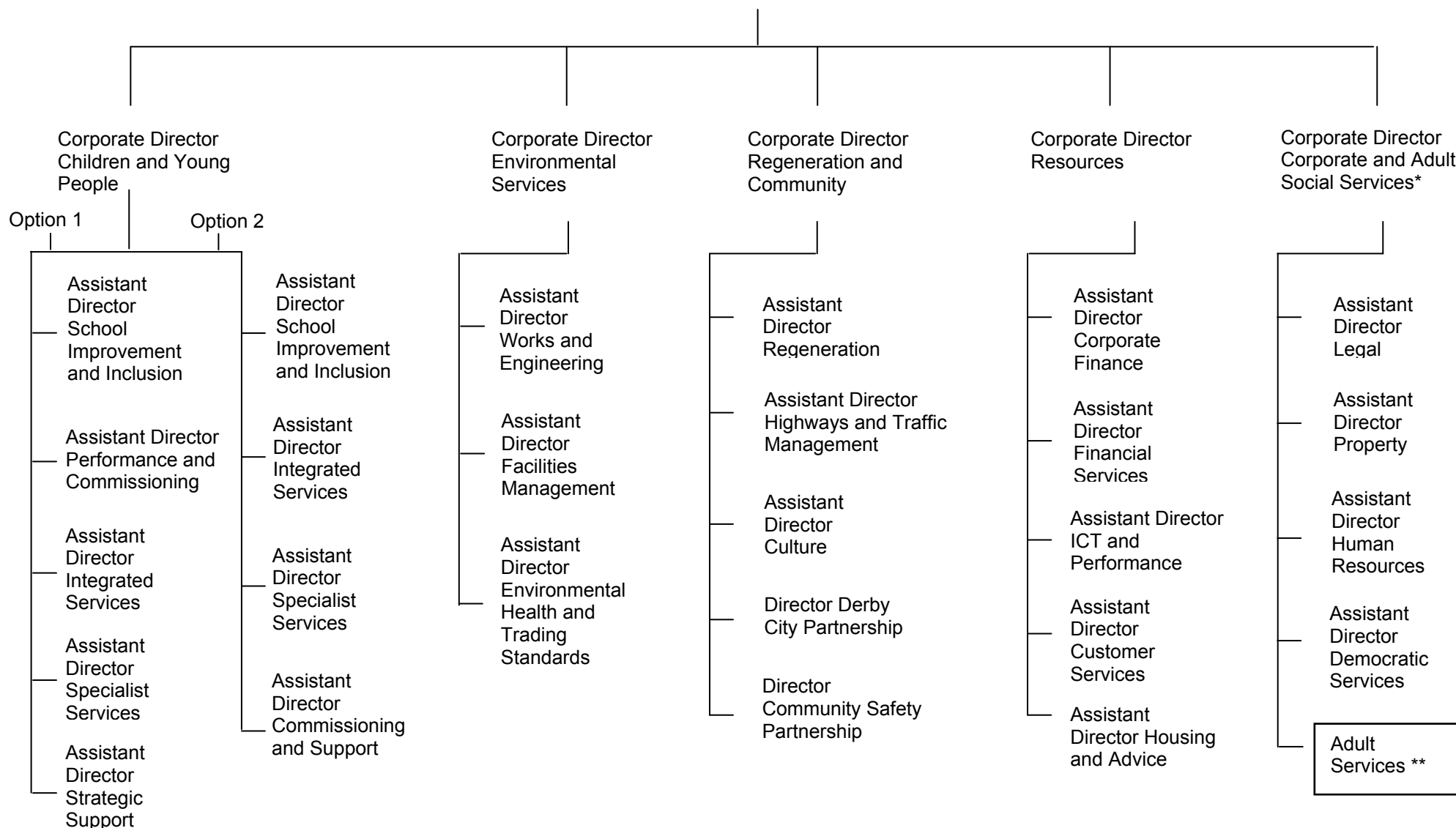
Equalities impact

- 4 The changes will be managed in a way which reflects best practice in relation to equalities.

Corporate objectives and priorities

- 5 The proposals support all of the Council's objectives and priorities.

Chief Executive



* Also designated Deputy Chief Executive

** To be confirmed at end of Interim arrangements

Corporate Director Children and Young People – Option 1

Appendix 2.1.1

Assistant Director School Improvement and Inclusion	Assistant Director Performance and Commissioning	Assistant Director Integrated Services	Assistant Director Specialist Services	Assistant Director Strategic Support
Primary Support	Children's and Young People's Planning and Commissioning including:	Youth Service	Disabled Children's Service	ICT – Technical Support and Development
Secondary Support	Policy, Planning and Performance	Family Support	Fostering and Adoption	Admissions/Transport
Development and Support	Teenage Conceptions	Reception and Hospital Services	Assessment and Care Planning – pt - incl CLA and Child Protection	Personnel including Payroll
Added functions in this Division	Early Years - Planning and Provision	Children's Centres and Extended Schools Development	SEN Assessment and Placement	Finance including Awards
PE and School Sport	Childcare - Planning and Provision	Assessment and Care Planning – part - incl CLA and Child Protection	Children's Residential and Leaving Care	Place Planning Infrastructure Development
Governor	SEN Commissioning	Education Welfare	PRU and Behaviour Support	Capital Programme
Foundation Stage Support	Children's Quality Assurance	Educational Psychology		Workforce Learning and Development including Early Years, Education and Social Care Training Functions
Inclusion Advice	Partnerships	Adult Learning Awards moves to Finance		
CLA	IMS and Performance Management.	ICS Project - time limited		
	Information, Business and Customer Support including Marketing and Communications, Complaints, Admin Support	Added functions in this Division		
		Sports Development, Play and Inclusion, transferred from Sport and Leisure		
		Childminder Support		
		Specialist Teaching		
		Early Intervention		

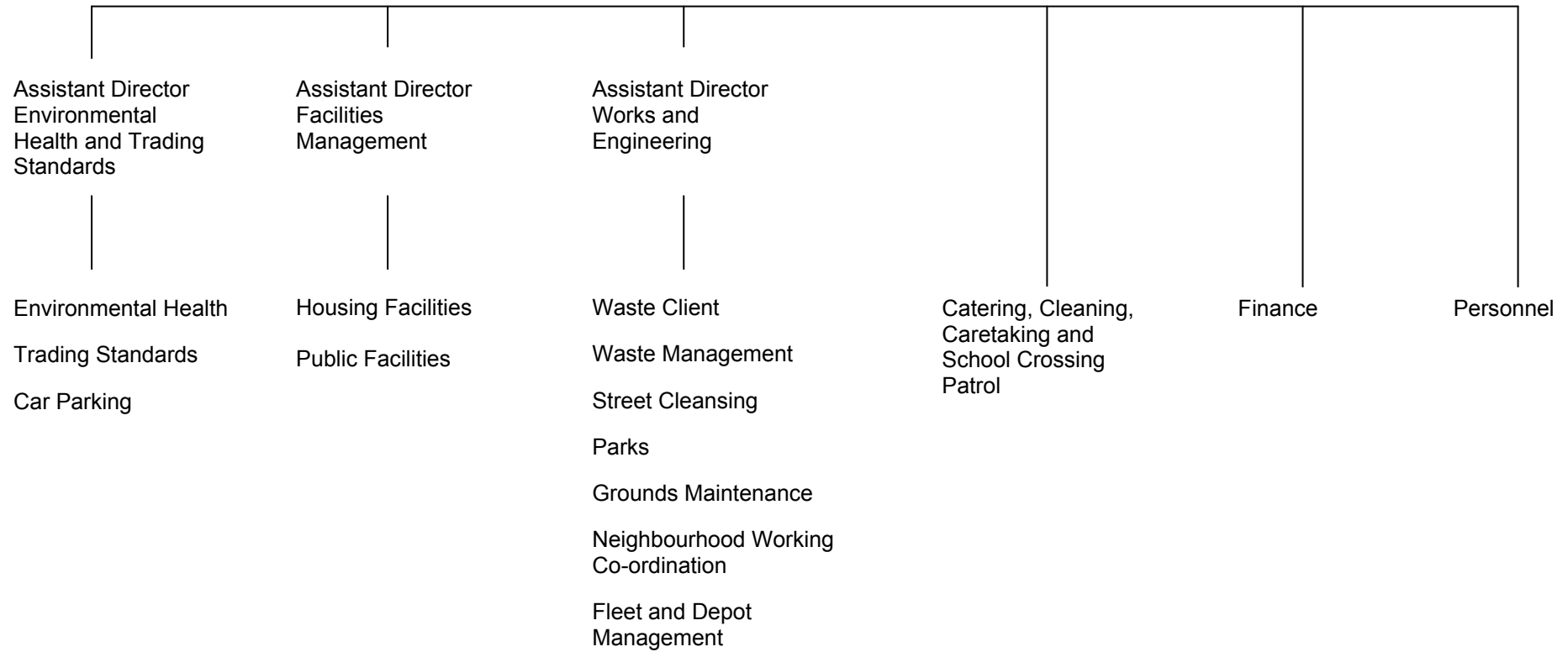
Corporate Director Children and Young People – Option 2

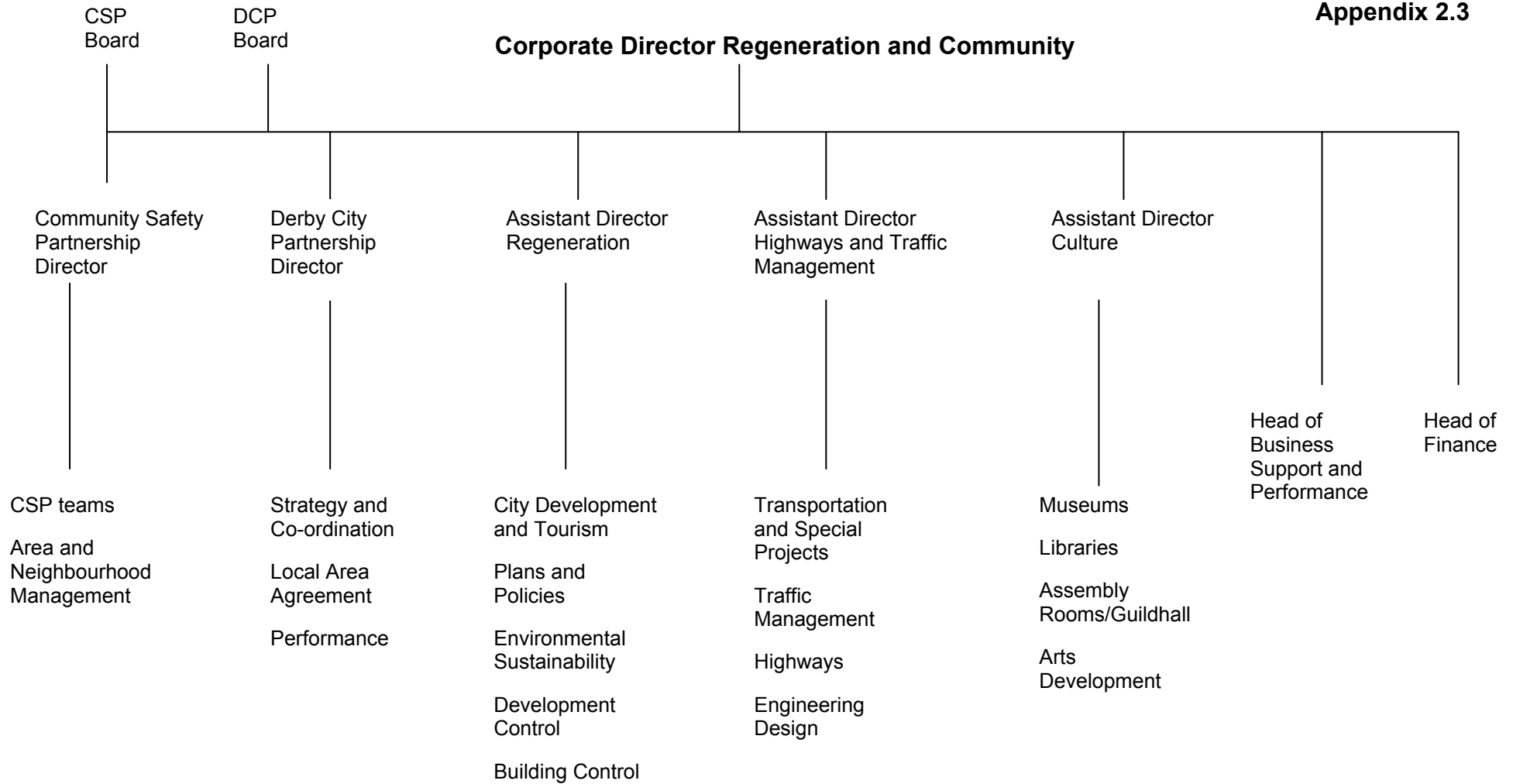
Appendix 2.1.2

Assistant Director School Improvement and Inclusion	Assistant Director Integrated Services	Assistant Director Specialist Services	Assistant Director Commissioning and Support
Primary Support	Children's Centres and Extended Schools Development	Children's Residential and Leaving Care	Place Planning, Admissions and Infrastructure Development Capital Programme
Secondary Support	Youth Service	Fostering and Adoption Services	Finance including Awards
Development and Support	Adult Learning - Awards moves to Finance	Integrated Disabled Children's Services	Personnel Including Payroll
PRU and Behaviour Support	Education Welfare	Assessment and Care Planning – part - incl CLA and Child Protection	ICT – technical support and development
Workforce Learning and Development including Early Years, Education and Social Care Training functions	Family Support	Educational Psychology	Children's Planning and Commissioning
Added functions in this Division:	Children's Quality Assurance	SEN Assessment and Placement	<ul style="list-style-type: none"> • Policy, Planning and Performance • Teenage Conceptions • Early Years planning and provision • Childcare planning and provision • SEN Commissioning • Partnerships
<ul style="list-style-type: none"> • PE and School Sport • Governor Support • Foundation Stage Support • CLA • Inclusion Advice 	Reception and Hospital Services		IMS and Performance Management
	Assessment and Care Planning - part - incl CLA and Child Protection		Information, Business and Customer Support including Marketing and Communications, Complaints, Admin Support
	ICS Project, time limited		
	Added functions in this Division:		
	<ul style="list-style-type: none"> • Sports Development, Play and Inclusion, transferred from Sport and Leisure • Childminder Support • Specialist Teaching • Early Intervention 		

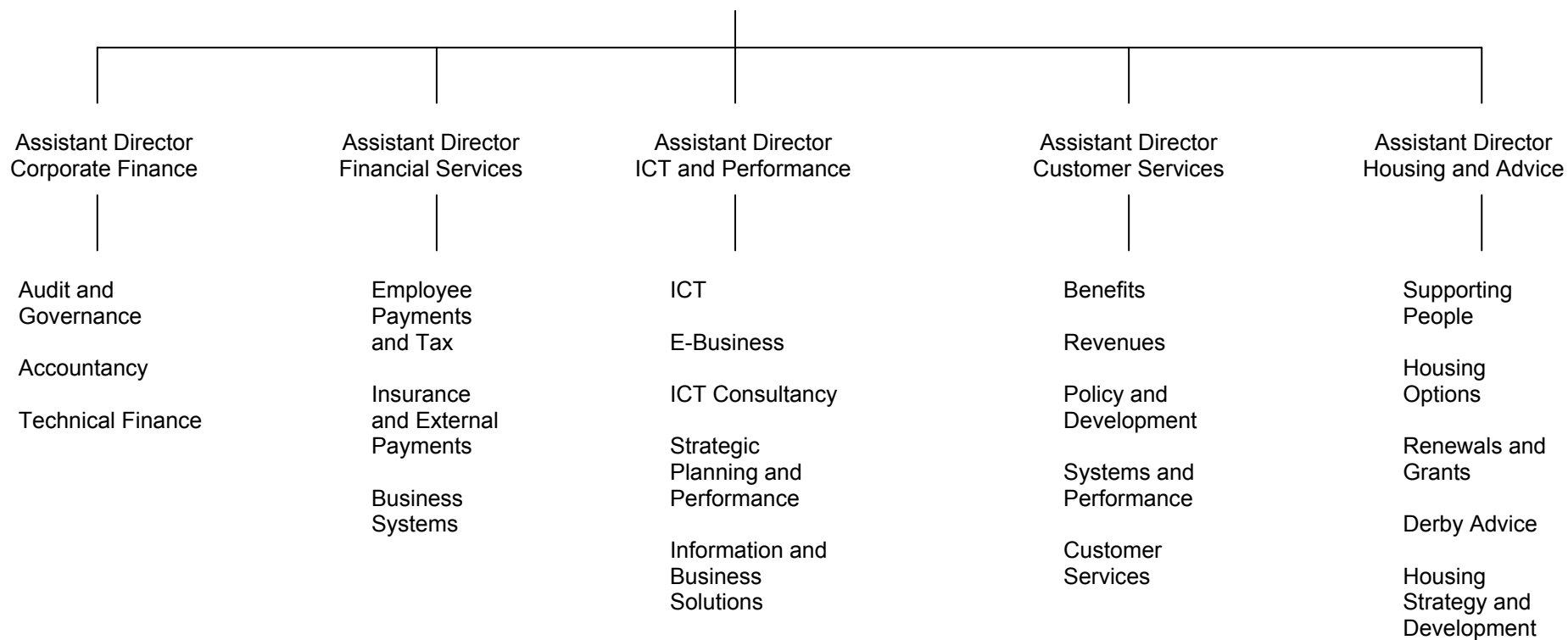
Corporate Director Environmental Services

Appendix 2.2





Corporate Director Resources



Appendix 2.5

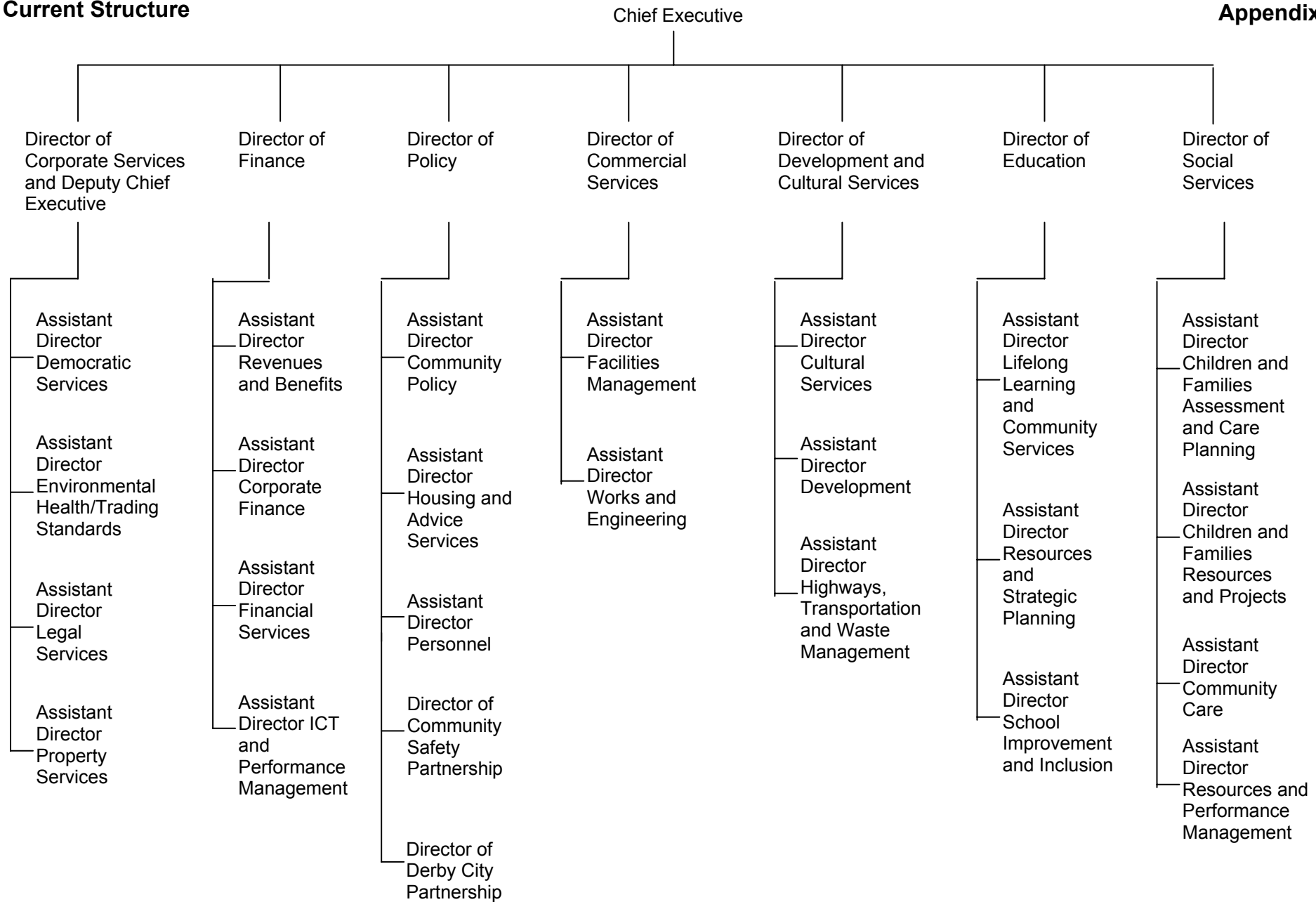
Corporate Director Corporate and Adult Social Services

Assistant Director Legal	Assistant Director Property	Assistant Director Human Resources	Assistant Director Democratic Services	*** Senior Assistant Director Adult Social Services
Land, Property and Contracts	Estates	Policy and Industrial Relations	Overview and Scrutiny	Direct Services
Litigation	Markets	Training and Development	Complaints	Assessment and Care
Social Services and Education Services	Design Services	Reviews	Civic Members	Disability Sensory
	Repair and Maintenance	Occupational Health, Safety and Welfare	Member Services	Learning Disability
		Operations	Constitutional Services	*** Assistant Director Adult Social Services
			Elections/Electoral Registration	Voluntary and Community Partnership
			Communications	Learning Disability
			Consultation	Planning and Commissioning
			Business Support	Adults Planning and Commissioning
			Land Charges	Business and Customer Support
			Reprographics	
			Register Office	

* Departmental Heads of Finance and Personnel to be allocated after review.
 ** Departmental ICT/Performance management to be allocated after interim period.
 *** To be confirmed at end of interim arrangements.

Current Structure

Appendix 3



STRUCTURE PROPOSALS DIRECTORATE FOR CHILDREN AND YOUNG PEOPLE

Factors

1. Every Child Matters proposed changes in policy and law to maximise the opportunities and achievement for all children and young people and minimise risk to them by focusing services more effectively around their needs and those of their families. The resulting aims of the Children Act 2004 are to:
 - create clear accountability
 - enable more effective joint working
 - secure a better focus on safeguarding children.
2. The well-being of children has been defined in five outcomes, with which we are now all familiar.
3. The expectation of service users is rightly that our services will be organised to meet their needs and not for service convenience. The DfES has specifically called upon local authorities to become the champion of children, young people and their families. Whilst it might be argued that this has always been part of our role, it does represent a shift from the traditional service provider role.
4. We need to be able to respond to new service planning expectations and opportunities, and any structure must facilitate close working with our key partners in provision for children and young people - health, the police, the Community Safety Partnership, Connexions and the voluntary and community groups. On the one hand, the Director for Children and Young People is directly accountable for the work of a number of Council-provided services. On the other, there is an accountability for overall provision and outcomes for children and young people through the work of the Children's Trust, and our key partners therefore have a strong stake in whatever structure is agreed.
5. In the Council's departmental restructuring, there is also an expectation that chief officers will have a more corporate role, including coordination of Area Panels, which will reinforce service strategy and management expectations on Assistant Directors and Heads of Service, established at a previous review of pay and conditions.
6. As well as the Children Act, the DfES Five Year Strategy for Children and Learners, the Youth Matters Green Paper, and the Childcare Bill all have implications for our future work and structures.

Timeline

7. We aim to implement the long-term structure to meet these new demands from April 2006. However, many elements of integrating children's services are new and being piloted, in particular, integrated front-line delivery through various projects, including the pilot in Area 1. The agreed structures will therefore need to be flexible, and we may only reach the final structure through a further stage of development.

Commentary on structure options

8. There are two options. Option 1 is a five division model which addresses the emerging DfES agenda of School Improvement **with** Inclusion, enhances commissioning and facilitates integrated and specialist teams, with strategic support. Option 2 is a four division model with less specific focus on commissioning. The charts list functions in a way that is recognisable from current configurations, but do not indicate Head of Service positions.
9. There are a number of aims behind these structure proposals, and these are set out below.
 - 9.1 There is a need to show an appropriate balance between the integration of services and a proper professional focus and links to professional supervision.
 - 9.2 Any structure diagram can only show line management. It is less easy to show the links across, but the structure and processes have to facilitate this, as they will be key factors in our success.
 - 9.3 A central issue is commissioning. Historically, in education services, commissioning has simply been part of senior management roles. In some authorities there are separate policy teams, but this has not been the case in Derby. For colleagues in Health and Social Services departments, commissioning is central to strategy planning and delivery, and is seen as key to the new way of working. It could well be vital in leading the necessary multi-agency responses, and determining how services are provided by internal and external providers, monitoring the quality of provision and managing inspection arrangements. It is vital to involve our partner agencies fully, and it is important that commissioning is seen to be objective.
 - 9.4 We need to bring together those specialist services which are provided on a city-wide basis for our most vulnerable young people. Some existing effective work in the city provides a background and basis for this.
 - 9.5 There is a range of universal and specialist services which are provided to children, their families and communities in localities. We need to integrate these services as fully as possible, whilst ensuring professional supervision and proper accountability. Area-based front-line delivery is currently only being piloted. The structures therefore need to facilitate future integration and management of these teams, but not constrain integrated work in the meantime.

- 9.6 Neither option explicitly covers the management of area-based integrated teams. In each case there is a division - Integrated Services - which includes those services most likely to be integrated in area/locality teams. It is likely that managers of those teams will be based in that Division. However, it is arguable that that role could be spread across the service and views about how to address this will be welcome as part of the consultation.
- 9.7 We must continue to focus on school improvement priorities. Whilst the White Paper and a number of developments leading up to it suggest a different role for local authorities, our belief is that we should continue to be able to provide focused and effective support and challenge to schools, and be able to intervene swiftly where it is necessary. Inspection of Council services continues to place a significant emphasis on achievement, much of which therefore focuses on work with schools.
- 9.8 There are then issues about how strategic support services are provided to front-line services and schools. For the latter, there is a complex mix of core and sold services. When linked to support to the department's various teams, this suggests a scale of service that should be managed by a specific Assistant Director. However, a corporate review of the means of provision of support services will feed into decisions about the way in which support services are provided and managed.
- 9.9 Any change should only be for the purpose of improving frontline service delivery!

STRUCTURE PROPOSALS ENVIRONMENTAL SERVICES DIRECTORATE

Proposals are being considered in phases, as not all changes will be implemented at once.

Sports and Leisure

- 1.1 This will transfer to Environmental Services from 1 January 2006. This will include Play as an interim measure so that there is not too much disruption in routine management. It may eventually be located with Early Years in the Directorate for Children and Young People.
- 1.2 Support services will continue to be supplied by existing resources within the Directorate for Children and Young People whilst the long term support services provision is decided.
- 1.3 The Heads of Service will report to the Director.

Support Services

2. A review of support services including personnel and finance is being undertaken. This will result in decisions being made about future service delivery and whether it is centralised or devolved.

Environmental Health and Trading Standards

3. This can transfer at any time. The Assistant Director will report to the Director. Proposed date of transfer 6 February 2006.

Waste Client

- 4.1 The call centre part of Streetcare will migrate to Derby Direct contact centre in June/July 2006. It is proposed that Environmental Service assumes line management responsibility for staff and budget from 1 April 2006 but that staff remain where they are with existing support services until the migration to Derby Direct.
- 4.2 It is proposed that the client activity associated with highway maintenance will reside in the Regeneration and Community Directorate. The client activity for waste can transfer to existing Works and Engineering and be titled Local Environment.

Car Parking

- 5.1 On-street car parking will transfer from the Police in July 2006. The client end of the service, including collection of fines and administering appeals, will reside in the Regeneration and Community Directorate. The management of the wardens including off-street car parking, together with the issuing of penalty tickets and collection of money from meters will be with Environmental Services.
- 5.2 Car parking can be located with Environmental Health and Trading Standards.

Sports and Leisure

- 6. Long-term management of the Sports and Leisure function can reside within the Facilities Management Division under the Assistant Director.

Cleaning, Caretaking and School Crossing Patrol

- 7. These activities can transfer from Facilities Management to the Catering Division when Head of Catering Services completes job evaluation project and Sports and Leisure is within Facilities Management.

STRUCTURE PROPOSALS REGENERATION AND COMMUNITY DIRECTORATE

Vision

1. Changes introduced in restructuring aim to:
 - to develop a more integrated, co-ordinated and outward looking focus to regeneration activities
 - to facilitate the improvement of area and neighbourhood management and co-ordination of public services
 - maintain a focus on the delivery of Cultural Services.
2. The chart shows a draft structure for consultation purposes and the following notes describe some of the issues I would like to discuss during that consultation.

Community Policy

3. The Assistant Director of Community Policy has decided to leave the Council's employment. Her abilities, dedication and commitment will be missed and we wish her well. The Head of Service for Communication and Consultation will transfer to the Director of Corporate and Adult Services. Proposals for the Area and Neighbourhood Unit and External Funding Unit are covered in the commentaries below.

Cultural Services

4. No significant changes are proposed to these services.

Highways and Traffic Management

5. The existing Assistant Directorate will lose waste management and streetcare cleansing services to the new Environmental Services Directorate. We will explore through consultation opportunities to reconfigure the services to focus on operational improvements and delivery of transport, traffic and highway services to meet Local Transport Plan and Area and Neighbourhood Management objectives.

Regeneration

6. We will examine opportunities to improve the co-ordination of regeneration policies and physical and economic regeneration services and consider the merits of a close relationship between strategic planning and transportation policy.
7. The distribution of current Service areas within the Assistant Directorate and that of Highways and Traffic will be considered. It may be appropriate to see one area taking a more strategic/outward facing approach and the other a more operational focus.

8. The role of the Environmental Co-ordination Team and its most appropriate location will be considered.
9. The most appropriate location for the External Funding Unit whose role embraces a number of regeneration activities as well as the management of programmes should be examined. The unit may be best located here or more closely related to Derby City Partnership.
10. The proliferation of Economic and City Development agencies and management bodies is worth more detailed investigation to assess opportunities for rationalisation and co-ordination. This cannot be achieved by April 2006 but could be tackled in the next 12 months.

Derby City Partnership

11. The Director of Regeneration and Community will maintain line management responsibility for the Director of DCP whose post reports in strategy and performance respects to the DCP Board.
12. We should explore a more co-ordinated approach to the Community Strategy and the Local Area Agreement and explore opportunities to achieve this.
13. The External Funding Unit manages DCP funding streams and I will consider the most appropriate location for EFU relative to DCP and the Regeneration services.

Community Safety Partnership

14. The Director of Regeneration and Community will maintain line management responsibility for the Director of the Community Safety Partnership and her staff on behalf of the Chair of the Board, but as with DCP, strategic direction and performance management will be reported through the CSP Board.
15. These are significant opportunities to accelerate delivery of Area and Neighbourhood Management by integrating the current Area and Neighbourhood Unit under the management of the Director of the CSP. Neighbourhood co-ordination has already been seconded as an interim measure and this would be a logical step although detailed arrangements and configuration of the service need to be fully explored.

Support Services

16. Support services are being examined corporately but there is a continuing need for Finance and Business Support. The Director of Regeneration and Community would aim to refocus the latter role around performance and co-ordination of support and would hope to establish the resources necessary to achieve this.

STRUCTURE PROPOSALS RESOURCES DIRECTORATE

Resources Department

1. The proposed structure for the Department largely reflects the current one at Assistant Director level. However, there are a couple of key changes of direction ...
 - The Revenues and Benefits division will not exist as currently defined. A new division of Customer Services will be created which will incorporate:
 - Corporate Customer Services strategy
 - Derby Direct, the Council's new contact centre which will incorporate front line reception at the Council House
 - Revenues and Benefits services
 - additional welfare benefits service such as free school meals.
 - The transfer of the Procurement function into Financial Services to link closely with the expertise on managing suppliers and provide a comprehensive finance and e-procurement solution for the Council.
 - The Housing and Advice Services are to transfer as a whole initially, with a commitment to review the future positioning of Advice Services as national opportunities to create a city wide independent advice service are explored.
2. The structure, will be subject to considerable future review as new and exciting developments in the way we deliver back office support services are explored. The Council is due to replace its Finance system in 2007 and this affords the opportunity to reshape. The Chief Executive has already engaged Deloitte to look at Finance and HR Services and come up with modernised proposals fit for the future. Once conclusions have been reached, the shape of the Department may be modified accordingly.

**STRUCTURE PROPOSALS
CORPORATE AND ADULT SOCIAL SERVICES DIRECTORATE**

1. No changes to the responsibilities of the Legal Division are proposed.
2. No changes to the responsibilities of the Property Division are proposed.
3. The responsibilities of the Human Resources Division should also remain the same, although operational changes might need to be considered after the review of support services is concluded.
4. For Democratic Services, it is recommended that the transfer of Procurement, but not Reprographics, takes place to the Resources Department. Also transferring to Resources are the Reception/Telephonists section. Recommended to transfer into the Division from 1 January 2006, is the Communications and Consultation section from the Community Policy Division.
5. The interim structure for Adult Social Services was set by the Committee at its first meeting. The arrangements built upon a Senior Assistant Director and Assistant Director should continue until the end of March 2006, by which time further consideration will have been given to the longer term requirements. The Heads of Finance and Personnel, who will continue to head teams providing support services to all parts of what is now the Social Services Department, are to report to the Senior Assistant Director. Their responsibilities and those of their teams will be re-established by the end of the interim period and the conclusion of the support services review.