

Appendix 4

Revised Proposals following consultation (Changes to original proposals shown in bold)

1. *It is proposed to develop local arrangements for managing/co-ordinating a range of services with an initial focus on the following :*

1. *Customer contact, service access, advice & information*

2. *Street Environmental Services*

- litter collection

-Street cleaning

-grounds maintenance

-fly posting

-graffiti removal

3. *Lifelong Learning & local Leisure Services including*

- Youth Services

- Local Parks Playgrounds & Playing fields

- Sports Centres

- Community & Neighbourhood centres

- Under fives provision

- Community Development Services

4. *Health & Social Care services*

In the context of the Health Act Flexibilities and the Braunstone LIFT developments.

Ultimately all council and other public services will be examined with a view to providing either

a. Local information, access or advice

b. Local management or co-ordination

c. Local consultation on citywide management /policy through the forums

2. Neighbourhood managers will be appointed with the primary functions of the new role being to:-

- Improving local service access and information
- Co-ordinating locally city council and other services
- Supporting the development and operation of the forums
- Developing and managing the implementation of the area plans

The role will be strengthened by:

- Senior status and Grade for the post
 - High levels of skills and competencies in joining up services, inter-agency working, community advocacy and development and political sensitivity
 - Strong support from a Corporate Director or Director of service for Neighbourhood Renewal
 - Strong support from front line Members
 - Some service management responsibilities where this is appropriate
 - A presumption in favour of neighbourhoods as part of a wider change in culture across the whole Council.
3. Each area will be encouraged to develop over time a local area plan that enables local priorities to be identified within the wider context of the city wide priorities set out in the Community Plan **and National priorities set by Government.**
4. There will be no immediate attempt to rationalise all the service management boundaries to achieve co-terminicity with those of the area forums but over time opportunities to do so will be taken.

LOCAL FORUMS AND DECISION MAKING

5. It is proposed to establish area forums that:

- provide a key consultative mechanism for the Council and other agencies
- advise the Cabinet and Scrutiny Committees on issues of interest in their area
- assist Councillors and other agencies to listen to and respond to their communities

- will build local partnerships
 - develop local area plans
 - inform directly some decisions taken by the neighbourhood Manager under delegated powers relating to the management and resourcing of certain services and projects.
6. **A flexible approach to the development of forums will be adopted based on existing local representative partnerships or locally elected bodies where they exist. Where new arrangements are put into place they will be chaired initially by a Ward Councillor until local capacity, built up through training and support, exists for other arrangements to develop. Forums will be representative of local communities. Clear guidelines will be developed to ensure forums can operate in a fair, open and consistent way setting minimum standards but allowing for local variation and development. These will be developed in consultation with elected members, the community itself and other partners.**
7. Existing city wide communities of interest will continue to retain their role in the Councils consultative and decision making processes but where possible linked to the neighbourhood processes.
8. The forums will incorporate some element of devolution of real budget decisions achieved by:
- Bending in existing service spend where this is feasible
 - Incorporating existing regional, national and EU funding streams where they apply
 - Providing when possible additional small 'top up' budgets for local allocation and **of equal size in each area.**
9. **Around 10 fora will be developed in the context of the new Ward boundaries, the existing school development areas and in consultation with the Leicester Strategic Partnership.**
10. **It is proposed that the City Centre be managed as a separate and a distinct area of the city but that the consultative mechanisms embrace both the commercial interests and residents living in the centre.**
11. **It is proposed that implementation takes place across the city concurrently in order to promote real and whole system change from the outset but phased in a way that facilitates maximum local consultation and involvement.**

CLIENT, CONTRACTOR & CONSULTANT ISSUES

12. **Process mapping will be adopted as a Council wide technique for securing improvements in all services. Priority over the next six months will be given to the following services:**
- a) **A review of the City Centre area and the provision of key environmental services:**
 - **litter collection**
 - **Street cleaning**
 - **graffiti removal**
 - **grounds maintenance (and planters)**
 - **fly posting**
 - (b) **The integration of environmental services in Eyres Monsell project proposal as part of the resources in Communities Project.**
 - (c) **Citywide Environmental services through the Best Value review**
 - (d) **Highway & Transport services through the Best Value review**
 - (e) **Property management**
 - (f) **Catering & Cleaning**
13. **That wherever possible improvements utilising IT solutions should be identified through process mapping or through business planning and the Council's E-Government strategy.**

SENIOR MANAGEMENT REFORMS (Subject to change)

14. It is proposed that a new style of Corporate Director appointment be introduced within the following parameters:-
- Corporate Directors with a stronger emphasis on integrated working and strategic management with the inclusion of the Assistant Chief Executive and Chief Financial Officer on a Directors' Board with differential levels.
15. Clear links from Corporate Directors to specified second tier Service Director with accountability for performance, but allowing a greater degree of freedom to the Service Director to manage day to day operations in the context of required outcomes, giving direct account to Members and the public. The advantage of a unified operational tier with equal status and salaries will be preserved.
16. Explicit accountability for operational budgets to be controlled by Service Director with budgets that Corporate Directors, while ultimately accountable

for the corporate management of their Service Directors will only intervene on exceptionally if unforeseen variations need to be rebalanced.

17. Commitment to closer working formally and informally at top management level with the major public, private and voluntary organisations in the City that contribute significantly to the Community Plan priorities. This will be part of a wider commitment to culture change, neighbourhood and local sensitivity and cross-service working.
18. A dynamic approach to portfolios that reflect but not replicates the priorities in the Cabinet portfolios and Community Plan priorities. Initially, these will broadly be around:-
 - Environment, Development and Regeneration
 - Resources
 - Strategic Regeneration (including Economic Development, Health Regulation, SRB and Regional Matters)
 - Planning and Development
 - Facilities Management
 - Environmental Management and Protection (including Parks and Open Space maintenance)
 - Highways and Transportation (including relevant Construction Services)
 - Education & Lifelong Learning
 - Resources
 - Standards and Effectiveness
 - Lifelong Learning, Community Development, Libraries
 - (Vulnerable Children: the arrangements between Education and Social Care for Vulnerable Children will be determined in the context of the BV Review which is currently in hand)
 - Social Care and Health
 - Resources
 - Children's Assessment and Strategy
 - Older People
 - Adults with Community Care Needs

- (Vulnerable Children: the arrangements between Education and Social Care for Vulnerable Children will be determined in the context of the BV Review which is currently in hand)
 - **Housing**
 - Resources
 - Renewal, Re-housing & Strategy
 - Management and Hostels
 - Technical Services
 - **Cultural and Neighbourhood Renewal**
 - Resources
 - **Arts, Sports, Parks Management and Museum Services (including Special Projects)**
 - **Neighbourhood Renewal including Neighbourhood Management, Community Safety, Welfare Advice, Markets & City Centre.**
 - Resources, Access and **Diversity**
 - Finance
 - ICT and Customer Access
 - HR and Equalities
 - Property (including Building Construction Services)
 - Legal Services
 - Democratic Services
- 19. The Corporate Director for Education & Lifelong Learning be identified as the Strategic Lead for Children with further work on the management synergies being carried out through the Best Value Review.**
- 20. Further improvements to services synergies and possible further management changes be investigated urgently in relation to:**
- Adults with Community Care and housing needs including supporting people**
Housing Benefit & Council Tax
Policy & Performance
Community Development, Community Cohesion & Community Capacity Building
Regeneration and Neighbourhood Renewal

The above are in addition to improving services synergies through the service reviews already taking place of:

Crime & Disorder (Best Value Y3)
Environmental Services (Best Value Y3)
Front of House. Customer Service & Advice (Best Value Y2)
Communications LPL Marketing & Tourism (Best Value Y2)
City Centre
Community Transport Services

RESOURCE ISSUES

It is proposed that:-

21. The core funding principles identified in paragraph 6.2 of the project report are adopted.
22. Funding for the project be found from the following sources, subject to views of our partners on the LSP:

NEW COST	FUNDING
Area committees/forums	NRF in 2002/03 and 2003/4
Servicing costs, estimated at £50,000 pa	Mainstream Council budget thereafter
Budgets for services devolved to area level	Corresponding budgets currently held centrally
Additional budget for local determination, at estimated cost of £500,000	NRF IN 2002/03 and 2003/04 only
Area coordinators, at estimated costs of over £0.4m pa.	Review of client/contractor split
Pilot neighbourhood customer services centre; - one off costs £150,000 - ongoing costs £50,000 to £75,000	NRF NRF in 2002/03 and 2003/04 mainstream budgets thereafter.
Call Centre and extended Customer Services Centre: - phase 1 (£135,000 one off) - phase 2	IEG grant Various sources under review.
Training, community capacity building, transitional implementation expenses	NRF 2001/02
Project Implementation £100,000 - 2001/02 £860,000 - 2002/03 & 2002/04	NRF NRF NRF

23. **A communication strategy will be developed to support the programme and a programme of Staff and Trade Union consultation will be maintained for the duration of the project implementation.**
24. **A major programme designed to identify and deliver the wider changes to culture and organisational behaviour including the training and development of frontline staff, managers, members and the community will be developed to enable the Council and its partners to achieve objectives of the project.**
25. **A separate project team will be established to project manage the implementation phase of the project.**
26. **The structural change required will be implemented in accordance with normal Appendix R principles for all staff including Directors, Assistant Directors and others in discrete stages as best fits circumstances. **Guidelines for the operation of Appendix R reviews will be agreed with Trade Unions.****