

Leicester  
City Council

CABINET

14<sup>TH</sup> November 2005.

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## INTEGRATED SERVICES PROGRAMME

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### Report of the Chief Executive

#### 1. Purpose of the report

- 1.1 This report seeks Cabinet approval to the Departmental allocation of services in response to the recently completed staff consultation exercise on the proposed reconfiguration of services presented to Cabinet on 27<sup>th</sup> June 2005.

#### 2. Summary

- 2.1 In June 2005, Cabinet resolved to replace the Education and Lifelong Learning Department and the Social Care and Health Department by a new Children's Services and Adult and Community Services Department respectively. In addition, they signalled their wish to explore the synergy of some of the services in the Lifelong Learning Division with services in other departments and to consider the transfer of some functions from the Housing and Regeneration and Culture Departments into Adult and Community Services.

The overall aim of the proposed reconfiguration of services is to realise better outcomes across the four main Service Departments, whilst achieving as balanced a profile as possible.

- 2.2 In addition to compliance with the Children Act 2004 and following the model adopted by the Comprehensive Performance Assessment and Local Area Agreement, with the proposed Service Department Reconfiguration, the Council is seeking to realise the following key benefits:

- A shared view of what the outcome will look like at local level for children, young people and their families and users and carers supported by adult social care
- Engagement from all those who have an impact on the lives of children and young people
- Involvement of children, young people, families and communities to ensure services are focussed and responsive
- To redesign services from the point of view of the end user whenever possible
- To simplify customer access and assessment processes
- To promote equality of access and provision of services and engagement with Leicester's diverse communities

- To transform the experience of service users over the next decade and to deliver a step change in outcomes for all children and young people and to narrow the gap in life chances between the most disadvantaged children and young people and their peers
- To further develop the social model of disability and promote positive ageing, by developing more preventative services and promoting choice and control
- To enhance cross Council strategies for community safety, development, adult learning, advice and social regeneration
- To enhance partnership working
- To deliver more efficient and cost effective services through organisational redesign and improved ways of working
- To provide a platform for leadership development across the new services that will facilitate the delivery of continuously improving services for service users.

**2.3** The proposed allocation of services to the new departments under the Integrated Services Programme, was the subject of a staff consultation exercise which commenced on 19<sup>th</sup> September 2005 and concluded on the 6<sup>th</sup> October 2005. The consultation yielded over 40 responses from individuals and teams across the organisation, the overall quality and breadth of which demonstrated the significant interest of staff in the proposed service reconfiguration and their desire and commitment for further involvement as the programme of change moves forward.

**2.4** The results of the staff consultation exercise were considered by Corporate Directors on the 18<sup>th</sup> October and their recommendations are attached in the Supporting Information.

**2.5** The proposed next stage of the Integrated Services Programme is to develop options for the design and organisation of the new departments which will facilitate the delivery of the services for which they are responsible. The option development process will be led by the Integrated Services Project Team and will be as inclusive as possible, taking guidance from the Member Reference Group, and taking into account a range of sources including:

- Feedback from the service configuration staff consultation
- Partnership / interagency service linkages
- Cross departmental service interdependencies
- Opportunities for process efficiencies and improved ways of working
- Models of service design from elsewhere

**2.6** The proposed key milestones for the completion of Phase 1 of the Integrated Services Programme are as follows:

<b><u>Task</u></b>	<b><u>Target date for completion</u></b>
Cabinet to consider and determine service groupings	14 November 2005.
Design option modelling Outcomes	End November 2005.
Appoint Corporate Director Adult Services	15 December 2005
Consultation	December 2005/January 2006
Employee Terms and Conditions Committee to consider Proposals for Tier 2 appointments	January 2006
Cabinet consider and determine Tier 2 models for Children's and Adult Services	30 January 2006
Formal consultation under Organisational Change Protocol	31 January 2006
Selection process and appointments to Tier 2 posts for Children's and Adult Services Departments	February - April 2006

### **3. Recommendations**

#### **3.1 Cabinet is asked to:**

- a) Support the recommendations in respect of the allocation of services into departments.
- b) Note the indicative timetable which includes bringing forward the options for Service Director configuration to Cabinet on the 30<sup>th</sup> January 2006.

### **4 Financial and Legal Implications**

#### **4.1. Financial Implications**

There are no financial implications directly related to this report. However, the costs of implementing the Integrated Services programme has been agreed by Cabinet on the 11<sup>th</sup> July , followed by a further report on the 24<sup>th</sup> October.

Devanshi Mavani, Principal Accountant  
RAD Dept - Ext 7421

#### **4.2 Legal Implications**

There are no direct legal implications arising from this report, confined as it is to the proposed re-allocation of services into the new structure. The process of reorganisation is presumably being undertaken in accordance with the Council's agreed protocol, and

any future impact upon employment issues such as redundancies and changes to terms and conditions will be the subject of specific legal advice nearer the time.

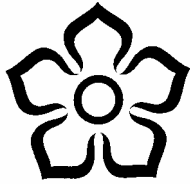
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**5. Report Author/Officer to contact:**

**Lesleyanne Freeman**  
**Integrated Services Programme Manager**  
**Ext 7915**  
**2 November 2005.**

**DECISION STATUS**

<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	No
<b>Executive or Council Decision</b>	Executive (Cabinet)



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CABINET

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## INTEGRATED SERVICES PROGRAMME

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### SUPPORTING INFORMATION

#### 1. Background

- 1.1 At Cabinet on the 27<sup>th</sup> June 2005, proposals for the allocation of services to departments were considered.
- 1.2 These proposals, together with the anticipated services benefits to be achieved, were shared with Council staff in a consultation exercise during which staff were invited to consider the proposed allocation of services and to offer their views .
- 1.3 These views were collated and considered by the Corporate Directors at a meeting on the 18<sup>th</sup> September 2005.
- 1.4 Having given due consideration to the range of comments received, the Corporate Directors developed their thinking for consideration and determination by Cabinet on the 14<sup>th</sup> November 2005.

#### 2. Services allocation

- 2.1 The allocation of services to Departments is proposed as follows:

##### **The new Children's Service:**

##### **It is proposed that the Department should contain:**

The Schools block	Standards and effectiveness
Multicultural Education Service	Special Needs Teaching and Student Support Service
Admissions and Inclusion Service	Psychology Service
Education Welfare Service	The Val Jones Centre
Special Education Service	
Early Years Development and Childcare Services	The Youth Service
Childcare Information Service	Free School Meals Assessment
School Governor Support Service	

School Crossing Patrol Service  
Building Schools for the future  
Sure Start  
Fostering  
Leaving Care and Post 16 Services  
Children's Homes  
Family Centres  
Safeguarding Children Services  
Disabled Children's Service  
Hospital Social Work for Children  
Young People's Drug Treatment Commissioning

Arts in Education Service  
Children's Centres  
Adoption  
Children's Rights  
Duty and assessment service  
Child care Social Work  
Family support services  
CAMH Services  
Teenage pregnancy strategy  
School Meals commissioning

### **The new Adult and Community Service**

**It is proposed that the Department should contain:**

Domiciliary Home Care Service  
Mobile Meals  
Day Services  
Respite Care  
Welfare Rights / benefits services  
Residential care  
Intermediate care  
Mental Health Services  
Physically Disabled Services  
Emergency Duty Team

Blue Badge Scheme  
Occupational Therapy  
Lunch Clubs  
Adult placement services  
Independent Living Scheme  
Nursing care  
Duty and assessment services  
Learning Disability Services  
Hospital Social Work for Adults

Plus the following services to transfer to Adult and Community Department:

Supporting People Programme, currently in Housing  
Adult Learning, Family Learning and links to colleges and learning centres currently in Education and Lifelong Learning  
Advice Service currently in Regeneration and Culture  
Community Services currently in Education and Lifelong Learning.  
Community Safety including:  
a) Youth offending Services and DAAT currently in Social Care and Health.  
b) Community Safety Team currently in Regeneration and Culture  
c) Safer Leicester Partnership Support Team currently in Regeneration and Culture  
d) Anti Social Behaviour Project and CCTV currently in Housing

### **Regeneration and Culture**

**It is proposed that the Department continues to provide its current functions except for the following:**

#### **1 Services to be allocated to Regeneration and Culture**

Libraries and Information Services

## **2 Services to be transferred to other departments:**

- Advice Service
- Community Safety and Safer Leicester Partnership Support team

### **Housing**

**It is proposed that the Department continues to provide its current functions except for the following:**

#### **Services which will be transferred to other departments:**

- Supporting People Programme
- Anti social behaviour project and CCTV

2.2 In respect of the recommendations for Youth Offending Service, the Directors acknowledged that staff involved in or with the YOS saw the service as one for vulnerable children and that it needs to be fully integrated with the Children and Young People's Plan and the Leicester Federation of Children's Services. They recognised that parents may well see the YOS as a children's service, and there were persuasive arguments in favour of locating the service in the Children's Department. They also acknowledged that the Audit Commission's report on Leicester suggested that Crime and Disorder should be pulled together under a single leadership. The Directors felt that on balance YOS should remain within the Crime and Disorder group of services proposed to be part of Adult and Community Services. An additional 80 staff in an already large Children portfolio creates a significant additional capacity requirement. There will be programmes of work for the YOS which will fall within the responsibility of the Corporate Director of Children's Services and clear linkages to Children's Services will be required, and distinctive badging of the YOS brand. It is understood that around half YOS are in Children and half in Adult in other Authorities.

2.3 In respect of the proposals for the location of Community Services in the Adult and Community Services Department, the Directors acknowledge the close links between the neighbourhood development community safety and health agenda which the new Department will address. Therefore in response to representations from the consultation, Corporate Directors have altered their earlier proposals.

2.4 Following the consultation, the Directors have asked for further work to be carried out before the Cabinet meeting on the 14<sup>th</sup> November 2005, in respect of the following services and an update will be provided:

- Border House
- Private Sector Housing
- Education playing fields
- The Transport review
- Student Grants and Awards

2.5 At the Joint Scrutiny meeting on the 31<sup>st</sup> October, the comments in respect of the proposed grouping of services were discussed in detail. The notes of the meeting are attached.4

### 3 Financial, Legal and Other Implications

#### 3.1. Financial Implications

There are no financial implications directly related to this report. However, the costs of implementing the Integrated Services programme has been agreed by Cabinet on the 11 July, followed by a further report on the 24 October.

#### 3.2 Legal Implications

To be completed by

<b>OTHER IMPLICATIONS</b>	<b>YES/NO</b>	<b>Paragraph References Within Supporting information</b>
Equal Opportunities	<b>Yes</b>	<b>The reorganisation will be undertaken in accordance with the Council procedures</b>
Policy	<b>Yes</b>	<b>The reorganisation will be undertaken in accordance with the Council's Organisational Change Protocol</b>
Sustainable and Environmental	<b>No</b>	
Crime and Disorder	<b>Yes</b>	<b>The proposed management arrangements will provide focus for this function</b>
Human Rights Act	<b>Yes</b>	<b>The reorganisation will comply with human rights requirements</b>
Elderly/People on Low Income	<b>Yes</b>	<b>The proposed management arrangements will provide focus for these functions</b>

#### 5. Report Author/ Officer to contact

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