

Leicester  
City Council

**WARDS AFFECTED**  
**All Wards**

**CONSULTATION AND MEETINGS:**  
**Cabinet**

**20 February 2006**

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**Report on the Corporate Review of Service Directors  
and Integrated Services Programme (ISP)**

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**Report of the Chief Executive**

**1. Purpose of the Report**

1.1 This report provides an update of the work undertaken in respect to the implementation of the structural changes at corporate level for Service Directors and notes the procedures to be followed to achieve the appointment of these second tier posts in line with current terms and conditions of employment. Details of the proposed Service Director posts are contained in this report.

**2. Summary**

2.1 There are four current reviews being undertaken in the authority affecting second tier posts: These are the Integrated Services Programme (ISP) for Children and Adult Services, and three separate reviews in Regeneration & Culture, Housing and Resource and Diversity (RAD)/Chief Executives office (CEO).

2.2 There are three key drivers behind the corporate approach to the Review; these were set out in the previous report to Cabinet dated 30<sup>th</sup> January 2006. These are :

- The national agenda for children and adult services,
- Local responses to integration and business improvement
- The requirement on the Council to deliver services that are efficient and effective in their use of resources.

- 2.2 Reviews are being conducted across all five Departments of the Council, as a response to the key drivers outlined above and as a local response to ensure that services are high quality, performance driven and are efficient. However, it has been recognised in undertaking this review that the five Departments experience the impact of the key drivers differently and therefore are in unique positions.
- 2.3 As a consequence, whilst the Reviews are being completed separately to achieve focus on specific service needs, there is also a need to coordinate, as far as possible, the slotting arrangements and timetable for all Departments at Service Director Level in order to ensure full compliance with the Council's policy and procedures on staffing reviews and in the interests of equality of opportunity. Details of the timetable are contained in Appendix 1 of this report.
- 2.4 It is recognised that Service Directors, have had and will continue to have, a key role at the City Council as Managers delivering further change and continued improvement to services. It must be recognised that any change creates understandable uncertainty. Members therefore, agreed the timetable and conduct of the review be managed in accordance with the agreed protocols.
- 2.5 Further reports to Cabinet are built in as part of the timetable and reflect business cases for change across all Departments and the comments received as part of the consultative process.
- 2.6 A Service Director Review Liaison Group has been set up in accordance with the Organisational and Staffing Change Protocol.
- 2.7 Formal consultation arrangements have enabled information to be shared through these fora. In relation to the Integrated Service Programme, which has implications within the wider partnership arena, the Council has led a broad based consultation process with a range of key stakeholders.
- 2.8 The slotting in proposals are being shared as part of the consultation process.
- 2.9 The Employee Committee, in line with current practice contained in the protocol, will deal with any competitive interviews, the grading of posts, redundancy options and any protection arrangements.

### **3. Recommendations**

- 3.1 It is recommended that:
- ◆ the business cases for the three staffing reviews set out in the report be endorsed.

- ◆ the proposed name of the Children's Services Department be amended to become the Children and Young Persons Department.
- ◆ the following changes to second tier posts and titles be approved, subject to any detailed adjustments by the relevant Corporate Director in consultation with the relevant Cabinet Member in the light of consultation during subsequent stages of each of the reviews:
  - (a) Deletion of these posts:
    - Assistant Chief Executive
    - Current second tier posts in Education and Lifelong Learning, Social Care and Health and Regeneration and Culture.
  - (b) Creation of, or adjustments to, second tier posts in departments named as follows:
    - Children and Young Persons (as in paragraph 1.4.5)
    - Adults and Community Services (as in paragraph 1.4.6)
    - Regeneration and Culture (as in paragraph 1.6.3)
    - Resources (as in paragraph 1.7.4)
- ◆ it be noted that the equivalent review in Housing has been unavoidably delayed, but the aim is for it to converge in time for co-ordinated arrangements for filling second tier posts.
- ◆ the remaining stages of the reviews as set out in the report be noted, in particular the role of the Employees Committee.

#### **4. Headline Financial and Legal Implications**

- 4.1 This report seeks Cabinet approval for the processes to be followed. A further report on the proposed future Service Director structures will be brought to Cabinet on 13<sup>th</sup> March 2006 when the consultation has been completed across all areas. This report will set out the outcome of the consultation process including employee comments, a full slotting in list, the financial implications and information relating to the implementation of the proposed changes including service delivery.
- 4.2 Cost reductions can be expected at Service Director level by a reduction in the number of posts. However, the overall savings that will result will depend on the gradings of the new Service Director posts and the structure immediately below Service Directors, which is yet to be developed. The Council's budget strategy already assumes a £1m saving from efficiencies from the Integrated Services Programme, and

the net saving by reducing the number of Service Directors will contribute to this.

- 4.3 The typical cost of a Service director at the Council's generic grade is £86,000 including direct on-costs which equate to approximately 30% of the quoted costs. A reduction of five posts would therefore, reduce the headline costs at Service Director level by around £430,000. However, the actual saving would be lower than this due to the costs of implementation, any protection costs, any changes to Service director pay and the implications for the design of the management structure below Service Directors. These costs cannot be quantified at this stage of the review process, but will be reported as far as possible to the Employees Committee when they decide these matters. It should also be noted that each Department has made financial assumptions in the new three-year Revenue Strategies about the savings to be achieved from organisational redesign. Departments plan to achieve these savings from the inter-play of the various strands of the reviews, of which the savings from reducing the number of Service Directors is part. (Colin Sharpe, Head of Finance Social Care & Health, ext 8800).
- 4.4 "Redundancy" is a dismissal in law. It is one of the admissible reasons for dismissal set out in s98(2) of the Employment Rights Act, 1996 (ERA). It is defined by s.139(1) of the ERA as a dismissal attribute wholly or mainly where:
- The establishment where the employee works closes down.
  - The need for workers carrying out a certain type of work has ceased or reduced (the work itself may not have reduced – it is the need for employees which is the test).
  - There is a change in the place of work of the employee.
- 4.5 Employers will be expected to ameliorate any affect of redundancies by seeking and taking avoiding action. Section 5 of the Leicester City Council Guide for Managers and Personnel Officers on Redundancy requires that the Authority looks at ways of avoiding redundancy by for example:
- Not advertising posts which may then be filled by employees using the redeployment scheme.
  - Redeployment under the City Council's Redeployment Scheme.
  - Retaining under the Redeployment Scheme.
  - Job sharing reduced working hours etc.
  - Considering jobs filled by temporary employees.
  - Considering voluntary redundancy.
  - Considering early retirement.
- 4.6 Cabinet has in its Terms of Reference relating to "human resources and equal opportunities":

- Polices for the remuneration and other conditions of employment of Council employees.
- The establishment and review of the Council's overall officer structure.

4.7 Employees Committee, in line with the Local Government Act, 2000 and subsequent regulations, has within its Terms of Reference, amongst other things, the role of determining the terms and conditions on which staff hold office, including procedures for their dismissal. The Employees Committee also has the role of undertaking the recruitment and overseeing the appointment, training, transfer between departments, promotion, relegation and dismissal of Service Directors.

4.8 In respect of all officers, when a member level decision is required, exercise discretion in relation to superannuation benefits and contributions, extensions of service, gratuities and applications to serve after retirement age.

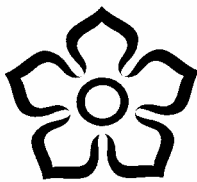
4.9 Under the Local Government Pension Scheme Regulations, 1997 (SI 1612), para 26, if a member aged 50 or more retires and the Council certifies that the reason is redundancy then the person is entitled to a pension and retirement grant. Payment of added years is discretionary under Regulation 52. Consideration of these matters would be for the Employees Committee.

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

Co-ordinated by Jay Webb with sections contributed by:  
 Tom Stephenson, Corporate Director, Resources, Access and Diversity, ext. 6300.  
 Tot Brill, Corporate Director, R&C, ext 7300  
 Sheila Lock, Corporate Director, Children's Services (Designate), ext 7700

**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)



Leicester  
City Council

**WARDS AFFECTED:  
All Wards**

**FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:  
Cabinet**

**20 January 2006**

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**Corporate Review of Service Directors and  
Integrated Services Programme (ISP)**

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## **SUPPORTING INFORMATION**

### **1. Report**

- 1.1 There are four current reviews being undertaken in the authority affecting second tier posts: firstly the Integrated Services Programme (ISP) (affecting Education and Lifelong Learning and Social Care & Health and Regeneration and Culture and Housing) and three separate reviews in Regeneration and Culture, Housing and Resources Access and Diversity/Chief Executives Office.
- 1.2 There are three key drivers behind the corporate approach to the Review. These are :
- The national agenda for children and adult services,
  - Local responses to integration and business improvement
  - The requirement on the Council to deliver services that are efficient and effective in their use of resources.
- 1.3 Reviews are being conducted across all five Departments of the Council, as a response to the key drivers outlined above and as a local response to ensure that services are high quality, performance driven and are efficient.
- 1.4 ISP (Education and Lifelong Learning/Social Care & Health)**
- 1.4.1 There is currently a range of national and local drivers for change in the way that both Children's and Adults services are delivered at a local level. These include the Children Act 2004, the White Paper 'Our health, our care, and our say: a new direction for community services' and local partnership arrangements to work collaboratively across

sectors. Alongside this there is the need to improve service delivery and improve efficiency and effectiveness.

1.4.2 The proposals for Integrated services arising from an extensive review, which has included key stakeholders in other agencies, and the voluntary and community sector is to create two new departments.

1.4.3 It is proposed that these are the Children and Young Peoples Department and Adult and Community Services department. It should be noted that the proposed title of the Children's Department has been amended following consultation to be more inclusive of the broader young peoples agenda.

1.4.4 There is broad agreement on the functions contained within the two new departments, although the exact configuration between service directors, which may produce minor changes is still being consulted upon. Accordingly it is proposed to delete all the service Director posts within Education and Lifelong Learning and Social Care and Health and to create the new posts as set out below.

1.4.5 **Children and Young Peoples Department: Four Service Directors**

- Service Director (Learning Services)
- Service Director (Access, Inclusion and Participation)
- Service Director (Family Support and Safeguarding Services)
- Service Director (Planning, Partnership and Commissioning)

1.4.6 **Adult and Community Services:**

- Service Director (Community Care Services)
- Service Director (Safer and Stronger Communities)
- Service Director (Older People's Services) – interim post
- Service Director (Strategy, Commissioning, Performance and Business Support)

1.4.7 **Further work for Integrated Services Review:**

A further report will be brought forward in a year that explores the scope for joint arrangements with Health partners and makes further recommendations on Older People's Services.

1.4.8 Members have already agreed the proposals for transfers of functions as part of this review, affecting Regeneration and Culture and the Housing Departments. For completeness these include:

- a) Supporting People Programme Team will move from Housing to the new Adult & Community Services Department.
- b) The Community Safety Programme managed from Regeneration and Culture will be moved to the new Adult & Community Services Department.

- c) Library Services will move from Education & Lifelong Learning to Regeneration and Culture.
- d) The Advice Services function will transfer from Regeneration & Culture to the new Adult & Community Services Department.
- e) The Anti Social Behavioural Unit will transfer from Housing to the new Adult & Community Services Department
- f) Some elements of the Private Sector Housing functions will transfer from Regeneration & Culture to the Housing

## **1.5 Housing**

1.5.1 The Housing Department's review will be delayed due to sensitive personnel issues. Consultation is not yet at a stage to utilise the planned timetable. However, it is anticipated that we will be able to deal with this more fully in the report to be presented to Cabinet on 13<sup>th</sup> March 2006. The current proposals are to reduce the number of Service Director posts from 4 to 3 to take effect during 2006/07 to meet the savings projected for 2007/08 as an efficiency saving in the 2006/07 Departmental Revenue Strategy (DRS).

## **1.6 Regeneration and Culture**

1.6.1 The two reviews in the Regeneration and Culture Department are designed to make considerable savings to contribute to the Department's Revenue Strategy (DRS) and to meet corporate savings targets. Both reviews are described in the DRS, with the First Review (the review of Service Directors and the allocation of functions) intended to:

- make savings of £170K per year
- reduce the number of Service Directors and divisions in the department from 6 to 4

1.6.2 The Department currently has 6 Service Directors:

- Service Director, Cultural Services
- Service Director, Highways and Transportation
- Service Director, Community Protection and Well Being
- Service Director, Environment
- Service Director, Regeneration
- Service Director, Resources

1.6.3 The table below sets out the current management proposal. These proposals, version 3 of the management proposals, were circulated to staff and unions for comment on 15 February 2006, and a final version will be circulated prior to the Department's RLG on 2 March 2006.



CORPORATE DIRECTOR – REGENERATION AND CULTURE			
SERVICE DIRECTOR CULTURE	SERVICE DIRECTOR STREET SCENE	SERVICE DIRECTOR PLANNING AND POLICY	SERVICE DIRECTOR REGENERATION, TRANSPORT AND HIGHWAYS
All current functions in Cultural Services Division	All current functions in Community Protection Division	All current functions in Environment and Resources Divisions	All current functions in Regeneration and Highways & Transport Divisions
<p><b>Less</b></p> <ul style="list-style-type: none"> <li>• Markets</li> <li>• LCB Depot</li> <li>• Parks with Bereavement Services</li> </ul>	<p><b>Less</b></p> <ul style="list-style-type: none"> <li>• (still in negotiation) elements of Private Sector Housing (to Housing Dept)</li> </ul>	<p><b>Less</b></p> <ul style="list-style-type: none"> <li>• Urban Design</li> <li>• Riverside Rangers</li> </ul>	<p><b>Less</b></p> <ul style="list-style-type: none"> <li>• Crime and Disorder and elements of Advice Services (to Adult and Community Dept)</li> <li>• Highways Enforcement</li> <li>• Fleet Management</li> </ul>
<p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• Libraries (from Lifelong Learning)</li> </ul>	<p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• Parks with Bereavement Services (from Cultural Services)</li> <li>• Riverside Rangers (from Environment)</li> <li>• Highways Enforcement (from Highways and Transport)</li> </ul>	<p><u>Plus</u></p> <ul style="list-style-type: none"> <li>• Fleet Management (from Highways and Transport)</li> </ul>	<p><b>Plus</b></p> <ul style="list-style-type: none"> <li>• Urban Design (from Environment)</li> <li>• Markets (from Cultural Services)</li> <li>• LCB Depot from Cultural Services</li> </ul>

1.6.4 This structure is the result of consultation with Service Directors and staff and is driven by the need to make savings, both in the complement of Service Directors, and to prepare for savings to be made across the department in the review following this one. It ensures that the department makes its budget savings targets, and that gives a structure that is relatively equitable and creates working alliances that benefit the Council as a whole.

1.6.5 It gives the minimum disruption by keeping services grouped together as at present, as far as possible. It creates 3 new divisions, and keeps one substantially the same as at present.

1.6.6 The new **Street Scene Division** will create a seamless environment to deliver one of the Council's high priorities for joined up working. Strong arguments were made by Service Directors and Service Heads both for keeping the culture block together in one place, and, on the other hand, for linking arts, museums and libraries with regeneration. While the Corporate Director agrees that there are strong synergies between those particular cultural services and the culture led regeneration of the city, there are other elements to Leicester's future regeneration that could be disadvantaged by such a combination. Splitting culture in this way creates a problem for the Sports Division, a division that needs to be well placed to drive the government's and local health agendas. However, leaving the cultural division as it currently stands, while adding the library service to it, makes too large a span of services for one Service Director and gives a disproportionately large division with over 1,000 staff at the expense of other divisions. The Corporate Director proposes to move the Parks Service, along with Riverside Rangers, to the Street Scene Division, building on existing strong working links to create one division with responsibility for sustainability of our urban and green environment.

1.6.7 **The Culture Division** proposed will, therefore, carry responsibility for arts, museums and heritage, libraries and sport.

1.6.8 While the other services of the department could be re-organised in a number of ways the Corporate Director is imminently persuaded by both legal advice and through staff consultation that the management burden of the firewalls required if planning is placed with either highways or regeneration give planning a natural home with the administrative and policy development areas of the department. She therefore proposes to create a new **Planning and Policy Division**. The trading and corporate services of the Council should be valued by bringing them together to find better ways of working and better value for money for their customers, and these services will be placed in the new Planning and Policy Division. However, the Corporate Director proposes to place the market, along with the Leicester Creative Business Depot with regeneration to give them direct access to the support they will need to maximise their potential for regenerating the city. Regeneration is a key service in ensuring that Leicester thrives, and the mechanisms of planning future people and vehicle movements while minimising their environmental impact fit well with the business of creating the prosperity of Leicester. The Corporate Director therefore proposes to group these services together in a new **Regeneration, Transport and Highways Division**.

## 1.7 **Chief Executive's Office and Department of Resources, Access and Diversity**

1.7.1 There is currently a range of national and local drivers for change in the way these departments are organised and deliver services and in the way the council works with its strategic partners. These include the

Government's ten-year strategy for public sector reform (including the new Local Area Agreement), community cohesion, the emphasis on neighbourhoods, developing democratic processes, (in particular scrutiny and Area Committees) and the constant need to improve service efficiency and effectiveness, whilst driving down costs.

1.7.2 This review is aimed at reconfiguring the functions of RAD and the CEO to respond to these drivers for change and to achieve partnership support objectives (dealt with in a separate report on this agenda) and the following Council improvement objectives:

- (1) The Council's Corporate Plan priorities relating to continuous improvement in a well-managed authority will be facilitated.
- (2) Arrangements for supporting delivery of the strategic objectives of the Business Improvement Programme will be strengthened:
  - (i) Improve business processes
  - (ii) Enhance customer focuses
  - (iii) Deliver efficiency savings
  - (iv) Maintain and/or improve corporate assessment in relation to the use of Council resources
- (3) Democratic processes will be strengthened to support an enhanced role for Members as Community Leaders and to ensure the proper involvement of stakeholders in developing policies and service delivery, and (through Area Committees) the engagement of neighbourhoods in democratic processes and decisions about local services.

1.7.3 It is proposed to abolish the current Chief Executive's Office and post of Assistant Chief Executive and to merge the functions into a Department of Resources and a Partnership Team. The core purpose of the Department of Resources (under the Corporate Director and Town Clerk) would be based on the above Council improvement objectives, good corporate governance, a sound corporate and resources infrastructure and effective democratic processes.

1.7.4 The final proposals for the six second tier posts in the Department of Resources are:

<b>Service Director</b>	<b>Main Functions</b>
Chief Finance Officer	Current functions, except for the Programme Support Office to transfer to Business Improvement. Option for the location of certain Accountable Body functions to be located here: to be decided in Stage 2.
Legal Services	Current functions, except for Information Management and Contracts, which will transfer to Information.
Property	Current functions. The division of responsibilities for Project Management between Property and Business Improvement will be clarified in Stage 2.
Democratic Services	Current functions, with the addition of Member support functions from the CEO: together comprising Member Services, Lord Mayor's Office, Committee Secretariat, Electoral Registration, Policy Support for Cabinet, Scrutiny and Area Committee. These to be formed into unified Member Support arrangement in Stage 2.
Information	<p>Current functions of ICT &amp; CA. This includes the current role of Information Management Strategy and the associated Project. In due course, it will be the corporate Information Management role, which is defined by the Project.</p> <p>Information Management and Contracts from Legal.</p> <p>Communications and Marketing Strategy and (subject to interim arrangements pending the appropriate stage of the SSR) the Communications Unit. (Subject to the existing arrangements continuing until the appropriate stage of the SSR) Creative Service.</p> <p>Option for the CEO complaints role to be located here (to be considered in Stage 2).</p>

Business Improvement	<p>Current functions of HR and Equalities</p> <p>Equalities functions from the CEO. Service delivery and employment equalities will be integrated in Stage 2 but with the express brief that they are to be distinct from and managed separately from the HR function.</p> <p>Business Support and Improvement. This will be a new strategic role to drive and support business improvement across the Council through change programmes and projects. Initially, this will include the Programme Support Office (which supports the BIP and ISP programmes) from Finance Services and the CEO responsibilities relating to overseeing the Council's service planning, performance management and CPA response. How these are integrated and how they relate to the overall performance management of the Partnership by the Partnership Team will be decided in Stage 2. Clarification of Project Management roles as between this Service and Property will also be a Stage 2 matter. It is assumed that a continuing Business Support and Improvement function will be needed after the current 3 year BIP, to be decided before the end of that programme.</p> <p>EMAS lead officer. This is a new role the Directors' Board recently allocated to the Assistant Chief Executive. It has not yet been fully defined but relates to the accreditation process. It does not affect the main implementation work of the EMAS Team in R&amp;C.</p>
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1.7.5 Stage 2 of this review will deal with structures below second tier in the three Services where it is proposed to integrate functions to achieve the review objectives. Detailed adjustments between Services may emerge at that stage. The reasons for these new groupings are:

- Democratic Services: To create the most effective and efficient balance between the support needed by Members in performing their different roles.
- Information: To enable a new strategic focus around the asset of Information and the strategies to ensure that it is used to the best effect Council-wide, in support of decision-making, service delivery and customers. These strategies are Information Management, Customer Access, Communications and Marketing, ICT and e-Government.
- Business Improvement: To create a strategic focus on driving, supporting and overseeing Council-wide improvement, through strategies, programmes and projects.

## **2. Corporate Approach**

2.1 It has been recognised in completion of the ISP review that the five Departments experience the impact of the key drivers set out in paragraph 1.2 differently and therefore, are in unique positions.

2.3 As a consequence, whilst the Reviews are being completed separately to achieve focus on specific Departmental needs, there is a need to coordinate the slotting arrangements, as far as possible, for all Departments at Service Director level in order to ensure full compliance with the Council's policy and procedures on staffing reviews and in the interests of equality of opportunity.

2.4 It is recognised that Service Directors have had and will continue to have, a key role at the City Council as Managers delivering further change and continued improvement to services. It must be recognised that any change creates understandable uncertainty. Members therefore agreed the timetable and conduct of the review in order for the change to be managed in accordance with the agreed protocols.

2.5 Corporate Directors are satisfied that there is a business case that supports in particular the proposed reductions in the number of Service Directors. The current proposals are still in the subject of consultation and the target is to achieve final proposals in a report to Cabinet on 13<sup>th</sup> March 2006.

2.6 Revised generic Job Descriptions have been prepared for the proposed new posts which are currently the subject of consultation.

### 3. Co-ordinated procedure for filling the changed second tier posts

3.1 As noted above, there are separate reviews, each proceeding under the staffing review protocol. There does, however, need to be an overall approach to the following elements, to be fair to the staff concerned:

- (i) The **generic responsibilities** of second tier job descriptions should be the same across the Council. These have been developed in line with the competency-based framework and include responsibilities commensurate with the level of post. Some jobs may be completely generic, others will require a degree of specificity linked to the nature of the post, the statutory framework in which it operates and requirement based on external inspection. Corporate Directors in consultation with HR advisers will seek to ensure that this has been approached consistently across the reviews and the Employees Committee will approve all job descriptions;
- (ii) **Grading** of posts and any protection arrangements is an Employee Committee matter;
- (iii) **Slotting** people into new second tier posts. Each review will apply the Council's usual criteria for staffing reviews. In essence, these provide a priority order for matching people to jobs, according to the extent to which the responsibilities have changed, whether posts have specific or generic requirements and whether individuals meet the requirements for the new posts. Slotting is a technical matching exercise for each review lead and Personnel Managers will advise on how this should be done to achieve consistency of approach across the reviews. Any technical appeals will be dealt with by the Chief Executive. Should the need arise in any of the reviews for a competitive interview (when more than one person has an equal claim on a post), the Employees Committee will conduct the interview.
- (iv) **Redeployment.** This would arise if, in any of the reviews, at least one person failed to be slotted in or appointed. The reviews have been aligned so that any such person can be considered for slotting into any post which remained unfilled in another review and for which the person met the requirements. This would be a technical matching exercise for the review lead unless there was competition or the need for a competency interview, when the Employees Committee would interview and decide;
- (v) **Selection for redundancy.** Should redeployment attempts leave one or more people without a post, there would need to be a process of selection for redundancy at second tier. The Employee Committee may then be asked to determine any voluntary early retirement under Council procedures.

3.2 The Council's policy and criteria on selection for re-deployment would be applied to achieve the optimal balance between costs and benefits (such as service needs for particular skills and experience). The policy allows for the offer of voluntary redundancy to be opened up to others

where this would result in vacancies to which redundant employees could be re-deployed (known as “bumping”). Since all second tier posts are subject to parallel reviews, this offer has been made to all second tier officers to maximise prospects for the best cost/benefit balance. For example, an appropriate skills match might be possible with a less costly redundancy elsewhere.

#### 4. Assessments

##### 4.1 Risk Assessments

To ensure that the portfolios of the new structures for all Departments have been properly considered appropriate risk assessments are being undertaken by all Corporate Directors.

##### 4.2 Equality Impact Assessment (EIA)

Equality Impact Assessments are being undertaken to ensure that the proposed arrangements for all departments have been properly considered and reviewed for any equality issues.

#### 5. Recommendations

OTHER IMPLICATIONS	YES/NO	Paragraph within this report	References
Raising Standards	Yes	Para 2.1, 2.2, 2.3, 2.4, 2.7, 4.1,	
Equal Opportunities	Yes	Para 2.1, 2.2, 2.3, 2.7, 2.8, 2.9, 3.1, 3.1, 3.3, 4.1	
Policy	Yes	Para 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.9, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3	
Sustainable and Environmental			
Crime and Disorder			
Human Rights Act			
Elderly/People on Low Income			

#### 6. Background Papers – Local Government Act 1972

Children Act 2004

Legal Services File Reference 62887 containing, in part, exempt information. Reports to Cabinet 27<sup>th</sup> June 05 and 14<sup>th</sup> November 2005 ‘Integrated Service Programme’ and 30<sup>th</sup> January 2006 ‘



## **7. Consultation**

- 7.1.1 This is part of consultation framework with relevant staff and Trade Unions. The timetable has already been tabled to affected staff who have commented and welcome it's implementation.
- 7.1.2 Service Directors met with the Chief Executive on 13<sup>th</sup> January 2006 as part of this consultative process.
- 7.1.3 A meeting of the Review Liaison Group was held on 27<sup>th</sup> January 2006 with the Chief Executive in attendance together with Service Directors and Trade Union Representatives.
- 7.1.4 A second Review Liaison Group meeting was held on 9<sup>th</sup> February 2006 with the chief Executive in attendance together with Service Directors and Trade Union Representatives.
- 7.1.5 Peter Nicholls, Service Director and Anthony Cross, Head of Litigation has been fully consulted in respect to legal implications.
- 7.1.6 Corporate Directors' Board have also been fully consulted.
- 7.1.7 The Head of Finance, Social Care & Health has been fully consulted

**ISP Protocol Review – Service Director Structure**  
**Timetable for Member Engagement and Decision Making**

<b>Date</b>	<b>Meeting</b>	<b>Purpose</b>
20/02/06	Cabinet	Endorsing the business case for reviews. Approving 2 <sup>nd</sup> Tier posts in the three reviews and noting the remaining stages of the process
13/03/06	Cabinet	Agreeing the remaining proposals and noting the process for completion of the review.
W/c 6/03/06	Employees Committee	Agree job descriptions, grading, salaries, protection arrangements, agree individual voluntary options. Undertake competitive interviews as necessary.
W/c 13/03/06	Employees Committee	Agree final position of the review.