

Meeting:	Cabinet
Date:	16 th February 2006
Subject:	The Realignment of the People First Senior Management Structure
Responsible Officer:	Lorraine O'Reilly
Contact Officer:	Lorraine O'Reilly
Portfolio Holder:	Councillor Margaret Davine Councillor Marie-Louise Nolan Councillor Bill Stephenson
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

Members are asked to approve:

- the proposals to realign the departments within the People First directorate
- the timetable and proposals for populating the structure of the Directorate
- the proposals in relation to the statutory and non-statutory Director posts
- the transfer of some sections of Urban Living to People First

Reason for report

The establishment of the two Statutory Officer posts of Director of Children's Services and Director of Adult Community Services (which came into place on 1st January 2006) necessitates the reconsideration of the People First Senior Structure.

Benefits

The proposals in this report offer the opportunity to streamline the existing management arrangements and clarify lines of accountability and responsibility.

This structure provides a better use of existing resources. It will provide a structure which is more able to meet future local and national changes. It provides a more synergetic approach to service delivery both within People First and in co-operation with the other Council directorates.

Cost of Proposals

The proposals to the Directorate's overall structure are cost neutral.

Risks

The establishment of the two Statutory Officers posts is a positive move ensuring that the People First Directorate is ready to meet the challenges of the future. The Directorate will need to maintain this advantageous position and this structure sets out a way of ensuring that, as far as possible, the Directorate is prepared for future government and legislative changes. It is important that the functions within each department of the Directorate are clarified, to ensure that essential change management, accountability and financial management are further developed, and to ensure that the focus of the Directorate is fully in line with our corporate aims and national priorities. This will allow the Directorate to be in an even better position to make significant improvement to those key performance indicators which have a major impact not only on service delivery but also on the Council's Comprehensive Performance Assessment score.

Implications if recommendations rejected

There will be a significant impact on morale across the Directorate. It is likely that a number of high calibre post holders would seek alternative employment. The Directorate would become further and further out of line with legal, national and local requirements. The changing relationship with schools, Health and the private and voluntary sectors will be more difficult to manage.

Section 2: Report

2.1 Brief History

The current Directorate structure was approved by Cabinet in June 2002 and the Directorate formally came into being on 1st October 2003.

Since this time, significant changes have taken place regarding the statutory obligation for Councils to have a Director of Children's Services together with a Director of Adults' Social Services, as set out in Section 18 of the 2004 Children Act.

The arrangements for the Statutory Officer posts were set out in the agreed Council paper of 20th November 2005. The Statutory Officer posts come into

effect on the 1st January 2006. The proposed changes in the structure of People First, if agreed by Cabinet, will come into force on 1st April 2006. Until then the current structure will remain in place.

The Government's recent White Paper "Higher Standards, Better Schools for All" sets out the proposals for significant change across the Children's agenda and in particular in relation to those currently undertaken by the Local Education Authority. Similarly, the changes proposed to Health Services and PCT, the service delivery agenda and the commissioning and procurement arrangements, as set out in the White Paper "Independence, Well-Being and Choice", also herald major change.

Harrow Council was well placed with its original structure to ensure that the changes in alignment to enable the Statutory Officer posts came into place. The resulting consequential changes, set out in the Council paper of 20th November, are encapsulated in the proposals for the realignment of People First.

The proposed structure incorporates the current role of the Director of Area Services into the newly proposed post of Director of Lifelong Learning and Cultural Services placing them alongside those People First services which are delivered directly to the community and ensures that the Council's focuses on localised area delivery and community development are strengthened and fully integrated.

The proposals are not based on a cost cutting exercise but rather to streamline the existing management arrangements and clarify lines of accountability and responsibility. The proposed structure provides a better use of existing resources. It will provide a structure, which will help to fulfill the Council's corporate priorities, as well as being able to meet future local and national changes. It is hoped that these changes will provide an even more synergetic approach to service delivery both within People First and in co-operation with the other Council directorates.

The current post of Director of Area Services is therefore deleted from the existing structure. The post holder is therefore placed at technical risk of redundancy and will be considered in accordance with the protocol for Managing Organisational Change for suitable alternative posts. There are currently four vacant Director level posts in Harrow and the Chief Officer Employment Panel is meeting on 17th February to consider suitable alternative employment within the authority for this individual.

The changes to the other four Director level posts proposed within the structure are not significant enough to constitute a change in their current role and therefore no process of interview or assimilation is required.

The proposed changes in the structure below Director level will require some Group Managers to report to different Directors whilst others would take responsibility for line management of groups currently outside their purview. However, their principal duties and responsibilities would remain the same. Hence, apart from changes to their job descriptions, which will be discussed with

the individuals, no further selection or assimilation process is required. There will of course be consultation with the affected individuals on the proposed changes.

A number of services from Urban Living have effectively been located within People First for a number of months as it has become apparent, since the inception of the original Council structure, that these services would be better placed within People First. These are namely: the Supporting People Team (in line with the recommendations of the inspection in March 2005), the Taxi Card and Concessionary Fares Service (to ensure appropriate assessment is available); the Sports & Leisure Service (in line with the recommendations of the Cultural Inspection of March 2005). Other services may be considered as a result of comments we receive.

To ensure that close working links are established and that the joint working practices currently in place, between Urban Living and People First, are built upon, it is proposed that a series of joint groups are established under the Chairpersonship of Director of Strategy in Urban Living.

2.2 Options considered

The proposals for the designation of the Statutory Officers was agreed at the Council meeting of 20th November 2005. A number of alternative structures and arrangements have been considered. The original proposed structure on which the consultation is based is shown as Appendix 2. Appendix 3 shows the amended proposal following consultation. Appendix 1 shows the current structure of People First as agreed in 2002. Those which are proposed are felt to be those which most closely match the Council's aims and service objectives and which provide a solid foundation for the future. A rationale for the proposed structure is attached as appendix 4.

2.3 Consultation

Consultation on the proposed realignment commenced in November with preliminary discussions between the Executive Director, relevant Portfolio Holders, Leader of the Council, the Chief Executive and People First Directors. Out of these initial discussions, a proposal was drafted and consultation with the senior staff, unions and the Portfolio Holders commenced on 13th December 2005. Notification of the realignment was also included in the staff newsletter which goes to all Council's staff including those in schools on 12th December 2005. Given that Christmas fell at the end of the normal consultation period, it was extended until 16th January 2006, giving 5 weeks in total. A number of meetings with Portfolio Holders have been held throughout development and consultation period.

In addition to this consultation, views had been sought from the Lifelong Learning and Health and Social Care Scrutiny Sub-Committee on 18th January 2006 and from the Education Consultative Forum on 31st January 2006. A meeting was held with the UNISON representative on 6th January 2006. A joint letter from Councillor Bill Stephenson and the Executive Director was sent to all Headteachers, Chairs of Governors and Councillors at the beginning of January. The Executive Director also met with the representatives of schools on 4th

January 2006 and the Chair of Harrow Association of Governing Bodies on 6th January 2006 and with the four Special Schools Headteachers on 19th January 2006. Subsequent meetings were held with Headteachers between 30th January 2006 and 10th February 2006.

The results of the consultation and meetings have been positive and supportive. Clarification was sought on a number detailed issues and suggestions for improvement in the original proposal have been incorporated. Staff's comments (17 written responses out of 25 were received) were particularly helpful. The Executive Director also held meetings with 13 of the senior staff concerned, and has met with the individuals directly affected by the proposals.

A number of themes and considerations arise from this process, these are:

a) areas receiving positive support

- focusing of services and service accountability aligned with new statutory posts
- the joining of the Achievement and Inclusion service with other Children's Services
- the reconfiguration of service groups, both within Adults' and Children's Services
- the simplification of Group Manager titles to reflect their role
- the inclusion of Area Managers within Lifelong Learning and Cultural Services
- the transfer of some Urban Living teams to Lifelong Learning and Cultural Services and to Adult Community Care Services
- the arrangements for review in 6 months (September)
- the alignment of all performance monitoring services within Strategic Services to allow a more equitable delivery
- the strengthening of the Strategy Service
- the arrangement to group commissioning together within the Strategy group

b) areas that have been included, amended or adjusted as a result of the process

- the increased visibility for the location of sports
- the increased visibility for the location of Area services
- the increased visibility for mental health services
- the role and prominence of schools' focused services
- the inclusion of the Achievement and Inclusion division advisers as Group Manager equivalents
- the rebalancing of the work within Children's Services

c) although it is recognised that some consequential changes will follow as a result of the realignment of the senior structure, further consideration will also need to be given to the following areas as a result of this consultation process. These are:

- the make-up and changing role of Young People Services in light of the Green Paper "Youth Matters"
- clarity regarding the lines of accountability in relation to commissioning between the Directorate and the PCT following the

publication of the recent White Paper “Your Health, Your Care, Your Say”

- the further development of the Achievement and Inclusion service in the light of the recent White Paper “Higher Standards, Better Schools for All”
- the location of other closely related services such as the DAT (Drugs Action Team) and the Major Adaptation Service which were not covered by this process
- further work with the People, Performance and Policy team in Business Development in relation to community cohesion and the preparation of external inspection and assessment
- further development of Family Support Services within the Children’s Services

The review of the realigned structure in September will provide an opportunity to address these, if appropriate, and any other issues which may result once the structure is operational.

The timescale is as follows:

- Statutory Officer posts designated from 1st January 2006
- Notification in staff newsletter – 12th December 2005
- Consultation Tuesday 13th December 2005 – Mon 16th January 2006
- Joint meeting of the Lifelong Learning and Health and Social Care Scrutiny Sub-Committee: 18th January 2006
- Education Consultative Forum: 31st January 2006
- Cabinet approval: 16th February 2006
- Changes designated for 1st March 2006
- 1st March 2006 – 1st April 2006: management and budgetary re-alignment
- 1st April 2006: new structure in place
- 1st September: six-month review of structure

Meetings with staff concerned and unions will be arranged at their convenience as will meetings with representatives of Headteachers and Governors.

2.4 Financial Implications

To ensure that budgetary arrangements and budget alignment can take place for the beginning of the financial year (1st April 2006), it is proposed that the changes take place on 1st March 2006 to be reviewed within a six-month period.

2.5 Legal Implications

The establishment of the two statutory posts meets current and anticipated legislative requirements. These are as set out in the Children Act 2004 Chapter 31 scheduled to Section 18.

2.6 Equalities Impact

There is no direct equalities impact in this report.

2.7 Section 17 Crime and Disorder Act 1998 Considerations

None for the purpose of this report.

Section 3: Supporting Information/Background Documents

Background documents:

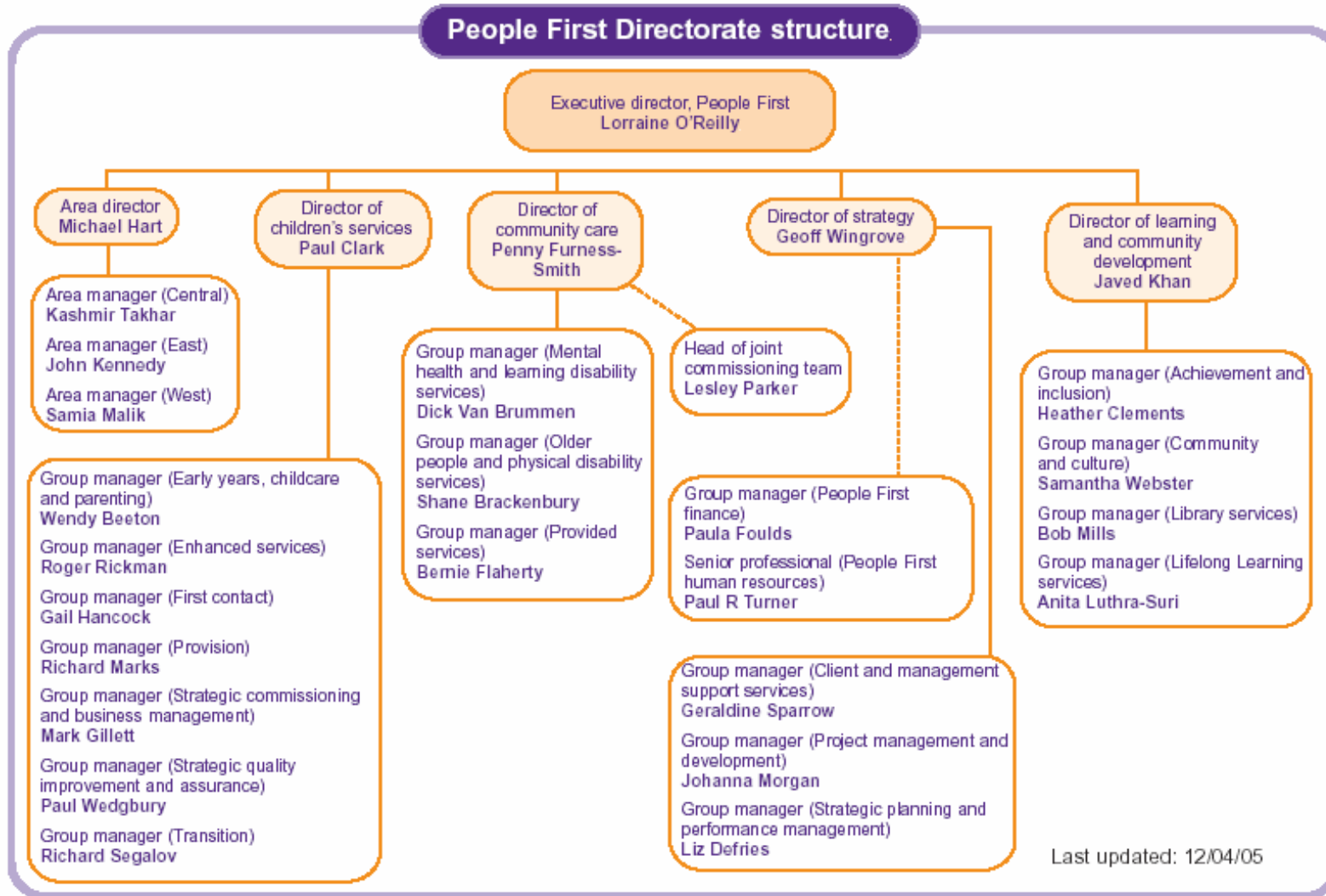
Appendix 1: existing Directorate structure

Appendix 2: proposed Directorate structure

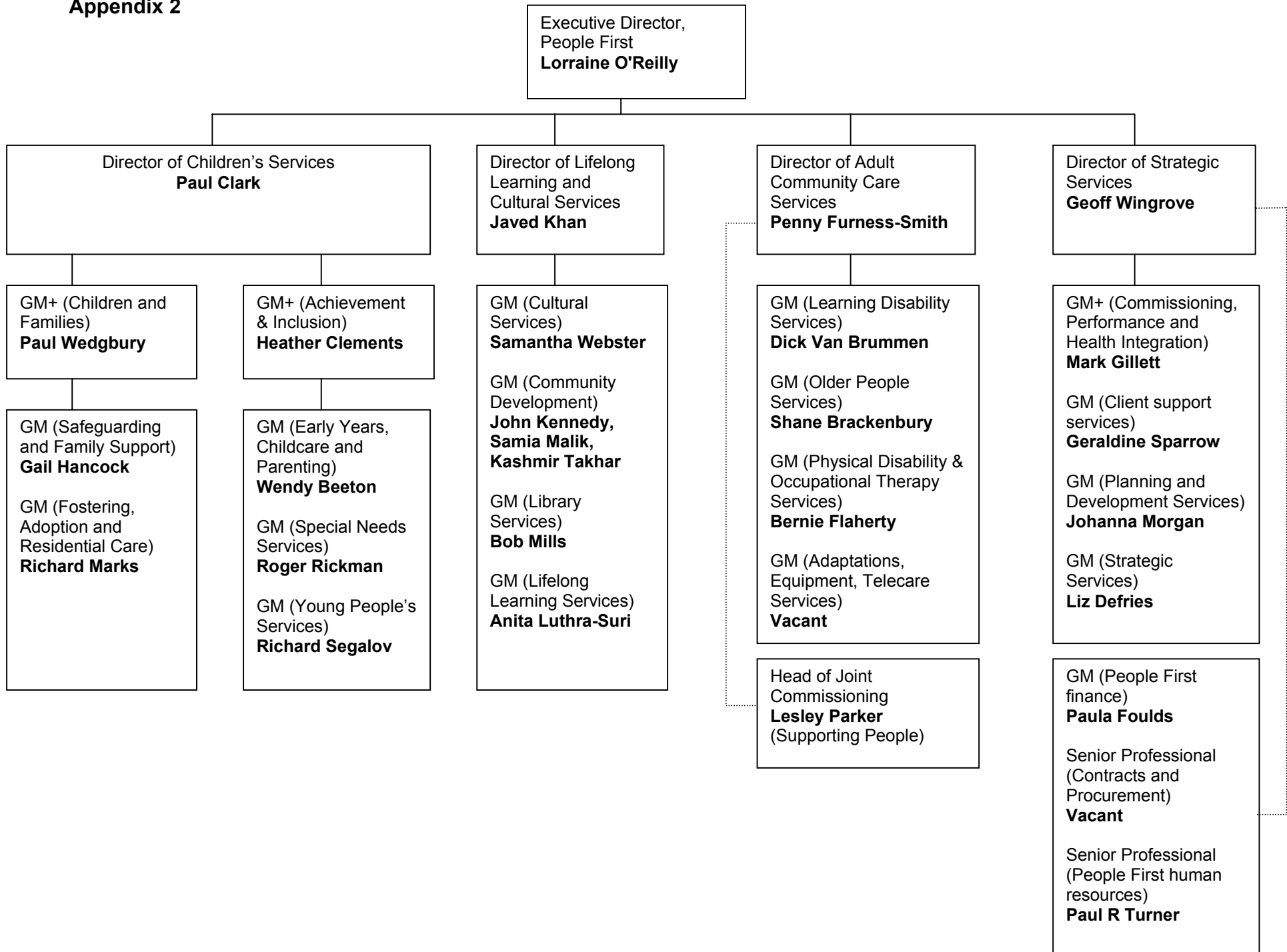
Appendix 3: amended Directorate structure following consultation

Appendix 4: "Rationale for proposals".

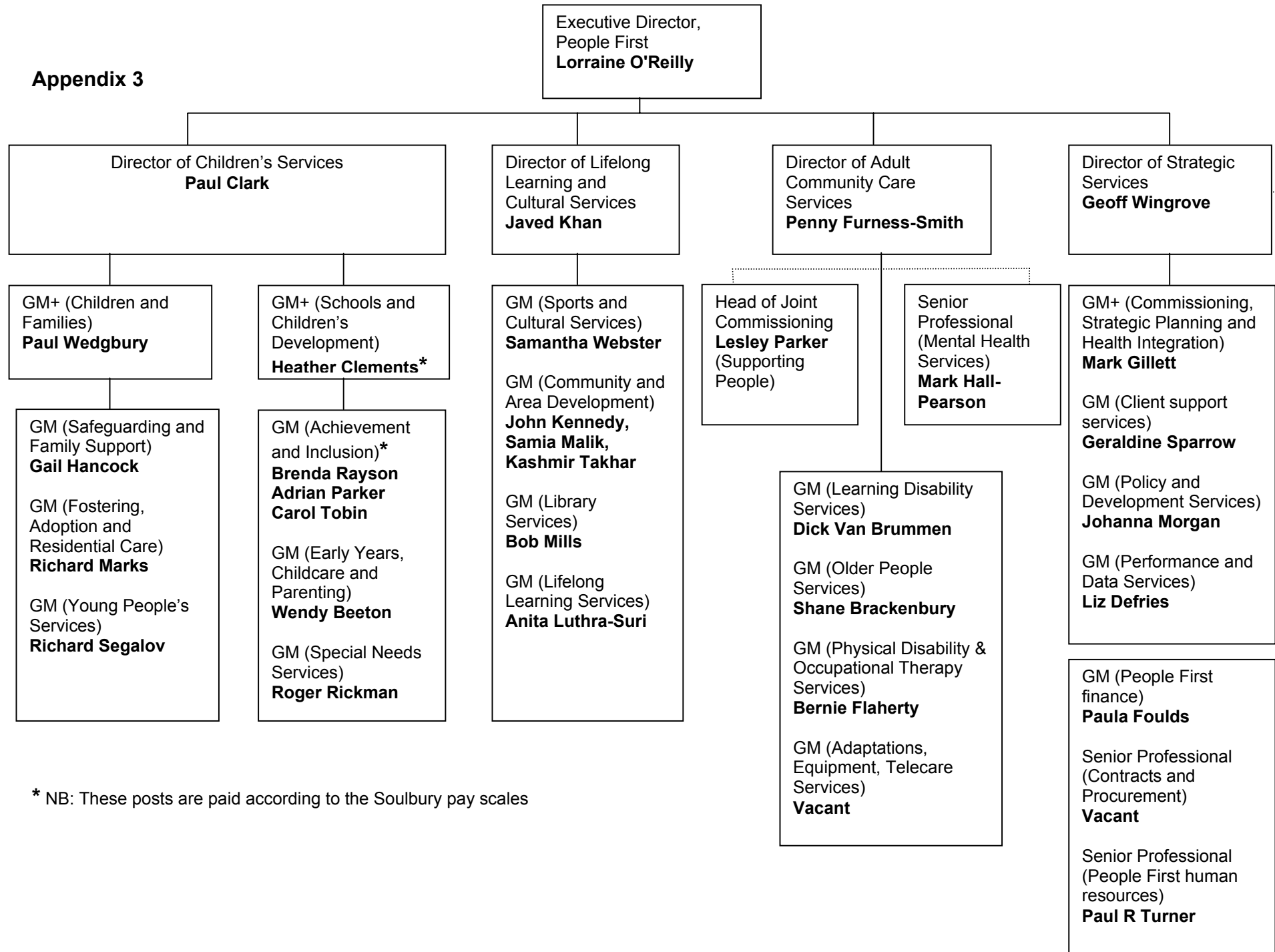
Appendix 1



Appendix 2



Appendix 3



* NB: These posts are paid according to the Soulbury pay scales

Appendix 4: Rationale for Proposals

The proposed structure will:

- realign responsibilities and accountabilities to improve key performance indicators and service delivery
- complete the full establishment of the Children's Services department as set out in the Children Act 2004 by realigning the Achievement and Inclusion service within the Children's Services department
- strengthen the area / local development aspects of the Directorate by placing them alongside and with other services locally delivered rather than having them tangential to the rest of the Directorate
- streamline groups of services in People First and Urban Living thus improving joined-up delivery and clarity of purpose
- instil greater accountability and clear lines of responsibility for service delivery and improvement
- embed the Statutory Officers positions
- position Harrow back at the full front of structural development in both regional and national policy
- build further capacity into some areas of the Directorate particularly in Strategic Services
- place all strategy and commissioning arrangements in one area of the Directorate
- build in direct links to procurement and the PCT by dotted line arrangements such as those currently in existence for HR and finance
- provide a new structure which is cost neutral
- ensure that the current positive relationships from schools are maintained and that schools are held as a higher priority and are clearly identified
- clarify and re-title some services' or groups of services' purpose
- position the Council well in terms of future developments such as Children's Trust and the Community Care Trusts
- position Adult Community Care Services to be more effectively engaged in the future with the NHS and the PCT and the changing nature of Local Authority delivered services
- place People First well for SAPs and phase 2 of the Contact Centre development and delivery within the BTP
- enable budget allocation clarifications and a budget which reflects the service areas to be delivered
- develop cross-cutting Urban Living and People First groups which will build upon current joint-working and successful local arrangements
- enable future developments within areas of the Directorate's departments such as those proposed in the government's Green Paper on "Youth Matters"
- enable early consideration and financial planning for personnel 'establishment numbers' and for the administrative review in line with the BTP blueprint
- recognise the considerable increase in the level, and complexity, of project management within the Strategy department, e.g.
 - the proposed £35m developments for 16+
 - the nine Children's centres to be developed
 - the three neighbourhood resource centres to be developed
 - the Hindu School

- the change in relationship with the Health Authority in the development of the Children's and Adults' Trusts and their commissioning arrangements

The Strategy department will have a greater role in preparing for inspections with greater emphasis across the Directorate on performance management, strategic planning and development.

- enables a more mature link to the People, Performance and Policy section of the Business Development Directorate.
- provide coherence and cohesiveness in embodying the arrangements for the integrated partnership boards as part of the HSP structure and the shared governance arrangements.