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07 March 2011

To: All Members of the General Purposes Committee

Dear Member,

General Purposes Committee - Thursday, 10th March, 2011

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

5. SUMMARY OF THE CHILDREN & YOUNG PEOPLE'S SERVICE RESTRUCTURING PROPOSALS (PAGES 1 - 20)

The report will provide an overview of the proposed restructuring of the Children & Young People's Service and seek agreement for some restructure decisions in this service to be made by delegated authority by the Chair of the General Purposes Committee and the appropriate director following consultation and consideration of the equality impact assessments.

8. FINANCIAL MANAGEMENT SUPPORT FUNCTIONS REVIEW (PAGES 21 - 40)

The committee will be asked to agree the proposed centralised finance structure.

9. FUTURE OF NEIGHBOURHOOD MANAGEMENT (PAGES 41 - 66)

The committee to consider the feedback from the staff consultation on the future of the Neighbourhood Management Service and the revised proposals concerning the deletion of some posts.

Yours sincerely

Ayshe Simsek
Principal Committee Co-ordinator

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Agenda item:

[No.]**General Purposes Committee****On 10 March 2011**Report Title: **Summary of The Children & Young People's Service Restructuring Proposals**

Report of: Peter Lewis, Director of Children and Young People's Service

Signed: 

Contact Officer : Ian Bailey, Deputy Director Business Support & Development

Wards(s) affected: **All**Report for: **Non-Key Decision****1. Purpose of the report**

- 1.1. To provide an overview of the proposed restructuring of the Children & Young People's Service
- 1.2. To seek agreement from the General Purposes Committee to the recommendations set out in section 3 below.

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 2.1. The proposals summarised in this report are designed to implement the council's budget strategy.

3. Recommendations

That members:

- 3.1. Note the overview of the current and proposed future shape of the service and summary of proposed restructures set out in Appendix 1 of this report.
- 3.2. Delegate authority to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee to approve the following proposed restructures following the conclusion of formal consultation and taking account of the appropriate Equality Impact Assessment:
 - Behaviour
 - Travellers Education
 - Extended Services
 - Vulnerable Young Person's Drugs Worker

- Children & Families Administration Review

3.3. Require further reports on the conclusion of staff consultation on the following proposed restructures :

- Youth, Connexions & Participation
- After School Childcare
- Central Early Years Service
- Children's Centres

4. Reason for recommendation(s)

- 4.1. To ensure that General Purposes Committee is briefed on the overall shape of organisational changes as they affect the Children and Young People's Service and is able to agree the most appropriate route for decision-making on elements of these changes.
- 4.2. To minimise delay in realising savings towards the council's overall targets.

5. Other options considered

- 5.1. Where applicable, reports on specific changes will detail other options considered.

6. Summary

- 6.1. The Children and Young People's Service is to be restructured in response to three key drivers.
- Haringey's determination to be an excellent authority for the delivery of services to children and young people
 - The current budget position which involves considerable reductions in grant funding, core budgets and changes to the DSG.
 - The need to respond to changes in policy recently announced by the Government, particularly relating to the changed relationship with schools.
- 6.2. The proposals set out in this paper seek to respond to these challenges. The overall aim is to agree a transformation agenda that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty - in short, the development of a clear balance, within available resources, of universal, targeted and specialist provision.
- 6.3. Alongside this, the government is reducing the role of the Local Authority in providing direct to schools for school improvement (and other activities), telling schools that they are now responsible for their own improvement and the role of the Local Authority reduced to one of brokering the support that schools might need from other providers (including other schools locally), the private and voluntary sectors. Whilst schools can choose to continue to buy services from the Local Authority, this is implicitly (if not explicitly) discouraged.
- 6.4. A table setting out the proposed restructures and unit closures is included in section 4) of Appendix 1. For those still to conclude staff consultation we propose that this committee agree to either delegate the final decision to the Director of the Children and Young People's Service (for those affecting under 20 staff) or require a report to a future meeting of

the committee. In all cases the final recommendations will be accompanied by a full account of the consultation, a response to points raised in consultation and an Equalities Impact Assessment.

6.5. Four sets of changes have already been approved by this committee or by delegated authority following consideration by the committee. A further two, School Standards and Inclusion Administration and PDC Support and Pupil and Family Mediation, are on the agenda for the present meeting.

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

8. Head of Legal Services Comments

8.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.

8.2. In each of the separate proposals outlined in this report due consideration will need to be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of an appropriate equality impact assessment.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. For each saving proposal, an Equalities Impact Assessment (EqIA) screening document has been completed to identify whether a full EqIA was needed.

10.2. Where the screening document identified potential impacts on service users, 'service delivery' EqIAs are being conducted. This is the case for the majority of the savings proposals, with the exception of restructures relating to administrative and back-office functions.

10.3. 'Staffing' EqIAs are being undertaken for each proposed restructure or service closure. An overarching 'staffing' EqIA will also be undertaken to consider the combined impact of all of the proposed changes within C&YPS.

11. Consultation

11.1. There is a formal period of consultation for each of the proposed restructures or unit

closures. During this period meetings are held with staff and trade union representatives.

11.2. Consultation with service users and other stakeholders also forms part of the 'service delivery' EqIA process.

12. Use of appendices /Tables and photographs

12.1. Appendix 1: Overview of The Future Shape and Role of the Children & Young People's Service

12.2. Appendix 2: organisation charts

13. Local Government (Access to Information) Act 1985

Not applicable

Appendix 1: Overview of The Future Shape and Role of the Children & Young People's Service

1) The Current Position

Children & Young People's Service is organised into 4 delivery Business Units as follows:

- Children's Networks
- Children & Families
- Business Support and Development
- School Standards and Inclusion

Each Business unit contains a number of service delivery sections.

Children's Networks

The services within Children's Networks deliver prevention and early intervention services. It is predominately organised around the three Children's Network areas (also covering the Network Learning Communities groups of schools), with many of the services forming part of the three network-aligned Multi-Disciplinary Teams (MDTs). The MDTs are currently based at the Professional Development Centre.

The Children's Networks Business Unit has responsibility for:

- Education Welfare Service
- Behaviour Support
- Family Support
- Educational Psychology Service (and associated Child & Adolescent Mental Health Services work)
- Youth Service & Connexions
- Play/After School Childcare
- Children, Young People, Parent & Community Participation
- Extended Services
- Children's Centres Strategy
- Common Assessment Framework
- Inclusion Team – includes Tuition Service, Pupil Support Centres, and Children Missing Education Team

We have recently re-designated this group of services as Prevention and Early Intervention.

Children & Families

This group contains all children's social care services:

- First Response (previously known as Referral & Assessment) - the route in to the service and responsible for carrying out initial and core assessments
- Safeguarding & Support - provides services for Children in Need and children subject to a Child Protection Plan
- Children in Care – also includes support for children leaving care

- Virtual School for Children in Care
- Quality Assurance (Child protection & review)
- Commissioning & Placements - includes responsibility for fostering and adoption services
- Children with Additional Needs & Disabilities – includes responsibility for the Statutory Assessment of Special Educational Needs process

Business Support and Development

Business Support & Development manages and coordinates a range of services that manage and/or deliver infrastructure and back office functions for the department. These include school admissions and school organisation, IT, schools capital programme, transport, catering, contract management/ compliance, commissioning and HR functions.

School Improvement and Inclusion

School Improvement and Inclusion manages the department's school improvement functions including Early Years, Primary Standards, Secondary Standards, Schools Workforce Development, Governors Support, and the Music Service. Until recently the unit managed the Youth Service & Connexions, and the Inclusion Team, these have now been transferred to the Prevention and Early Intervention group.

2) The challenge

The need to reorganise the structure of the department is in response to three key drivers.

1. Haringey's determination to be an excellent authority for the delivery of services to children and young people
2. The current budget position which involves considerable reductions in grant funding, core budgets and changes to the DSG.
3. The need to respond to changes in policy recently announced by the Government, particularly relating to the changed relationship with schools.

The proposals set out in this paper seek to respond to these challenges. The overall aim is to agree a transformation agenda that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty - in short, the development of a clear balance, within available resources, of universal, targeted and specialist provision.

Alongside this, the government is reducing the role of the Local Authority in providing direct to schools for school improvement (and other activities), telling schools that they are now responsible for their own improvement and the role of the Local Authority reduced to one of brokering the support that schools might need from other providers (including other schools locally), the private and voluntary sectors. Whilst schools can choose to continue to buy services from the Local Authority, this is implicitly (if not explicitly) discouraged.

For this reason, the proposals for the current School Standards and Inclusion Service see a much reduced provision staying with the Local Authority.

3) The Overall Shape of Change

In brief, the proposal is that the Children & Young People's Service reduces from four business units to two, with a commensurate reduction in the number of Deputy Director posts from four to two. The two reconfigured business units bring together services into revised groupings that see further reduction in the number of managers, effectively de-layering the current arrangements. These business units are described below.

Prevention and Early Intervention

This business unit will contain broadly the services it currently manages and will lead on trying to make sure that children (and their families) get the necessary services to meet their needs before they become acute enough to require statutory intervention by the Children & Families services. It will include:

- Early Years
- Integrated Working & Family Support
- Youth, Participation & Community
- Attendance & Welfare
- Behaviour & Alternative Provision
- Educational Psychology Service
- Admissions and School Organisation
- Youth Offending Service
- School Improvement (discussions are taking place with Enfield on a partnership for School Improvement)

Work is under way to develop a shared service for Educational Psychology and Child & Adolescent Mental Health Services with another neighbouring local authority. This will offer the chance of a broader base of skills and capacity at reduced cost to both Local Authorities.

The majority of the staffing restructures detailed in section 4) below fall under the Children's Networks business unit.

Children & Families

No changes are proposed to this grouping of Services apart from a comprehensive review of administrative and finance support (see section 4) below). The focus of this service will remain on providing intervention and support to those children and families in the greatest need, where statutory intervention is required by virtue of care, child protection or SEN.

The service areas in the new structure are as follows:

- First Response
- Safeguarding and Support
- Commissioning and Placements (including fostering and adoption)
- Children in Care
- Children with Additional Needs (children with disabilities and other Learning Difficulties & Disabilities - LDD)
- Safeguarding Practice and Quality Development
- LAC Educational Support & Virtual School

Business Support & Development

Over the last 2 years changes have been made to this Business Unit, reducing staff numbers and achieving efficiency in the organisation and delivery of services. Within the Rethinking Haringey proposals, it is proposed that Business Support & Development will transfer on-going functions and responsibilities to the Council's corporate centre or, where necessary, into one of the two principal business units remaining with The Children & Young People's Service. The details of this are as follows:

- Admissions and School Organisation – transferring to new Prevention & Early Intervention Business Unit
- Schools Capital programme/BSF – transferring to Place and Sustainability
- Capital Finance - ...
- Schools Personnel – transferring to Council's corporate Personnel service
- Communications – being centralised as part of Council's Communications Support Functions Review
- Family Information Service – functions transferring to proposed new Central Early Years Service (see section 4) below)
- Transport - transferring to Place and Sustainability
- Catering - transferring to Place and Sustainability
- Commissioning & Contracts – under review as part of the corporate Support Functions Review of Procurement
- Education ICT – service being discontinued (see section 4) below)

School Standards and Inclusion

The government is changing the arrangements for school improvement work radically. Notwithstanding the extent to which this service has been dependent on grant funding (via the ABG) and traded income, the government's drive is to make schools themselves responsible for their improvement. There will be residual responsibilities for the Local Authority in monitoring the performance of schools and commissioning interventions that will improve those where there are problems. However, this will not have to involve the direct provision of those interventions and/or support services by the Local Authority itself.

Because of this change of emphasis, role and responsibilities, we are in negotiation with another Local Authority to establish a shared School Improvement Service with dramatically reduced staffing kept at the core. This will provide, from within a very small number of posts, a lead for the Service, a specialist for each of the Primary and Secondary sectors and a lead for Governor Training and Support.

4) Detail of staffing restructures

In order to implement the changes outlined in the previous section a number of restructuring proposals are being put forward. These are summarised in the table below. The rest of this section then provides more detail on each of the proposals.

Summary table of C&YPS proposed restructures and unit closures

Note that the figure for staff affected includes staff who have applied for voluntary redundancy and does not include vacant posts. The final column 'decision route' shows the actual or

proposed responsibility for decision-making – GP standing for General Purposes Committee and DA standing for Delegated Authority.

| Proposal | Restructure or unit closure | No. of Staff Affected | Proposed no. of posts in new structure | Status | Decision Route |
|--|-----------------------------|-----------------------|--|---|----------------|
| (A) Administration & Business Support | Restructure | 6 | 3 | Proposal approved by General Purposes Committee 15/02/2011 | GP |
| (B) Winding up of BSD BU | Closure | 3 | 0 | Proposal approved by General Purposes Committee 22/02/2011 | GP |
| (C) Education ICT | Closure | 9 | 0 | Proposal approved by General Purposes Committee 07/02/2011 | GP |
| (D) School Standards & Inclusion | Restructure | 45 | 16 | General Purposes Committee on 28/10/2010 agreed to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee. This was done on 4 th February 2011 and the proposal is now being implemented. | DA |
| (E) SS&I admin and PDC support | Restructure | 10 | 2 | Report to be considered by General Purposes Committee 10/03/2011 | GP |
| (F) Youth, Connexions & Participation | Restructure | 110 | 39 | Formal consultation with staff and unions began on 11/02/11 and will end on 18/03/11. | GP |
| (G) Behaviour | Restructure | 12 | 7 | Formal consultation with staff and unions began on 26/01/11 and will end on 02/03/11. | DA |
| (H) Travellers Education | Closure | 3 | 0 | Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. | DA |
| (I) After School Childcare | Closure | 46 | 0 | Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. | GP |
| (J) Extended Services | Closure | 7 | 0 | Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. | DA |
| (K) Vulnerable Young Person's Drugs Worker | Closure | 1 | 0 | Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. | DA |
| (L) Pupil & Family Mediation | Closure | 1 | 0 | Report to be considered by General Purposes Committee 10/03/2011 | GP |
| (M) Children's Centres | Restructure | TBA | TBA | Formal consultation with staff | GP |

| Proposal | Restructure or unit closure | No. of Staff Affected | Proposed no. of posts in new structure | Status | Decision Route |
|--|-----------------------------|-----------------------|--|---|----------------|
| | | | | and unions not yet started. | |
| (N) Central Early Years Service (including Family Information Service) | Restructure | 30 | 15 | Formal consultation with staff and unions began on 03/02/11 and will end on 14/03/11. | GP |
| (O) Children & Families Administration Review | Restructure | 67 | 54 | Formal consultation with staff and unions began on 08/02/11 and will end on 08/03/11. | DA |

The following paragraphs set out a summary of each of the proposals.

(A) Administration & Business Support

This proposal involves reducing the number of PA posts to senior C&YPS managers from 6 to 3, in line with the reduction in the number of business units. Each postholder will have a designated line manager – the Director of C&YPS or one of the two Deputy Directors – though each can be asked to support any of the Director or Deputy Directors. Postholders will also provide support to designated senior managers.

Implementing this reduced structure will require changes in the ways senior managers work. We will also involve a wider group of administrative support staff in providing telephone and office cover.

The proposal was approved by General Purposes Committee on 15th February 2011.

(B) Winding Up of Business Support & Development Business Unit

This proposal covers the deletion of three management and support posts that result from the closure of the Business Support & Development BU. Two of the posts (Head of Commissioning and Business Support and Head of Administration) are management posts that will no longer be required once the functions they manage are discontinued or moved. The third post, Special Projects Manager, supports the management of the business unit and is currently employed largely on management of a capital-funded project. This capital funding ends at 31 March 2010.

The proposal was approved by General Purposes Committee on 22nd February 2011.

(C) Education ICT

This proposal is for the discontinuation of the Education ICT support team. This team provides a traded ICT support service to schools. It is however also supported by council core funding and also by the Harnessing Technology Grant, which is coming to an end. The most likely outcome of continuing trading is that the service would operate at a substantial loss. Under current circumstances the council cannot bear such a risk. Schools will therefore need to purchase any IT support needed from external providers in future.

The proposal was approved by General Purposes Committee on 7th February 2011.

(D) School Standards & Inclusion (SS&I)

This proposal is for a much reduced School Standards & Inclusion service, in line with the reduction in grant funding for school improvement activity and the change in government policy which shifts responsibility from the Local Authority to schools. The service will focus on delivering the statutory responsibilities of the LA. These include supporting school self-evaluation, monitoring school performance, providing challenge and support in inverse proportion to success, and where necessary intervening in schools causing concern. The service will continue to support school governing bodies and CPD for school staff, albeit with reduced capacity.

An outline proposal was considered by the General Purposes Committee on 28th October 2010. The committee agreed to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service. This was done on 4th February 2011 and the proposal has now been implemented.

(E) SS&I Administration & PDC Support

In line with the proposed reductions in the School Standards & Inclusion service there is a concomitant reduction in staff involved in providing administrative support to this service and supporting the delivery of training at the Professional Development Centre.

This proposal is the subject of a report to the 10th March 2011 meeting of the General Purposes Committee.

(F) Youth, Connexions & Participation

The proposal is to reorganise the council's Youth Service, Connexions, and Children, Young People, Parent & Community Participation Service into a revised structure that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people

The proposal involves a 75% saving to the Youth Service and Connexions budgets. In order to achieve this level of saving, a reduced service based around 3 discrete service areas is proposed:

- A. Service Delivery
- B. Quality Assurance
- C. Citizenship/Involvement of young people

A. Service Delivery

The priority for service delivery will be to target vulnerable groups of young people and, in partnership with the relevant statutory and community organisations to focus on working with young people and families for whom we know that there are enhanced risk factors in place to offer:

- relevant positive activities
- opportunities for accreditation

- information, advice and guidance to inform and enhance life chances
- ongoing assessment and support through key worker/lead professional role

It is proposed that provision will be on offer all year round (not just term time as is currently the situation).

In addition, the proposal for the Children, Young People, Parent & Community Participation Service broadens the scope and remit of web based and/or social network provision to inform and involve more young people and, in particular, ensure that all young people have access to information, advice and guidance.

B. Quality Assurance

The quality assurance remit of the proposed Youth, Participation & Community Service would include:

- Developing, agreeing and monitoring clear quality standards in conjunction with young people
- Addressing professional issues where relevant e.g. supervision
- Training and staff development programmes and monitoring for effectiveness
- Ensuring safeguarding protocols are in place (e.g. CRBs are current and kept up to date, mandatory training programmes are delivered)
- Ensuring tracking systems are in place and maintained to a high standard, providing schools and other agencies with data/information on learning and employment destinations of young people.

C. Citizenship/Involvement of young people

Involving and engaging young people in planning, monitoring and evaluating the delivery and direction of the service is central to the proposal. It is proposed that this would include:

- Establishing systems so that young people are routinely involved in informing strategic and operational decision making
- Liaising with Haringey Council for Voluntary and Community Service (HAVCO) to make sure that there are skilled and trained workers in the voluntary sector
- Ensuring that systems and processes are in place to encourage and record young people's volunteering including offering (accredited) training if appropriate.

Formal consultation with staff and unions began on 11/02/11 and will end on 18/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

(G) Behaviour

It is proposed to delete the Primary Behaviour Support Team, the Secondary Behaviour Support Team, and one Inclusion Manager post and replace them with an integrated Behaviour Intervention Service. The objectives of the restructure are as follows:

- to align the work of the staff onto a continuum of support arrangements for vulnerable pupils, and to move the work in this area forward in terms of outcomes for schools and pupils

- to achieve savings of between £460,000 and £480,000
- to reduce the number of managers in line with council objectives

The proposed restructure involves a reduction in the number of posts from 15 (of which 3 are currently vacant) to 7.

Whilst the requirement to make significant reductions to the C&YPS budget is a key driver for the proposal, the restructure also involves a shift in emphasis for this area of work that will better meet the needs of vulnerable children and young people.

The aim of the team will be to ensure sustained, evidenced based improvement in pupil behaviour. The core work of the team will be to support vulnerable pupils tier 2b and above on the Haringey Continuum of Need and Intervention, and who are at risk of exclusion or subject to exclusion. The team will also provide training to schools on de-escalation and physical control using the Team Teach approach.

Formal consultation with staff and unions began on 26/01/11 and will end on 02/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(H) Travellers Education

The proposal is to cease the delivery of the Traveller Education Service. This will achieve savings of £148,391 and involve the deletion of three posts.

The remit of Haringey's Traveller Education Service is to work closely with Gypsy, Roma, Traveller (GRT) families and schools to ensure access to education services and raise the achievement of GRT pupils. The team also helps to link new families with GPs and health visitors and sign posting to sex and relationship education advice. Some of the specific work of the team relates to:

- Ensuring that the majority of GRT pupils are correctly ascribed at school level
- Improving attainment and attendance for GRT Pupils aged 5-16 in Haringey Schools
- Supporting families with multiple and complex needs including those known to social care and children who have received a CAF

This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will in future have the capacity to meet the needs of GRT children from within their own resources.

Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(I) After School Childcare

After school childcare is provided at a number of primary schools across Haringey. The staff are employed directly by the Council, however the schools play an active role in managing the

provision. The service is one for which parents/carers pay, however it also receives a significant council subsidy (£576,800). The proposal is for the Council to end financial support for this provision and cease the employment of the involved staff.

As part of the mitigating action to ensure that there is continuity of after school child care, meetings have been held with Headteachers at the affected Primary Schools and the Head of Centre at the Triangle Intergenerational Centre with the aim of these settings developing affordable after school child care with no subsidy from the Council. These discussions are ongoing so it is not possible to say at present precisely what the future provision will be, however they are progressing well and we are positive that there will continue to be sufficient provision once the council provision ceases. A transition fund of £27,000 per centre is in place for 2011/12 to support schools in taking on the provision.

Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

(J) Extended Services

The proposal relates to the curtailment of support currently provided by the Council to facilitate the delivery of extended services in Haringey schools. It involves the deletion of the 3 Extended Services Co-ordinator posts, and the Parent Support Adviser team, consisting of 6 posts.

The role of the Extended Services co-ordinators is to support Haringey schools in meeting the extended services 'core offer'. This entails providing childcare before and after school, parenting support, community access to facilities, swift and easy access to additional services, and a varied menu of activities such as study support, play, sport, music, and volunteering. The Parent Support Advisers support the delivery of the 'parenting support' element of the core offer by providing information and advice to parents, family learning activities, parent workshops, 1-1 meetings, and signposting.

These posts are funded by the Extended Service Sustainability (ESS) grant. From 1st April 2011 this funding will be passported directly to schools, therefore the posts are proposed for deletion.

Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(K) Vulnerable Young Person's Drugs Worker

The proposal is to delete the role of the Vulnerable Young Person's Drugs Worker. This will achieve a saving of £41,000 to the C&YPS budget.

The purpose of this role is to reduce substance misuse among vulnerable young people and enable them to sustain and resume education, training or employment, and improve their personal safety. The worker carries out casework with individual young people, drop-in advice

sessions for young people, awareness-raising sessions for parents/carers and training for school staff.

A new provider, Blenheim CDP, has been commissioned to provide specialist substance misuse services for young people from 1st April 2011. The role of this provider is broader than that of the currently commissioned specialist substance misuse service. In addition to specialist treatment services, the specification for the new service also includes provision of information and advice to young people, parents/carers and professionals. This will mitigate the impact of the loss of the post.

Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(L) Pupil & Family Mediation

The post of Pupil & Family Mediation Officer is proposed for deletion. This will achieve a saving of £53,000 to the budget of C&YPS.

This service provides mediation and conflict resolution approaches to pupils at risk of exclusion or who have been excluded, their families, and schools. This can involve supporting Managed Moves and Parenting Contracts as strategies to prevent exclusion. The officer also works with parents & community groups to address concerns that might lead to children and young people being excluded from school and with partner agencies to enable parents/ carers to support their children's behaviour, attendance and learning.

It is planned that those aspects of the role perceived to be vital will be carried out by other staff members.

The Inclusion Manager will ensure that children who are at risk of exclusion are identified and supported at school, alternative strategies to exclusion are implemented, and parents are informed and aware of their rights and responsibilities and are aware of partner agencies able to support families.

A Pupil Placement Officer will ensure that parents and children understand exclusion procedures. The primary and secondary pupil support centres will assist with managed moves and support children back into mainstream education after exclusion. Work with families and the wider community will be carried out by the Inclusion Manager and the Pupil Support Centres.

Supporting young people who are at risk of or subject to exclusion will also form part of the core work of the proposed new Behaviour Intervention Service. This will include working in partnership with schools, parents/carers and pupils using a 'team around the child' model.

This proposal is the subject of a report to the 10th March 2011 meeting of the General Purposes Committee.

(M) Children's Centres

The cabinet paper of 8th February sets out proposals for the future delivery of Children's Centre services within the budget constraints resulting from the reductions in funding available to Haringey for 2011/12 and future years. The thrust of the proposals is to reconfigure services to ensure that children living in the 0-30% most deprived super output areas can continue access the full range of children's centre services.

These proposals need further detailed work, and will also go out to extensive public consultation, hence a final restructuring proposal is still some way off at the time of writing.

(N) Central Early Years Service

The proposal is to create a single Early Years service to deliver the statutory duties of the Local Authority and ensure high quality Early Years provision and services for families. Currently this work is spread across three separate service areas: Children's Centre Strategy, Early Years Quality & Inclusion and the Family Information Service. The proposal involves a reduction in the number of staff from 30 to 15 and will achieve a saving in the region of £1.2 million.

A smaller more co-ordinated team will be created where greater integration of the work and more flexible working is possible across the team. The smaller team will take forward the work of ensuring that there is sufficient good quality childcare and early education for all children 0-5 years old while providing education places for vulnerable 2 year olds and targeted support and intervention for those families most in need through the work of the children's centre programme with information and advice for parents.

The work of the Family Information Service will be taken forward as part of the role of the new Information and Data Management post, alongside SENCOs and the outreach workers within the children's centres. While this may mean that the current level of service cannot be maintained the LA will continue to provide parents with information about childcare within the local area and support those parents of children with SEN or disabilities.

The work of the central childminding team will also need to be shared more flexibly. The one remaining post will need to be more focused on ensuring that recruitment, training and support is available and that the LA is informed of the quality of childminding. The Advisory Teachers, SENCOs and children's centres will be expected to work with childminders to support and train them.

Formal consultation with staff and unions began on 03/02/11 and will end on 14/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

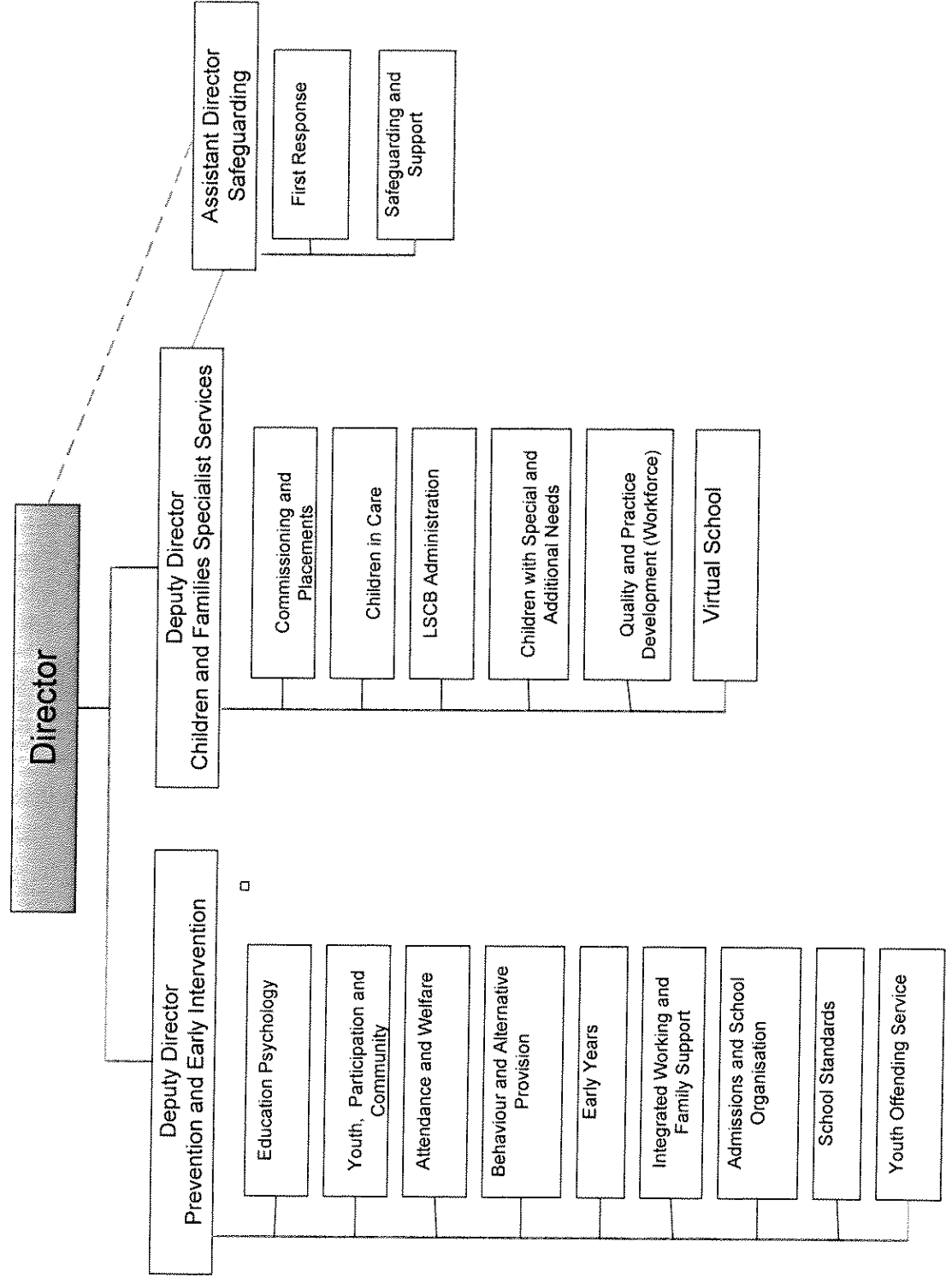
(O) Children & Families Administration Review

The proposal is to reorganise the administrative and finance support to the Children & Families business unit. This is being undertaken in order to make the significant savings required to C&YPS budget whilst prioritising resources on the front-line delivery of services to vulnerable children and their families.

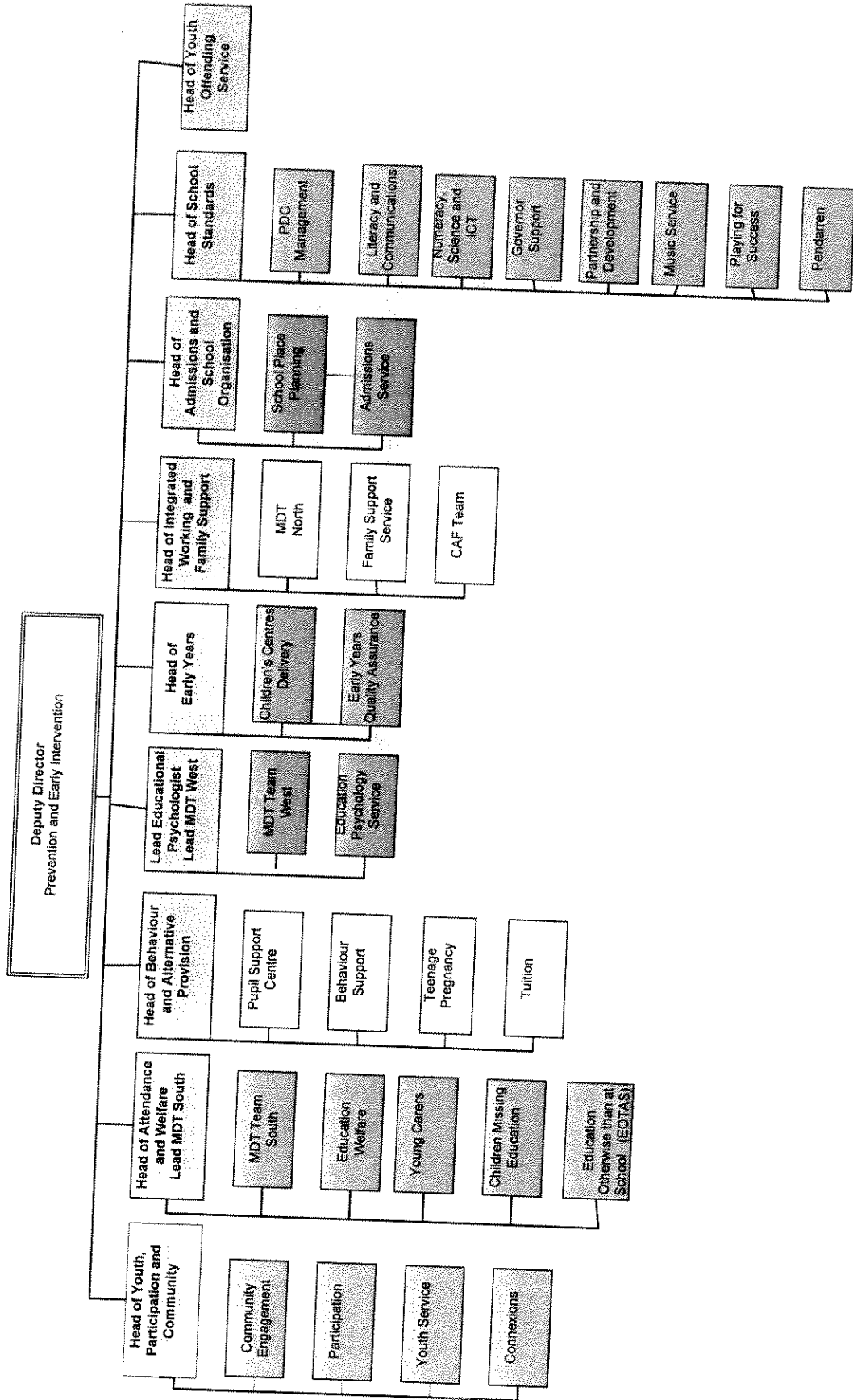
The proposal involves the creation of a centralised Finance Team so that duplication of effort and overlapping processes can be eliminated; and compliance, adherence and commitment to financial processes can be achieved. The model for the administrative service involves four streams of work (screening, business support, operational support and panel and conference support), each with a systems support officer to ensure processes are effective and efficient.

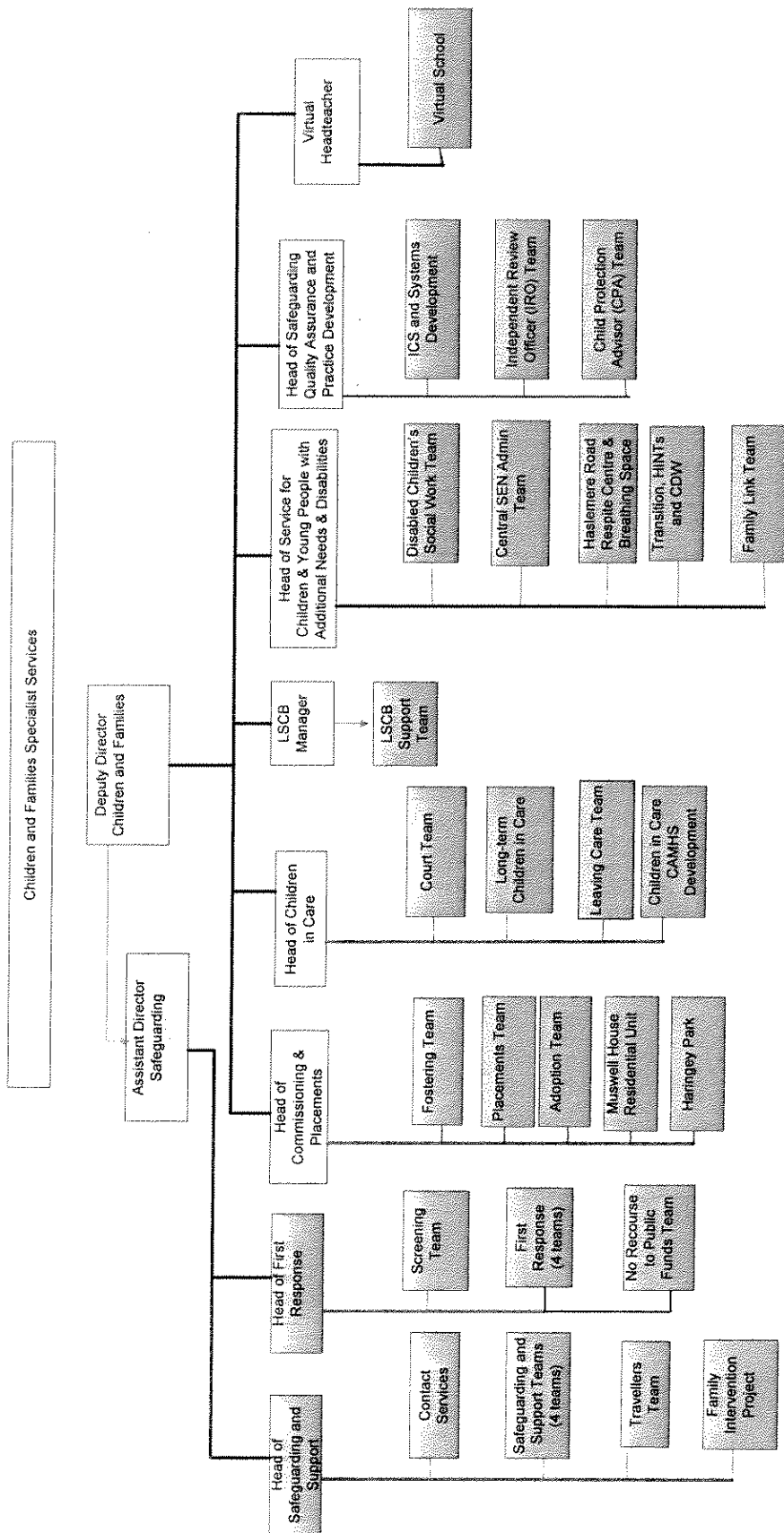
Formal consultation with staff and unions began on 08/02/11 and will end on 08/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

Children and Young People's Service



Prevention and Early Intervention







Haringey Council

Agenda Item

General Purposes Committee
On 10 March 2011
Report title: Financial Management Support Functions Review
Report of: Director of Corporate Resources
Ward(s) affected: All
Report for: Key Decision
1. Purpose

- 1.1 As part of the Haringey Efficiency and Savings Programme (HESP) a review of the financial management function across the Council has been undertaken in order to arrive at a revised finance structure and new model of delivery of the finance function.
- 1.2 Members are asked to agree the proposed centralised finance structure as shown in Appendix 1 and delivery model, to come in effect from 1st July 2011.

2. Recommendations

- 2.1 That the Committee approve the proposed new centralised finance structure.
- 2.2 That, in coming to the decision in Recommendation 1 above, the Committee take into account the outcome of consultation with staff and trades unions outlined in the appendices and have due regard to the Authority's public sector duties including the consideration of the attached Equalities Impact Assessment.
- 2.3 That the committee notes the timetable for implementation.

Report authorised by: Julie Parker – Director of Corporate Resources

Henry Balle for the Director of Corporate Resources

Contact officer: Graham Oliver – Head of Finance- Accounting, Control & Income
Telephone 020 8489 3725

3. Executive Summary

3.1 As part of the Haringey Efficiency & Savings Programme (HESP) a review of the financial management function of the Council has been carried out in order to provide a new delivery model that is more efficient than the current model.

3.2 It is proposed that the new financial management service will be a centralised finance division of the Corporate Resources directorate. It will include the functions below:

- **Management Accounting** – management accounting support to all the directorates of the Authority
- **Financial Accounting** – providing the statutory financial accounting activities and corporate co-ordination role
- **Treasury and Pensions Fund Management** – as currently organised.

3.3 Appendix 1 contains the proposed finance structure, which is fully centralised and all staff will be located together in Alexandra House.

3.4 A full consultation process with all affected staff and the trade unions has been carried out and the proposals contained within this report take into account issues raised during the consultation.

3.5 Indicative savings of £2.4 million will be achieved in a full year (£1.7 million in 2011/12) once the new structure has been implemented.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 None.

5. Local Government (Access to Information) Act 1985

The following background papers were used in the preparation of this report:

6. Background

6.1 The proposed model for the financial management function

It is proposed that the new financial management service will be a centralised finance division of the Corporate Resources directorate. It will include the functions below:

- **Management Accounting** – management accounting support to all the directorates of the Authority
- **Financial Accounting** – providing the statutory financial accounting activities and corporate co-ordination role
- **Treasury and Pensions Fund Management** – as currently organised.

6.2 Criteria for functions to be included in the new unit

The review has been undertaken based on the following activities being classified as financial management activities. This includes, but is not restricted to, the 'accountant' role and their assistance in carrying out the following activities:

- Pre Business Planning Review, Budget setting, monthly budget management, final accounts;
- Grant and financial statistical returns;
- General financial advice;
- Financial commentary on reports;
- Financial impact of legislative changes; and,
- Debt Management activities.

6.3 The ways of working and accommodation

To deliver the above functions within a much reduced capacity a different way of working is needed. The new unit will be a council-wide shared resource that will work flexibly across organisational boundaries and within a one council approach.

The key determinants to ensure the success of this approach are based on two key principles:

- First that budget managers will need to take more hands-on responsibility for the budgets they manage. The finance function will become a support service that advises and guides managers in the financial processes but will not actually carry out the processes for them.
- Second the current budget management process will change from being a detailed monthly to a comprehensive quarterly process with a monthly risk based review of budgets (although budget managers will themselves be expected to monitor and manage budgets on a monthly basis).

It is proposed that the new finance team will be centrally located within Alexandra House to ensure that the new service has maximum flexibility

and that service specific knowledge can be shared amongst all finance staff. The smart working principles will be employed to ensure staff operate alongside service staff during key times of the month.

6.4 The proposal in detail

The table below shows both the current and proposed number of posts and the associated costs:-

| Function | Current Structure | | Proposed Structure | | Change | |
|------------------|-------------------|------------|--------------------|--------|---------|--------|
| | Number of posts | Cost £'000 | Number of posts | Cost £ | % posts | % Cost |
| Finance Function | 135 | 5,989 | 77 | 3,578 | 43 | 40 |

There is a reduction of 58 posts (43%) and a £2.4m (40%) reduction in cost, taking account of the transitional posts, between the current and proposed structure. Whilst the proposed structure does not achieve the indicative saving of 50%, the professional view is that a reduction below this proposal would leave the service in a position where it may not deliver its statutory responsibilities and could not ensure that financial control risks are fully mitigated against, particularly over the next two years. This position has been agreed by the Council's Chief Executive's Management Board.

7. Consultation Results

7.1 A full 30 day consultation has taken place with all affected staff and the trade unions and issues raised during this period have been considered in arriving at the final proposal contained within this report.

7.3 During the consultation the following activities were carried out in order to provide all staff with the opportunities to comment on the proposals:

- Three general consultation events were held to which all staff and the trade unions were invited.
- Individual 1-2-1 meetings were available for staff to either meet with the Lead Finance Officer or the Head of Finance – Accounting, Control & Income.
- Written comments.

7.2 Appendix 2 is the formal response from Unison to the proposals and Appendix 3 is the Council's response to Unison.

7.3 Following the consultation the following amendments to the proposed structure have been made:-

- Some range grades have been added into the structure.

- Two PO3 SFA posts have been removed but an additional seven posts have been added (1 PO7/PO8 position, 2 PO4 positions, 1 PO2 position and 3 SO1/PO1 positions).

7.4 The additional posts are able to be funded yet still meet the savings target, based on a combination of capitalisation, charges to external grant and use of previously built in flexibility.

8. Risks

8.1 Members should be aware that reductions in finance staff of the magnitude set out in paragraph 6.4 above will mean that the level of service provided by finance (be that corporate or departmental) will significantly reduce from the position that the Council has hitherto enjoyed. A significant element of the financial management activity will transfer to service budget holders and many functions presently undertaken by finance staff will no longer be possible. In accepting these proposals, the Council is consequently accepting additional budget management responsibility for Council managers and a higher financial risk given reductions in the financial control regime.

8.2 The proposed model set out in this paper is a much reduced structure which will result in the need to develop and agree a detailed service offer between the Finance service and Directorates. The capacity of the Council to retain specialist knowledge and respond to new national and local agendas as well as ad hoc requests will be diminished. It is therefore proposed that the arrangements are reviewed within a year of implementation.

9. Next steps

An indicative timescale for the implementation of the proposed model is shown below.

| Activity | Timescale |
|-----------------------------------|--------------------------|
| General Purposes Committee | 10 March 2011 |
| Recruitment | Mid March – End May 2011 |
| Transition into the new structure | June 2011 |
| Implementation date | 1 July 2011 |
| Review of new function | April 2012 |

10. Financial Implications

10.1 The proposed new finance organisation and structure are affordable within the new revised budget for the activity.

10.2 The proposed savings within the HESP programme are £2.4m in a full year; which these proposals achieve.

- 10.3 The main non-salary budget requirement relates to training, given the need for staff to be up to date on national and regional policy, and some supplies and services in relation to production of statutory documents.

11. Recommendations

- 11.1 That the Committee approve the proposed new centralised finance structure.
- 11.2 That, in coming to the decision in Recommendation 1 above, the Committee take into account the outcome of consultation with staff and trades unions outlined in the Appendices and have due regard to the Authority's public sector duties including the consideration of the attached Equalities Impact Assessment.
- 11.3 That the committee notes the timetable for implementation.

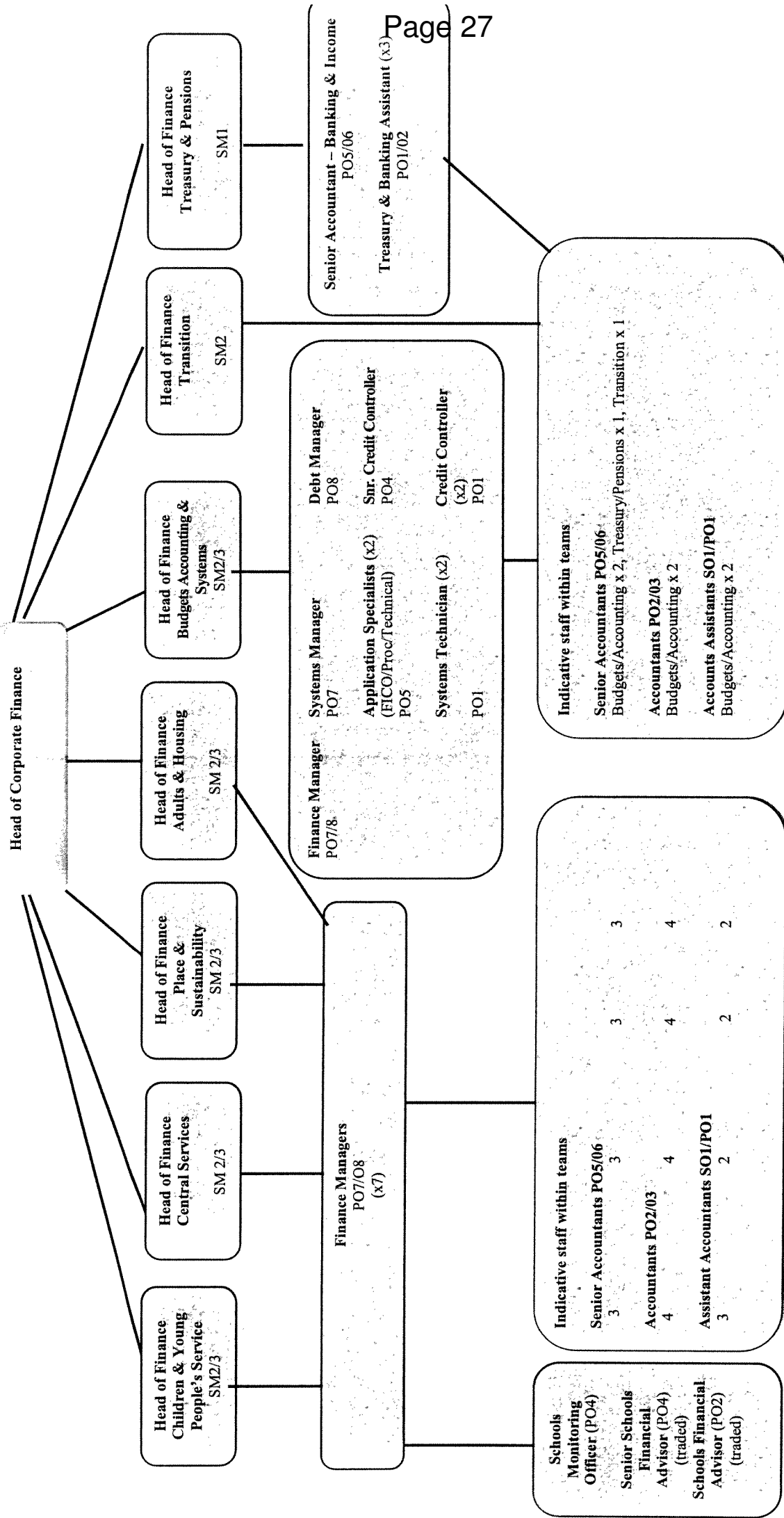
12. Comments of the Head of Legal Services

- 12.1 There are no specific legal implications concerning the model to be adopted by the Council for financial management functions. The proposals set out in this report are ones that fall within the remit of the Council's policies concerning organisational restructuring and redeployment in respect of the implications for staff employed by the Council.
- 12.2 Any final decision made on the proposals should take into account the outcome of statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 with the trades unions and the consultation with the employees affected by the proposals.
- 12.3 In coming to a final decision on the proposals the Committee should take due account of the Authority's public sector equalities duties. This will include the consideration of the completed Equalities Impact Assessment appended to the report.
- 12.4 The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes should be considered under the Council's policies regarding redeployment and redundancy.

13. Appendices

- Appendix 1 – Proposed Finance Structure
- Appendix 2 – Letter from Unison on the consultation proposals
- Appendix 3 – Response from the Council on consultation questions raised

PROPOSED FINANCE FUNCTION ORGANISATION CHART





Haringey Local Government Branch, 14a Willoughby Rd, London N8 OHR
 Tel : 0208 482 5104, 0208 482 5105, 0208 482 5106, Fax 0208 482 5108,
 E-Mail:branchsecretary@haringeyunison.co.uk

Comments On the Finance Support Functions Review

Shape of Structure

Please confirm the total number of posts at each grade (including those in scope but not under the direction of Corporate Finance), the total number proposed in the new structure and the percentage reduction in each case.

Both UNISON members and staff in general have expressed concern that the deepest cuts appear to be occurring at the lower end of the grade ranges typically SO1-PO2 as compared to the middle and upper levels PO5-PO8 and SM grades. This is particularly of concern when the ring-fences are considered at the lower end as the changes of successfully obtaining employment substantially diminish

What is the total cost of the current and proposed structure, in terms of the proposed what assumptions are being made about the revised grades within the SM level as the costs are markedly different for a person on SM3 (£82,313.00) as opposed to a person on SM2 (maximum spinal point 11 £75359.00) over the five posts proposed in the current structure this equates to a total of £34770.00 additional cost which could be avoided. It is unclear from the consultation document how it will be decided what grade the SM2/3's will be appointed at. As such there is a commonly held view that the highest paid are being protected whereas those lower down the structure are facing either cascading ring-fences (and thus losses in income) and/or complete redundancy and losses of their livelihood.

The council is facing unique financial pressures over the next three to five years and this level of retention at the highest grade along with an effective salary protection/pay increase at the top is questionable. Simply capping all of these posts at SM2 would produce a saving equivalent to another post further down the structure while removal or merger of one or more could produce a further significant saving which could be invested in frontline operational roles.

While we recognise that a number of postholders have requested and been accepted for VR we remain concerned at the relative protection of the remainder as compared to the lower levels.

Please confirm the cost of the current arrangements envisaged at each level of the structure and the percentage reductions.

Abolition of Range Grades/Career Development

We note that the only range grades occur at the SM levels, historically finance roles have had a number of posts on range grades which has allowed for staff to develop into them. The withdrawal from such an approach also has the detrimental effect of limiting ring-fencing opportunities for staff particularly at the lowest grades. As the Equalities impact assessment would appear to show a potential issue in terms of the number of female and BME staff displaced at the lower levels adoption of a slightly revised structure model would be a reasonable step to take in order to mitigate this effect (For example making the PO2 posts PO1-PO2) such an approach would also give greater flexibility of the organisation to ensure people were being paid at the right grade for the roles they fulfil.

In each case there is a significant gap between the grades at each level and the next tier up, we are concerned that this will result in lack of realistic opportunities for development and a "grow our own" approach which has previously successfully delivered a diverse and inclusive Haringey workforce at all levels of the structure.

Generic Approach

Concern has been expressed about how generic the new service will be and the expectation that staff will be able to function across the full range of areas. We are seeking clarity on how likely it is that people will be moved frequently and also an assurance that appropriate training will be provided. Any system of this type

will require some "bedding in". This in part relates to our comments on concerns we are aware Directorates have raised directly as part of the SFR.

Staff have also asked whether they will have the opportunity to express a preference as to which Service area they would prefer to work in and how this will be decided.

Interview Panels

Concern has been expressed (which UNISON shares) that interview panels may favour staff from the current corporate team or colleagues they have previously worked with. This would apply all the way down the structure. Our proposal to mitigate this effect would be to include on the interview panels a person who is external to Corporate Finance in each and every case; historically this approach would involve either a HR professional or an Equalities officer sitting on all panels. Aside from this consideration we believe there is a place for service-based managers to play a part in the panels as far as is possible. This would have the benefit of obtaining "buy-in" for the new model.

We would appreciate further detailed discussions about the make-up of panels in advance of these being set up.

Selection process

The document does not set out the selection processes, which will be, followed it simply repeats examples contained within the restructure and re-organisation policy. It is important that methods of selection are objective, consistent, and appropriate for the role concerned. Additionally there may be some staff who feel nervous at interviews or who have not undertaken an interview for many years so consideration needs to be given to training and support for such applicants.

UNISON would therefore request full details of selection methods be provided and that these be shared with staff at the earliest opportunity. Sufficient time needs to be allowed for preparation for interviews and/or presentations. We would also ask that staff are provided with as much information as is possible about the selection processes and how the assessments will take place, this should include where multiple assessments are occurring clear information on what the breakdown between the elements will be and what each element is designed to assess. We would ask that such information be issued from the Centre so as to ensure it is received on a consistent basis. We would be happy to discuss these issues further after the consultation period has completed.

Please confirm that all staff in the ring-fences will not be excluded on the grounds of professional qualifications where they do not currently hold these.

Please confirm that management assessment will only be used where there is a practical issue in terms of utilising interview/testing and whether any staff are currently on long term leave for maternity or sickness reasons. In respect of the latter we would appreciate involvement in any discussions required to facilitate their inclusion in the process.

Inclusion of Staff in Multiple Processes

The Council is currently undertaking a myriad of service reviews; this means that some staff within this process are also included in ring-fences within their current directorates. We have previously asked for clarity as to how this will be dealt with as it may help to assist with mitigating redundancies. In some cases people have been included where only a percentage of their role is covered by the finance management service offer meaning that opportunities to be included in other ring-fences may also exist.

In respect of this there is a general issue of principle, which will increasingly affect the Council as multiple re-organisations that both cross directorate boundaries (such as SFR's) and are contained within them occur over the next three to six months. In some cases this may mean that persons who have been unsuccessful in this process may be included in ring-fences in their service, conversely we would seek clarity where they are included elsewhere and are successful as to whether they will automatically be removed from these ring-fences in Finance? Additionally where staff are included in two processes do they have the option to express a preference for one and to opt out of the other? There are some specific examples of this which I would be happy to provide information on but do not feel it would be appropriate to include it in a public document.

Conversely where people have only a part of their job covered by finance management it may be that opportunities arise at a later point (a theoretical example is where there are currently three service based staff 1/3rd of the work is transferring to Corporate Finance and 2/3^{rds} will be remaining in the service. We are unclear whether staff who have by that point been considered in the finance SFR would have any right to be ring-fenced for the service based roles where such roles are being retained or whether these posts would simply go into the redeployment pool where they would be required to compete against others.

Inclusion or Exclusion Of Posts and People

We are aware that during the consultation period a number of representations have been made regarding the inclusion or exclusion of individuals. These have variously been made by the staff themselves and in some cases by Senior Managers. We have no in principle objection to this but are requesting that we be given a full breakdown of posts that have arisen in this category, the decisions made and the objective criteria for these.

If such changes are made will the base budget and number of posts for the Corporate Finance Service be affected? (So for example if a Service successfully argues that it should retain a specialist post will the overall budget and post assumption at the centre be reduced meaning there are less jobs in the centre in the ring-fences?)

Staff in Neighbourhood Management who fulfil finance roles have once again asked that their own situation be reassessed as they were never originally considered in this context. This is limited to the group of staff who undertake financial tasks at grades SC6-PO1 rather than any other staff in the service.

We are aware representations have also been made by: Strategic Housing, CYPS, BLT, and property services to a similar extent.

Ring Fencing Proposals

We are opposed to the uniform usage of open ring-fences for all posts. We are clear that there is an excess of candidates in all cases and therefore that there should be no issue in filling all posts. We are concerned that the use of open ring-fences could have a disadvantageous effect resulting in more staff being made redundant than might otherwise be necessary. While we accept the service is different as a result of the move to more generic working the skills set required is the same as previously. We therefore ask that all ring-fences be amended to closed; we would accept that at the SM level there might be justification to vary this.

Single Status and Ring-Fences

We have received a number of specific queries regarding the non-completion of single status evaluations on existing roles. In some cases this may have an impact on inclusion or exclusion from additional ring-fences. We are concerned that such inconsistencies may leave the authority open to challenge both on Equal pay and/or unfair selection for redundancy grounds. We accept that where staff are on acting up grades the substantive grade should be considered but are clear that where honorariums are in payment the situation may not be the same. We are aware of a particular example in ACCS and would support the individual's request to be considered in the higher ring-fence.

Our view is that where there are apparent inconsistencies (for example Budget officers in Adults and Children's) between departments Human resources should be undertaking an evaluation of the old roles to ensure consistency as otherwise there is the potential for existing unequal pay to be cemented by inclusion or exclusion from ring-fences. This concern is particularly prevalent with regard to the lower grades in the structure (SC6-PO2) Additionally where services have rewritten job roles in recognition of changes these should be evaluated as well and the outcomes used as a basis for ring-fencing.

Ideally all jobs should have been evaluated by now which raises the issue of peoples right to an evaluation of their old roles and to back-pay.

We are unclear whether staff are being afforded a right of appeal on their new roles or whether this is being limited to a review. Unless their old jobs have been evaluated the full process should apply.

Assimilations

We have no objection to any of the proposed assimilations

Additional Requests

We have been copied into the request from the School Finance Advisors that they be slotted into or ring-fenced in isolation for the roles in the new structure. We are supportive of this proposal and accept that the SFA posts require a discrete set of skills, we do not accept the management assertion that it is necessary for the number of posts and people to match in order to move away from a general ring-fence including all staff within one grade of the substantive posts. It appears there are currently three people who hold the title SFA, two on PO2 and one on PO4 (reflecting their supervisory responsibility currently) Our proposal would be that these three staff are treated as a closed ring-fence around the two new SFA posts which contain identical duties to those they currently perform. As the Senior SFA is also included in the PO5 ring-fence then the should be given the option of opting not to be included in the SFA post in which case the two current SFA's should be assimilated. We also support their claim for back pay in line with the Single Status agreement.

SO1/PO1 Ring-Fences

There appears to be an inconsistency, as the ring-fences seem to cascade downwards but not upwards! Council policy is clear in this respect and as such we would propose ring-fences for SO1 and PO1 posts are merged. If our proposal to adopt a range grade for the PO2 roles were agreed it would also be possible to include these posts and have a single ring-fence subject to ensuring staff were not cascaded more than one grade.

Credit Controller

We are aware and supportive of an individual request to be considered for these posts, as it is a close match to the existing role carried out. We would view this as similar to the issue around the SFA's in that the role is fundamentally the same.

Senior Accountant Treasury/Pensions

Again we have received an individual comment and are supportive of the person's view that they be slotted into this role. In view of recent events in this area and the key financial pressures the Council is likely to face the request for assimilation into this role is supported.

Inclusion in Multiple ring-Fences

Please clarify if people will be obliged to apply for all jobs they are ring-fenced for or whether they can elect to limit their applications to one or more posts. Some staff have expressed concern, as you will be aware that they are being-ring-fenced for posts solely on the grades rather than their ability to perform them or the posts suitability.

Separately we would seek clarity on the recruitment process where people are included in multiple ring-fences as we would be keen to minimise the level of stress they experience by minimising the number of interviews they are required to undertake.

We would also recommend that the EIA checks to see that there is no disproportionate effect on staff from the Service based teams.

Redundancies

We recognise the difficult financial situation the Council is currently in; however in all such proposals we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined up approach to managing change this should include creative use of "bumping" to facilitate Voluntary redundancy applications and avoid compulsory redundancies. Allied to this proactive consideration of options such as voluntary reductions in hours, flexible working etc should be considered where staff support these the normal business case process should not be applied. The presumption as a family friendly good employer should be that the manager is required to make a business case AGAINST the staff's proposals. We are concerned that the current approach in this respect may in fact cause unnecessary redundancies rather than preventing them. In essence it requires staff to be appointed then to apply for reductions in hours rather than allowing them true creative and meaningful consultation on alternatives to the cuts.

We are advised a number of staff currently work less than full time and would seek clarity on how they will be dealt with in the recruitment process?

Seán Fox UNISON Branch Secretary 2nd February 2011

Financial Management Support Functions Review

Response to Issues Raised During Consultation by Unison and Staff

Number of posts and the reduction in the new structure.

As per the general purposes committee report the number of posts has reduced from 135 to 77, a 43% reduction.

The deepest cuts appear to be in the lower graded position and the structure appears to be top heavy.

The concerns of the unions and staff are understood however the structure has been developed to meet the expected future business needs of the Council.

Changes to the structure are nevertheless being recommended following the consultation with two PO3 Schools' Financial Advisor posts being removed but an additional seven posts have been added (1 PO7/PO8 position, 2 PO4 positions, 1 PO2 position and 3 SO1/PO1 positions).

The balance of the structure reflects the fact that the service will be moving from operational day to day support for managers to being more strategic in the support that is given.

Additionally, it should be noted that one Head of Finance post (Head of Finance - Transition) and one of the two most senior posts; the Head of Corporate Finance and the Assistant Director of Finance (not included in this SFR) posts, are planned to be removed after the agreed transition period of 2 years. This will also contribute to changing the balance.

Lack of range grades

Following consultation we have reviewed all the gradings and have made the generic posts range grades. The revised structure therefore has the following grades (all subject to further evaluation), SO1/PO1, PO2/3, PO5/6, PO7/8.

Concerns regarding the generic approach to job roles

The underlying principle that has been applied to the new structure is that of generic roles and the need for the new service to have maximum flexibility that generic roles will bring about. In operating within this system the service management will need to balance the needs of the individuals and disruption to them if they are frequently moved, to the needs of the Council to expect sound financial management and advice in the correct areas. It is not currently envisaged that staff will frequently moved around but will be moved to provide additional support for significant pieces of work, for example at accounts closure time staff may be moved into the Budgets, Accounts and Systems team to support that process.

The new finance function will need to ensure that staff have the appropriate training required to carry out different roles. Indeed it is seen as an advantage of the generic role approach that staff will have increased opportunities to develop their skills and knowledge based across a variety of service areas.

Staff will have the opportunity to apply for their preferred service area when completing the application form.

Interview Panels

Concern has been expressed over the make-up of the interview panels and ensuring that the interviews are conducted in a fair manner. This is accepted and the appointment of officers into the new structure will follow the council's policies on recruitment.

Officers outside of the current Corporate Finance business unit will be involved in the interview process. The make-up of the panel will reflect a balance between corporate, core accounting function needs and service management accounting needs. HR and Equalities officers will also be involved where possible.

Management are content to discuss the make-up of the interview panels with the union prior to final set-up.

Selection Process

Following the approval of the final structure a detailed recruitment timetable will be issued along with full details of the process involved. The selection process will follow the Council's recruitment policy and will involve an interview, assessment and reference. It is management's intention to carry out management assessment only in relation to long term absence [e.g. maternity or sickness]. We have identified one individual to whom this currently applies and we are providing guidance and advice as appropriate and this would include advice and support from a TU representative, should this be requested. For ease of reference we outline below an extract regarding management assessment from the council's restructuring policy.

The Restructuring Policy states:

"At least two managers will carry out the assessment, one should be the employee's line manager and the second either a manager unconnected with the restructure or a member of HR. The managers should use the person specification as means of assessing an individual's suitability for the post by assessing how each person meets the specification based on their knowledge of the individual. This assessment will be based on the following information:

- *The employee's statement and relevance to the selection criteria*
- *Factual information such as attendance, timekeeping, capability and disciplinary action will be taken into consideration.*

- *Tests/assessments of the individual relevant to the level of work that they undertake.*
- *Appraisal and supervision records."*

Concerns have been raised over the qualifications contained in the job descriptions and whether staff will be excluded on the basis of these. It is confirmed that whilst qualifications will be viewed as important, staff will not be excluded on this basis alone.

Concerns over staff in multiple ring-fences and in more than one Council review

The following principles are being applied to the finance review:

- Wherever possible, only one interview for each individual, after taking into account the needs of each particular role, will occur. If any particular role is specialised it may be deemed fairer to ask staff to have a specific interview for that role.
- We have included staff in the finance review regardless of the element of their current role that is spent on finance. Some staff therefore may well be included in more than one review. The intention of including them in the finance review has been to maximise the choice of staff and allow them the opportunity to apply for jobs in more than one review, if the nature of their current job function, dictates this should be the case.

Inclusions or exclusions of posts and people (specifically Neighbourhood Management)

Management will notify the union separately of all posts that have been excluded from the review as a result of the consultation, as well as ensuring all individual staff are informed.

A meeting to discuss the scope of the Finance Management SFR took place with the trade unions and a senior finance manager at the end of January 2011. Following this meeting an email was sent to all finance staff within Neighbourhood Management services outlining the scope of the FM SFR that had been agreed by the Chief Executive's Management Board. The employees affected were asked to provide evidence to demonstrate how they felt their roles met the criteria outlined and, thereby, to support their inclusion in the SFR. It is understood that no such case has been provided by the staff concerned and they remain out of scope of the Finance Management review.

Ring Fence proposals and a request to consider moving from open ring fences to closed ring fences

With the exception of a very small number of assimilations, an open ring fence approach will be adopted for all positions. However it is Management's intention to try to fill all positions from within the existing finance staff.

Single Status and Ring-Fences

A number of issues relating to job evaluation on existing roles have been raised by individual members of staff with management during the course of consultation. We can confirm that there is a right of appeal on posts in the “old” structure but there is no such right in relation to posts in the new structure, in accordance with the local agreement. We will feedback separately to the union and the individuals concerned the approach we are taking to the specific queries.

Additional Requests – Schools’ Financial Advisors (SFA)

A comment has been made specifically around the SFAs including a request to have a closed ring-fence around these posts due to their asserted specific nature. The team has been augmented following consultation, however the case to have a closed ring fence around these posts is not considered appropriate because, as stated previously, the skills are considered sufficiently generic for other suitably qualified staff to be considered.

Will staff need to apply for all positions they are in a ring-fence for?

Yes, if a member of staff is in multiple ring-fences they need to ensure they apply for all roles. However they can express preferences for certain roles, or to work in certain disciplines, which will be taken into account when the final positions are considered.

How will Haringey prevent and ensure finance staff are not employed by the back door (agency/consultant) or are employed under another guise in the future?

There are clear HR policies regarding all temporary recruitment that all managers are required to follow and these controls will be strictly managed. All recruitment is closely scrutinised by HR staff.

Have the principles of “Rethinking Haringey” been taken into account when finalising the structure and the way Finance will function in the future?

The principles of the Rethinking Haringey restructure have been taken into account in the Finance Review.

Will there be any future finance reviews?

This is possible as the structure of the Council evolves over time although this is not planned.

With this structure, budget holders are to be more responsible in future. This is a huge transition in working practices – what support/training will be provided and can it be delivered in time to meet the restructure?

A transition process is in hand which will look at all aspects of training and support that is required. A Training Needs Analysis (TNA) is being undertaken but still requires a lot of work and support.

Service managers do not seem aware that they are going to be responsible for doing forecasting and commitments, has this been advised?

All Directorate DMT's have been visited to discuss and inform on all changes. In addition a questionnaire has been sent to all budget managers. This will certainly advise of the new areas of responsibility and training needed and further communications will happen over the coming months.

Is it possible that some of the posts being removed may ultimately be required in the new structure?

It is possible, but considered unlikely. A review of the new structure is planned to take place after one year's operation, at which point some further revisions may be made.

It was advised that this Finance review is following guidelines and processes that have been undertaken in previous reviews. To what degree have posts not been filled as part of open ring fences in those earlier reviews?

To the best of our knowledge all posts in other support function reviews have been filled from within the staff in the reviews.

Were any Service Managers included in any decision making in the finance review process?

CEMB signed off the structure before consultation began. In addition consultation events were held prior to the final structure and involved Service managers in that process.

Capital & financial planning are currently in place. What is the rationale behind losing this as a specific function?

The capital and financial planning functions are still integral within the new structure and this has been further recognised by the recommended addition of a Capital Accountant (PO8 post).

Why was the decision taken to centrally locate this new Finance team in Alex House? Won't this make it more difficult for finance staff to get involved in important service decisions?

In order for the new finance function to operate as envisaged it needs to be situated in one place. This will facilitate the generic working, help to bring about the cultural change required and furthermore the new finance function will not necessarily support a service that is based in one specific building or location of the Council. The

staff in the new finance function will need to continue to work closely with service managers.

Will updated ring fence lists be published in due course?

Yes at the conclusion of the consultation period and once all points raised have been considered a final list of staff included in each ring fence will be distributed.

Are salaries protected if you are appointed into a position lower than your current grade?

No

How will it be decided who is successful and who is not, from the interviews and when will they be informed?

The interview panel will decide on who is successful or unsuccessful and candidates will be informed of the result as soon as is possible after each interview.

Why have people been put in ring fences when they may not have the required skills for that job (i.e. debt and credit control)?

Ring fences were set by grade only but may be amended due to representations made during the consultation period. A final list will be published once all issues raised have been understood and acted upon.

What is the procedure to be if all posts in a particular ring fence are not filled as regards applying for those posts?

The intention is to try and fill all posts with staff from within the scope of the review. However if posts remain vacant they will be filled by following the Council's recruitment procedures.

Have all the job descriptions in the pack been evaluated?

All posts below Senior Manager (the grades shown in the consultation for the SM posts are indicative) had been evaluated before the consultation was launched. Job evaluation scoring has been forwarded to recognised trade unions. However, as a result of the consultation some grades have been changed and will be required to be evaluated again. Results of this and any consequent changes to the ring fences will be provided as soon as possible.

Will there be a need to complete an application form and will all staff be guaranteed an interview?

Yes all staff are guaranteed an interview for each ring fence they have been included in and full details of the recruitment process will be sent to all affected staff after the consultation period has been completed.

How will you ensure that you retain specialist skills through the interview process?

Selection will be based on merit. You will be asked to submit information regarding how you feel you meet the criteria; there will probably be a presentation or written test [depending on the nature of the role]; there will be an assessment of the information at the interview as well as an employer reference. It is clearly in the Council's best interest that this process is a success. There will clearly need to be training during the transition period.

If you are successful and are appointed into a post in the new structure on the same grade as you are at present, do you retain your current spinal point?

Yes

When will those staff that are successful and are appointed take up their new role, 1st July, gradual implementation or something else?

An implementation and transition plan is in the process of being constructed.

Will interviews be carried out on a top down basis?

Yes.

What is the position for people that were refused VR are they guaranteed a job in the new structure?

No they will be required to go through the same recruitment process as all other staff.

What are arrangements are being made to support teams that are losing staff in the period from VR to 01.07.2011?

A risk register has been drawn up after consultation with all Heads of Finance to identify areas of risk. This will be a challenge but the main focus is on closing our 2010/11 accounts.

Will there be another opportunity to apply for VR and where does the decision making happen in this process?

Individual applications will be taken on merit and requests should be sent to HR.

Are the terms and conditions of the redundancy payment for those made compulsory redundant the same as for those that volunteer or are the terms for redundancy payments likely to change in the future?

Terms are the same in either scenario.

If a reasonable offer of employment was declined, would you in effect be resigning and therefore forego your entitlement to a redundancy payment?

Yes

How much support will the Council provide to those staff not successful after the interview stage?

HR have also done a review of where the current funded vacancies are in the council. Some of the vacancies are covered by agency workers. All of these positions will be made available to you to express an interest in. The revised arrangements that are being put in place will mean that if there is a suitable match, between your skills and those needed in the vacant post, you will be placed in that post for an agreed temporary period at which point there will be an assessment regarding whether this will be a permanent arrangement. If there is more than 1 person who is a suitable match for a vacant post, then there will need to be an assessment via an interview process.

What will those serving their notice period do after 1st July 2011?

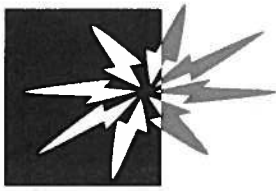
An implementation/transition plan is in the process of being constructed and will seek to cover all situations, including those staff still employed but serving their notice.

'Bumping'

There is presently no agreed protocol for bumping but the Council is considering an approach to be adopted.

Flexible Working

Management's position is that any requests for flexible working will be considered in accordance with existing Council policy following 'recruit to stay'.



Haringey Council

Agenda item:

[No.]

General Purposes Committee

On 10th March 2011

Report Title: Future of the Neighbourhood Management Service

Report of: Niall Bolger, Director of Urban Environment

Signed :

Contact Officer: Jean Croot, Head of Safer Stronger Communities

Email: jean.croot@haringey.gov.uk

Wards(s) affected: All

Report for: [Key/Non Key Decision]

1. Purpose of the Report (That is, the decision required)

- 1.1 On the 25th January 2011, the Cabinet endorsed proposals to dis-establish the Neighbourhood Management Service.
- 1.2 On 15th February 2011, the General Purposes Committee endorsed the proposals – in principal – for the closing down of the Neighbourhood Management Service and achieve the associated financial savings. The Committee agreed that the final decision, following the consultation period and resultant response to staff and unions, be delegated to the Chair of the General Purposes Committee and the Director of Urban Environment.
- 1.3 This report requests the decision be made by General Purposes Committee taking into account the response from the Union and the Equalities Impact Assessment attached to this report.

2. Introduction by Cabinet Member (if necessary)

- 2.1 Not required.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**3.1 Council Plan Priorities are:**

- A Greener Haringey-Becoming one of London's greenest boroughs
- A Better Haringey-cleaner, greener & safer places
- A Thriving Haringey-encouraging lifetime well being at home, work, play and learning
- Driving change, improving quality-customer focussed, cost effective services achieving high levels of satisfaction.

4. Recommendations

4.1 That the decision be given to serve notice on all posts within the Neighbourhood Management Service, except for the community development/project officer posts.

4.2 That a report be prepared to return to General Purposes Committee as soon as a way forward has been identified regarding the community development/project officer posts.

5. Reason for recommendations

5.1 To achieve the reductions in Council funds and resources required in order to set a legal budget in 2011/12, it is no longer viable to maintain the Neighbourhood Management Service, which is neither a statutory nor essential service.

6. Summary

6.1 As stated in the previous report to the General Purposes Committee, it is no longer viable to maintain the Neighbourhood Management Service which is neither a statutory nor an essential service. Hence the previous decision by Cabinet on 25th January 2011 to close the Neighbourhood Management Service, and the 'in principal' decision by General Purposes Committee to delete the Service.

6.2. Of the twenty-eight staff employed in Neighbourhood Management Service, twelve have applied for and been accepted for voluntary redundancy. The posts are described in the chart below, indicating which ones will leave through voluntary redundancy and which ones remain after that process.

| Posts | Total number | Leaving through Voluntary redundancy | Number remaining |
|-------------------------------|--------------|--------------------------------------|------------------|
| Strategic Manager | 1 | 1 | 0 |
| Neighbourhood Managers | 7 | 4 | 3 |
| Principal Events Manager | 1 | 1 | 0 |
| Community Development Officer | 15 | 4 | 11 |
| Finance & Admin Officer | 4 | 0 | 4 |
| Total | 28 | 10 | 18 |

- 6.4 To achieve the savings of £1,400k for 2011/12, the timetable attached at Appendix A has been achieved, except for the last three actions added to enable officers to resolve the impact of new posts to be created within the Single Front Line Service.
- 6.5 Please see Section 11 below regarding consultation carried out with affected staff and their Union representatives.
- 6.6 If the decision is made to accept the recommendations of this report, notice will be given to staff (except for the community development/project officers) by the end of this week. All outstanding work will be completed by the staff before their notice periods expire, with longer term work being appropriately transferred.

7. Chief Financial Officer Comments

- 7.1 The draft budget includes a saving of £1,400,000 for Neighbourhood Management Service disestablishment.
- 7.2 The net current budget for Neighbourhood Management is £2,266,500. Of this £457,100 relates to Corporate recharges and cannot be taken as a saving. It is assumed a further £380,000 will be allocated to other Council departments as detailed in Section 6.3 of this report.
- 7.3 Any remaining budget will contribute to the saving for the establishment of a Single Front Line which has a savings target of £1,750,000 across 2 years in the draft budget, although it should be acknowledged there may still be staff costs in 2011-12 relating to Neighbourhood Management staff whose notice periods have not expired as of 31st March.
- 7.5 It is assumed any redundancy costs will be met centrally.

8. Head of Legal Services' Comments

- 8.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and is scheduled for completion in early March 2011.
- 8.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined, including any decision to issue notices of dismissal. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of the completed equality impact assessment.
- 8.3 The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

9. Equalities & Community Cohesion Comments

9.1 The Equalities Impact Assessment Statement has been fully completed following the end of the consultation period.

9.2 As this Assessment covers the deletion of the Neighbourhood Management Service, and no new structure is being either proposed or set up, parts of this Assessment were not relevant.

9.3 The Neighbourhood Management Service is being deleted due to the current need to identify the biggest cuts to Council services ever experienced in local government, making it no longer viable to maintain a service that is neither essential nor statutory.

9.4 The staff team affected includes:

- A higher percentage of people from BME communities than in the Council staff profile and the Borough profile
- A higher percentage of women than in the Borough profile
- A younger group than in the Council staff profile and the Borough profile

10. Consultation

10.1 The staff consultation which ran from 26th January to 27th February involving officers affected and their Union representatives has been completed.

10.2 Only one controversial matter arose during this consultation period, which was regarding the new community engagement posts to be developed in the setting up of the new Single Frontline Service (in the Place & Sustainability Directorate).

10.3 All other comments received in the consultation period have been addressed or noted as appropriate, in line with the Council's policy and procedure.

10.4 These issues raised in the consultation are included and responded to in the Equalities Impact Assessment attached.

Appendix A
Neighbourhood Management Services:
Consultation Process & Timetable

| Action | Date | Leads |
|---|--------------------|--|
| Report to CAB | 23/12/10 | Director/Cabinet Member |
| Report to Leader's Conference | 4/1/11 | Director/Cabinet Member |
| Informal discussion with NMS staff re proposals | 10/1/11 | Director/ Head of Service |
| Cabinet | 25/1/11 | Cllr Canver/Head of Service |
| General Purposes Sub-Committee | 15/2/11 | Head of Service |
| Issue formal consultation packs [including EqIA] | By 26/1/11 | Head of Service; HR Advisor |
| Consultation period | 26/1/11 to 27/2/11 | Staff/Unions |
| Deadline for receipt of staff/TU comments on consultation | 27/2/11 | NMS staff/Unions |
| Management response to consultation | By 2/3/11 | |
| Report to General Purposes Committee | 10/3/11 | G&P Committee: Head of Service; HR Advisor |
| Outcome of process including issuing of letters to staff (except for community development/project officers) confirming notice/redeployment | 11/3/11 | HR Advisor |
| Resolution sought regarding community development/project officer posts and new community engagement posts. | TBC | Head of Service; HR Advisor |
| Consideration by General Purposes Committee regarding remaining NMS posts | TBC | G&P Committee: Head of Service; HR Advisor |
| Outcome of process including issuing of letters to community development/project officers confirming notice/redeployment | TBC | HR Advisor |

Appendix A



Haringey Council

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

| |
|---|
| Date: 4th February 2011 (started) 28th February 2011 (completed) |
| Department and service under review: |
| Neighbourhood Management Service |
| Urban Environment Department |
| Lead Officer/s and contact details: |
| Niall Bolger, Director, Urban Environment |
| Contact Officer/s (Responsible for actions): |
| Jean Croot, Corporate Head of Safer Stronger Communities |

Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

The Equalities Impact Assessment Statement has been fully completed following the end of the consultation period.

As this Assessment covers the deletion of the Neighbourhood Management Service, and no new structure is being either proposed or set up, parts of this Assessment were not relevant.

The Neighbourhood Management Service is being deleted due to the current need to identify the biggest cuts to Council services ever experienced in local government, making it no longer viable to maintain a service that is neither essential nor statutory.

The staff team affected includes:

- A higher percentage of people from BME communities than in the Council staff profile and the Borough profile
- A higher percentage of women than in the Borough profile
- A younger group than in the Council staff profile and the Borough profile

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

PART 1
TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH
STAFF/ UNIONS ON THE STRUCTURE

Step 1 – Aims and Objectives

1. Purpose – What is the main aim of the proposed/new or change to the existing service?

Given the current need to identify the biggest cuts to Council services experienced in local government, it is no longer viable to maintain the Neighbourhood Management Service which is neither a statutory nor an essential service. This recommendation is offered due to recognition of other Council services importance to ensuring the Council can both support its most vulnerable residents and deliver on the Administration's manifesto pledges, and due to both the size and speed of the reductions to funding required following the reductions in local authority funding introduced by the Coalition Government.

A review of the Neighbourhood Management Service (NMS) has been undertaken to consider the work of the current NMS, what key functions of the service would need to be repositioned to ensure these would be appropriately delivered, and what functions are no longer viable given the significant cost reductions required of non-statutory services.

2. What are the main benefits and outcomes you hope to achieve?
Cost savings and realignment of key functions as detailed above.
3. How will you ensure that the benefits/ outcomes are achieved?
Plans are being developed to facilitate the transfer of key functions

Step 2 – Current Workforce Information & Likely Impact of your proposals

1. Are you closing a unit? Yes.

- If No, go to question 3.
- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability. 28 FTEs

- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups. **There is one member**

| Strand | Council staff profile % | Borough profile % | Staff affected profile % |
|-------------------|-------------------------|---|--------------------------|
| Age | | | |
| 16 -24 | 3.8 | 13.9 | 0 |
| 25-34 | 20.3 | 26.6 | 14 |
| 35-44 | 26.8 | 22.8 | 18 |
| 45-54 | 32.4 | 15.5 | 43 |
| 55-64 | 15.5 | 9.5 | 25 |
| 65+ | 1.2 | 11.7 | 0 |
| Disability | 5.5 | 7.6 (NOMIS Feb 2010 Percentage of working age population claiming ESA or incapacity benefits) | 18 |
| Race | | | |
| BME | 44.3 (inc Schools) | 34.2 | 61 |
| White | 55.7 | 65.8 | 31 |
| Sex | | | |
| Male | 25.6 | 50.6 | 39 |
| Female | 74.4 | 49.4 | 61 |

of staff currently on maternity leave. She has received a home visit to provide a personal and tailored consultation session; been given access to Haringey's staff web site at home in order to be able to gain information about staff support and redundancy matters; her questions have been promptly responded to; and she will be assisted according to the HR policies for women on maternity leave being made redundant and their redeployment period.

There is no information available regarding breakdown of the affected staff by: gender reassignment, pregnancy, religion or belief, sexual orientation;

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?
Standard re-deployment arrangements will apply. Service and Business Unit to be disestablished

- If Yes, identify how many by race, sex, age and disability. And where possible identify the number by gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation.

3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.

Racial Group Analysis

| Grade Group | Asian | | Black | | Mixed | | Other | | BME sub total | | White | | White Other | | Not declared | | TOTAL |
|--------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|---------------|------------------|-----------|------------------|-------------|------------------|--------------|------------------|-----------|
| | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | |
| Sc1-5 | | | | | | | | | 0 | | | | | | | | 0 |
| Sc6-SO2 | | 0% | 2 | 67% | | 0% | 1 | 33% | 3 | 100% | | 0% | | | | 0% | 3 |
| PO1-3 | | 0% | 10 | 59% | | 0% | 2 | 12% | 12 | 71% | 5 | 29% | | | | 0% | 17 |
| PO4-7 | | 0% | 2 | 29% | | 0% | | 0% | 2 | 29% | 5 | 71% | | | | 0% | 7 |
| PO8+ | | 0% | | 0% | | 0% | | 0% | 0 | 0% | 1 | 100% | | | | 0% | 1 |
| TOTAL | 0 | 0% | 14 | 50% | 0 | 0% | 3 | 11% | 17 | 61% | 11 | 39% | | | 0 | 0% | 28 |

4. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.
The staff involved includes a considerably higher percentage of people from BME communities than in the Council staff profile and the Borough profile.

4. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, Asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? N/A

- 5.
- If No, go to question 8.
 - If Yes, how many of these staff might be displaced?

6. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.
Service to be disestablished

7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.? **N/A**

- If Yes, how many and what effect do they have on the BME %? Show start and end %.

8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below

| Grade Group | Female | | Male | | TOTAL |
|--------------|-----------|------------------|-----------|------------------|-----------|
| | No. Staff | % of Grade Group | No. Staff | % of Grade Group | |
| Sc1-5 | | | | | 0 |
| Sc6-SO2 | 3 | 100% | | 0% | 3 |
| PO1-3 | 10 | 59% | 7 | 41% | 17 |
| PO4-7 | 4 | 57% | 3 | 43% | 7 |
| PO8+ | | 0% | 1 | 100% | 1 |
| TOTAL | 17 | 61% | 11 | 39% | 28 |

9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.

There is no significant difference with the Council staff profile but considerably more women employees than involved than in the borough profile.

10. Do any ring fences disproportionately impact on impact on female or male staff? **N/A**

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.
N/A

12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.? **N/A**

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

| Age Analysis | 16-24 | | 25-34 | | 35-44 | | 45-54 | | 55-64 | | 65+ | | TOTAL |
|--------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|
| | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | |
| Sc1-5 | | | | | | | | | | | | | 0 |
| Sc6-SO2 | | 0% | 1 | 33% | | 0% | 1 | 33% | | 1 | 33% | | 0% |
| PO1-3 | | 0% | 3 | 18% | 4 | 24% | 6 | 35% | 4 | 24% | 4 | 24% | 17 |
| PO4-7 | | 0% | | 0% | 1 | 14% | 4 | 57% | 2 | 29% | 2 | 29% | 7 |
| PO8+ | | 0% | | 0% | | 0% | 1 | 100% | | 0% | | 0% | 1 |
| TOTAL | 0 | 0% | 4 | 14% | 5 | 18% | 12 | 43% | 7 | 25% | 0 | 0% | 28 |

14. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.

The staff involved are generally younger than the Council staff profile and the Borough profile. There are no staff involved under the age of 25, or over 65 years of age.

15. Do any ring fences disproportionately impact on staff from one age group only? **N/A**

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole? N/A

17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on a particular age group? Show start and end %.

18. Identify the total number of disabled staff in the service following the format below:

| Disabled % | No. Disabled Staff | % of Grade Group |
|--------------|--------------------|------------------|
| | | |
| | | 0% |
| | 4 | 24% |
| | 1 | 14% |
| | | 0% |
| TOTAL | 5 | 18% |

19. Do any ring fences disproportionately impact on disabled staff?

- If No, go to question 21 N/A
- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.? N/A

- If Yes, what effect will this have on the number of disabled staff? Show start and end numbers and %.

21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. There is one member of staff currently on maternity leave. She has received a home visit to provide a personal and tailored consultation session; been given access to Haringey's staff web site at home in order to be able to gain information about staff support and redundancy matters; her questions have been promptly responded to; and she will be assisted according to the HR policies for women on maternity leave during the redeployment period.

Data not available on:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Pregnancy

22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

Under these proposals the key deliverables owned previously by the Neighbourhood Management Service (NMS) will be shared among partners and other council departments in order to minimise negative impact on residents. This is because the current service is subject to a complete unit closure. Although attempts have been made, very little clear equalities data has been gained regarding Area Assembly attendance or on the impact of other activities currently under the responsibility of the Neighbourhood Management Service. Specific work with minority communities under the Access to Services scheme ceased in early 2010 due to reductions in the Area Based Grant funding stream.

Funding for 'Making the Difference' (MTD) is likely to be reduced under new arrangements due to the significant budget reductions of the council. This scheme previously covered some activities such as day trips for elderly residents and benefited various diverse community groups. Discussions have started regarding a smaller 'Community Chest' style scheme but these discussions are in early stages.

Any future MTD or other funding stream will retain the links and community networks established by the NMS. Work will continue to ensure that the impact of changes on minority groups and communities is kept to a minimum and

as much as possible the council will make efforts to maintain at least a basic standard of service to communities who previously benefited from the activities of the NMS.
 New Directorates, Units and Departments undertaking key elements if this work in the future will need liaise with residents and community groups to understand their needs and aspirations.

Date Part 1 completed - 26 Jan 2011

PART 2
TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS
ON THE STRUCTURE

Step 3 – Consultation

Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).

| Date | Event | Present |
|---------|--|---|
| 10/1/11 | Briefing on Proposals in Cabinet report | All NMS staff invited: 16 staff attended plus Director, Head of Service, Union and HR representatives |
| 26/1/11 | Consultation process started: meeting; all NMS staff invited; packs given out | All NMS staff invited: 16 NMS staff attended plus Head of Service and HR Business Partner |
| 27/1/11 | Consultation packs sent to all staff affected. | All NMS staff affected (28) By Head of Service, cc to Union and HR representatives |
| 31/1/11 | Home visit to member of staff on maternity leave to take consultation pack and go through with her, plus | Head of Service, NMS Manager, member of staff and her husband. |

| | | |
|---------|---|---|
| | info re maternity leave | |
| 2/2/11 | General Consultation session held at NRC Tottenham | All NMS staff invited: 3 NMS staff affected attended plus Head of Service and HR Business Partner |
| 10/2/11 | General Consultation session held on 9 th floor, Alexandra House | All NMS staff invited: 9 NMS staff attended plus Head of Service and HR Business Partner |
| 23/2/11 | Meeting held led by Union representatives for staff who are Union members. | Not known who attended; management agreed time off for meeting. |

The employee side response to the consultation was received from UNISON on 25 March 2011. This is attached in full at Appendix B.

The management response to the issues raised is as follows:

Community Equality Impact Assessment (EIA) – Management have noted comments about the need for a community impact assessment. The current EIA includes a section on the impact to the community of these changes. Management has added to this section to reflect the wish to minimise the impact of these changes on the community.

The need for a communications strategy to publicise changes – Management has written to all residents and community groups on the Area Assembly databases and has updated the Council website to explain about the changes ahead for neighbourhoods and what will happen in the future. Management will also write to residents on our databases once a final decision has been made.

Staff time off work for interviews etc – All reasonable requests for time off from work to attend interviews etc will be treated sympathetically.

Finance/admin staff to be included the Support Function Review - A meeting to discuss the scope of the Finance Management SFR took place with the trade unions and a senior finance manager at the end of January 2011. Following this meeting an email was sent to all finance staff within Neighbourhood Management services outlining the scope of the FM SFR that had been agreed by CEMB. The employees affected were asked to provide evidence to demonstrate how they felt their roles

met the criteria outlined and, thereby, to support their inclusion in the SFR. We understand that no such case has been provided by the staff concerned and they remain out of scope of the Finance Management review.

A request for consideration of 'bumping' : The Trades Unions re-stated their opposition to compulsory redundancies, and their concern that they "seek consideration for an element of bumping elsewhere in the Council in order to free up potential opportunities. They have state that "such bumping is lawful so long as it is with consent rather than imposed". Management's response is that:

- In order to mitigate the impact of compulsory redundancies from the service, we have already considered and approved a number of voluntary redundancy applications
- There is currently no agreed process for 'bumping' except within the context of service reviews and Support Function Reviews
- We would find it difficult to envisage how such a scheme would work.

Delay notices to Neighbourhood Development/Project Officers on grades PO1/2/3 until such time as the establishment of the new Community Enablement Service has taken place - Management are seeking advice from Senior Management in the Urban Environment Directorate and Legal Service about this issue.

Delay notices to staff until after the initial referral and assessment by the deployment team - The process will be as follows: on 11th March letters will be sent to the staff affected to confirm that they have been referred to the redeployment pool and asking them to complete a skills assessment form. On the 18th March they will be sent a letter confirming their notice of redundancy which, running concurrently with their redeployment period, commences from this date.

Employee side's comments to be appended in full to the GP report – Comments are included at appendix B as requested.

Step 4 – Address the Impact

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?
No, because the issues raised were not significant and the need to make the savings of £1.4m is critical to the Borough being able to set a legal budget for 2011/12.
2. What changes or benefits for staff have been proposed as a result of your consultation?
All staff posts will still be deleted, but the deletion of the community development/project officer posts will be delayed until the matter regarding the new posts in the new Single Front Line Service have been resolved.
3. If you are not able to make changes – why not and what actions can you take? **N/A**
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance? **This is not a restructure of a service.**
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
No – critical functions will transfer to other Council departments.
6. How can you mitigate any negative impact for service users?
No – critical functions will transfer to other Council departments.

Date Steps 3 & 4 completed – 28th February 2011

Step 5 – Implementation and Review

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
No new structure being set up; this is the deletion of a Service.
2. If there are adverse impacts how will you aim to address these in the future? **N/A**
3. Identify actions and timescales for implementation and go live of your new service offer. **N/A**
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
N/A
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.
No new structure being set up; this is the deletion of a Service.

Step 6 – Sign off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Jean Croot
SIGNATURE:

DESIGNATION: Head of Safer Stronger Communities
DATE: 4th March 2011

QUALITY CHECKED BY (Equalities.)

NAME: Eve Featherstone
SIGNATURE:

DESIGNATION: Head of Equalities
DATE: 4th March 2011

SIGNED OFF BY Director

NAME: Niall Bolger
SIGNATURE:

DESIGNATION: Director of Urban Environment
DATE: 4th March 2011

SIGNED OFF BY Chair Directorate Equalities Forum

NAME: Marc Dorfman
SIGNATURE:

DESIGNATION: Assistant Director, Planning & Regeneration
DATE: 4th March 2011

Note - Send an electronic copy of the EqIA to equalities@haringey.gov.uk; it will then be published on the council website



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UNISON Comments on Proposed Disestablishment of Neighbourhood Management

General Observations

Haringey's Neighbourhood Management Service was created in 2000, initially to run the Area Assemblies and to improve community engagement in the borough's deprived areas.

Over the years Neighbourhood Management has been expanded to cover the whole borough, reflecting the Council's desire for greater interaction with residents and to enable and empower more "bottom up" communication, ideas and initiatives from local people.

The Service has won many awards and plaudits since its inception and was at the forefront of the Council's successful submission for Beacon Council status in the Getting Closer To Communities category in 2005. Neighbourhood Management in Haringey has been at the cutting edge of community development in London and the UK and has initiated many innovative programmes and events, including:

- Access To Services events, targeting specific communities on how they can access Council and other local services (e.g. Polish Community, Greek Elders, homeless people)
- The first-ever Green Lanes Food Festival, attended by over 10,000 people
- A Community Leadership Programme for local residents, run in partnership with the University of Westminster
- An award-winning community allotment and well-being project, Living Under One Sun, benefiting residents from deprived areas who have many difficulties, including mental health issues
- Training young people across Haringey as Young Advisors, acting as positive role models for their peers and gaining paid work as "youth experts"
- Monthly Area-Based Working meetings in all seven neighbourhoods, bringing together different agencies (such as the Police, Housing Associations, Network Rail and various Council services) to examine and resolve difficult community safety, environmental and other local issues
- Delivering an annual programme of projects suggested by community groups and residents' associations to improve their neighbourhoods (Making The Difference), since 2005

Neighbourhood Management has supported, encouraged and nurtured many community groups, residents' associations and Neighbourhood Watches to become more involved in campaigning for positive change in their areas. Particularly in the east of the borough, there has been a lot of intensive work with the so-called "hard to reach" communities, many of whom have participated in initiatives such as the Access to Services events, Living Under One Sun, Police Ward Panels, programmes such as Spurs' "Goals for Girls" and the Community Leadership Programme. The Service works closely with Elected Members to support them in their community roles, particularly at Area Assemblies, on Making The Difference projects and in keeping them up to date with residents' issues in their wards. Neighbourhood Management has also pioneered partnership working in Haringey, resulting in many different agencies coming together to work on projects, using problem-solving techniques to get positive results.

Equality Impact Assessment

As Neighbourhood Management has engaged and worked with many different communities in the borough, we feel that an Equalities Impact Assessment of how local communities will be affected by its closure needs to be carried out as a matter of urgency. We are aware that an EIA is being considered in terms of the staff of the Service, but think that it is equally important that this is done for local communities as they will undoubtedly be adversely affected by the loss of this important Service.

It is therefore a great pity that the Council has decided to wind up the Neighbourhood Management Service after just over ten years of existence. Neighbourhood Management has been, for many residents, the friendly face of the Council, and several teams have also been based in the geographical areas they serve.

We would argue that, for all the reasons set out above, the Council has decided to get rid of a key front-line Service.

Transitional Arrangements

We are concerned as to how effectively planning has been done to ensure that residents and other departments are aware of the proposal. Specifically it is proposed that numbers of functions to a lesser or greater extent transfer elsewhere in the Council, clearly this raises issues with regard to consultation with effected staff.

Separately as front-line service staffs comes into regular contact with both the public, community leaders and Councillors, it is unfair for staff to be expected to explain and rationalise why they will no longer be available to assist. There needs to be a clear communications strategy to ensure staff are not blamed when they are advised partners they are no longer able to complete intended projects etc.

As there has been a complete disestablishment a number of staff have opted to avail themselves of the Voluntary Redundancy option, this means that aside from the above the department will see a significant downturn in capacity and Senior management will need to be supportive and understanding of staff at this time. As Staff are now under threat of Compulsory Redundancy we are seeking assurances that staff rights to time off to seek alternative work will be managed sympathetically and that they will not be made to feel bad for exercising these legal rights.

Support Function Reviews

The timing of the disestablishment has left staff at a disadvantage in this respect; no staff were included or considered under Performance & Policy, none have been included in either the Procurement or Finance Management SFR's. Additionally as the Admin & Business Support ones have been placed on short term hold staff may have left before they can be considered in respect of these processes as well.

This concern is particularly pertinent in respect of the Admin/Finance Officers, as the possibilities for redeployment will be particularly adversely affected, as managers will not be recruiting for these types of posts pending deliberations on SFR processes. Staff have indicated they feel they should be considered under the Finance Support Functions Review as they both perform functions fitting into it's definition currently and have the requisite skills to continue to do so in the new Finance Service Offer. We therefore request they are reconsidered for inclusion at appropriate grades in that process.

Separately we would also ask that in the event of there being a Business Support Functions review within the new Place directorate that they be included in ring-fences there as their colleagues from other parts moving into the Single frontline model will be.

Redundancies

The Trade Unions wish to restate their complete opposition to compulsory redundancies occurring. Clearing part of the avoidance process may involve redeployment but we would also seek consideration for an element of bumping elsewhere in the Council in orders to free up potential opportunities. Such bumping is lawful so long as it is with consent rather than imposed, we have raised this principle generally with the Council in terms of mitigating the need for compulsory redundancy.

Single Frontline

In respect of the above comment it is clear that although the distinct unit is being disestablished that posts and functions are to be recreated in a largely similar way under the neighbourhoods part of the Single Frontline service. The below are extracts from the report which was scheduled to go to Cabinet on 25th February 2011

"2.5 The current Neighborhood Management Service has been included as part of this Review and the Single Frontline will encapsulate and build on its ideals to deliver an Area based approach to resolve local issues. This will include a new Engagement And Enablement team whose role will be to work with the local community to identify The priorities and needs of residents and traders from each Area Assembly. The issues identified will form part of an Area Action Plan, which will be consulted on through an Area Assembly and agreed by the Area Committee. It will then be Passed over and presented to the new Neighborhood Service to address and resolve. The Area Assemblies and Area Committees will then be able to hold the service to account by monitoring how much progress has been made in delivering the actions as set out in the plan."

"7.1 To empower, facilitate and work with residents and businesses to identify local priorities to tackle environmental problems together, encouraging

resident involvement in delivery of services and co-production of outcomes.

- o To work more effectively with partners, i.e. Safer Neighbourhood Teams, contractors and voluntary sector to commission services that will deliver local outcomes and priorities.*
- o To integrate the customer interface, invest in the use of appropriate IT solutions to engender a single working platform across the frontline.*

Community Engagement & Enablement – A team to support all elements of the Single Frontline whose functions will include:

- o To engage with residents effectively to understand the needs and priorities of the Area Assemblies/Committees.*
- o To support and monitor the delivery of local action plans.*
- o To develop and enhance relationships with local community groups to act as an enabler/facilitator providing a 'neighbourhood problem solver' function and interface.*
- o To provide an ongoing consultation service dealing with potential transport/parking schemes.*
- o To promote, facilitate and monitor environmental behavioral change by working closely with contractors, community groups and resident associations.*
- o To work with partners and the community to identify local crime and antisocial behaviour.*
- o To identify and monitor key Local Performance Indicators to measure success or otherwise, being transparent and thus being accountable to local communities.*
- o To consider and develop more joined up ways of working across the Council to ensure existing routes of community engagement are best Utilized and new opportunities for engagement are maximized.*

From the Report on the Disestablishment of NMS

Elements of the service, which are properly part of the apparatus for local Democracy, to be more appropriately placed within Democratic Services, Including Area Assemblies and Area Committees. The Governance Review will Determine appropriate terms of reference for these bodies.

- Area based working can continue through mainstream delivery, with added Strength through the new Single Frontline Service, aiming at speedy resolutions Through joined-up and partnership working.
- Making The Difference will be advertised to bona-fide residents' groups/forums Prior to the start of the financial year through an annual bidding process against Commissioning intentions agreed by Cabinet and linked to achieving Council Priorities. Projects would be delivered on a 'by you, for you' basis whereby Community/voluntary groups would need to demonstrate the capacity to deliver And manage both project and the funds.
- The Single Frontline Service will need a small number of community engagements Officers (3 – 4) to ensure this element of local engagement is fully covered in the New service.

It is therefore clear to UNISON that although the existing Service is disbanding there is a clear plan and strategy for elements of the service to transfer to elsewhere within the Council. As such we do not agree that all staff in NMS are redundant as the duties they are carrying out are simply transferring elsewhere. This principle is clearly no different to any other type of re-organization or restructuring, it is in fact rather akin to a Support Functions Review of customer contact.

We are therefore requesting that all Staff who are likely to be within a grade band one either side of the posts of "Community Engagement Officers" are not issued with notice until such time as the establishment of this service has taken place. Once this occurs they should be ring-fenced for the new posts. We believe this covers anyone currently in the PO1-P03 grade in Project Officer type roles. We accept that those who have taken the Voluntary redundancy offer would not be included in this deferred notice.

We would place the Council on notice that in the event staff are dismissed and similar posts are created it is our belief that Staff will have an opportunity to challenge this in a legal setting. Aside from this possibility as an employer Harlingen has duties and responsibilities to seek alternative employment for staff. It also has a clear fiduciary duty to spend appropriately; this should not include making redundancy payments when potential alternatives exist. This aside from the moral and social imperatives to minimize the effects of these CondDem cuts on staff

On a supplementary point there is a clear intent to transfer area assemblies (rebranded as Area Committees) to Democratic Services. This raises issues as to whether there is any potential to include staff in ring-fences in that service. Having just completed Employeeside comments on that Services proposals it was noticeable there was no specific mention of this new additional piece of work in the Service Officer.

Implementation

The timetable in the report indicates that the final decision on these proposals will be referred back to General Purposes Committee, having checked the Council calendar the next such meeting is on the 10th March 2011. In view of this we would suggest an attempt to issue notices on the 11th is rushed. When the Council revised it's redeployment procedure (against Employee side advice and lobbying) to run concurrently with the notice period it was agreed that no such notices would be issued in advance of initial referral and assessment by the deployment team. As such it is our view that no such notice should be issued on the 11th but only after this process has taken place.

In view of the importance of the issues we raise in terms of preservation of employment we are asking that our comments be appended in full to the GP report. Further in the absence of a satisfactory resolution to the issues we raise that we may enforce our right to a deputation on this report.

Yours sincerely

Seán Fox
Branch Secretary **25TH February 2011**

c.c.
UNISON Members in NMS