



Special General Purposes Committee

THURSDAY, 28TH OCTOBER, 2010 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Rice (Vice-Chair), Davies, Khan, Waters,
Whyte and Wilson

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

Please note that under the Council's Constitution – Part 4 Section B paragraph 17 – it being a special meeting no other business shall be considered.

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. DEPUTATIONS/PETITIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

5. TRADE UNION FACILITIES, DUTIES, ACTIVITIES AND TIME OFF ARRANGEMENTS (PAGES 1 - 6)

To consider the report which recommends general principles for the review of Trade Union facilities, duties, activities and time off arrangements across the Council.

6. EFFICIENCY AMENDMENT TO THE REDEPLOYMENT POLICY (PAGES 7 - 12)

To consider the report detailing the efficiency amendment to the Council's Redeployment Policy.

7. THE 2009/10 EMPLOYMENT PROFILE REPORT (PAGES 13 - 18)

To consider the report advising on the Council's workforce statistics for 1st April 2009 – 31st March 2010.

8. SERVICE FUNCTIONS REVIEW (SFR) - POLICY AND PERFORMANCE FUNCTIONS (PAGES 19 - 32)

To consider the report on the proposed centralised model for the Policy and Performance Functions.

9. SERVICE FUNCTIONS REVIEW (SFR) - MARKETING AND COMMUNICATIONS FUNCTIONS (PAGES 33 - 52)

To consider the report on the proposed centralised model for the Marketing and Communications Functions.

10. PROPOSAL FOR THE REORGANISATION AND REALIGNMENT OF CORE STATUTORY SERVICES WITHIN THE SCHOOL STANDARDS AND INCLUSION SERVICE (PAGES 53 - 64)

To consider the proposed "statutory core plus commissioning" approach to future school improvement work.

11. SERVICE FUNCTIONS REVIEW (SFR) - PLANNING AND REGENERATION FUNCTIONS (PAGES 65 - 104)

To consider the report on the restructuring of the Planning, Regeneration and Economy Service.

Ken Pryor
Deputy Head of Local Democracy and
Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Natalie Cole
Principal Support Officer (Council)
Tel No: 020 8489 2919
Fax No: 0208 489 2660
Email: natalie.cole@haringey.gov.uk

Wednesday 20th October 2010



Haringey Council

Agenda item:

[No.]**General Purposes Committee****On 28 October 2010**

Report Title: Trade Union Facilities, Duties, Activities and Time Off Arrangements across the Council.

Report of **Stuart Young, Assistant Chief Executive (People & OD)**

Signed :

Contact Officer : Steve Davies, Head of Human Resources, 020 8489 3172

Wards(s) affected: **[All / Some (Specify)]**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report

This paper seeks to establish general principles for a review of the Trade Union Facilities, Duties, Activities and Time Off Arrangements with a view to reducing expenditure on current time off provision.

2. Introduction by Cabinet Member (if necessary)

2.1. [click here to type]

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

3.1. Links to the council requirement to achieve a balanced budget over the next three financial years.

4. Recommendations

- 4.1. That Members approve the general principles for reviewing the Trade Unions Facilities, Duties, Activities and Time Off Arrangements across the Council as outlined in paragraph 7.8.
- 4.2. That Members agree to receive detailed proposals following consultation with the trade unions on recommended changes to the Trade Unions Facilities, Duties, Activities and Time Off Arrangements to the Committee on 11 Jan 2011.

5. Reason for recommendation(s)

- 5.1. The current economic situation means the council will have to make efficiency savings on council expenditure.

5.2. Non Teaching Unions (Unison, Unite & GMB)

5.2.1 A benchmarking survey has been carried out by The London Councils with 31 other London boroughs and the findings show that Haringey is 11th in the league table of London boroughs in terms of number of union members per seconded trade union official. However, it should also be noted that in terms of union membership compared to the numbers of staff we are also ranked at No 11 in the list.

5.2.2 We currently have 8.5 full time equivalent trade union officials on secondment (excluding 1.0 fte Employee Side) the average of the other London boroughs is 4.4.

5.2.3 We are generous in giving time off to UNISON. At present we allow time off for 6.5 full time equivalent officials for UNISON. This is high compared to other London boroughs who tend to grant on average time off for 2 full time equivalent officials for UNISON. Haringey is ranked 2nd in terms of UNISON membership density and the council is ranked 9th in terms of UNISON members per FTE officials. Our UNISON members per FTE official is 530. The median of the other London boroughs is 767.

5.2.4 The union membership in UNITE and GMB are very low i.e. 70 and 291 respectively. Each of these unions has the equivalent of 1.0 full time official which is generous and needs to be reviewed.

5.3 Teaching Unions and Associations (ASCL/ATL/NAHT/NASUWT/ NUT)

5.3.1 We currently have 2.6 full time equivalent trade union officials representing these unions and Associations at a local level. One trade union official is also a member of the National Executive, for which any work is undertaken within the current facilities time allocated. One trade union official is also the Secretary of the Haringey Teachers' Panel, for which any work is undertaken within the current facilities time allocated.

5.3.2 A survey was commissioned in February 2008 and September 2010 in order to benchmark with the 31 other London boroughs. The London Councils were not able to assist in the same way with this survey as with the non-teaching unions survey and consequently responses were not received from every London Borough.

5.3.3 It should also be noted that in terms of union membership compared to non-

teaching unions, there are more employees who are members of the teaching unions and associations, approximately 62%.

5.3.4 We currently have 2.6 full time equivalent trade union officials on secondment with the average of the London boroughs surveyed being 1.7 full time official.

5.3.5 We are generous in giving time off to the NUT compared to other London boroughs surveyed who tend to grant on average time off of 1 full time equivalent official or 5 days a week.

5.3.6 The union membership in ASCL/ATL/NAHT/NASUWT are very low respective to the NUT membership. ATL & ASCL have 0.2 full time officials; NAHT and NASUWT have 0.10 full time officials.

5.3.7 The NUT facilities time is paid directly through the salaries of the 2 full time officials. The facilities time of the other unions is paid termly as a reimbursement to the relevant school where the union official is based, regardless of the actual hours spent on union/association business.

6. Other options considered

6.1. Options will be explored during the consultation process.

7. Summary – non Teaching Unions (Unison, Unite and GMB)

7.1. The Council's policy for trade unions facilities and time off arrangements was agreed at GP Committee on 29 June 2006. The policy provides a formula for calculation of full time release as follows:

- 1 full time union officer per 550 union members (rounded up to the nearest 0.5 fte) and capped at 6.5 full time releases.
- A minimum facility of 1 full time equivalent release for any union that is recognised.

7.2. In addition 1 Full Time equivalent is allocated to the Employee Side (inc health & safety liaison duties) and reasonable time off is given to local shop stewards/learning representatives/safety representatives in order to undertake trade union duties and activities.

7.3. In accordance with the current policy trade unions are granted the following levels of time off at present;

Union	Membership numbers using check off figures	Branch Officers FTE	Cost 09/2010 inc on-costs
Unison	3447	6.5	£245,728
Unite	70	1.0	£36,453
GMB	291	1.0	£33,643
Employee Side	n/a	1.0	£39,407
TOTAL	3808	9.5	£355,231

7.4. Summary – Teaching Unions and Associations (NUT, ATL, ASCL, NAHT, NASUWT)

7.5. Teaching trade unions and associations are granted the following time off at present

Union	Membership numbers	Branch Officers FTE	Cost 2009/10 inc on-costs
NUT -National Union of Teachers	1221	2.0	£113,660
ATL (Ass of Teachers & Lecturers)	Not available	0.2	Vacant
ASCL – Ass of College & School Lecturers	Not available	0.2	£14,553
NAHT – National Ass of Head Teachers	Not Available	0.1	£3,920
NASUWT – National Ass of Schoolmasters & Union of Women Teachers	Not Available	0.1	Vacant
TOTAL		2.6	£132,133

7.6. No specific allocation is given for the Employee Side for Joint Secretary functions.

7.7. Reasonable time off is given by schools to local shop stewards/learning representatives/safety representatives in order to undertake trade union duties and activities.

7.8. General Principles for Review

It is proposed that the Head of Human Resources/Head of Schools Personnel/Deputy Director of Business Support & Development, CYPS enter into discussions with the Employee Side Secretary of the Joint Consultative Committee and representatives of Unison, GMB, Unite, NUT, ATL, ASCL, NAHT and NASUWT with a view to reducing the current time off provision. It is proposed that this discussion follow the general principles below.

- I. To review trade union time off for facilities, duties and activities taking account of the position of other London boroughs and of the Council's overall financial situation
- II. To undertake a review of the complete policy.
- III. To actively consult the respective unions with a view to reaching agreement on the proposed changes.
- IV. To limit consultation to a period of three months or until the meeting of the General Purposes Committee on 11 January 2011.
- V. To report back to General Purposes Committee on 11 January 2011 with detailed proposals following consultation with the trade unions on recommended changes, ideally agreed with the union stakeholders, but not dependent on such agreement.

8. Implications for Union Officers

8.1 It should be noted that a reduction in the time off could result in union officials who have been seconded to union activities for perhaps many years needing to return to work in their former services/roles. There may be a need for additional training or induction back to functions that have changed since secondments took place. It is equally possible that redeployment may be necessary and redundancy remains a potential if redeployment proves unsuccessful. These are measures that will require detailed discussion.

9. Chief Financial Officer Comments

9.1 Once discussion have been held and proposals are brought forward it should be possible to provide financial comments.

10. Head of Legal Services Comments

10.1 The Head of Legal Services has been consulted on the content of this report. The statutory framework concerning time off for trade union duties specifies certain activities for which there is an entitlement to reasonable paid time off for trade union officials of recognised trade unions. These activities include collective bargaining functions, consultation functions and representation functions. The right to paid time off also accrues in relation to training for matters concerned with collective bargaining where approved by the TUC or trade union concerned. In carrying out the review proposed in this report, regard should be given to the relevant provisions of the Trade Union and Labour Relations (Consolidation) Act 1992 and the 2010 ACAS Code of Practice on Time Off for Trade Union Duties and Activities. Legal advice should be sought during the course of the review on the issues that arise including the implications referred to in paragraph 8 of the report.

11. Equalities & Community Cohesion Comments

11.1 Any changes to trade union time off will be the subject of analysis in an attempt to ensure that actions are not disproportionate on any one group of staff.

12. Local Government (Access to Information) Act 1985

12.1 No documents required to be listed were used in the preparation of this report.

This page is intentionally left blank

Agenda item:

[No.]

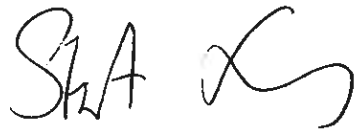
General Purposes Committee

On 28 October 2010

Report Title. Amendment to the Redeployment Policy

Report of **Stuart Young, Assistant Chief Executive (People & OD)**

Signed :



Contact Officer : Steve Davies, Head of Human Resources, 020 8489 3172

Wards(s) affected: **[All / Some (Specify)]**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report

- 1.1. In order to make efficiency savings on council expenditure and to streamline the change processes taking place, the report seeks the agreement of the Committee to amend the Redeployment Policy. The proposal takes account of the improvements made to the matching of potential redeployees to vacancies and recognises this in the period required to identify matches.

2. Introduction by Cabinet Member (if necessary)

- 2.1. [click here to type]

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

- 3.1 Links to the council requirement to achieve a balanced budget over the next three financial years.

4. Recommendations

That the committee agree –

- 4.1. To offer all redeployees a period of redeployment to run concurrently with their period of contractual notice. To note that the period is paused when a redeployee is placed in a trial job.
- 4.2. To use a range of assessment information to determine the interview selection of redeployees for a redeployment opportunity.
- 4.3. That women who have commenced their statutory maternity leave, employees who have commenced their statutory adoption leave and men who have commenced their statutory additional paternity leave and have been issued with their redundancy notice be given preferential treatment for a redeployment opportunity.
- 4.4. When making a selection decision for a redeployment opportunity, redeployees with a disability who are covered by the DDA, will be considered at the same time as other redeployees.

5. Reason for recommendation(s)

- 5.1. Running the redeployment search period concurrently with contractual notice will reduce the pay bill e.g the average spine point of a redeployee is point 31, four weeks of salary (including on costs) is approximately £2,800 and will enable new staffing structures to be implemented with a minimum of service disruption.
- 5.2. Over the next three years the number of restructuring exercises will increase, resulting in a reduction of posts and an increase in the number of redeployees. At the same time the number of advertised vacancies available for redeployment will significantly reduce. This will result in more redeployees available for a single redeployment opportunity. In order to help manage this selection process, in addition to an interview, a range of assessment information will be made available to the recruiting manager including a written assessment provided by the redeployee's line manager, the skills information provided by the redeployee and actual employment information provided by HR.
- 5.3. Improvements to the accuracy of establishment information means that vacancies, including those covered by agency staff, will be more readily identified. This will increase the speed with which the Council is able to determine whether a potential suitable alternative exists. The need for an extended period of search is therefore mitigated. It should be noted that once a trial placement is identified, the redeployment period is paused and restarted if the placement proves unsuccessful.
- 5.4. Women who have been made redundant and who are on statutory maternity and employees in a similar position during their statutory adoption leave period have a right to be offered a suitable alternative vacancy ahead of other employees. This is a requirement of Employment Law under Reg 10 (2) of the Maternity and Parental Leave Regs 1999 and Regulation 23 of the Paternity and Adoption Leave Regs 2002. This priority treatment arises at the time when the woman or

employee concerned is actually made redundant and not before. Once the statutory maternity/adoption leave period has ended so does this right. The same priority position also applies to men who are on statutory additional paternity leave under the terms of Reg 28 of the Additional Paternity Leave Regulations 2010.

5.5. Suitable alternative employment means the work to be done is suitable in relation to the employee and appropriate for her to do in the circumstances, and the provisions of the contract as to the capacity and place in which she is to be employed and the other terms and conditions are not substantially less favourable than they would have been if the employee had continued to be employed under the previous contract.

5.6. Considering disabled redeployees for redeployment opportunities alongside other redeployees will ensure that the most suitable person is selected for the post. Reasonable adjustments to enable the employee to carry out the requirements of the post, as required by the Disability Discrimination Act 2005 (revised 2004 & 2005), will be made.

5.7. Consultation

Meetings have been held with trade union representatives to discuss the implementation of the revised proposals.

The unions do not support the changes to the scheme.

Discussion has been held on operational detail and officers can update the committee.

6. Other options considered

6.1. The option of continuing to offer redeployment in addition to the period of notice has been considered by officers. However, this option will incur salary costs at a time when the council is forced to reduce its paybill. Given the limited nature of the paybill additional redeployment cost will impact on the sustainability of jobs elsewhere in the Council.

6.2. A survey of 19 other London boroughs was conducted and all confirmed that none of them provide a separate redeployment period before notice of dismissal is issued. All boroughs look for alternative jobs during the period of notice given to the individual.

There is no practical alternative to a selection process if more than one redeployee is suitable for a single vacancy.

7. Service Financial Officer Comments

7.1. Over the past two years, the average grade of a redeployee was SO1. The average weekly salary including on-costs of an SO1 on spine point 31 is £700. During the two year period 2008/2010, 72 redeployees accepted redundancy and all had received 12 weeks of redeployment. If a concurrent period of redeployment and notice had been in place, a saving of £604,800 would have been obtained

8. Head of Legal Services Comments

8.1. The Head of Legal Services has been consulted on the content of this report. There is a duty on an employer to consider whether suitable alternative employment is available to offer to employees at risk of dismissal on the grounds of redundancy. There is no implied or express requirement for such consideration to take place over any time scale other than during the period of contractual notice. The specific duty on an employer to give priority to women on statutory maternity leave, men on statutory additional paternity leave and employees on statutory adoption leave is dealt with in the body of the report.

9. Chief Financial Officer Comments

10.1 The Chief Financial Officer has been consulted over the contents of this report and concurs that the recommendation should deliver savings to the Council by avoiding costs. Clearly the total in any one year will vary depending on the number and grade of staff becoming redeployees and the figures outlined in paragraph 8.1 are for illustrative purposes only.

10. Equalities & Community Cohesion Comments

10.1. An equality impact assessment survey was conducted when the redeployment policy was updated in March 2010. The survey highlighted that that 71% of all redeployees were in the middle grade range of Sc6 – PO3 (38% of all council staff were in these grades).

10.2. A total of 15 staff were referred to the redeployment register for medical reasons (all were classified as meeting the Disability Discrimination Act criteria), during the period surveyed. This figure represents 11.5% of the total number of redeployees for the same period, but only 0.12% of the workforce. During the same period, 4.8% of all employees classified themselves as disabled, so the number of medical redeployees compared to the workforce was low, but was a significant number of the redeployee group.

10.3. 40% of medical redeployees were successfully redeployed during this period, compared to 44% of the general redeployee group. 60% of medical redeployees were either dismissed following formal sickness absence management or as a result of redundancy compared to 55% of the general redeployee group who were dismissed as a result of redundancy. The figures show that disabled redeployees are not treated disproportionately worse than non-medical redeployees and have a similar success rate in being identified for alternative work.

10.4. 61% of redeployees were aged between 35-54 (this age group made up 63% of all council staff), so there are no trends showing that those in either the younger or older age bracket have been particularly targeted for redeployment.

10.5. Those coming from a BME background formed 62% of the redeployee group compared to 54% of all council staff who identify themselves as coming from a BME background. However, 54% of the redeployee group were successfully

redeployed. These figures are also skewed due to the closure of one unit during the period where 80% of the staff employed were BME. The relatively high number of staff from one unit closure was unusual during the last two years. Equalities Officers analysed the information with HR Officers and could not find discriminatory practice in the way in which redeployment is managed.

- 10.6. The historic data doesn't show any clear trends which can be used to forecast the potential effect on staff groups which may result during the coming period of change. The current situation is likely to impact on all grade levels and as a consequence affect staff at all ages and from a variety of ethnic backgrounds.

11. Local Government (Access to Information) Act 1985

- 11.1. No documents required to be listed were used in the preparation of this report.



Haringey Council

Agenda Item

General Purposes Committee on 28 October 2010

Report Title: **Employment Profile 2009 - 2010**

Forward Plan reference number (if applicable): [add reference]

Report of: **Assistant Chief Executive (People & OD)**

Wards(s) affected: **ALL**

Report for: **Key decision**

1. Purpose

1.1 To advise the Committee of the key workforce statistics for the last financial year - 1 April 2009 to 31 March 2010.

2. Recommendations

2.1 Note the contents of the attached Employee Profile Analysis in appendix A.

Report Authorised by: **Stuart Young, Assistant Chief Executive (People & OD)**

Contact Officer: **Steve Davies, Head of Human Resources, 020 8489 3172**

3. Chief Financial Officer Comments

3.1 . There are no financial comments.

4. Head of Legal Services Comments

5.1 . The Head of Legal has no comments on the report

5. Local Government (Access to Information) Act 1985

5.1 No documents that require to be listed were used in the preparation of this report.

6. Financial Implications

6.1 There are no additional financial implications arising out of this report.

7. Equalities Implications

7.1 The Employment Profile enables Haringey to fulfil obligations under the Equality Act 2010.

8. Introduction

8.1 The Employment Profile has been produced using information from the Council's management information system SAP for the period 1 April 2009 to 31 March 2009.

8.2 The Employment Profile helps the HR Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the People Strategy are achieved.

9. Current Local Government Context

9.1 The profile refers to workforce information up to April 2010. However, since the new coalition government was elected in May it is clear there will be considerable change facing local government over the next 2-3 years. Therefore reference is made in this report, but not within the profile itself, as to how the council plans to address the budget reduction programme and potential impact on workforce strategy.

9.2 The council have developed a programme to help achieve the challenging budget reduction targets being imposed by the government. This is called the Haringey Efficiency & Savings Programme (HESP). The programme covers a number of project streams all with a variety of actions looking at how service provision can be changed and budgets reduced. These streams are called

- Intelligent budgeting – focussing on business as usual efficiencies and budget/ paybill reductions.
- Strategic Commissioning & Procurement
- Support Functions / Customer Contact reviews – focussing on cross council service provision and finding efficiencies in ways of working and service delivery models.
- Prevention & Partnerships – focussing on our partnership arrangements with other organisations in delivering council and public services for our residents.
- Smart Working – continuation of the council building reduction strategy which is facilitated by flexible working arrangements and information technology systems.

- Smarter People Management – focussing on the way in which we manage our workforce and any paybill related efficiencies that might be achieved.

- 9.3 The focus of people related strategies and change fall under the Smart Working, Smarter People Management and Intelligent Budget areas. Recent focus of budget spend reduction has been on controlling recruitment, discretionary spend, agency staff and consultants.
- 9.4 A recruitment freeze has been introduced to help reduce expenditure on staff salaries. A post may be advertised internally but external adverts have only been released for posts, such as social workers. This has reduced recruitment advertising levels from a level of approx 310 a year to a predicted level of approx 120 advertisements for this year. From April to September only 47 adverts went external to the council – mostly for social workers and some legal officers. This has reduced advertising spend from £330,000 for the same period last year to £127,000 this year.
- 9.5 An exercise was undertaken jointly with finance to highlight to managers the level of discretionary expenditure on paybill items such as honoraria payments and overtime, with a view to reducing this. This has proven successful with a reduction in expenditure of approx 80k per month (20%) as at September.
- 9.6 The use of consultants and interim managers is regularly monitored. A recent review has reduced the number of consultants from 82 in June to less than 60 at present and Directorates are continuing to scrutinise their usage with a view to create further reductions.
- 9.7 A review of agency staff including numbers and charge rates is in progress. As a result we have reduced the average number of agency staff from 664 full time equivalent to 482 full time equivalents in September, a saving of £450k per month. And based on current agency usage levels it is expected the new charge rates that have been introduced will save an additional £590k until the end of the financial year.

10. The Employment Profile 2009 – 10 - Key Information

- 10.1 The Employment Profile is based on information for 9067 staff including schools staff. This year is the first year that we have included information for schools based employees. Note - the information excludes casual/sessional staff who are used on an as and when basis – there are approx 1850 casual staff.
- 10.2 In addition to our own staff the council engaged 685 full time equivalent agency workers at the end of the financial year. Directorates are continuing to monitor the use of agency staff to ensure that only reasonable and necessary agency levels are maintained, and as

mentioned above agency usage has reduced considerably in recent months. As at March 2009, 14% of Haringey's total workforce was agency, this is line with the London borough average of 13% (London Councils Scorecard Quarter 3 2009/10).

- 10.3 The Agency contract also provided opportunities for regeneration through work with main 41 agency suppliers which helps us to offer support and training to the long term unemployed. Through this partnership over 100 people have been placed in local jobs during the last financial year with over 70% still working.
- 10.4 Approximately 74% of the workforce are women.
- 10.5 Approx. 44% of the workforce are from black & minority ethnic groups compared with the Haringey population of approx 34% black & minority ethnics. When other white minority groups are included e.g. Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, the council workforce figure rises to 62% compared to a borough population figure of 55%.
- 10.6 43% of staff live and work in the borough.
- 10.7 44% of staff are classed as part time workers – working less than 36 hours per week.
- 10.8 The average age of the workforce is 43 years old. 4% of staff are aged under 25 and compares well with the London borough average of 4%. Approx. 10% residents in the borough aged 18-24 years. 16% of staff are aged 55 plus compared with approx 10% in the borough profile aged 55–69 years
- 10.9 The number of disabled staff in the workforce stands at 4.5%. Although this is a reduction in percentage terms of 0.5% compared to last year we have increased the number of disabled staff from 391 in March 2009 to 408 in March 2010.
- 10.10 Employee turnover rates stood at 11% over the last year. This is a decrease of 3% compared to the previous year and reflects the current economic situation. This is in line with the turnover levels of other London authorities, at 11% (London Councils Scorecard Quarter 3 2009/10). Resignation rates are down by 3% to 6%, but are also in line with London authorities average.
- 10.11 We have been trying to understand the reasons for people leaving the organisation through exit interviews and questionnaires. We obtained information from approx 50 leavers. Neither the completed questionnaires nor the interview information show any clear trend why staff choose to leave the Council, instead reasons are varied and have included job changes, moving out of the area, returning to education or personal reasons.

- 10.12 Redeployment success has remained at about 40%. We have successfully redeployed 24 people, out of 62 staff, saving the council approx £250k.
- 10.13 We made a successful bid for social care apprenticeship funding from Skills for Care. We were one of only 5 London boroughs to secure funding. A total of 14 apprenticeship places were offered and 10 young people accepted the offer and started work on fixed term contracts in November 2009, all 10 were successful in being awarded the NVQ2 Social Care qualification. The placements were split 50:50 between Learning Disabilities and Older People's Services. The programme ended on 31st July 2010 and 5 apprentices were offered a new fixed term contract for 6 months. Unfortunately, with the coalition government's cuts it is unlikely funding will continue for this programme again.
- 10.14 The council's average sickness levels at the end of March 2010 stood at 9.4 days. This is an increase of over half a day in the last year. We consider a big factor in this increase was the 'swine' flu pandemic last year which helped to add significant sickness
- 10.15 The HR Service has been working to improve absence management over the past year and by focussing on long term sickness absence and better management of cases with managers.

11. People Strategy

- 11.1 The information provided in the Employment Profile will feed into the strategic plans and actions that HR & OD develops for workforce planning purposes.
- 11.2 The People Strategy has outlined a number of initiatives to improve people performance. This is the subject of a separate report on the committee agenda.

Agenda item:

[No.]

General Purposes Committee

On 28 October 2010

Report Title: **Support Functions Review (SFR) – Policy and Performance Functions**

Report of: **Stuart Young, Assistant Chief Executive People and Organisational Development**

Signed : 

Contact Officer : **Eve Pelekanos, Corporate Head of Policy and Performance**

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

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

- 1.1. In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the policy and performance functions within the Council. On 15 July 2010 Cabinet Advisory Board (CAB) endorsed proposals to create a council wide centralised shared service for the policy and performance functions.
- 1.2. The attached report is based on that agreement and sets out a proposed model for streamlining these functions. On 23 September the General Purposes Committee discussed the proposed model and requested that following consultation the final model (Appendix 1 of this report) be presented to this committee.
- 1.3. Members to agree the proposed centralised model for the policy and performance and the associated efficiencies.

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

- 2.1. The SFR of Policy and Performance contributes to the Council Plan priority of **'Delivering high quality, efficient services'** by ensuring that these functions are provided in the most cost effective way.

3. Recommendations

That Members:

3.1 Note that formal consultation on the proposed centralised model for the policy and performance and the associated efficiencies has now finished and that this report describes the final model and associated efficiencies.

3.2 Agree the model provided in the report

3.3 Note the timetable for delivery.

4. Reason for recommendation(s)

4.1. The new Strategic Planning and Support Unit will be key in ensuring that the council has a policy framework which meets statutory requirements and enables effective service delivery.

5. Other options considered

5.1. Not applicable

6. Summary

6.1. In February 2010 as part of the SFR, CEMB agreed to review the organisation of the policy and performance functions within the Council.

6.2. In recognition of the need to respond to the new national and local agendas, make efficiencies and meet the future needs of Haringey, in July CEMB and CAB, agreed that the new model for the Council's policy and performance functions will be a centralised shared service to be known as the Strategic Planning and Support Unit. It will include the functions below:

- **Strategic Planning** – policy, research, cohesion (including equalities), partnerships and scrutiny
- **Business Intelligence** – performance management and systems support, data and needs analyses, data quality and customer insight

6.3. The attached paper is based on that agreement and sets out a proposed model and associated efficiencies for streamlining these functions.

6.4. An indicative saving of £1,108,395 will be achieved.

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has reviewed the proposals in this report with the author.

7.2. The current cost of this service is approximately 94% funded from LBH core and 6% external grant funding; the latter is largely all within PPP&C. Estimated savings have been made against the current cost of provision regardless of funding source.

7.3. The costing of the proposed structure has been checked and should enable the estimated cost saving to be realised on full implementation.

7.4. At the current stage it hasn't been possible to assess whether any redundancy costs will be incurred and the Council should aim to redeploy any displaced staff in the first instance. Should this not be possible any one-off costs will have to either be met corporately or offset against the first year's savings. Work is underway to identify a corporate redundancy reserve.

8. Head of Legal Services Comments

8.1. There are no specific legal implications concerning the model to be adopted by the Council for policy and performance 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. Consideration should be given in order to confirm the proposals for the appropriate pools for redundancy selection and the selection criteria to be adopted. The proposals are at such a stage that statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 should be undertaken, in addition to appropriate consultation with the employees affected by the proposals. This consultation should be carried out while the proposals are still at a formative stage and where no final decision has been made.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. A further detailed Equalities Impact Assessment of the Policy and Performance SFR is being finalised..

11. Consultation

11.1. Informal consultation has included:

- Three stakeholder workshops held during May and June 2010 to get the views of both senior officers and staff delivering policy and performance functions
- Meetings with Directors and Assistant Directors to get their views
- During the first half of July 2010 meetings with staff working in functions covered

by the scope of the review on the proposed model.

11.2. The feedback from the informal consultation has been used to develop the model described in the attached report.

11.3. Formal consultation ran from 6th September to 14th October 2010. Further meetings with staff and unions were held during this period.

11.4. Feedback from the formal consultation has been used to refine the model and associated efficiencies described in this report.

11.5. A frequently asked questions and answers sheet has been prepared and circulated to affected staff.

12. Service Financial Comments

12.1. Based on the proposed model the resource undertaking policy and performance functions will be halved. The estimated saving is a 43% reduction in the number of posts and a 36% reduction in cost between the current and proposed structure.

12.2. Any shortfall from the aspiration of a 50% cost reduction should, if possible be found either by other overlapping support function reviews or from within directorates. An analysis of the other SFR's/Directorate reviews suggests this is possible.

12.3. It is assumed that redundancy costs will be met centrally.

13. Use of appendices /Tables and photographs

Appendix 1: The proposed model for Policy and Performance

14. Local Government (Access to Information) Act 1985

14.1. Not applicable



Haringey Council

Appendix 1: Proposed model for policy and performance functions in Haringey

1. Introduction

In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the policy and performance functions within the Council. On 15 July 2010 Cabinet Advisory Board (CAB) endorsed proposals to create a council wide centralised shared service for the policy and performance functions. The report below is based on that agreement and sets out the proposed model for streamlining these functions; it incorporates comments from both the informal and formal consultation periods.

2. Background information

2.1 Responding to the new national and local agendas

To maximise our limited resources and deliver the new national and local government agendas, evidenced based strategic planning and delivery of our priorities is crucial. The key issues are:

- The increased focus on very local place shaping which requires robust strategic planning; we are still required to produce a range of evidence based statutory plans and strategies
- Whilst the Comprehensive Area Assessment (CAA) has been abolished, service inspections will continue e.g. this year the Care Quality Commission (CQC) has added additional requirements for adult social care under sections 48 and 54 of the Health and Social Care Act, through an intense programme of special reviews and studies and OFSTED will continue with announced and unannounced inspections.
- There remains a requirement to complete statistical returns, and public services will be required to publish their performance in an accessible and easy to understand way
- Whilst Local Area Agreements (LAAs) have been abolished government departments are reissuing performance frameworks e.g. CLG has stated that it will issue a revised list of indicators, DH is developing three outcomes frameworks (covering health, adult social care and public health) and DfE will also publish a revised performance framework.
- Although the future of Local Strategic Partnerships is unknown partnership working across sectors and the shared services agenda are crucial
- In the last year the range of statutory needs assessments has increased e.g. Local Economic Assessment, Child Poverty Needs Assessment; in addition the most recent NHS White Paper places the lead for the statutory duty of carrying out Joint Strategic Needs assessment on local authorities
- There continues to be a strong role for Overview and Scrutiny

2.2 Efficiencies

The Council has identified the need to make significant efficiencies in the period 2011- 2013 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014. At Cabinet Advisory Board (15 July 2010) Members gave a clear indication that a 50% saving is expected from this review.

2.3 Meeting Haringey's future needs

The Council will be going through a number of changes in the coming months which will impact on its structure and functions. Support services will need to be able to respond and enable these changes.

3. Scope of the proposed model

3.1 Determining the scope of the review

i) Defining who does policy and performance

The following steps were taken to get the most accurate picture possible of the numbers of staff carrying out policy and performance activities across the Council:

- Consideration of the initial SFR activity analysis completed for all support functions in 2009
- Discussions were held with Directors/Assistant Directors
- Working knowledge of who undertakes policy and performance was drawn on
- Analysis of the full and most up to date list of employees from SAP to take account of the recent validation exercise

ii) Benchmarking

Research amongst other local authorities showed that the majority have opted or are opting for centralisation. The overall benefits sought are:

A single view of policy/performance

- Holistic approach to strategic planning for outcomes
- Single point of access for business intelligence
- Flexible capacity to support services through transferable knowledge and skills
- Efficiencies

iii) Initial workshops with key stakeholders

Three stakeholder workshops were held to get the views of both senior officers and staff delivering policy and performance functions. A summary of the key attributes required from policy and performance functions is shown below:

- **Be analytical experts with high levels of capability**
- **Act as internal consultants**
- **Maintain specialist knowledge and be able to fit local service work and statistics into central picture**
- **Provide better business intelligence and analysis for the whole Council**

3.2 The proposed model for policy and performance functions

Following discussions at CAB and CEMB it was agreed that the new model for the Council's policy and performance functions will be a centralised shared service to be known as the **Strategic Planning and Support Unit**.

It will include the functions below:

- **Strategic Planning** – policy, research, cohesion (including equalities), partnerships and scrutiny
- **Business Intelligence** – performance management and systems support, data and needs analyses, data quality and customer insight

3.3 Criteria for functions to be included in the new unit

In deciding which functions should be undertaken by the new unit, a distinction is made between strategic and operational policy.

Strategic policies set out a high-level approach to an issue that is designed to deliver change.

Operational policies are defined as those providing a framework for service delivery; they enable the consistent application and interpretation of legislation and strategic policy.

Strategic policies/strategies and high level information analysis will be undertaken by the centralised function whilst operational policies and data input and processing remains within the services.

Following discussions with Directors and Assistant Directors the **criteria** below have been used to compile the list of posts to be included in this review.

Inclusions
<p>Those responsible for:</p> <ul style="list-style-type: none"> • Functions included in the SFR definitions of policy and performance (see Annexe 1) • The development of strategic statutory plans, e.g. Sustainable Community Strategy, Housing Strategy , Equalities policy and strategy • The development of strategic non statutory plans e.g. Children and Young People's Plan, Greenest Borough Strategy • Needs analyses to inform strategic planning and commissioning • Statistical returns to government departments • Supporting performance management • HSP support • Scrutiny support <p>N.B. Strategic policies, plans and strategies will be developed with the relevant service(s).</p> <p>The following areas are also included in the review:</p> <ul style="list-style-type: none"> • Information governance – it is proposed that this function is covered by the Feedback Team • Systems development teams (Framework-i and OHMS)

Exclusions
<p>Those responsible for:</p> <ul style="list-style-type: none"> • The delivery of policies, plans and strategies

Exclusions
<ul style="list-style-type: none">• Operational policies, strategies and data input e.g. Organisational Development and Human Resources policies, strategies and data; IT strategy; finance• Procurement policies and strategies (as per SFR definitions)• Business Development and other support posts such as those heavily involved in admin or finance (they will be included in future rounds of the SFR)• Agenda setting for thematic partnership boards – to be led by Directors' Offices as capacity remains within the services

3.4 Issues relating to the scope raised during informal consultation with staff and senior managers

During the first half of July 2010, informal consultation was carried out with staff and management on the proposed model. It has highlighted that adjustments to the scope must be considered if the new function is to work effectively and the efficiencies achieved. The following issues were raised:

- Synergy and close links need to be maintained between the performance function and systems to support the development and improvement of performance reports e.g. Framework-i, OHMS, CRM, and SAP.

Benchmarking shows that systems support for social care is located with performance.. It is proposed that Framework-i development work is incorporated within the new Business Intelligence function as it is closely linked with social care performance management.

- The scope to include the independent investigation stage of complaints in line with the original SFR definition. A review of complaints is being undertaken separately.

Although the original SFR definition included consultation, it has been decided that a review of this function will be undertaken separately.

3.5 Issues relating to the scope raised during formal consultation

Formal consultation was carried out between 6th September and 14th October. The consultation generated many comments and suggestions which as far as possible have been incorporated into the revised model.

The key issues raised have been addressed in a question and answer sheet which has been circulated to all staff. They included:

- Concern about overall capacity to deliver the new agenda – in particular that the Business Intelligence Team was under resourced – an additional post has been added. It will be funded through a vacancy in Corporate Polciy and Performance.
- Clarification of the distinction between strategic and operational policy
- How to retain specialisms

4. Functions of the new Unit

The Strategic Planning and Support Unit will actively support front line services and provide the business intelligence to set strategic priorities and agree commissioning intentions. The key functions will be:

4.1 Strategic Planning

- Lead on the development of statutory and key strategic council and partnership documents e.g. Equalities Duty Scheme, Sustainable Community Strategy
- Ensure linkages between policy areas and across thematic partnerships
- Produce the Borough Profile and contribute to statutory and other needs analyses to inform strategic commissioning
- Provide guidance and work with services to ensure the Council meets its Equalities Public Duties
- Provide policy and strategy guidance and support to Directorates on operational policies, strategies and plans
- Ensure that a strategic corporate perspective is integrated within operational policies, strategies and plans
- Assist services in the preparation for inspections and statutory returns
- Provide efficient and effective support to ensure the operation of the HSP and its sub groups
- Co-ordinate research and policy support to Overview and Scrutiny
- Provide support to the Council's research governance framework

4.2 Business Intelligence

- Carry out high level trend analysis and projections to inform needs assessments, policy, commissioning and service delivery
- Establish a customer insight function
- Provide performance information and reports to Directorate Management Teams, CEMB, Members and the HSP through agreed reporting cycles
- Carry out data quality audits and challenge performance and practice where necessary and as a result trigger improvement action
- Carry out systematic and ongoing benchmarking
- Ensure improvement work is undertaken where appropriate and as agreed with services
- Input to inspections and statistical returns for the Council and HSP
- Attend meetings with regulators as required by services
- Publish performance information
- Enable the development of Framework-i to support performance management and social work practice

5. The way of working

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 to:

- Agree annual Strategic Planning and Business Intelligence work plans at CEMB
- Appoint identified Officers with specialist knowledge to provide close links to services
- Enable officers to be linked to a service but with flexibility to support the Council and HSP as required
- Ensure that resource allocation to services is risk based and directed to where the Council needs to focus its efforts to improve services. The strongest resources will be allocated to the service that needs the highest level of support
- The Head of the Strategic Planning and Support Unit would be answerable to both the relevant Director as well as the Chief Executive

6. The proposed model

6.1 Current and proposed posts and costs

Following formal consultation the overall number of current posts included in this review has been reduced,

- Detailed discussions have taken place with Directorates with regard to the split between policy development and implementation; the outcomes are reflected in the movement of posts particularly in Economic Regeneration and Community Safety.
- An additional post has been added to the Business Intelligence (BI) team in response to wide concerns about the capacity of the team and the recent NHS White Paper.
- There is an overall 43% reduction in the number of posts and a 36% reduction in cost between the current and proposed structures.

The shortfall from the 50% cost reduction will be found either by other overlapping support function reviews or from within directorates. **An indicative saving of £1,108,395 will now be achieved,**

Annexe 2 shows the proposed staffing arrangements. **This shared resource will provide strategic planning and business intelligence support to the**

whole council and the HSP. The Scrutiny function is included in the diagram as the resource will contribute to delivering economies of scale.

6.2 Risks

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 Chief Executive's Service and other 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.

7. Proposed timetable

7.1 Next steps

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

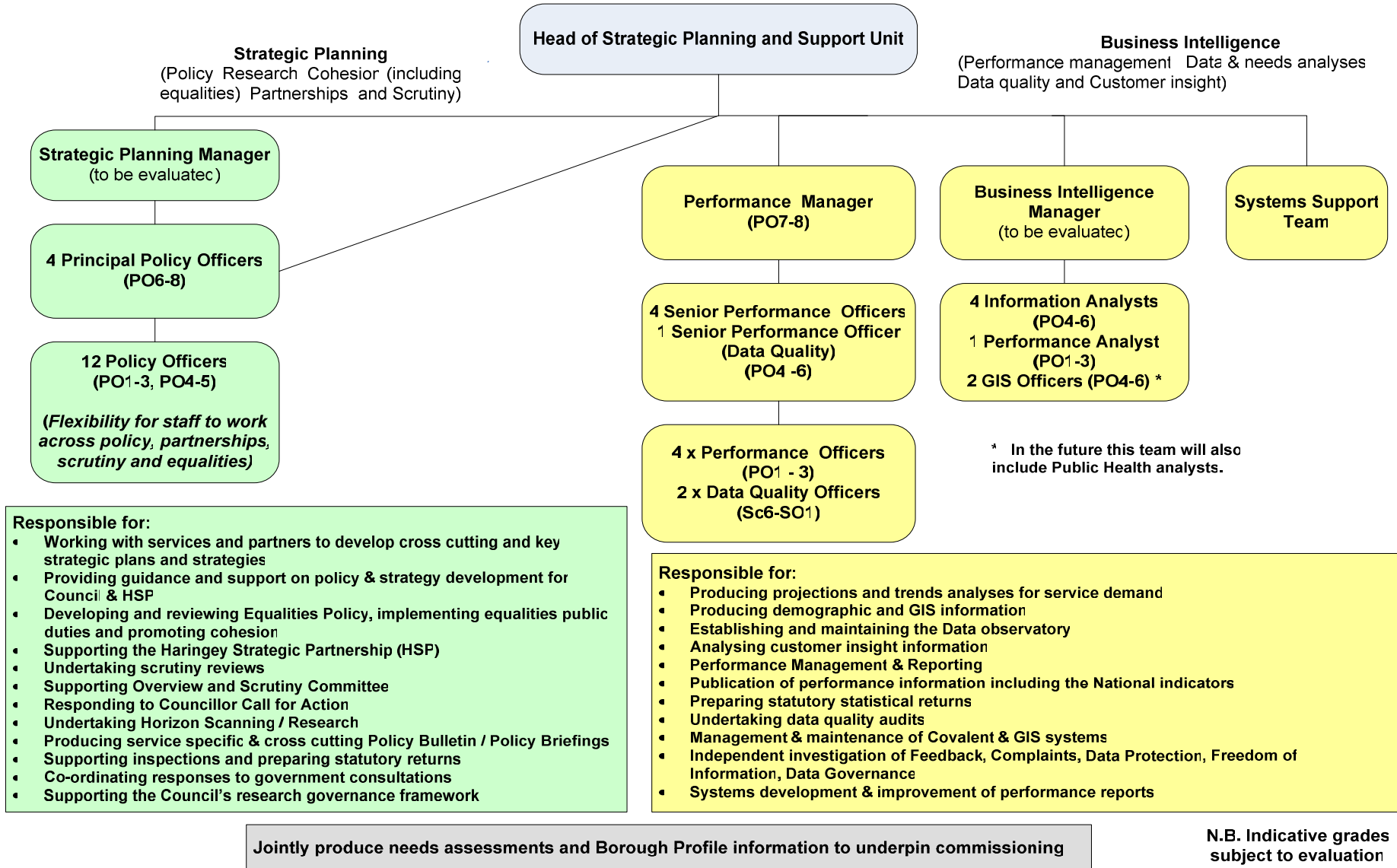
Activity	Timescale
Discussion with Directors and Assistant Directors to finalise the service offer	July – August 2010
Equalities Impact Assessment carried out	July- September 2010
Formal consultation	From September 2010
General Purposes Committee	23 September & 28 October 2010
Implementation date	March 2011
First year review of new function	March/April 2012

Annexe1: SFR Activity definitions relating to Policy and Performance

Activity	Definition
Strategy and Policy	Determining the future direction and objectives for the council and the specific policies needed to support achievement of this. Would include strategic planning and policies at a community planning, council and service level.
	Note procurement strategy is under Procurement and Commissioning. Health and Safety Strategy is included under Health and Safety.
Research and Consultation	Undertaking research and consultation activity in support of strategy and policy development.
QA, Performance Management and Improvement	Evaluation, maintenance and development of quality against standards and service performance targets and the initiation of change/improvement activities e.g. Internal process improvement teams (maybe including some internal audit), Actioning customer feedback about services including complaints, Independent reviews of services e.g. Child protection, Care Assessment, Inspection of facilities e.g. swimming pools.
	Identifying Key Performance Indicators (KPIs), Performance reporting, Comprehensive Performance Assessment (CPA) ¹ process, Joint Area Review (JAR) process etc. Developing the performance management regime.
	This does not include staff performance management which is included under Management and Supervision.
Business Information and Reporting	Gathering, analysing, reporting and interpreting business data and performance. Includes the development of any standard / bespoke reports, trend analysis and recommendations. This is the actual collation of data rather than the decision on the information to be collated.

¹ No longer in existence

Annexe 2: Proposed staffing arrangements: Strategic Planning and Support Unit - Strategic Planning & Business Intelligence



This page is intentionally left blank

Agenda item:

[No.]

General Purposes Committee

On 28th October 2010

Report Title: **Support Functions Review (SFR) – Marketing & Communications Functions**

Report of: **Stuart Young, Assistant Chief Executive People and Organisational Development**

Signed : 

Contact Officer : Charles Skinner, Head of Communications & Consultation

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report

- 1.1. In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the marketing & communications functions within the Council. On 15 July 2010 Cabinet members noted proposals to create a council wide centralised shared service for the marketing and communications functions.
- 1.2. The attached report is based on that agreement and sets out a proposed model for streamlining these functions. Cabinet Members have given a clear indication that a 50% reduction in spend is expected from this review.
- 1.3. This report asks Members of General Purposes Committee to agree the proposed centralised model for the marketing & communications functions and the associated efficiencies, subject to any issues of significance that might arise from the formal consultation currently underway.

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

- 2.1. The SFR of Marketing & Communications contributes to the Council Plan priority of **'Delivering high quality, efficient services'** by ensuring that these functions are provided in the most cost effective way.

3. Recommendations

That Members:

3.1 Note that formal consultation on the proposed centralised model for the marketing and communications and the associated efficiencies took place from 6th September until 6th October 2010.

3.2 Approve the proposals for a Marketing and Communications Service as detailed on the attached paper subject to the amendment at paragraph 11.5 below. It is not envisaged that the amendment will alter the overall financial savings in the report as provision had been made for the temporary retention of some in house capacity.

3.3 Note the timetable for delivery.

4. Reason for recommendation(s)

4.1. The revised Marketing & communications service will deliver efficiencies by reducing the resource deployed on the function and by providing a single point of control to ensure that any expenditure on marketing maximises its return.

5. Other options considered

5.1. The SFR considered various organisational models for how marketing might be run and these were assessed against the desired efficiency benefits.

6. Summary

6.1. In February 2010 as part of the SFR, CEMB agreed to review the organisation of the marketing and performance functions within the Council.

6.2. A series of VfM (Value for Money) reviews into communication demonstrated that cross Council working could be improved; that the planning and evaluation of marketing might be better co-ordinated; that the work of print and design would benefit from a further review.

6.3. The attached paper is based on the VfM review and from the Support Functions Review. It sets out a proposed model and associated efficiencies for streamlining these functions.

6.4. A consultation period ran from 6th September 2010 for a month to enable comments on the proposals to be provided. A summary of the main themes emerging is reported below.

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has reviewed the proposals in this report with the author.

7.2. The costing of the proposed structure has been checked and should enable the estimated cost saving to be realised on full implementation.

7.3. At the current stage it hasn't been possible to assess whether any redundancy costs will be incurred and the Council should aim to redeploy any displaced staff in the first instance. Should this not be possible any one-off costs will have to either be met corporately or offset against the first year's savings. Work is underway to identify a corporate redundancy reserve.

8. Head of Legal Services Comments

8.1. There are no specific legal implications concerning the model to be adopted by the Council for marketing and communications 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. Consideration should be given in order to confirm the proposals for the appropriate pools for redundancy selection and the selection criteria to be adopted. The proposals are at such a stage that statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 should be undertaken, in addition to appropriate consultation with the employees affected by the proposals. This consultation should be carried out while the proposals are still at a formative stage and where no final decision has been made.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. An Equalities Impact Assessment of the Marketing & Communications SFR has been carried out and it found no adverse effects in terms of equalities.

11. Consultation

11.1. Informal consultation has included:

- Three stakeholder workshops held during May and June 2010 to get the views of both senior officers and staff delivering policy and performance functions
- Meetings with Directors and Assistant Directors to get their views
- During the first half of July 2010 meetings with staff working in functions covered by the scope of the review on the proposed model.

11.2. The feedback from the informal consultation has been used to develop the model described in the attached report.

11.3. Formal consultation ran from 6th September to 6th October 2010. Further meetings with staff and unions were held during this period. In addition written comments were received. The main themes emerging during consultation were:

- Concern that a smaller unit would struggle to provide services
- The relationship between a central unit and services in relation to specialist knowledge
- How jobs that currently involve a mixture of marketing activities and other disciplines would be treated
- A case for keeping the print room open
- A number of points specific to individual posts

11.4. In reply the Head of Communications and Consultation has drafted a set of responses providing reassurance about service quality; how relationships will be effectively maintained; how multi disciplinary jobs will be treated; and has provided commentary on the rationale for specific post queries.

11.5. On the closure of the print room it is recognised that whilst the print room offers a responsive and committed service it cannot compete with external suppliers. External suppliers can by the nature of their businesses make much more use of printing equipment over longer hours resulting in much reduced unit costs. The original proposals contained provision for the retention of some resource to deal with urgent committee papers, etc. Officers consider that a phased approach to the print room closure would mitigate any risks in this area. The print room proposals will therefore be amended to provide for a fixed term a much reduced facility of one machine with operator. The arrangement is proposed for 12 months to be reviewed at that point with a view to removing the resource if external provision has proven satisfactory.

11.6. The remaining proposals remain as presented to GP Committee in September 2010, and on the attached paper.

12. Service Financial Comments

13.1. The proposed model for the centralised marketing and communications team shows a 50% reduction in posts and a budget reduction of £376k between the current and proposed structures.

13.2. As a result of ongoing formal consultation the number of posts affected has not changed. A minor amendment at paragraph 11.5 will affect the profile of savings because of a phased implementation to the closure of the print room.

13.4. It is currently assumed that any resultant redundancy costs will be met corporately. However, see CFO comments at paragraph 7.3

13. Use of appendices /Tables and photographs

Appendix 1: The proposed model for Marketing and Communications

14. Local Government (Access to Information) Act 1985

14.1. Not applicable

This page is intentionally left blank



Haringey Council

Appendix 1: Proposed model for marketing & communications functions in Haringey

1. Introduction

In February 2010 as part of the Support Functions Review (SFR), Chief Executive's Management Board (CEMB) agreed to review the organisation of the Marketing and Communications function within the Council. On 15 July 2010 Cabinet Advisory Board (CAB) endorsed proposals to create a council wide centralised shared service for Marketing and Communications . The report below is based on that agreement and sets out a proposed model for streamlining these functions.

2. Background information

2.1 The proposed changes in the delivery of Marketing and Communications function were identified in :

- A VFM review of Marketing and Communications identified a number of actions many of which have or are being implemented. There were a number of findings which can now be addressed as part of this project, these are as follows:
- It was found that improvements could be made in terms of how Marketing and Communication Officers at the centre and in the Directorates work together.
- There was a lack of planning across the organisation on marketing and communications. It was recommended that this becomes an integral part of business planning using a best practice model which should enable improved planning, capacity building and prioritisation and cost efficiencies.
- The review found that there is no corporate consideration of marketing and communications posts or where they sit within the organisation, which means that there is no overall matching of work volume with staff resources.
- A follow up Value for Money review specifically of the Design and Print Service made the following recommendations :
- Introducing best practice – There needs to be formalisation of procedures and the provisions of appropriate tools to redress the current confused process and inconsistent controls that exist.
- Restructuring the business, by a staged closure of the in-house Print Team, changes to the roles of the marketing and communications team and an overhaul of the infrastructure of the design team.
- Improved Management Information: Improved central controls and records and the automation of time consuming administration and artwork generation



Haringey Council

are essential to enable appropriate management of design and print through a central gateway and to increase capacity in the activity.

- Improving procurement - efficient, robust and competitive processes can deliver annual savings .
- Improving the quality of the service. Structured communication between clients, project managers and designers, coupled with transparent and auditable quality management procedures to deliver clear and measurable improvements in terms of quality of service and product.
- Enhancing brand management. Enhanced identity guidelines and a central system to enable effective monitoring of output to ensure design and print output serves to project a cohesive image of the council.

3. How is the Marketing and Communications Function in Haringey organised?

3.1 The current vision of the Communications and Consultation Service is to promote the council's work in the most positive light to help build and protect our relationship with residents and our corporate reputation. The service is structured into the following sub functions:

- **Media relations:** responsible for all council media relations, including responding to press enquiries and writing press releases for both external and internal communication. This function is currently undertaken within the Communications and Consultation Service and there are no plans to change the current offering or the staffing structure.
- **Online communications:** the Communications Unit working with the Customer Services Function will be the overall owners for the strategic development of both the council's website and with Human Resources for the strategic development of the councils intranet site Harinet. The Internet site will be developed under the ownership of the Online Media Board recently created to drive changes in the way we transact as well as communicate with our customers, residents and stakeholders.
- **Consultation:** to be responsible for the consultation that the council carries out to ensure that the council consults when appropriate and follows legal obligations. This service is managed within the Communications and Consultation Service and no staffing or structural changes are proposed but the development and the analysis of the results of undertaking engagement and consultation needs to be promoted in conjunction with the future role of the Policy and Strategy Function.
- **Marketing and Communications:** to be responsible for fulfilling the clients brief by advising on and supporting the production of a wide range of publicity and display materials They interface closely with design and print suppliers both internally and externally to ensure that jobs are



Haringey Council

completed on time and are value for money acting as account managers . The team ensures that messages are consistent, accessible and promote a positive and professional image of the council. Through workshops with both commissioners and practitioners this function has been identified as an area where the interface with services is seen as being confused with duplicated and bureaucratic processes and is the subject of proposed changes in this report.

- Design & Print: the Design team provide the graphic design on a wide range of publicity materials including brochures, leaflets and posters. Their work is supplied by the Marketing Communications team. The Print team provide the council's internal printing service. Both the creative designer and internal print functions have been reviewed and changes are proposed to reduce the overall cost of these functions in the future
- Translation & Interpretation: This sub function has not yet been reviewed within this project but the procurement of external translation and interpretation is being considered under a separate procurement project.
- Directorate Marketing and Communications. There are a number of officers spread unevenly across directorates who undertake mainly marketing and communications activities within their services including the commissioning of print and design and other activities. There are proposals that the role of these officers is considered within the changes to Marketing and Communications function.

4. What are the drivers for change?

4.1 Three areas for review and improvement were highlighted during the two Marcoms workshops and stakeholder interviews. From an organisational development perspective these can be best understood as:

- organisational effectiveness
- organisational relationships
- organisational strategy / processes

4.1.1.Organisational Effectiveness

- There is a desire, both centrally and within the business, to access and use a more strategic Marcoms function in order to:
 - Better understand who our residents/customers are, think, want etc.
 - Appropriately target communications to different audiences.
 - Pull together disparate communication activities into fewer, but more coherent and planned campaigns.



Haringey Council

- The current central Marcoms function is primarily seen and used by the services as a design and print function. The role of the Marcoms function is poorly understood. The volume of demand for the service has made:
 - the team re-active in nature;
 - a commissioner of leaflets
 - underutilised in terms of its expertise.
- Services therefore judge Marcoms to be expensive, slow and bureaucratic, - an unnecessary layer between the commissioner and the actual design and print suppliers. Current costs are seen as high, examples around minor alterations, advertisements etc.
- At the heart of this tension there is confusion as to who the customer is – the service, the commissioner, the end user, or the residents of the borough.

4.1.2 Organisational relationships

Services recognise the importance of better forward planning. However, this will only be achieved if the centre:

- is able to work effectively with the services (right relationships)
- has an expertise/understanding of the services *and* Marcoms (right roles)
- is able to be proactive, influence, manage expectations, shape and deliver (right competences/skills).

4.1.3. Organisational strategy / processes

- There is a desire, both centrally and locally, to take a more strategic and planned approach to our marketing and communications with residents generally. With a clearer view of the customer, services will be less inclined to want to create their own service identity with a different look and feel to that of the Haringey brand.
- There was a general consensus that there needs to be an agreed communication strategy/plan in which priorities and key campaigns are clearly laid out.
- At present there is little challenge / oversight as to how money is being spent – or how the Council's brand used and deployed. The central function and the service areas both recognise the need to break down the 'them and us mentality' and the benefits of linking up campaigns across Haringey.
- Currently the E2E process is seen as cumbersome and bureaucratic, that the central team isn't able to meet clients expectations and deadlines (for leaflets) and that these leads to strained relationships (on both sides)



Haringey Council

5. What do customers of the function require?

The table below captures the key themes of what Directorates want from a Marcoms function and its potential implications.

Wants	Implications
<ul style="list-style-type: none"> Business partner / Account Manager relationship with Directorates 	<ul style="list-style-type: none"> Freeing up resource so that they can become more pro-active and less re-active Do current staff have the capability of being more strategic and less operational? Challenge of current policy e.g. use of social media and influence change Ability to challenge directorates and say no when needed Ability to build relationships with the business, understand the business requirements, it's customer and the appropriate media to engage with Be involved at the start of a project / change etc to advise and give guidance on engagement
<ul style="list-style-type: none"> Professional advice on campaigns, content and design 	<ul style="list-style-type: none"> Directorates want more guidance and advice on their campaigns, content, design and best use of media. Making links and joining up with other communications / engagement activities across the Council Having a holistic view on what is happening across the Council and within the Marcom function Holding intelligence on our customer's centrally Providing creative ideas and different approaches to campaigns. Quality control. Advice on branding and Corporate identity. Changing the perception of what the Marcom function is and what it does.
<ul style="list-style-type: none"> De-layering and simplify the sign-off process 	<ul style="list-style-type: none"> Clear accountability and devolving the decision making Account manager to project manage client requirements from E2E and be accountable One point of contact, which spans the whole of the Marcom function
<ul style="list-style-type: none"> One centrally held and agreed Corporate communication 	<ul style="list-style-type: none"> Priorities ascertained from Directorate plans, agreed and budgets allocated accordingly. Account manager to agree Business priorities and pro-actively engage with the business providing advice and guidance on marketing and



Haringey Council

<p>plan</p>	<p>communications.</p> <ul style="list-style-type: none"> • How does a business get support for a campaign that hasn't been agreed centrally, which has now become a priority? • Marcom budget sit centrally and is aligned to corporate plan and priorities • What happens to Directorates that are commercially driven and need to react to what their competitors are doing? • Local needs verses corporate needs, how do these potential conflicts of interest get resolved? • Building of local capability
<ul style="list-style-type: none"> • Project management system needs to fit what the new function is set up to do 	<ul style="list-style-type: none"> • Print on demand • Ready to go templates • Central photo library

6. How will we deliver Marcoms to meet the needs of clients?

6.1 Introduction of Annual Planning Cycle.

The introduction of an annual planning cycle is seen by the majority of those attending the workshops as a necessity for improving the management and the effectiveness of a joined up corporate marketing and communications function. This planning process will allow for the council as a whole to agree a set of marketing and communication campaigns that will build a one council approach linked to strategic outcomes and key priorities rather than be based upon disparate individual service campaigns. A proposed framework for the annual planning cycle has been developed which needs to become an integral part of the council's business planning framework. It will also reflect best practice in both private and public sector organisations.

It is also proposed that Marketing and Communication budgets including Print and Design are centralised under the budget management of the category manager currently Head of Communications and Consultation. Recreation Services will retain an annually agreed budget for commercial marketing activity although they will need to contribute to corporate campaigns which market their services and to participate fully in the annual marketing plan . This will require them to commission marcoms material through the centre so as to achieve maximum economies of scale. .

6.2 Reorganising the Marketing and Communications activity.



Haringey Council

Within the Communications and Consultations Service, there is a small team of staff who form the Marketing and Communications team with responsibility to project manage all design and print and related activity. These staff are meant to act as account/business partners for specific departments, however there are staff in the departments who appear to undertake a similar role which is creating a confused process that appears to be overly bureaucratic, leading to duplicating activity and adding unnecessary cost to print and design jobs. This tension has been identified through the workshops detailed above. It is proposed that a new public information project officer function be created to streamline the activities currently undertaken within both individual services and the communications and consultation service.

This will involve the following activities:

- Defining clearly the role for publicity officers who will act as intelligent clients for services whilst being able to commission the activities necessary to undertake marketing and communication campaigns. They will formally be placed in the structure of the Communications and Consultations Service for reporting requirements but will be expected to work very closely with Directorates, senior managers to ensure that service needs are identified and can be delivered as part of the council's marketing and communication campaigns.

The role of the new post will undertake the following activities:

- Relate to the business – engage with senior managers and views them as clients; talks their language; knows and understands who the key stakeholders are and what their business requirements are.
 - Diagnosis – make links between annual council plans for Marketing and Communication and business units' priorities; identifies key data to inform thinking/activity; challenges / influences thinking both at the centre and in the business.
 - Shapes – proactively influence and shape the marketing and communication plan; identifies critical issues for the centre and the business; develops structured recommendations & strategies and identifies costs and; resources / expertise needed within the revenue budgets available.
 - Contracts with the business – dotted line reporting to business head solid line corporate function and jointly agreed performance targets for the year.
 - Delivers – focus on realising objectives, initiate and ensures good communication between centre and business.
 - Evaluates – ensure outcomes of the campaigns achieve expected benefits, learn from success and failures.
- All current posts identified within departments will be deleted and a number of new posts created to take on the new role. This will include posts identified within all services. The key roles currently undertaken



Haringey Council

within the services will need to be undertaken by the new team created as part of this reorganisation. The communication staff within the BSF programme have been excluded as the programme is time limited and due to complete within the next year when the current posts will no longer be required.

- In future consideration needs to be given to projects where communication skills are required and whether this should be provided within the corporate offering or within the project itself.
- These changes will help address the issues identified in the workshops and also ensure that an improved service offering is achieved at a cheaper cost.
- The creation of the new posts, deletion of current posts and recruitment process will be in line with current council procedures. A timetable to achieve the implementation will be developed and form part of the documents for formal consultation.

6.3 Implementation of changes to the Print and Design Service

6.3.1 The current print and design function works on a trading account basis which requires the service to charge out the full costs of both direct delivery and overheads to clients. This leads to a situation where the Print and Design service needs to generate enough work to achieve a breakeven on its costs and income. This means that the level of work that needs to be generated, may not match the needs of the organisation and currently leads to no control over whether the volume of activity and output from the print and design work produced adds value to the councils overall delivery of services. In summary nobody currently oversees the total spend on design and print, the quality of output and the impact upon delivering the desired outcomes. It is left to individual business units to spend their budgets as they see fit.

6.3.2 The impact of the current trading account is to add 16.5% oncost to all work undertaken by the Print and Design service in order to cover its costs which is chargeable to individual services commissioning the work. This appears to those who commission print and design to make work undertaken expensive when compared with external prices.

6.3.3 It is proposed that the trading account model for the service is abolished and charges for those staff in the new marketing and Communications team allocated as a recharge similar to other central services. Individual jobs are charged out at direct costs only. The impact of these changes will be to reduce the administrative burden of running a trading account releasing resources to undertake a more structured commissioning of campaigns and quality assurance of the outputs produced. It will also prevent the need to generate work to ensure the trading account does not make a loss.

6.4 Options for review of Print Room service.



Haringey Council

6.4.1 The council currently operates its own printing facility based in Station Road. A review was undertaken of the operation of the current print room operation and options for moving forward in the future. In summary the current Print Room operated in 2008-09 at a trading account loss of £141,000 per annum. A number of changes to rationalise working practices were implemented in December 2009, and we have also reduced the charge out rates from 55% to 16.5% in line with the charge out rate as those services purchased from external suppliers; this has still generated a loss on the operating margin of £79,000 during the first quarter of 2010.

6.4.2 Three options have been identified for moving forward:

- Option 1 Retain the capability and capacity of the current plant and fund an operating loss of £250,000 plus per annum.
- Option 2 Reduce the capacity of the plant used and relocate to move the remaining plant to accommodation within the Marketing and Communications team. This would reduce the operating loss to £53,000 per annum.
- Option 3 Close the print shop and outsource all work will lead to the abolition of the current operating loss of £250,000 per annum.

6.4.3 This report recommends that the decision is taken to close the print shop facility. This would lead to the need to redeploy or make redundant 3 members of staff. The staff saving generated by closing the unit are estimated at £100,000. However consideration needs to be given to the requests normally through Democratic Services for urgent reports for Cabinet /Committees and whether the retention of a capability to meet this demand is cost effective in light of the financial pressures on the council. It must be borne in mind that the turnaround time for council papers and other key documents can be very short and there could be the need to retain one Docutech printer and a part time operator to service such needs. Appendix 1 provides further detail.

7. Financial Implications

7.1 The introduction of the project management system in December 2009 for the design and print activities has already led to the delivery of efficiencies, SAP records show a 51% reduction in invoice charges paid to external suppliers of design and print despite an increase in the activity during the period Jan – April 2010.

7.2 Suppliers on the framework agreement and those providing ad hoc other services have access to input and maintain their own pricing structure thereby eliminating the need to obtain individual quotes from a chosen group of suppliers for each element of a job. This allows suppliers to offer reduced rates to reflect the reduced amount of work required of them to provide speculative estimates. Suppliers on the framework have been given improved transparency and equality of opportunity as a result of the project management system.



Haringey Council

7.3 Concern has been raised by a number of officers and members about the volume of print and design activity undertaken by the council which appears to be undertaken widely across the council with little thought or control to the total cost and impact of this spend. As part of the need to identify efficiencies in the future, it is proposed to reduce the proposed expenditure in future years by a further reduction of £500,000 in volume of activity currently undertaken. The budget for all areas will be centralised and managed on a corporate basis.

7.4 The impact of this would be to strengthen control over spend on Marketing and Communications within an approved budget. Spend would be approved based upon the campaigns agreed as part of the annual planning process. It will become the responsibility of the publicity officers and their manager to manage this budget in the future on behalf of their clients.

7.5 The current staffing budget for Marketing and Communications function for the council including staff within the Communications and Consultation Service and in directorates is approximately £800K per annum made up of 20 staff. The future staffing budget for the reorganised Marketing and Communications function is estimated to be £400K generating a saving of £400K in staff costs in a full year. (There are 2 further posts within CYPS which undertake marketing and communication roles but are funded by external grants which are due to end in 2011. Action will need to be taken by CYPS to deal with this loss of funding)

7.6 What are the Benefits to the organisation of these changes?

- **Smarter Procurement Savings:** £800,000 savings in the cost of procuring print and design services by the council arising from the implementation of a project management system. This needs to be offset against £260,000 savings already built into the 2010/11 budget and £266,000 surplus on the Print and design trading account, leaving a net saving of £274,000 per annum.
- **Volume/Quantum Savings ;** The initial rationale behind the review of print and design was based upon a view that there were instances of marketing and communication activity undertaken by the council that was unnecessary, and whilst the judgement of what is appropriate, required and vital to services is in the gift of the commissioner, it is recommended that a further £500,000 efficiency saving is taken on the quantum of print and design jobs undertaken. Additionally the controls of the annual planning framework and centralised budget allocation will bring a stronger discipline to control of expenditure.
- **Staffing Savings:** Staffing savings arising from the reduction in staff numbers as a result of the changes to the bringing together of staff into a corporate Marketing and Communications team and possible staff changes following the review of the future of the in-house print operation and the reduced amount of Publicity the council will



Haringey Council

undertake . This saving estimated at £400,000 will be made for full implementation by March 2010/11. It is proposed to reduce the number of staff delivering the service from 20 to 10 in the future ..

Table 1- Impact upon budgets and expenditure for Print and Design from proposed procurement and volume savings (The budget for Haringey People is considered in a separate report)

Area of Spend	Total Expenditure 2009/10	Less Procurement and Volume Savings	Less Pre-Agreed Savings and deletion of Trading Account	Revised Centralised Budget 2010/11
	£	£	£	£
Public Information and publicity	2,741,000	774,000	526,000	1,441,000

8. Legal Implications

8.1 There are no specific legal implications concerning the model to be adopted by the Council for Marketing and Communications function. 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. Consideration should be given in order to confirm the proposals for the appropriate pools for redundancy selection and the selection criteria to be adopted. The proposals are at such a stage that statutory consultation under the provisions of Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 should be undertaken, in addition to appropriate consultation with the employees affected by the proposals. This consultation should be carried out while the proposals are still at a formative stage and where no final decision has been made.

9 Proposed timetable

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

Activity	Timescale
Discussion with Directors and Assistant	July – August 2010



Haringey Council

Directors to finalise the service offer	
An Equalities Impact Assessment carried out	July- September 2010
Formal consultation	From 6 th September 2010
General Purposes Committee	23 September 2010

Appendix 1 Detailed proposals for change within the Marketing and Communication Function

1. The future of the Print Unit

- 1.1 The VFM review completed in September last year identified inefficiencies and failings in working practices and the process for supplier selection. It highlighted an operating loss of £142K sustained by the Print Room in 2008-09 and recommended changes to the work flow processes and infrastructure to enable the Print Room to increase its working volumes and therefore its income.
- 1.2 The project management system and new working practices were implemented in December 2009. The new system automates most of the administrative tasks previously carried out and further automates the creation of standard artwork and the estimating process for in-house and outsourced print. This has freed the Print Room staff to spend more time operating presses and to focus on directing in house any work which their plant can print.
- 1.3 The Print room has also reduced its prices by 55% to bring its prices in line with those tendered by printers on the council's framework agreement. In house charges are now subject to the same mark up (16.5%) as those purchased from external suppliers to bring grater parity.
- 1.4 Despite these changes and improvements there remain fundamental concerns in relation to the operating cost of the Print Room relative to the value and volume of work it prints. The Print Room remains unable to recoup its costs through its charges and continues to operate at a loss of £79,000 in the last quarter of 2009/10.
- 1.5 The three machines used in the print are not used to manufacturers' capacity and are only operated on the basis of a 9-5 hr day usage period.
- 1.6 The comparison of costs of the machines used in house against commercial operators is as follows :

Machine	Print Room Cost	Commercial Costs
Docu tech	5.6p per A4 single sided	1.5p per A4 single sided
Colour Digital	14.29p per A4 single	9.0p per A4 single



Haringey Council

Printer(Oce)	sided	sided
Ryobi Litho press	£422 per 5000 sheets of letter headed paper	£150 per 5000 sheets of letter headed paper

1.7 There are three options identified in the review for going forward:

- Option 1 Retain the capability and capacity of the current plant and continue to fund an operating loss Of £250,000 plus per annum.
- Option2 Reduce the capacity of the plant used and relocate to move the remaining plant to accommodation with the Marketing and Communications team .This would reduce the operating loss to £53,000 per annum.
- Option 3 Close the print shop and outsource all work will lead to the abolition of the current operating loss of £250,000 per annum.

1.8 The most financially advantageous would appear to be Option 3, but further consultation is required.

2. Marketing and Communications reorganisation

The outcome from the workshops combined with the expected reduction in the expenditure on print and design, the efficiencies brought about by the implementation of the project management system and the forward planning of Marketing and Communication campaigns leads to a conclusion that the current number of staff employed by the council is unsustainable. It is proposed to delete the current posts involved within Marketing and Communication both in the Corporate Communications and Consultation unit and those within Directorates identified as part of the diagnostic work undertaken through the Support Functions Project .

It is recommended to implement the proposed staff changes which will include a reduction in staff number of 10 posts from the 20 staff currently identified as undertaking this work within the council subject to consultation with staff and services. This will result in an estimated staffing saving of £400,000 in a full year . The table below sets out the impact upon each Directorate and the Central Communications and Consultation Service.

	Current Staffing Numbers for Marketing and Communication Service	Future Staffing Numbers for Public Information Service
Communications and Consultation Service	12	10
Children and Young People Service	3	0

**Haringey Council**

Adults , Culture and Community Service	2	0
Urban Environment	1	0
Corporate Resources	1	0
PPP&C	1	0
Total	20	10



Haringey Council

Agenda item:

[No.]

General Purposes Committee

On 28 October 2010

Report Title: Proposals for the Re-organisation and Realignment of Core Statutory Services within the School Standards and Inclusion Service

Report of: Director of Children and Young People's Service

Signed :

Peter Lewis

Contact Officer : Bob Garnett, Interim Deputy Director, School Standards and Inclusion

Wards(s) affected: All

Report for: [Key / Non-Key Decision]

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

- 1.1. To report the implications for staffing and the structure of School Improvement Services of the likely cessation of a range of grant funding. The attached consultation document sets out the background and lists the posts that have had to be placed "at risk", together with the processes designed to ensure the minimum number of redundancies ensue.
- 1.2. Members to agree the proposed "statutory core plus commissioning" approach to future school improvement work which is set out in the document.
- 1.3. Members to agree the recommendations.

2. Introduction by Cabinet Member

- 2.1. It is important that the School Improvement Service meets the needs of our local schools and that the service provided is good quality and value for money.
- 2.2. The current context is one of extreme financial pressure and we need to make changes to face up to this challenge. I appreciate that this will be a difficult time for staff but with the loss of grant funding on this scale we need to move ahead with these changes swiftly.
- 2.3. I support the recommendations as outlined in the report.

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

3.1. The Council faces unprecedented reductions in the resources available for its work with schools. The majority of staff within the SSI division are funded through Government grants. Much of this funding is due to cease in March 2011 or to be redirected to schools. In order to ensure the Council is able to fulfil its statutory duties in the most cost effective way it is necessary to reduce the numbers of staff employed in this division.

4. Recommendations

That Members:

- 4.1 Note that formal consultation on these proposals began on 18th October 2010 and is due to run until 26 November 2010.
- 4.2 Delegate authority to the Director, Children and Young Peoples Services in consultation with the Chair of General Purposes Committee to sign off amendments and proceed to implementation following formal consultation. This is subject to there being no significant and adverse unresolved comments or substantial deviations from the proposals. In such circumstances a report will be brought back to the next meeting of the committee.
- 4.3 Note the timetable for delivery.

5. Reason for recommendation(s)

5.1. The Council faces unprecedented reductions in the resources available for its work with schools. The majority of staff within the SSI division are funded through Government grants. Much of this funding is due to cease in March 2011 or to be redirected to schools. In order to ensure the Council is able to fulfil its statutory duties in the most cost effective way it is necessary to reduce the numbers of staff employed in this division.

6. Other options considered

6.1. Not applicable

7. Summary

- 7.1. A number of grants that fund posts within the SSI Service are being terminated with effect from March 31st 2011. In other cases grants will be paid direct to schools and there is uncertainty as to whether this will include EMAG and support for work with Travellers, Roma and Gypsy children. The general reduction in resources for the Council also has to be taken into account in planning future service provision. The Comprehensive Spending Review is due on 20th October but the detail for LBH will not be known for some time after that.
- 7.2. A White Paper is due at some point during October/November setting out the future role of local authorities in relation to schools.
- 7.3. Taking all these uncertainties together, it is prudent to prepare for significant reductions in levels of staffing employed through grants and for work with schools. If necessary and appropriate, notices can be withdrawn when the role of the LA is confirmed and it is

known how many posts will be required to carry out the statutory functions of the LA, together with the level of the available funding.

8. Chief Financial Officer Comments

8.1. The Chief Financial Officer has been consulted in the preparation of this report.

8.2. The DfE are consulting on proposals for School Funding 2011-12 that include the mainstreaming of some Standards Fund grants. The grants specifically mentioned are Schools Standards Grant, School Standards Grant (Personalisation) and School Development Grant but the DfE keep open the option of mainstreaming others, including the Ethnic Minority Achievement Grant (EMAG). The draft School Finance Regulations 2011, also being consulted on, propose allowing local authorities to retain some funding centrally within the DSG for some EMAG services. Other standards fund grants, particularly the targeted support for strategy grants and area based grants are or have ceased.

8.3. The reduction in resources and the uncertainty around future funding levels and methodologies require a prudent approach to future service levels and informs the consultation on reorganisation and realignment that is the subject of this report.

8.4. At the current stage it has not been possible to assess the costs of any redundancies that may be incurred and the Council will aim to redeploy any displaced staff in the first instance. Where this is not possible any severance costs arising may be met from central provision if resources permit; if this is not possible severance costs will need to be offset against the savings made.

9. Head of Legal Services Comments

9.1 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.

9.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. The Criteria adopted for redundancy selection must be fair, objective and non-discriminatory.

9.3 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.

10. Head of Procurement Comments

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. An Equalities Impact Assessment of the Policy and Performance SFR has been carried out through HR and found no adverse effects in terms of equalities.

12. Consultation

- 12.1. Informal consultation has included: A meeting with all staff concerned at the PDC, together with briefing meetings within teams.
- 12.2. Formal consultation from 18 October 2010 to 26 November. Further meetings with staff and unions will be held during this period, including 1:1 meetings with affected members of staff..

13. Service Financial Comments

- 13.1. The timetable for re-organisation is tight. LB Haringey has an understanding with the professional associations that terminations of contracts for members of staff on teachers pay and conditions (TPAC) should take place at the end of a school term. Due to a late Easter in 2011 the end of term falls after the close of the financial year. As a result the employment costs of any staff on TPAC made redundant following this consultation will have to be met until 24th April.
- 13.2. As a result of ongoing formal consultation the number of posts affected may change. Any shortfall from the cost reductions required will need to be found either by other overlapping reviews or from elsewhere within the service.
- 13.3. It may be possible to meet any severance costs centrally if resources permit. If this is not possible severance costs will need to be offset against savings.

14. Use of appendices /Tables and photographs

Not applicable

15. Local Government (Access to Information) Act 1985

Not applicable

CONSULTATION DOCUMENT**Proposals for the Re-organisation and Realignment of Core Statutory Services
within the School Standards and Inclusion Service**

Date: 6th October 2010

Circulation:

All staff within the School Standards and Inclusion Service
Children's Services Departmental Management Team,
Trade Unions
HR Business Partner
Schools Forum

1. Introduction

The effect of the proposals outlined in this consultation is to create a smaller, core commissioning team and to reduce the establishment so as to concentrate on the core statutory responsibilities of the LA.

The members of staff affected by these proposals are those currently within the School Standards and Inclusion Service of the Children and Young People's Service.

The posts concerned are based at the Professional Development Centre and *insert*

A copy of these proposals will be provided to all affected members of staff and the relevant recognised trade unions as part of the consultation process. Formal written responses from all affected staff and the trade unions including any counter-proposals or concerns around the proposal from individual or groups of affected staff should be sent to Bob Garnett, Interim Deputy Director, by **25 November 2010**.

Requests from staff affected by these proposals, who wish to discuss the matter with their line manager or with myself during the consultation period, will be accommodated.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to seek Member ratification by end November/beginning December 2010 with full implementation of the proposals involving deletion of posts from 31 March 2011.

2. Background – The Need for Change

As a result of Government policy in relation to Local Authorities (LAs) and schools and a reduction in available resources, the role of the LA in School Improvement is continuing to change. LAs are faced with large reductions in their available resources and a consequence of this is the need to make reductions in expenditure.

At the same time, a number of grants are ceasing with effect from 31st March 2011 and there is uncertainty regarding the future role of the LA in relation to school improvement work.

The future of the EMAG grant and funding for Gypsy, Roma and Traveller work is uncertain also and there are suggestions that if these grants continue, then they will be paid directly to schools along with grants currently grouped within the Standards Fund (see DfE Consultation on School funding 2011-12)

All of this will impact the whole of the division under the Deputy Director for Standards post and will result in deletion of a number of posts. There is a need to concentrate on core statutory functions and how these will be delivered in the future (detailed below).

3. Purpose of Consultation

The purpose of this consultation is:

- to listen to your comments and suggestions;
- to consider alternatives that meet the identified objectives;
- to understand where there may be negative impact for staff that has not previously been considered and find ways of reducing that impact to a minimum;
- to find possible ways of avoiding or reducing redundancies.

4. The Objectives of this Consultation

The objectives of this consultation are:

1. To reduce the number of posts in the School Standards and Inclusion Service to a smaller team of staff who will fulfil a strategic and commissioning role.
2. To reduce the number of posts in order to meet the need to reduce expenditure;
3. To enable grant related activity in support of ethnic minorities and Gypsy, Roma and Traveller children (GRT) to be located with and led by schools.

5. Staffing implications from these proposals

The Government is carrying out a comprehensive spending review and will publish its conclusions on 20 October. In addition, it has promised a White Paper "in the autumn" that will set out its proposals for the future role of local authorities in relation to schools. Until these publications and their implications have been understood it is impossible to set out the detail of the posts that the Council will require in order to carry out its statutory functions.

The current statutory responsibilities of the local authority include but are not confined to the following:

- Support for school self-evaluation, including monitoring of performance
- Provide challenge and support in inverse proportion to success
- Appoint and manage school improvement partners
- Intervention in schools causing concern
- Appointment of LA governors
- Approving and maintaining instruments of government
- Provision of co-ordinated admissions service
- Secure sufficient school places for all Haringey children who require a place
- Ensure excluded pupils are placed as soon as possible
- Facilitate managed transfers between schools

- Take action on attendance through panels, penalty notices, prosecutions, and referrals to other agencies
- Provide home to school transport for all eligible Haringey pupils
- Process free school meals applications for all eligible Haringey pupils
- Attend relevant multi-agency meetings
- Early years outcomes duty
- Ensuring EYFS in all settings
- Affordable, flexible childcare, sufficiency assessment, family information service

Whilst it is unlikely that each of these functions will be reflected in a specific post, undoubtedly there will be a number of roles to be filled in the future. The exact number and nature of the posts in the core cannot be determined until further information becomes available from Government. When information is received on the future role and resources of the LA, then core posts will be identified. In some cases 'at risk' status will be withdrawn, in other cases it is expected that the usual processes of 'matching' and 'prior consideration' will be applied.

As a result of the above changes and uncertainty related to the funding and the reduction of resources, the following 54 posts are proposed for deletion, pending clarification of the core requirements; after which a number of posts may be reinstated together with the possible identification of other new posts.

Title
Primary Standards (23 posts)
Head of Primary and Special Standards
Targeted Pupils Team Manager
School Improvement Consultant
Numeracy Consultant
SIP Manager
Literacy Team Manager
School Improvement Manager (T & L)
Science & ICT Team Manager
Af/Car Achvt. Consultant & ISP
EMA Officer
EMA Manager
Numeracy Consultant (2 posts)
ICT Consultant (2 posts)
ISP/1:1 Tuition Consultant
MFL Consultant
ISP Consultant
Numeracy Team Manager
EALP Consultant
Reading Recovery Consultant
EMA Consultant
School Improvement Manager
Secondary Standards (19 posts)
Head of Secondary Standards (currently vacant)
Strategy Manager
Targeted Pupils Initiative Manager
Senior School Improvement Manager (2 posts)
PSHE Citizenship Consultant
EMA Secondary
NS for ICT
NS for Science
NS for Maths
Aim Higher Co-ordinator
14-19 Transition Manager
14-19 School Improvement Manager

14-19 Advisers(3 posts)
LSC Support Officers (3 posts)
Workforce Development (12 posts)
Head of Workforce Development
Learning Mentor
CPD Officer
Workforce Development Officer (2 posts)
Governor Support Officer (2 posts)
Graduate Trainee
Workforce Development Administrator
Workforce Development Assistant
Head of Governors Services
International Links Officer

At present, the following posts remain unaffected by these proposals:-

Staff under Alternative Provision Service
Head of Pendarren Outdoor Education Centre
Pendarren Outdoor Centre staff (21 posts)
PDC Administration (12 posts)
Early Years / Sure Start
Information Systems data officers (2 posts)
Finance officers (2 posts)

The Alternative Provision Service will be considered separately. ICT and Finance officers are subject to separate consultations / reviews. The future of the PDC, Pendarren Outdoor Education Centre and the Music Service will be the subject of further discussions and if necessary separate consultation papers will be issued in due course. The future structure and organisation of Sure Start will be the subject of a separate consultation should Government funding policy change.

At present the following posts are vacant and will remain unfilled until further notice:

Deputy DCS for SSI
Head of Secondary Standards

6. Ring Fencing

Once the future levels of funding and the nature of the LA's responsibilities has been announced, then as soon as possible a list of posts, job descriptions (new or amended) and likely salary ranges will be prepared and circulated to all staff affected by this consultation.

In some cases it is hoped that it will be possible at this stage to withdraw the "at risk" notices, if they have been served.

Where new posts are concerned it is hoped and expected that the core and commissioning posts will be filled wherever possible from the above list of postholders placed "at risk". To minimise uncertainty, if a post in the proposed structure has substantially similar duties and responsibilities to a post in the existing structure then that post is offered to the current post holder subject to there being no other person with an equal degree of 'match'. This is referred to as 'assimilation'.

To ensure fairness, competitive interviews will be held for posts which can be matched to more than one person under ring fencing. The ring fence arrangements will determine which postholders can apply for which posts in the new structure and will be the subject of local consultation. Ring fences will be declared to be open or

closed dependent upon any change in skills, knowledge or experience required for the restructured posts. In an open ring fence posts will only be filled where it is judged that applicants adequately satisfy the candidate specification. Consequently, although the number of applicants may exceed the number of posts not all posts will necessarily be filled. In a closed ring fence all posts will be filled where the number of applicants equals or exceeds the number of posts within the ring fence. Any unfilled posts may then be advertised on an unrestricted basis internally/externally.

7. Proposed Implementation Timetable

During the consultation and implementation it is proposed to take steps to ensure that members of staff are dealt with fairly and consistently, and to minimise uncertainty for all concerned.

The proposed timetable is outlined below:

Dates	Action
18 October 2010	Commencement of formal consultation. Proposals issued to affected staff and Trades Unions. Staff notified of formal consultation via email and post. Individual meetings offered where desired by members of staff.
24 November	Individual meetings with staff and expressions if not involved or redeployed.
?wk beg 1 November	Core posts identified, job descriptions and ring fence arrangements provided to staff and TUs
? Wk beg 8 November	Consultation meeting with TUs
? End wk beg 8 Nov	Consultation meeting with staff (+ TUs)
25 November 2010	End of formal consultation period and any formal responses to have been submitted to Bob Garnett by 4pm, Thurs 25 Nov.
26 – 29 November 2010	Consider any responses / counter-proposals received.
30 November 2010	Confirm the outcome of consultation / amendments and any changes to the proposals.
30 Nov/1 Dec 2010	Ratification of proposals by Members. Commence implementation of the proposals.
From 2 - December 2010	Ring Fence interviews to be held.
2 - 13 December 2010	Issue notices of redundancy and commence redeployment process
31 st March 2011	Latest effective date for full implementation of new structure.

8. Redundancy Notices

Under these proposals the earliest date of issue of redundancy notices would be 2 December 2010. However, it is proposed to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

9. Suitable Alternative Employment

Where an offer is made of suitable alternative employment in relation to these proposals and that is unreasonably refused, there will be no entitlement to a redundancy payment. Where assimilation occurs or appointment following closed ring fence interview such proposals are deemed by the Council to constitute offers of suitable alternative employment.

10. Early Retirement, Voluntary Redundancy and Part-Time Working

Where it may reduce the number of potential redundancies or create service efficiencies under restructuring proposals, staff can express an interest in being considered for early retirement or voluntary redundancy. Registering an interest is without commitment on the part of the individual or the organisation; however it allows the option to be investigated. Approval in any particular case would be subject to operational requirements and, in the case of early retirement, pension scheme regulations.

If you wish to discuss the matter informally beforehand, you can do so, in confidence, with me, your line manager or a member of the Directorate's HR Team.

11. Redeployment Opportunities

The Council is committed to the principle of trying to redeploy staff facing redundancy into suitable alternative posts. Redeployment will not be applicable where voluntary redundancy is applied for and agreed.

It should however be noted that under these proposals, appointment to a new post in the proposed structure will not be treated as a redeployment.

If redeployment applies in your case you will be invited to complete a Skills Profile Form, which will be used for matching against the job descriptions and person specifications of potentially suitable alternative jobs. It is important to note that whilst best efforts are made within HR to identify suitable vacancies from your skills profile, this is not an easy task and it is not guaranteed. You are also responsible for identifying posts that may be appropriate for you and therefore should check the vacancy bulletin (which will be circulated to you) and identify to HR posts you feel may offer suitable alternative employment

12. Redundancy

If your post is deleted under the proposals and you are not appointed to another post or redeployed elsewhere, you will be dismissed, with notice, on the grounds of redundancy. Full support would be given to anyone in this situation including careers advice and assistance with applying for jobs. Redundancy pay would be based on the arrangements outlined in the Council's Redundancy and Compensation Payments, details of which are available on Harinet, the Council's Intranet or obtainable from HR. Staff on Teachers' Terms and Conditions will receive redundancy payments in accordance with statutory provisions outlined in the Schools Personnel Handbook.

13. Provision for Trial Periods

If your post is made redundant under these proposals and you are offered a substantially different post through redeployment, then you may feel uncertain about whether the post will be suitable for you and vice versa. To minimise the risk in such situations, both for you and the Council, it is proposed to apply a trial period of 1 - 3 months, commencing from the date of appointment to the new post and incorporating the statutory trial period of four weeks.

The trial period will allow time for you to assess the suitability of the new post and for your suitability to be assessed by your manager. During this time, should you or the Council decide on reasonable grounds that the post is not suitable for you, then redundancy provisions as outlined above will apply. During the trial period, support and training as appropriate will be made available to you.

14. Review

The effectiveness of the proposed structural arrangements in delivering the identified objectives will be reviewed after 12 months.

Bob Garnett
Interim Deputy Director for Standards
6th October 2010

This page is intentionally left blank




Haringey Council

Agenda item:

[No.]

General Purposes Committee

28 October 2010

Report Title. Restructuring of The Planning Regeneration & Economy Service (PR&E)	
Report of Niall Bolger Director Urban Environment	
Signed :  19.10.10	
Contact Officer : Marc Dorfman Assistant Director PR&E	
Wards(s) affected: All wards	Report for: Key
<p>1. Purpose of the report (That is, the decision required)</p> <p>1.1. To ask the committee to agree to the proposed restructuring of the Planning Regeneration and Economy Service (PRE) subject to further consultation with staff side and final ratification by committee.</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1.</p>	
<p>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</p> <p>3.1 The proposed restructure realigns the PRE service to meet its expected inputs in delivery of the Council's priorities. It will continue to deliver services which are customer focused, cost effective and value for money. The proposed structure also prepares the service to meet the challenges of reducing budgets, whilst maintaining and improving the services provided, It will allow the service to consider alternative ways of providing services including</p>	

shared and commissioned services.

4. Recommendations

4.1. That the restructuring proposal be approved subject to Staff and Council wide consultation, an EQiA and final ratification by the General Purposes Committee.

5. Reason for recommendation(s)

5.1 The service needs to address a budget deficit which has developed over the last two years.

5.2 The primary cause of the budget deficit has been the reduction in income. Fee income from Planning and Building Control applications has fallen significantly and this coupled with a loss in external grant funding most noticeably Housing and Planning Delivery Grant (HPDG) has exacerbated the problem.

5.3 The need to prepare for further budget reductions in the coming year 2011-12 and beyond.

6. Other options considered

6.1. An alternative option has been considered (see appendix 5) however on evaluation this did not address fully the financial constraints that the service is likely to encounter in the coming years. The preferred option addresses both the existing budget deficit and provides a structure, which will best allow the service to meet the future challenges.

7. Summary

7.1 This report details the restructuring of the PRE service to reduce the existing mainstream funded structure from 97 staff including 13 senior management posts, to 61 staff including 7 senior management posts, which will provide a saving to the Council of £270k.

7.2 The proposed PRE restructure:

- PRE statutory functions (development management, building control and key plan making and monitoring responsibilities) are maintained
- PRE non statutory service areas of planning policy, economic development, planning enforcement and service management are reduced.
- With regard to planning enforcement it is expected that changes to planning regulations in 2010-11 will increase support for this area and allow Councils to deliver this service

through increased income generation. Improved service management with existing staff will also be able to maintain productivity.

- With regard to the other non statutory service areas - the Haringey service would be comparable in terms of resource allocation to other North London Boroughs.
- Appendix 3 and 7 details the post and funding reductions and sets out essential comparable benchmarking information to support the proposed restructure

7.3 The proposed restructure is required to address an existing budget deficit, and to prepare the service for further budget reductions in the coming year 2011-12 and beyond. The proposed structure seeks to realign the service to meet both the existing needs for service and to address the challenges ahead. The future service needs to be :

- a value for money service
- a service that continues to respond to customer needs and council aims
- a service which can respond to changes to service development over the next 2-4 years and take into account likely changes to economic development, employment and the town planning and building control system
- a service that contributes to the Council's aim to responsibly reduce costs so that priorities can be afforded

7.4 Members are asked note the following key points:

- It is proposed that the PRE service reduce from 97 FTE posts funded by the Council – to 61, (110 to 76 including externally funded posts)
- The service has been operating for all of 2009-10 with 77 Council funded posts. During this period it has appropriately met its national and Council performance targets and all priority projects have been progressed.
- **In Development Management and Building Control** the proposed restructure broadly consolidates the staffing levels that have existed since the beginning of 2009
- **In Planning Policy and Local Planning** similar teams from previous organisational structures are amalgamated, (Physical Regeneration and Sites teams), and staff resources are reduced to recognise the work to create a new Plan for Haringey is coming to an end. In the future the service will need to retain a policy review, update and monitoring function and a projects function, including design and conservation. Resources for both these are proposed.
- **In Regeneration/Economic Development** the policy function will move to a central service (equivalent of one post) and a reduced but core service development, partnership and project/contract management function is proposed to remain including 1 manager and 6 staff including an externally funded film officer and social enterprise/economic regeneration projects officer.
- **In Service Management** a reduction in management posts is proposed, business support is reduced and the overall service structure is designed to support the future development of Strategic Commissioning and Shared Services as these are examined over the next 2-4 years.

7.5 The service has for the past two years faced increasing pressure on its budgets caused by a reduction in income as a result of the economic down turn and reduction in external central government grants, whilst having a business model based on delivering value for money through income growth. Fee income from Planning and Building Control applications has fallen significantly and this coupled with a loss in external grant funding most noticeably Housing and Planning Delivery Grant (HPDG) has exacerbated the problem.

- 7.6 Pre-agreed efficiency savings set in 2008 were based on predicted increases in fee income which since the recession have not been achieved. This has impacted on the budget deficit.
- 7.7 The service has implemented measures to address a £1.2m deficit in 2009/10, and has identified an additional £795k deficit for 2010-11. (Including 200k loss of HPDG).
- 7.8 In addition to the above deficit, the service has identified further necessary investment pressures amounting to £330k over the next 3 years.
- 7.9 The service expenditure is primarily staff based and for this reason the level of savings required can only be achieved by reviewing the staffing structure and by delivering services in a more focused and effective way.

8. Chief Financial Officer Comments

- 8.1 As a result of the economic downturn the Planning, Regeneration and Economy Business Unit has experienced a sharp reduction in Planning income which has led to a potential overspend in monitoring. This position has been exacerbated by the decision by Central Government as part of the emergency budget in June to no longer allocate Housing and Planning Delivery Grant monies which were projected to amount to around £200k for Haringey in 2010-11.
- 8.2 The total projected shortfall in 2010-11 was around £800k and this has been mitigated by a variety of actions across the business unit which have included freezing a large number of vacant posts. Income levels are not expected to increase significantly in the near future.
- 8.3 The restructure outlined in this report would address this base budget shortfall and allow the income budget to be reset to a realistic level. As the measures outlined in this report are expected to deliver savings in excess of the £800k required to balance the base budget, it is also expected that savings can be achieved that will contribute to the Corporate savings required to address expected funding reductions from Central Government in future years.
- 8.4 The exact amount of these savings will be dependant on; Exact grades appointed at following a selection process as some of the grade bands are quite wide. The extent to which external grant funding is received to fund certain posts, especially within Economic Regeneration.
- 8.5 The extent to which the Support Functions Review also impacts on posts outlined within this restructure, as there is a risk that posts within this restructure will also be deemed to fall within the scope of strands of those Reviews, for example Policy an Performance, Financial Management and Business Support and thus some staff may find themselves having to go through 2 selection processes.

8.6 Longer-term it is expected that the Strategic Commissioning of Regulatory Services project will also deliver significant savings within some service areas included within this report

9. Head of Legal Services Comments

9.1. The Head of Legal Services has been consulted on the content of this report. The proposals concerning the restructuring of the PR&E service must comply with the Council's procedures regarding the restructuring of its services. This will include the requisite consultation with both staff affected and recognised trades unions before any final decision is made on the proposals. The basis for the selection of staff for redundancy must be capable of justification on an objective basis and the consideration of their position should follow the provisions within the Council's procedures regarding redeployment and redundancy.

10. Head of Procurement Comments – [Required for Procurement Committee]

N/A

11. Equalities & Community Cohesion Comments

11.1 The restructuring of PR&E will have an impact on the level of service provided, however the proposal seeks to limit the impact on frontline service delivery. All services previously provided will be maintained although the method of delivery may need to change.

12. Consultation

12.1 Staff Consultation and EQiA Issues - Informal staff and union consultation has been carried out since June 2009 and a copy of the consultation document is attached at Appendix 6. This has informed the proposed preferred restructuring option. Detailed comments on the restructure will be reported back to GPC, (including those since June 2009) after the formal staff and union consultation period.

12.2 Before and after the formal consultation period EQiAs will be submitted to staff, unions and GPC.

12.3 The main concerns from the informal consultation with staff and unions were:

- Resources in Planning Policy and Sites will not sufficient to deliver the service needed – **RESPONSE:** the proposed staff resources are comparable to the

North London benchmark Group

- Resources in Economic Development are critical over the next 5 years – **RESPONSE:** the proposed staff resources are sufficient to form an appropriate service development and implementation team as long as policy work is delivered from a central resource. The resource will be comparable to other neighbouring local councils. There will be regular opportunities to bid for external resources over the coming year and to delivering economic development in different ways, some of which are being explored at the moment. The main resource for economic development lies with the Mayor and Business Link. The Local Authority will use its links within the HSP and with local businesses to develop a “local enterprise partnership – like” programme that supports business development employment and training better in the private and partnership sectors. Economic development is a service better suited to economic development areas and not Borough boundaries – the Council will also explore delivering this service at a North London level in a more “value for money” focused way.
- The proposed restructure may affect the Councils’ ability to deliver services and meet its Equality and Diversity policies – **RESPONSE:** an EQIA will be carried out as part of the final proposal. The proposed restructure does not propose to stop any services. Services will be focused on Council priorities and will be delivered more effectively and in some cases could be out sourced or delivered strategically. In any of these cases the overall aims of Council policies including Equality and Diversity aims will be adhered to.

13. Service Financial Comments

13.1 The proposed restructuring of the service will address the structural budget deficit which has built up over the last two years and accounts for 435k of the year deficit of £795k. It will also provide a further £275k saving on the proposed budget for 2011-12 . The savings assume that the new structure will be in place by April 2011.

14. Use of appendices /Tables and photographs

- 14.1. Appendix 1 Existing structure chart.
- 14.2. Appendix 2 Proposed structure chart.
- 14.3. Appendix 3 Establishment summary
- 14.4. Appendix 4 Recruitment Ring fence matrix.
- 14.5. Appendix 5 Alternative Structure (OPTION 2) considered.
- 14.6 Appendix 6 Informal Consultation Presentation with SMT & Staff side 2009-10.
- 14.7 Appendix 7 PRE Benchmarking

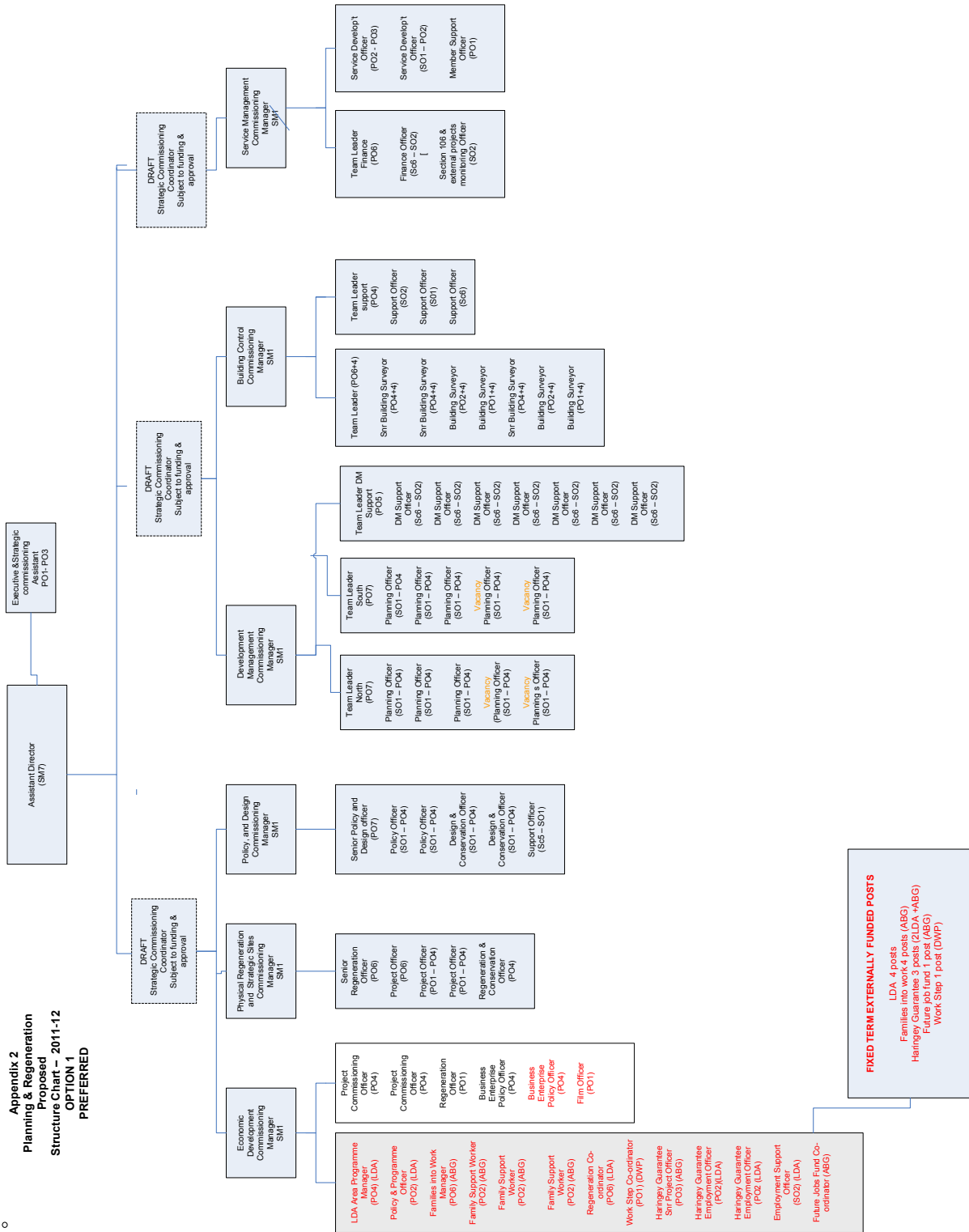
15. Local Government (Access to Information) Act 1985

15.1. [List background documents]

15.2. [Also list reasons for exemption or confidentiality (if applicable)]

This page is intentionally left blank

Appendix 2
 Planning & Regeneration
 Proposed
 Structure Chart – 2011-12
 OPTION 1
 PREFERRED



FIXED TERM EXTERNALLY FUNDED POSTS
 LDA 4 posts
 Families into work 4 posts (ABG)
 Haringey Guarantee 3 posts (2LDA +ABG)
 Future job fund 1 post (ABG)
 Work Step 1 post (DWP)

This page is intentionally left blank

Appendix 3 PR&E RESTRUCTURING

Impact on Establishment caused by budget reductions.

	PR&E Draft Budget @ 20/07/10	Established Posts	Vacant June 2010	Actual Posts June 2010	Option 1(Preferred) (12-13% savings)	Option 2 (3-4% savings)
A	Assistant Director	2	-	2	2	2
B	Service Management	12	1	11	7	9
C	Dev. Management	29	10	19	21	23
D	Building Control	15	2	13	13	13
E	Policy & Sites (including Physical Regn.	26	6	20	13	14
F	Economic Dev.	13	1	12	5	6
	TOTAL (A-F) Mainstream Funded	97	20	77	61	67
	Economic Dev externally funded	13	0	13	15	13
	Total Establishment	110*	20	90*	76	80
	*Excludes NLSA & NDC	5	-	5	n/a	n/a

	2010/11 Budget (000's)	2010/11 Actual Costs (000's)	Vacancy savings (000's)	Option1 (Preferred) Budget (000's)	Option 2 Budget (000's)
Salaries	5680	4712	(968)	3974	4323
Operating Costs incl. overheads. (o/h)	2539	2539		2461	2461
Gross costs	8219	7251		6435	6784
Income	2775	2775		2416	2500
Net expenditure	5444	4476		4019	4284
Cash Limit	4476	4476		4383	4383
Deficit	(968)	0		Potential *saving(364) 13% excl.o/h	(99) 3% excl.o/h
Cash Limit includes NLSA					
Funding Assumptions* £94k of saving to remain in PR&E for critical operational budget. £270k offered as saving.					

Appendix 4
RING FENCE MATRIX

New Posts	Ring Fence / Recruitment	Recruitment order
Economic Development Manager (SM1)	1. Business & Enterprise Manager 2. Employment & External Funding Manager	1
Physical Regeneration and Strategic Sites Commissioning Manager (SM1)	1. Group Manager Planning Policy & Strategic Sites 2. Physical Regeneration Manager 3. Head of Policy & Design 4. Head of Development Management (South)	1
Policy & Design Commissioning Manager (SM1)	1. Head of Policy & Design 2. Group Manager Planning Policy & Strategic Sites 3. Physical Regeneration Manager 4. Head of Development Management (South)	1
Development Management Commissioning Manager (SM1)	1. Head of Development Management (South) 2. Group Manager Planning Policy & Strategic Sites 3. Physical Regeneration Manager 4. Head of Policy & Design	1
Senior Policy & Design Officer (PO7)	1. Planning Policy Team Leader 2. Design & Conservation Team Leader 3. Head of Policy & Design 4. Physical Regeneration Manager	2
Planning Policy / Regeneration Support Officer (SO1)	1. Business Coordinator (Business & Enterprise) 2. PA/ Administration Officer (Business & Enterprise) 3. Administration Support officer (Sites) 4. Administration Support officer (Planning Policy)	3
Section 106 & External funding Monitoring Officer (SO2)	1. Section 106 Monitoring officer 2. Finance officer external claims 3. Finance Support officer 4. 2x Finance officers	3
Executive & Strategic Commissioning Assistant (PO1-PO3)	1. Business Coordinator (Business & Enterprise) 2. PA to the A.D.PR&E 3. Service Development officers x3 4. Finance Support officer 5. Finance Officer external claims	3
Recruitment to Stay for existing Posts		
Planning Policy Officers x 2 (SO1-PO4)	1. All existing Planning Policy officers x4 2. Team Leader Planning Policy	4
Design & Conservation officers x2 (SO1-PO4)	1. All existing Design & Conservation officers x4 2. Team Leader Design & Conservation	4
Finance officer (Sc.6 – SO2)	1. Finance officers x2 2. Finance Support officer	4

	3. Finance officer external claims 4. Section 106 monitoring officer	
Service Development Officers x2 (PO2-PO3)	1. Service Development officers x3	4
Development Management Support x 7	1. Development Management support officers x 8	4

This page is intentionally left blank

Appendix 6_ to 28-10-10 LBH General Purposes Cttee

Planning & Regeneration Service London Borough of Haringey

Town Planning, Building Control and Regeneration – Proposed Restructure 2010-11

Informal Consultation with SMT, Staff and Unions 2009-10

- A) 16-9-09
- B) 26-10-09

Marc Dorfman
Asst Director Planning & Regeneration

**A)
Planning & Regeneration Service
London Borough of Haringey**

**Town Planning, Building Control and
Regeneration**

**Making “successful, liveable; safe and
environmentally friendly” settlements
2011-26**

Marc Dorfman
Asst Director Planning & Regeneration
16-6-09

P+ R Management Team

Marc Dorfman	Asst. Director Planning and Regeneration
Costas Christoforou	Group Manager – Business Support
Ismail Mohammed	Group Manager – Policy Sites and Design
Martin Tucker Juneed Asad Mark Hopson	Heads for Employment/Enterprise/ Phys. Regen.
Bob McIver	Group Manager – Building Control
Paul Smith Paul Tomkins	Heads of Development Management
Myles Joyce	Team Leader Planning Enforcement
Amanda DaCosta-Morgan Tay Makoon	PA to Asst Director Member Support

SERVICE AIMS & PURPOSE

WHAT...

- **PLACE & BUILDING PLANNING:**
 - tangible progress towards liveable, well designed, safe, sustainable places (neighbourhoods and town centres), that are land and energy efficient
- **ANTI CLIMATE CHANGE:**
 - tangible progress towards mitigating and adapting to climate change
- **REGENERATION:**
 - tangible progress towards places and communities that are economically successful, competitiveness, fair, socially inclusive and increasingly environmentally responsible

HOW..

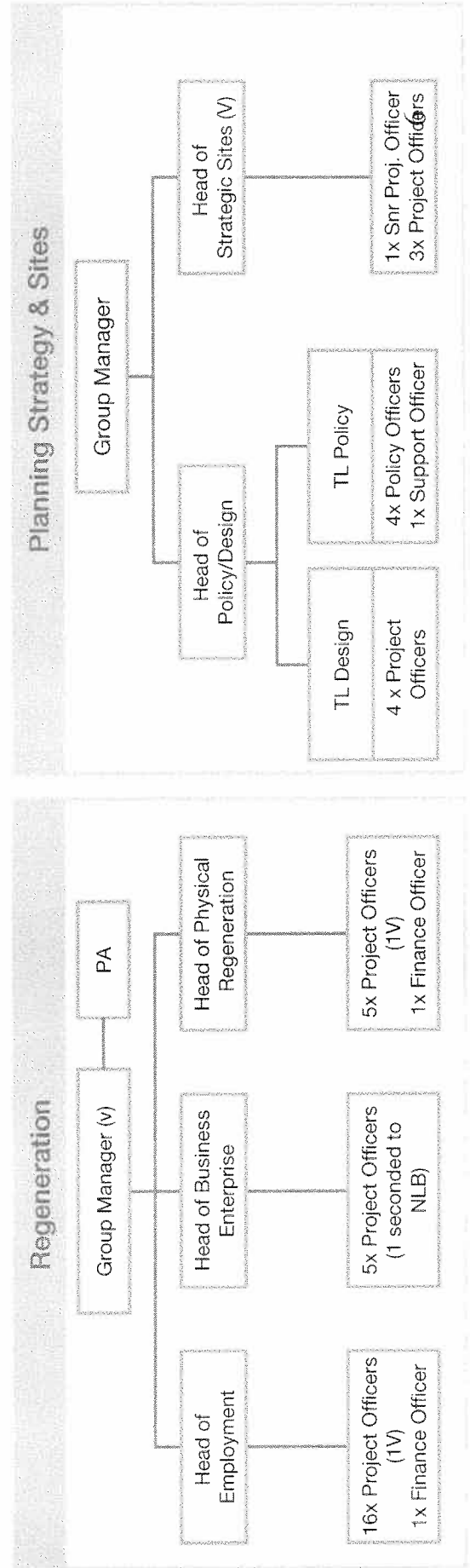
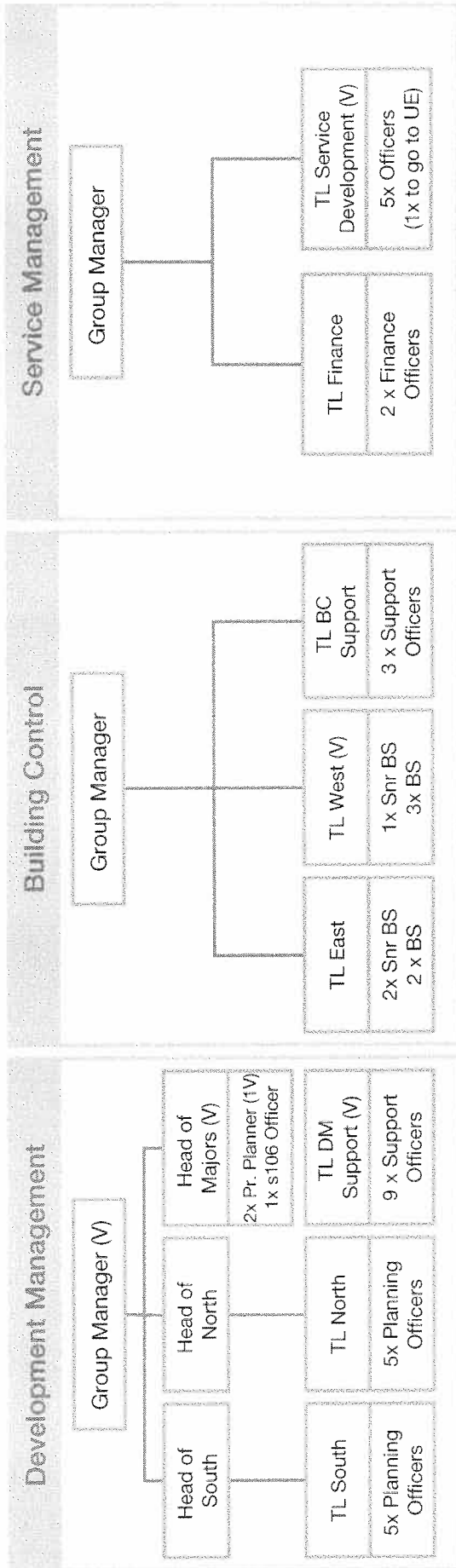
- **INTEGRATED PLANNING and SERVICE DEVELOPMENT:**
 - more sensitive to corporate/Haringey wide, North London and London needs and more delivery focused;
 - fewer strategies/better focused, (SCS/LDF and PI monitoring integrated);
 - stronger but more defined community engagement/dialogue/information/feedback and communication tools – it must be consistent and clear but limited;
 - strong integrated community infrastructure planning; stronger housing investment and development planning – and North London planning and delivery;
 - staff and member development in building and urban design; development feasibility; sustainable development and construction; transport; urban management; work programme/project management and solution/delivery orientation
 - stronger focus on service excellence through benchmarking; value for money; New Ways of Working, (including shared services)

B)

Planning and Regeneration

**Service Profile, Efficiencies and Draft
Restructuring**

**Draft Proposals – Marc Dorfman
@ 16-6-09 and 26-10-09**



Planning & Regeneration Service – Key Functions

Asst Director Planning and Regeneration			
Business Support			
Development Management & Building Control	Policy	Regeneration	
Development 2 Advise on the control development	1 Make policy and plans for the Borough	4 Action on critical projects	
3 Make sure development is built well			

Planning & Regeneration Service – What we do...?

Asst Director			
Business Support – Service Plan; Performance Management; PIs; Statements of Control; Finance			
Development	Development & Building Control	Policy	Regeneration
	Building Control	Plans, Design & Environment	Projects; Skills; Enterprise; Area Management
-Permitted Development	-Full Plans	- Major Projects, Planning Briefs, Area Plan and Partnerships	- Major Projects, Planning Briefs, Area Plan and Partnerships
-Planning Applications	-Building Notices		
-Advert Consents	- Regularisation	-Plan for Borough	-Town Centre /Business Networks Coordination
- Conservation/Listed Building Consent	-Dangerous Structures	-Design, Conservation & Trees	- Employment and Skills/Business Advice
-Planning Appeals	- Stadium Safety	- Climate Change	- Promotion and External Funding
- (Enforcement)			
Planning Cttee Conservation/Design Advice Panels Scrutiny and Cabinet	Scrutiny and Cabinet	Scrutiny and Cabinet	Scrutiny, Cabinet

Planning & Regeneration Service – How much work we do?..

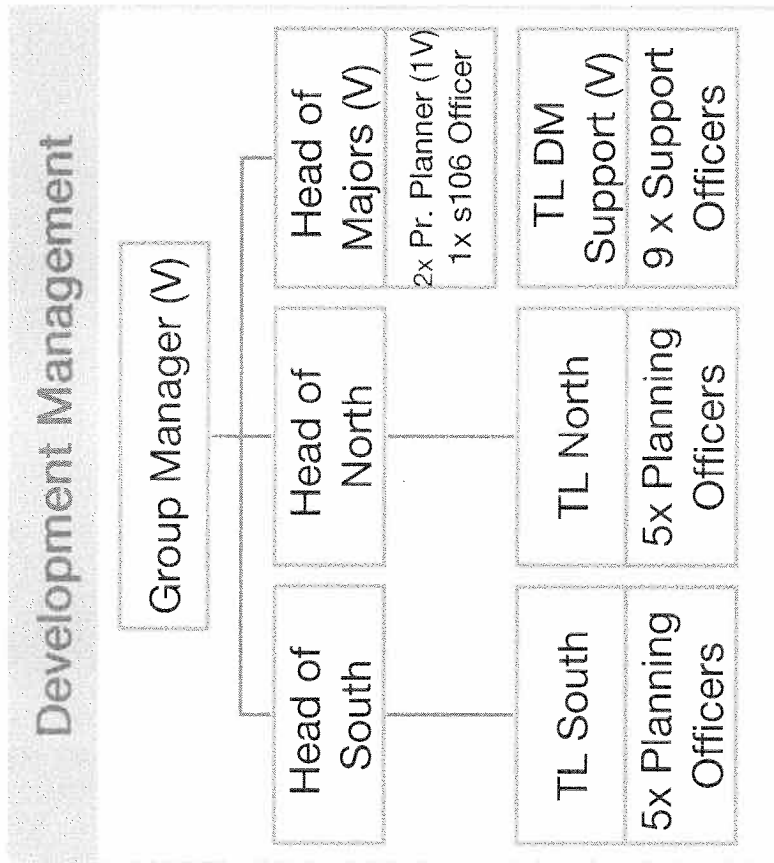
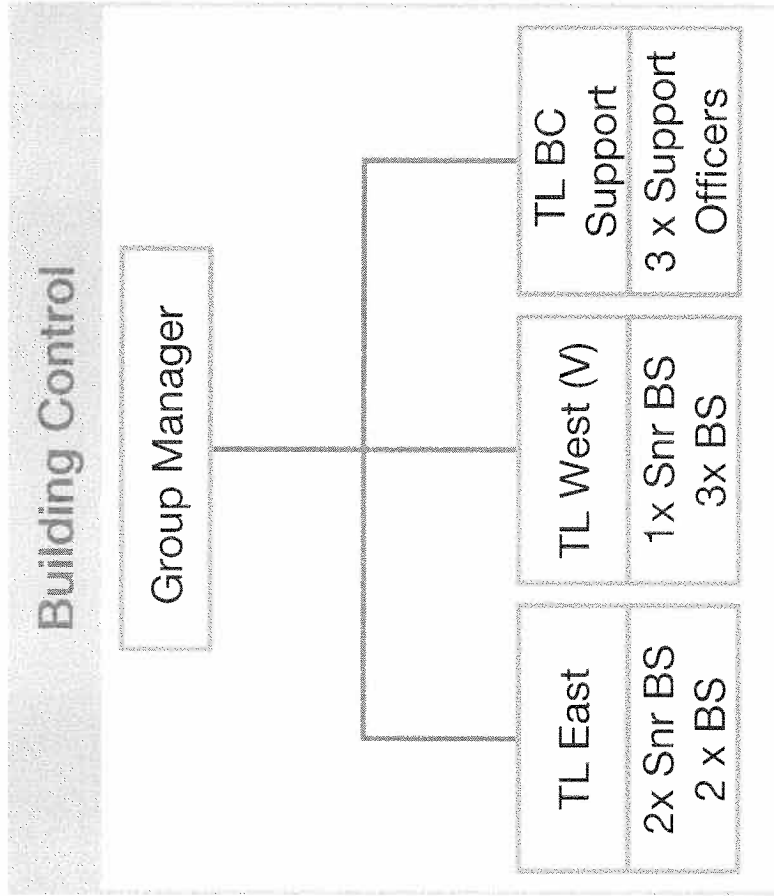
Asst Director

Councillor and Delegated Decisions; £6m turn over ; 105 professional and service staff;
 Service Plan and Development; Customer Service;
 2-3000 Development Decisions; 2000 Building Decisions;

Development & Building Control Building	Policy Plans; Design & Environment; Major Projects	Regeneration Major Projects; Skills/Employment; Enterprise; Town Centres Management & Promotion
<p>Development</p> <p>2- 3000 decisions/ recommendations pa</p> <p><u>Assessments:</u></p> <ul style="list-style-type: none"> •public consultation •good design • parking and servicing •no significant loss of neighbouring amenity ; •the right mix of land uses and •in the right location • conditions/planning obligations 	<p>-Public consultation and councillor decisions</p> <p>-Plan for Borough</p> <p>-Area Plans</p> <p>-Planning Briefs</p> <p>-Design, Conservation & Trees</p> <p>-Climate Change</p> <p>- Major Projects, Promotion and External Funding</p>	<p>- Public consultation and councillor decisions</p> <p>-Town Centre Management</p> <p>- Employment and Skills/Business Advice</p> <p>- Major Projects, Promotion and External Funding</p>

Planning & Regeneration Service – Our Qualifications and Training

AD Planning & Regeneration			
<u>Service Development/IT : Vocational Qualification; GCSE/A levels; Degree</u>			
Development		Policy	Regeneration
<u>Development Control</u> •Vocational Qual. •GCSE/A levels •Degree/CPD •Geography •Economics/Business •Social Sciences •Environmental Sciences •Design •Building •Architecture •Chartered Surveyor •Landscape/Trees	<u>Building Control</u> •Vocational Qual. •GCSE/A levels •Degree/CPD •Building Engineering •Chartered Surveyor	<u>Policy & Research</u> <u>Major Projects</u> <u>Urban Design</u> <u>Environment</u> <u>Trees</u> (See Development Control)	<u>Major Projects</u> <u>Enterprise Employment & Skills</u> <u>Town Centres</u> <u>Promotion</u> (See Development Control)
			0



Development Management

- Appoint Team Leader DM Support
- Move to delete Major Projects Team, except for S106 officer
- Maintain vacancy of DM Group Manager

2011-12

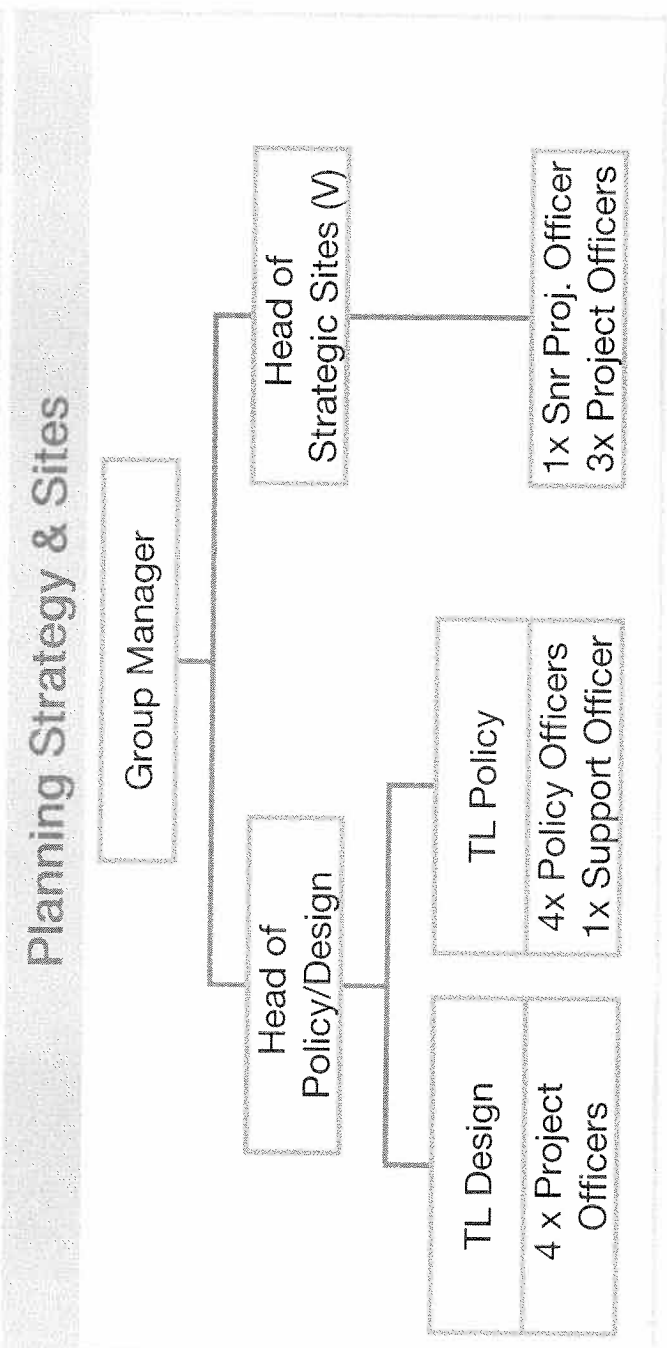
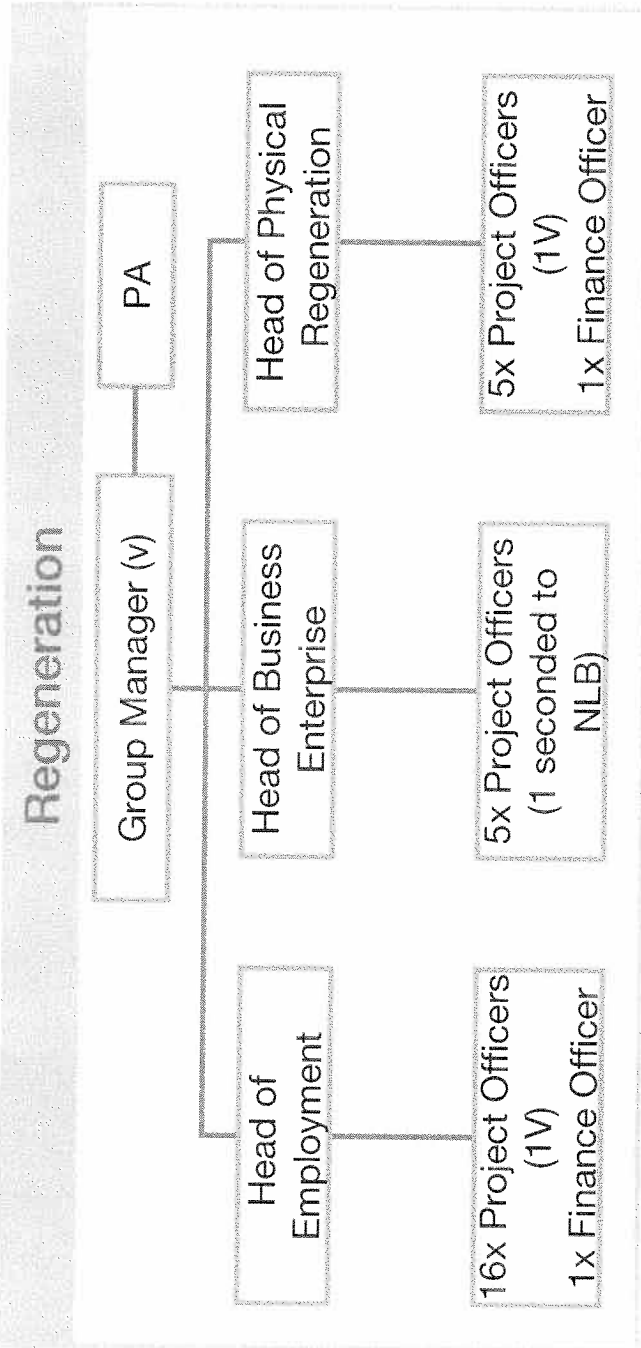
- Consider planning enforcement back into DM;
- Merge DM/BC – “GM Sustainable Development and Commissioning”
- Integrate Admin IT/process systems and support staff
- Develop support staff to deal with household applications and straight forward service requests

Building Control

- Ensure Team Leader Support same as in DM
- Maintain one Team Leader BC
- Allocate 09-10 Budget to fund BC Marketing and Value for Money work – consider maintaining as work progresses

2011-12

- Merge DM/BC - “GM Sustainable Development and Commissioning”
- Integrate Admin IT/process systems and support staff
- Develop support staff to deal with householder applications and straight forward service requests

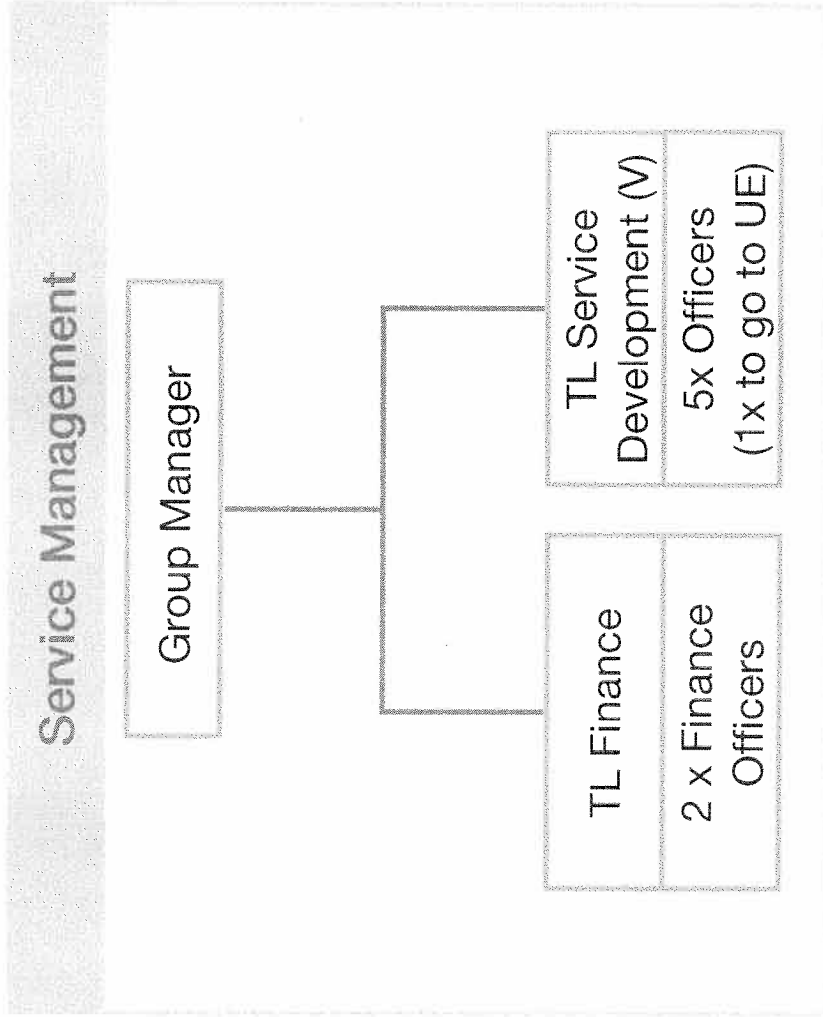


Planning Policy and Regeneration

- Maintain Sites Team Leader vacancy and delete
- Merge Physical Regeneration and Sites Teams – Team Leader PR to become TL of both
- Maintain GM Regeneration vacancy. Support and review functions of GMs Enterprise/Employment and Skills

2011-12

- Merge Policy and Regeneration – “GM Sustainable Communities and Commissioning”
- Outsource “Business and Enterprise” or stop altogether
- Integrate Finance/Admin IT/process systems and support staff



Service Management

- Maintain vacancy of SM Team Leader Development and delete

2011-12

- Integrate Finance/Admin IT/process systems and support staff
- UE Back office review of staff/functions/capacity on going.
- Consider getting rid of P+R AD and running planning function through the two new GM Sustainable Development/Communities and Commissioning posts
- Consider new approach to area management and put AM under a UE Assistant Director. This could mean:
 - Keep P+R admin function; give AM function to P+R and reduce costs in Neighbourhood Management/renegotiate what NM/AM is.

This page is intentionally left blank

Appendix 7
BENCHMARKING EXERCISE (Staff number & Cost Comparisons)
DRAFT @13-10-10 md

Planning Policy, Design & Conservation, and Projects (sites)

Authority	Policy (FTE)	Projects (FTE)	Design & Conservation (FTE)	Total number of Staff (FTE)	Approximate costs (excluding on costs) £ 000's
Barnet	7	0	5	12	548
Camden	9	8	10	27	1023
Enfield	11	0	2	13	523
Islington	10.5	4	-	14.5	565
Waltham Forest	10	9 (Olympics)	3.5	22.5	820
Hackney	-	-	-	-	-
Haringey	8	13	5	26	1040
Haringey (proposed)	4	6	3	13	683

Development Management

Authority	Professional (FTE)	Support (FTE)	Total number of Staff (FTE)	Approximate Costs (excluding on-costs) £000's
Barnet	21	11	32	1225
Camden	30	8	38	1496
Enfield	19	9	28	1075
Islington	17	15	32	1235
Waltham Forest	14	6	20	728
Hackney	15	14	29	1180
Haringey	18	10	28	1070
Haringey (proposed)	13	8	21	776

Building Control

Authority	Professional (FTE)	Support (FTE)	Total number of Staff (FTE)	Approximate Costs (excluding on-costs) £000's
Barnet	16	5	21	710
Camden	23	6.6	29.6	1062
Enfield	13.5	5	18.5	623
Islington	17	5	22	789
Waltham Forest	10	4	14	470
Hackney	15	6	21	715
Haringey	11	3.6	14.6	559
Haringey (proposed)	9	3.6	12.6	477

Economic Regeneration – Business Support and Area Management and Employment and Skills (Still to be completed and verified)

Authority	Staff Mainstream (FTE)	Approximate cost £000's	Staff Externally funded (FTE)	Approximate cost £000's	Total number of Staff (FTE)	Approximate Total costs £000's
Barnet						
Camden						
Enfield						
Islington						
Waltham Forest						
Hackney						
Haringey	13		13		26	
Haringey (proposed)	5		1		6	
<p>Benchmarking for this area of work has been very difficult to complete because of the great variety of projects and the way in which LAs categorise staff. What is being confirmed is that the reduction to 1 manager and 5 staff/project officers will be similar to proposals in Enfield and Waltham Forest. Indications are that Enfield could reduce to 8 staff and Waltham Forest to 6 with neither having a bespoke manger focusing on Economic Development.</p>						

Performance (Demand for Service)

Development Management

Authority	No of Applications received 01/01/2009 to 31/12/2009	No of applications per FTE staff	No of Applications received 01/01/2010 to 31/08/2010	No of Applications per FTE staff (based on 8 months)	Planning Decisions to date by type for the period year ending March 2010		
					Major	Minor	Other
Barnet	3973	124	3300	103	68	934	2686
Camden	4051	107	3206	84	45	868	1727
Enfield	1893	68	1892	68	18	616	1545
Islington	2560	80	2479	77	38	673	1179
Waltham Forest	1567	78	1020	51	-	-	-
Hackney	2503	71	1799	62	62	657	638
Haringey	2172	78	1548	55	18	368	1278

Building Control

Authority	No of Applications received 01/01/2009 to 31/12/2009	No of Applications per FTE staff
Barnet	-	-
Camden	1660	56
Enfield	1795	97
Islington	1329	60
Waltham Forest	1744	125
Hackney	589	28
Haringey	1712	136