



Special General Purposes Committee

TUESDAY, 22ND MARCH, 2011 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

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

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of any late reports in relation to the items shown on the agenda.

(Please note that under the Council's Constitution – Part 4 Section B paragraph 17 – 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. SUMMARY OF URBAN ENVIRONMENT RESTRUCTURING PROPOSALS - DELIVERY OF A PLACE AND SUSTAINABILITY DIRECTORATE (PAGES 1 - 34)

The committee to consider an overview of the proposed restructuring of the Urban Environment Directorate and the creation of a Place and Sustainability Directorate. The report will seek agreement for some restructure decisions in this service to be made by delegated authority by the Chair of General Purposes Committee and the Director following consultation and consideration of the equality impact assessments.

6. REVIEW OF ORGANISATIONAL DEVELOPMENT AND LEARNING SERVICES (PAGES 35 - 70)

The committee to consider proposals for the re-organisation and refocusing of the Council's Organisational Development and Learning function.

7. RESTRUCTURE OF HARINGEY PAYMENTS SERVICE (PAGES 71 - 76)

The committee will be asked to agree the proposed structure for the Haringey Payment Service.

8. PROCUREMENT SERVICE FUNCTION REVIEW

Members to consider proposals for the delivery of procurement functions following the service function review. **Report to follow**

9. TRAVELLERS EDUCATION SERVICE

The committee to consider proposals for the future delivery of this service. **Report to follow**

10. VULNERABLE YOUNG PERSON'S DRUGS WORKER

The committee to consider proposals for the future of this post.

11. NEW ITEMS OF EXEMPT URGENT BUSINESS

The Chair will consider the admission of any late reports in relation to the items shown on the agenda.

(Please note that under the Council's Constitution – Part 4 Section B paragraph 17 – no other business shall be considered).

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

Ayshe Simsek
Principal Committee Co-ordinator
Tel No: 020 8489 2929
Fax No: 0208 489 2660
Email:
ayshe.simsek@haringey.gov.uk

Monday 14th March 2011

This page is intentionally left blank

Agenda item:

[No.]

General Purposes Committee

On 22 March 2011

Report Title: Summary of Urban Environment Restructuring Proposals – Delivery of a Place and Sustainability Directorate

Report of: Anne Lippitt, Interim Director of Urban Environment

Signed :

Anne Lippitt 22/3/2011

Contact Officers : Adam Hunt / Kate Dalzell, Urban Environment Director's Office

Wards(s) affected: All

Report for: Non-Key Decision

1. Purpose of the report

- 1.1. To provide an overview of the proposed restructuring of the Urban Environment Directorate and the creation of a Place and Sustainability Directorate
- 1.2. To seek agreement from the General Purposes Committee to the recommendations set out in section 3 below.

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

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

3. Recommendations

That members:

- 3.1. Note the overview of the current and proposed future shape of the service and summary of proposed restructures set out in Appendices 1, 2 and 3 of this report.
- 3.2. Note the restructure proposals that have already been approved by Delegated Authority or General Purposes Committee.
- 3.3. Delegate authority to the Director of Urban Environment (Place and Sustainability after 1st April 2011) in consultation with the Chair of the General Purposes Committee to approve the following proposed restructures / organisational changes following the conclusion of formal consultation and taking account of the appropriate Equality Impact Assessment (and only if the final number of significantly affected staff is 20 or less and subject to there being no major unresolved issues raised during consultation):
 - Recreation Services
 - Culture, Libraries and Learning

- Business Administration and Support
- Transfer of non-Neighbourhood Management Safer, Stronger Communities staff to new service areas (see Appendix 1 para 6.2)
- Transfer of CYPS Capital Programme Team
- Transfer of two Homes for Haringey Structural Engineers to Building Control

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

- Single Frontline
- Planning, Regeneration and Economy
- Shared Economic Development Services (with Waltham Forest)
- Phase two of Property Services

4. Reason for recommendation(s)

4.1. To ensure that General Purposes Committee is briefed on the overall shape of organisational changes as they affect the Urban Environment Directorate (Place and Sustainability Directorate) and so that it is able to agree the most appropriate route for decision-making on elements of these changes.

4.2. To minimise delay in realising savings towards the council's overall targets.

5. Other options considered

5.1. Where applicable, reports on individual restructures will detail other options considered.

6. Summary

6.1. The Urban Environment Directorate is to be restructured in response to the following key drivers:

- Securing **savings** of at least £7.5m in 2011/12 in response to resource constraints (considerable reductions in grant funding and core funding and a challenging climate for raising income.)
- Ensuring that our **frontline** offers a joined-up service to the public, which is responsive to local need and works with residents through Area Assemblies and other mechanisms, as well as Members through the emerging proposals for Area Committees.
- Bringing together those functions whose primary aim is the **sustainable development** of the borough and the management of our carbon footprint into a Carbon Management and Sustainability Service, in line with Haringey Labour's manifesto commitment.
- Enabling the transfer of the **Community Housing** function into an Adults and Housing Directorate focused on 'People'
- Securing **efficiencies** in all our services by rationalising teams, delayering management, improving processes and identifying shared service opportunities.
- Disaggregating the functions in the **Safer, Stronger Communities service (SSC)**, transfer statutory functions to areas of the organisation where they have a more strategic fit, and disestablish the Neighbourhood Management Service, to allow for the removal of SSC as an organisational unit.
- Delivering efficiencies in **Business Support and Administration** functions, by bringing together similar functions, reducing bureaucracy, process and duplication.
- Supporting the transfer into the new **Place and Sustainability Directorate** of:
 - Culture, Libraries and Learning Services

- Recreation Services
- Property Services
- The CYPS Capital Programme Team
- Catering and Passenger Transport Services currently in CYPS

6.2. The proposals set out in this paper seek to respond to these challenges. A table setting out the proposed restructures and organisational changes is included in para 2.5 of Appendix 1. For those still to conclude staff consultation we propose that this committee agree to either delegate the final decision to the Director of Urban Environment / future Director of Place and Sustainability (for those affecting under 20 staff) or require a report to a future meeting of the committee. In all cases the final recommendations will be accompanied by a full account of the consultation, a response to points raised in consultation and an Equalities Impact Assessment.

6.3. Two sets of changes have already been approved by this committee or by delegated authority (proposals for disestablishing Neighbourhood Management – GP Committee 10th March 2011 and phase 1 of the Property Services restructure – DA 10th February 2011). The outline proposals for the Single Frontline are on the agenda for the GP Committee meeting on 29th March as are the proposals for the Shared Economic Development Service.

7. Chief Financial Officer Comments

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

7.2. The actions outlined in this report are required to help deliver a significant proportion of the £41m of savings that the Council needs to make in order to deliver a balanced budget for 2011-12, mitigate for loss of grant funding and also contribute towards savings required for later years.

7.3. From the existing Urban Environment Directorate Budgets savings of £7.5m have been identified for 2011-12 with further savings in 2012-13 and the majority of these relate to staffing costs, the largest elements of these are;

- Savings of £1.4m from the cessation of the Neighbourhood Management Service
- Savings of £1.75m from creation of the Single Front Line
- Savings of £530,000 from Enforcement Functions (linked with Single Frontline above)
- Savings of £866,000 through restructuring of Strategic and Community Housing Services
- Savings of £710,000 from the restructure of Planning, Regeneration and Economy (including the Creation of the Carbon Management and Sustainability Service)
- Savings of £100,000 from disestablishment of the Safer, Stronger Communities Business Unit
- Savings of £150,000 from the Business Support and Administration Review

7.4 Additionally further efficiencies have had to be made in staffing structures to mitigate the impact of falling income levels due to the economic downturn, particularly within Planning.

7.5 There are also significant savings scheduled within service areas that will transfer into the new place and sustainability directorate such as Corporate Property, Culture, Libraries and Learning, and Recreation Services. These are shown in Appendix 1, Paragraph 2.5.

7.6 General Purposes Committee will receive specific reports on many of these restructures with specific finance comments as appropriate.

8. Head of Legal Services Comments

- 8.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.
- 8.2 On each of the separate proposals outlined in this report due consideration will need to be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of an appropriate equality impact assessment.
- 8.3 The Recommendation at 3.3 correctly identifies those proposed organisational changes which are capable of decision under the relevant delegated authority provisions

9. Head of Procurement Comments

- 9.1. Not applicable

10. Equalities & Community Cohesion Comments

- 10.1. For each saving proposal, an Equalities Impact Assessment (EqIA) screening document has been completed to identify whether a full EqIA was needed.
- 10.2. Where the screening document identified potential impacts on service users, 'service delivery' EqIAs are being conducted. This is the case for the majority of the savings proposals.
- 10.3. 'Staffing' EqIAs are being undertaken for each proposed restructure or service closure.

11. Consultation

- 11.1. There is a formal period of consultation for each of the proposed restructures or unit closures. During this period meetings are held with staff and trade union representatives.
- 11.2. Consultation with service users and other stakeholders also forms part of the 'service delivery' EqIA process.

12. Use of appendices /Tables and photographs

- 12.1. Appendix 1: Overview of the restructuring of the Urban Environment Directorate – delivering a Place and Sustainability Directorate
- 12.2. Appendix 2: UE / Place and Sustainability Structure charts
- 12.3. Appendix 3: Change proposals for each team

13. Local Government (Access to Information) Act 1985

Not applicable

Appendix 1: Restructure of the Urban Environment Directorate – Delivering a Place and Sustainability Directorate

1. Introduction

1.1 The budget settlement in December 2010 reduced local government funding by approximately 28% over the next four years. Cuts have been front loaded which increases the impact of the reductions in 2011/12. Considered alongside other pressures on Haringey's resources, the council has determined that it needs to identify savings of approximately £86m over the next three years, of which £41m need to be made in 2011/12.

1.2 On 25 January a paper called Rethinking Haringey was put to Cabinet and General Purposes Committee containing proposals about the shape the council should be in order to withstand the financial pressures currently placed upon it. These proposals were agreed by Full Council on 24 February.

1.3 The Rethinking Haringey paper proposes a two phase transformation of the Urban Environment Directorate, resulting in the creation of a new 'Place and Sustainability Directorate', the transfer of some Urban Environment functions to other locations in the organisation, and changes to the way we deliver our priorities in other areas.

1.4 Appendix 2 contains organisational charts, based on the Rethinking Haringey paper, which illustrate how these changes will affect the organisational structure at the top management tiers.

2. The current position

2.1 The Urban Environment Directorate is currently organised into four delivery Business Units as follows (please also see Appendix 2):

- Frontline Services
- Planning, Regeneration and Economy
- Safer, Stronger Communities
- Strategic and Community Housing Services

2.2 Each Business unit contains a number of service delivery sections and information on these is included in the appropriate sections below.

2.3 Phase one of Rethinking Haringey will see the Place and Sustainability Directorate formed of five business units (also see Appendix 2)

- Culture Services
- Single Frontline
- Recreation Services
- Planning, Regeneration and Economy
- Property Services

2.4 Phase two of Rethinking Haringey will see the Place and Sustainability Directorate reduced to four business units (also see Appendix 2)

- Community Hubs
- Leisure Services
- Single Frontline
- Planning, Regeneration and Economy

2.5 The table below summarises the restructure proposals that will result in the creation of a Place and Sustainability Directorate. More detailed information (including, where appropriate, numbers of existing FTE, proposals for new FTE, numbers of vacancies and staff taking VR) is provided as part of the individual restructure proposals below.

Restructure Proposal	Planned Saving from proposal	Potential number of posts (staff) significantly affected	Status	Decision Route
Restructure of Frontline Services into a Single Frontline Service	£1.7m in 2011/12 £500k in 2012/13	73	<ul style="list-style-type: none"> ▪ Cabinet approval of principle of Single Frontline 25th Jan 2011 ▪ Outline restructure report to GP Committee on 29th March 2011 ▪ Final report to GP Committee on 12th May 2011 	GP
Restructure of Planning, Regeneration and Economy business unit	£460k in 2011/12 £250k in 2012/13	13 - 19	<ul style="list-style-type: none"> ▪ Original proposal agreed by GP Committee on 28th October 2010 (on which this new structure is based) ▪ Formal consultation to begin by 1st April 2011 ▪ GP Committee on 12th May 2011 	GP
Shared Economic Development Service with Waltham Forest (part of the Planning, Regeneration and Economy business unit) <i>Linked with PRE restructure proposal above</i>	£75k in 2011/12 £25k in 2012/13	19	<ul style="list-style-type: none"> ▪ Proposal to be taken to GP Committee on 29th March 2011 	GP
Disestablishment of Neighbourhood Management Service	£1.4m in 2011/12	28	<ul style="list-style-type: none"> ▪ Proposal agreed by GP Committee 10th March 2011 	GP
Single Frontline - Recruitment to Community Enablement function (ring fencing of 11 existing Neighbourhood Management staff) <i>Linked with Neighbourhood management proposal above</i>	n/a	n/a	<ul style="list-style-type: none"> ▪ Proposal to not delete 11 Neighbourhood Management posts and to allow ring fencing of these 11 officers to 4 new Community Enablement posts in the Single Frontline agreed by GP Committee on 10th March 2011. 	GP to be followed by DA
Transfer of Safer, Stronger Communities teams (ASBAT and YOS to CYPS, Community Safety to Single Frontline, Emergency Planning and DAAT to Public Health) and deletion of Management posts	£100,000	5	<ul style="list-style-type: none"> ▪ To be agreed under Delegated Authority following completion of staff consultation at end of March 2011 	DA
Culture, Libraries and Learning restructure	£633,000	11.5	<ul style="list-style-type: none"> ▪ To be agreed under Delegated Authority following completion of staff consultation at end of March 	DA

Restructure Proposal	Planned Saving from proposal	Potential number of posts (staff) significantly affected	Status	Decision Route
			2011	
Restructure of Recreation Services	£1.5m in 2011/12	18.5	<ul style="list-style-type: none"> ▪ Cabinet (8th February 2011) agreed proposals for Sports and Leisure Options Review ▪ Report on Parks Service restructure being taken to Cabinet on 22nd March 2011 ▪ Consultation on changes to run from mid March to mid April 	DA
Restructure of Property Services (Phase 1 – Management Structure)	£497k	20	<ul style="list-style-type: none"> ▪ Already agreed under Delegated Authority 10th February 2011 	DA
Restructure of Property Services (Phase 2 – Operations)	£320k	Over 20	<ul style="list-style-type: none"> ▪ 30 day consultation with affected staff during April 2011 ▪ Report to be taken to GP Committee on 12th May or in June. 	GP
Review of Business Administration and Support	£150,000	Anticipated to be less than 20	<ul style="list-style-type: none"> ▪ Review of Business Admin and Support posts to occur in May / June following development of new Place and Sustainability Directorate 	DA
Transfer of CYPS Capital Programme service to Place and Sustainability	No saving anticipated at present	TBC	<ul style="list-style-type: none"> ▪ TBC following discussions between relevant ADs and Director of P&S 	DA
Transfer of Direct Services (Catering Services and Passenger Transport Services) from CYPS to Place and Sustainability	No saving anticipated at present	TBC	<ul style="list-style-type: none"> ▪ TBC following discussions between relevant ADs and Director of P&S 	DA

3. Proposals for Change

3.1 Frontline Services restructure – development of a Single Frontline

3.1.1 The existing Frontline Services business unit consists of the following services:

- Enforcement
- Environmental Resources
- Parking
- Sustainable Transport
- Business Support and Complaints

3.1.2 Cabinet gave their in principle agreement on 25 January to the formation of a Single Frontline Service. A restructure of the Frontline Services business unit, it is intended that the design of this service will respond to both budget reductions and increasing expectations to deliver services that meet the priorities of local communities.

3.1.3 The Single Frontline is intended to be more than a re-badge of existing services: it is about creating an instantly recognisable on-street presence that reinforces a single face of the Council. The service will set out to engage with the community to understand its priorities and needs, and address these using a multi-disciplinary team of patrolling officers, who will commission and monitor work to resolve issues.

3.1.4 This restructure would create savings of £2.2 million over two years by reducing administration, cutting out duplication, reducing management cost through de-layering and increased functional responsibility, maximising income and stopping and reducing certain services.

3.1.5 The Single Frontline will consist of two main service areas:

- Neighbourhood Services
- Traffic Management

These services will be supported by an Engagement and Enablement team and a Business Support team.

3.1.6 There are currently 310 FTE posts across the services involved in the development of the Single Frontline. These proposals will reduce that number to approx. 270 FTE posts.

3.1.7 These proposals will see the deletion of 107 posts (34 of which are currently vacant). Therefore, there are 73 staff that are significantly affected by these proposals. The development of the new structures outlined below will see the creation of 65 new posts. There are also currently 56 vacancies across the Single Frontline services (the majority of which are filled by agency staff) many of which will be reconfigured through the restructure.

3.1.8 Further information on the number of staff affected and the opportunities / ring fencing arrangements created by the new structure will be provided as part of the report to General Purposes Committee on the 29th March 2011.

3.2 Neighbourhood Services

This service will consist of:

3.2.1 Neighbourhood Action Teams: bringing together a number of services that tackle environmental issues. Over time the service will be made up of multifunctional Frontline Officers, whose responsibilities will include contract management, street enforcement and highways inspection and enforcement. The deployment of these frontline Officers will be based on area needs, as determined through each Area Assembly.

3.2.2 Within the Neighbourhood Action Teams there will also be specialised services including out of hours officers for noise and licensing; trade waste enforcement, and the Anti-social Behaviour Action Team. Our obligations in relation to HMOs will be delivered through cross-Directorate working.

3.2.3 Highways: this service will maintain and improve public infrastructure in the borough, including street lighting and planned maintenance, and the design and implementation of road safety, TfL and Council funded schemes. The service model will be flexible to reflect the levels of funding available for each year and to be responsive to local issues as identified in local areas.

3.2.4 Regulatory Services: providing statutory regulatory services, including environmental health, trading standards, animal welfare and licensing. The team will work closely with Neighbourhood Action Teams and Area Assemblies/Committees to ensure priorities are effectively identified and tackled.

3.3 Engagement and Enablement

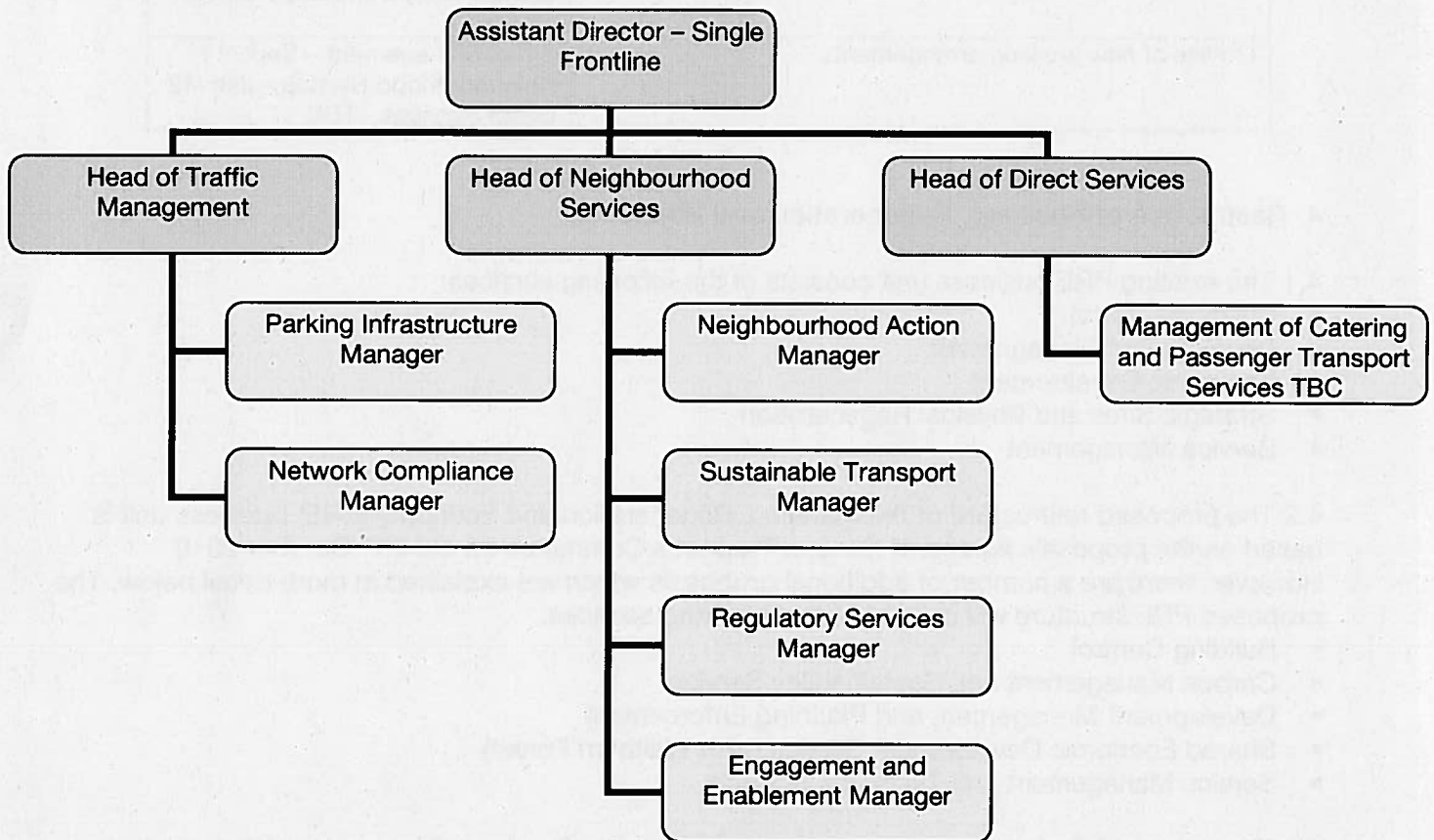
3.3.1 A team to support all elements of the Single Frontline. Its functions will include working with residents and partners to understand area needs and priorities (including community safety and anti-social behaviour), enabling local community groups and acting as a 'neighbourhood problem solver', and monitoring and supporting delivery of local action plans. This team will also provide consultation around transport and parking schemes, and promote environmental behaviour change.

3.4 Traffic Management

3.4.1 This service will be responsible for ensuring that the Council meets its obligations under the Traffic Management Act, that it manages the flow of traffic through and around the borough, and that works undertaken on the highway do not adversely impact on the flow of traffic or damage the highway.

3.4.2 Those responsible for designing a parking or road traffic scheme and generating the relevant Traffic Management Orders will also be accountable when the scheme is enforced ensuring that the desired outcomes of reducing congestion and improving road safety are met. Bringing together infrastructure, enforcement and income recovery will allow holistic delivery of our street management services.

3.4.3 The structure chart below sets out the structure down to the 4th tier. Full structure and post details, including details of the support service arrangements, will be provided as part of the Single Frontline report to GP on the 29th March.



3.5 Delivery and timetable

Project sponsor: Stephen McDonnell

Milestone(s) / Deliverables	Target Date
Report to Cabinet	25 th January
Briefings on initial proposals undertaken for affected staff and managers of affected staff	11 Feb 2011
Formal consultation	21 March to 6 May 2011
Community Safety Team and ASBAT transfer into service	1 April 2011
Respond to consultation, including any amendments	13 May
General Purposes Committee	12 May
Develop new working arrangements (implementation plan)	Street Management June - July Neighbourhood Services June - July
Recruitment process / Redeployment Process	Street Management July / August Neighbourhood Services July/ August
Introduction of Direct Services (Catering/Transport)	TBC - These proposals will be developed following the formal establishment of the Place and Sustainability Directorate on the 1 st April.
Go-live of new working arrangements	Street Management – Sept '11 Neighbourhood Service – Jan '12 Direct Services - TBC

4. Restructure of Planning, Regeneration and Economy

4.1 The existing PRE business unit consists of the following services:

- Building Control
- Development Management
- Economic Development
- Strategic Sites and Physical Regeneration
- Service Management

4.2 The proposed restructure of the Planning, Regeneration and Economy (PRE) business unit is based on the proposals agreed at General Purposes Committee on the 28th October 2010. However, there are a number of additional proposals which are explained in more detail below. The proposed PRE structure will consist of the following services:

- Building Control
- Carbon Management and Sustainability Service
- Development Management and Planning Enforcement
- Shared Economic Development Service (with Waltham Forest)
- Service Management and Technical Support

4.3 The proposed Carbon Management and Sustainability Service will be responsible for activities that support and facilitate the sustainable development and regeneration of the borough and the management of Haringey's carbon footprint. The development of this service will require the transfer to PRE of a number of other functions from other UE business units (Environmental Resources Projects Team – Frontline Services; Transport Planning Team – Frontline Services; Fuel

Poverty Officer – SCHS; Housing Enabling Team and Housing Strategy, Development and Partnerships Manager – SCHS). These will be merged with the existing Planning Policy, Design and Conservation Team and Strategic Sites and Physical Regeneration Team that currently sit within PRE.

4.4 It is also proposed to transfer the CYPS Capital Programme and Corporate Asset Management functions to PRE during 2011/12. These proposals will be developed following the formal establishment of the Place and Sustainability Directorate on the 1st April.

4.5 Discussions are also underway with Homes for Haringey about potentially transferring two Structural Engineers to the Building Control service. If this progresses the agreement on transfer will be done via Delegated Authority.

4.6 The restructuring of the PRE business unit is required to address an existing budget deficit (due to reductions in grant and fee income) as well as contributing to overall PRE savings of £1,355m in 2011/12 and £275,000 in 2012/13 as part of the overall UE savings proposals.

4.7 Reductions in posts -

Service Area	Existing FTE posts	Proposed FTE posts
AD Office	2	1
Building Control	11	9 (excluding Structures)
CYPS Capital Programme	TBC	TBC
Development Management and Planning Enforcement	23	16
Carbon Management and Sustainability Service	43	23
Service Management and Technical Support	27	19
Total	106	68

4.8 A reduction of 38 FTE posts is proposed, with 14 achieved through the deletion of vacancies and 13 through the corporate Voluntary Redundancy programme, leaving a remaining reduction of 11 posts. A number of posts are being changed / created and therefore it is anticipated that between 13-19 staff may be affected by the restructure depending on the outcome of ring fencing arrangements and ultimately recruitment procedures.

n.b. the figures above do not include FTEs in the Shared Economic Development Service, more information is provided in section 5 below.

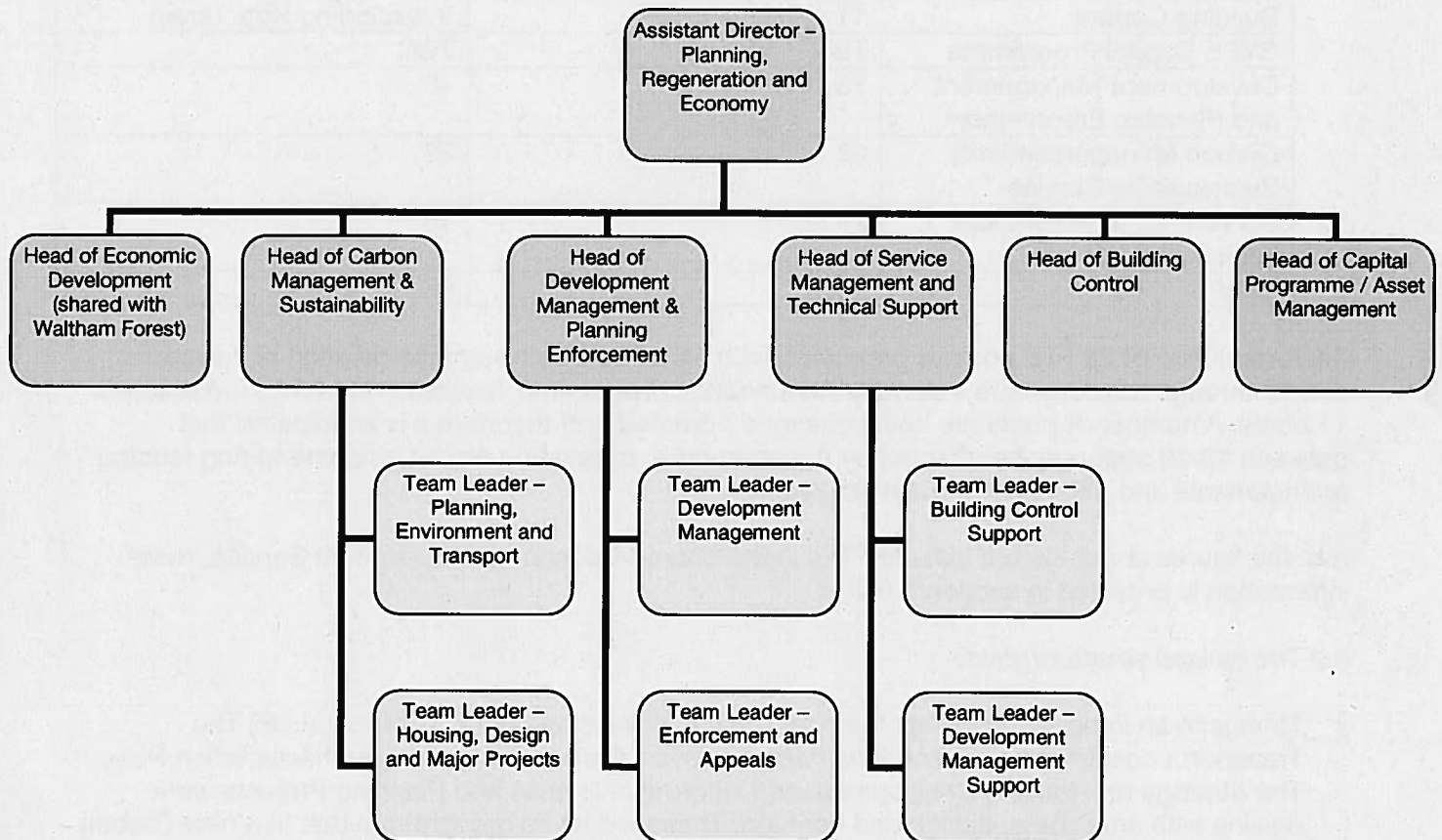
4.9 The revised structure aims:

- To ensure an integrated delivery team for the Local Development Framework (LDF) The Transport Local Implementation Plan (LIP), the Local Carbon Framework and Adaptation Plan, The Strategy for Housing Development and Affordable Homes and Planning Projects work dealing with area plans, design and heritage. These will all be brought together in a new Carbon Management and Sustainability Service, which will also need to operate more significantly across North London and at a London wide level
- The maintenance of Building Control and Development Management teams and the reintroduction of Planning Enforcement. Retention and integration of 2 Technical Support teams under the Service Management function to continue to improve service streamlining, IT development and explore shared services and commissioning.

- The development of a shared Economic Development Service with Waltham Forest focusing on tackling worklessness, skills, youth employment, business guidance and procurement development for local businesses. This new service will operate across both Boroughs and increasingly North London. It will also support the development of a North London planning and regeneration development agency.
- The development of a closer working relationship between the various parts of the Council's capital programme, (eg heritage and schools) and between the Council's asset management programme, the provision of community infrastructure and key planning and regeneration plans
- An even stronger focus on service cost recovery, external funding opportunities and shared services.

4.10 A more detailed timeline for these changes is provided below. It is anticipated that formal consultation on these changes with staff will begin in April 2011.

4.11 The structure of the service (to 4th tier) is proposed to be as follows. Full structure and post details will be provided as part of the Planning, Regeneration and Economy report to **General Purposes Committee** on the 12th May.



4.12 Delivery and Timetable

Project sponsor: Marc Dorfman

Milestone(s) / Deliverables	Target Date
PRE all staff briefing	26.01.2011
Briefing on new proposals with UE SMT Managers	01.02.2011
Briefing on Carbon Management and Sustainability proposals with affected staff	March 2011
Formal consultation on phase 1 of PRE restructure (all Building Control, all Development Management and Planning Enforcement, 3 rd and 4 th tier management posts in Carbon Management and Sustainability Service)	April 1 st 2011
Respond to consultation, including any amendments to proposals	6 th May 2011
General Purposes Committee (Phase 1)	12 th May 2011
Recruitment process	June 2011
Develop new working arrangements (Implementation Plan)	June – July 2011
Formal consultation on phase 2 of PRE restructure (posts below 4 th tier in Carbon Management and Sustainability Service, Service Management)	July – August 2011
Respond to consultation, including any amendments to proposals	August – September 2011
General Purposes Committee (Phase 2)	September 2011
Recruitment process	September / October 2011

5. Shared Economic Development Service

5.1 Cabinet on the 8th February 2011 agreed to progress proposals to develop a Shared Economic Development Service between Haringey and Waltham Forest. The shared service will focus on priorities around employment and skills (particularly tackling worklessness), and attracting investment for business and enterprise with the overall objective of enabling economic prosperity for residents of both boroughs through supporting job creation and local enterprise.

5.2 The Shared Service will have a physical presence in both boroughs with both Joint Head of Service and Economic Development Manager dividing their times between the boroughs and each borough having access to Economic Development Officers.

5.3 As the shared service approach develops, proposals will be worked up to develop a social enterprise that will transfer the operational delivery of interventions and programmes of activity focussing on tackling worklessness, social inclusion and promoting youth employment initiatives.

5.4 The current Haringey Economic Regeneration establishment is 24 FTE posts (including 1 fixed term post). 4 staff are taking voluntary redundancy. 9 of these posts are funded through Council revenue funding, the rest through external funding arrangements.

5.5 The shared service will consist of 17 FTE posts – this will include a reconfigured Haringey Guarantee Delivery Team of 6 posts, Programme Management team of 2 posts, 1 Film Officer post and core shared Economic Development service of 8 posts to cover both boroughs.

5.6 These proposals will save £75,000 in 2011/12 and £25,000 in 2012/13.

5.7 A full report will be taken to General Purposes Committee on the 29th March 2011.

Milestone(s) / Deliverables	Target Date
Phase 1 - Development of service and model via Compatibility Analysis and the Implementation and Engagement Process	January 2011- March 2011
Report to General Purposes Committee	29 th March 2011
Staff consultation	March/April 2011
Recruitment to Shared Service	May 2011
Phase 2 - Shared Service established with Joint Head of Economic Development	June 2011
Develop agreed shared strategy and high level outcomes; Develop agreed shared KPIs and reporting mechanisms; Service work programme agreed	May / June 2011
Work Programme sub-contracted delivery in boroughs	July/August 2011
Ongoing work on developing a social enterprise	December 2010 – December 2011
Reports to respective boroughs on Social Enterprise	December 2011
Phase 3 – Development of social enterprise	2012

6. Disaggregation of Safer, Stronger Communities

6.1 Neighbourhood Management Services

6.1.1 On 25 January, Cabinet agreed that the Neighbourhood Management Service should be disestablished, and that certain key functions which need to be maintained should be transferred to other Council departments and teams for continuation. Following consultation, General Purposes Committee agreed to the implementation of this change on the 10th March 2011.

6.1.2 The decision is made in the light of budget reductions, the extent of which mean that it is no longer viable to maintain this non-statutory and non-essential service, when weighed against other Council priorities to support the most vulnerable residents in the borough and deliver on the Administration's manifesto pledges.

6.1.3 A review of the service looked at key functions that need to be retained. Arrangements for these will be as follows:

- Elements of the service which are part of the apparatus for local democracy, to be placed within Democratic Services, including Area Forums and the new Area Committees. This will provide a conduit for local communities and residents to have active involvement in decision making affecting their communities and neighbourhoods.
- Area based working will continue, after a slight gap, through the new Single Frontline Service and the Haringey Officers Tasking Group, which addresses emerging crime, grime and anti-social behaviour issues aiming at a speedy resolution through partnership staffing tasking
- Making The Difference will be advertised to bona-fide residents' groups/forums through an annual bidding process against commissioning intentions linked to area action plans. Projects would be delivered on a 'by you, for you' basis whereby community/voluntary groups would need to demonstrate the capacity to deliver and manage both project and the funds.

6.1.4 The council's community engagement activity will be fully absorbed into the mainstream, and the new Single Frontline Service will play a key role in delivering this. The General Purposes report on the 10th March is requesting Delegated Authority to allow the ring fencing of eight existing neighbourhood management staff to four community enablement posts within the Single Frontline.

6.1.5 An exit strategy is being developed to ensure that buildings currently managed by NMS are transferred according to ownership. In addition some longer term project work will require transferring to mainstream services for continuation/completion beyond March 2011.

6.1.6 After taking into account the resources required to maintain these key functions, closure of the Neighbourhood Management Service will achieve a **saving of approximately £1.4m.**

6.1.7 This proposal was agreed by **General Purposes Committee on 10th March 2011**).

6.2 Other Safer Stronger Communities Services

6.2.1 Other teams currently within the Safer, Stronger Communities Service will be transferred to other locations in the Council. As these services have significant elements of grant funding, some reduction in posts may be required over the final months of 2010/11.

6.2.2 Transfers will be as follows:

- The Youth Offending Service: to be transferred to the Children & Young People's Director, and work as a team under the Deputy Director Prevention & Early Intervention. When the final grant settlement has been clarified by government it will become clear what level of reduction in posts will be required.
- Anti-Social Behaviour Action Team: to be transferred to the Single Frontline Service within the Place and Sustainability Directorate. Some reductions in post numbers is required due to grant reductions and these will be developed as part of the development of the Single Frontline (Neighbourhood Services).
- Community Safety Team: to be transferred to the Single Frontline Service within the Place and Sustainability Directorate. Some reduction in posts is required due to grant reductions, but this has been resolved by voluntary redundancies.
- Drug and Alcohol Action Team: to be transferred to the new Directorate of Public Health. As a result of vacancies and voluntary redundancy no further posts will need to be deleted.
- Emergency Planning and Business Continuity Team: to be transferred to the new Directorate of Public Health
- The Head of Service and Service Support posts will be deleted.

6.2.3 These proposals will be agreed under **Delegated Authority** following consultation with staff.

6.2.4 Disestablishing this service unit will generate savings of approximately £100,000.

6.3 Delivery and timetable

Project sponsor: Jean Croot

Milestone(s) / Deliverables	Target Date
Report to Cabinet	25 th January
Briefings on proposals with staff	End of Jan - Feb 2011
Formal Consultation with Neighbourhood Management staff	26 Jan – 26 Feb 2011
Informal consultation with Safer Stronger Communities staff about organisational structure as part of the Rethinking Haringey consultation. Preparations for transition underway	Feb – March 2011
Delegated Authority agreed for transfer of remaining SSC functions	3 rd Feb 2011
Respond to consultation about closure of Neighbourhood Management Service, including any amendments to proposals	4 March
Neighbourhood Management proposals to General Purposes Committee	10 March
Implementation of Neighbourhood Management proposals	11 March onwards
Formal transfer of YOS, ASBAT, CST, DAAT and EP&BC teams to different parts of the organisation	1 April

7. Strategic and Community Housing Service

7.1 Service Restructure

7.1.1 The Strategic and Community Housing Function has begun work on a second phase of restructure with the aim of meeting a HESP savings target of £433,000 for 2011/12. This is in addition to savings already achieved in phase one.

7.1.2 The restructure is being made possible by reductions in the numbers of people living in temporary accommodation and activity to improve and streamline the service, and will respond to the impact of the voluntary redundancy process, support functions reviews, and wider changes set out in Rethinking Haringey. It will focus on managing the transition and any gaps resulting from these changes, ensuring budget savings are met, and maintaining stability and continuity where needed. A number of workshops have already taken place with staff as part of the development of proposals, and formal consultation will begin in March.

7.1.3 The savings target for 2011/12 has been met through voluntary redundancies (authority for which was given under the GP Committee agreement for a cross Council voluntary redundancy process).

7.2 Formation of Adult and Housing Services Directorate

7.2.1 The Rethinking Haringey proposals aim to bring together 'place' services in the Place and Sustainability Directorate, and 'people' services within adults and children's Directorates. As a result it has been proposed that our community housing services are brought together with adult social care services to form a new Adult and Housing Services Directorate.

7.3 Carbon Management and Sustainability Service

7.3.1 As discussed in more detail in section 4, staff involved in housing strategy, fuel poverty, and the Enabling Team will be remaining in the Directorate of Place and Sustainability as part of a new Carbon Management and Sustainability Service within the Planning, Regeneration and Economy business unit. It will be important for the success of this team that strong links are retained with the community housing service.

7.4 Future developments

7.4.1 The housing service has a target to achieve a further £433,000 of savings over 2012/13. In doing this the Community Housing service will be undertaking a commissioning exercise to look at the best way to deliver services.

Non Urban Environment Services joining the Place and Sustainability Directorate

8. Culture, Libraries and Learning Services

8.1 The Culture, Libraries and Learning business unit is based around five service areas:

- Culture
- Libraries
- Archives
- Museums
- Adult Learning

8.2 The business unit will remain based around five service areas but reductions will occur across the Libraries, Archives and Museum service areas in order to deliver £749,000 of savings for 2011/12, of which £633,000 are staff related. Some vacant posts will be deleted and voluntary redundancy to achieve these savings has already been agreed in a number of cases, saving a total of £251,800. This leaves the savings still required as £381,200. The proposals below set out the changes needed to achieve these remaining savings.

8.3 Summary Table of proposed reductions

Service Area	Existing FTE	Proposed FTE
AD + Support	2	2
Museum Attendants	2	1
Archives and Records Management	1	0
Library Site Managers	6.16	3.16
Mobile and House Bound	3	2
Stock Section	1.5	0.5
Library Managers	4	3
Senior Librarians	12	11
Library and Information officers	38	35.5
HALS	37.1	36.1
ICT & Support Services (phase 2)	15.7	10.2
Total (of services affected by restructure)	122.46	104.46

8.4 Museum Attendants - There are currently 2 x Museum Attendant (Sc4) posts and the proposal is to reduce these by one. This will have implications for covering the Museum's opening hours, particularly at weekends and including the public opening of the Archives Search room.

8.5 Archives and Records Management - The proposal is to delete the Archives and Records Manager (PO2) post. The management of the Archives and associated staff will be transferred to the Museum Curator as part of the restructure of the Museum and Archives Service. The proposal is to delete 2 x Records Management Officer (SO1) posts and create 1 x Museum and Archives Officer post (SO1)

8.6 Library Site Managers - There are currently 7 (6.16 FTE) x Site Manager posts (Sc3) and the proposal is to reduce these to 4 (3.16 FTE). All the posts are occupied.

8.7 Mobile & Housebound - There are currently 3 x Library Assistant/Driver (Sc4) posts and these will be reduced to two. These posts are occupied. The impact of this will be minimised by the more regular involvement of the Community Programmes Officer: Wellbeing & Access in the direct delivery of Mobile & Housebound services.

8.8 Stock Section - There are 1.5 x Acquisition Librarian (Sc6) posts and the proposal is to reduce these to 1 x 0.5 post only. These posts are currently occupied. The staff reductions are achievable as a result of the improved availability of shelf ready stock, including audio-visual stock and the further development of RFID technology.

8.9 Library Managers - There are currently 4 Library Managers and the proposal is to reduce this to 3. The post of Library Manager: Marcus Garvey will be deleted. Line management of the staff at Marcus Garvey Library (excluding the children's library staff) will be transferred to the Library Service Delivery & Development Manager. Each of the three remaining library managers (for Wood Green, Hornsey & Children & Young People) will take responsibility for 2 branch libraries.

8.10 Senior Librarians - There are currently 6 x Branch Manager (SO1) posts (5.5 FTE) and 4.5 x Information, ICT & Business Librarian (SO1) posts, 1 x Local History Librarian post and 1 x Presentation & Information Librarian post - 12.5 in total (12 FTE). All are currently occupied. The proposal is to delete these posts and create 11.5 (11 FTE) generic Senior Librarian posts (SO1, pending evaluation). This will create a more flexible group of staff, with greater opportunities for movement within the service.

8.11 Library & Information Officers - there are 38 x Library & Information Officer (Sc4) posts and these will be reduced by 2.5. Currently there are two Library & Information Officer posts vacant: these are 18 hour weekday posts (9am - 7pm - 2 days per week) which are essential to the Service and these will provide redeployment opportunities for two people. A further occupied part time post will also be transferred to St Ann's library, also with a requirement to work weekdays only.

8.12 The reduction in front line posts proposed above will impact on the library service's ability to open four libraries on a Sunday. This will be reduced to Wood Green library only. Individual staff rotas (within standard working patterns) and places of work will also be reviewed, to meet the operational needs of the service. This will be done in accordance with the Staff Transfers Policy and the terms and conditions of service.

8.13 The changes proposed above are anticipated to significantly affect less than 20 staff (11.5 FTE posts) and therefore it is proposed to agree this under **Delegated Authority** following the end of the consultation period on 31st March (unless substantial issues are raised by staff or unions).

8.14 A subsequent review of ICT and Support Services will take place in 2011/12 following the operational services review which will look to deliver the reduction indicated in table 7.3 above. It is proposed to agree this by **Delegated Authority** as well as less than 20 staff will be significantly affected (unless substantial issues are raised by staff or unions during the consultation process)

8.15 Delivery timetable

Project Sponsor: Diana Edmonds

Milestone(s) / Deliverables	Target Date
Informal notification has been given to the members of staff affected, their Managers and other staff	January 2011
Informing of Trade Unions	January 2011
Issuing of formal proposals to staff and TUs – one month consultation	1 st March 2011
Staff briefings	2 nd , 3 rd , 4 th March 2011
Deadline for staff requesting VR	15 th March 2011
Formal meeting with representatives of the Trade Union is scheduled to take place on 23 rd March 2011 to discuss feedback	23 rd March 2011
Delegated Authority to be signed	April 2011
Interviews and recruit to stay	April 2011
Contractual notice will be issued where relevant and redeployment will run at the same time. This will be between 4 to 12 weeks depending on the length of time staff have been employed by the London Borough of Haringey.	May 2011
New structure will be in place and staff will be on notice if notice is beyond 4 weeks.	June 2011

9. Recreation Services

9.1 The business unit currently manages the following services:

- Sports and leisure
- Parks
- Bereavement

With support provided by the following units:

- Management and Business Support
- Policy and Development

9.2 The service currently has an establishment of 219 FTE posts deployed across the units above

9.3 The key service change projects being proposed / progressed include:

- The disposal of Bereavement Services
- The contracting out of Sports and Leisure Management (Tottenham Green, Park Road and Broadwater Farm)
- The leasing of White Hart Lane Community Sports Centre, and Finsbury Park Track and Gym.
- Revision and reduction of both Parkforce and Grounds Maintenance activities.
- The redevelopment and transfer of Wolves Lane Nursery.

9.4 The changes above will involve both a significant level of staff TUPE, and reduction to the current establishment. Projects involving TUPE will be subject to separate specific consultation exercises, and the information in this report focuses upon the reduction and re organisation of existing staff and functions.

9.5 Members have approved the programme of changes for Bereavement Services (Cabinet - 16th November 2010), budget reductions for Leisure Services (Cabinet – 8th February 2011) and proposals for Parks Services are going to cabinet on 22nd March 2011, most of which have direct implications for the existing structure/staff.

9.6 Summary table of reduction in posts

Service Area	Existing FTE	Proposed FTE
Sports and Leisure	93.8	83.3
Development & Support	17	14
Parks Management & Support	16	10
Parks Operations (East, West, Central)	52	38
Parks Hygiene	7	5
Parks Specialist Services	18	6
Wolves Lane Nursery	11	9
Trees/Allotments	4	4
Total	218.8	169.3

9.7 A reduction of 49.5 posts is proposed, with 14 achieved through the deletion of vacancies and 17 through the corporate Voluntary Redundancy programme, leaving a remaining reduction of 18.5 posts (3.5 posts in Sports and Leisure and 15 posts in Parks (Parks Operations and Parks Specialist Services)). It is proposed to take this decision under **Delegated Authority** following consultation with the affected staff (and trade unions).

9.8 Proposed Structure

9.8.1 The proposed new structure will support and deliver 3 Recreation wide functions

- Operations
- Client and Contracts
- Development and Commissioning

9.9.2 The key changes between the current and proposed structures are:

- An integrated Service, with the merger of both operational and client functions.
- Reduced management and increased spans of control.
- Amended supervisory ratio's
- Reduced Grounds Maintenance operational staff

9.10 Operations

9.10.1 This unit will manage Recreation Services day to day operational service delivery covering:

- Sports and Leisure Centres (x5)
- Parks Maintenance and Management
- Wolves Lane Nursery.

9.11 Client and Contracts

9.11.1 This unit will manage both Recreation Services operational support and internal/external partnerships/agreements/contracts. Key activities will include:

- Public Relations and Promotions
- Quality Assurance
- Partnership Agreements
- Business administration
- Category and contract management
- Trees and Allotments
- Service specification(s) and performance monitoring
- Service Level Agreements.

9.12 Development and Commissioning

9.12.1 This unit will manage Recreation Services development commissioning and investment programme incorporating:

- External funding bids
- Capital programme/projects
- Service Procurement projects
- Community and Voluntary Sector Engagement
- Service Development Plans.

10. Property Services

10.1 The business unit is currently in the process of being restructured to the following three service areas (a reduction from four service areas):

- Corporate Landlord (including Building Maintenance and Facilities Management)
- Asset Management (including Commercial Property Management)
- Accommodation Planning & Property Review (including rationalisation of offices portfolio)

10.2 Property Services is undergoing a two phase restructure. The first phase currently being implemented (agreed via Delegated Authority on 9th February 2011) has focused on a restructure of the management of the service, removal of a dedicated business planning and performance management role and cessation of the direct management of capital projects. This phase involves reducing management posts by 40% which together with a review of the professional skills and capacity involves 13 posts being deleted, 4 posts being changed and the creation of 3 new posts (i.e. a reduction of 10 FTE posts). The new management structure will be in place by 1st April 2011. The total annual saving from this phase will be £497,000.

10.3 The second phase is focusing on restructuring the operational teams. This will include a reduction in 'soft' Facilities Management functions (i.e. Room Bookings, Property Helpdesk, IT and Stationary Support), a reduction in Corporate Management Property Support and a reduction in the management of Cleaning Services (prior to market testing with a view to potential outsourcing). It is expected that the second phase will affect more than twenty staff and will therefore be taken to **General Purposes Committee** for decision. The saving attached to the phase 2 restructure is £320,000.

10.4 Consultation on these proposals will occur during March / April 2011 with a view to taking to General Purposes Committee either in May or June and go-live on the 1st July.

11. Transfer of Children's and Young People Services Capital Programme Service

10.1 It is proposed to transfer the CYPS Capital Programme and Corporate Asset Management functions to PRE during 2011/12. These proposals will be developed following the formal establishment of the Place and Sustainability Directorate on the 1st April.

12. Business and Administrative Support Review

12.1 In responding to reductions in our budgets, the council has undertaken to protect the frontline as far as possible. As a result we have committed to both reducing the number of managers and layers in the organisation, and to focusing attention on how we can reduce our expenditure on back office and support costs.

12.2 Many Urban Environment business and administrative support staff are involved in the service reviews described above. However we also need to take a cross-cutting look at this to ensure we are working effectively across the Directorate. This will be most effectively tackled when the first phase of work to put the new Place and Sustainability Directorate is complete, and we can look at our processes and systems alongside those of new colleagues from Recreation, Culture, Libraries and Learning and Property Services. In addition, as we increasingly focus on improving outcomes through the way that we commission services the support that managers require is evolving, and the shape of those services needs to reflect this.

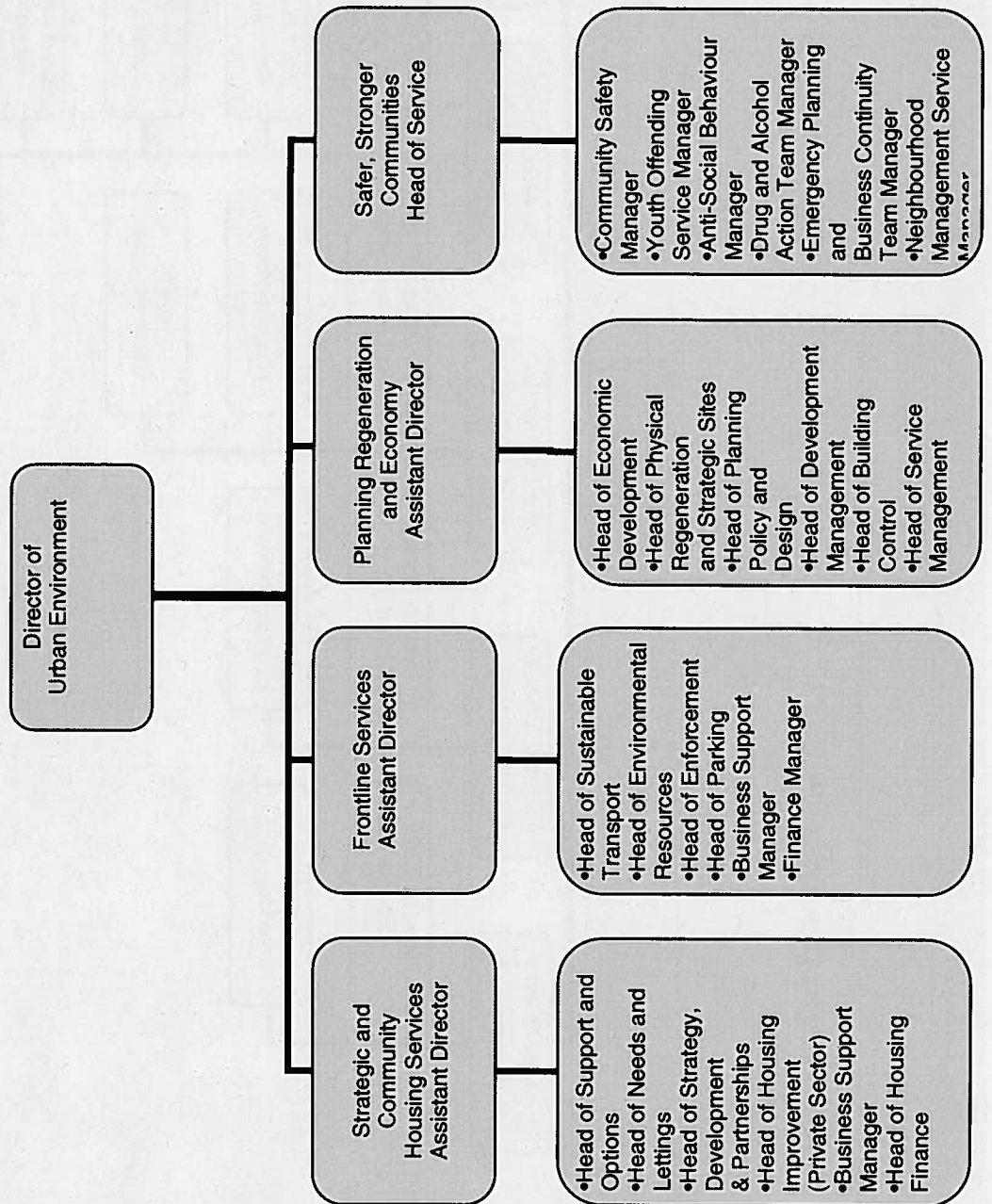
12.3 As a result an efficiency review of business and administrative support functions will take place over May/June of 2011, with a view to consultation in June. This review will look at how we can secure efficiencies by bringing together similar functions, reducing bureaucracy, process and duplication, and ways that we can refocus and modernise the service offer to management to move away from a traditional business support model and towards the provision of commissioning support.

12.4 It is anticipated that the review will involve less than 20 staff and therefore the decision making process will be through **Delegated Authority**.

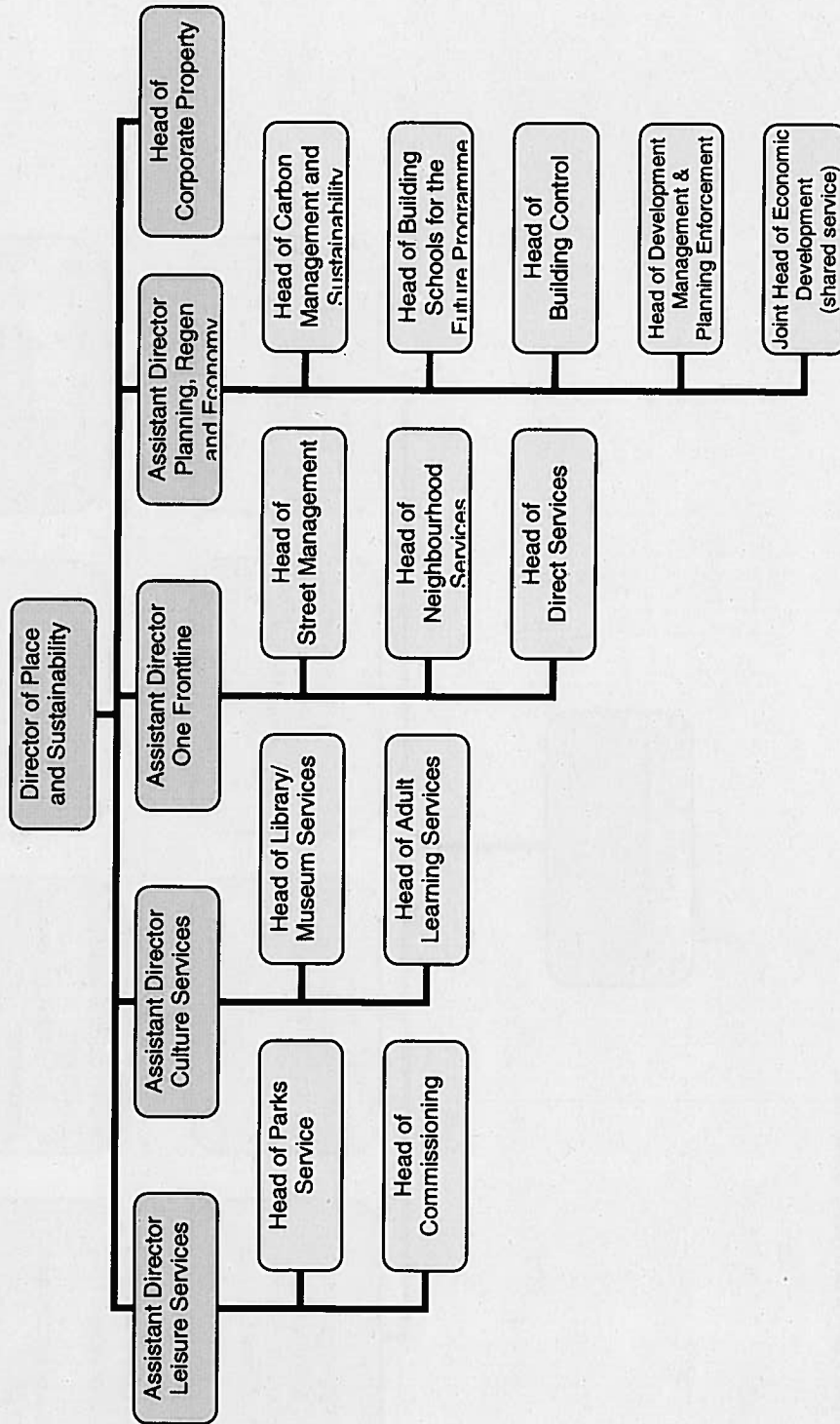
12.5 The review of Business Administration and Support will deliver a **saving of £150,000** in 2011/12.

Appendix 2

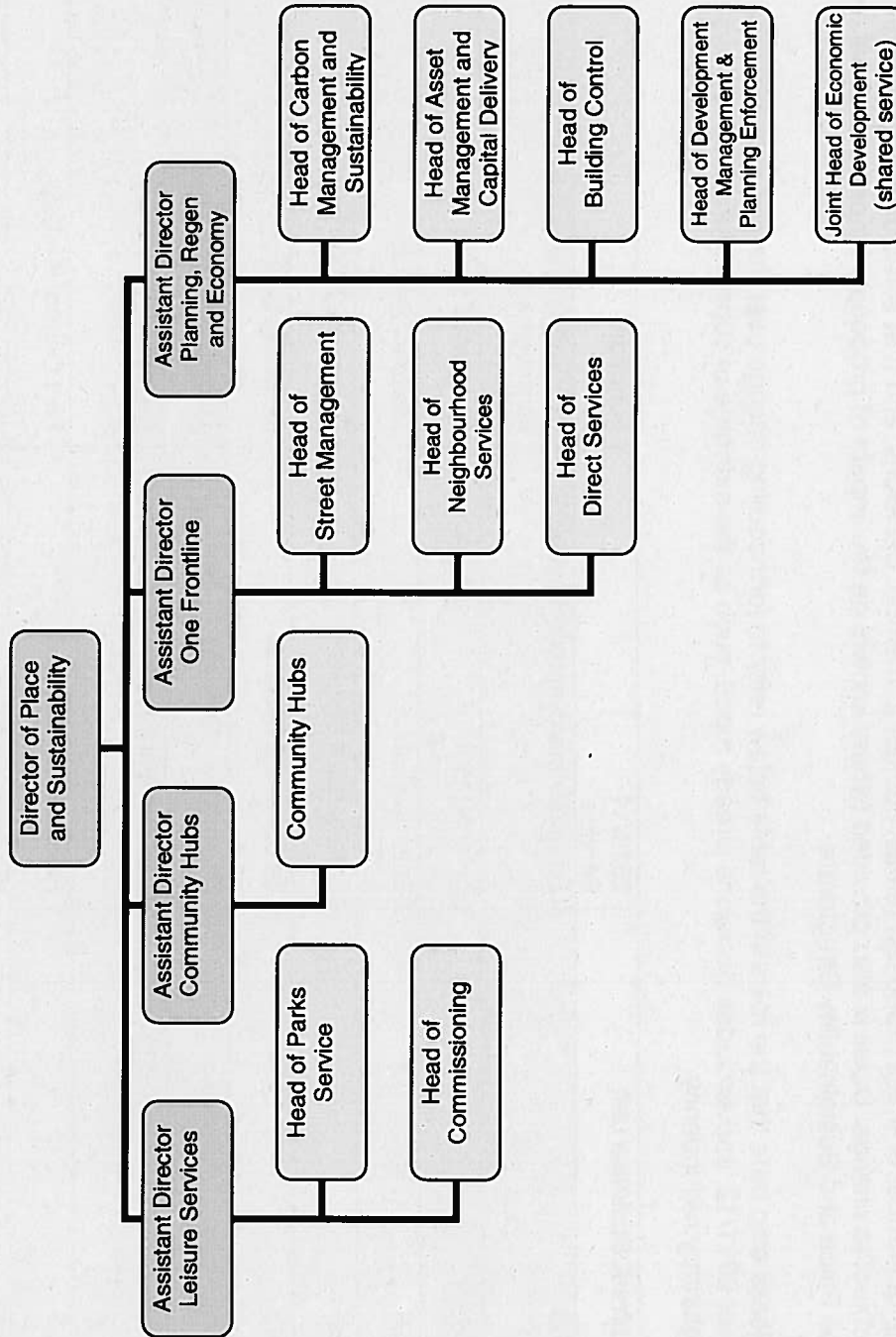
Current Urban Environment Structure



Place and Sustainability Directorate – Phase 1



Place and Sustainability Directorate – Phase 2



APPENDIX 3: Proposals for organisational change in 2011/12: impact by team, 10 March 2011

The table below set out the anticipated impact of proposals for organisational change on Urban Environment Directorate teams. Please note that a number of these proposals remain subject to member decisions, and that some details are still under development and may be subject to change. Detail is also provided (where known) on the impact of proposals for organisational change on services transferring to the Place and Sustainability Directorate.

Please also note that the rows in the table below refer to forthcoming change over the end of the financial year 2010/11, and the financial year 2011/12, and excludes decisions already made, such as the outcome of support functions reviews and the removal of posts following voluntary redundancy.

Current Business unit	2010/11 Service	Function	2011/12 proposal for function
FLS	Business Improvement Service	Complaints review and business improvement	Staff to be ringfenced to a corporate complaints team or to single frontline support.
FLS	Enforcement	Coroners Service	Transfer to new Directorate of Public Health
FLS	Enforcement	Mortuary Section	Transfer to new Directorate of Public Health
FLS	Enforcement Services	Commercial Environmental Health	Included in proposals for Single Frontline, Regulatory Services
FLS	Enforcement Services	Licensing Section	Included in proposals for Single Frontline, Regulatory Services
FLS	Enforcement Services	Trading Standards	Included in proposals for Single Frontline, Regulatory Services
FLS	Enforcement Services	Out of Hours Section	Included in proposals for Single Frontline, Neighbourhood Action Teams
FLS	Enforcement Services	Pest Control Section	Included in proposals for Single Frontline, location to be determined
FLS	Enforcement Services	Planning Enforcement	Merge with Development Management within the Planning, Regeneration and Economy business unit
FLS	Enforcement Services	Enforcement Support/ Technical Support	Included in proposals for Single Frontline Support
FLS	Enforcement Services	Street Enforcement	Included in proposals for Single

FLS	Environmental Resources	Administration	Frontline, Neighbourhood Action Teams (including dog warden) Part included in proposals for Single Frontline Support, part transfer as part of public realm commissioning
FLS	Environmental Resources	Contract Management	Included in proposals for Single Frontline, Neighbourhood Action Teams
FLS	Environmental Resources	Environmental Resources Better Haringey	Policy and Performance SFR
FLS	Environmental Resources	Environmental Resources Education and community team	Transfer as part of public realm contract commissioning
FLS	Environmental Resources	Environmental Resources projects team	Included in scope of Carbon Management and Sustainability Team in Planning, Regeneration and Economy
FLS	Environmental Resources	Recycling Team	Transfer as part of public realm contract commissioning
FLS	Environmental Resources	Transport and Depot	Transfer as part of public realm contract commissioning/ incorporated in single frontline
FLS	Environmental Resources	Waste Services Procurement	Temporary posts to be deleted
FLS	Finance Management		Included in proposals for Finance SFR
FLS	Parking Service	Enforcement Team – Operations	Included in proposals for Single Frontline, Street Management
FLS	Parking Service	Performance and Development Team	Included in proposals for a Single Frontline, Street Management and Neighbourhood Services
FLS	Parking Service	Parking Processing Team	Included in proposals for Single Frontline, Street Management
FLS	Sustainable Transport	Highways Asset Management, planned and reactive maintenance	Included in proposals for Single Frontline, Neighbourhood Action Teams and Highways
FLS	Sustainable Transport	Highways Asset Management, street lighting	Included in proposals for Single Frontline, Neighbourhood Services, Highways
FLS	Sustainable Transport	Traffic Management	Included in proposals for Single Frontline, Street Management

FLS	Sustainable Transport	Traffic and Road Safety	Included in proposals for Single Frontline, Neighbourhood Services
FLS	Sustainable Transport	Transport Policy and Projects Group	Engineers in scope for Single Frontline Highways and Parking Projects teams; Transport planners included in scope for Carbon Management and Sustainability Service.
PRE	Economic Development	Economic development	Shared economic development service with Waltham Forest
PRE	Physical regeneration	Physical regeneration and strategic sites work	In scope for Carbon Management and Sustainability Team
PRE	Planning Policy	Planning Policy	In scope for Carbon Management and Sustainability Team
PRE	Development Management	Development Management	To merge with planning enforcement to form a Development Management and Planning Enforcement Team
PRE	Development Management Support	Development Management Support	To be merged with Service Management Team
PRE	Building control	Building control	No change planned for 2010/11
PRE	Building control Support Team	Building control Support Team	To be merged with Service Management Team
PRE	PRE Service Management	PRE Service Management	Subject to review as part of business support review, May / June 2011.
SSC	Community Safety	Community Safety	Transferred to Neighbourhood Services within the Single Frontline. There will be some reduction in posts due to grant reductions.
SSC	Drug and Alcohol Action Team	Drug and Alcohol Action Team	Transfer to the new Directorate of Public Health. There will be some reduction in posts due to grant reductions.
SSC	Anti-social Behaviour Action Team	Anti-social Behaviour Action Team	Transferred to Neighbourhood Services within the Single Frontline. There will be some reduction in posts due to grant reductions.
SSC	Neighbourhood Management	Neighbourhood Management	Service disestablished (some

	Service	Service	functions transferred to Democratic Services and possibly other Council departments)
SSC	Youth Offending Service	Youth Offending service	Transfer to Children and Young People's Service, under the Deputy Director Prevention and Early Intervention There will be some reduction in posts due to grant reductions.
SSC	Emergency planning and business continuity service	Emergency planning and business continuity service	Transfer to the new Directorate of Public Health
SSC	Head of service and support post	SSC management.	Posts to be deleted.
SCHS	Business Support Service	Business Support Team	Transfer to Adult and Housing Services.
SCHS	Housing Finance	Finance Section	Transfer to Adult and Housing Services. Officers involved in Finance SFR have been informed. No further restructure planned over 2011/12.
SCHS	Housing Finance	Income Recovery Section	Transfer to Adult and Housing Services. No further restructure planned over 2011/12.
SCHS	Housing Improvement – Private Sector	Including Decent Homes Section, Housing Improvement Section, Private Sector Housing, and Shared and Empty Homes	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	Housing Assessment and Lettings, Homelessness Team	Transfer to Adult and Housing Services. No further restructure planned over 2011/12.
SCHS	Housing Needs and Lettings	Housing Assessment and Lettings, Housing Assessment Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	Housing Assessment and Lettings, Housing Review	Transfer to Adult and Housing Services. In scope for the SCHS restructure.

SCHS	Housing Needs and Lettings	Housing Assessment and Lettings, Lettings Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	Housing Assessment and Lettings, Special Needs Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	Procurement and Compliance, Contracts Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	TA Service, Home Visiting Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	TA Service, Hostel Cleaning Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	TA Service, TA Lettings Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Needs and Lettings	TA Service, Tenancy Support Team	Transfer to Adult and Housing Services. No additional restructure over 2011/12
SCHS	Housing Strategy, Development and Partnerships	ALMO Client Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Strategy, Development and Partnerships	Enabling Team	In scope for Carbon Management and Sustainability Team
SCHS	Housing Strategy, Development and Partnerships	Housing Strategy and Partnerships	Head of service in scope for Carbon Management and Sustainability Team. Several posts in Policy and Performance SFRs, now completed. Remaining posts in SCHS restructure
SCHS	Housing Support and Options	Hearthstone section	Transfer to Adult and Housing Services. No additional restructure over 2011/12
SCHS	Housing Support and Options	Housing Advice Team	Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Support and Options	Housing Options Team	Transfer to Adult and Housing Services.

				Services. In scope for the SCHS restructure.
SCHS	Housing Support and Options	Private Sector Lettings Team		Transfer to Adult and Housing Services. In scope for the SCHS restructure.
SCHS	Housing Support and Options	Vulnerable Adults Section		Transfer to Adult and Housing Services. In scope for the SCHS restructure.
NDC	NDC	New Deal for Communities programme		Disestablish, closure of programme. Successor body, The Bridge Renewal Trust now in place.
Director's office	Director's Office	Business support		Subject to review as part of business support review, May / June 2011.
Culture Libraries and Learning Services	Culture	Culture		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services
Culture Libraries and Learning Services	Libraries	Libraries		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services Subject to restructure as per CLL Delegated Authority Report 21/02/2011
Culture Libraries and Learning Services	Museums	Museums		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services Subject to restructure as per CLL Delegated Authority Report 21/02/2011
Culture Libraries and Learning Services	Archives	Archives		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services Subject to restructure as per CLL Delegated Authority Report 21/02/2011
Culture Libraries and Learning Services	Adults Learning	Adults Learning		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services
Recreation Services	Sports and Leisure	Sports and Leisure		Transfer from ACCS into the Place and Sustainability Directorate as part of Culture Services

			and Sustainability Directorate as Leisure Services Part of Operations Service in new structure
Recreation Services	Development and Support	Development and Support	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services
Recreation Services	Parks Management & Support	Parks Management & Support	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services
Recreation Services	Parks Operations (East, West, Central)	Parks Operations (East, West, Central)	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services Part of Operations Service in new structure
Recreation Services	Parks Hygiene	Parks Hygiene	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services Part of Operations Service in new structure
Recreation Services	Parks Specialist Services	Parks Specialist Services	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services Part of Operations Service in new structure
Recreation Services	Wolves Lane Nursery	Wolves Lane Nursery	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services Part of Operation Service in new structure
Recreation Services	Trees/Allotments	Trees/Allotments	Transfer from ACCS into the Place and Sustainability Directorate as Leisure Services
Property Services	Corporate Landlord	Corporate Landlord	Transfer into the Place and Sustainability Directorate Restructure through Phase 1 and Phase 2 reviews - merging with Asset Development
Property Services	Asset Development	Asset Development	Transfer into the Place and

			Sustainability Directorate Restructure through Phase 1 and Phase 2 reviews – merging with Corporate Landlord
Property Services	Commercial Property	Commercial Property	Transfer into the Place and Sustainability Directorate Restructure through Phase 1 and Phase 2 reviews
Property Services	Business Planning and Management	Business Planning and Management	Transfer into the Place and Sustainability Directorate Restructure through Phase 1 and Phase 2 reviews
CYPS Business Support and Development	CYPS Capital Programme Team	CYPS Capital Programme delivery	Transfer into the Place and Sustainability Directorate, Planning, Regeneration & Economy to become part of the Asset Management and Capital Programme Team.
CYPS	Catering Services, Transport Services		Creation of Direct Services within the Single Frontline

General Purposes Committee		22 March 2011
Report Title: Review of Organisational Development and Learning Services		
Report of Assistant Chief Executive (People and Organisational Development)		
Signed :		
Contact Officer: Philippa Morris: Corporate Head of Organisational Development and Learning		
Wards(s) affected: N/A	Report for: [Key / Non-Key Decision]	
<p>1. Purpose of the report</p> <p>To present proposals for the re-organisation and refocusing of the council's Organisational Development and Learning function in order to deliver 50% budget reduction in back office services, and 35% budget reductions in what were ABG grant funding streams for social work and social care development. This delivers a total saving of £908k.</p>		
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>[click here to type]</p>		
<p>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</p> <p>3.1 The Organisational Development and Learning Service has responsibility for many of the principles and activities detailed in the Council's People Strategy. The People Strategy sets out our vision for our workforce: it outlines how the council plans to maintain and develop the workforce and the organisational culture we need to deliver the council's vision, values and strategic priorities. The service also manages key social work and social care development programmes; provides change management support to the council's transformation programmes; and designs and delivers targeted leadership development to new and aspiring managers (including black and minority ethnic staff who are unrepresented at senior levels of the organisation).</p>		
<p>4. Recommendations</p> <p>4.1. That the new Organisational Development service offer outlined at appendix A be noted;</p> <p>4.2 That the staffing structure at appendix C is agreed taking into account the responses to formal consultation detailed in appendix E and having due regard to the Council's public sector equality duties.</p> <p>4.3 That the Committee approves the revised structures attached in appendix C.</p> <p>4.3 That the Committee note the savings levels to be achieved from the reshaping outlined in section 15.5.2</p> <p>4.4 That the Committee notes the proposals outlined in this report represent phase one of the Council's Support Function Review of Learning, Development and Service Improvement – and that any further savings will be achieved through centralization and rationalization of these activities from within Directorates and the rest of the corporate centre.</p>		
<p>5. Reason for recommendation(s)</p> <p>5.1. The council and its workforce is entering a period of unprecedented change. The coalition's policy agenda combined with reduced levels of funding mean that the council has to fundamentally rethink services. The impact on our workforce will be enormous. The council will need to both drive and support the people aspects of change if it is to successfully reinvent itself, innovate and make change happen, achieve and perform and hold onto the commitment</p>		

and good will of our workforce.

5.2 A review of the OD services is required to reassess the function of service in the light of reduced budget provision and the need to both reduce and maximise its change and developmental resources to work on:

- Service and directorate reviews across the council – including a) support to staff leaving the organisation and b) support to teams in the post review period trying to make sense of new roles, responsibilities and ways of working within a reduced service base
- The development of the Management Role (behaviour; accountability and responsibilities; generic job descriptions) and retraining of managers to fulfil new responsibilities (including SAP related activities and budget management) in the wake of Support Function Reviews
- Major change programmes including Smart Working; move to more online access to services
- rethinking Creating opportunities for innovation and improvement (e.g. suggestion schemes; project working) and review of some of the council's major cross cutting processes e.g. budget management - and communicating and training staff accordingly
- Culture change: guiding and promoting an ethos of one council working and the behaviours that support this and the council's other values
- Developing the Children's and Adults workforce – specifically social workers (trainees, newly qualified, qualified, managers) and care workers.

The recommendations in this report are in line with the principles adopted in other such reviews and accord with the Council's employment policies.

6. Other options considered

6.1. Alternative options include – cessation of service; partnering with another local authority to deliver; further outsourcing to a market provider. Shared service options remain a possibility in the medium term, and will be the subject of further consideration. In order to deliver efficiencies within the current financial year, the recommendations at paragraph 4 are proposed.

7. Summary

7.1. The Organisational Development and Learning Services (OD and L) is currently organised as described at appendix A. The service provides support for:

- Employee development: including leadership development; team and individual coaching; graduate trainee schemes; development programmes for leaders of the future/BME staff; staff forums and events; skills for life programmes; as well as short courses in subjects such as customer care, managing change, MS office and safeguarding; and some partnership development;
- Change: supporting the delivery of new ways of working (desk sharing; home working); staff improvement and suggestion schemes; staff recognition schemes; employee surveys;
- Improvement: targeted people related support for identified services such as Children's and Families; Strategic and Community Housing
- Adults and Children's Workforce Development and Learning: including recruitment and development of Social Work trainees; newly qualified social workers; social workers and their managers; development of care workers across the social care sector in Haringey.
- Training and project support; including course administration and application management; change planning; e-learning support, and training reception management.

7.2 The budget for the service is proposed to reduce by 35% -50% with effect from 7st April 2011. It is necessary therefore to redesign the services that will be offered and to adjust the staffing provision accordingly.

7.3. A proposed service offer is attached at appendix A.

7.4 Currently 28 posts are funded in OD and L (20 are revenue funded; eight are funded via what were ABG funding streams). Under the revised offer it is proposed to reduce this resource to 14 FTE posts. The proposed structure is attached at appendix C. The current and future deployment of staffing resource is as follows:

Current resources		Proposed
Grade	Revenue funded posts FTE	Rev funded FTE
SM2	1	1
PO4-8	12	6
SO1-PO2	4	2
Sc	3	1
	ABG funded posts	
PO4-8	4	2
SO1-PO1	2	1
Sc	2	1
TOTAL	28	14

7.5. The process and timetable for reorganisation will be:

- 19th January – 25th January 2011 = informal consultation on proposals
- 26th January to 25th February = formal consultation on proposals
- 25th February = closing date for receipt of comments by staff and trade unions
- 4th March 2011 = Management to consider comments received and to provide formal responses to all affected staff and trade unions
- 10th March = GP committee for approval
- 28th March = interviews with ring fenced candidates
- 4th April 2011 = Outcome of selection processes to be notified to individuals
- By 11th April 2011 = Letters to employees confirming outcomes including issuing notice /redeployment

Methods of Recruitment to posts in the new structure

7.6. The proposals involve deleting 14 posts. The remaining structure provides 14 FTE posts. The Appendix E outlines the positions in the new structure by grade and number and the methods to be applied. As all the posts have changed substantially and the number of employees in post exceeds the number of posts in the new structure, the proposed recruitment method for most posts is by a series of open ring fences. This is with the exception of the following:

- OD Consultant – E-learning [PO4]: Assimilation proposed on the basis that the current post holder into position on the basis that the role remains unchanged.

Where individual employees in more than one ring fence they will be able to indicate their preferences and these will be considered by management as part of the selection process. In order to minimise disruption management also propose, where possible, to invite employees who are in more than one ring fence to attend interview once only; employees will then need to be assessed against the criteria set out in the person specification for all the applicable posts.

The recruitment process outlined above is subject to consultation and management will consider comments from individuals as well as formal comments provided by the trade unions.

7.9. Ring fences for recruit to stay will be provided as a part of the consultation.

8. Chief Financial Officer Comments

- 8.1 OD and L operates with a controllable net budget of £1.34 million. A savings target of 50% was set by CAB for back office services to address the shortfall in budget provision from 2011/12.
- 8.2 The proposals in this report generate a 50% reduction in full year revenue spend of **£670k (50%)**. A further **£238k (35% reduction)** will be achieved in reductions to what were ABG funding streams supporting social care workforce learning and development; and children's social worker trainee schemes and professional development programmes. The total saving are £908k.
- 8.3 It is proposed that the new working arrangements will be implemented from 11th April 2011. Certain of the changes will be achieved by the deletion of posts and some will involve recruit to stay, resulting in a range of timescales to achieve the required budget reduction.

9. Head of Legal Services Comments

- 9.1. The Head of Legal Services has been consulted on the content of this report. As indicated at Recommendation 4.2, the outcome of statutory consultation should be taken into account by Members in reaching a decision concerning the proposed staffing structure for the Organisational Development service. Similarly members should have due regard to the Council's public sector equality duties in reaching that decision, taking account of the data and other matters set out in the attached initial Equality Impact Assessment. The arrangements for selection of staff and the consideration of the position of staff displaced should comply with the Council's policies and procedures regarding organisational change, redeployment and redundancy.

10. Equalities & Community Cohesion Comments

- 10.1. The proposals have been the subject of an initial Equality Impact Assessment. The assessment is attached at Appendix F.
- 10.2. The Council's arrangements for organisational restructure ensure that selection for the revised staffing structure is based on merit. The process of assessment is a mix of current employment record, assessment against future job, and general skills analysis. Using a mix of assessment techniques is generally recognised as the most objective form of selection. Once selection is complete the EIA can be completed and impact fully assessed.

11. Consultation

- 11.1 The proposals in this report were the subject of individual and informal staff consultation. A period of formal consultation was undertaken with staff and their representatives between 17th January and 25th February 2011. The Council's recognised trades unions were informed of the review and kept apprised of progress to date. Consultation on the restructure included two meetings with staff and the ACE and Head of Service, a workshop for staff and their Union representatives – plus submission of many written questions and observations.

The results of consultation with staff is detailed in Appendix F.

Consultation with managers and staff who either use or deliver OD, change, professional development and service improvement functions was also carried out to inform the proposals set out in this report. The Corporate Head of OD also interviewed some twenty managers and staff about how the council can support change and service improvement functions in the future and at a reduced cost as part of the Support Function Review of OD, Change and Service Improvement.

12. Use of appendices /Tables and photographs

- Appendix A = revised service offer
- Appendix B = current OD and L structure
- Appendix C = proposed OD and L structure
- Appendix D = future OD and Change roles and grades and recruitment methods to the new structure
- Appendix E = responses to formal consultation with OD and Learning staff.
- Appendix F = initial Equalities Impact Assessment

13. Local Government (Access to Information) Act 1985

14 Background

14.1 This paper sets out proposals for a proposed model for the future operation of a reduced organisational development, change, and learning and development function.

The proposals:

- Deliver savings in the central OD and Change budget of £670k (50%) in OD staffing and training budgets (against a 50% savings target set by CAB)
- Deliver additional savings of £238k (35%) in what was ABG spend on Adults and Children's social work trainee schemes, professional development and social care workforce development and change programmes

14.2 Changes will be delivered by:

- Refocusing the work of the service to support Organisational Development, change and transformation.
- Deleting 15 posts in the OD and L function and reducing spend on learning and development activities and schemes.
- Flattening the structure of the new OD and Change service and increasing our flexibility by working in a matrix - allocating staff to agreed HESP, cross cutting or service specific workforce and change projects and priorities.
- Creating a network of those service improvement/change managers located in Directorates – developing a service improvement job family and jd's; maintaining a strategic overview of the deployment, activities, skills, capabilities and development needs of post holders
- Continuing to facilitate change at the level of the individual, team and organisation

14.3 What we will stop doing:

- Let go of our Investor in People status and stop ...
- Graduate recruitment– both generic graduate trainee scheme (8 per annum) and social work trainee schemes (8-10 per annum)
- Aiming High/Leaders of the Future development programmes for aspiring managers (approximately 15 pa – with a 50% target for BME / women participants)
- Institute of Customer Services Awards
- Annual Achievement Lunch and Awards ceremony
- Skills for Life programmes
- Add hoc internally delivered awayday facilitation
- Reduced numbers of open access courses and tailored short courses
- Internal short course programme delivery – we will commission 90% of courses and programmes

- Council wide coaching and mentoring programmes
- Qualification programmes including those for Institute of Leadership and Management (ILM) and computer skills (ECDL).

14.4 We will continue:

- to work closely with other parts of the Chief Executive's Service – to support the transformation / change agenda working closely with colleagues in HR; Policy and Performance; Communications; and the Haringey Efficiency and Savings Programme (HESP).
- to develop the skills and focus the activities of Directorate based staff working in Service Improvement and Workforce development roles.

14.5 In the medium to longer term we will seek to:

- Centralise within OD those directorate based resources allocated to service improvement; SAP training; staff events and engagement; and competency based training in areas such as customer focus, equalities, management development.
- Take over responsibility for commissioning short courses for members
- Centralise (within Communications) resources for internal comms.
- Seek to change funding arrangements for professional qualifications. We would do this by providing loans rather than directly funding staff who wish to study for a university or professional qualification. This could be administered in much the same way as we support staff travel loans.

15 Risks

In other London boroughs it has been agreed that HR/OD services will not be reviewed until 2013 or later, e.g. Lewisham, Hackney, Harrow, Ealing, Greenwich, Islington, Camden. London borough metrics show that for HR/OD services in 9 other councils the average number of HR/OD staff to employees is 1:50. The current ratio in Haringey (excluding pensions and schools) is $[4700/79.7] = 1:59$. This is very favorable.

The proposed cuts will have a significant impact on our staff and their ability to access training and development. The Council's training and development offer is highly rated. Good opportunities and investment in staff development was cited by some 90% of staff as the second most important reason for working (and staying working) in the council in the 2010 staff survey. Training is something that few organisations can afford not to offer. It is an "expected" item of investment and highly valued by employees.

The proposed cuts pose a risk to levels of staff engagement, commitment and willingness to go the beyond the extra mile. Research by the Institute of Employment Studies found that developing the skills and competence of the workforce is the most important factor in making employees feel valued, engaged and committed to the organisation they work for. There is a strong correlation between high levels of staff engagement and excellent council performance. Engaged employees work harder, have lower levels of sickness and are less likely to leave.

The reduction in funding for staff development and learning will also mean that as a council we are less able to:

- improve the skills, knowledge and behaviour (competencies) our staff need to deliver the council's priorities and work in new ways
- bridge identified skills and knowledge gaps required to improve performance – particularly skills for life (i.e English as a foreign language and literacy and numeracy programmes)

- ensure that everyone in the council has equal access to the learning and development they need to do their jobs better.
- the outlined cuts will also reduce the service's capacity to support change and capacity building in a) Adults (personalisation) b) Children's workforce (trainee schemes; capacity building) and c) safeguarding awareness.

16. Budget and Staffing Reductions

	Current establishment and training spend				Future establishment and training spend based on 50% reduction
	Staff No	Staff Budget	Training & prog. budgets	TOTAL	
A) ODL Function (revenue)					
• Employee development					Staffing: 10 FTE (50% reduction in FTE)
• Change					Staffing budget: £518k
• Management, • Training Administration • & Project Support					Programme budget £152k (68% reduction)
Total (ODL Revenue budget)	20	£940K	£401K	£1341k	Total Budget: £670k (50% reduction)
					Future Adult's and Children's social work/care development based on 35% reduction
B) OD ABG					
• Children's and Adult's social work/care sector dev					Staffing: 4 FTE (50% reduction in FTE)
					Staffing budget: £172k
					Programme budget £270k (65% reduction)
Total (OD ABG)	8	£268k	£411k	£680k	Total Budget: £442k (35% reduction)
Total	28				

Appendix A

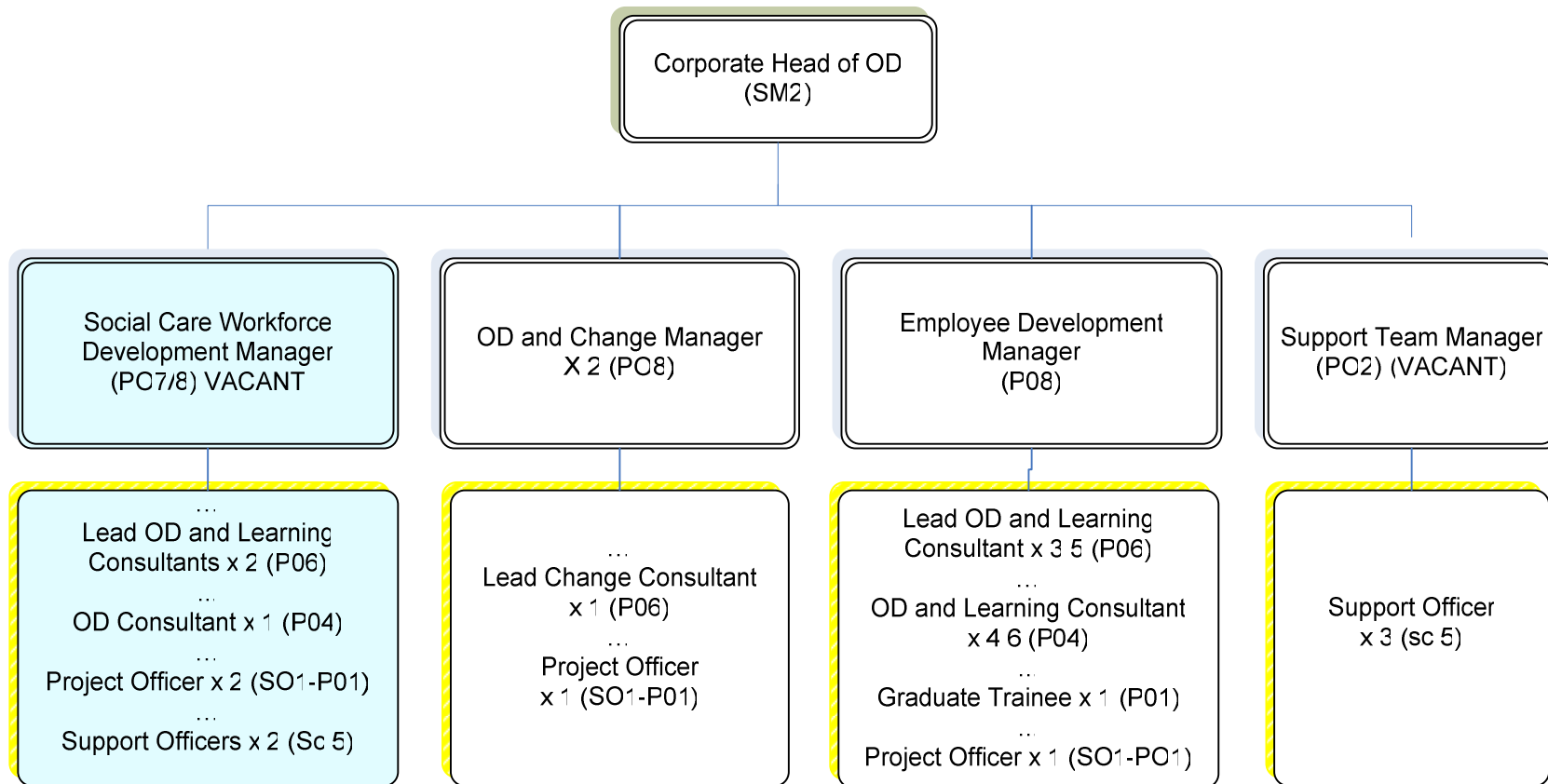
Revised Service Offer: Functions of the new OD and Change Service

The new OD and Change service’s primary goal will be to increase the ability of individuals, groups or organisations to innovate and collaborate across professional and organisational boundaries – to find efficiencies and more effective ways of serving the public. The key functions of the service:

- **Organisational Development and Change:** providing a high-level and cross cutting approach to support organisational change, efficiency and the HESP. The leads in this area will lead initiatives and activities that support the move to a smaller, more flexible organisation ensuring we make the most of our workforce, its health and effectiveness, and its’ capacity to innovate and handle and sustain change in the future.
- **Social Work and Social Care development:** providing targeted support and development of social workers (trainees, newly qualified; qualified; managers) and care workers (across the sector). The leads in this area will also support the transformation of adults social care and ensure that single agency safeguarding /child protection training is targeted and effective.
- Development of a **Service Improvement and Workforce Development Network:** ensuring effective deployment, activity and development of service based improvement / workforce development staff in order to better shape and deliver change; identify opportunities for greater partnership/sector working; facilitate local process reviews, improvements and savings.
- **OD and Training Support and Commissioning;** staff working in these roles will support the delivery of OD and Change programmes, activities and events.

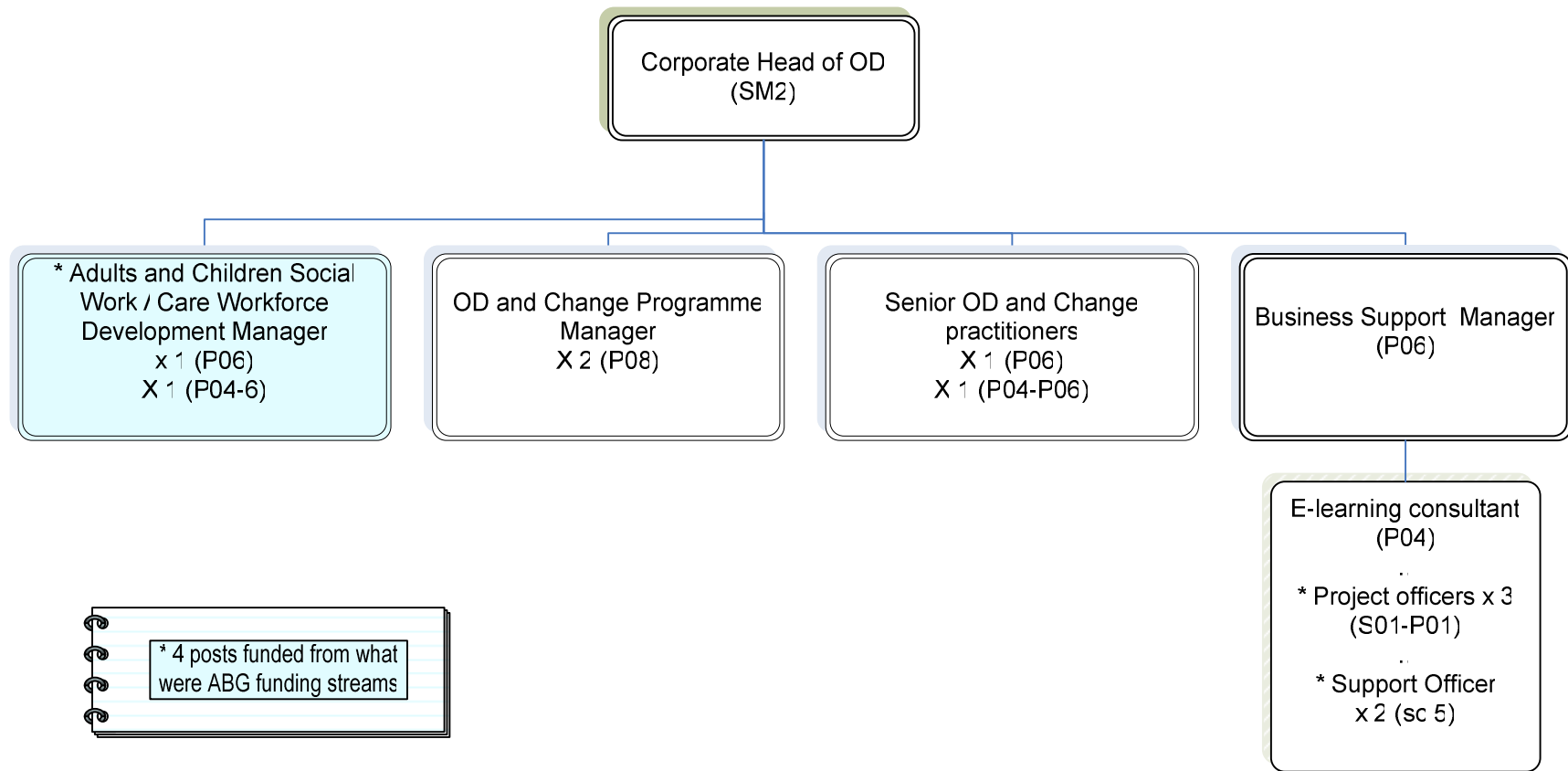
Outcomes	Functions and Activities
<ul style="list-style-type: none"> • Prepare staff for the changes ahead (whether staff are staying or leaving the organisation) • Create a leaner, more flexible, and skilled ‘fit for the future’ workforce focused on outcomes that meet community needs • Build management capacity to lead change – and manage and develop their staff • Encourage innovative thinking and lean customer focused processes in order to achieve outcomes in a more efficient way • Promote an organisational culture in which respect for each other, trust, co-operation and individual and team achievement are all evident and valued • Seek to deliver savings whilst maintaining levels of staff engagement • Make the most of the energy, skills and commitment of our staff and their ability to be productive (effort and engagement, not simply attendance) 	<ul style="list-style-type: none"> • Provide OD and Change support to the HESP • Plan OD and Change approaches and activities to facilitate change • Coach, challenge, develop and advise on people aspects of change • Workforce surveys • Design and facilitate forums, workshops and events to support change • Coordinate and commission experts (internal and external) to support change / efficiency • Develop and drive people/ workforce strategy • Design programmes/tools and policy to develop the skills and competence of the workforce as a whole, as well as that of a) managers b) key professional groups including social workers, care workers • Manage staff suggestion schemes and improvement forums • Design and manage staff development and learning initiatives – including skills programmes /e.learning; talent development; safeguarding awareness; induction • Facilitate partnership working between sectors; agencies; and professions

Appendix B: Current Structure of the Organisational Development and Learning Service



28 Posts

Appendix C: Proposed Structure of the new Organisational Development and Change Service



14 Posts

Appendix D: future OD and Change roles and grades and recruitment methods to the new structure

Future OD and Change Service	Role	No and Grade	Approx costs incl on costs
Corp Head of OD	Strategic service management; develop and deliver the council's people and change strategies; workforce development and management;	SM2 x 1	£90k
OD and Change Programme manager	Responsibility for change planning and delivery across the HESP including cross cutting process reviews; improvement and innovation; new ways of working. Responsibility for culture change programmes including leadership and management development; employee engagement; partnership working	PO8 x 2	£120k
Senior OD and Change practitioners	Retraining of managers to fulfil new responsibilities (including SAP related activities and budget management) in the wake of Support Function Reviews Process reviews and the 'leaning' of some of the council's major cross cutting processes - and communicating and training staff to comply with them. Workshop design and facilitation; employee surveys; events management and staff communication; programme management; coaching	P06 x 1 PO4-6 x 1	£112k
Business Support Manager	Resource planning; support staff management; change planning; programme commissioning; performance management/reporting.	P06 x 1	£56k
OD and Development Consultant	E-learning; development of online learning systems; IT training;	PO4 x 1	£45k
Project officers/ Graduate Trainee	Project and programme monitoring and support; maintenance of the Learning Zone; trainee and scheme support; set up and maintenance of information systems and performance reporting; assist with contract and budget management; team communications	SO1-P01 x 2	£70K

Support Officers	Administrative support to training programmes; facilitate smooth running of DLC and other training venues; promote, advise upon and administer courses and programmes, events and activities to council staff and external agencies.	Sc5 x 1	£25k
TOTAL		10 posts	£518k
SOCIAL WORK / SOCIAL CARE (FORMALLY ABG FUNDED)			
Children's social work development manager	Lead on and provide expert advice to C&F staff on all aspects of children's social work development; ensure that L&D meet the requirements of the GSCC to demonstrate professional competence; support identified groups of social workers in their professional development ensuring that learning needs are appropriately identified and addressed.	P06 x 1	£56k
Adults' social care sector development manager	Lead on and provide expert advice to Adults social care managers and staff on social care sector development and personalisation; ensure that L&D activities meet the requirements of the various care standards/professional competence; support identified groups of social workers in their changing role ensuring that learning needs are appropriately identified and addressed.	PO4-6 x 1	£56k
Project officers	As above	SO1-P01 x 1	£35K
Support Officer	As Above	Sc5 x 1	£25k
TOTAL		4 posts	£172

Appendix D

future OD and Change roles and grades and recruitment methods to the new structure

Position	Grade	Recruitment method
OD and Change Programme Manager x 2	PO8	Open ring fence to Employee Development Manager and OD and Change Manager (P08)
Senior OD and Change Practitioner x 1	PO6	Open ring fence to all lead OD/Change Consultants (P06)
Senior OD and Change Practitioner x 1	P04-6	Open ring fence to all lead OD/Change Consultants (P06) and OD and Learning Consultants (PO4)
Business Support Manager x 1	PO6	Open ring fence to all lead OD/Change Consultants (P06)
Adult's Social Care Workforce Development Manager x 1	PO4-6	Open ring fence to all lead OD/Change Consultants (P06) and OD and Learning Consultants (PO4)
Children's Social Work Development Manager x 1	PO6	Open Recruitment to Social Work qualified staff within the council
OD Consultant - E-learning x 1	PO4	Assimilate existing e-learning consultant
Project Officers x 3	SO1-PO1	Open ring fence to PO1 Project Officers and Graduate Trainee
Support Officer x 2	Sc 5	Open ring fence to all Support Officers Sc 5

Appendix E = responses to formal consultation

Appendix F = initial Equalities Impact Assessment

Appendix E

OD and L Restructure – Responses to Issues and Questions raised during the Consultation (including Trade Union Side Comments and Questions (UQ))

Question/Issue		Response
RESTRUCTURE PROCESS		
	What is an open ring fence?	Ring fences will be declared to be open or closed dependent upon the degree of change in skills, knowledge or experience required for the restructured posts. In an open ring fence, posts will only be filled if applicants can adequately satisfy the candidate specification.
	What happens if no one is appointed in one of the open ring fences?	In the first instance, the post will be open to staff in the service currently working at in a lower graded position. Thereafter it would be subject to the council's current recruitment/redeployment processes.
UQ	<p>Where is the initial Equality Impact Assessment (EIA)? And metric details.</p> <p>Will there be a final EIA that gives a complete picture including service recipients and all other stakeholders, particularly those with</p> <ul style="list-style-type: none"> • strong religious beliefs • disabilities. 	<p>The initial Equalities Impact Assessment for the restructure proposals is detailed at Appendix X of the GP report. This will be completed after the recruit to stay process is completed.</p> <p>The EIA looks at the services current (and future) establishment. It covers all the main equalities strands – but details of strong religious belief are not held on the SAP system. Please let the HofS know if you want to alert her to any issues around strong religious belief.</p> <p>A separate EIA will be undertaken to consider the impact of the cessation of various talent schemes and the Institute of Customer Services Awards on the workforce and the risks this poses. The effect of this will be reviewed again later in the year.</p>
UQ	We feel the open ring-fence is unnecessary for Project Officers and Support Officer and that there is significant enough overlap to justify the use of a closed ring-fence amongst the current staff.	All posts in the service have changed and are offered as open ring fences. The intention is to try and fill all posts from within the scope of the review. However, if posts remain vacant they will be filled by following the council's recruitment procedures.
UQ	Bumping	There is presently no agreed protocol for bumping but the council is considering an approach to be adopted
POSTS		
UQ	Ring-fences at PO6: We are concerned these are open and that the roles have been designed in	The restructure proposals are a consequence of a severe (50% plus) cut in the service's revenue budgets – and 35% reduction in what was ABG funding streams for social care/social work development.

Question/Issue		Response
	<p>such a way as to exclude the current PO4 post-holders.</p> <p>Currently there are no range graded posts proposed in the new structure – this means that all PO4 positions are identified as a ‘unit closure’.</p> <p>Could some or all posts be range graded to allow staff at P04 to apply for posts?</p> <p>Career development: Could management introduce range grades in some posts to allow team members to develop in their careers?</p>	<p>In the current structure the PO4 roles generally undertake training delivery and repeat activity within defined limits – in the future we will seek to commission most of the training we offer. The cost of this is significantly less than that of maintaining an internal training delivery team.</p> <p>The bulk of the new roles in the new structure will require a high level of expertise in OD, change and workforce development. Post holders will need to work confidently with senior managers – and able to influence and negotiate effectively. The role attracts a more senior grade.</p> <p>Having listened to feedback from the service on this matter, and taking on board the breadth of skills and experience of PO4 graded staff, the ACE/HofS will make two of the five PO6 posts range graded (PO4-6). This will provide an opportunity for PO4 graded staff in OD&L to be considered in the PO4/6 open ring fence.</p> <p>Our capacity to grow talent will however remain limited given the size of the service reductions and the demands being placed upon it.</p>
UQ	<p>Will posts be open to job sharing, part time working and flexible working arrangements such as compressed hours, and reduced hours.</p> <p>Will we consider voluntary reductions in hours?</p> <p>How will pt workers be dealt with in the recruitment process?</p>	<p>Yes - in principle all posts are open to voluntary reductions in hours, job sharing etc. Applications for job shares must be developed with reference to a specific job role. Anyone interested in working reduced hours, job sharing etc should put forward proposals as to how they think these arrangements might work.</p> <p>Please let the HofS know if you wish to continue or amend your current working arrangements e.g. reduce or increase your hours; work flexibly, compress hours etc. As above, you will need to put forward as to how you think the arrangement could work.</p> <p>Business cases for flexible working will be considered by management following recruitment to stay.</p>
	<p>Why do the senior OD roles require a degree level qualification?</p>	<p>Senior officers in the team will need to be able to think analytically and conceptually if they are to be effective in the role. They will need to be able to understand and work comfortably with academic theory about OD, change, group psychology, leadership etc – and understand what this means to their work and the wider organisation.</p> <p>We will amend the degree level qualification requirement so that people who do not have a degree can also apply for posts - so long as they can demonstrate they are able to work at a degree level equivalent.</p>
	<p>The OD Strategy Manager and Practitioner roles don't mention management and leadership development and career pathways as key skills / responsibilities.</p>	<p>A good understanding of leadership and management development are an expected area of competence for those working in one of the OD and Change roles.</p> <p>Work on leadership and management job families will be a key work-stream for the service for 2011/12.</p> <p>Career pathways will sit within work on job families.</p>

Question/Issue		Response
	Could you please clarify if the open ring fencing applies only to permanent members of staff?	Ring fence arrangements apply to permanent members of staff and those on a temporary Haringey Contract. Ring fence arrangements do not apply to Agency members of staff.
	Why isn't the Children's Social Work post open to staff in the wider OD team?	<p>The Children's Social Work post is very much focused on the professional development of Social Worker. In order to be credible with the service, supervise trainee social workers and work with only limited supervision, the post holder needs to be a qualified social worker and experienced in all aspects of social work and social work development.</p> <p>The post is open to all Social Work qualified staff within the council in permanent roles and employed on a Haringey temporary contract.</p>
	What is happening to the Head of Practice Learning post? Could this be filled by someone in the team?	This is a shared post with Middlesex University. The university 'owns' the post. Discussions are taking place to see if it can be filled for a period of two years at a more junior lecturer grade. The University has made clear that in order to teach graduate and post graduate Social Workers the post-holder would need to be a qualified social worker, with management experience and post graduate SW qualifications.
	PO 6 job description now includes activities associated with PO4 grade e.g. the design, delivery and facilitation of workshops; contract management, commissioning and contract register etc. Why?	All staff in OD and Change roles have had responsibilities for the design, delivery and facilitation of workshops and courses – and for commissioning of these activities from external providers. This has never been limited to those at a P04 grade.
UQ	Recruitment Methods Clear information needs to be provided to all staff on how posts will be recruited to in a timely fashion so as to allow them maximum preparation time. Tests or presentations requested should have direct relevance to the posts applied for.	We will comply with HR policy
STRUCTURE AND ALTERNATIVE PROPOSALS		
UQ	<p>What other service configurations were considered e.g. the option of merging OD and HR or HESP under one head?</p> <p>How will we ensure that there is more joined up working between departments concerned with change?</p>	<p>The restructuring of the Council's overall structure and its senior management arrangements are laid out in the 'Rethinking Haringey' document. This was consulted upon in Feb/March 2011.</p> <p>Under the proposals Heads of OD, HR, Policy and Performance, Comms, Hesp etc all come together under the post of one Assistant Chief Executive. All managerial posts will be subject to review in 2011/12</p> <p>The proposals outlined in the GP report recognise the need for close working between the different parts of the Chief Executives Service –</p>

Question/Issue		Response
		and maximise the different skills and expertise that each service brings to change, employee communications, service transformation, employee engagement etc
	<p>How is there a flatter structure when the 3 most senior grades are maintained</p> <p>What exactly is matrix working?</p>	<p>The structure is flatter because a layer of management has been deleted. All staff will either report to the Head of Service – or to the business manager. The OD and Change programme management posts will also have some responsibility for planning change activity – drawing in and managing resources from other services to deliver outcomes.</p> <p>Definition: A style of management where an individual has two reporting superiors (bosses) - one functional and one operational.</p>
FUTURE SERVICE OFFER		
	<p>What is the OD and Change Service Offer?</p> <p>What are the service plan objectives for next year?</p>	<p>The outline service offer is identified in Appendix A of the report.</p> <p>This will be developed in more detail through the CE's directorate plan – and our service / team plan for 2011/12.</p> <p>Priorities are likely to be:</p> <ul style="list-style-type: none"> • Supporting Change – programme of workshops till end July then review • Change Planning - implementation of SFRs/other restructures. And efficiencies, doing more with less • Managers role <ul style="list-style-type: none"> - Behaviours - Job family/competencies - Accountability/responsibility • Organisational culture and employee engagement (Rethinking Haringey; Making the most of the 75% that remain: Behaviour change; Political interface) • Transformation programmes – including SFR; Customer Contact & Channel Shift; Shared Services; Creating the single front line; re-commissioning Adult Social Services and Leisure and Parks Services; Personalisation • Social Work/Social Care – professional standards & roles; personalisation
UQ	We believe that the name ODL is a misnomer as there is little in the way of learning for staff other than those at a higher grade.	<p>The new title for the service is Organisational Development and Change.</p> <p>The council will continue to provide a wide range of learning opportunities for staff at all levels of the organisation both through courses and e-learning. The draft short course programme for 2011/12 covers subjects including Health and Safety; Manual Handling; Customer engagement; Pathways to management for staff aspiring to management roles; IT training on MS office applications.</p> <p>We will also continue with a wide range of short courses and learning opportunities for specific non management groups including home carers; trainee social workers; and social workers in both Adults and Children's services.</p>

Question/Issue		Response
	How will we ensure that we are able to support safeguarding when the officer who leads on this area has taken VR?	Safeguarding will remain a priority for us and the council. We have retained a post with a social work qualification as part of the new structure proposals – in part this reflects the continuing importance of safeguarding to the council and our commitment to ensuring that are staff are aware of their staff guarding responsibilities.
	Going forward, how will we ensure that induction continues and is delivered to a consistently high standard	<p>We will continue to ensure that new staff receive a good induction when they join the council. In part this will be done through the ensuring that managers are clear about what they need to do to induct new member of staff into the council (via the induction checklist; and the Welcome to Haringey e-Induction).</p> <p>We will continue to build on the good work of the team by maintaining a regular Welcome to Haringey corporate induction day. However we will review the frequency and length of these events given that fewer staff are likely to join the organisation in 2011/12.</p>
UQ	Skills for Life needs within the workforce are actions within the Council People Strategy and an intrinsic part of developing the skills and capacity of the workforce? Why are we dropping S4L programmes?	<p>We have never used ODL staff directly to deliver Skills for Life training – we worked as a broker between staff, Union Learning Reps and external training providers such as COHENEL.</p> <p>We will continue to support Skills for Life but will no longer have the capacity to dedicate staff time to act as a broker in this way. But we will continue to liaise with our Union Learning Reps to ensure that our workforce continue to have access to basic skills development. We will promote information and means of access on the council's intranet and via other comms channels.</p>
	Going forward, how will the new service help the organisation to “perform and hold onto the commitment and good will of our workforce. “	<p>The future service offer seeks to ensure that we help the organisation to “perform and hold onto the commitment and good will of our workforce’. This is what OD is about.</p> <p>We will continue to support the principles of Investors in People – particularly around the importance of good people management and development and employee engagement.</p>
	Who will continue to “facilitate change at the level of the individual, team and organisation,”?	The facilitation of change at the level of the individual, team and organisation is and will remain a key function of all staff working in OD and Change roles.
RESOURCING LEVELS		
	Will there be adequate change resources to help the organisation through a period of enormous upheaval? I am concerned that such a small team as proposed will find it difficult to ensure adequate support is provided.	<p>The amount of change resources needed will depend on the volume and extent of the changes ahead; our managers’ capacity to work with it; and the impact it has on staff.</p> <p>The restructure report presents proposals to refocus the work of the service in order to concentrate our effort and remaining resources to organisational development and change. In doing this we will be working with and through the council's managers.</p> <p>We monitor this as a risks.</p>

Question/Issue		Response
	Why a 50% cut now when CEMB set a 35% target? Please explain the reason(s) for the additional 15%	Members set a target of 50% reductions for all back office support functions.
	How will we be able to support learning and development within the organisation when we are not only reducing our internal training capacity – but also reducing the amount we spend on commissioned training?	<p>This is a risk – one that we will seek to contain.</p> <p>The reduction in OD and L budgets mean that the service will have to very carefully prioritise L&D activity and find less expensive ways of meeting staff development needs. The restructure proposals retain the post of the e-learning consultant – some learning needs will be met through e-learning. In 2011/12 we will review Directorate spend on L&D and service improvement posts - with a view to maximising and prioritising activity and spend.</p>
	Has any consideration been given to moving both the Adult and Children's consultant posts into the Services – Could this release some corporate funding which could go to supporting the changes across the organisation which seem to be under-resourced	<p>The proposals will see more joint working between the Adult's and Children's social work/social care leads, project officer and support officer in order to maximise the resources available and make the most of the skills and experience of the team. These efficiencies wouldn't be realised if the posts were embedded in directorates. Nor would this mean that corporate funding was 'saved' since funding would have to be devolved with posts.</p> <p>A joint board for both Adults and Children's social work/social care development has been proposed by the Director of ACCS in order to support greater sharing and joint working between services.</p>
POINTS OF CLARIFICATION		
	Will displaced staff be able to set themselves up as a social enterprise and take on the work that would otherwise be delivered by companies on the framework contract?	<p>The advice from procurement is that staff can set themselves up as a social enterprise (for social aims) or a trading company (for business aims) but there are clear steps through which would need to be gone through- including seeking formal and transparent approval of the Council</p> <p>For training delivery functions this is likely to include some sort of competitive bidding process.</p> <p>If staff are interested in understanding more please let us know please put together some ideas and we will set up a meeting with colleagues in procurement to talk through options, legal requirements etc</p>
	What is the reduction on "learning and development activities and schemes."?	Please see section 14.3 for details of services that will be reduced / stopped.

Question/Issue		Response
UQ	<p>Why has the service not been the subject of a support function review?</p> <p>Where are the details of the consultation with <i>“some twenty managers and staff about how the council can support change and service improvement functions in the future and at a reduced cost?”</i></p> <p>Para 15.5: We would expect full and meaningful consultation in respect of the proposed review of service based OD&L type functions. Additionally these areas should be assessed for any vacancies that may provide suitable alternative employment opportunities for staff displaced in the corporate team.</p> <p>Future proposals to make changes to PET scheme</p>	<p>The service has been subject to a Support Function Review. This has been discussed at various briefings and at our regular updates on the subject – and at the council’s SFR programme board.</p> <p>As discussed at the two staff consultative meetings, the SFR review of OD, Change, Service Improvement etc was re programmed in order to realise savings in the OD service in the first part of 2011. The review will continue into 2011 looking at service improvement and training activity and spend in directorates – and how we maximise the impact of this for the council.</p> <p>Anyone wishing to understand more about the results of the consultation and emerging themes etc please talk to the HofS/ACE.</p> <p>We will consult with Unions with the Support Function Review of service based OD&L type functions and, through the redeployment process, ensuring that OD and L staff are matched to vacancies elsewhere in the council (i.e. follow the Council’s Restructure Policy)</p> <p>As proposed changes to the arrangements for Qualification Training would include consultations with council staff and their Trade Unions.</p>
	<p>What does the following mean? <i>“The recommendations in this report are in line with the principles adopted in other such reviews and accord with the Council’s employment policies.”</i></p> <p>How do the <i>“arrangements for organisational restructure ensure that selection for the revised staffing structure is based on merit.”?</i></p> <p>Please explain?</p>	<p>This means that we will follow the Council’s Restructure Policy – and associated Management Guideline to the Restructure Policy 2010.</p>
	<p>Can staff elect to become casual workers and work as and when required?</p>	<p>In theory staff could elect to work on a casual basis and work as and when required on an hourly rate. However staff need to be aware that if they choose this option they would not be entitled to a redundancy package, and there is no guarantee of regular work.</p>
	<p>When will staff know if they are going?</p>	<p>Staff will know after the completion of the recruitment process.</p>

Question/Issue		Response
UQ	External Provision: We would request details of current spend and proposed spend on externally commissioned courses	<p>This year spend on externally commissioned skills based short courses will be approximately £30k plus another £14k for IT/e.learning.</p> <p>Next years programme has not yet been finalised for skills based short courses but is likely to be in the region of £40k – £50k.</p> <p>The council will continue to provide a wide range of learning opportunities for staff at all levels of the organisation both through courses and e-learning. The draft short course programme for 2011/12 covers subjects including Health and Safety; Manual Handling; Customer engagement; Pathways to management for staff aspiring to management roles</p> <p>The remaining budget will be fund IT and e-learning; staff events; bespoke support for teams working in new ways and with less resources; team coaching; plus development programmes focusing on managing budgets using SAP; managing the employee relationship etc</p> <p>We will also continue with a wide range of short courses and learning opportunities for specific non management groups including home carers; trainee social workers; and social workers in both Adults and Children's services.</p>
UQ	Why have courses been commissioned externally?	<p>The council has always commissioned in the bulk of the courses on its short course programmes. The breadth of courses on offer means that this is the most cost effective way for the council to meet the learning and development needs of its staff.</p> <p>ODL has internally delivered those courses that we deliver frequently and in which we have expertise (e.g. recruitment and selection; Corporate Induction; leadership programme). Demand for these types of event/course are not what they were and, unfortunately, do not justify an in-house delivery team.</p>
UQ	Internal Consultancy Approach The option of retaining capacity so that it can be utilised appears to have not been considered. Many of the staff you propose to make redundant could be offered as a service to client services at a competitive rate when compared to rates frequently quoted by external providers. Examples of this could be independent investigators, project managers and the like.	<p>The restructure proposals seek to establish a flatter, more flexible service in which staff can be deployed to work on a range of projects and programmes – and work with teams on the people aspect of change, service improvement and workforce development.</p> <p>We will follow the council's Redeployment Policy and seek to match any displaced staff into vacancies elsewhere in the council.</p> <p>Unfortunately the size and the scale of the required budget reductions mean that we are unable to sustain a pool of OD and L staff as project managers or independent investigators.</p>
UQ	Budget for HESP and Posts Please confirm the current budget set-aside for HESP	<p>No specific budget or staff in the OD and Change Service is specifically set aside for the HESP. We will support a range of projects and activities during the year – some of these will directly relate to efficiencies and savings, others wont.</p>
UQ	Onward Process The report provided comes in template form as a	<p>The report is planned to go to GP on 22nd March 2011.</p>

Question/Issue	Response
<p>Report to General Purposes Committee. Please confirm whether the report has been submitted to this body and if so when. If it has not, we would wish these comments to be appended in full, and we may seek a deputation to explain our high level of concerns to elected members.</p>	<p>Union Side comments will be attached as an appendix as requested</p>

This page is intentionally left blank

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 26 th January 2011
Department and service under review: Organisational Development and Learning
Lead Officer/s and contact details: Stuart Young: Asst Chief Executive Philippa Morris: Corp Head of OD, Ext 1088
Contact Officer/s (Responsible for actions): Philippa Morris: Corp Head of OD, Ext 1088
Summary of Assessment (completed at <i>conclusion</i> of assessment to be used as equalities comments on council reports)

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

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

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

Step 1 – Aims and Objectives

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

A review of the OD services is required to reassess the function in the light of a 35%-50% reduction in the service's budget and the need to focus what remains of the council's change and developmental resources/expertise to areas of greatest organisational need e.g.

- Change support for service and directorate reviews across the council – including a) support to staff leaving the organisation and b) support to teams in the post review period trying to make sense new roles, responsibilities and ways of working.
- The retraining of managers to fulfil new responsibilities (including SAP related activities and budget management) in the wake of Support Function Reviews
- Creating opportunities for innovation and improvement (e.g. suggestion schemes; project working) and review of some of the council's major cross cutting processes e.g. budget management - and communicating and training staff accordingly
- Culture change: guiding and promoting an ethos of one council working and the behaviours that support this and the council's other values
- Developing the Children's and Adults workforce – specifically social workers (trainees, newly qualified, qualified, managers) and care workers.

What are the main benefits and outcomes you hope to achieve?

The coalition's policy agenda combined with reduced levels of funding mean that the council has to fundamentally rethink services. The impact on our workforce will be enormous. Against this backdrop the proposal seek to:

Deliver a budget saving of 909,000. This is a 50% reduction in revenue budgets and a £35% reduction in what were ABG funding for social work/care worker development programmes.

Ensure that the council makes the most of what remains of our change and development staff and resources as we enter a period of unprecedented change. The proposed reduced and refocused service will both drive and support the people aspects of change as the organisation and its leadership rethink services (as outlined in the rethinking Haringey proposals) – whilst seeking to maintain priority services to our residents, and hold onto the commitment and good will of our workforce.

How will you ensure that the benefits/ outcomes are achieved?

Changes will be delivered by:

- Refocusing the work of the service to support Organisational Development, change and transformation.
- Deleting 15 posts in the OD and L function and reducing spend on learning and development activities and schemes.
- Flattening the structure of the new OD and Change service and increasing our flexibility by working in a matrix - allocating staff to agreed HESP, cross cutting or service specific workforce and change projects and priorities.
- Creating a network of those service improvement/change managers located in Directorates – developing a service improvement job family and jd's; maintaining a strategic overview of the deployment, activities, skills, capabilities and development needs of post holders
- Continuing to facilitate change at the level of the individual, team and organisation

What we will stop doing:

- And let go of our Investor in People status and stop ...
- Graduate recruitment– both generic graduate trainee scheme (8 per annum) and social work trainee schemes (8-10 per annum)
- Aiming High/Leaders of the Future development programmes for aspiring managers (approximately 15 pa – with a 50% target for BME / women participants)
- Institute of Customer Services Awards
- Annual Achievement Lunch and Awards ceremony
- Skills for Life programmes
- Add hoc internally delivered awayday facilitation
- Reduced numbers of open access courses and tailored short courses
- Internal short course programme delivery – we will commission 90% of courses and programmes
- Council wide coaching and mentoring programmes
- Qualification programmes including those for Institute of Leadership and Management (ILM) and computer skills (ECDL).

We will continue:

- to work closely with other parts of the Chief Executive's Service – to support the transformation / change agenda working closely with colleagues in HR; Policy and Performance; Communications; and the Haringey Efficiency and Savings Programme (HESP).
- to develop the skills and focus the activities of Directorate based staff working in Service Improvement and Workforce development roles.

In the medium to longer term we will seek to:

- Centralise within OD those directorate based resources allocated to service improvement; SAP training; staff events and engagement; and competency based training in areas such as customer focus, equalities, management development.
- Take over responsibility for commissioning short courses for members
- Centralise (within Communications) resources for internal comms.
- Seek to change funding arrangements for professional qualifications. We would do this by providing loans rather than directly funding staff who wish to study for a university or professional qualification. This could be administered in much the same way as we support staff travel loans.

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

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

1. Are you closing a unit?

- No –

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Race

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council grade group	BME% Borough Profile
Sc1-5	3	0	0	1	33	0	0	2	67	23	
Sc6 – SO1	2	0	0	0	0	0	0	2	100	11	
PO1-3	2	0	0	2	100	0	0	0	0	4.8	
PO4-7	13	0	0	6	46	3	23	4	31	4.3	
PO8+	4	0	0	3	75	0	0	1	25	1.1	
TOTAL	24	0	0	12	50	3	12.5	9	38	44.3	

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

4. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.

Overall the service is broadly representative of the council's race profile (38% of staff are BME compared to the council profile of 44%).

5. *Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?*

No. The proposed ring fences do not disproportionately impact on staff from one ethnic minority group more than any other.

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

Grade Group	Total Staff in Service	Start BME % of Service Total	End BME % of Service Total
Sc1-5	3	67	0
Sc6 – SO1	2	100	0
PO1-3	2	0	0
PO4-7	13	31	0
PO8+	4	25	0
TOTAL	24	38	TBC

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.
- If Yes, how many and what effect do they have on the BME %? Show start and end %.

Gender

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

Grade Group	Total Staff in Service	No. Male Staff	% of Service Total	No. Female Staff	% of Service Total	% Females in Council grade group	% Females in Borough
Sc1-5	3	1	33	2	67	78.9	
Sc6 – SO1	2	1	50	1	50	73.8	
PO1-3	2	1	50	1	50	68	
PO4-7	13	5	38	8	62	71	
PO8+	4	1	25	3	75	60	
TOTAL	24	9	38	15	63	74.5	

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

The OD service is 63% female – this is 11% below the council's overall gender profile of 74%. The council has slightly fewer female employees compared to the council average. However, the small size of the team and the small numbers in each grade band mean that variations between grades are not statistically robust.

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

No, The proposed deletion of six (out of seven) PO4 staff will impact on male and female staff equally.

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

Grade Group	Total Staff in Service	Start Female % of Service Total	End Female % of Service Total
Sc1-5	3	2	0
Sc6 – SO1	2	1	0
PO1-3	2	1	0
PO4-7	13	8	0
PO8+	4	3	0
TOTAL	24	38	TBC

12. *Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of*

flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.
- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Age

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

Grade Group	Total Staff	16 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65+	
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5	3	0	0	0	0	2	67	1	33	0	0	0	0
Sc6 – SO1	2	0	0	0	0	2	100	0	0	0	0	0	0
PO1-3	2	0	0	1	50	1	50	0	0	0	0	0	0
PO4-7	13	0	0	1	8	2	15	10	77	0	0	0	0
PO8+	4	0	0	1	25	1	25	2	50	0	0	0	0
TOTAL	24	0	0	3	13	8	33	13	54	0	0	0	0
Council Profile			3.8		20.3		26.8		32.4		15.5		1.2
Borough Profile													

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

The majority of staff working in the service are in the 45-54 age group (54%) and the 35-44 (33%) age group. The service has very few younger employees – indeed only 3% of staff are aged below 34 years of age, and none are less than 24 years old.

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

Redundancies are being sought from across the service – the majority coming from those aged between 34-54 because 87% of staff fall within this age range.

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

The service currently has no staff aged under 24 and no staff aged over 55. Only 13% of the service falls within the 25-34 age group.

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Disability

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

Grade Group	Total staff	No. of Disabled Staff	% of Grade Group	Council profile
Sc1-5	3	1	33%	
Sc6 – SO1	2	1	50%	
PO1-3	2	0	0	
PO4-7	13	1	7.6%	
PO8+	4	0	0	
TOTAL	24	3	13%	
Borough Profile				

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

- No (go to question 21)

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:

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

No staff are pregnant, are undergoing or gone gender reassignment, or have strong religious beliefs.

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

n/a

Date Part 1 completed - 4th Feb 2011

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

Step 3 – Consultation

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

Step 4 – Address the Impact

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

Date Steps 3 & 4 completed -

Step 5 – Implementation and Review

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

Step 6 – Sign off and publication

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

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

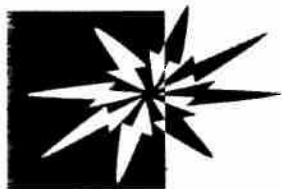
SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE:

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



Haringey Council

Agenda Item

General Purposes Committee	On 22 March 2011
-----------------------------------	-------------------------

Report title: Restructure of Haringey Payments Service		
Report of: Director of Corporate Resources		
<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; padding: 5px;">Ward(s) affected: All</td> <td style="width: 50%; padding: 5px;">Report for: Key Decision</td> </tr> </table>	Ward(s) affected: All	Report for: Key Decision
Ward(s) affected: All	Report for: Key Decision	
<p>1. Purpose</p> <p>1.1 The Council has previously agreed a saving proposal resulting from the closure of the cashiers' service based at 247 High Road, Wood Green. Closure is now scheduled to take place by 3rd June 2011 and a reorganisation of the Haringey Payments Service is consequently required.</p> <p>1.2 Members are asked to agree the proposed structure for the Haringey Payment Service and note the subsequent reductions in posts, to come into effect from June 2011.</p>		
<p>2. Recommendations</p> <p>2.1 That the Committee approve, subject to formal consultation, the proposed new structure for the Haringey Payments Service.</p> <p>2.2 That the committee agrees to give delegated authority to the Director of Corporate Resources, in consultation with the chair of this committee, to make any amendments that may be agreed following the formal consultation process.</p> <p>2.3 That the committee notes the timetable for implementation.</p>		
<p>Report authorised by: Julie Parker – Director of Corporate Resources</p> <p style="font-family: cursive; font-size: 1.2em;">Julie Parker for the Director of Corporate Resources</p>		

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

3. Executive Summary

- 3.1 As part of the Council's agreed savings for 2011/12 approval has been given to the closure of the cash office at 247 High Road, Wood Green, with an agreed closure date of 3rd June 2011.
- 3.2 The Council will still require a back office cashiers' function to deal with all postal payments and therefore a reorganisation of the payments service is required.
- 3.3 The proposed new structure, which will be part of the new finance service, is contained in Appendix 1 and formal consultation on the proposals are expected to start on the 23rd March for 30 days.

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

- 4.1 None.

5. Local Government (Access to Information) Act 1985

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

6. The proposal in detail

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

Position	Number of Posts in old structure	Number of Posts in new structure
Principle Cashier	1	0
Team Leader	2	0
Supervising Cashier	2	0
Cash Office Senior	0	1
Cashiers	7	3
Admin Assistant	1	0
TOTAL	13	4

Of the current 13 posts only 7 (principle cashier, team leaders, supervising cashiers and 2 cashiers) are filled by permanent staff, with the remaining 6 posts covered by agency staff, thus reducing the level of compulsory redundancy required as a result of the closure.

9. Next steps

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

Activity	Timescale
General Purposes Committee	22 March 2011
Formal Consultation	23 March 2011 – 21 April 2011
Recruitment	w/c 25 April 2011
Notification of interviews and notices issued	w/c 3 rd May 2011
Closure of 247 High Road	3 rd June 2011
New back office structure in place	6 th June 2011

10. Financial Implications

10.1 The finance service budget for 2011/12 includes the requirement for a saving of £120k to be made from the closure of the cashiers' office, which these proposals will bring about.

11. Recommendations

11.1 That the Committee approve, subject to formal consultation, the proposed new structure for the Haringey Payments Service.

- 11.2 That the committee agrees to give delegated authority to the Director of Corporate Resources, in consultation with the chair of this committee, to make any amends that may come out of the formal consultation process.
- 11.3 That the committee notes the timetable for implementation

12. Comments of the Head of Legal Services

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

13. Appendices

- Appendix 1 – Proposed cashiers structure

PROPOSED HARINGEY PAYMENTS SERVICE STRUCTURE

