



**Haringey** Council

[No.]

Agenda item:

General Purposes Committee

On 15<sup>th</sup> February 2011

Report Title: Future of the Neighbourhood Management Service

Report of: Niall Bolger, Director of Urban Environment

Signed :

4-2-11

Paul Doherty  
AD Planning & Regeneration

Contact Officer: Jean Croot, Head of Safer Stronger Communities

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Wards(s) affected: All

Report for: [Key/Non Key Decision]

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

- 1.1 On the 25<sup>th</sup> January 2011, the Cabinet endorsed proposals to dis-establish the Neighbourhood Management Service.
- 1.2 The attached report sets out the proposals for closing down the Neighbourhood Management Service and achieve the associated financial savings.

**2. Introduction by Cabinet Member (if necessary)**

- 2.1 Not required.

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

#### **3.1 Council Plan Priorities are:**

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

### **4. Recommendations**

- 4.1 That in principle the Neighbourhood Management Service (NMS) be deleted, which includes the potential deletion of 28 staff posts. Twelve of the Neighbourhood Management Service staff have applied and been accepted for voluntary redundancy.
- 4.2 That the staff consultation which started on 26<sup>th</sup> January involving officers affected be completed, in line with the Council's policy and procedure, and comments received will be considered and responded to accordingly.
- 4.3 That agreement be given for delegated decision making to the Chair of the Committee and Director of Urban Environment, following the consultation process, and providing nothing of a substantive matter arises during or from the consultation period and process. A final decision will also take into account the authority's public sector equality duties following the completion and consideration of the equality impact assessment.

### **5. Reason for recommendations**

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

### **6. Summary**

- 6.1 Given the current need to identify the biggest cuts to council services experienced in local government, it is no longer viable to maintain the Neighbourhood Management Service which is neither a statutory nor an essential service. This decision was therefore made at Cabinet on 25<sup>th</sup> January 2011 to close the Neighbourhood Management Service.
- 6.2. Of the twenty-eight staff employed in Neighbourhood Management Service, twelve have applied for and been accepted for voluntary redundancy. The posts are described in the chart below, indicating which ones will leave through voluntary redundancy and which ones remain after that process.

Posts	Total number	Leaving through Voluntary redundancy	Number remaining
Strategic Manager	1	1	0
Neighbourhood Managers	7	4	3
Principal Events Manager	1	1	0
Community Development Officer	15	6	9
Finance & Admin Officer	4	0	4
<b>Total</b>	<b>28</b>	<b>12</b>	<b>16</b>

6.3 The closure of the Neighbourhood Management Service and deletion of the twenty-eight posts will achieve £1.4m, after some monies have been kept back for key functions, as below:

Element	Facilitated by	Cost	Rationale
Area Forums and Area Committees	Single Frontline Service (UE) and Democratic Service (CD)	£40k	Officer time plus venue, publicity and other related costs x 21 meetings.
Making The Difference	Administered in line with other Council grants	£175k	Reduce to £25k per Area Forum (7 x 25 = 125)
Area Based Working	Mainstream work in Urban Environmental Director and Police.	No additional costs	Officer time and Council buildings
Community Engagement	Mainstream into new Single Frontline Service	£165k	4 officers to maintain and develop community engagement function

Given the above costs of £380k, there would be a saving of approximately £1,400k.

6.4 To achieve these savings for 2011/12, the timetable is quite tight; a copy is attached at Appendix A.

6.5 If the General Purposes Committee is minded to accept the recommendations of this report as will be noted in the timetable, notice cannot be given to staff until around the 11<sup>th</sup> March at the earliest, and providing no controversial matters arise during the consultation period. However, if this matter has to come back to the full General Purposes Committee for a final decision after the consultation period, this will add a further two weeks minimum before notices can be issued to the remaining staff. This will take their final leaving day well into the new financial year, and possibly up to late June 2011, with the related salary costs.

6.6 The Equalities Impact Assessment Statement, which will be completed following the end of the consultation period, is attached at Appendix B.

## **7. Chief Financial Officer Comments**

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

## **8. Head of Legal Services' Comments**

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

**Appendix A**  
**Neighbourhood Management Services: Consultation**  
**Process & Timetable**

(Draft at this stage – dates may change as time elapses; other tasks may similarly be added)

<b>Action</b>	<b>Date</b>	<b>Leads</b>
Report to CAB	23/12/10	Director/Cabinet Member
Report to Leader's Conference	4/1/11	Director/Cabinet Member
Informal discussion with NMS staff re proposals	10/1/11	Director/ Head of Service
Cabinet	25/1/11	Cllr Canver/Head of Service
General Purposes Sub-Committee	15/2/11	Head of Service
Issue formal consultation packs [including EqIA]	By 26/1/11	Head of Service; HR Advisor
Consultation period	26/1/11 to 27/2/11	Staff/Unions
Deadline for receipt of staff/TU comments on consultation	27/2/11	NMS staff/Unions
Management response to consultation	By 4/3/11	Head of Service; HR Advisor
Delegated decision by chair of General Purposes Committee and Director of Urban Environment	7/3/11 To 10/3/11	GP Chair and UE Director
Outcome of process including issuing of letters to staff confirming notice/redeployment	By 11/3/11	HR Advisor

## Appendix A



**Haringey Council**

**Haringey Council**

### **Equalities Impact Assessment (EqIA) for Organisational Restructures**

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

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

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

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

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

**Step 1 – Aims and Objectives**

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

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

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



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

**Cost savings and realignment of key functions as detailed above.**

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

**Plans are being developed to facilitate the transfer of key functions**

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

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?

Yes.

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

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

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

1 FTE on maternity leave.

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

**Standard re-deployment arrangements will apply. Business Unit to be disestablished**

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

**Race**

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

**Racial Group Analysis**

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

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

**The staff involved includes a considerably higher percentage of people from BME communities than in the Council staff profile and the Borough profile.**

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?

N/A

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

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

**Service to be disestablished**

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

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

**Gender**

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

**Gender Analysis**

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

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

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

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

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

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

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

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

**Age**

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

**Age Analysis**

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

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

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

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

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

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

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

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

## Disability

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

Note - uses Gender analysis totals for % calcs

Disabled %	No. Disabled Staff	% of Grade Group
Sc1-5		
Sc6-SO2		0%
PO1-3	4	24%
PO4-7	1	14%
PO8+		0%
<b>TOTAL</b>	<b>5</b>	<b>18%</b>

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

- If No, go to question 21 N/A

- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

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

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

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



**Data not available**

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

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

Under these proposals the key deliverables owned previously by the Neighbourhood Management Service will be shared among partners and other council departments in order to minimise negative impact on residents. This is because the current service is subject to a complete unit closure.

Although attempts have been made, very little clear equalities data has been gained regarding Area Assembly attendance or on the impact of other activities currently under the responsibility of the Neighbourhood Management Service.

Specific work with minority communities under the Access to Services scheme ceased in early 2010 due to reductions in the Area Based Grant funding stream.

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

Work is ongoing to ensure that the impact of changes on minority groups and communities is kept to a minimum.

Date Part 1 completed - 26 Jan 2011

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

**Step 3 – Consultation**

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

**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:  
SIGNATURE:

DESIGNATION:  
DATE:

QUALITY CHECKED BY (Equalities.)

NAME:  
SIGNATURE:

DESIGNATION:  
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME:  
SIGNATURE:

DESIGNATION:  
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
SIGNATURE:

DESIGNATION:  
DATE:

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

