

Agenda item:

[No.]

Council

On 24th February 2011

Report Title: Rethinking Haringey

Report of **Chief Executive**

Signed :

Contact Officer : Kevin Crompton, 020 8489 2648

Wards(s) affected: **All**

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

1. Purpose of the report

- 1.1. To report on proposals to reorganise the Council's top three tiers of staff.
- 1.2. To seek agreement to the process of restructuring which is in accordance with the Council's constitution

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

- 2.1. The proposals in this report should assist to deliver the Council Plan and those elements of the sustainable Community Strategy assigned to the Council.

3. Recommendations

- 3.1. Members are asked to note the proposals attached at appendix one to restructure the top three tiers of Council staff and to agree that subject to any significant amendments arising from consultation, that the proposals be implemented.
- 3.2. Members are asked to note that consultation with staff is taking place during February 2011. Should any amendments other than minor administrative changes

arise, Members are asked to agree that General Purposes Committee consider and approve the staffing structure.

4. Reason for recommendation(s)

- 4.1. Council is the appropriate forum for agreeing the overall structure of the Council.
- 4.2. General Purposes Committee has terms of reference governing chief officer and deputy chief officer appointments, staffing matters including restructuring.

5. Other options considered

- 5.1. Various models of staffing structure are used in Councils and were researched as a part of the development of the attached proposals.

6. Summary

- 6.1. Full Council is the appropriate body for agreeing the Council's management structure at the top tiers. The paper attached at appendix one proposes changes to the Council structure.
- 6.2. General Purposes Committee is responsible for staffing matters including terms and conditions. The Committee received a report noting the commencement of consultation on proposed changes to its meeting on 25th January 2011, and agreed methods by which the proposals might be implemented.
- 6.3. It is appropriate to bring proposals for change at this time because the Council seeks to reduce expenditure on staff as a part of a package of budget reductions. Budget reductions are required to meet the shortfall in funding that the Council is to experience from 2011/12 onwards.
- 6.4. The proposals also build upon changes to policy introduced by the Coalition Government, particularly in the areas of housing, benefits, and health & wellbeing.
- 6.5. The Council aims to sustain and improve the life chances of our residents, especially those who are most vulnerable, and develop a borough which is a good place to be born, learn, work, have fun and grow old. The proposals accord with this vision – to reduce inequality and work for a better society.
- 6.6. Cabinet noted the appended paper also on 25th January 2011.
- 6.7. The timetable for change is proposed as:

Milestones	Activities	Due date
Phase 1		
Principles agreed	Report to Cabinet Report to General Purposes Committee Report to Full Council	25 January 2011 25 January 2011 24 February 2011
Consultation & Communication	Consult on new structure	18 th January – 28 th February 2011
Staffing changes made	Authorisations, changes to job descriptions etc	March - April 2011
Phase 2		
Phase 2 transition		Jan-March 2012
Phase 2 implemented		1 st April 2012

7. Chief Financial Officer Comments

- 7.1. The Chief Financial Officer has been consulted over the contents of this paper to gain an understanding of the likely impact of the proposed reorganisation on the top three tiers of the Council.
- 7.2. Savings from the reorganisation have already have been captured as part of the individual budget proposals that underpin the 2011/12-2013/14 financial planning process and that will form part of the budget report elsewhere on the agenda. Amendments to the structure now being proposed may be required following the completion of the consultation process. Consequently, at this stage it is not possible to quantify in detail either the budgetary difference between existing and proposed top tier structures or the differential in post numbers. It is recommended that this analysis is provided as part of the report to Members following consultation.
- 7.3. Members should bear in mind that timely and effective delivery of the required council wide savings proposed for 2011/12 and beyond could be compromised if there are delays in agreeing the revised structure and making the necessary restructuring to the top three tiers of Council staff.

8. Head of Legal Services Comments

- 8.1 The Head of Legal Services has been consulted on the content of this report. The report sets out extensive proposals for the reorganisation and transformation of Council services, which have both significant operational and significant organisational implications. The scope of the proposals set out in broad terms in the report will initially require decisions to be taken in principle pending the conclusion of meaningful consultation. The various reorganisations identified in broad terms at Phase 1 will require further detailed reports to come before the General Purposes Committee for decision in due course.

8.2 As the report outlines, the implementation of the significant phased organisational change envisaged will be in accordance with the Council's policies and procedures regarding reorganisation, redeployment and redundancy. In particular the arrangements for restructuring and appointment at first and second tier officer level as outlined in paragraph 15 of the appendix are envisaged to follow the provisions of those procedures including the arrangements for first and second tier officer appointment set out in the Council's Constitution at Part 4 Section K, which require a final decision to be taken by a Section K4 Panel. Consultation will be required with individual employees affected by the proposals and with recognised trade unions at all appropriate stages of the phased proposals before any specific proposal affecting one or more employees is finalised and implemented. Further, where identified as relevant, equality impact assessments must be undertaken at all appropriate stages of the proposals before their implementation. Consideration will need to be given to the implications of the transfer of services and functions to other providers in respect of the provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006 and appropriate legal advice sought.

9. Equalities & Community Cohesion Comments

9.1. The Council is conducting a series of Equality Impact Assessments. This and all other staffing restructurings will be the subject of an EqIA. The assessment will take account of the context for change, the reasons for it, and the intended benefits to be derived from the new structure. The assessment will identify the potential for detrimental effect amongst any staff group so that decisions may be taken in an informed environment.

10. Consultation

10.1. Consultation with staff and trades unions is scheduled to run from 18th January until the end of February 2011. Staff were provided with a copy of the proposals at a meeting on 18th January and have had further opportunities to discuss the structure. The timetable at paragraph 6.7 allows for the outcome of consultation to be taken into account in February/March at General Purposes Committee for significant changes or under delegation by the Chief Executive for minor amendments.

11. Service Financial Comments

11.1. The financial savings will be finalised once consultation is complete and a definitive list of changes identified. At this stage it is estimated that overall Council management costs might reduce in the region of one third. It is important to note that this reduction will be accounted for in the budget package.

12. Use of appendices /Tables and photographs

12.1. Appendix one is Rethinking Haringey report

13. Local Government (Access to Information) Act 1985

13.1. Rethinking Haringey paper, Council constitution