

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 :  14/3/2011

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 1<sup>st</sup> 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 10<sup>th</sup> March 2011 and phase 1 of the Property Services restructure – DA 10<sup>th</sup> February 2011). The outline proposals for the Single Frontline are on the agenda for the GP Committee meeting on 29<sup>th</sup> 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"> <li>▪ Cabinet approval of principle of Single Frontline 25<sup>th</sup> Jan 2011</li> <li>▪ Outline restructure report to GP Committee on 29<sup>th</sup> March 2011</li> <li>▪ Final report to GP Committee on 12<sup>th</sup> May 2011</li> </ul>	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"> <li>▪ Original proposal agreed by GP Committee on 28<sup>th</sup> October 2010 (on which this new structure is based)</li> <li>▪ Formal consultation to begin by 1<sup>st</sup> April 2011</li> <li>▪ GP Committee on 12<sup>th</sup> May 2011</li> </ul>	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"> <li>▪ Proposal to be taken to GP Committee on 29<sup>th</sup> March 2011</li> </ul>	GP
Disestablishment of Neighbourhood Management Service	£1.4m in 2011/12	28	<ul style="list-style-type: none"> <li>▪ Proposal agreed by GP Committee 10<sup>th</sup> March 2011</li> </ul>	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"> <li>▪ 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 10<sup>th</sup> March 2011.</li> </ul>	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"> <li>▪ To be agreed under Delegated Authority following completion of staff consultation at end of March 2011</li> </ul>	DA
Culture, Libraries and Learning restructure	£633,000	11.5	<ul style="list-style-type: none"> <li>▪ To be agreed under Delegated Authority following completion of staff consultation at end of March</li> </ul>	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"> <li>▪ Cabinet (8<sup>th</sup> February 2011) agreed proposals for Sports and Leisure Options Review</li> <li>▪ Report on Parks Service restructure being taken to Cabinet on 22<sup>nd</sup> March 2011</li> <li>▪ Consultation on changes to run from mid March to mid April</li> </ul>	DA
Restructure of Property Services (Phase 1 – Management Structure)	£497k	20	<ul style="list-style-type: none"> <li>▪ Already agreed under Delegated Authority 10<sup>th</sup> February 2011</li> </ul>	DA
Restructure of Property Services (Phase 2 – Operations)	£320k	Over 20	<ul style="list-style-type: none"> <li>▪ 30 day consultation with affected staff during April 2011</li> <li>▪ Report to be taken to GP Committee on 12<sup>th</sup> May or in June.</li> </ul>	GP
Review of Business Administration and Support	£150,000	Anticipated to be less than 20	<ul style="list-style-type: none"> <li>▪ Review of Business Admin and Support posts to occur in May / June following development of new Place and Sustainability Directorate</li> </ul>	DA
Transfer of CYPS Capital Programme service to Place and Sustainability	No saving anticipated at present	TBC	<ul style="list-style-type: none"> <li>▪ TBC following discussions between relevant ADs and Director of P&amp;S</li> </ul>	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"> <li>▪ TBC following discussions between relevant ADs and Director of P&amp;S</li> </ul>	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 29<sup>th</sup> 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

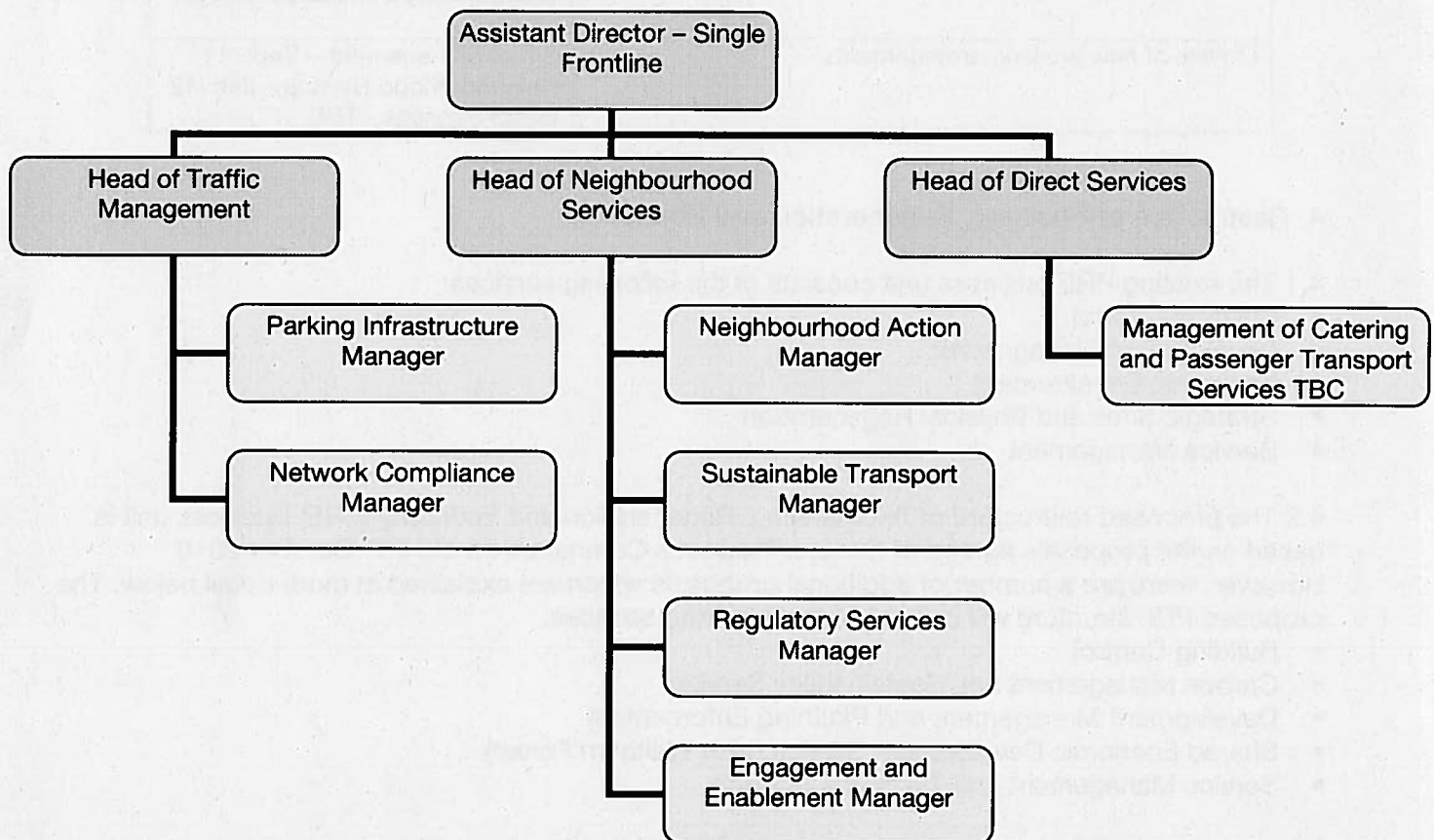
3.3.1 A team to support all elements of the Single Frontline. Its functions will include working with residents and partners to understand area needs and priorities (including community safety and anti-social behaviour), enabling local community groups and acting as a 'neighbourhood problem solver', 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 4<sup>th</sup> 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 29<sup>th</sup> March.



### 3.5 Delivery and timetable

Project sponsor: Stephen McDonnell

Milestone(s) / Deliverables	Target Date
Report to Cabinet	25 <sup>th</sup> 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 <sup>st</sup> 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 28<sup>th</sup> 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 1<sup>st</sup> 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
<b>Total</b>	<b>106</b>	<b>68</b>

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.

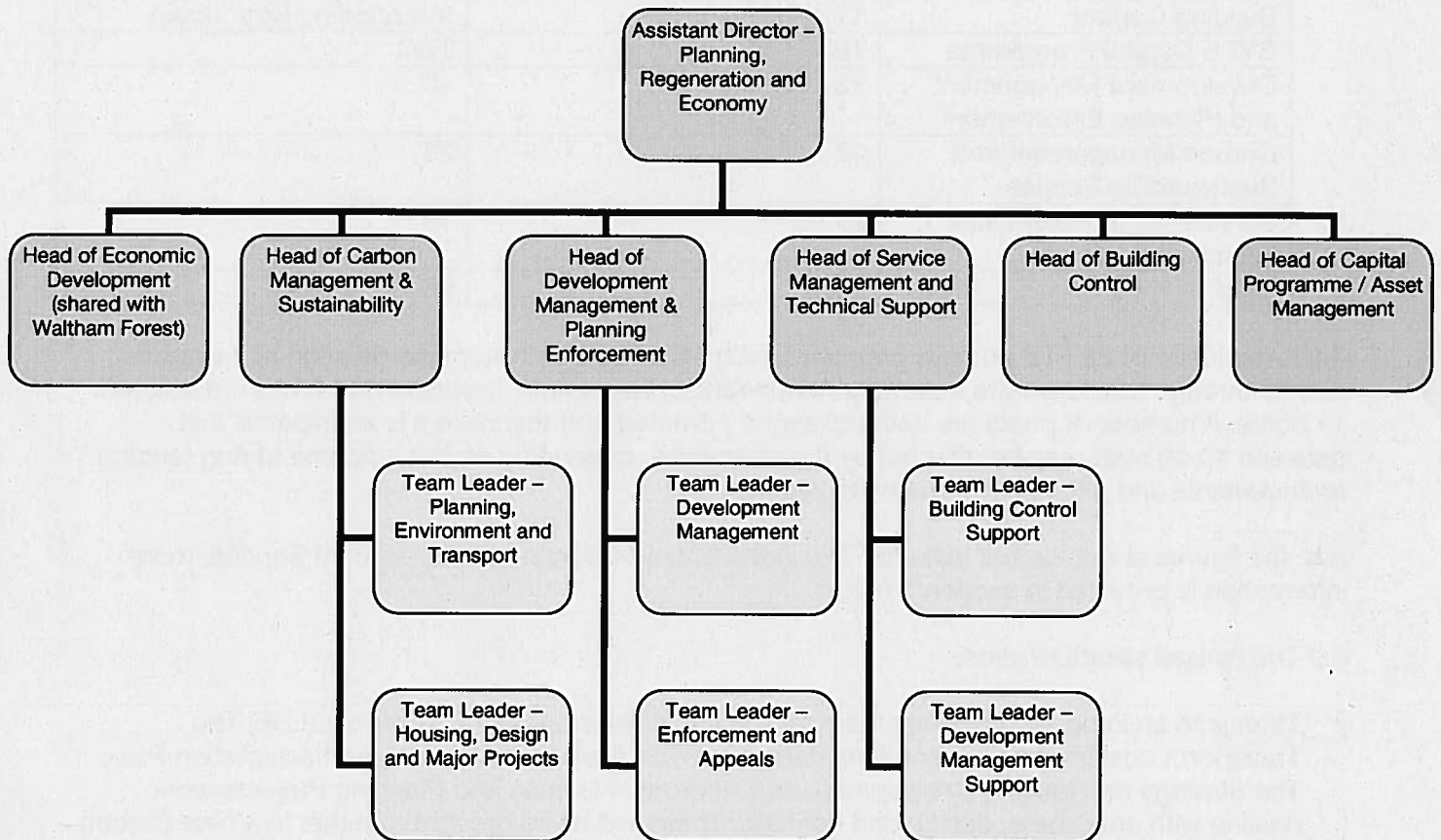
4.9 The revised structure aims:

- 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 4<sup>th</sup> 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 12<sup>th</sup> May.





#### 4.12 Delivery and Timetable

Project sponsor: Marc Dorfman

<b>Milestone(s) / Deliverables</b>	<b>Target Date</b>
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 <sup>rd</sup> and 4 <sup>th</sup> tier management posts in Carbon Management and Sustainability Service)	April 1 <sup>st</sup> 2011
Respond to consultation, including any amendments to proposals	6 <sup>th</sup> May 2011
General Purposes Committee (Phase 1)	12 <sup>th</sup> 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 <sup>th</sup> 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 8<sup>th</sup> 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 29<sup>th</sup> 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 <sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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 10<sup>th</sup> 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

<b>Milestone(s) / Deliverables</b>	<b>Target Date</b>
Report to Cabinet	25 <sup>th</sup> 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 <sup>rd</sup> 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 31<sup>st</sup> 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

<b>Milestone(s) / Deliverables</b>	<b>Target Date</b>
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 <sup>st</sup> March 2011
Staff briefings	2 <sup>nd</sup> , 3 <sup>rd</sup> , 4 <sup>th</sup> March 2011
Deadline for staff requesting VR	15 <sup>th</sup> March 2011
Formal meeting with representatives of the Trade Union is scheduled to take place on 23 <sup>rd</sup> March 2011 to discuss feedback	23 <sup>rd</sup> 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 - 16<sup>th</sup> November 2010), budget reductions for Leisure Services (Cabinet – 8<sup>th</sup> February 2011) and proposals for Parks Services are going to cabinet on 22<sup>nd</sup> 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 9<sup>th</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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.

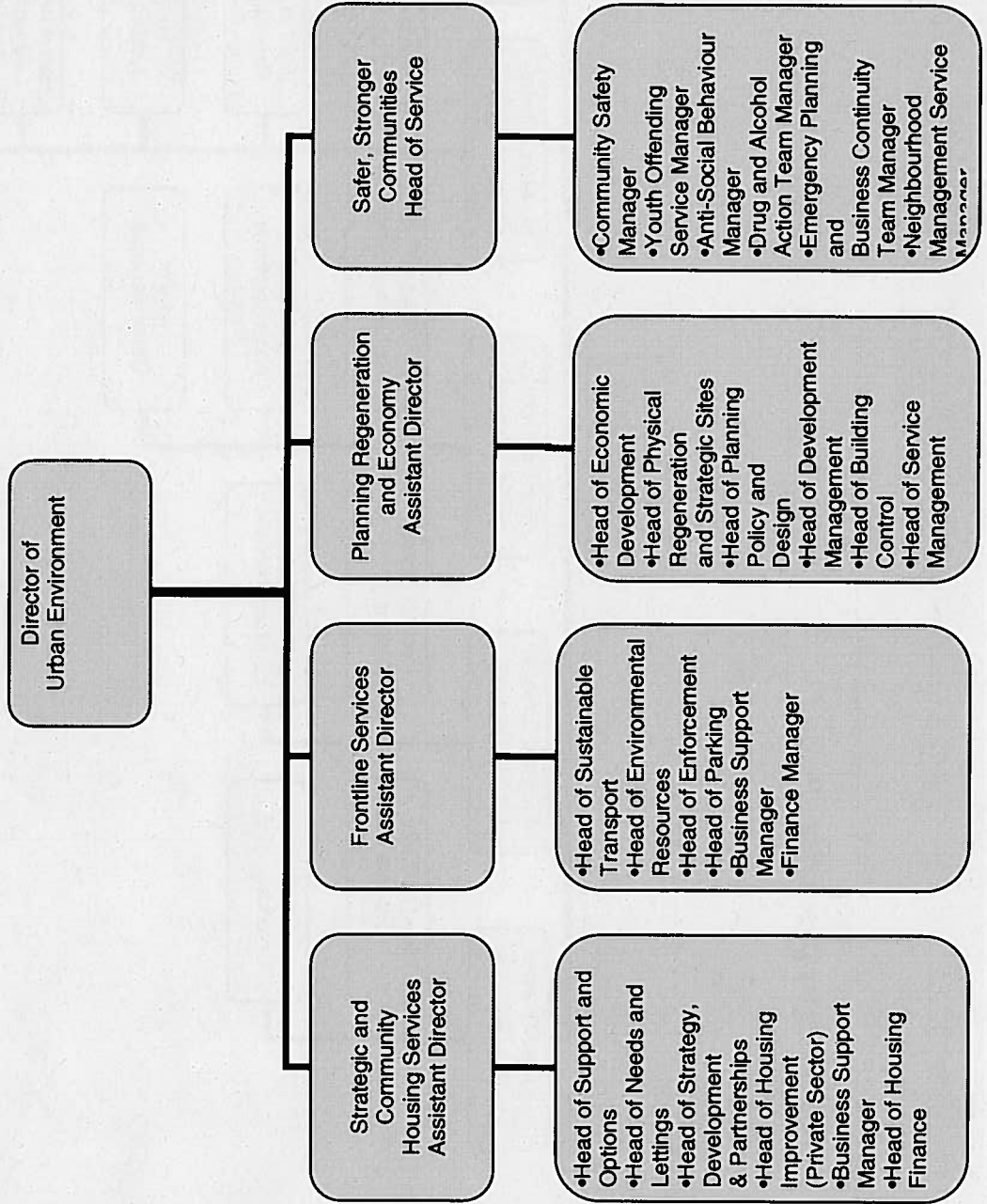
12.3 As a result an efficiency review of business and administrative support functions will take place over May/June of 2011, with a view to consultation in June. This review will look at how we can secure efficiencies by bringing together similar functions, reducing bureaucracy, process and duplication, 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**.

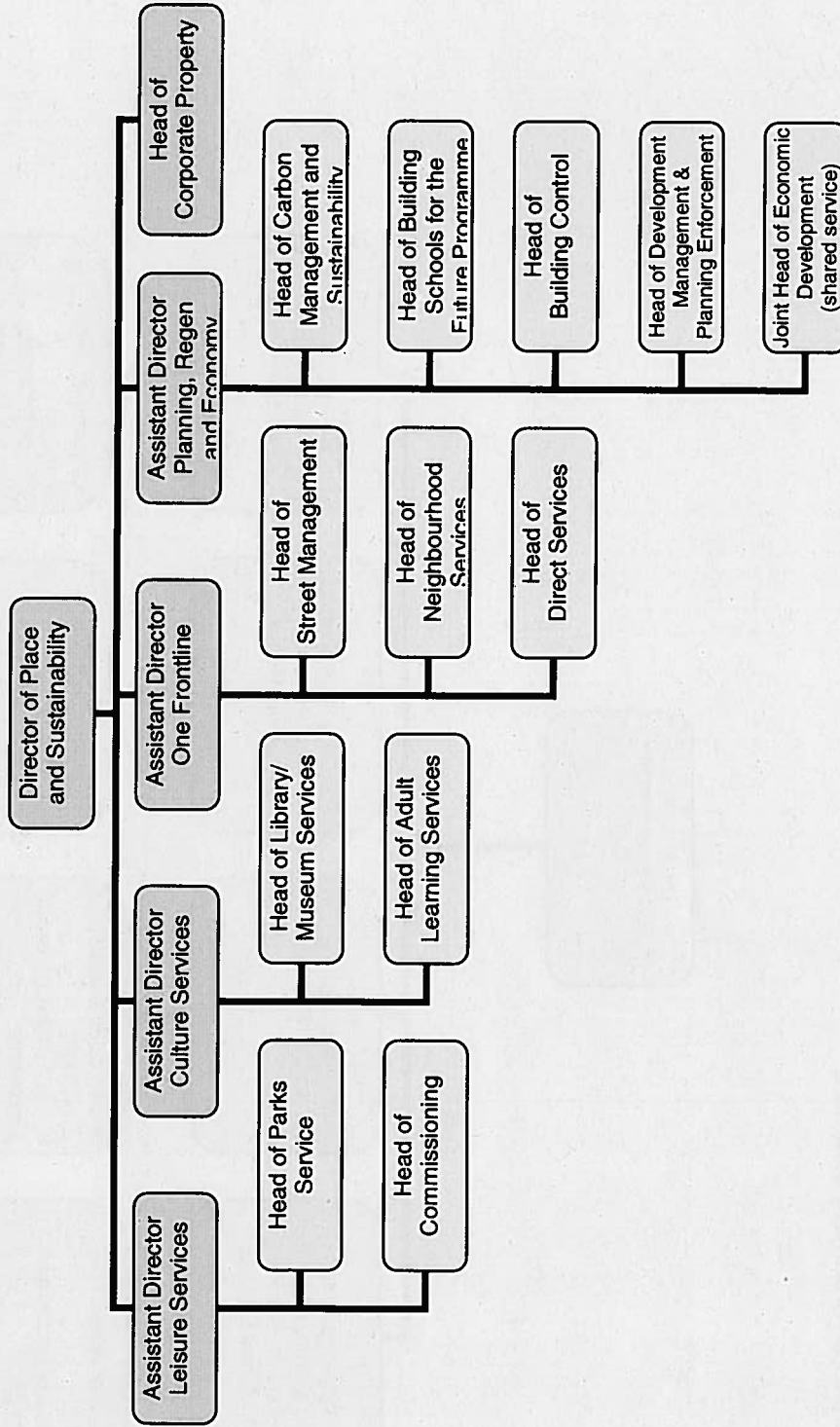
12.5 The review of Business Administration and Support will deliver a **saving of £150,000** in 2011/12.

Appendix 2

Current Urban Environment Structure

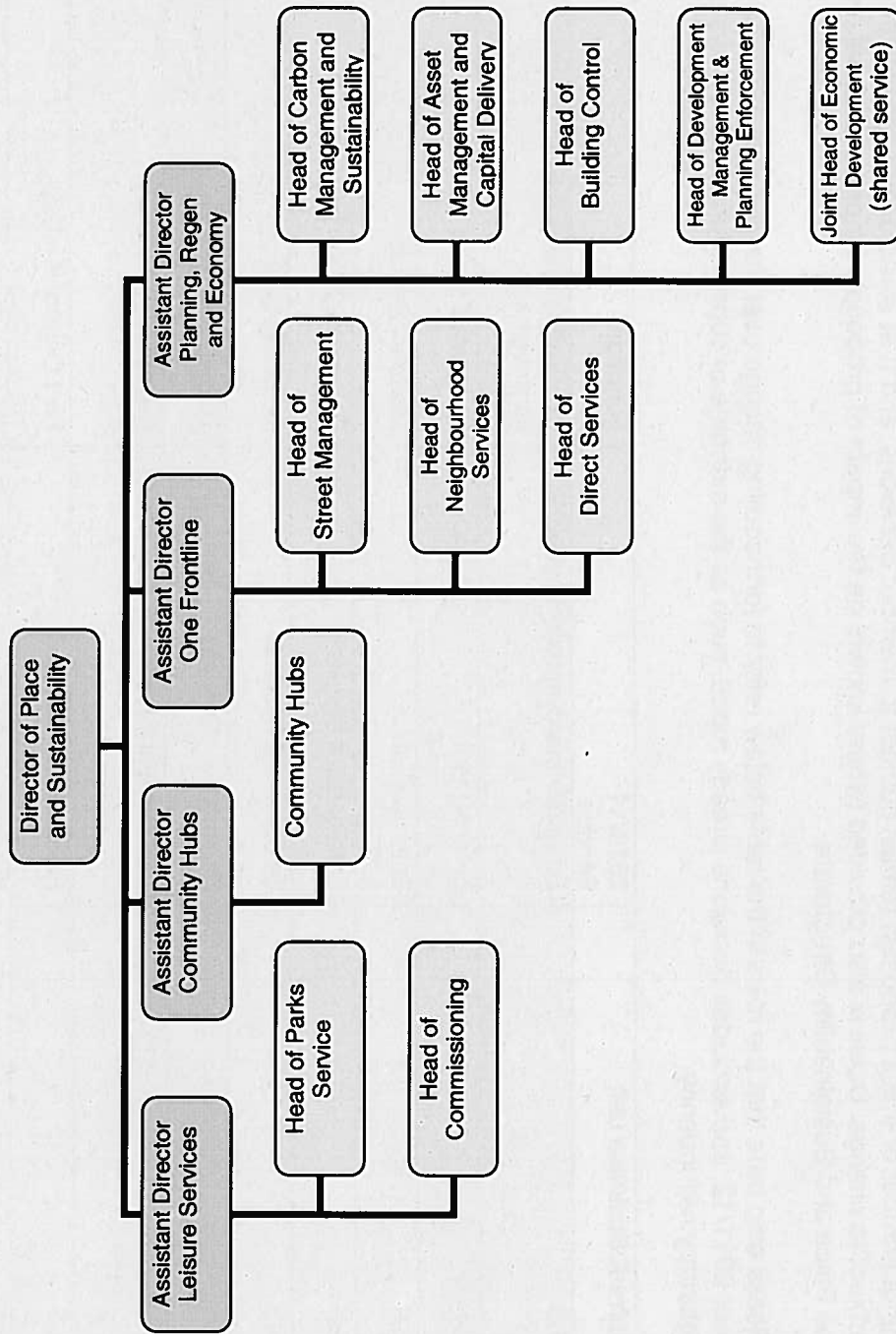


Place and Sustainability Directorate – Phase 1





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 Frontline Support

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

