

Appendix E

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

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

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

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

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

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

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

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

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

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