

**UNRESTRICTED MINUTES OF THE GENERAL PURPOSES COMMITTEE  
TUESDAY, 25 JANUARY 2011**

PRESENT:

\* indicates attendance

Councillors \*Meehan (Chair), Khan, \*Waters, \*Whyte, \*Wilson, \*Rice (Vice-Chair) and \*Bloch

Also present:-

Mr Kevin Crompton – Chief Executive  
Mr Stuart Young – Assistant Chief Executive  
Mr Steve Davies – Head of Human Resources  
Mr Dave Burn – Principal Lawyer – Legal Services  
Mr Clifford Hart – Committee Manager

| <b>MINUTE NO.</b> | <b>SUBJECT/DECISION</b>  |
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| <b>GPCO62.</b>    | <p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>An apology for absence was received on behalf of Councillor Khan.</p> <p><b>NOTED</b></p>  |
| <b>GPCO63.</b>    | <p><b>URGENT BUSINESS</b></p> <p>The Chair advised that there were no additional reports to accompany the already circulated report.</p>   |
| <b>GPCO64.</b>    | <p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Bloch declared a personal interest in Agenda 5 as he was a non Executive Director of the PCT and reference was made within the report the matter of Public realm, and the post of Director of Public health.</p> <p>The Assistant Chief Executive – Mr Young advised that the report made reference to his post, and that of Mr Davies – Head of Human Resources. Mr Young commented that if required both Mr Davies and himself would leave the proceedings and any comments would be answered by the Chief Executive.</p> <p><b>NOTED</b></p> |
| <b>GPCO65.</b>    | <p><b>DEPUTATIONS/PETITIONS</b></p> <p>There were no deputations or petitions.</p> <p><b>NOTED</b></p>   |
| <b>GPCO66.</b>    | <p><b>RETHINKING HARINGEY : IMPLEMENTING ONE BOROUGH ONE FUTURE</b></p>  |

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The Chair asked for an introduction of the report.

The Assistant Chief Executive – Mr Young advised that the circulated report had been late in its circulation due to officers being keen to commence consultation with staff and unions at the same time as proposals became public.

Mr Young informed the meeting that the report before it was being jointly considered this Committee, and by Cabinet that evening. The covering report had appended to it the 'Rethinking Haringey ' document which set out the current challenges facing the Council, the plans for transforming the Council's approach to delivering services, and the adoptions of the plans to meet the changing needs of residents, and targeting services to those who needed them most.

(Councillor Whyte arrived at 19.05hrs)

Mr Young advised that the process of consultation would now commence with staff. In terms of the involvement of the General Purposes Committee, Mr Young referred to the Committee to paras 7.7 – 7.12 which outlined the process and he highlighted the role and function of the proposed Appointments panels, the 5 options for each individual post namely, a. deletion, b. assimilation, c. closed ring-fence, d. open ring fence, and e. Internal/external advert, . In giving a brief explanation of each of the options, he commented on the role of the appointments panel either where it was a straightforward assimilation affecting one individual, or when there was competition for particular jobs. Mr Young stressed that given the urgent need to progress the restructure the Panel would consider appointments on the basis of recommendations of the Chief Executive, and only in cases where it was necessary the appointments panel would meet to interview.

(Councillor Wilson arrived at 19.08hrs).

Mr Young advised that in terms of reduction of management posts the estimated reduction at 2<sup>nd</sup> and 3<sup>rd</sup> tier would be by approx 1/3, and an overall reduction in the workforce by a ¼. The report was being put to the Cabinet this evening for noting and it was envisaged that Full Council would consider and adopt this report on 24 February 2011. Any significant changes to the report would then be brought back to the Committee to sign off.

In terms of the changes to 2<sup>nd</sup> and 3<sup>rd</sup> tier posts Mr Young advised that he intended to circulate to the Committee exempt information relating to the post by post changes – giving details of individuals in the next couple of weeks, as those concerned were to be notified the week commencing 31 January 2011. The implementation of the changes would be in the latter part of March to early April 2011.

Mr Young went on to advise that the report had received both legal and financial comments , and outlined page 14, para 13 which set out the thinking, outcomes and principles of redesigning services, and page 15 which detailed the development of the new Council structure. Mr Young also referred to the two phasing proposals with Phase 1 from April 2011 to March 2012, and Phase 2 from 2012 onwards. In order to reduce costs by approx £46 million in 2011/12 Phase 1 would be implemented which largely contained the existing organisational shape

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with a smaller workforce, as detailed in Appendix 2 of the report. Phase 2 of the process from 2012 onwards was shown in appendix 3.

Mr Young concluded that in terms of customer focus and what people in Haringey had indicated what they want from Council services, and with the phased development of community hubs there would be a better spread of services on offer and in time transform how residents use services.

The Chief Executive – Mr Crompton advised the Committee that the reshaping report recognised the complexity and enormity of the current situation. It was now the case that the detail of the scale of the budget reductions was now known publicly and the proposals to reduce the budget by approx £46 million and run services accordingly was in outline, and the Committee would appreciate this complexity, with there being room for discussion on the proposals.

The Committee then undertook a wide ranging discussion on the reshaping proposals – the main points being:

- concerns at some encountered negativity of employees affected by the reshaping and this affecting outcomes of projects or service delivery, and also concerns regarding demoralisation of the work force in light of the budget reductions and how this would be handled effectively, and confirmation that thus far officers professionalism had stood out in the vast majority of cases, and that in areas where there were projects proceeding, there would be a clear line of who would be responsibility for function. Also the review of the HR Service would not commence until the Autumn of 2011 in order for support and advice to be given to the workforce during the coming months;
- comments on the detail of the redundancy packages on offer and whether there were individual enhanced severance packages involving 'added years' and confirmation that the redundancy package was a transparent one with a published formulae for calculation, being dependent only on length of service and age, and that unlike previous severance packages there were no additional added benefits;
- the likely reduction in 2<sup>nd</sup> and 3<sup>rd</sup> tier posts and what this actually meant in real terms, and being advised that it meant an approx 1/3 of the current work force at 2<sup>nd</sup> and 3<sup>rd</sup> tier. There was currently finalisation of how each post at 2<sup>nd</sup> and 3<sup>rd</sup> tier would be affected, and this could be circulated to Members of the Committee for comment., Following further discussion it was agreed that this detail be reported to the next Special General Purposes Committee on 7 February 2011 as an exempt item;
- Comments in relation to details of manager responsibility of staff at 2<sup>nd</sup> and 3<sup>rd</sup> tier shown as a 1:8 to a 1:5 ratio, and in the case of Director a management reporting ratio of 1:2, and in response to member perceived in-balance, members were advised that this figure was arrived at following assessment of a range of existing and proposed reporting lines, of the practices in other London Boroughs;
- Clarification was sought, and given, of role of the appointments panel where either it was a straightforward assimilation affecting one individual, or when there was competition for particular jobs, and in accordance with the urgent need to progress the restructure the Panel would be considering appointments on the basis of recommendations of the Chief Executive,

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and only in cases of disagreement/concern where it was necessary the appointments panel would meet to interview

- Comments raised and responded to in relation to the pyramid management effect, that as such the pyramid management effect was a common one allowing for a strategic and operational mix as was the case in service areas such as Children Services and the need for getting the correct balance of strategic leadership and operational management wherever possible;
- Reference to the newly created Public Health Structure in light of changes to the current PCT arrangements, and points clarified regarding the impending transfer of services from the NHS subject to confirmation of transfer funding from the NHS, ring fenced budgets until 2013, and also the reporting lines and set up of the new service, with assurances that further reports would be required detailing the outcome of the funding situation and possible revisions to proposed service delivery and structures;
- Comments in relation to the 'naming' of new positions i.e. the position of Director of Adults and Housing Services, and the positioning of certain services within one Directorate as opposed to another, and assurances that some services had been inadvertently placed, e.g. ASBAT, but the placing of Emergency Planning within the Public Health Structure would be likely to remain;

In drawing the discussions to a close the Chair referred to the circulated comments of Staff side and advised that the views should be noted and taken account of in terms of:-

- commissioning services rather than providing them directly, and the proposed structure for Place and Sustainability and posts of Head of Parks and Head of Commissioning but no Head of Leisure, and staff side concern that a decision in principle may already have been taken to outsource the Leisure Service
- staff side comments that it was always preferable to retain service provision in the public sector and that private suppliers would always seek to maximise their return from providing a service rather than giving priority to quality of service delivery to the public, together with there being democratic accountability involved in direct provision that would disappear once an Authority was bound into a contract for a prolonged period.
- that all proposals for alternative models of service delivery were fully negotiated with the trade unions at all stages and that there was full transparency about such proposals.

The Chair then summarised and it was:-

**RESOLVED**

- i. That the proposed restructure of the top three tiers of Council staff as detailed in appendix 1 of the report be noted;
- ii. That the process as detailed in para 7.7 to 7.12 of the report in respect of the appointment of Chief and Deputy Chief Officers in accordance with Part K4 of the Council's Constitution be noted, together with the comments of Members as detailed during discussions of the

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|                       | <p>appointment panel process;</p> <p>iii. That following current finalisation of how each post at 2<sup>nd</sup> and 3<sup>rd</sup> tier was to be affected, the details be reported to the next Special General Purposes Committee on 7 February 2011 as an exempt item</p> <p>iv. That approval be given to the timescale for implementation including the receipt of any references back following endorsement by Full Council, and once consultation was complete; and</p> <p>v. That the comments of Staff-side as outlined be noted and taken account of during the reshaping of services as detailed.</p> |
| <p><b>GPCO67.</b></p> | <p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>The Chair advised that there would now not be an exempt item for consideration in respect of 'Rethinking Haringey: Implementing One Borough, One Future', therefore it would not be necessary to resolve to exclude the public and press.</p> <p>The Chair advised that as there was no other business to discuss the meeting was closed.</p> <p>The meeting ended at 20.10hrs.</p>   |

Councillor George Meehan

Chair

Councillor .....

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**