

Report Title: Review of Local Democracy & Member Services

Report of **Assistant Chief Executive**

Signed :

Contact Officer : Stuart Young

Wards(s) affected: **[All / Some (Specify)]**

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

**1. Purpose of the report**

- 1.1. To propose revised support service to Elected Members
- 1.2. To reorganise the staffing of Local Democracy & Member Services (LDMS)

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

- 2.1. This report proposes a review of support to Members and our system of governance. The review is necessary to bring about staffing changes arising from a reduction in budget.

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

- 3.1. n/a

**4. Recommendations**

- 4.1. That the Member support service offer from LDMS at appendix 3 be noted;
- 4.2 That the staffing structure at appendix 2 be agreed taking into account the responses to formal consultation detailed at paragraph 11 and Appendix 5 and also paying due regard to the authority's public sector equalities duties.

## 5. Reason for recommendation(s)

- 5.1. The Council faces a challenging budget position from 2011/12 onwards. A review of all services is required to reassess the level of service in the light of reduced budget provision.
- 5.2. Reviews of all support functions are being undertaken to ensure that the Council provides efficient support to the provision of frontline services. The recommendations in this report are in line with the principles adopted in other such reviews and accord with the Council's employment policies.
- 5.3. The proposals accord with a review of governance arrangements, separately reported to Members.

## 6. Other options considered

- 6.1. Alternative options include – cessation of service; partnering with another local authority to deliver; outsourcing to a market provider. Shared service options remain a possibility in the medium term, and will be the subject of further consideration. In order to deliver efficiencies within the current financial year, the recommendations at paragraph 4 are proposed.

## 7. Summary

- 7.1. Local Democracy & Member Services is currently resourced as described at appendix 1. The service provides support to Cabinet Members, the Mayor, non Executive Members, political groups and the Council's committee structure.
- 7.2. The budget for the service is proposed to reduce by 35% with effect from 1<sup>st</sup> April 2011. It is necessary therefore to redesign the services that will be offered and to adjust the staffing provision accordingly.
- 7.3. A proposed service offer to Members is attached at appendix 3. *(to be developed)*
- 7.4. Currently 30 full time equivalent posts are funded in LDMS. Under the revised offer it is proposed to reduce this resource to 17 FTE posts. The proposed structure is attached at appendix 2. The current and future deployment of staffing resource is as follows:

| Current resources |     | Proposed |
|-------------------|-----|----------|
| Grade             | FTE | FTE      |
| SM                | 2   | 1*       |
| PO                | 20  | 14*      |
| Sc-SO             | 8   | 2        |

\* some posts subject to competition may effect the balance of grades.

7.5. The process and timetable for reorganisation will be:

- 23<sup>rd</sup> December 2010 – 25<sup>th</sup> February 2011 = Consult on proposals
- 29<sup>th</sup> March 2011 - Report to GP Committee
- 1<sup>st</sup> April 2011 - Deadline for expressions of interest/preference for those in more than one ringfence
- 4-15<sup>th</sup> April 2011 - Recruit to stay interviews
- 18<sup>th</sup> April 2011 - Notification of outcomes

7.6. The proposals involve deleting 13 posts. The remaining structure provides 17 posts – with greater or lesser degrees of change to job descriptions. Where there is minimal change it is proposed to simply confirm existing postholders. Where change is significant or where the numbers of posts are reducing it is proposed to operate recruitment to stay (RTS).

7.7. The posts proposed for deletion are:

- Mayor's Driver
- Principal Support Officer (Cttee).
- Political Admin Asst (Lab Group).
- Committee Strategic Manager or Leader & Cabinet Manager (subject to RTS)
- Member Learning & Development Officer
- Political Admin Asst (L/D Group)
- PA to Head of Service
- Leader's PA.
- Civic Support Officer
- Policy Support Officer
- Mayor's PA
- Member Support Manager
- Cabinet Support Officer × 1
- Business Support Co-ordinator
- Team Leader

7.8. The posts being created are:

- Leader's Support Officer
- Mayor & Business Support Officer

7.9. Ringfences for recruit to stay were provided as a part of the consultation with staff and unions.

7.10. A review of governance arrangements was noted at full Council on 24<sup>th</sup> February 2011, which recommended reductions to the number of committees. Once the governance review is implemented it is proposed to revisit the staffing structure for this area of work.

## **8. Chief Financial Officer Comments**

8.1. The Chief Financial Officer confirms that the proposed new structure will deliver

both the pre-agreed and new HESP savings totalling £523k in a full year.

8.2. As highlighted in section 7, given that the overall interview process will not complete until towards the end of April and notice periods will have to be worked out, there will be some slippage in delivering the full saving in 2011/12. This will be monitored carefully and compensating savings will be looked for.

## **9. Head of Legal Services Comments**

9.1. The Head of Legal Services has been consulted on the content of this report. The report confirms that statutory consultation has been undertaken with the recognised trades unions and that affected employees have also been consulted. The outcome of that consultation, which is set out in Appendix 5, should be taken into account by the Committee in considering Recommendation 4.2. Further, the Committee should also pay due regard to the authority's public sector equality duties in considering that recommendation, taking into account the information set out in the equality impact assessment at Appendix 4.

9.2. The arrangements for selection of staff and the consideration of the position of staff displaced should comply with the Council's policies and procedures regarding organisational change, redeployment and redundancy.

## **10. Equalities & Community Cohesion Comments**

10.1. The proposals have been the subject of an initial Equality Impact Assessment. This is attached at appendix 4 and will be completed once the new structure is implemented.

10.2. The Council's arrangements for organisational change ensure that selection for the revised staffing structure is based on merit. Once recruitment selection is finished the EIA can be completed and impact fully assessed.

## **11. Consultation**

11.1. The proposals in this report have been the subject of individual, informal and formal staff consultation. A period of consultation was undertaken with staff and their representatives between 23<sup>rd</sup> December 2010 and 25<sup>th</sup> February 2011. During this period job descriptions, evaluations, and ringfence proposals were issued. The Council's recognised trades unions have been informed of the review and appraised of progress to date.

11.2. Consultation with some elected Members has been carried out in the formation of the proposals. The recent Governance review included workshops with Cabinet, Scrutiny and non-Executive functions. In addition the Assistant Chief Executive has spoken with a number of Executive and non-Executive portfolio holders to discuss the current and proposed range of support.

11.3. There are no significant changes to the proposals arising from consultation which is summarised at appendix 5.

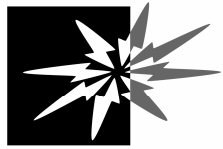
## **12. Service Financial Comments**

- 12.1. LDMS operates with a controllable net budget of £1.5 million. A savings target of 35% has been set by CEMB to address the shortfall in budget provision from 2011/12. This represents £521K.
- 12.2. The proposals in this report generate a reduction in full year spend of £535K. It is proposed that the new working arrangements will be implemented from 18<sup>th</sup> April 2011. Certain of the changes will be achieved by the deletion of posts and some will involve recruit to stay, resulting in a range of timescale to achieve the required budget reduction.

## **13. Use of appendices /Tables and photographs**

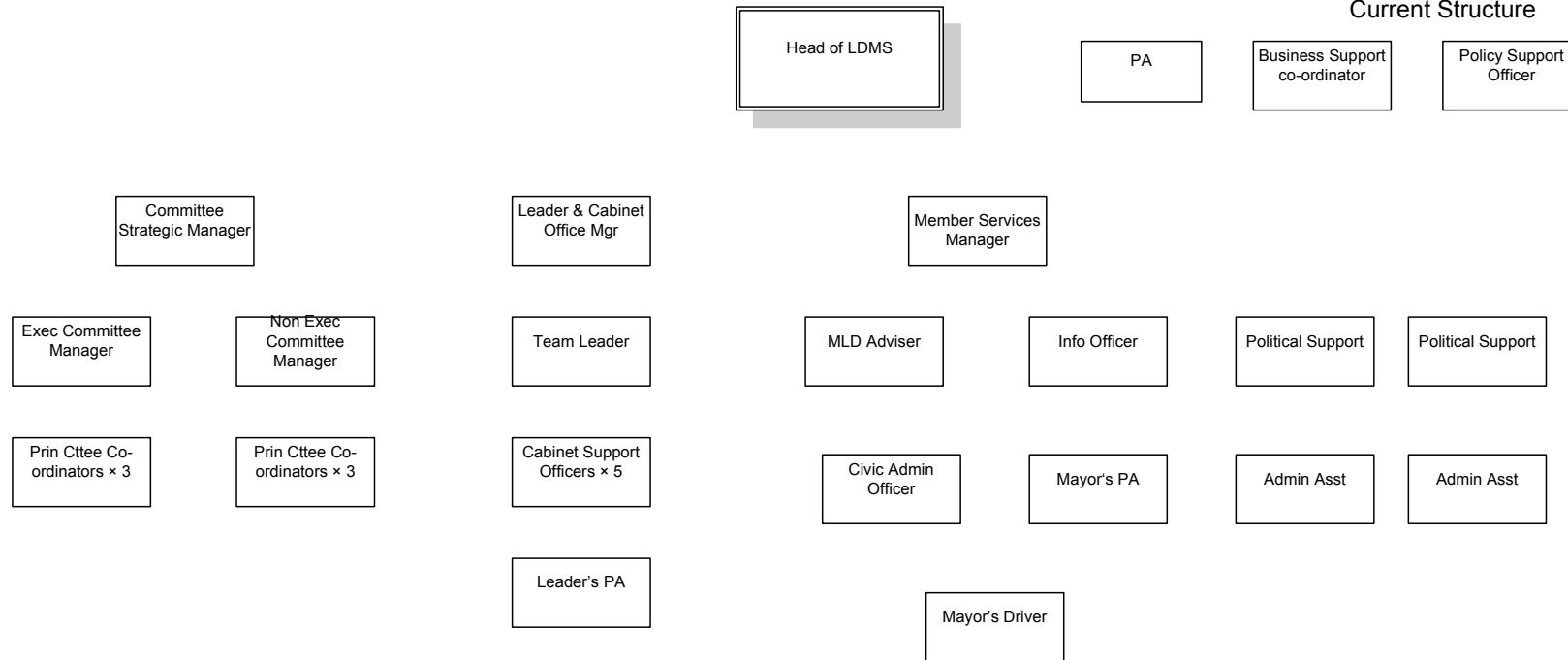
- 13.1. Appendix 1 = current LDMS structure
- 13.2. Appendix 2 = proposed LDMS structure
- 13.3. Appendix 3 = revised service offer
- 13.4. Appendix 4 = EqIA
- 13.5. Appendix 5= Consultation response.

## **14. Local Government (Access to Information) Act 1985**

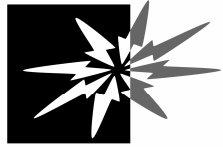


Haringey Council

### Appendix 1 Current Structure



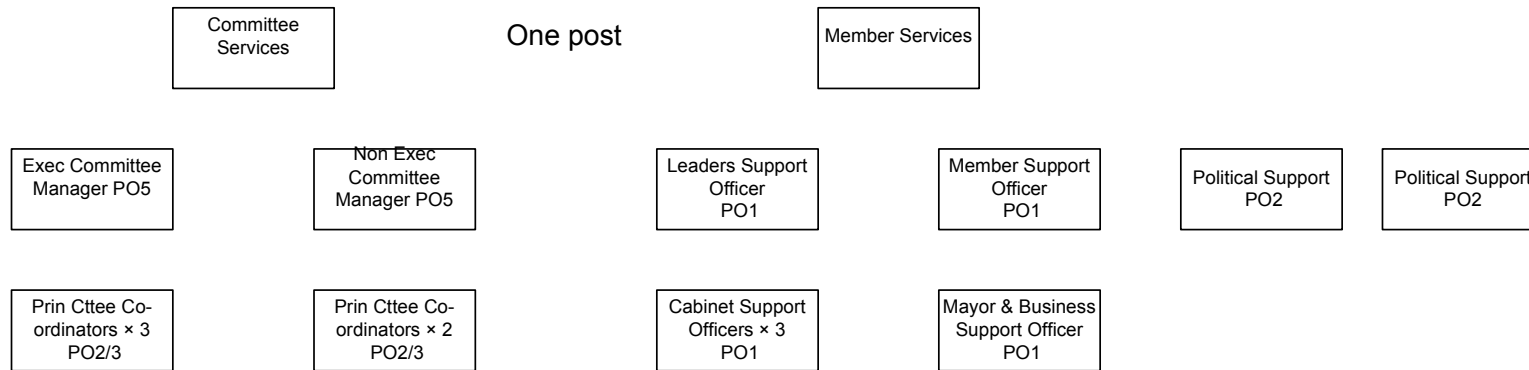
Staffing 30 FTE



**Haringey** Council

Head of LDMS  
SM2

Appendix 2  
Proposed Structure



All grades provisional subject to evaluation

Staffing 17 FTE

Draft Service Offer – LDMS  
(this service offer to be refined with staff)

Committee - we will provide administrative support to the Council's formal governance structure. This is those meetings governed by the Local Government Act 1972 (as amended). Administrative support means agenda preparation, dispatch, clerking and production of minutes.

Cabinet & Leader – we will provide research and information to enable Cabinet Members to fulfil their roles. We will assist with portfolio related case work. We will provide basic administrative support.

Mayor – we will provide a diary and basic administrative support service. We will co-ordinate mayoral transport and administration for major engagements. Please note there will be a requirement for the Mayor to provide some transport.

All Members – we will co-ordinate access to training & development for role related Member needs. We will provide information and support for Member surgeries. We will co-ordinate Member IT facilities.



## Haringey Council

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

**Date: 21<sup>st</sup> March 2011**

**Department and service under review:  
Local Democracy & Member Services**

**Lead Officer/s and contact details:**

**Stuart Young, Asst CE- 020 8489 3174**

**Contact Officer/s (Responsible for actions):  
As above**

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

- 14.1. The proposals have been the subject of an initial Equality Impact Assessment. This is attached at appendix 4 and will be completed once the new structure is implemented.
- 14.2. The Council's arrangements for organisational change ensure that selection for the revised staffing structure is based on merit. Once recruitment selection is finished the EIA can be completed and impact fully assessed.

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

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

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

**Step 1 – Aims and Objectives**

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

The Council has identified the need to make significant efficiencies in the period 2011- 2013 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014. All Support services, including support to elected Members are to be reviewed as part of the Haringey Efficiency and Savings Programme and deliver agreed efficiencies. Cabinet Members gave asked officers to explore the potential to make 50% saving from reviews of support functions.

Local Democracy & Member Services provides a support function and it is appropriate therefore to consider what services might be offered from a smaller staffing establishment.

The Council commissioned a review of governance. That review which has yet to be implemented, provides proposals requiring less staffing resource in support of Member decision making. Full Council at its meeting on 24<sup>th</sup> February noted the principles of the review and commended it for implementation.

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

A reduction in budget of £500K+ is the main outcome of the review.

A smaller team of staff focussed on those services that best enable Members to fulfil their roles.

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

By making the necessary staffing reductions and deleting posts. Of the remaining posts job descriptions have been rewritten to focus on a core service offer to Members. A delivery group has been established to take forward the recommendations arising from the review of governance.

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

**1. Are you closing a unit?**

No, there will remain a LDMS service with a service offer to Members. Within the proposals there are deletions of posts some of which do not involve ringfenced opportunities.

- If No, go to question 3.
- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

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

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

**Race**

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

| Grade Group | Total Staff in Service | No. of Race Not Declared Staff | % of Service Total | White Staff | % of Service Total | White Other staff | % of Service Total | BME Staff | % of Service Total | BME % in Council | BME% Borough Profile |
|-------------|------------------------|--------------------------------|--------------------|-------------|--------------------|-------------------|--------------------|-----------|--------------------|------------------|----------------------|
| Sc1-5       | 2                      | 0                              | 0                  | 2           | 100                | 0                 | 0                  | 0         | 0                  | 23.1             |                      |
| Sc6 – SO1   | 7                      | 0                              | 0                  | 4           | 57                 | 0                 | 0                  | 3         | 43                 | 11.0             |                      |
| PO1-3       | 11                     | 0                              | 0                  | 9           | 82                 | 0                 | 0                  | 2         | 18                 | 4.8              |                      |
| PO4-7       | 3                      | 0                              | 0                  | 3           | 100                | 0                 | 0                  | 0         | 0                  | 4.3              |                      |
| PO8+        | 2                      | 0                              | 0                  | 2           | 100                | 0                 | 0                  | 0         | 0                  | 1.1              |                      |
| TOTAL       | 25                     | 0                              | 0                  | 20          | 80                 | 0                 | 0                  | 5         | 20                 | 44.3             |                      |

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

Significant differences may be identified at scale1-grade SO1.

5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?

No, ringfencing where deployed is drawn in broad proportion to the staff at each tier.

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

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

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

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

## Gender

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

| Grade Group | Total Staff in Service | No. Male Staff | % of Service Total | No. Female Staff | % of Service Total | % Females in Council | % Females in Borough |
|-------------|------------------------|----------------|--------------------|------------------|--------------------|----------------------|----------------------|
| Sc1-5       | 2                      | 1              | 50                 | 1                | 50                 | 78.9                 |                      |
| Sc6 – SO1   | 7                      | 1              | 14                 | 6                | 86                 | 73.8                 |                      |
| PO1-3       | 11                     | 3              | 27                 | 8                | 73                 | 68.2                 |                      |
| PO4-7       | 3                      | 3              | 100                | 0                | 0                  | 71.5                 |                      |
| PO8+        | 2                      | 2              | 100                | 0                | 0                  | 59.9                 |                      |
| TOTAL       | 25                     | 10             | 40                 | 15               | 60                 | 74.4                 |                      |

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council. Significant differences exist at Grades PO4-8+ where there are 5 posts all occupied by males.

10. Do any ring fences disproportionately impact on impact on female or male staff?

The ringfences for Member support staff are entirely female because the workforce is female in these jobs.

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

5 female staff will take part in ringfenced selection for 5 jobs. As the ringfences are open, all five might be appointed or any proportion to none of the five.

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

12.

60% female currently could change to 40% female if none of the 5 staff were appointed

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

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

There are five opportunities set out in the ringfence proposals so all of the staff could be accommodated within the structure.

## Age

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

| Grade Group     | 16-24     |                  | 25-34     |                  | 35-44     |                  | 45-54     |                  | 55-64     |                  | 65+       |                  | TOTAL STAFF |
|-----------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-------------|
|                 | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group | No. Staff | % of Grade Group |             |
| Sc1-5           | 1         | 50               | 0         | 0                | 0         | 0                | 0         | 0                | 1         | 50               | 0         | 0                | 2           |
| Sc6 – SO1       | 0         | 0                | 1         | 14               | 1         | 14               | 3         | 43               | 2         | 29               | 0         | 0                | 7           |
| PO1-3           | 0         | 0                | 8         | 73               | 2         | 18               | 1         | 9                | 0         | 0                | 0         | 0                | 11          |
| PO4-7           | 0         | 0                | 0         | 0                | 0         | 0                | 2         | 67               | 1         | 33               | 0         | 0                | 3           |
| PO8+            | 0         | 0                | 1         | 50               | 0         | 0                | 0         | 0                | 1         | 50               | 0         | 0                | 2           |
| TOTAL           | 1         | 4                | 10        | 40               | 3         | 12               | 6         | 24               | 5         | 20               | 0         | 0                | 25          |
| Council Profile |           | 3.8              |           | 20.3             |           | 26.8             |           | 32.4             |           | 15.5             |           | 1.2              |             |
| Borough Profile |           |                  |           |                  |           |                  |           |                  |           |                  |           |                  |             |

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

LDMS is in general a younger workforce than the Council norm.

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

No.

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

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

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

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

## Disability

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

| Disabled employees     |           |                  |                 |
|------------------------|-----------|------------------|-----------------|
| Grade Group            | No. Staff | % of Grade Group | Council profile |
| Sc1-5                  | 0         | 0                | 165             |
| Sc6 – SO1              | 0         | 0                | 122             |
| PO1-3                  | 0         | 0                | 54              |
| PO4-7                  | 0         | 0                | 56              |
| PO8+                   | 0         | 0                | 11              |
| TOTAL                  | 0         | 0                | 408             |
| <b>Borough Profile</b> |           |                  |                 |

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

No.

- If No, go to question 21.
- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

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

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

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

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

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

Date Part 1 completed - 3<sup>rd</sup> Feb 2011

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

### **Step 3 – Consultation**

Consultation commenced on 23<sup>rd</sup> December 2010. A consultation paper was issued and meetings with staff held. Job descriptions, job evaluations, and ringfence proposals were issued on 3<sup>rd</sup> February 2011. Further meetings with staff were held on 10<sup>th</sup> & 11<sup>th</sup> February 2011. The unions were provided with the relevant papers and Unison provided written comment on 24<sup>th</sup> February 2011. Written and verbal comments were provided by staff throughout the consultation period. These were responded to by way of a written paper dated 21<sup>st</sup> March.

### **Step 4 – Address the Impact**

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?

The proposals involve a reduction in posts due to less budget being made available for the service. In overall terms therefore there will be a reduction in staffing resource. Within that reduction I have sought volunteers for selection for redundancy and approved those that met the corporate Council criteria for consideration. As a result of this action it is possible that all currently employed staff might be appointed to jobs, ie the numbers of remaining jobs and postholders are in the correct proportion to enable this as a possibility. There are significant changes to a number of jobs and it is appropriate that the Council's organisational change procedures are applied. This determines that open ringfences should be used to determine future staffing. The effect of open ringfences is that no individual in a ringfence is guaranteed a job. Instead appointment is based on merit.

2. What changes or benefits for staff have been proposed as a result of your consultation?



See above, it is possible that all currently employed staff might be appointed to jobs, i.e. the numbers of remaining jobs and postholders are in the correct proportion to enable this as a possibility.

3. If you are not able to make changes – why not and what actions can you take?  
I was not able to change open ringfences to closed ringfences. This was because the degree of change in the new jobs is such that skills are required which are new to the configuration of jobs as compared with the current structure. In this circumstance it is correct that the candidates have those new requirements considered objectively and that appointments are made on merit – hence open ringfences.

4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?

Yes. I propose to use interviews.

5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?

I believe that a different service offer will be made to elected Members as a result of the changes in the report/proposals. That offer will focus more upon the provision of information and research to Cabinet Members rather than the administrative service currently provided; a Mayoral service that continues to support major engagements but that requests the Mayor to support local events without such access to staff; continuation of training & development but against a smaller budget meaning greater focus of development on priority for role and more informal development over external conference/course attendance; and committee support to a revised governance structure once a review of committees is completed.

6. How can you mitigate any negative impact for service users?

Changes to the service offer will be implemented by communicating clearly with Members; providing a written summary of the service offer; and dealing with any arising issues of concern.

**Date Steps 3 & 4 completed – 21<sup>st</sup> March 2011.**

## **Step 5 – Implementation and Review**

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

## Step 6 – Sign off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

### COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Stuart Young  
DESIGNATION: Asst Chief Executive, POD  
SIGNATURE:  
DATE: 21<sup>st</sup> March 2011 (parts 1-4)

### QUALITY CHECKED BY (Equalities,)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Director/ Assistant Director

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

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



**Haringey Local Government Branch, 14a Willoughby Rd, London N8 OHR**  
**Tel : 0208 482 5104, 0208 482 5105, 0208 482 5106, Fax 0208 482 5108,**  
**E-Mail:branchsecretary@haringeyunison.co.uk**

#### Comments on LDMS Proposals For Change

##### Redundancies

While we recognise the Council's current financial position we must restate our complete opposition to any Compulsory redundancies across the Council. We note that a number of voluntary redundancy request have been received and accepted which is a welcome step to mitigating the effects of these proposed cuts. We have been advised that since the process commenced an additional two VR requests have been accepted but note that revised ring-fences have yet to be issued.

##### Job evaluation

We note that provisional grades have been attached to revised posts however under the Single Status procedure it is a requirement that job evaluations are carried out by two independent HR Officers. While we have no reason to doubt the capabilities of the ACE to carry out job evaluation the process there is a clear conflict of interest in the budget holder doing so alone. As such another HR officer should sign off the finalised descriptions.

It appears that only new or revised posts have been evaluated, clearly this has the potential to cause inconsistencies within the grades for posts. Additionally we still await the revised job descriptions for the following posts: Member Services Manager, Head of LDMS, and Political Support Officer. Similarly there are no job evaluations for these posts.

##### Workloads

It is unclear to what extent the reduced structures can accommodate demands on the Council structures, this is something which will need to be kept under close observation, particularly with respect to the need for occasional evening working to support meetings etc. Could it be confirmed to what extent the staff concerned will be required to work outside "office" hours?

##### Ring-Fences

We are concerned at the proposal for an open ring-fence arrangement around what are a group of essentially similar posts. The majority of the job descriptions provided require a generic skill set, which all current post-holders could reasonably be expected to fulfil. In some cases staff are open ring-fenced where they would represent a downgrading for the staff effected. It would be our view that a preferable solution would be to consider a closed ring-fence.

Are staff to be allowed to express a preference for one or more posts? One alternative approach to take would be to allow them to do so and only apply a selection process where more than one member of staff expressed the same first preference.

The document supplied indicated an open ring-fence containing six post holders competing for four posts however we are advised one of the six has opted for voluntary redundancy. Additionally the ring fence showed another officer was to be assimilated into the second Cabinet Support Officer post, which would now be vacant as a result of this individual being granted VR. Could you confirm the status of this post as it would appear to be funded in the proposed structure and should therefore be available to include in the above ring-fence options?

In essence therefore it would appear there are sufficient posts to accommodate all of these officers without detriment if the closed ring-fence option were utilised.

#### Selection Methods

The document indicates that a combination of methods will be utilised to select candidates where ring-fences are required. We would request further details of the processes so as to ensure we are satisfied they are appropriate. Staff should also be provided with details if anything other than interviews are proposed and be offered appropriate support and preparation time where needed. Reasonable time will need to be allowed for completion of application forms, please confirm how these will be utilised as part of the selection process?

#### Equality Impact Assessment

We would appreciate a copy of the completed assessment at the conclusion of implementation so as to see the final effect.

#### Governance Review

Please confirm what impact the governance review will have of service demands, also how work which is likely to be reallocated following the disestablishment of Neighbourhood Management Services will be supported within the reduced staffing structure. In particular we are aware of assumptions that the newly formed Area Committees will need support.

#### Job Descriptions

It has been suggested by some officers that point 20 in the member support officer should be replicated in the other job descriptions so as to ensure that this work can be distributed as necessary.

#### Staff On Secondment

Please confirm the status of any staff who's substantive post is currently in LDMS but who is seconded elsewhere. If their posts are effected in this process how have they been consulted and what options are available?

#### SFR

We note one post-holder is included both in the SFR FOR Finance and in this process , please clarify how this will be dealt with: Will they if successful in this process automatically be removed from the Finance one?

Yours sincerely

**Seán Fox**  
**Branch Secretary**

## Review of LDMS – Responses to consultation

### **1. Introduction**

This document aims to provide responses to a range of issues raised during the consultation process for LDMS. A review of LDMS was proposed as a part of the budget setting process for 2011/12. The rationale for the review was that the Council needs to significantly reduce its budget for 2011/12, and the following two years, in response to the local government financial settlement.

Faced with a reduction of more than £40 million for 2011/12, the Council has had little alternative other than to examine all areas of spend including staffing. Each Directorate was asked to bring forward proposals against savings targets. For the Chief Executive's Service the overall target for budget reduction was 35%.

The Chief Executive's Service comprises the following services:

- Policy, Intelligence & Partnerships
- Communications & Consultation
- Local Democracy & Member Services
- Human Resources
- Organisational Development & Learning
- Electoral Services

Each area has been asked to make significant cuts to budget.

One of the challenges of the local government finance settlement is the timescale for achieving budget reductions. In Haringey approximately 50% of savings in the three year settlement are scheduled for year one (2011/12). This means that immediate action has been required in order to set a lawful budget. Unfortunately such immediate action tends more towards staffing budgets than longer term reviews of commissioned spend through procurement for example. Such reviews are proposed for 2012/13 and 2013/14.

### **2. LDMS Review**

Proposals for a review of LDMS were issued to staff on 23<sup>rd</sup> December 2010. These were supplemented by a pack of information sent on 3<sup>rd</sup> February, and 18<sup>th</sup> February 2011. The information supplied was:

- Memo from Stuart Young to all LDMS staff explaining process and timescale
- Consultation paper entitled: Review of LDMS
- Job descriptions for:
  - Leader's Support Officer
  - Member Support Officer
  - Mayor & Business Support Officer
  - Cabinet Support Officer
  - Member Services Manager
  - Political Support Officer
  - Head of LDMS

- Job Evaluation scores for the posts were provided to the unions
- Ringfence/Assimilation proposals
- An Equality Impact Assessment
- A description of the process and methods of selection

### **3. Consultation**

Responses were received in a variety of formats. Some staff came to see me on a one to one basis; others provided written observations and questions; one team asked to see me together; and two open sessions were held on 10<sup>th</sup> & 11<sup>th</sup> February. Unison requested that the consultation period be extended to 25<sup>th</sup> February 2011 which was agreed.

The remainder of this paper is devoted to providing responses to the issues that were raised. I have attempted to theme responses rather than to specify each item.

### **4. Ringfences**

I have been asked to review the use of open ringfences and to clarify the situation when staff are in more than one ringfence.

My basis for the use of open ringfences is that each of the jobs that are proposed is different from current practice. By the nature of the review I have put forward proposals for the LDMS service to reduce its service offer and for that which remains to be delivered differently. I believe that open ringfences are the right method by which to select staff because the new jobs all contain significant elements that were not in the predecessor roles. In this circumstance I believe that it is right to assess staff against new requirements and for all concerned to enter into new working arrangements having discussed and actively weighed up the new requirements.

I am hopeful that we will be able to fill the jobs from the talented staff group that we currently employ. I remain available to discuss with any staff the process. Aeres & HR colleagues are also available if anyone wants to talk about preparation for interview. Also some of the support offer on Harinet is focussed on preparing for interviews.

I am proposing that where staff are in a ringfence for more than one job, to assess the various jobs in a single interview. I am happy to do this differently if any staff would rather be interviewed separately for each job. I would advise staff to take the opportunity if they are in multiple ringfences, however I recognise that staff may wish to also express a preference. I am happy to receive such preferences either before or at the interview.

I was also asked about changes to the staffing establishment since the consultation paper was launched. I will pick up these issues under

### **5. Job Evaluation & Grades**

Job evaluation should be conducted by trained staff acting as a panel, and I received comments about the process. I also received some queries about the proposed grades.

Job Evaluation sheets have been provided to the union for each of the proposed. They have been evaluated by myself and Janette Francis from HR. Both of us are trained and experienced in the operation of the GLPC job Evaluation Scheme. I am happy to discuss further any issues arising from the grading of jobs.

## **6. Workload/Structure**

I have received a number of comments from staff concerned that LDMS will not be able to provide the same services and capacity given the scale of job reduction. I agree with this and I am committed to developing service standards that reflect our new size and shape. I am eager for staff to contribute to this discussion and whilst I understand that staff may have been reluctant to participate in advance of the recruitment to stay process, I am hopeful that such discussion will be more forthcoming as we move to implement the new structure. I am happy to lead discussions with the various customers of LDMS, primarily Members about the capacity of the service moving forward. My thoughts about service offer are as follows:

- We will provide committee support to a streamlined process following implementation of the governance review;
- We will provide Cabinet Members including the Leader with basic administrative support and research capacity;
- We will provide political offices to each of the Groups;
- We will support the Mayor by co-ordinating events and providing basic administrative support;
- We will provide general administrative support to Members, including training;

I appreciate that each point will warrant discussion and refinement. I was asked about the requirement to work outside of normal office hours. I have included a general requirement in the job descriptions to cover such eventuality. I will be able to discuss with greater clarity the demand on evening attendance once the Governance Review is closer to implementation in the new municipal year. I continue to be grateful to staff for their flexibility and commitment to covering work be it during normal office hours, evenings or weekends.

## **7. Method of selection**

I intend to rely on interviews as the method of selection to the various jobs in LDMS. I will provide an indicative timescale below.

## **8. Equality Impact Assessment**

An initial Equality Impact Assessment was completed and included in the Job Descriptions. As a part of this consultation I have updated the relevant section of the document. Once we have completed the recruitment to our new structure I will be able to complete the form and re-circulate it.

## **9. Relationship with other reviews (SFR)**

There are a number of other organisational reviews ongoing at present. Some staff are within the scope for these and as far as I am aware I have met all such staff. My advice is that inclusion in other reviews offers opportunities and should be viewed by staff as such. The process in these cases will be that if staff are successful in another review



and move job that HR will process the result as normal. On the matter of savings assumptions I will discuss with the relevant director any issues arising.

#### **10. Terms & Conditions Review**

I was asked whether any review of terms and conditions would be likely to impact on the LDMS review. The answer is no.

#### **11. Voluntary Redundancy**

Some staff have asked if they may still apply for voluntary redundancy. I am not planning to issue another blanket invitation across the Council at present. However, should any member of staff wish to discuss their future employment options, I am happy to meet with you and consider any requests.

#### **12. Governance Review**

A number of staff want to know how the governance Review might impact on LDMS. The review was adopted at full Council on 24<sup>th</sup> February 2011 and referred to a Delivery Group comprising Members from both parties for implementation. At the moment this group is drawing up a set of protocols for how the various committees might work. The easiest way to ensure that you are kept up to date on this is to copy those protocols to you for both information and comment. The underlying point raised is about our capacity to support a changed governance arrangement. I am a part of the Delivery Group and I can confirm that there is a high degree of awareness of the reduction in resources for governance. The issue of area for a and committees was raised with me. I can confirm that LDMS will be required in an administrative capacity only for the area committees. I believe that this is manageable particularly as resourcing forms part of the consideration in the Place & Sustainability Directorate proposals.

#### **13. References**

I was asked if references would be provided for any staff displaced on a generic basis. If such references would be useful I am happy to oblige. I suggest that we write references for any staff displaced and hold these on file. In my experience it looks more impressive if a reference is tailored to the employer/job sought. So both are possible.

#### **14. Redeployment**

Any staff displaced from the LDMS review will be considered in the redeployment pool during their period of notice. Notice will be served once a skills assessment has taken place, which will be shortly after decisions are taken from the recruitment interviews. If a redeployment placement is identified, notice will be paused whilst the employee undertakes the placement.

#### **15. Pensions**

I was asked what the impact would be on pensions if staff were made redundant. I am not proposing to provide financial or pensions advice in this response, simply that for staff aged 55 years and above it is possible to access pension benefits if you are a member of the local government scheme and made redundant. For those aged below

55 years, benefits are held in the scheme until your normal retirement age. More advice is available from the Council's pensions service via Harinet.

#### **16. Management**

It is suggested by some staff that further reviews of management might be useful. This will happen as a part of the preparation for budgets in 2012 and beyond.

#### **17. Specific comments**

I have received a number of questions and comments specific to individuals, the replies to which I have addressed to those staff.

#### **18. Timetable for recruit to stay**

The remainder of the timetable for the reorganisation is as follows:

|           |  |
|-----------|--|
| 29/3/11   | General Purposes Committee   |
| 29/3/11   | Head of LDMS Member Appointment Panel  |
| 1/4/11    | Deadline for expressions of interest/preference for those in more than one ringfence |
| 4-15/4/11 | Recruit to stay interviews   |
| 18/4/11   | Notification of outcomes   |