

Agenda item:

[No.]

General Purposes Committee

On 19 May 2011

Report Title. Restructure of Corporate Property Services	
Report of The Director of Places and Sustainability	
Signed :	
Contact Officer : Dinesh Kotecha, Head of Corporate Property Services – 020 8489 2101	
Wards(s) affected: All	Report for: Non key decision
1. Purpose of the report 1.1. To approve the restructure of the council's Corporate Property Service in order to meet a council approved level of savings of £250k in 2011/12.	
2. State link(s) with Council Plan Priorities and actions and /or other Strategies: 2.1 The proposals in this report are designed to implement the council's budget strategy.	
3. Recommendations That the committee: 4.1 Approve the proposed establishment changes to Corporate Property Services resulting in 15 posts deleted, 2 posts changed and four posts created.	
4. Reason for recommendation(s) 4.1. Following the phase 1 reshaping and downsizing of the service in response to reduced budgets and change of emphasis for the service, this second phase relates to the review and reshaping of the operational and support functions within the Corporate Landlord Team of the business unit. It is unrealistic to expect that	

any of the FM services can be stopped. However, there is a need to reduce the service level and at the same time achieve additional efficiencies.

5. Other options considered

5.1. The proposals that have been developed provide the most realistic option for service delivery at this point in time to meet budget reduction requirements.

6. Summary

6.1 The role of Corporate Property Services (CPS) in the future will focus on corporate asset planning, core landlord functions and services (both internal and external) and ensuring the council receives competent and adequate professional advice. In addition the provision of essential building management services with continuing emphasis on health and safety, compliance and good use of resources, including facilities management.

6.2 Having combined a number of teams and functions operational and support roles have been reviewed to seek opportunities for efficiency savings and reducing the number of posts. The following changes will therefore be made to reshape the service to be able to focus on the above priorities and reduce the establishment with effect from 1st July 2011:

1. Integrated management support to Technopark within the Corporate Landlord Team, Hard FM team.
2. A change of focus to the Hard FM function by adopting stronger commissioning and client roles and further developing the relationship with our Managing Agents and specialist property consultants.
3. Revising the soft FM management structure to concentrate resources on leading operational delivery, combining the reception and building support teams. This to provide supervision during extended day on a rota basis (7am-9pm).
4. Bringing together administrative and database related soft FM functions (room bookings, ID, staff parking, stationery and requests) to provide a responsive and flexible response to service requests accessed through a Facilities Support team
5. Re-design of the reception and building support service, increasing the mobility of BSO's and reducing provision. Continue providing a responsive but less reactive service. Deletion of the River Park House Duty Officer post, revised, extended, shift pattern for River Park House reception and supporting a reception/concierge facility at other buildings.
6. Cease the provision of the Building Maintenance Helpdesk function and route calls direct to the Managing Agent (Europa) to eliminate duplication.

6.3 List of Positions affected

Posts Deleted [15 posts]

Designation	Grade
Support Services Officers (4 posts) 3.08 fte (50012026, 50085685, 50088330 & 50012051)	Grades Range Sc 5 plus 1x S01
Admin Officer (1 post) 1 fte (50012052)	Grade Sc 6
Senior Helpdesk Officer (1post) 0.64 fte	Grade SO2

(50012025)	
Helpdesk Officer (2 posts) 2 fte (50110554 & 50092773)	Grade Sc6
Senior Building Support Officers (1 post) 1 fte (50012044)	Grade Sc3
Building Support Officers (Est 5 posts) 4 fte (TBA following recruitment to stay)	Grade Sc2
Evening Duty Officer (1 post) 0.88 fte (50086980)	Grade Sc6

Posts Changed [2 posts]

Current Designation and Grade	New Designation	New Grade
Facilities Officer (2 posts) 2 fte P01/P010 (50083459 & 50012024)	Building Support Team Leader	P01

New Posts [4 posts]

New Designation	New Grade
FM Support Officer (3 posts)	Grade Sc 6
Receptionist (1 posts)	Grade Sc5

7. Chief Financial Officer Comments

7.1 The savings outlined within this report will enable Corporate Property Services to achieve the savings agreed by Council as part of the 2011-12 budget, and thus enable a balanced budget position to be achieved in 2011-12. It is assumed any associated redundancy costs will be picked up Corporately

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 and its outcome set out in Appendix C.

8.2 Due consideration should 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 duty before such a final decision, taking into account the content of the attached equality impact assessment attached as Appendix D.

8.3 The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes

should be considered under the Council's policies regarding redeployment and redundancy.

9. Equal Opportunities Implications

- 9.1 The design of a much reduced staffing establishment has been based on changing business needs and functions and posts deleted to reflect priorities, as described above. The implications are widespread and likely to affect all employees in terms of significant changes to their job requirements and in some cases being placed at risk as the roles they occupy are deleted.
- 9.2 In order to facilitate staff reductions, the Chief Executive wrote to all council employees in November 2010 asking them to put themselves forward if they were interested in applying for voluntary redundancy/early retirement. The Council-wide deadline calling for applications for voluntary redundancy has now closed.
- 9.3 Where staff is affected by this organisational review and would like an opportunity to discuss with management, any further applications for VR these have been considered by management on a case by case basis. Employees were made aware that there are no guarantees that VR applications will be approved.
- 9.4 Attached is an Equalities Impact Assessment of the proposals, completed to Part 2- step 4. Once approved and changes implemented this will be signed off and published.

10. Consultation

- 10.1. The proposals in this report have been the subject of consultation and discussion with affected staff in the service and the unions since November 2010. The Head of Service has carried out extensive team briefings in relation to the emerging challenges from the Comprehensive Spending Review and likely impact on the Council's budgets.
- 10.2. On 15/16 February 2011 an initial briefing on the emerging changes was sent to all affected employees in the service with a call for comments and questions. This was followed up by further informal team meetings and individual discussions.
- 10.3. On 18th March 2011 two informal briefing sessions were held with affected staff to confirm the proposed structures and posts and enable feedback and discussion prior to commencing formal consultation.
- 10.4. A period of formal consultation was undertaken from 26th March until Tuesday 3rd May 2011 (extended from Tuesday 26 April 2011 at the request of Unison). During this period both employees and trade union representatives were invited to submit comments, views and any alternative suggestions. All such comments were provided collectively through the Trade Unions and by a few individuals.

Team and individual meetings were held to include all affected staff and questions raised have been captured and responded to.

- 10.5. Unison and Unite trade union comments on the restructure proposals are contained at appendix C
- 10.6. As a result of the consultation, in particular the very constructive comments and concerns made regarding the quantity and speed of Building Support Officer (BSO) reduction, management have agreed to reduce the deletion of BSO posts by one post. This recognises the importance of the role in supporting services and will be periodically reviewed as the building portfolio changes.
- 10.7. The implementation of the changes to the service will be conducted in accordance with the Council's organisation change policy. Appointments to positions will be determined by closed ring fences and assimilations. All the affected employees will be considered using these arrangements unless they indicate otherwise.
- 10.8. Wherever reasonable and in line with Council policy, following the ring fence selection process, if there are vacant positions employees will have an opportunity to apply for these vacancies, prior to any external recruitment so as to maximised opportunities for existing staff.

11. Service Financial Comments

- 11.1 All 15 posts to be deleted are fully funded from the Property Services Revenue budget and will generate savings of £352,000. Taking account of the 4 new posts and changes in the grades of some of the posts, at a cost of £95000, this results in a net saving of £250,000.
- 11.2 This reduction meets the required pre-agreed staffing savings target of £50,000 for rationalisation of the helpdesk, along with the two items agreed as part of HESP, approved at Cabinet on 21/12/2010, namely the reduced FM specification of £50,000 and the Soft FM reductions of £150k.

12. Use of appendices

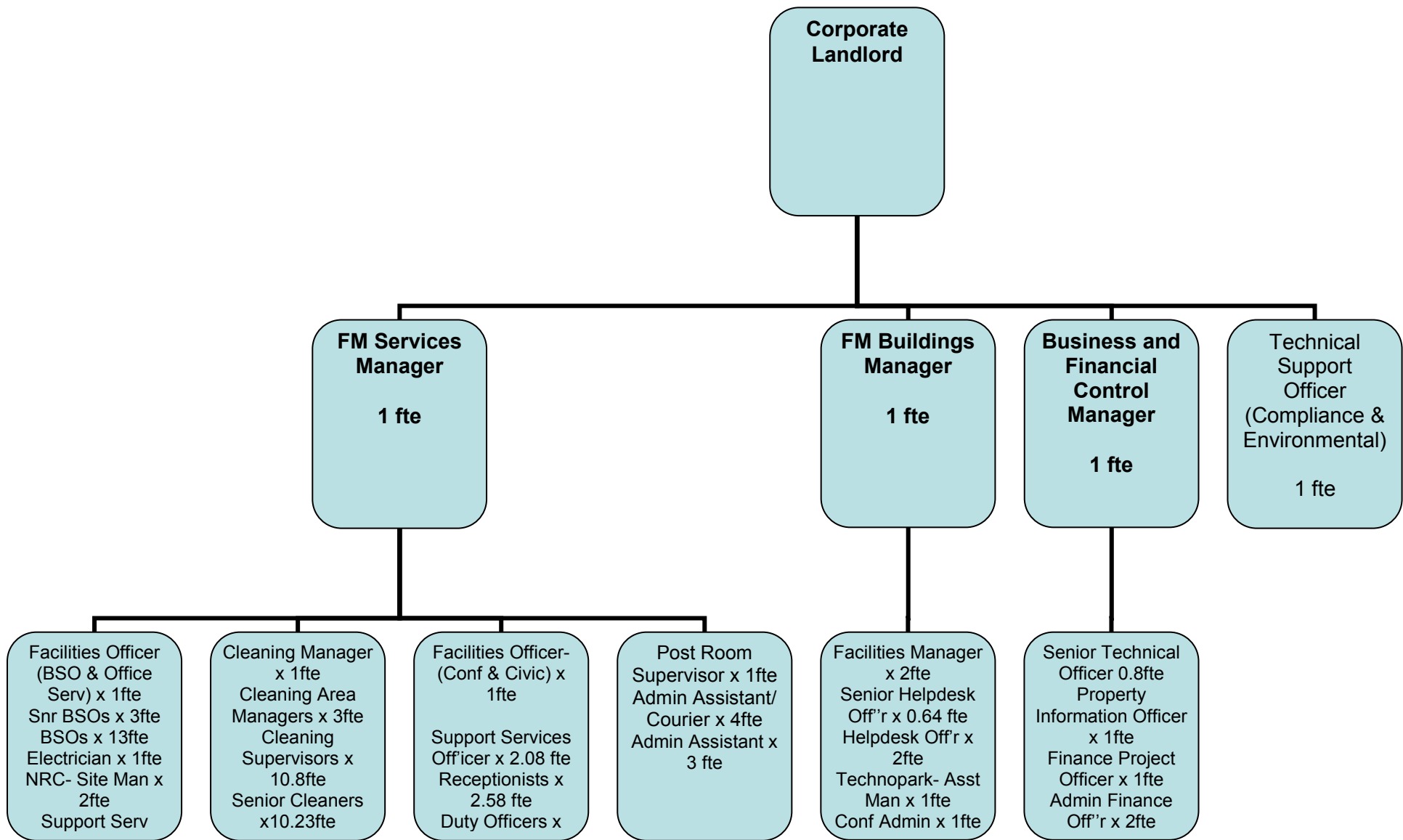
- 12.1. Appendix A – Structure chart of current service as at April 2011
- 12.2. Appendix B – Structure chart of proposed service from July 2011
- 12.3. Appendix C - Unison and Unite Consultation comments
- 12.4. Appendix D – Equalities Impact Assessment of the CPS restructure

13. Local Government (Access to Information) Act 1985

- 13.1. [List background documents]
- 13.2. [Also list reasons for exemption or confidentiality (if applicable)]

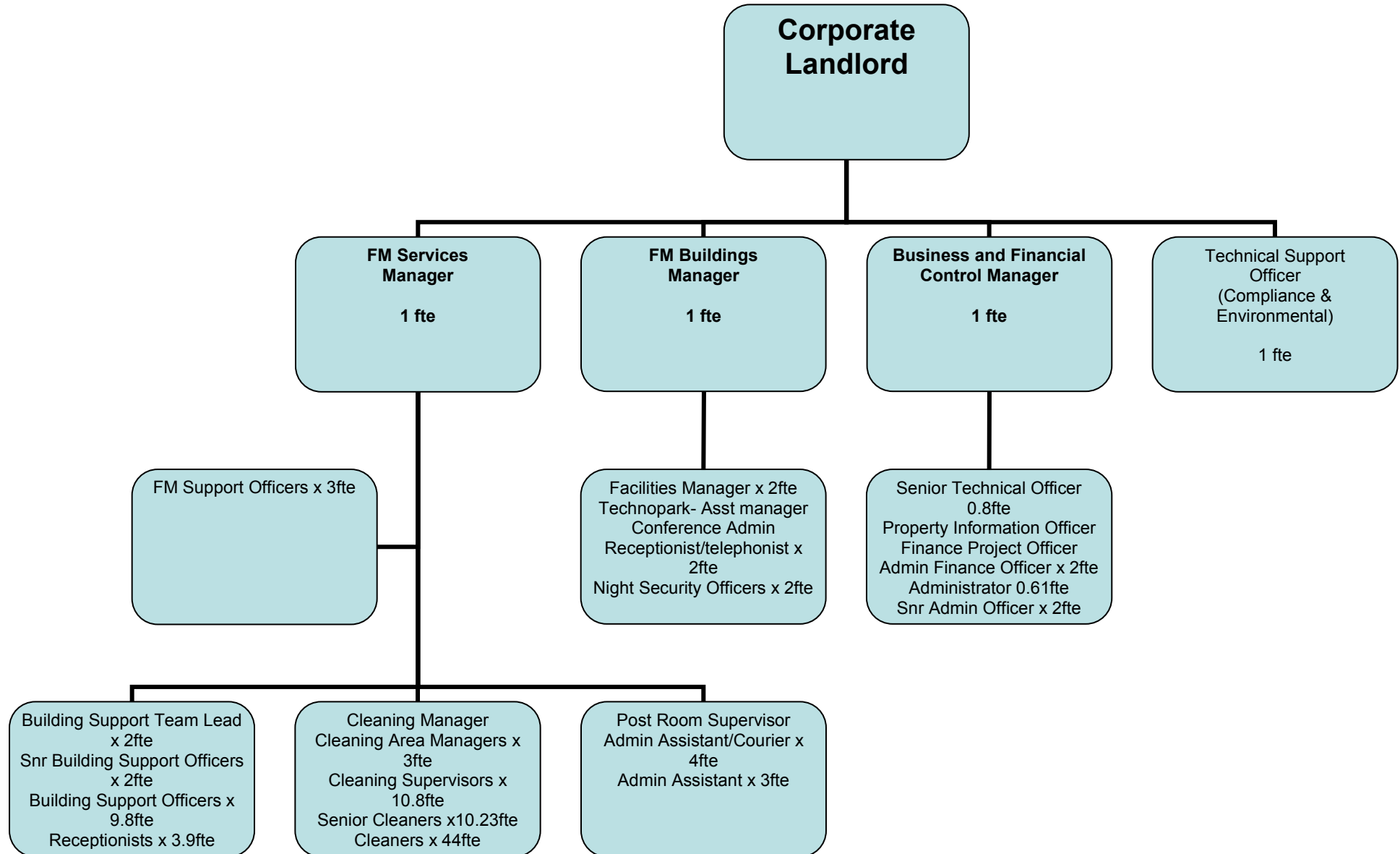
APPENDIX A

Current Structure as at April 2011



APPENDIX B

Proposed Structure from July 2011



Appendix C

Unison and Unite Trade Union comments:

Due to National Government implementing Public Spending Reductions over the next three years.

Meaning all directorates having to accommodate budget savings for 2010 / 11 /12-

It has to be accepted that the tabled restructure has to be implemented, along with restructuring the Services to still be able to provide a workable delivery of service. On behalf of Unison and T.&G.Unite. We and our members were fully consulted during the consultation period, and accept the final information pack to be a true reflection of what will be implemented, in the affected areas within the service.

Reference the selection process we would if possible request that a trained Equalities Officer be included in the assessment panel. And full support is given to staffs who wish to be redeployed.

And training given where needed for staff to fulfil their new role-

Also we request that management have a three / six and nine month review of workloads, and if the need to fine tune, due to downsizing the work force.

Steve Coles
Unison

APPENDIX D

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 21 March 2011
Department and service under review: Corporate Property Services/ Places and Sustainability
Lead Officer/s and contact details: Dinesh Kotecha ext 2101
Contact Officer/s (Responsible for actions): Dinesh Kotecha 2101 Malcolm Greaves 2900
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

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?
 - a. Reduce service budget as a consequence of reduction in funding in accordance with HESP savings proposals.
 - b. Resource a revised service specification and delivery model for FM and building support services.
2. What are the main benefits and outcomes you hope to achieve?
 - Budget reductions and changing demands managed more systematically with a proactive customer focused approach to FM services.
3. How will you ensure that the benefits/ outcomes are achieved?
 - On-going consultation, staff engagement and monitoring.
 - Supporting teams and individuals in changing work processes to adapt to new and changed roles.

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

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

1. Are you closing a unit? Yes

- 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.

Please see Appendix 1 attached.

- 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.

No information available

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

Yes

- 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.

See organisational change spreadsheet attached.

6 x Administrative/Helpdesk/Duty Officer support type post holders will be ring fenced to 3x FM Support and 1 x vacant Receptionist posts.

3X Senior Building Support Officers will be ring fenced to 2x Senior Building Support Officer posts.

13x Building Support Officers will be ring fenced to 10x Building Support Officer posts.

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	168	1	0	13	22	3	0	151	78	67	
Sc6 - SO2	22	0	0	7	13	4	25	11	63	57	
PO1-3	14	0	0	6	43	0	0	8	57	46	
PO4-7	10	0	0	6	60	1	10	3	30	39	
PO8+	6	0	0	4	67	0	0	2	33	19	
TOTAL	220	1		36		8		175			

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.

PO4-7

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- staff within the ring fences are proportionate to the borough profile.

- 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	168	55	33	113	67	68	
Sc6 - SO2	22	7	32	15	68	74	
PO1-3	14	12	86	2	14	62	
PO4-7	10	7	70	3	30	64	
PO8+	6	4	67	2	33	52	
TOTAL	220	85		135			

9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.

PO1-3
PO4-7
PO8+

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

No - staff within the ring fences are proportionate to the borough profile.

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

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

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 %.

Age

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

	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
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	No. Staff	% of Grade Group	STAFF
Sc1-5	2	1	18	11	29	17	65	39	46	27	8	5	168

Sc6 - SO2	0	0	1	5	9	41	8	36	3	14	1	5	22
PO1-3	0	0	0	0	2	14	7	50	4	29	1	7	14
PO4-7	0	0	0	0	3	30	2	20	5	50	0	0	10
PO8+	0	0	0	0	0	0	4	67	2	33	0	0	6
TOTAL	2	0	19		43		86		60		10		220
Council Profile													
Borough Profile	138	3	812	18	1124	25	1600	35	831	18	56	1	4561

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

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

No - staff within the ring fences are proportionate to the borough profile.

- 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	13	8	6.87
Sc6 - SO2	2	9	6.80
PO1-3	3	21	2.62
PO4-7	0	0	6.92
PO8+	1	17	9.47
TOTAL	19		
Borough Profile			

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

No - staff within the ring fences are proportionate to the borough profile.

- 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 - 21st March 2011

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

Step 3 – Consultation

Since November 2010 the Head of Service has carried out extensive team briefings in relation to the emerging challenges from the Comprehensive Spending Review and likely impact on the Council's budgets.

On 16th February an informal briefing note was sent to all affected staff and immediate colleagues confirming the emerging priorities and areas for restructuring.

On 18th March 2011 two informal briefing sessions were held with affected staff to confirm the proposed structures and posts and enable feedback and discussion prior to commencing formal consultation.

A period of formal consultation was undertaken from 26th March until Tuesday 3rd May 2011 (extended from Tuesday 26 April 2011 at the request of Unison). During this period both employees and trade union representatives were invited to submit comments, views and any alternative suggestions. All such comments were provided collectively through the Trade Unions and by a few individuals. Team and individual meetings were held to include all affected staff and questions raised have been captured and responded to.

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?

Yes as a result of the consultation, in particular the very constructive comments and concerns made regarding the quantity and speed of Building Support Officer (BSO) reduction, management have agreed to reduce the deletion of BSO posts by one post.

In addition one application for voluntary redundancy has been agreed which reduces the numbers in the FM Support Officer ring fence by one post.

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

The above changes reduce the competition within a ring fence and reduces the risk of compulsory redundancy.

3. If you are not able to make changes – why not and what actions can you take?

N/A

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

Yes

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

The changes will reduce our ability to be responsive with the soft FM services due to the reduced resources and not always react at the same speed, however will endeavour to provide a reasonable response.

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

The service requests will be prioritised and demand met by the greater flexibility of mobile support and the planning of work requests reported through the FM Support Officer team.

Date Steps 3 & 4 completed 12th May 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: Malcolm Greaves
DESIGNATION: Corporate Landlord Manager
SIGNATURE:
DATE: 21.03.11

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; it will then be published on the council website

Haringey Equalities Impact Assessment - Organisational Restructure

CPS phase 2- affected staff only

Insert the numbers of staff in each grade group. The % and totals will be calculated automatically

Do not change the formulas or Yellow highlighted Total bars!

Racial Group Analysis

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		White Other		Not declared		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	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
Sc1-5	0	0%	15	0%	2	9%	1	4%	18	78%	5	22%	0	0%	0	0%	23
Sc6-SO1	1	100%	4	100%	0	0%	0	0%	5	63%	1	13%	2	25%	0	0%	8
PO1-3	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
PO4-7	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
PO8+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
TOTAL	1		19		2		1		23		6		2		0		31

Gender Analysis

Grade Group	Female		Male		TOTAL STAFF
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
Sc1-5	6	26%	17	74%	23
Sc6-SO1	5	71%	2	29%	7
PO1-3	1	100%	0	0%	1
PO4-7	0	0%	0	0%	0
PO8+	0	0%	0	0%	0
TOTAL	12		19		0

Disabled %

Note - uses Gender analysis totals for % calcs

Grade Group	No. Disabled Staff	% of Grade Group
Sc1-5	1	4%
Sc6-SO1	1	14%
PO1-3	1	100%
PO4-7	0	0%
PO8+	0	0%
TOTAL	3	

Age Analysis

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	0	0%	2	9%	5	22%	8	35%	7	30%	1	4%	23
Sc6-SO1	0	0%	1	17%	1	17%	3	50%	1	17%	0	0%	6
PO1-3	0	0%	0	0%	0	0%	2	100%	0	0%	0	0%	2
PO4-7	0	0	0	0	0	0	0	0	0	0	0	0	0
PO8+	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0		3		6		13		8		1		31

