

Appendix E – Summary Consultation Responses

Query Type	Query	Response
Process queries		
Trade Union query	<p>Could you confirm will posts be evaluated in advance of ring-fencing taking place? I am aware a number of the attached have already been subjected to the process so obviously they would not need to be done again.</p> <p>Separately I note there appears to be a substantial number of vacant posts in the ring-fences, could you confirm how and when these will be recruited to in view of the current level of redeployees and for that matter staff across the Public Sector who are facing redundancies as a result of the cuts</p>	<p>We have issued as part of the pack initial ring-fencing based on expected grades. These will of course be revised in light of final evaluations and consultation feedback. In addition we have identified about 6 roles that have not been reviewed as part of single status and these are also being re-evaluated, this of course could also potentially have an impact on ring-fencing. I can confirm the final ring fencing will be based on the final evaluations and the completed single status evaluations.</p> <p>In regards to the vacancies as part of the consultation we have invited expressions of interest from staff affected for vacant posts for roles within one grade of their substantive grade. It is intended that once the consultation is completed and subject to approval from the General Purposes Committee, posts that are not ring-fenced or have no expressions of interest will be made available to the Council wide redeployment pool and then follow the usual process. On completion of the Single Frontline recruitment process (ring fenced posts and expressions of interests) all posts not appointed to will again be made available to the redeployment pool.</p> <p>Subsequently the expression of interest was widen to allow individuals to put expressions of interest for posts more than one grade below their substantive grade.</p>
HR query	HR raised concerns in regards to the ring fencing arrangements for the Neighbourhood Action Team Manager and requested that the review panel placed this as an open ring fence	On reviewing the concerns raised the Review Panel determined that to reflect the rationale of the three discipline requirements as outlined for the whole of the Neighbourhood Action Team that an open ring fence would be appropriate.
Existing Job Description Review	A number of requests regarding current job description not being reflective of existing duties and for evaluation under single status.	Job descriptions were identified and have been evaluated. There have no implications for the ring fencing.
Ring fencing and evaluation	Questioned the pay grade increase for certain roles in the NAT's ring fence.	This was part of re-evaluation under Single Status & copy of single status document was provided.

<p>queries</p>	<p>Request that temporary promotions or secondment grades be used as part of the ring fencing criteria.</p> <p>Will Assimilation rights be open to the Neighbourhood Action Team role if the number of applicants reduces to the number of roles?</p> <p>Queries why the Neighbourhood Action Team officer's JD' graded at PO1 ? (reduction from Street Enforcement PO2+10% from certain roles within ringfence)</p> <p>Why has a +1/-1grade boundary been adopted?</p>	<p>In accordance with the Restructure and Redeployment policy this is based on substantive grade.</p> <p>The skill sets are deemed sufficiently different for the three areas that assessment is required to determine if the skill sets can be met. Asked to provide further evidence if deemed that assimilation was appropriate.</p> <p>Job description is designed to represent a merging of three distinct functions: Contract Monitoring, Street Enforcement & Highways Inspection. Under Single Status 10% is only paid for 11+ hour shifts. The job description has been evaluated following the appropriate procedure.</p> <p>The Restructure and redeployment policy states that an application of one grade is appropriate. Following feedback we reviewed the expressions of interests to align further with redeployment in that individuals could do expressions of interests for posts more than one grade below their substantive grade.</p>
<p>Appointment process</p>	<p>Concerns raised on the impartiality of interview panel where functions are merging.</p>	<p>There is a clear policy and guidelines in how appointment processes are undertaken in the Council and we will be adhering to these. It is entirely appropriate that managers responsible for an area will be conducting the relevant interviews in accordance with these guidelines. Whilst do not support the view that managers would act inappropriately or impartiality there is a requirement to ensure that all any panel is comprised of individuals that understand the full requirements of the roles. In arranging the recruitment process we will take account of these requirements and ensure that an equitable process is in place.</p>
<p>Redeployment</p>	<p>Expresses concern that vacant roles within parking will be given to redeployees in the first instance, thereby jeopardising opportunities for staff within Parking. Advocates that these roles will need candidates with suitable experience of Parking services and states that in current role the respondent performs 75% of that role</p>	<p>The council's Restructure and Redeployment Policy requires any opportunities to be made available to those who are at risk of losing their jobs and therefore the expressions of interest are only open to those that are potentially displaced by the restructure. We also recognise the contribution and continued hard work of staff during these difficult times, however the council policy is very clear that the appointment process</p>

		<p>within a restructure is based on an individual's substantive grade and role. Concerns in regards to the skills and knowledge requirements for these roles area understood and any appointment process will be required to be designed so that the key skill sets for the roles are tested for. If no one is appointed as a result of expression of interest or from the redeployment pool then these posts will be advertised for internal recruitment where the normal recruitment process will apply.</p>
Service Queries		
Road Safety	<p>Concerns raised regarding placing the line management of school crossing patrol officers under the Traffic Management Service.</p> <p>Concerns raised in regards to the road safety agenda being fulfilled by separating the responsibilities across the service.</p>	<p>With any structure there will be boundaries created and it will be all of our responsibilities to ensure that we work effectively together to overcome these.</p> <p>A key responsibility of the Traffic Management function is road safety and plays a key part in achieving our objectives in this area, therefore the focus and responsibility will not be lost in the new structure. The education aspect of road safety will be with the newly formed Smarter Travel Team and they will be working across the service areas to ensure that key relationships and contributions are maintained.</p>
Parking Enforcement	<p>Parking Enforcement Manager role very broad and lack of deputy in case of Leave etc.</p>	<p>The span of control is wide, but not dissimilar to other areas. The post will loose responsibility for CCTV and gain car parks, pay & display and school crossing patrol. The post will be assisted by one senior support officer and 7 supervisors. In terms of car parks and pay & display this involves 4 staff and from experience requires much less management attention than CCTV (which involved up to 14). The school crossing patrol is new and it is expected that this will be managed by the supervisors who are out on street. In cases of absence it is anticipated that the Network Compliance Manager will cover duties.</p>
Role specific query	<p>Is having a car essential to Trade Waste Officers JD?</p> <p>Asked for clarification regarding the proposed shift working for the Neighbourhood Action Team, asked for a finalised rota.</p>	<p>Ability to move around the borough is required but owning a car or having a licence is not essential.</p> <p>Further information provided and two further potential rotas provided for comments. It was explained that the rotas are draft and designed to show how the proposed operational hours could be covered and were seeking feedback from Officers. Confirmed officers will not be expected to do 8</p>

	<p>Will NAT's Officers be assigned to a specific area and will car permits and mileage be provided?</p> <p>Where will NAT Officers be located and will they be co-located with TET Officers?</p> <p>Where will cover for the Stray Dog Service be allocated from?</p> <p>If the Administration support to Street Enforcement is removed, who will be responsible for supporting their work load?</p>	<p>days in a row.</p> <p>It is intended that Officers will be allocated lead responsibility for specific locations, subject to operational needs. Permits and mileage will continue to be allocated in line with corporate policy.</p> <p>Accommodation will be reviewed subsequently but is not yet determined.</p> <p>It is anticipated that it will be the responsibility of the Neighbourhood Action Team Manager to determine the most appropriate service cover.</p> <p>A central administration team is being established for the whole of the Single Frontline and administration support will be provided from here. The prioritisation of this support will be agreed with the Senior Management team.</p>
<p>Transport Planning</p>	<p>Request to reconsider relocating Transportation Planning/Smarter travel team to new Carbon Management and Sustainability service. Due to the close working relationship with other aspects of Single Frontline and in particular the Sustainable Transport Group.</p>	<p>To be reviewed as part of the Planning and Regeneration restructure.</p>
<p>Engagement and Enablement</p>	<p>A number of comments and observations were raised by staff;</p> <p>Concerns regarding the anticipated support and expectations in regards to the Area assemblies</p> <p>Concerns regarding the expected span of management control.</p> <p>Planned and reactive maintenance States that the two</p>	<p>It is noted and we are working to ensure that a clear remit is understood and agreed.</p> <p>It is recognised that this will be challenging but a clear guiding principle has been the protection of Frontline Services. We have raised this with OD&L and are looking to develop a suitable programme to support managers. We will also review the structure accordingly.</p> <p>It is expected that the Neighbourhood Action Team members to work</p>

	<p>teams working together will reduce duplication of work. Also queries why there is only one post for the Structures and Highways Engineer, believes that delivering such a broad remit can not be done by only person and react to queries from the public/ HfH.</p>	<p>closely with the Sustainable Transport Team in identifying issues. In addition the new Engagement and Enablement Team will be working with the local communities to identify their resurfacing priorities. The concerns regarding the workload are noted; however it is important to note that queries relating to reactive maintenance will be undertaken by the Neighbourhood Action Team.</p>
Trading Standards	<p>A number of request regarding Trading Standards were received as follows;</p> <p>Requests that the structure continues to have the flexibility to maintain officers either as Trading Standards Officers on PO1-2, Senior Trading Standards Officers on PO3 or Senior Enforcement Officers on PO2. Because of varied nature of work and to reflect professional qualifications.</p> <p>Also requests reinstatement of Lead Officer post.</p> <p>That the Licensing service should report into the Trading Standards arm of the service.</p>	<p>Trading Standards is a responsible authority under the Licensing Act 2003, which is a separate function to that of the Licensing Authority. Whilst there is some joint working on matters such as underage sales of alcohol, the stronger connection is with the Enforcement Response Team that already undertake inspection across a range of licence types and which responds to most complaints already.</p> <p>It is believed that the range grade for the role provides flexibility in appointment.</p> <p>Having reviewed the comments the arguments are understood as to the added value this post could bring, however the view remains that the Lead Officer post is not essential to the continued delivery of the service, and has to be viewed in the context of the financial pressures that we are facing. Therefore it is not proposed to reinstate the post.</p>
Engineering pool	<p>Concerns raised regards transfer of Project Engineer Roles to new Traffic Management Service and doubts raised over flexibility for officers working in Traffic Engineering disciplines to gain further experience in other areas and the lack of professional development that this may entail.</p>	<p>The Heads of service will work together to still operating an 'engineering pool' arrangement. Therefore at the start of the financial year they will jointly agree the work programme and allocate resources to projects accordingly. However it must be recognised that this will be driven by service needs primarily.</p>
Traffic Management (NRSWA)	<p>Concerns raised in regards to the deletion of the Senior Traffic Officer role and impact on workload and team morale. Also concerned whether the new structure will have enough staff to fulfil statutory duties, currently some of the duties of the Senior Traffic Manager</p>	<p>Considerable consideration has been given in regards to the issues and concerns raised.</p> <p>It is recognised that training can take up considerable officer time; however this would be the case if an existing member of staff was to be replaced.</p>

	<p>undertaken by staff on a 'good will' basis.</p> <p>Concerns raised that the amount charged for Permit Fees set according to current establishment figures.</p> <p>Request that senior role within Permit Officers to be added to the structure and concerns that training a third Permit Officer will impact on the performance of the team.</p> <p>Concerns that the team responsible for issuing licences should be in a position to coordinate with other teams in Council e.g. Utility Works.</p> <p>Raised concerns that 0 other LA's will be creating Permit Officer teams and highlights impact this could have on staffing levels as new opportunities created elsewhere in London.</p>	<p>By adding the third officer capacity is being created to share this commitment.</p> <p>With any structure there will be boundaries created and it will be up to those in post to overcome these as effectively as possible. It is understood the close working relationship between the team that will be processing the licenses and this team, however do not accept that these responsibilities need to be managed together.</p> <p>It is recognised the vital role and contribution that this team plays, however given the limited resources that we have available to us it has been essential to review these in the context of the services as a whole and not in isolation and apply the same principles across service areas.</p> <p>We will be closely monitoring the impact of the proposed changes and also of other authorities coming on line and the impact of the Olympics and will review by Christmas 2011. These decisions are being based on the current situation.</p> <p>In regards to the permit charges it is believed that the service responsibilities in this area are in accordance with the stipulated requirements and we will continue to review.</p>
Proposal queries		
New job descriptions	<p>Comments and suggestions were raised in regards to the following Job Descriptions</p> <ul style="list-style-type: none"> • Lead Technical Officer • Highways Manager • Engagement and Enablement Manager 	<p>All comments were reviewed and responded to. Where changes were deemed appropriate these have been made and shared as appropriate.</p>

	<ul style="list-style-type: none"> • Administration Team Leader • Neighbourhood Action Team Manager • Sustainable Transport Manager • Parking Supervisor • Parking Enforcement Manager 	
<p>Market supplement To note the full petition points have been included due to the issues raised and number of signatories.</p>	<p>A petition received from engineers regarding the proposed removal of Market Supplement points raised as follows;</p> <ol style="list-style-type: none"> 1. The market supplement is justified as since the introduction of this provision there have been a reduction of employees across the service that has directly affected the workload of existing staff receiving MS. 2. There doesn't appear to be any published benchmarking data to indicate MS is no longer appropriate. Appendix 8 talks about the market changing considerably due to recent pressures. This analysis is not unique to Engineering positions and the assertion that the number of people looking for roles exceeds the roles available can equally apply to most industries. Also there is no evidence in reduction of basic salary of Engineers. In fact the salary survey carried out by Institution of Civil Engineers in 2010 indicate that the mean basic salary of Engineers increased by 2.8% compare to the pervious years. In comparison to the 2009 findings, the average total salary increased by 4.0%. It is not therefore appropriate to remove MS on the basis explained. 3. The General Purposes Committee report of 11 March 2008 set out several reasons why it was appropriate to consider the introduction of a market 	<p>Key points made in response to the points raised;</p> <p>Market Supplement is paid in recognition of hard to recruit roles and areas where a skills shortage has been identified and workload is not a suitable justification.</p> <p>The revised restructure and available funding is based on permanent salaries and it is the intention to follow the Council's recruitment procedures in regards to these roles, subject to approval from the General Purposes Committee.</p> <p>All Council employees' terms and conditions are covered by the Local Agreement, known as the Single status agreement. This clearly states all the relevant terms and conditions in which it states that recruitment and retention payments can be made where market and recruitment conditions justify this. This is to be reviewed and no greater than 3 years.</p> <p>The market conditions are not unique to engineers and there are a number of areas where recruitment and retention is in place are being reviewed across the Council.</p> <p>You state that the demand for engineers 'will pick up' and therefore you appear to acknowledge that the market demand for engineers is reduced. The market supplement should reflect the market conditions that apply at that time, particularly in these austere times. If conditions change then they will be reviewed again at this time.</p> <p>It is a requirement to justify the requirement and retention of any</p>

	<p>supplement. The report also talks about needing to attract and retain the calibre of staff. This rationale surely still stands.</p> <ol style="list-style-type: none"> 4. The MS did not come into place until April 2009 almost a year after it was agreed by Committee. 5. MS represents over 10% of affected employee's wages. This has a massive direct impact. Examples of the consequence of the removal of MS are the non payment of pensions, Mortgage implications, travel expenses 6. It is appreciated that cuts must be made however it seems that permanent employees are being made to bear the financial brunt of the cuts. Has for example any consideration been given to reevaluate wages for agency staff where it is widely acknowledged that agency staff are paid considerably more then permanent employees. 7. The demand for engineers will pick up again. To remove MS is against the sound original principles of wanting to retain the calibre of staff required to ensure the successful delivery of the councils agenda and reduce reliance on agency staff. The purpose of MS was to retain staff and its removal may lead to officers leaving. 8. A number of engineers have indicated that prior to starting employment within Haringey Council it was not explained in their contracts or by managers that the market supplement could potentially be removed from engineering posts within the council. 9. The original offer letter and subsequent contract of 	<p>recruitment and retention payment. Having reviewed the points made it is the conclusion of the Review Panel that there is no justification for the continued payment of the market supplement for engineering staff.</p>
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	<p>employment did not make any reference to the fact that the MS could be withdrawn at any time with or without notice.</p> <p>10. It was widely known and discussed when the original offer was made that the date of review for MS was 2013 but again this was not reflected in any offer or subsequent contract.</p>	
NLWA	It was proposed that due to the specific nature of the NLWA authority role that it would be more appropriate for it to report directly to the Assistant Director. Also questioned the anticipated grade.	It is agreed that the post does not benefit from sitting under the Business Support and Development Manager and therefore has been moved to report directly to the Assistant Director. The evaluation will be determined by the appropriate process.
Management reduction	In the light of current strategic context that restructures should focus on reducing management posts, why have the NATS team been given two additional Team Leader posts over the current SET.	Neighbourhood Action Team is an amalgamation of 3 different teams and structure reflects the range of responsibilities and expertise requirements. This will also meet the required hours of operation. The proposed restructure removes 11 management posts from across the business unit , 8 of these at PO8 and above, there a substantial number of management posts have been achieved overall.
Contract Development	Feedback received is that the original proposal regarding responsibility split was unclear and would be limited in meeting the requirements across the service and would not provide the capacity and support. The proposal has been that would be better placed to have two roles of a same level that could develop and provide this function more effectively. Also that no benefit was to be achieved from extra line of management.	This was discussed with the relevant officers and agreed and circulated for comment.
Traffic Management (Revenues)	Concerns were raised in regards to the risk within the proposed Revenues Team within Traffic Management.	In light of this it is proposed that the structure is changed so that the NLWA role will report directly to the Assistant Director and that the proposed contract development area be changed to two Contract Development Officer roles (anticipated grade PO3) reporting directly to the Business Support and Development Manager. The revised job description is being drafted however will be an adaptation of the previously submitted JD's.

		<p>We have discussed this with the staff that provided the comments and directly affected and they are in agreement with the proposal as outlined above and would appreciate any comments that you may have.</p>
Recruitment		
<p>Expressions of Interest</p>	<p>A number of expressions of interests have been received for vacant posts from individuals that are potentially displaced.</p> <p>Requests made to open expression of interests to all staff.</p> <p>Requests to open expression of interest to posts that are subject to an open ring fence.</p> <p>Request to open expressions of interest to vacant posts more than one grade below their substantive grade.</p> <p>How does the process of limiting expressions of interest in regards to the one up of substantive grade align with the Councils Equal Opportunities policy?</p>	<p>These have been acknowledged and process will be issued following GPC approval.</p> <p>All expressions of interest are for individuals that are potentially displaced as a result of the restructure. If not appointed to these will be made available to the redeployment pool and then internal advert where no restrictions will apply.</p> <p>If open ring fences are not appointed to then they will be open to expressions of interest, however at this time this is not deemed appropriate and the appropriate recruitment process is to be followed.</p> <p>The expressions of interest was widen to include any roles less than the substantive grade, but does not apply to more than one grade above. This aligns with the redeployment policy.</p> <p>Equal opportunity is about ensuring that all receive fair and equitable treatment. The Restructure and Redeployment policy and approach is agreed with the Trade Unions and equal opportunity is implicit within the policy. That is what is being applied here in accordance with the agreed policy, a copy of the policy was provided.</p>