



Haringey Council

Agenda item:

[No.]

General Purposes Committee		On 19 May 2011
Report Title: Recreation Services Reshaping		
Report of: Anne Lippitt, Interim Director of Places and Sustainability		
Signed: Contact Officer John Morris, Assistant Director, Recreation Services		
Wards(s) affected: All	Report for: Key Decision	
1. Purpose		
1.1 To present proposals for the reorganisation of Recreation Services.		
1.2 To seek Member approval to the new structure and establishment for Leisure Services.		
2. State Link(s) with Council Plan and Actions and or other Strategies		
2.1 The Service focus, priorities and action are primarily linked to the Council Plan priorities of :		
<ul style="list-style-type: none">• Delivering a greener borough• Encouraging lifetime wellbeing at home, work, play and learning.• Delivering excellent customer focussed cost effective services.		
2.2 The proposals set out in this report are designed to both implement the Councils agreed budget strategy, and reflect the principles established in the 'Rethinking Haringey' blueprint.		
3. Recommendations		
3.1 That Members:		
3.1.1 Note that the proposals are based upon the need to achieve initial budget savings		

of £1.53m from 1 April 2011.

- 3.1.2 Note that the proposed Parks related changes/reductions only relate to Parks management and maintenance, and not the ongoing delivery of grounds maintenance services to Homes for Haringey and Highways.
- 3.1.3 Agree the focus and shape of the new structure for Leisure Services i.e. Client, Operations and Commissioning.
- 3.1.4 Agree the specific changes and reduction in the establishment taking into account the outcome of consultation set out in the report and having due regard to the Authority's public sector equality duty.
- 3.1.5 Agree the area based deployment of Parks Operations staff.
- 3.1.6 Agree the permanent staffing structure at Broadwater Farm Community Centre.
- 3.1.7 Note that completion of the current planned leisure externalisation programme over the next 2 -3 years will require further organisational review.

4. Reasons for Recommendations

- 4.1 In planning for and implementing service organisational change we need to:
 - Reduce cost and improve value for money.
 - Develop greater 'fitness for purpose'.
 - Ensure appropriate 'spans of control' and related management/supervisory ratio's.
 - Engage new Support Service arrangements
 - Support our change programme/projects
 - Maintain core service delivery.

5. Other Options Considered

- 5.1 The proposals set out in this report are based upon the options considered by Cabinet, in determining:
 - Sports and Leisure – Strategic Direction.
 - Parks Services – Change Proposals.

6. Summary

- 6.1 The agreed programme of change includes action to:
 - Improve operational efficiency
 - Reduce and redirect use of subsidy.
 - Withdraw from service delivery.

6.2 The 'reshaping' proposals set out in this report seek to:

- Tackle base budget pressure.
- Support service externalisation
- Embrace new ways of working
- Contribute to achieving an agreed budget saving of £2.7m over the next 3 years.

6.3 The Service currently has an establishment of 218.8 FTE posts, and a net reduction of 48.5 FTE posts is proposed, with a new establishment of 170.3 posts (excluding Bereavement Services and now Broadwater Farm posts).

6.4 The key changes between the current (see appendix 1) and proposed (see appendix 2) structures are:

- Integrated Parks and Sports operational and client functions.
- Reduced management and increased spans of control.
- Amended frontline supervisory ratio's in Parks
- Reduced Grounds Maintenance operational staff
- Closure of Tottenham Green catering function.

6.5 The proposed reshaped Leisure Services will be made up as follows:

Service Unit	Number of Staff
• Client services	13 FTE
• Operational services	145.3 FTE
• Commissioning Services	12 FTE
Total	170.3 FTE

6.6 The Client Service will manage both internal/external partnerships/agreements/contracts, and the delivery of Allotments and Arboricultural Services, whilst the Commissioning Service will lead on service development, commissioning and investment programme.

6.7 The Operational Services will manage day to day service delivery covering:

- Sports and Leisure Centres (x5)
- Parks Maintenance and Management
- Wolves Lane Nursery
- Bereavement Services (prior to transfer).

6.8 The most significant changes are linked to the reductions in parks, with the following key features:

- 2 Operational Areas (see appendix 3) each with a Manager Assistant Manager and 4 x Team Leaders.
- Each Operational Area will have 3 generic Operational Zones/Teams, with a

Team Leader, Senior Operative, and 4 x Operatives (36 staff in total).

- Each Operational Area will also lead a Taskforce Team, with a borough wide remit, and a Team Leader and 6 x Senior/Operatives. These teams will cover hygiene, gate locking, gang mowing, tree works, and machinery/play/general maintenance. (14 staff in total).
- Teams will operate out of 6 depots and use 5 sub depots. Four depots (Priory, Muswell Hill, Finsbury, Markfield) will be shared with Veolia, whilst a further four will be exclusively used by Veolia (Stationers, Bruce Castle, Woodside, Chestnuts). (See Appendices 4 &5)

6.9 A reduction of 38 posts can be achieved through Voluntary Redundancy (21) and deletion of vacancies (17), leaving a remaining net reduction of 10.5 posts/staff made up as follows: (see appendix 6)

Functions/Posts		Method of Selection
Tottenham Green Catering	1.5	Unit Closure (1.5)
Broadwater Farm Development Officer	1	Closed Ringfence (2)
Park Operatives	9	Recruit to Stay (31)

6.10 Following Voluntary Redundancy and the deletion of vacancies, no further changes are proposed in Sport and Leisure (except those shown at 6.9 above), Wolves Lane or Bereavement Services.

6.11 The service is currently progressing internal recruitment to 7 Parks Operations vacancies (Scale 4/5), considering a further reduction in planned agency use (pending further staff retirement over the next 6 months), and holding 3 Gardener vacancies in Bereavement Services. This will significantly reduce or eliminate the need to progress the 'recruit to stay' and related compulsory redundancies in this area.

6.12 Formal consultation was undertaken between 28 March 2011 and 6 May 2011, and is set out in more detail at paragraph 11.

7. Chief Financial Officer Comments

7.1 The proposed restructuring supports what was agreed in the HESP staffing/operational efficiency savings for 2011-12. It is noted that the slight shortfall in savings as a result of delayed implementation of the new structure will be compensated through reduced planned agency spend and holding vacancies

8. Head of Legal 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 paragraph 11.

- 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 equality impact assessment Appendix 7 to follow.
- 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.

8 Head of Procurement Comments

9.1 Not Applicable

10. Service Finance Comments

10. The proposed restructuring in addition to containing base budget pressure, underpins the agreed operational efficiency and staff related savings £1.2m in 2011-12. Although there is a slight delay in its implementation, the Service is holding back agency spends and vacancy hires to compensate any potential shortfall in savings. Additionally, the Service has reduced staffing in Bereavement Services through voluntary redundancies in order to reduce the adverse effect of continuous under performance in income. The proposed restructure assumes the redundancy costs are funded through central provision/reserve

11. Consultation

- 11.1 The formal staff consultation document was issued on 28 March 2011, and followed up by:
- 5 staff mass staff meetings across Recreation Services, and a further follow up meeting for Parks staff.
 - 3 follow up meetings with Branch Officials and related feedback/queries.
 - Feedback /queries from individual employees.
- 11.2 The key action and resulting changes to the original proposals include:
- Further requests for Voluntary Redundancy, and vacancy deletions due to retirement/leavers.
 - Development and agreement on 'Recruit to Stay' Management Assessment selection process, relating to Parks Operations staff.
 - Recruitment to vacancies (due to retirement, leavers, voluntary redundancy) to reduce or eliminate need for compulsory redundancy in Parks Operations.
 - Move from the use of 'closed ringfences' to 'slotting in' where there is no net reduction in posts/staff, and subject to evaluation and employee agreement.
 - Amended the Broadwater Farm Community Centre Development Officers

'Open' to 'Closed Ringfence'.

- Base the new Development Officer (following implementation of Broadwater Farm 'closed ringfence') in the Commissioning Unit.
- Deleted 2 Apprentice Gardener vacancies to offset Parks Operatives reduction need.
- Planned 'agency' budget provision already reduced, and further temporary reduction proposed.
- Piloting delivery of summer bedding through volunteering managed by British Trust for Conservation Volunteers.

12. Equalities and Community Cohesion Comments

12.1 An Equalities Impact Assessment has been undertaken, and will be completed following implementation of the new structure. The deletion of vacancies and use of Voluntary Redundancy has significantly limited impact, with the exception of:

- The 3 Catering staff at Tottenham Green are all female, black and minority ethnic, and lower paid staff. These staff are in a 'Unit Closure' ring fence and thus face Compulsory Redundancy. The Service is exploring alternative opportunities both within Leisure Services and through the Council's wider redeployment process.
- A significant proportion of Voluntary Redundancy applicants in Parks were male, white and 55+.

12 Use of Appendices/Tables and Photographs

12.1 The following appendices are attached:

Recreation Services – Current Organisational Chart -	Appendix 1
Proposed Leisure Services Organisational Chart -	Appendix 2
Parks Area Map -	Appendix 3
Grounds Maintenance Operations Teams Depots West -	Appendix 4
Grounds Maintenance Operations Teams Depots East -	Appendix 5
Section Process to New Structure -	Appendix 6
Equalities Impact Assessment – Recreation Services Restructure	Appendix 7

13 Local Government [Access to Information] Act 1985

13.1 The following background papers have been used in the preparation of this report:

- Sports and Leisure – Strategic Direction (Cabinet Report February 2011)
- Parks Services – Change Proposals (Cabinet Report March 2011)
- Staff Consultation Document.

