



Haringey Council

Agenda item:

[No.]

General Purposes Committee

19th May 2011

Report Title. Proposed Restructure of Frontline Services

Report of Anne Lippitt **Director of Urban Environment (interim)**

Anne Lippitt

Signed :

Contact Officer : Stephen McDonnell Interim Assistant Director Frontline Services

Wards(s) affected: All

Report for: Key

1. Purpose of the report

- 1.1. On 25th January 2011, Cabinet agreed to the amalgamation of Frontline Services together with elements of services provided by Safer Stronger Communities business unit into a new Single Frontline Service.
- 1.2. A report setting out the details of the reorganisation was presented to General Purposes Committee on 29th March 2011. Where Members considered and agreed in principle the proposed Single Frontline Business Unit structure for consultation. Agreeing that following formal consultation that a further final report on the proposed reorganisation, would be presented to the General Purposes Committee on 19th May.
- 1.3. This report sets out the proposals for reorganisation of these services into a new Single Frontline Service, which will deliver £3.6 Million savings. A proportion of these savings, £1.4 Million has been predicated on the disestablishment of the Neighbourhood Management service which was considered at General Purposes Committee meetings on the 15th February, and again following consultation, on 10th March 2011.

1.4. The proposed restructure within this report seeks to deliver the remaining savings, a net reduction of £2.2m from the existing Frontline Services structure.

2. Introduction by Cabinet Member

Not required as a Non Executive Committee

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

3.1. Council Plan Priorities are:

- A Greener Haringey – becoming one of London's greenest boroughs.
- A Better Haringey – cleaner, greener & safer places.
- A Thriving Haringey – encouraging lifetime well being at home, work, play and learning.
- Driving change, improving quality – customer focussed, cost effective services achieving high levels of satisfaction.

4. Recommendations

4.1. That Members approve the proposed new Single Frontline Structure.

4.2. That, in coming to the decision in recommendation one above, Members take into account the outcome of consultation with staff and trades unions outlined in the appendices and have due regard to the Authority's public sector duties including the consideration of the attached Equalities Impact Assessment.

4.3. That Members note the time table for the implementation of the new Single Frontline Business Unit.

5. Reason for recommendation(s)

5.1. Due to budgetary pressure the Council was required to make savings of £42 million in 2011/12, the proposals set out within this report seeks to deliver £2.2 million of this total, whilst still looking to minimise the impact on services for residents and traders.

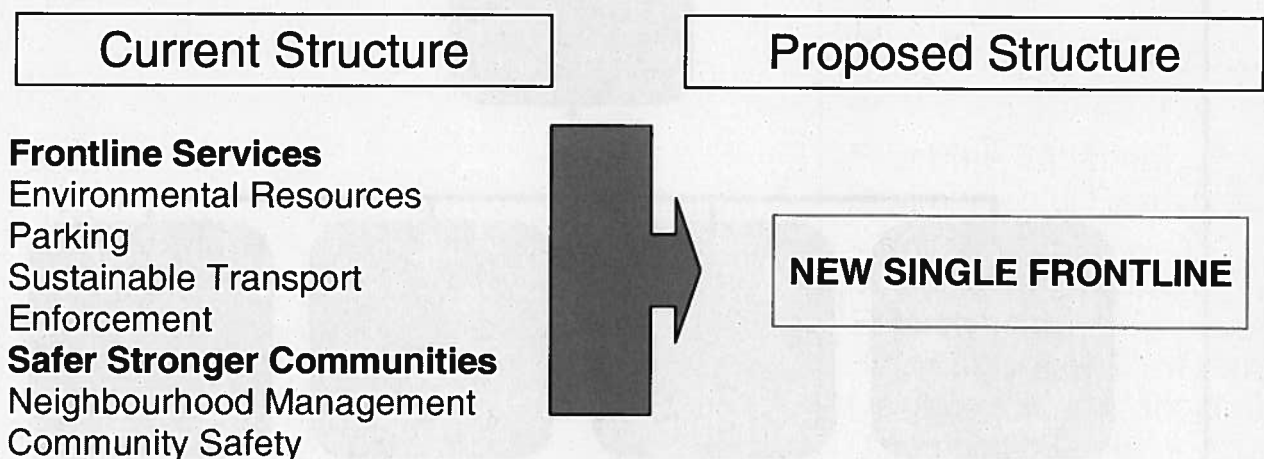
6. Summary

6.1 On the 25th January Cabinet and General Purposes Committee agreed to the

recommendations within the Rethinking Haringey report. This report set out the future shape of the Council and was presented and agreed by Full Council on 24th February.

6.2 The Rethinking Haringey paper proposed a two phase transformation of the Urban Environment Directorate, resulting in the creation of a new 'Place and Sustainability Directorate'. The new Single Frontline service will be a key business unit with this new Directorate.

6.3 Also on 25th January, Cabinet gave their in principle agreement to the formation the new Single Frontline Service. The new service will be a combination of the following existing services:

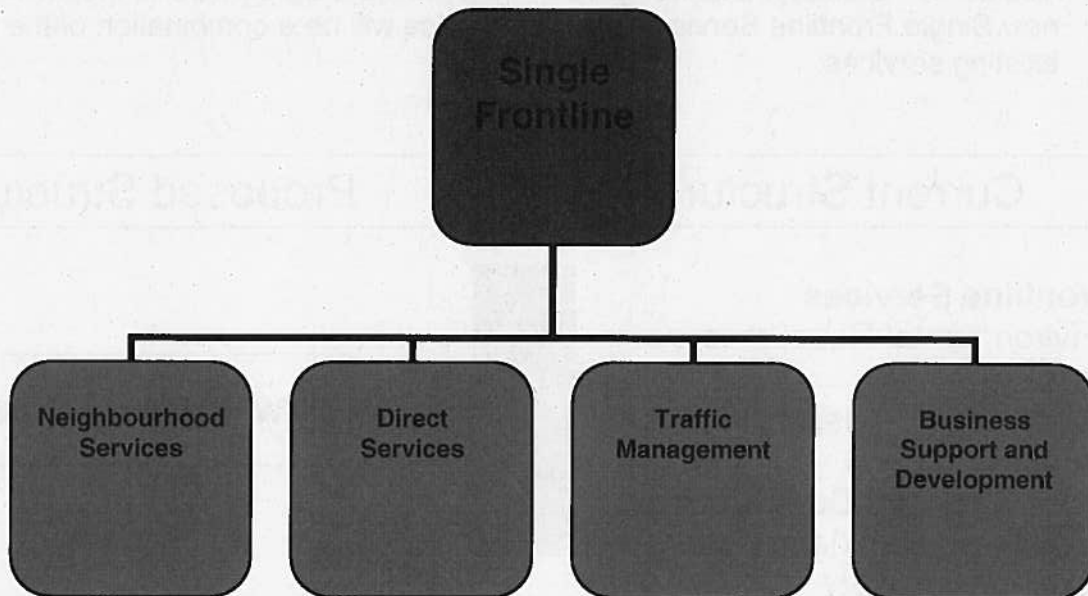


6.4 The key outcomes of the new service will include:

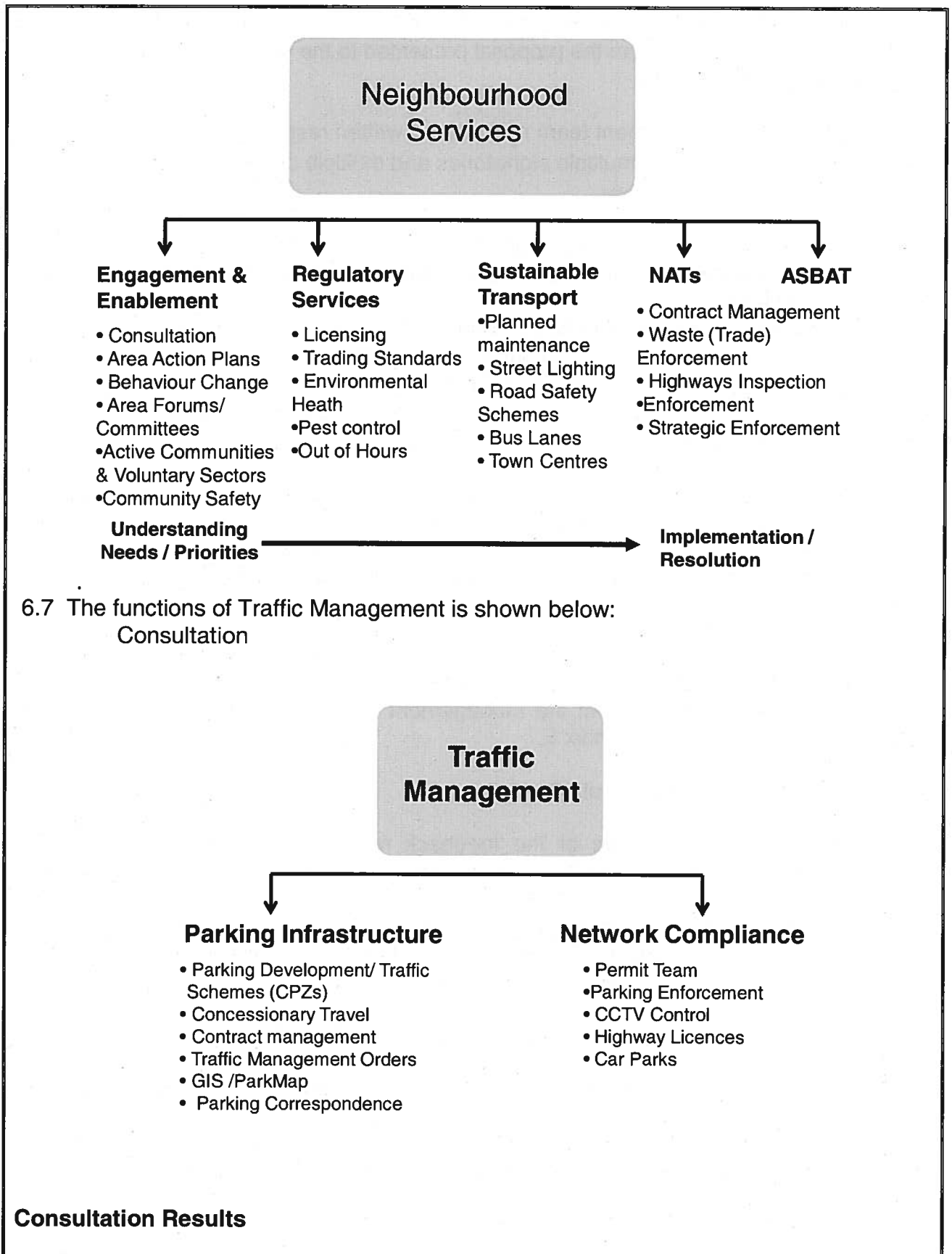
- the creation of an instantly recognisable on-street presence;
- flexibility in how resources are deployed to address and resolve local community needs that will vary by locality and/or over time;
- to deliver responsive and quality local services;
- to reduce congestion and improve road safety;
- to maintain and where possible improve the quality of the Council's Highway's infrastructure;
- to have a transparent financial model that will show how street management income is reinvested back into Council services;
- to empower, facilitate and work with residents and businesses to identify local priorities;
- to tackle environmental problems together, encouraging resident involvement in delivery of services and co-production of outcomes;
- to work more effectively with partners, i.e. Safer Neighbourhood Teams, contractors and voluntary sector to commission services that will deliver local outcomes and priorities; and
- to integrate the customer interface, invest in the use of appropriate IT solutions to

engender a single working platform across the frontline.

6.5 The Single Frontline will consist of four main elements, Neighbourhood Services, Traffic Management, Direct Services and Business Support and Development. Direct Services has been subject to a review in Children and Young People Services and consists of the SEN Transport and Catering. It is anticipated that Direct Services will transfer over to the new Single Frontline in June / July 2011. It is proposed that Pest Control will form part of Direct Services. A Business Case to support this change will be completed in the summer and if agreed implemented by October 2011.



6.6 The functions of Neighbourhood Services is shown below:



6.8 Following consultation the proposed service outcomes and overall structure shape has not changed from the proposal presented to the General Purposes Committee on the 29th March.

6.9 In total the management team received 67 written responses to the consultation (note some of these had multiple signatories and multiple queries), which can be summarised as follows:

- 3 Voluntary Redundancy requests.
- 13 Expressions of Interest for posts that are not permanently filled or subject to a ring fence.
- 12 enquiries relating to how individuals have been ring fenced.
- Comments relating to the proposed organisational change, clarification of roles and future line management arrangements.
- 1 petition from engineers requesting that they should retain their recruitment and retention payment of £4,000.
- 19 queries on existing and new job descriptions.
- A number of requests for information on redeployment and recruitment processes.
- In total 12 responses were referred to a Review Panel (Members of the Frontline SMT and HR for decision). The type of referrals included requests for VR, assimilation and members of staff asking that they be considered within other ring fences.

6.10 A number of follow up 1:2:1 meetings were held to fully understand the issues and concerns raised, and where possible resolve queries. All members of staff have received feedback from the management team and a summary of the responses can be found at appendix E.

Changes Following Consultation

6.11 In response to some of the feedback received it is proposed to make minor amendments to specific service areas to take account of comments and suggestions from staff. These are;

- To reinforce the revenue collection team within Traffic Management by the inclusion of a Senior Revenue Officer. Cost will be offset by the removal of one vacant Correspondence Officer post and a vacant 0.5 FTE Concessionary Travel post.
- Moving the NLWA Officer post to report directly to the Assistant Director as this is a specific time bound role to support the AD and members in achieving the desired outcomes, linked to NLWA's waste treatment / disposal and fuel use procurement.
- Creation of two Contract Development Officer posts at the same grade, whilst replacing the proposed Contract Development Manager and Contract Support Officer post. These posts are required to ensure that Single Frontline contracts, continue to provide value for money for the Council.

- 6.12 The proposed top line organisational structure for Single Frontline Services is attached at Appendix A and the Neighbourhood and Traffic Management functions structure charts are set out in the attached Appendices B (Neighbourhood Structure) and C (Traffic Management).
- 6.13 The Business support structure which will include contract development, service improvements, dealing with service requests, and overall technical support is attached as Appendix D.
- 6.14 In developing the structure a number of assumptions have been made about resource needs which will be reviewed after 12 months to ensure that value for money services continue to be provided to the Council.

Staff Implications

- 6.15 This restructure would create savings of £2.2 million by reducing administration, cutting out duplication, reducing management cost through de-layering and increased functional responsibility, maximising income and by reducing resources for some services.
- 6.16 The existing Full Time Equivalent (FTE) posts within Frontline Services is 315, this excludes posts identified to transfer to other service areas, Finance, Policy and Performance, Carbon Management and Veolia as part of the new Waste Service Contract. It also includes the 17 posts recently transferred from the ASBAT and Community Safety Teams.
- 6.17 Currently, there are 226 FTE (244 staff) permanently employed and 89 FTE vacancies of which 44 are filled with agency staff with the remaining 45 FTE posts remaining vacant. The majority of agency staff are within Parking Services.
- 6.18 The proposed structure will have 269.5 FTE posts reducing the current establishment by 45.5 post. All posts that are currently not filled permanently or are new posts within the proposed structure without a ring fence situation have been made available for expressions of interest, to try and minimise the potential number of compulsory redundancies. However, the opportunity to redeploy all permanent staff affected by this restructure will be limited as the majority of posts that have been reduced relate to 3rd and 4th tier (SM1/PO8) officers, whilst the majority of available posts which have been retained are at Scale 3 (Civil Enforcement Officers) and Scale 6 (Parking Correspondence Officers). It is envisaged that a level of agency staff will be retained in specialist engineering roles to reflect the temporary nature of funding for these posts, which includes Council Capital Receipts or external funding from TfL (LiP) schemes. As Table 1 below shows, the posts mostly effected are at PO4 – PO7 and PO8+ level which is consistent with outlined approach to reducing management costs.

Table 1 – Comparison of FTE Current to Proposed Structures

	Current FTE Posts	Proposed FTE Posts	Variation	Vacancies Carried Forward
SC1-SC5	98	94.5	-3.5	38.5
SC6-SO2	71	52	-19	9
PO1-PO3	96	85	-11	6
PO4-PO7	31	27	-4	
PO8+	19	11	-8	
	315	269.5	-45.5	53.5

6.19 Of all the staff (244) affected by the proposed changes for the new structure, 67% will be assimilated into posts, 29% (70) will be ring fenced (mixture of open and closed) to new posts and the remaining 4% consisting of a mixture of voluntary redundancies (8) early retirement (1) and displaced (1).

7. Chief Financial Officer Comments

7.1 The budgeted savings agreed by Council assume a £3.6m reduction in those budgets that are largely staffing based within the scope of Single Front Line. This consists of;

- £1.75m of savings attributed to the Single Front Line (split £1.25m in 11-12 and £0.5m in 12-13)
- £530k of savings within Enforcement
- £1.4m of savings from the Disestablishment of Neighbourhood Management

7.2 Neighbourhood Management has been dealt with in separate reports to this Committee and thus the measures within this report will deliver the remaining £2.2m of savings.

7.3 However, it should be noted that within the scope of Single Front Line other significant savings are being delivered relating to Parking Income, Street Lighting Contractual Payments and the new Public Realm contract. These amount to another £1.5m over and above the pre-agreed savings and the resulting staff structure must be robust enough to deliver both these savings and significant levels of income within Parking and Sustainable Transport.

7.5 The future staffing budget has been calculated based on transfers out of the scope of Single front line relating to;

- Finance Staff included within the Strategic Finance Review

- Policy and Performance staff included within that Strategic Service Review
- Carbon Management Staff within Environmental Resources transferring to the Carbon Management Service along with staff from Transport Planning and Planning enforcement teams.
- Staff transferring to Veolia as part of the new Public Realm Contract

7.6 It has also allowed for transfers into the service from areas previously within Safer, Stronger and Communities such as ASBAT and Community Safety, and it can be confirmed that the total cost of the new structure is broadly within the staffing budget available and hence delivers the savings required.

7.7 At this point budgets for SEN Transport and Catering have not been included within the budget envelope and thus it is assumed that the staffing costs for these functions are fully funded when they transfer from CYPs.

- 7.8 However it will be necessary to continually monitor the actual costs in relation to;
- Exact grade staff are appointed to.
 - Timing of any appointment and redundancies.
 - External Grant Income (mainly from TfL) that fund some posts.
 - Impact of any future Strategic Service Reviews.

To ensure that savings are delivered in full.

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 E.

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 two attached equality impact assessments attached as Appendices F and G.

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. Equalities & Community Cohesion Comments

Service

9.1 In the development of the service EQIA the service has taken account of existing data on resident's priorities to develop the service offering. However it is recognised within the EQIA, that there is no data from an equalities monitoring perspective on who contributed to these plans.

9.2 The EQIA action plan includes clear actions to capture this data and review the service offering. In further recognition resource has been identified within the new structure to undertake this engagement activity with the community and ensure that services are developed and delivered to meet local priorities.

9.3 However the following has been identified from the EQIA;

Age

- Overall age does not appear to have a significant impact on perceptions of these service areas.
- There is some indication that 18-24 age group may be less satisfied about the response environmental crime (although younger people in general are more satisfied on other measures).
- The importance of pavement replacement and pothole repairs as well as more controlled crossing points increases over the age of 45 and particularly for the 75+ age group.
- Both children and elderly people are more likely to trip on uneven pavements due to lifting their feet less when walking.

Disability

- Higher levels (5%) feeling that litter and refuse on the streets is a concern.
- No data available on highways issues. Although pavement condition and the need for dropped kerbs has frequently been raised through mobility forum and transport forum meetings.

Ethnicity

- Numbers of survey respondents are insufficient to give robust data about perception of services by ethnicity.
- Resident's survey from 10/11 shows that Asian and African people have higher personal concerns about litter/dirt on streets.
- Language can be an issue in accessing services.
- BME population experience a disproportionate amount of road traffic accidents.

Gender

- Generally slightly higher levels of concern about litter, refuse and fly-tipping.
- Road safety education and controlled crossing points tend to be a higher priority with women than men.
- Women are less likely to cycle than men.

Religion or Belief

- Survey data availability is not based on a big enough samples to be analysed in relation to religion.

- However initial analysis does indicate that different religious groups have different perceptions of how effectively the Council are at addressing environmental quality issues.

Sexual Orientation

- We currently have no data on how groups of different sexual orientation experience services.

Staffing

9.4 The selection and recruitment process is being undertaken in accordance with the Council policy, staff have been given an opportunity to comment on the proposals and to express interest in vacant roles.

9.5 The staffing EQIA shows that only one group is potentially significantly impacted, BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal. The EQIA shows that the proposed ring fencing arrangements for this group have been reviewed, however it has been determined that the skill requirements for this role (merging of 3 disciplines) that the proposed selection process is appropriate.

9.6 However, ring fencing and assimilation proposals show that all other arrangements have no impact on the protected groups.

9.7 The Service and Staffing EQIA's are attached as appendices G and F respectively.

10. Consultation

10.1 Prior to the circulation of the consultation documents meetings were held with staff and Trade Unions to advise them of the proposed restructure.

10.2 Following the issue of the consultation documents the following meetings were held;

- Trade Unions – 6th April
- Staff events 11th April and two events on the 13th April (note Trade unions were also invited to these events).

10.3 As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox was set up and in addition a web page , to enable staff to provide anonymous comments. One to one meetings were also made available where requested.

10.4 All comments have been reviewed and responded to accordingly. Any changes that were identified have been included in the revised structure.

10.5 A Review Panel was established, members of the Senior Management Team with

HR Advisors, to review any challenges or changes requested as part of the ring fencing and assimilation process, to ensure consistency of application.

10.6 A summary of the results of the consultation with staff are detailed at appendix E

11. Service Financial Comments

11.1 See chief Financial Officers comments

12. Use of appendices /Tables and photographs

- 12.1. Appendix A – Single Frontline – Overall structure
- 12.2. Appendix B – Single Frontline – Neighbourhood Services
- 12.3. Appendix C – Single Frontline – Traffic Management
- 12.4. Appendix D – Single Frontline – Business Support and development
- 12.5. Appendix E – Summary of Consultation Responses
- 12.6. Appendix F – Equalities Impact Assessment - Staffing/Employment
- 12.7. Appendix G – Equalities Impact Assessment - Service
- 12.8. Appendix H – Key Milestones

13. Local Government (Access to Information) Act 1985

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