

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 19 MAY 2011**

Councillors Meehan (Chair), Khan, Waters, Whyte, Wilson, Rice (Vice-Chair) and Bloch

Apologies None

Also Present: Stuart Young, Steve Davies, John Morris, Anne Lippitt, Dinesh Kotecha, Bernard Lanigan, Jan Doust and Robin Payne.

**MINUTE
NO.**

SUBJECT/DECISION

GPCO142	APOLOGIES FOR ABSENCE (IF ANY) None
GPCO143	URGENT BUSINESS There were no items of urgent business received.
GPCO144	DECLARATIONS OF INTEREST Councillor Rice declared a personal interest by virtue of his membership of The Friends of Down Lane Park .
GPCO145	DEPUTATIONS/PETITIONS The Committee received deputations from Sean Fox, Andrea Holden and Helen Steel (Employee side representatives) on: Agenda item 6)Update on Procurement Service Function Review, Agenda Item 8) Proposal for the deletion of the Gypsy, Roma and Travellers Education team Agenda Item 12)Restructure of Recreation Services. Details of their comments and representations are recorded under the relevant minute below.
GPCO146	RETHINKING HARINGEY Following on from the previous consideration of the Chief Executive's report on Rethinking Haringey on January 25 th 2011, the Committee received an update on a change to the reorganisation of the Council following consultation. This was the proposal to establish a project support office which would report to the Chief Executive. This Office would generate further efficiency by bringing together resources deployed to support Council projects. It would enable better co-ordination of resources in the Council project activity area and would also mean that this office would replace a number of project offices in the Council including the one currently assigned to efficiency. The staffing changes arising from this proposal would be progressed in accordance with the standard Council

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	<p>employment processes for reorganisation. It was noted that this would reduce expenditure on project resources.</p> <p>Understanding was sought on how the Council were monitoring and managing the spans of control following the consequential restructures of teams .This was further to the Committee receiving a number of reports on service restructures in which some still contained proposals for a management post managing less than 5-8 staff, the recommended number under the Rethinking Haringey proposals. The Committee were informed that there was an analysis exercise, currently being undertaken by the Assistant Chief Executive, of the teams restructured under the Rethinking Haringey proposals to ascertain how they were conforming to the recommendations and principles of the Rethinking Haringey report. The Committee were informed that a number of teams do adhere to the spans of control principle but this exercise would help identify where the spans of control principle was not being utilised and could lead to identification of further savings. The Assistant Chief Executive offered to report back his findings from this exercise to the Corporate Committee if needed.</p> <p>It was clarified that the Member Panel Appointment process was to be completed and the first phase involving internal appointments had been completed .There were a further two Member Appointment panels to be convened to appoint the Assistant Director for Frontline services and the Assistant Director for Finance.</p> <p>RESOLVED</p> <ol style="list-style-type: none">i. The progress towards restructuring the top three tiers of Council Staff was noted.ii. That the minor changes arising from further consideration of the Council structure agreed at Council in February 24th 2011, as detailed in Paragraph 6.5 be agreed.iii. That the Equalities Impact Assessment attached at appendix one be noted.
GPCO147	<p>PROCUREMENT SUPPORT FUNCTIONS REVIEW - UPDATE ON RINGFENCE PROPOSALS</p> <p>Arising from concerns on the application of ringfences in the Procurement Service Function Review, the Committee had asked the Assistant Chief Executive to undertake a review of these. The Assistant Chief Executive had met with the Trade Unions, Human Resources representatives and Procurement Service Managers before completing the review. There was examination of the job descriptions, particularly the roles which were for assimilation and which had caused the most concern amongst employees. The Assistant Chief Executive had considered the criteria for assimilation and how it had been applied. He was satisfied that there was the required substantial overlap in duties between the former and new post to which post holders were being assimilated to warrant this action. He had next considered whether a wider group of posts could also be</p>

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included, generating ringfences for those jobs identified for assimilation. Arising from this consideration he had recommended a change to the application of the ringfence of the Procurement contract officer. This would involve 5 posts being subject to an open ringfence meaning that more staff from the various departments could take part in the recruitment to these posts. It was noted that some of these 5 posts were in specialist areas and the staff involved in this interview process would be asked to state their preference to allow each interview to be tailored to the requirements of each job. It was noted that three other requests for changes from the unions were considered but not felt to warrant change.

The Chair asked the Employee side to share their views on the report with the Committee. The Employee side acknowledged the discussions with the Assistant Chief Executive on this matter and the efforts made to analyse the ringfence applications to ensure that they had been fair and included opportunity for employees involved in the review to apply for posts. However, further to the outcomes of the Assistant Chief Executives report, concerns remained and the Employee side wished to place on record their continued opposition to the final application of ringfences. They advised the Committee that during this review period, staff had already been informed on the final plans for the application of ringfences which had left the employees and the Employee side with reservations on whether their views had been valued. The Assistant Chief Executive advised that he had not been aware of this situation. Going forward, there were lessons to be learned from the service function review, including managers briefing their staff on Committee reports before they were considered at Committee. He acknowledged that there were sensitivities to be aware as this review progressed and advised that his dialogue would continue with this service and he would keep the Employee side and Chair of the Committee informed of any issues.

RESOLVED

- i. It be noted that the Assistant Chief Executive had reviewed the ring fence proposals for the procurement service. This had included discussions with management, Human Resources and the trade unions.
- ii. It be noted that arising from the review changes to the schedule of ringfences had been made.

GPCO148 COMPLETED EQUALITIES IMPACT ASSESSMENT TO BE CONSIDERED FOLLOWING AGREEMENT OF THE - HUMAN RESOURCES REVIEW ON 29 MARCH 2011

At the General Purposes Committee meeting on the 29th March at which the Human Resources restructure was considered, the Committee had agreed to consider the Equalities Impact Assessment on this review which was only partially completed at the time of this meeting. The Committee were now asked to consider full Equalities Impact Assessment on the service restructure and noted that there was no disproportionate adverse equalities implications for any group of staff who shared any of the protected characteristics set out in the Equality Act 2010. This conclusion had been assisted by the measures taken by the service in the application of ringfences. Members noted the summary of the Equalities

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	<p>Impact Assessment contained in section 9 of the report.</p> <p>RESOLVED</p> <p>That the Equalities Impact assessment as attached at Appendix A be noted.</p>
<p>GPCO149</p>	<p>PROPOSAL FOR THE DELETION OF THE GYPSY, ROMA AND TRAVELLERS EDUCATION TEAM</p> <p>The Committee had considered proposals to close the Gypsy, Roma & Traveller Education Team at their meeting on the 22 March. This was a non statutory service affected by the budget savings required by the directorate and Council. The service had been operating for many years and was valued for its contributions to the Traveller, Gypsy Roma communities. The service provided advice, guidance, training and support to Children Centres, schools and colleagues and undertook casework with children and their families. The Committee were informed that over recent years much good work had been done to equip, the settings outlined above, to meet the needs of Travellers and Gypsy Roma children. At the meeting in March the Committee had asked the service to complete a consultation exercise, in an appropriate format, in order to engage with the users and obtain their views on this unit closure. The consultation exercise had subsequently been carried out in April and May and had involved sending out 424 copies of letters to families that had been translated into Bulgarian, Romanian and Polish and distributed via the Ethnic Minority Achievement Co-ordinators in 42 schools. There were 90 letters sent to families whose children were waiting for a schools place or had recently joined a school. The letters were sent to Children's Centres where there were service users from these communities. Some letters were further followed up with telephone contacts. The Committee were informed that no written responses were received from users. There were two meetings organised in Wood Green Library for families from the Gypsy Roma and Traveller communities to attend. Two families attended with translators present to provide their views on the closure of the service. The Committee noted that these families were very positive about the support they got from the service and spoke about the assistance they received with filling forms, accessing services, and enrolling their children in school. The Committee were advised that, although this was seen as helpful by the users, this was not part of the specification of this unit. This type of assistance could be provided by other voluntary sector providers in the borough. The Committee were assured that there were existing settings to meet the needs and responsibilities of this group and therefore were asked to agree the closure of this unit.</p> <p>Concern was expressed by the Committee on the methods of communications used by the service for the consultation exercise. Letters had been sent to the Gypsy, Roma families when there was knowledge by the service that literacy was an issue. In the introduction to the report the Committee had been advised that letters had been followed up with telephone contact, however the details from this communication were not included in the report. In response to these concerns, the Deputy Director for Children's Networks, advised that the Gypsy, Roma, Travellers Education team had completed follow up work on the consultation documents by going out and visiting the families and using the sources of</p>

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contacts known to them to meet with the families.

There was reference to the Equality Impact Assessment findings which indicated that the average attendance at school of children from the Traveller, Gypsy and Roma communities was 83%. This was lower compared to the national average attendance of 94% and possibly highlighted an issue of integration. Understanding was sought on how this issue would be tackled with the deletion of this team? The Committee were advised that the Children's Service recognised that attendance at school would be an issue for children and young people from these communities and they would continue to be considered as a priority. All attendance issues were dealt with by the Education Welfare team. It was noted that the statutory responsibility for ensuring attendance, integration at school and meeting any special need of this ethnic minority group lay with schools and not the local authority. The Chair advised that the Children's Service would continue to receive Special Education funding and he would speak to the Lead Member for Children and Young People about ensuring that some of these resources were made available to this group of young people.

Further to Member questions, the Chair asked the Employee side to put forward their deputation in relation to this item. Andrea Holden addressed the Committee, on behalf of the Employee side, and asked that the recommendations be dismissed and the unit remain in place. She pointed to the engagement with the community which was not taken forward in an appropriate communication format. The location of the consultation meeting was also not appropriate or convenient for the traveller or Gypsy Roma families hence the low turnout. The Committee were advised that the issues around communicating with these communities was highlighted by staff working in the Gypsy, Traveller and Roma Education team and were taken on board. There was a need to resolve how the existing work of this unit would be taken forward and consider whether there was a real saving to be made as there would be increased translation costs resulting from the displacement of the member of staff from Roma Gypsy dissent. The deputation further asked that the unit not be closed but merged into the Children's service. In response to these assertions the Deputy Director of Children's Networks advised the Committee that there were robust plans in place to take on the work of the unit. The claim that there had not been engagement with the team on the consultation methods was disputed as the manager of the Gypsy Roma and Traveller Education team was involved in the meetings discussing the consultation exercise format. It was accepted that there had been challenges faced with engaging with the community but the consultation needed to be completed within the resources available to the service. Members were assured, in terms of safeguarding duties, that these were carried out by the Children services social care colleagues where there was staff assigned for contact with these communities. The Committee were advised that if this saving was not completed a consequential saving would need to be made elsewhere in the service.

In conclusion to the discussion, the Chair asked members to consider the function of the Committee which was to make decision on staffing matters. It was important to note that the policy decision on the closure of this unit had in essence already been made through the Cabinet and the agreed Council budget reductions. The Chair advised that he would ensure that the Cabinet Member for Children and Young People was aware of the improvements required to the

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attendance levels of children and young people from the Gypsy, Roma and Traveller communities due to the wider problems this could lead to. He would further ask the Cabinet Member for this particular group of children and young people to be considered as priority for access to available special needs resources. The Chair would further communicate the concerns of the Committee about deleting this service and would ask if there were alternative resources available to fund this service.

RESOLVED

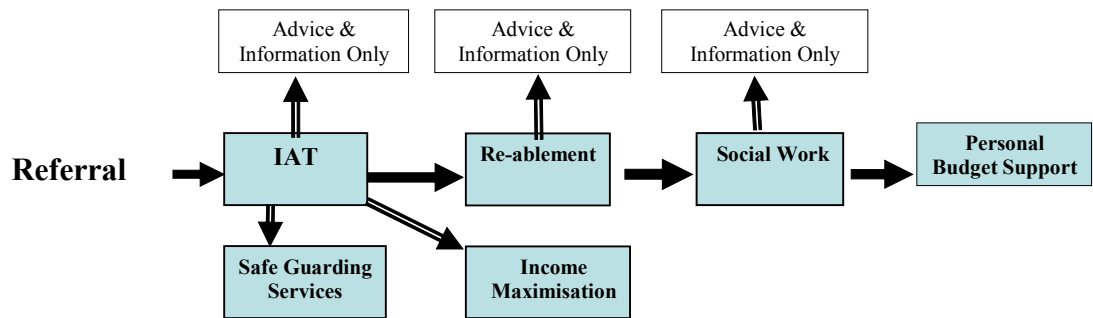
- i. That it be noted the formal consultation with staff and trades unions on these proposals began on the 20th January 2011 and was concluded on 10th March.
- ii. That the comments received from staff and trades unions and the management response to these set out in Appendix 5 be noted.
- iii. That the outcome of the consultation with service users as set out in Appendix 6 be noted.
- iv. That the proposed reduction in staff as set out in the consultation document (appendix 1) be agreed. This decision took into account the outcome of the staff and service user consultations and gave due regard to the Council's public sector equalities duties.
- v. That the dissent of Cllr Whyte, Wilson and Bloch to the above resolutions be noted.

GPCO150 PERSONALISATION - ORGANISATIONAL RECONFIGURATION TO DELIVER A TRANSFORMED SOCIAL CARE PATHWAY TO SUPPORT SERVICES

The Committee considered a report proposing a range of organisational changes across the Adult Social Care Business Unit in order to establish an organisational structure appropriate for the delivery of adult social care services within a transformed social care system. The structure had been designed to enable adult social care users to choose the services they needed to support their needs. The report included information on the range of services that would be available and the skills that would be needed to provide these services. The revised structure was in accordance with the assigned budget reductions to the service and there had been particular effort to ensure that a minimum amount of staff were displaced.

The Committee referred to the attached diagram:

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This conveyed the pathway to adult social care services from the point of referral and showed how the services would be constructed to respond to user's adult social care needs. Staff with the required expertise would be placed at the various points of the above pathway to ensure that users gained an optimum service at each point and were not delayed at certain parts of the pathway. The Committee were advised that contact with the service would be made easier as there would be expert advice available to the user at each required stage. It was noted that the initial aim of the service, when receiving a referral, was to support the client to reach their optimum level of health before assessing which further services were needed. It was noted that residents accessing the service could always re-enter the pathway after receiving support. The Committee noted that, where an individual was in receipt of the re-enablement service and was deemed likely to need an ongoing support, a social worker would complete an assessment which would lead to calculations on the cash amount to be allocated to them to buy services or products to meet their individual care needs. The individual could then decide if they wanted to supplement this allowance with their own personal funds to achieve a higher level of independence.

In response to a question on the cost of advice to a resident, it was noted that this was free.

Members sought clarification on the level of financial oversight provided by the Council when individuals were managing their own finances and there was particular concern on monitoring how funding was spent and if spent appropriately. Members learned that the system of Direct Payments, which allows individuals to manage the finances of their own care package, had been in existence for around 7 years and therefore was not a new scheme for the Council to monitor. Individuals had flexibility to draw down their funding to suit their monthly needs. A Social Worker would complete an assessment which contributed to ascertaining whether the individual was able to manage their own finances. They would be required to set up a separate bank account to receive the payments for their social care needs and would have been advised by the Council of audits to be completed on their accounts to ensure that money was being used accordingly.

Members commented on the service pathway and how users, that was in between services, would be dealt with as it seemed that they would not have a single contact person throughout their care. It was recognised that a single contact person would potentially be favoured by the user, however the expert advice and support received at each particular pathway stage outweighed the benefit received from a single person contact. This approach was in the long term more beneficial to the user. The Committee noted that this model of working had already resulted in significant reductions in delayed discharges from hospitals.

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	<p>RESOLVED</p> <ul style="list-style-type: none">i. That the organisational restructuring of the Adult Social Care Business unit set out in the body of the report and the accompanying appendices be agreed.ii. That the staffing strategies set out in Appendix 9 to implement the required changes be agreed.
GPCO151	<p>SINGLE FRONTLINE SERVICE</p> <p>The Cabinet agreed on the 25th January to the amalgamation of Frontline Services with the elements of services provided by Safer Stronger Communities business unit into a new single Frontline Service. A further report setting out the details of the reorganisation was presented to this Committee on the 29th March at which members considered and agreed, in principle, the proposed Single Frontline Business Unit structure for consultation. This further report set out the final proposals, following consultation, for the reorganisation of the services listed above into a new Single Frontline Service. This restructure would deliver £3.6m in savings, a proportion of these savings £1.4million(of the total £3.6 million savings to be made) had been predicated on the disestablishment of the Neighbourhood Management Service which had previously been considered at General Purposes Committee meetings on the 15th February and again following consultation , on the 10th March 2011.The proposed restructure within this report sought to deliver the remaining savings, a net reduction of 2.2m from the existing Frontline Services structure. In the opening presentation, the Committee were asked to note that in Appendix C, containing the structure chart for Neighbourhood services, listed 2 health and safety food officers reporting to the regulatory services manager, one of these post's role also included senior environmental officer duties. The Interim Director of Urban Environment continued to set out the minor changes made to service specific areas. These included changes to : grading of posts (some initial evaluations to be verified but would have no impact on ring fencing), postholder reporting lines, deletion of a Contract management post and Contract Support Officer post in order to create two Contract development officer posts, adding a senior revenue officer post to Parking services as was a priority to maintain income level from this service, funding through the deletion of 0.5 Concessionary Travel Officer post and one correspondence officer post . The Committee were asked to consider and agree the Single Frontline structure.</p> <p>Understanding was sought on the requirement to have a team of four smarter travel officers. It was noted that these postholders were directly funded by Transport for London and did not incur a cost to the Council. This was the first year of a three year funding commitment.</p> <p>The Committee commented on the number of correspondence officers employed in the parking team and sought an understanding of their roles and duties. It was reported that a high volume of parking correspondence was received by the service on a daily basis. The Interim Director of Urban Environment advised that the number of staff employed to deal with correspondence in parking was low</p>

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compared to similar teams in other boroughs.

RESOLVED

- i. That the proposed new Single Frontline Structure as set out in the report be agreed.
- ii. That the above decision takes into account the outcome of the consultation with staff and trades unions as outlined in the appendices of the report and gives due regard to the Authority's public sector duties including the consideration of the attached Equalities Impact Assessment.
- iii. That the timetable for implementation of the new Single Frontline Business Unit be noted.

GPCO152 TEMPORARY CHANGE TO STREET TRADING POLICY

The Committee were informed that the Council's street trading policy set out a framework for the approval and control of street trading in the borough and this policy specifically prevented the issues of temporary street traded licences. The committee were asked to agree a temporary relaxation of this policy restriction for a trial period. It was noted that the results of this trial period would feed into a wider review of street trading which would come before the Regulatory Committee in 6 months time. In the meantime it was proposed to complete a consultation exercise with residents and traders in areas prior to any trial period being implemented. Feedback to the Chair would follow on the outcomes of the consultation with steer being sought on whether a report back to committee was needed. There were two choices available to the committee, to consider a relaxation of the policy for the whole borough or for specified areas listed in 3.1.b.

The committee learned that there had been interest reported previously to the service from perspective traders in obtaining street trading licences and it was noted that Haringey was the only borough to have a blanket ban on temporary street trading.

It was noted that the specified areas of Holmesdale Road N6 and Archway Road set out in recommendation 3.1.b were essentially the same area and policy relaxations would not proceed unless there was strong support for this scheme. Information was further provided on the reasoning behind the suggested specified areas of Hornsey Town Hall, Lynington Avenue and Elm Park Road.

Members were informed that it would be difficult to report back the results of all the separate area consultations to this Committee as this information would be considered as part of the overall review on street trading licenses to be reported back to the appropriate Committee in 6 months time. However, to ensure that

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there was appropriate communication with councillors, officers would ensure that ward members were part of the consultation exercise. It was noted that traders views in existing areas would be sought as part of the consultation and issues such as the economical impact would be picked up in the overall review to be completed in 6 months time.

The Committee advised officers that this was also a local policy issue which would be very relevant to the work of the Area committees. Therefore it would be useful to add the topic of street trading licenses to their work plans. They further questioned whether licensing policy would be part of the Corporate Committee's terms of reference as it was likely to now be in the remit of the new Regulatory Committee.

RESOLVED

- i. That amendments to the current street trading policy so that applications for temporary street trading can be permitted for a trial period of 6 months from this decision be agreed.
- ii. That consultation be undertaken with ward councillors, Area Committees, residents and traders in the affected areas prior to any trial period being implemented.
- iii. That feedback on the consultation and discussion on the final locations for temporary street trading licences be designated to the Regulatory Committee.

GPCO153 RESTRUCTURE OF RECREATION SERVICES

The Committee considered proposals for the reshaping of Recreation services. These proposals were intended to tackle base budget pressure, support service externalisation and contribute to achieving an agreed budget saving of 2.7m over the next 3 years. They would result in the reduction of 50 posts in the service this would leave a majority of staff (145.3FTE) in Operational services, 13 FTE in Client service and 12FTE in Commissioning services. The Assistant Director of Recreation Services explained that he was seeking to keep the number of staff displaced and subject to compulsory redundancy to a minimum. Currently there were 14 posts in this situation but efforts were being made to enable them to take voluntary redundancy/recruitment to remaining vacancies. Paragraph 11 was referred to which set out the consultation methods used and the key changes made to the proposals following the consultation process.

It was highlighted to the Committee that the significant changes to the structure of Recreation Services were the reductions to the Parks area due to decrease in funding. The staffing structure for the Parks service going forward was illustrated with the following changes highlighted.

- There would be two operational areas each with a Manager, Assistant Manager and 4 Team Leaders. Each of these operational areas would

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have 3 generic Operational Zones/Teams , with a Team Leader, senior operative and 4 Operatives (36 staff in total) .Furthermore each operational area would lead a taskforce team , with a borough wide remit, and a Team Leader with 6 operational operatives. These teams would cover hygiene; gate locking, gang mowing, tree works and machinery, play and general maintenance.

- It was noted that the teams would operate out of 6 depots and use 5 sub depots. There would be four depots shared with Veolia, whilst a further 4 would exclusively be used by Veolia.

Following consultation with staff, there were changes made as further staff had come forward with voluntary redundancy requests. These included: a management selection process being chosen instead of an interview selection process for Parks operational staff, use of slotting in as opposed to closed ring fences used where there was found to be no net reduction in staff and depot, the selection of the Broadwater Farm Community Development Officer post was to be appointed through a closed ring fence instead of an open ring fence and 2 vacant apprentice gardener posts had been deleted. The Committee noted that the service were examining alternative employment opportunities for 3 female black and ethnic minority staff working at the catering section of Tottenham Green Centre who were identified in the Equalities Impact Assessment was facing an unequal impact as a result of the restructure.

Following this information the Committee were asked to consider the recommendations at paragraph 3 and agree them.

The Committee expressed concerns at the reductions in Park staff and in particular pointed to one of the overriding aims of the Council which was to protect frontline services and questioned whether this was being adhered to given the level of reductions in the Parks service. There was further concern about the recent cleanliness of Parks which some members of the Committee felt had deteriorated in recent months. They asked whether there were alternative ideas on new ways of working instead of the reductions in staff. In response it was noted that the Cabinet paper, as the policy document leading the staff change, had contained the information on the creative ideas on how the service would work differently as a result of a reduced funding package. It was important to note that plans for taking the service forward, following restructure, were at an early stage but would be progressed. There were a number of ideas and proposals to consider in particular on how the hygiene in parks would operate.

Reference was made to the earlier discussion on spans of control in which a manager was expected to manage around 5-8 staff. This was not followed in this restructure as the Assistant Manager was assigned to lead 4 Team Leaders and therefore clarification was sought on the duties of this role. In response it was noted that the Assistant Manager was expected to manage maintenance across the parks, liaise with Homes for Haringey and manage their sites & property areas and have responsibility for park events. The team managers were expected to be mobile and not site based to enable them to detect maintenance and hygiene issues .In response to the point on the sharing of facilities with Veolia and the impact this would have, it was noted that this was an overlap negotiated in the waste management contract. Following the reduction of the Parks service it was

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not financially viable to have these depots for the exclusive use of the Parks team. The Parks service would still use 6 depots and 5 sub depots. They would share use with Veolia with 4 of these. They would also have exclusive use of a further 4 of the 5 remaining depots. There would be limited rental income with Veolia making an investment in the refurbishment of these depots. .

There was a question on how many operational tasks had been examined to provide savings. An example was having an operative assigned to lock up a park which could be looked at as presently this was not applied to all parks or where there was easy access to the park regardless of a lock. It was noted that currently options for locking parks was examined at each local level.

The Chair asked the representative from the Employee side to address the meeting and provide their response to the report and its recommendations. Helen Steel, Employee side representative started her presentation with the recommendation that the Committee do not approve the proposals contained on the restructure of the service and set out the reasons for this:

- The current performance of the parks service was upper quartile and the plans for area based deployment would impact on the performance and perception of Parks.
- The use of compulsory redundancy had not been fully ruled out. In response the Assistant Director for Recreation Services advised the meeting that there would be considerable effort made to ensure that there were no compulsory redundancies. He was confident that the available positions would be recruited to with existing staff. This was communicated to staff at the 2 mass meetings organised.
- It was further claimed that not all staff had received the consultation documents on time and an extension to the consultation period had not been agreed. The consultation document contained little information on volumes of work , the effect of the changes or the selection process. An assertion was made that this could make the service subject to legal challenge as the consultation could be deemed not meaningful as the document did not contain the information as set out above. In response to these claims, the Assistant Director for Recreation services informed the Committee that the consultation document identified the options for selection and at the meetings with staff it was made clear that there would be engagement with the staff and union branch officials to agree this process. Subsequent to this there were meetings held with staff and a management assessment selection template agreed which may now not be necessary as the need to make compulsory redundancies was diminishing. The Committee noted that a 40 day consultation period was established which recognised the need for further discussion on specific issues and the Easter period. There were no formal requests to extend the consultation. Information was provided in the consultation on the future service costs, employee numbers and deployment. There were also indications given on where there would be work programme reductions. As the restructure of the service was in an embryonic stage there would be further work on how the service will move to the new zonal/team structures. In terms of the legal position of the consultation exercise, the Monitoring Officer advised that as a rule where there is a proposal to dismiss then

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notification of this should be supplied to employees 30 days before this would take effect, which in this case, had been done. It was as noted that not all employees had received their consultation packs at the same time due to being located at wide and varying locations , being on annual leave, and Easter period leave . However, what would be considered in the event of a legal challenge would be the overall efforts made by the service on consultation and given that they could demonstrate the considerable efforts made to avoid compulsorily redundancy and could evidence that they had engaged in staff meetings it was unlikely that the service would be found to have not followed their public duties.

- The deputation claimed that information on potential redundancy payments or selection methods was not circulated effectively to allow employees to gain a correct idea of what their redundancy payments would be. In answer to this assertion, the Committee were informed by the Assistant Director of Recreation services, that it had been recognised that Parks staff would not have access to Harinet, the internal Council website which contained a voluntary redundancy calculator. Instead this information had been calculated for them and supplied in writing.
- The deputation disputed that there were plans to delete the vacant gardener apprentice posts or to reduce the number of agency staff. They felt that the budget for apprentices should be re-directed to reduce the number of redundancies. In answer to this, it was noted that there were 4 apprenticeship gardener posts with plans to delete two of these posts .The remaining two posts would be recruited to as part of the Council's wider responsibility to offering some apprenticeship opportunities.
- They advised that the report had not provided an indication of past spend on agency and consultant staff. There was allocation in posts for the use of agency staff to cover hygiene duties and maintenance works. The deputation disputed the need to employ agency staff to cover maintenance work as there was a consistent demand for completing this work particularly in housing estates where maintenance of shrubs and trees was key safety aspect. In reply it was noted that there had been significant reduction in the use of consultants. The service improver working with the service had completed their term of employment in December 2010. It was noted that the service had major externalisation programmes but the consultants ,that were managing these projects, were funded from external sources. There had been major reductions in the use of agency staff but there would be a need to call on some agency staff at certain times in the year due to the seasonal nature of the works in Parks.
- The deputation proposed that the remaining budget for Parkforce be redirected to the Parks service to reduce the need for redundancies. As there was already a considerable reduction in park staff presence in the day, it was questionable whether Parkforce staff was affordable and therefore their presence required in the evenings and weekends. It was recommended that instead more gardener posts should be recruited to as they were able to have the dual role of providing a presence in the parks during the day and keep up the necessary maintenance of trees, shrubs and bushes which contributed to the safety features of a Park. The

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Assistant Director for Recreation service advised that there have already been significant reductions made to grant funding and the service were in discussion with stakeholders on how best they could support volunteering led activity.

- The deputation claimed that there were plans for volunteers to take on some of the grounds works which had health and safety implications and costs that would be incurred in training participants. Instead this funding should be used to keep existing Parks staff and avoid redundancies. The Assistant Director reported that the voluntary group BTCV obtained grant funding to carry out some parks duties and they were obliged to include them in the consultation on the restructure of the service. There would be no compromise in relation to health and safety and there was not the expectation that core grounds maintenance tasks would be undertaken by volunteers.
- The deputation reflected that the consultation gave no indication of future staffing allocations and provided no information on the strategy behind the staffing reductions to frontline staff. They felt the impact of reduced grounds staff would be felt by residents. Employees had further suggested alternatives to the reduction in staff i.e. working reduced hours, undertaking flexible working and considering retirement options. In response, the Committee learned that significant reductions had been made in both management and support staff with increased expectations and demands on the remaining posts. It was advised that pro rata the reductions in management staff were equal to those proposed to frontline staff but met through a deletion in vacancies and voluntary redundancy. There were no further changes to Park operatives required and there was no contact from other staff in the service about reducing their hours or suggesting alternative working arrangements to warrant this proposal.
- The deputation advised that there were vacancies in the service which had not been set out in the consultation document. They asked that these be advertised internally to allow staff, with the potential for displacement to apply and avoid redundancy. It was noted, in response, that the vacancies were a result of voluntary redundancy applications. These posts had recently been advertised internally and the Assistant Director was confident that these posts would be filled with existing staff.
- The deputation informed the meeting that staff were unhappy about the lack of consultation over the decision to allow Veolia to take over some parks depots, and felt that this pre-empted the outcome of the consultation. There were strong arguments for keeping depots in parks, both for staff presence as a deterrent to anti-social behaviour and also to reduce travelling time and associated costs. The Assistant Director for Recreation services advised that the closure of the depots, following the reductions in Parks staff had been avoided by coming to this agreement with Veolia and they would continue to provide a presence in and around the depot site. The waste management contract had been based on local area delivery which this arrangement also responded to.
- In relation to the claim that there would be a cut in the number of visits to

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sites for litter picking, it was noted that there would be a review of the existing programme/waste volumes collected/numbers of bins/integration of litter and dog waste.

Before considering the recommendations the Chair asked the Committee to put forward any further queries they had.

Clarification was sought on the total number of consultants and agency staff currently employed by the service. It was noted that there were 2 consultants funded by the Capital programme. These were one off investments already agreed by Cabinet. There had been 11.5 FTE agency staff which had been reduced to 6FTE. These remaining posts were to respond to seasonal requirements of Park maintenance. The Committee noted that the notice period of staff taking voluntary redundancy would fall within the summer months and there was scope to consider what duties were carried out in this period by agency staff.

There was considerable concern expressed on area deployment of Parks operational staff and whether there were enough cleaning operatives in the structure to agree recommendation 3.1.5. The Chair proposed that two extra posts be assigned for cleaning duties to enable this recommendation to be agreed. This was in response to the concerns and complaints received by members of the Committee from residents about the recent cleanliness of parks in their local areas. The Interim Director of Urban Environment asked that this proposal be considered carefully as there would a lot of challenges to be managed by the service and therefore the context of this request should be considered with this.

Discussion ensued on how these two posts would be added to the recommendation in terms of the budget allocations. The Chair agreed that he would discuss the addition of these two posts with the Cabinet Member or the Leader but he was confident that they would be agreed. In the event that they were not agreed with, he would provide a report back to the next Committee on this.

RESOLVED

- i. That it be noted the proposals for the reshaping of Recreation services was based upon the need to achieve initial budget savings of £1.53m from 1 April 2011.
- ii. That it be noted 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.
- iii. That the focus and shape of the new structure for Leisure services i.e. Client Operations and Commissioning be agreed.
- iv. That the specific changes and reduction in the establishment taking into account the outcome of consultation set out in the report be agreed. This is with due regard to the Authority's public sector equality duty.

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	<p>v. The area based deployment of Parks operations staff with an additional 2 posts included and allocated to cleansing duties be agreed. These added posts were subject to discussion and agreement with the Cabinet Member/Leader, the outcome of which will be reported back to the forthcoming meeting.</p> <p>vi. That the Permanent staffing structure at Broadwater Farm Community Centre be agreed.</p> <p>vii. That it be noted, the completion of the current planned leisure externalisation programme over the forthcoming two to three years would require further organisational review.</p>
GPCO154	<p>RESTRUCTURE OF PROPERTY SERVICES</p> <p>The Committee were asked to consider the proposals for the restructure of Property services . They were advised that 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.</p> <p>Further to combined a number of teams and functions operational and support roles had been reviewed to seek opportunities for efficiency savings and reducing the number of posts. The following changes were therefore outlined to reshape the service to be able to focus on the above priorities and reduce the establishment with effect from 1st July 2011:</p> <ul style="list-style-type: none">• Integrated management support to Technopark within the Corporate Landlord Team, Hard FM team.• 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.• Revision of the soft FM management structure to concentrate resources on leading operational delivery, combining the reception and building support teams. This was to provide supervision during extended day on a rota basis (7am-9pm).• Bring 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• 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.• Cease the provision of the Building Maintenance Helpdesk function and route calls direct to the Managing Agent (Europa) to eliminate duplication.

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	<p>The staffing changes to enable this were set out in paragraph 6 of the report.</p> <p>RESOLVED</p> <p>Further to no queries from the Committee, the proposed establishment changes to Corporate Property Services resulting in 15 posts deleted , 2 posts changed and 4 post created, was agreed.</p>
GPCO155	<p>SUMMARY OF DELEGATED DECISIONS</p> <p>The report informed the General Purposes Committee of delegated decisions taken by Directors in Consultation with the Chair of General Purposes Committee on staffing matters. At the General Purposes Committee meeting on the 15th February 2011, Members agreed that the Committee would be kept informed of the decisions taken by delegated authority , by the Chair and directors, in relation to staffing restructures by the means of a summary report being considered at a Committee meeting when a sufficient number had been completed. The report provided an update to the Committee on the number of decisions taken by Directors in consultation with Chair of General Purposes over the last 6 months. These decisions would have involved changes to the establishment, affecting 20 posts or less, where the relevant employee's side are in agreement, or have not raised objections within the agreed timetables (Council Constitution, Appendices, Section E, Delegations to Officers, page 85.)</p> <p>RESOLVED</p> <p>That the report be noted.</p>
GPCO156	<p>EXEMPT ITEMS OF BUSINESS</p> <p>None</p>
GPCO157	<p>EXEMPT INFORMATION</p> <p>The press and public were excluded from the meeting for consideration of the following item as it contained exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1 & 2: namely information relating to any individual, and information likely to reveal the identity of an individual.</p>
GPCO158	<p>RELEASE OF EMPLOYMENT BENEFIT FOR AN EMPLOYEE</p> <p>Agreed.</p>

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The Chair of the Committee, Committee members and Officers attending the meeting wished to place on record their gratitude and thanks to Cyril Andrews and Steve Coles for their work in the borough as part of their respective unions over a number of years. Their input and advice in industrial relations over the years had been valuable and much appreciated.

Councillor George Meehan

Chair