

Carbon Management & Sustainability (CMSS)

Plan Making

The Carbon Management and Sustainability service will amalgamate the plan making functions of the Planning, Regeneration and Economy Service and other elements of the Place and Sustainability Directorate.

The Local Development Framework (LDF) and other major documents that the team are responsible for producing and delivering (such as the Local Implementation Plan (LIP) and Local Carbon Framework and Adaptation Plan) are the basis on which key delivery decisions are made.

For example the Core Strategy, which is part of the LDF, sets out the policies on which planning applications are determined and how the Council will deliver a better choice of high quality design, affordable housing, better community facilities, more schools and training opportunities, improved public transport and more attractive and safer streets and parks. Every stage of the adoption process has been subject to consultation with the community and an EqlA and/or a Sustainability Appraisal has been carried out.

This team also produced a Statement of Community Involvement (SCI) which sets out how the community will be engaged in the preparation of the Local Development Framework and in the determination of planning applications in the borough. As part of the SCI hard to reach groups within Haringey were identified and special effort is made to target these groups specifically for new policies.

Other local and national policies relating to the work of the Planning, Regeneration and Economy Service also go through a thorough consultation and equalities process.

All plans and policies are published on the Council's website.

Housing Enabling

Equalities monitoring of the 10% wheelchair requirement on all new affordable housing schemes. The team assists in developing nominations agreements with Registered Providers and is involved in setting the criteria for supported housing schemes (e.g. extra care housing for the elderly at Roden Court and Trees). The team also has regular contact with the HCA and Registered Providers (including a number of BME led housing associations) around the supply of specialised housing for different needs groups and communities (e.g. autism, people with learning difficulties etc).

Fuel Poverty

For every fuel poverty scheme in the borough (e.g. HEEP, RE:NEW, Warm Front and Warmth & Comfort) equalities information is collected from recipients and is used for project reporting, statistical returns etc.

Development Management and Planning Enforcement

Planning Applications

Applicants now submit planning applications on National Planning Application forms which have been developed by the Department for Communities and Local Government. Previously the department used to request equalities information with the submission of planning applications but since the inception of 1App – the national planning application form in 2008 this is no longer requested.

There is statutory requirement for the Planning, Regeneration and Economy service to consult the community on planning applications. The number of people/businesses consulted depends on the size and complexity of the planning application. Details of who is consulted and when can be found in the Neighbour Consultation Policy. All comments on an application are taken into consideration when reaching a decision on an application.

Planning Officers' decision or recommendation to Planning Committee to approve or reject a planning application is based on whether the application is in line with local/national planning policies and, as mentioned above, feedback from the consultation.

At Planning Committee, residents, community groups and businesses are given the opportunity to make representation for or against a development proposal and these are also taken into account when the Planning Committee is reaching decision on an application.

For all major applications submitted applicants are requested to submit an EqIA on the development proposal.

The Council has established a Development Management Forum to facilitate the discussion of large scale or contentious planning applications. The forum does not reach a decision about an application but its purpose is to allow Councillors and the community to raise issues of concern and obtain answers to questions about a particular application.

Agents Forum

The Planning, Regeneration and Economy service also hold Agents Forums on average two times a year. The majority of planning applications are submitted by agents acting on behalf of the planning applicant, therefore we use these forums to liaise with local agents and provide information about the service, new legislation and new or amended policies. These forums also offer agents the opportunity to ask questions these topics and also specific things related to their work.

Customer Satisfaction Surveys – Planning Enforcement

The Planning Enforcement team send out customer satisfaction surveys to complainants. Only a very limited response has been received to this survey and therefore it is difficult to use this data as a reference point at this time.

Planning Enforcement Customer Surgeries

Customer Surgeries were carried out for the Planning Enforcement team. These sessions offered information on how the service the Planning Enforcement team could be improved. The suggestions were taken forward and actions for improvement were developed. No equalities data was gathered as part of this exercise.

Building Control

Building Regulations

Building Regulations ensure the health and safety of people in and around buildings by providing functional requirements for building design and construction. In addition, the Regulations promote energy efficiency in buildings and contribute to meeting the needs of disabled people. Builders and developers are required to obtain building control approval, an independent check that the Building Regulations have been complied with.

All new or amended Building Regulations are produced by Central Government (Department for Communities and Local Government). They are consulted upon and impact assessed before being adopted and implemented.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	Reduce barriers?	No change?
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Comment

As the service has identified no existing barriers it is not envisaged that the proposed changes to the structure will impact on frontline service delivery.

It is envisaged that the services, that the proposed restructure of the Planning, Regeneration and Economy Service, that this report covers, will not change as a result of this restructure. No services that the teams currently offer are being suspended. As described in Step 1 services are being amalgamated to support the delivery of the key functions and priorities of the PRE service.

Although there are slight cuts in staffing levels, the main frontline services (Development Management and Building Control) have not been drastically reduced.

As a result of the reduction in back office support staff (due to the various support function reviews i.e. performance, finance and back office) there will be an expectation that managers take on certain responsibilities such as: HR (i.e. sickness monitoring and performance appraisal reporting) and financial management (i.e. budget monitoring, procurement and debt management). Managers should already have been aware of these responsibilities and would previously support the back office in the monitoring and management of these, however they will be trained and given support and the software to implement these changes.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

There are no specific barriers identified in respect of this restructuring proposal.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

As 3b, therefore there are no barriers identified for removal.

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Staff and relevant Trade Unions have been consulted on the proposals.

The main comments and questions coming out of the consultation were:

There were 51 key comments and responses and these are set out below in detail. Most comments were made on the general restructure (9), the Development Management professional service (8) and on the Carbon Management service (14). Planning policy and projects comments were generally put under the heading of Carbon Management. There were some comments of general support, but most comments were about process or were concerns about the restructure and potential workloads some of the main concerns are outlined below. Overall there were no comments that were significant enough to support a change to the proposed restructure or timetable.

Job Descriptions

- Concerns were raised about when job descriptions would be sent to all staff and whether all were subject to change and evaluation.

Technical Support

- The rationale behind moving the technical support teams away from the technical officers was questioned.
- Concerns were also raised about the reporting lines for the team leaders of the technical support teams.

Management Responsibility

- The number of direct reports some managers have in comparison to other managers was queried, with some commenting that there were too many direct reports under a manager to others saying there were too few.
- Concern was raised over managers taking over HR and budget management responsibilities and questioned whether there would be training and support for this.
- The role of the Principal Programme Manager positions was asked to be clarified in relation to those of the Team Leaders.

Resource Implications

- Comments were received about the number of resources available to carry out key service work for example Planning Enforcement.

Carbon Management and Sustainability Team

- There were concerns about how this newly formed group would function and whether the mix of teams proposed was correct.
- It was questioned whether the team of Transport Planners should be removed from the Sustainable Transport Group in the Single Frontline Service back into the Planning, Regeneration and Economy Service.
- Concerns were also raised about the removal of the Housing Enabling Team from the Strategic and Community Housing Service.
- The reduction in the number of Environmental Resource Officers was also questioned given the Council's commitment to the delivery of its 40:20 ambitions.

Grades

- The range grades of the technical officers were queried.

Future Resource Cuts

- It was questioned whether, after this consultation, there would be further cuts to services due to the savings required for 2012/13.

A full list of the comments and questions received as part of the phase 1 consultation and the responses to these from management can be viewed as an appendix to this document.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

Where necessary, all comments and questions made on the consultation have been considered and responded to as per appendix 6 of the Corporate Committee report.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

All questions and comments raised during the consultation will be responded to, where possible. They will also be published as part of the PRE Restructure report which is reported to Corporate Committee.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

As mentioned previously, managers may need to be trained on the HR and financial management responsibilities that they will be taking over. This training is already in progress.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- *Who will be responsible for monitoring?*

The Assistant Director for Planning, Regeneration and Economy and the Senior Management Team will be responsible for monitoring.

- *What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?*

The results of the Customer Satisfaction Surveys will be used to monitor the effects of the restructure on the service that is provided to Planning, Regeneration and Economy customers.

The service will also use data from Performance Indicators (both local and national) to monitor how the service is performing against national and local set targets. It will also monitor the key projects and actions identified in the business plan to ensure they are on target.

Finally, the service will also monitor feedback from complaints and Member Enquiries in relation to this restructure.

- *Are there monitoring procedures already in place which will generate this information?*

As above, all these monitoring procedures are already in place.

- *Where will this information be reported and how often?*

This information is reported as follows:

- Performance is reported to the PRE SMT and Place and Sustainability DMT on a monthly basis.
- The business plan is reported as above but on a quarterly basis.
- The Customer Satisfaction Surveys are reported on an annual basis to the PRE SMT.
- Complaints and Member's Enquiries are monitored on a monthly basis to SMT and DMT.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
No Impacts Identified	No Impacts Identified	No Impacts Identified	No Impacts Identified	No Impacts Identified	No Impacts Identified

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Managers taking over HR/Finance monitoring.	Management refresher training on HR/Finance management	Marc Dorfman	September 2011	This will be within existing resources and with support from central finance and HR teams.

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

Assessed by (Author of the proposal):

Name: Marc Dorfman

Designation: Assistant Director Planning, Regeneration & Economy

Signature: Marc Dorfman

Date: 14th June 2011

Quality checked by (Equality Team):

NAME: Arleen Brown

DESIGNATION: Senior Policy Officer

SIGNATURE: *A. J. Brown*

DATE: 14.6.11

Sign off by Directorate Management Team:

Name: Anne Lippitt

Designation: Interim Director Place and Sustainability

Signature: *Anne Lippitt*

Date: 14th June 2011

Appendix 6 – Planning, Regeneration and Economy – Phase 1 Consultation Responses: Summary and Detail – 13/06/2011

Theme	Question/Comments	Responses	Action
<p>SUMMARY</p>	<p><u>Overall Summary Comment for Corporate Committee</u></p> <p>Under 16 headings there were 51 key comments and responses and these are set out below in detail. Most comments where made on the general restructure (9), the Development Management professional service (8) and on the Carbon Management service (14). Planning policy and projects comments were generally put under the heading of Carbon Management. There were some comments of general support, but most comments where about process or were concerns about the restructure and potential workloads. Overall there were no comments that were significant enough to support a change to the proposed restructure or timetable.</p>		
<p>Theme</p> <p>SUMMARY</p> <p>A. General and Service Management</p> <p>B. Job Descriptions</p> <p>C. Grades</p> <p>D. Ringfences</p> <p>E. Voluntary Redundancy</p> <p>F. Recruitment</p> <p>G. Job Titles/Roles</p> <p>H. Team Name</p> <p>I. Management Responsibility</p>	<p>Summary - Questions/Comments – 9</p> <p>A. General and Service Management – 9 In addition to some supporting comments, it was felt the structure was management top heavy, ignored the 1:5 ratio, was not fit for purpose and may not be supported by the new Director.</p> <p>B. Job Descriptions – 3 Full JDs not sent out at start of consultation period</p> <p>C. Grades – 2 Rationale for grade ranges requested</p>	<p>Summary - Responses</p> <p>A. General and Service Management Management is being cut by nearly half. Overall the 1:5 ratio is respected and service design and innovation is also important. Business Plan targets are being met and managed. The Interim Director is keeping the new Director up to date and no changes have been requested.</p> <p>B. Job Descriptions Full Job Roles were sent out and JDs followed during the consultation period</p> <p>C. Grades Career development and management</p>	<p>Summary - Action</p> <p>Action Agreed: A1 - completed D1 – action before Phase 1 implementation</p>

Theme	Question/Comments	Responses	Action
<p>J. Staff Resources K. DM/BC Technical L. DM/BC Professional M. Economic Regeneration – Development N. Planning Projects O. Planning Policy P. Carbon Management</p>	<p>D. <u>Ringfences – 1</u> Carbon Management Team Leader posts should also be ringfenced for Programme Management posts.</p> <p>E. <u>Voluntary Redundancy – 1</u> What is Council policy on VR?</p> <p>F. <u>Recruitment – 1</u> Process to be explained</p> <p>G. <u>Job Titles/Roles – 3</u> Explain difference between team leaders and programme managers</p> <p>H. <u>Team Name – 1</u> Concern about name Carbon Management</p> <p>I. <u>Management Responsibility – 3</u> 1:5 ratio not respected; DM management alignment needs changing; managers may not be able to cope with all tasks</p> <p>J. <u>Staff Resources – 1</u> Insufficient Carbon Management and 40:20 Programme resources</p>	<p>flexibility</p> <p>D. <u>Ringfences – 1</u> HR policy to be checked before implementation of Phase 1</p> <p>E. <u>Voluntary Redundancy</u> Policy sent out to all staff during the consultation period.</p> <p>F. <u>Recruitment</u> Process explained</p> <p>G. <u>Job Titles/Roles</u> Both are managers. Team leaders have direct reports and programme managers work across services and boroughs – as do team leaders</p> <p>H. <u>Team Name</u> CM name explained</p> <p>I. <u>Management Responsibility</u> 1:5 ratio is respected over all. Service design balances 1 : 5 ratio and different types of management function. Managers will be supported to deliver what is in JDs</p> <p>J. <u>Staff Resources</u> Service integration will provide better support and drive productivity.</p>	

Theme	Question/Comments	Responses	Action
	<p>K. <u>DM/BC Technical – 3</u> Rationale for service design and concern over reporting lines.</p> <p>L. <u>DM/BC Professional – 8</u> Team Leader direct reports to be better allocated. More enforcement and appeals resources needed. Skill levels need to be increased and comments made both supporting and criticising pay levels.</p> <p>M. <u>Economic Regeneration – 1</u> Concern over consultation process</p> <p>N. <u>Planning Projects – 0</u></p> <p>O. <u>Planning Policy – 0</u></p> <p>P. <u>Carbon Management – 14</u> Concern that teams that make up Carbon Management (CM) will not integrate, that diverse skills will be lost along with existing service links – particularly Transport. CM should be kept as small specialist teams. Politicians are integrated so why should the officers be. Community response to Rethinking Haringey said CM resources should be reduced</p>	<p>K. <u>DM/BC Technical</u> Service design and reporting lines clarified</p> <p>L. <u>DM/BC Professional</u> Service design and integration is rationale for direct reports. Integration will provide better productivity and resource flexibility</p> <p>M. <u>Economic Regeneration</u> Parallel restructure is being carried out</p> <p>N. <u>Planning Projects</u></p> <p>O. <u>Planning Policy</u></p> <p>P. <u>Carbon Management</u> The Local Development Framework and its key support strategies will drive work and integration. Skilled officers being maintained. Specialist officer in teams as good as specialist teams – this drives integration. CM will for the first time deliver and resource that to date the Director has had to deliver on his/her own. CM specialist team resources are being reduced – and being re organised. CM will aim to integrate senior single portfolio Cabinet Members.</p>	
A. General and Service	1. Error in App 2 Existing Structure. Should read	Agreed	Amended

Theme	Question/Comments	Responses	Action
Management	3X Housing Enabling and 1X Housing Assets Officers		documentation to all staff
	2. Some 5 th tier positions are at higher grade than 4 th tier team leaders	Some 5 th tier "Programme Managers" will have to manage different disciplines and staff across the council and across boroughs, in some cases at a pan London level. Some 4 th tier team leaders will only have to manage one or a few narrow disciplines within the Borough only.	No Further Action (NFA)
	3. A two phased restructure is confusing and lacks clarity	This is not agreed. The 2 phase approach is clear and is set out in the documentation and allows more involvement of heads of teams/services.	NFA
	4. Where will the service be located?	This is not finally decided. It is likely that the service will move to help consolidate into fewer buildings to enable assets to be better managed. Staff have been and will continue to be asked to "work smart"	NFA
	5. Support proposed Phase 1 and 2 restructure and grade ranges	Noted	NFA
	6. The new Structure is still top-heavy. This will not help in reducing significant costs and managers will get upgrades.	Para 7.7 of the report shows that PRE management will be reduced by 47% the biggest % reduction of tiers. Overall the ratio of managers to staff goes down and managers will manage more staff. Cost reductions are significant. Grades are set by evaluation.	NFA
	7. No consistency between team leaders and principles. DM team leader has 9 reports. Why is major projects officer treated more like a team leader. PO7 grades should have direct reports.	The proposed restructure takes into account both Rethinking Haringey and service needs. Simple direct report systems are not helpful in town planning where all staff have to work across teams and services to deliver outcomes and bespoke work. So DM should be looked at as having 3 – 4 managers and 12 staff a reasonable manger to staff ratio. It also recognises that management is not just about	NFA

Theme	Question/Comments	Responses	Action
	<p>8. Can there be reassurances that the new Director supports the way PRE is being restructured. The service has been designed to fit the staff not the service. There may not be enough technical expertise or resources to deliver the business plan. The CIL/CIP post needs to be rethought – and it needs training support. Job roles are insufficient – need JDs</p>	<p>“reports” but about “supervision and driving quality”. The SO1-PO4 grade range offers career development and management flexibility. This provides for a modern and staff motivating structure, and a proper reflection of service needs - not one that reduces opportunity and is built on outmoded ideas about hierarchy and job limits. The service needs a facility that focuses on major sites without restricting others from developing their ability to deal with major sites – as part of career development. Inevitably a major sites officer will be a senior and someone who advises and guides, even supervises – a management function. But the service does not need all staff to focus on major sites since we only get 10-50 a year.</p> <p>The Interim Director supports the restructure – the new Director and CE and lead members are aware of the proposals – and there are no requests for change. Whilst having to make resource reductions, the service has been designed to deliver – and deliver its business plan. There is every indication that this is being appropriately done within agreed tolerances. LDF on track, enforcement complaints steady, DM and BC applications being appropriately processed, customer satisfaction positive, appeal win rates up, major site development moving forward in a difficult climate, estate renewal plans starting to be made, 40:20 programme and milestones being broadly met, and despite a reduction in ABG for economic development the section is now re growing its resource base. The CIL/CIP post will deliver to</p>	<p>NFA</p>

Theme	Question/Comments	Responses	Action
B. Job Descriptions	9. Are there like to be more cuts needed than designed for 2012/13?	its agreed JD/PS – if the skills are inside the Council this will reveal them otherwise the Council will appoint externally. The job roles were comprehensive and clear – full JDs for the 4 outstanding posts were available 5 days before end of consultation period.	NFA
	1. When will JDs be sent out?	At this point in time no. There may need to be more savings for 2013/14, these are being considered between now and Dec 2011. Job Roles and JDs for Phase 1 included in consultation pack. 4 outstanding JDs were provided during the consultation. JDs for Phase 2 will be provided at that Phase. Significant pre formal consultation clearly established purpose of structure and new and existing jobs	NFA
	2. Will new and expanded existing JDs be subject to re evaluation?	Yes new and expanded jobs will be subject to evaluation.	NFA
	3. Detailed JDs for phase one released 5 days before close of consultation	Detailed job roles available at start of consultation. JDs simply added normal detail. All fundamentals of job purpose and competencies available at start of consultation process	NFA
C. Grades	1. What is the reason for the wide grade ranges? Will lower grade officers be affected by ring fenced grades at higher end scales?	Wide grade ranges offers career development and management flexibility to deliver the service. Each grade within functional areas will have a criteria/competency level. Haringey is part of a national pilot to create a national town planning competency framework that takes into account current work and known future work - and some staff in town planning functions have been interviewed about work responsibilities and competencies as part of this pilot. Town Planning will form the backbone to all work in the PRE service. The policy and project	NFA