



Report for:	Corporate Committee 27 September 2011	Item number	12
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Title:	Integration of Benefits, Local Taxation and Customer Services
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Report authorised by :	Julie Parker, Director of Corporate Services
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Ward(s) affected: All	Report for Non Key Decision:
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1. Describe the issue under consideration

- 1.1 To provide an overview of the proposed integration and resultant structure of Benefits, Local Taxation and Customer Services
- 1.2 To seek agreement from the Corporate Committee to the recommendations set out in section 3 below.

2. Cabinet Member Introduction

- 2.1 Not applicable

3. Recommendations

That Members:

- 3.1 Note the overview of the current and proposed shape of the service set out in Appendices 2, 3 and 4.
- 3.2 Note the responses to Unisons comments in Appendix 6
- 3.3 Note the restructure proposals and resolutions that were agreed at the Corporate Committee Meeting of the 21 July 2011.
- 3.4 Consider and agree the rationale and key elements of the proposed integration.



- 3.5 To seek approval for an integrated Benefits, Local Taxation and Customer Service division.

4. Background information

- 4.1 The integration of Benefits, Local Taxation and Customer Services will provide both a phase one approach to implementation of the revised customer contact operating model and a tactical solution that focuses on handling customer enquires at the first point of contact.
- 4.2 The proposed structure identifies our future requirements as an integrated service and will encourage a joint front and back office approach to customer resolution and satisfaction. A main aim will be to reduce hand-offs, waste and duplication. Furthermore effectiveness improvements will be sought in the business support activities of IT, administration, training and control. Through focussed leadership and direction the structure will deliver a confident, learning, supportive and disciplined culture.
- 4.3 The proposed structure seeks to realise the savings required as a result of the following:
- The integration of Benefits, Local Taxation and Customer Services incorporating management reshaping, delayering and reduction.
 - The closure of Hornsey and North Tottenham Customer Service Centres.
 - The reduction of internal calls to the switchboard.
 - The reduction of call centre hours from 8 – 6 to 9 – 5.
- 4.4 The proposed savings to be secured from the proposals is £1.798m over 2011/12 and 2012/13.
- 4.5 The proposed FTE posts reduction is 317 to 235.5 with a net reduction of 81.5 FTE posts. The current level of occupied posts is 263.2 FTE. The table below provides a breakdown of the occupied posts against the new proposed structure layers, the proposed post numbers and the voluntary redundancies already agreed. There has been a number of voluntary redundancy requests that will reduce the number of compulsory redundancies required. In overall terms, the table below shows that the integrated service is 7.3 FTE posts short.

Level	Current Occupied Posts	Current Occ No.	Proposed Posts	Prop. No.	VR Agreed	Diff.
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1	Head of Service	1	Head of Service	1	0	0
2	Deputy Head	1	Assistant Head	4	0	3
3	Managers Team Leaders	35	Service Managers	21	8	-6
4	Support Officers Senior Officers Officers Assistants	226.2	Service Officers	209.5	27	10.3
Total		263.2		235.5	35	7.3

4.6 Full consultation has been conducted with staff, Unison and key stakeholders. The formal consultation period closed on the 9th September following both staff team meetings and individual meetings. The structure and job descriptions have been amended during the consultation period following suggestions received.

5. Comments of the Chief Financial Officer and financial Implications

5.1 The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

6. Head of Legal Services and Legal Implications

- 6.1 A decision by the Committee with implications for the staffing establishment of this service can only be taken in principle pending the outcome of statutory consultation with the trades unions and consultation with the staff affected.
- 6.2 The decision in principle must pay due regard to the authority's public sector equalities duties, including consideration of the equalities impact assessment.
- 6.3 The carrying out of this proposal must comply with the Council's procedures concerning restructuring. The position of staff who may be displaced as a result of this reorganisation will need to be considered under the terms of the Council's procedures regarding redeployment and redundancy.

7. Equalities and Community Cohesion Comments

7.1 For each of the savings proposals an Equalities Impact Assessment (EqIA) has been completed.

8. Policy Implications



Haringey Council

- 8.1 The proposals in this report reflect the changes agreed in the 'Rethinking Haringey' report and the council's budget strategy.
- 8.2 A council priority is to drive change, improving quality-customer focussed, cost effective services achieving high levels of satisfaction.

9. Use of Appendices

- 9.1 Appendix 1 sets out the rationale and key elements of the proposals.
- 9.2 Appendix 2 sets out the current structure in Benefits and Local Taxation.
- 9.3 Appendix 3 sets out the current structure in Customer Services.
- 9.4 Appendix 4 sets out the proposed structure.
- 9.5 Appendix 5 sets out the comments from Unison.
- 9.6 Appendix 6 sets out the management responses to staff and trade union comments.
- 9.7 Appendix 7 is the EqIA for the closure of North Tottenham Customer Service Centre.
- 9.8 Appendix 8 is the EqIA for the closure of Hornsey Customer Service Centre.
- 9.9 Appendix 9 is the EqIA for the organisational restructure.

10. Local Government (Access to Information) Act 1985

Not applicable