



Report for:	Corporate Committee on 24 th November 2011	Item number	
--------------------	---	------------------------	--

Title:	Staff Changes Associated with the Cabinet Decision to Close Four Residential Care Homes: Whitehall Street, The Red House, Cranwood and Broadwater Lodge Residential Homes
---------------	---

Report authorised by:	Mun Thong Phung Director of Adult and Housing Services
------------------------------	---

Lead Officer:	Lisa Redfern, Deputy Director, Adult and Community Services, tel: 020 8489 2326, email: lisa.redfern@haringey.gov.uk ;
----------------------	---

Ward(s) affected: All	Report for Key Decision
------------------------------	--------------------------------

- 1. Describe the issue under consideration**
 - 1.1 To provide background context and an overview of the consultation and restructuring process connected with the Cabinet decision to close four residential care homes.
 - 1.2 To seek agreement of the Corporate Committee to the recommendation set out in Section 3 below.
- 2. Cabinet Member Introduction**

N/A.
- 3. Recommendations**
 - 3.1 Corporate Committee are asked to approve the deletion of all posts based in four Residential Homes as summarised in section 5.4 of this report as a consequence of the decision that was taken by Cabinet on 18th August 2011.
- 4. Other options considered**



5. Background information

5.1 Context

We face a challenging budgetary framework in which to operate and a number of Adult Social Care service reductions to consider. In order to ensure that we continue to offer the highest quality of service we can to support some of Haringey's most vulnerable people we need to consider and agree our priorities; our statutory 'must do's' and we need to look at what we currently provide and the way in which we provide our services. We should be satisfied that we deliver high quality services but in the most efficient and value for money way. Adult Social Care has been judged as **Performing Well** over the last three years by the Care Quality Commission (CQC). Nationally we have performed in the top quartile over the two last years in terms of the residential and non-residential care that we commission locally. This means that the services that we commission are rated as good or excellent in terms of their quality. This is very good news for Haringey's vulnerable residents.

We are committed to protecting frontline services as far as possible in the face of the budgetary challenge. Councils face the challenge of an ageing population; people are living longer; which is something to celebrate, but how do we pay for the increased demand and expectations in a fair and affordable way as public spending reduces. Since the austerity programme introduced by the Coalition Government in May 2010 public spending will reduce over the next few years and councils and their partners will be expected to find billions of pounds of extra savings. It is within this context that Adult Services is required to deliver a reduction in expenditure over the next three years.

5.2 The Future Strategic direction and key outcomes for Adult Social Care Services:

We are continuing to enhance and develop our service offer, within a value for money framework, for example, offer people more choice and control over their lives and increased independence through personalised budgets; we have further enhanced our safeguarding services and we have offered some real service improvements such as, improved stroke prevention and care, across social care and health; supporting care arrangements for a new state of the art extra care facility (very sheltered care) which opened earlier this year; enhanced information, advocacy and signposting including a new online service directory: '[HAricare](#)' to give vulnerable people even more information about how, who and what to choose in terms of their care arrangements.

5.3 Process Leading up to the Cabinet Decision

On 20th December 2010 the Director of Adult, Culture and Community Services (as was) wrote to all staff stating that due to the significant savings that had to be made, proposals were going to Cabinet on 21st



December 2010 regarding a number of options to reorganise services, including options to close or cease a range of services. On 21st December 2010 Cabinet gave the approval to commence formal consultation with stakeholder groups on, amongst other things, the proposals that are summarised in the following table.

Name of Residential Home	Proposal
Whitehall Street	Close by March 2012
Red House	Close by March 2013
Cranwood	Close by March 2013
Broadwater Lodge	Close by March 2013

Consultation with all the various stakeholder groups, including staff, lasted from 31st January 2011 until 30th April 2011. Upon the conclusion of the consultation the proposals were reviewed and referred back to Cabinet. On the 18th August 2011, Cabinet agreed to close the four residential care homes.

This report focuses on the staff consultation process associated with the proposal to close the three Residential Homes for Older People and Whitehall Street, the Residential Home/Respite Service for People with Learning Disabilities as listed in the above table.

5.4 Current Staffing Establishment

The list of established posts can be summarised as follows.

Residential Home	Number of Posts	Headcount
Whitehall Street	29	27
Red House	44	41
Cranwood	42	42
Broadwater Lodge	45	42

5.5 Staff Consultation Process

The formal staff consultation process in connection with the proposal to close the Residential Homes commenced on 31st January 2011 and was due to last until 30th April 2011 however, this was extended until May 2011 in order to allow sufficient time for full responses to be received. Two briefing sessions were held with the staff teams in each of the four Residential Homes. A UNISON trade union representative was also present at these sessions. The dates are set out in the table below.

Residential Home	Briefing 1	Briefing 2
Whitehall Street	10 February 2011	7 April 2011
Red House	14 February 2011	11 May 2011
Cranwood	7 February 2011	9 May 2011



Broadwater Lodge	7 February 2011	3 May 2011
------------------	-----------------	------------

At the sessions, various issues were raised regarding ways in which staff could contribute to the consultation process about the proposals as well as the timetable and process that would be applied if Cabinet did agree that these Homes would be closed. Staff also raised questions about the timetable and likelihood of deployment and/or redundancy if approval was given. Council procedures regarding reorganisations were fully explained.

Staff were handed a leaflet at each of the first briefings. This leaflet confirmed the ways in which staff could contribute to the consultation process with contact details for trade union representatives and managers and the dates of Formal Trade Union Consultation meetings so that they could feed into these via their trade union representatives. It also set out ways in which staff could make enquiries about voluntary redundancy and redeployment as well as ways staff could access support that had been put in place for staff. In addition to the above, six Formal Consultation meetings were held between Senior Managers of the Department and Trade Union Representatives on 25th January 2011, 17th February 2011, 15th March 2011, 6th April 2011, 7th April 2011 and 26th May 2011. The formal Trade Union Response to the proposals was submitted on 6th May 2011 and is attached as **Appendix A**, and this was used to inform the Cabinet decision together with responses made by other stakeholder groups.

Neither staff, nor trade union representatives, raised any issues to do with the characteristics of the workforce that are affected by these potential closures. Throughout the consultation process we have worked with staff to enable them to contribute to the consultation process. We have also emphasised the benefits to staff of the 'supporting changes' package that has been put in place in terms of dealing with change and other forms of staff support.

On 18th August 2011 Cabinet approved the recommendation to close the four residential care homes and so, Corporate Committee are now being asked to approve the deletion of the posts associated with this decision. Upon deletion of the posts, the Council's Restructuring Policy will continue to be implemented, in which case every attempt will be made to deploy affected staff into any suitable posts that may be available leading up to the applicable closure date.

6. Comments of the Chief Financial Officer and Financial Implications

- 6.1 On the 18th August 2011, Cabinet made the decision to close the residential homes detailed above in order that full year gross savings of £3.72 million and net savings of £2.05 million would be achieved. These



savings have been calculated allowing for an estimated level of alternative re-provision.

7. Head of Legal Services and Legal Implications

7.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and its outcome set out in paragraph 5.5.

7.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the equality impact assessment referred to in paragraph 8.

7.3 The position of employees whose posts will be deleted as a result of the closure of the homes should be managed under the Council's policies regarding redeployment and redundancy.

8. Equalities and Community Cohesion Comments

8.1 Detailed Equalities Impact Assessments for staff has been carried out in relation to these proposals for each of the individual Residential Homes and these are attached as **Appendices B,C, D, and E.**

9. Head of Procurement Comments

N/A.

10. Policy Implications

10.1 As detailed in report.

11. Use of Appendices

11.1 Appendix A - Formal Submission from Trade Union in response to the Proposals;

11.2 Appendix B - Equalities Impact Assessment for Whitehall Street;

11.3 Appendix C - Equalities Impact Assessment for The Red House;

11.4 Appendix D - Equalities Impact Assessment for Cranwood; and

11.5 Appendix E - Equalities Impact Assessment for Broadwater Lodge.

12. Local Government (Access to Information) Act 1985

N/A.