

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

Councillors Amin, Gorrie, Griffith, Jenks, McNamara, Meehan, Watson, Whyte and Williams

Apologies Councillor Khan

Also Present: Councillor Egan, Mun Thong Phung, Lisa Redfern, Len Weir, Helen Gaffney, Mustafa Ibrahim, Phil Harris, Steve Davies, Raymond Prince, and Graham Oliver.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
CC61	APOLOGIES FOR ABSENCE(IF ANY) Apologies for absence were received from Roger Melling, Keith Brown, Michael Jones , and Cllr Khan. Cllr Egan substituted for Cllr Khan and provided prior notification in accordance with Committee Standing order 52 and 53.	
CC62	URGENT BUSINESS There were no items of urgent business for consideration.	
CC63	DECLARATIONS OF INTEREST There were no declarations of interest put forward.	
CC64	DEPUTATIONS/PETITIONS/QUESTIONS The Committee received deputations from Chris Taylor (Employee side representative) on: Agenda item 5) Staffing changes - Community Housing Services Base Budget reductions 2012/13 Agenda Item 8) Staff Changes Associated with the Cabinet decision to close In – House Home Care and establish a New Reablement Service Details of their comments and representations are recorded under the relevant minute below.	
CC65	STAFFING CHANGES - COMMUNITY HOUSING SERVICES BASE BUDGET REDUCTIONS 2012/13 The Committee were asked to agree a new staffing structure for Community Housing services. This decision came within the remit of Corporate Committee terms of reference, taking decisions relating to changes to the establishment which were not covered by the Officer Scheme of Delegation. The Committee were advised by the Legal	

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

representative that they were able to comment on the detail of the changes to the structure and propose amendments.

The Committee noted that there had been two previous restructures of this service, the first in 2010/11 necessitated by the reductions in the number of households in temporary accommodation and high level of homelessness preventions being achieved. The second restructure occurred in May 2011 in response to the Council's voluntary redundancy programme. This third restructure, considered by the Committee, was initiated in response to a reduction in base budgets for 2012/13. The Committee were asked to note that during these 3 restructures there had been a significant number of management posts deleted.

The detail of the changes to the staffing structure and how the impact of deleted posts would be managed was set out in appendix A.

Members raised the following issues:

- Spans of control and whether the ratio of managers to staff fitted the Rethinking Haringey policy of 1 manager to 8 staff. Members pointed to the lower number of staff allocated to Head of Commissioned services in comparison to the number of staff assigned to the Head of Housing Needs and requested information be provided on the ratio of managers per staff member. Taking on board the explanation about the specialist and strategic nature of some teams, Members wanted to understand further the balance between management and operational roles in Community Housing service and requested that this be made clear in the information to be provided on spans of control.
- The need for statistical information to provide an understanding of whether the workloads in the new structure were realistic and workable for agreement. The Committee were informed that in the coming 5 months the service would be looking at streamlining work processes, identifying and abolishing duplication, and considering better use of IT systems to reduce unnecessary tasks and ensure workloads were feasible. An example of the current workload of an income recovery officer was also provided as a guide with an estimation of what the increase would be after the restructure. Members wanted further evidence about how workloads had been assessed and roles compiled for the new structure. Information should be provided on : increase in volume of the current duties of each job role after the restructure , their current volume, and how the future impact of local and national policy changes were being prepared for and accounted for in workloads going forward under the proposed restructure.
- The Committee referred to Unison comments on the tabled

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

paper regarding the reduction in admin staff from 13 to 10 and their concerns about the selection method planned to recruit to the remaining 10 posts. Since the publication of the Committee agenda, the Head of Commissioned services had received written notification from some of the affected staff in this group putting forward a request for a reduction of their hours. The Committee noted that proposals for reduced hours would be considered by the service to understand if the reduction in hours equated to the reduction in FTE posts required under this section of the structure. The Committee requested that they be informed of the outcome of this consideration.

- Unison expressed their opposition to the testing of Admin staff and further raised concerns about the unfilled Service Operations Manager post, deletion of Tenancy Support Officer with the creation of a senior post in its place. They felt that these changes highlighted that management roles were being created and some frontline posts deleted. A response was provided by the Deputy Director of Community Housing who explained the policy and operational reasons behind filling the posts and the need to mitigate against the loss of a number of management roles in the service. The Committee was also asked to keep in mind that it would be important for the new structure to provide some career progression posts.

- The vacant position of the Head of Housing Needs and Letting was debated. Currently the responsibilities with this role were being shared amongst the senior management team. The Committee challenged the need to recruit to this vacant position given that the responsibilities of this role had been absorbed for the past 9 months. They felt that work load increase for senior staff was not enough of a reason to agree to this management post being filled. The Deputy Director of Community Housing recommended that this position be filled for an initial 18 month period to allow the management team to respond to forthcoming significant local and national policy changes. These were: the review of ALMO, decisions on council housing stock, impact of rent capping, the management of the supporting people budget. The Committee were reminded that there were no policy positions left in the Housing service to support this policy work following the centralisation of policy posts.

RESOLVED

- i. The Committee did not agree the recommendations of the report and asked that the information sought on workloads, spans of control be responded to in a separate addendum and attached to the main report for consideration at the next special meeting of the Corporate Committee on the 19th December.

DD
Com
Housing

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

	<p>ii. In addition, the Committee asked that this addendum also include a management response to the tabled Unison comments.</p>	<p>DD Com Housing</p>
<p>CC66</p>	<p>STAFF CHANGES ASSOCIATED WITH THE CABINET DECISION TO CLOSE TWO DAY CENTRES: WOODSIDE DAY CENTRE AND THE 684 CENTRE</p> <p>Following the Cabinet decision in October to close two day care centres , Woodside and the 684 Centre, the Corporate Committee were asked to consider the staffing changes arising from this decision. There were a total of 17 posts at the centres and as 3 were vacant it would mean that 14 members of staff would enter the redeployment pool. Following an analysis of potential employment opportunities at other Day Care centres, it was envisaged that 10 staff could be redeployed , leaving 4 staff at the risk of compulsory redundancy. The Committee were informed that Adult services were committed to seeking employment positions for these staff. Their skills were highly marketable, both in the Council and in the independent sector .</p> <p>The Committee were assured that the required Council procedures to safeguard staff and users in a transition period, following the closure of the Day Care centres, had been followed in full.</p> <p>RESOLVED</p> <p>i. That the deletion of all the posts based at the two Day Centres as set out in section 5.4 of this report be approved.</p> <p>ii. That the Committee receive a future update on the results of the redeployment process concerning the 4 members of staff without an immediate redeployment opportunity.</p>	<p>Dir Adult/ Housing services</p> <p>Dir Adult/ Housing services</p>
<p>CC67</p>	<p>STAFF CHANGES ASSOCIATED WITH THE CABINET DECISION TO CLOSE FOUR RESIDENTIAL CARE HOMES: WHITEHALL STREET, THE RED HOUSE, CRANWOOD AND BROADWATER LODGE RESIDENTIAL HOMES</p> <p>The Committee were asked to agree the Staffing changes connected to the Cabinet decision to close four Residential Care Homes in the Borough. These were Whitehall Street, The Red House, Cranwood, and Broadwater Lodge. The Committee acknowledged that the transition process would be more complex as it involved the movement of 80 residents . In readiness for this the Adult service were working on a financial model to twin track the reduction of residents with the reduction of staff. There had been full consultation with staff and unions to agree the process going forward. The staff were aware that there would be daily decisions made on staffing hours and numbers as residents were moved and beds also used by hospitals for delayed discharges discontinued.</p> <p>The Committee noted the service's dedication to the welfare and needs of residents in the care homes. Staff had signalled in meetings their</p>	

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

	<p>priority to the residents above their own individual employment prospects. An operational implementation plan had been drawn up with the guidance of staff and family members of residents .This plan was designed to ensure that the same level of care was continued before and after residents left the residential care homes. Adult services reiterated their loyalty to potential displaced staff and would seek redeployment opportunities for them in Day Care services or new Reablement service. If they were unable to positions in the council run services then the service would support keeping them in local services run by the independent sector.</p> <p>RESOLVED</p> <p>That the deletion of all posts based in the following four residential care homes: Whitehall Street, The Red House, Cranwood, and Broadwater Lodge, as detailed in section 5.4 of the report be approved.</p>	<p>Dir Adult/ Housing services</p>
<p>CC68</p>	<p>STAFF CHANGES ASSOCIATED WITH THE CABINET DECISION TO CLOSE IN-HOUSE HOME CARE AND ESTABLISH A NEW REABLEMENT SERVICE</p> <p>The Cabinet had previously agreed to close the Home Care service and establish a new Reablement service. The Corporate Committee were asked to consider the associated staff changes with this decision and agree the proposed staffing structure. A total of 65 posts would be deleted from the discontinuation of the Home Care service and these staff were ring fenced for 35 posts in the new Reablement service.</p> <p>The differences between the Home Care service and the new Reablement services were explained to the Committee. In the new Reablement service, clients would have a care plan driven by occupational therapy including intensive high level care over a set 6 week period aimed at aiding their independence. The Home Care Service provided support to clients on their daily care over a long period . In response to this change in care and reduction in staff , the Committee sought an understanding of the number of clients that the service would be supporting. It was estimated that there would be 18 staff on duty over a day supporting 50 clients. Research indicated that with effective reablement support , around 40-60% of clients would no longer require a service at the end of a six week period . Clients needing longer term care would be transferred to the independent sector. In terms of preparation for the new Reablement service, there was already a team taking on reablement duties and there were plans being developed for a 5-10 day training programme for staff in January to prepare for the start of the new service on 05 March 2011.</p> <p>In response to a question about why the service had not been developed sooner. It was explained that there was a joint occupational therapy and social work reablement team and telecare and telehealth in place, and it was envisaged that this new development would add a further</p>	

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

	<p>component and essential element to the joint reablement service.</p> <p>Unison provided an updated response to the closure of the Homecare service and establishment of the new Reablement service. They felt that the consultation with staff had been good process. They raised their objections to the written tests planned as part of the selection process of Home Care staff transferring to the Reablement service. They felt that the existing role of the Home Care worker already required them to be able to read care plans and interpret the care that should be provided. Also as most of Home Care workers were qualified at NVQ level 2 , the matter of understanding a care plan was contested as an issue. There were further concerns raised by Unison on the category of ring fence applied to the team leader and team manager roles.</p> <p>In response to the above concerns , Adult services anticipated that a written test would not be needed if the applications put forward for Reablement workers did not exceed the number of posts available. In the event that a written test was called upon in the selection process, it would involve the Home Care worker demonstrating their knowledge about the completion of a care plan. This was a task which would not be unfamiliar to them. In terms of the category of ring fence in use for the team manager and team leader role, where there was a change in duties to the post it meant that the post holder could not be slotted in or a closed ring fence applied. The change in the grading of this post implied a change in duties meaning an open ring fence was to be applied. This was in line with HR policy.</p> <p>Following the points raised by Unison and Adult services on the communication skills required to support the care of clients in the Reablement service, the Committee placed on record their expectation that the staff employed to work in the Reablement service should meet basic proficiency requirements.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the deletion of all posts based in the Home Care service as detailed in section 5.5 of the report be approved. ii. That new posts in the Reablement service be established as detailed in section 5.8 of the report. iii. That the Committee receive information on the new staffing structure when compiled with details of how blocks of care will be organised over a typical day. 	<p>Dir Adult/ Housing services</p> <p>Dir Adult/ Housing services</p> <p>Dir Adult/ Housing services</p>
--	--	--

**MINUTES OF THE CORPORATE COMMITTEE
THURSDAY, 24 NOVEMBER 2011**

Cllr George Meehan

Chair