



**Haringey** Council

<b>Report for:</b>	<b>Corporate Committee</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Reorganisation of Place and Sustainability Directorate</b>
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<b>Report Authorised by:</b>	 <b>Lyn Garner, Director Place and Sustainability</b>
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<b>Lead Officer:</b>	<b>Kate Dalzell, Head of Director's Office</b>
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<b>Ward(s) affected: N/A</b>	<b>Report for Key/Non Key Decisions:</b>
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**1. Describe the issue under consideration**

1.1 A restructure of the Place and Sustainability Directorate has been proposed, including proposals for the creation and disestablishment of posts at Deputy Chief Officer level. This paper seeks Corporate Committee approval for these proposals.

1.2 Implementation of these proposals would result in some Deputy Chief Officers aged 55 or over requiring early release from the pension scheme. This report seeks approval from Corporate Committee to proceed on this basis.

**2. Cabinet Member introduction**

N/A

**3. Recommendations**

3.1 Members are asked to:

- note the overview of the proposed future shape of the service and summary of the proposed restructure set out in the appendix to this report
- approve the proposed changes to the establishment at Deputy Chief Officer level, including:
  - disestablishment of the following posts:



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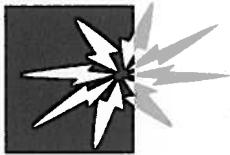
Assistant Director Leisure  
Assistant Director Culture  
Head of Corporate Property Services  
Capital Programmes Director  
Assistant Director Planning, Regeneration and Economy

- establishment of the following posts:
  - Assistant Director for Regeneration and Strategy
  - Assistant Director Planning
  - Assistant Director for Property and Capital Projects
  - Tottenham Programme Director
- note the delegation of authority to the Director of Place and Sustainability to make changes to the establishment to implement staff reorganisation as regards posts below the level of Deputy Chief Officer and following appropriate consultation
- conditional on approval of the changes to the establishment set out above, to provide approval in principal to the release of pension benefits to Deputy Chief Officers resulting from these changes. This would include:
  - approval of the release of pension benefits to the Assistant Director for Planning, Regeneration and Economy, and
  - in the event that the postholder is not successful in being appointed to the new role of AD Property and Capital Projects, approval of release of pension benefits to the Head of Corporate Property Services. A closed ring fence interview process will be used to select a postholder for this position
- note the financial implications of this release of benefits as set out in Section 6 and in the exempt sections of this report. Members are asked to note that subject to approval of the recommendation above, the capital costs arising to the pension fund as a result of the early release of benefits will be met from the Council's general fund.

#### **4. Other options considered**

4.1 The option for the Place and Sustainability to maintain its current organisational structure has been considered. This is not recommended for reasons of organisational effectiveness and efficiency as outlined in further detail in Section 5 below.

4.2 In relation to the costs arising from pension considerations and redundancy, officers will attempt to avoid redundancy by seeking suitable alternative employment for postholders. Ringfencing selection processes have been applied where postholders hold knowledge, skills and experience which would adequately satisfy the job description and candidate specification for new roles proposed in the reorganisation. These are detailed below. Staff who are made redundant as a result of this process will have access to the council's redeployment processes and will therefore be considered against any appropriate vacancies arising across the organisation.



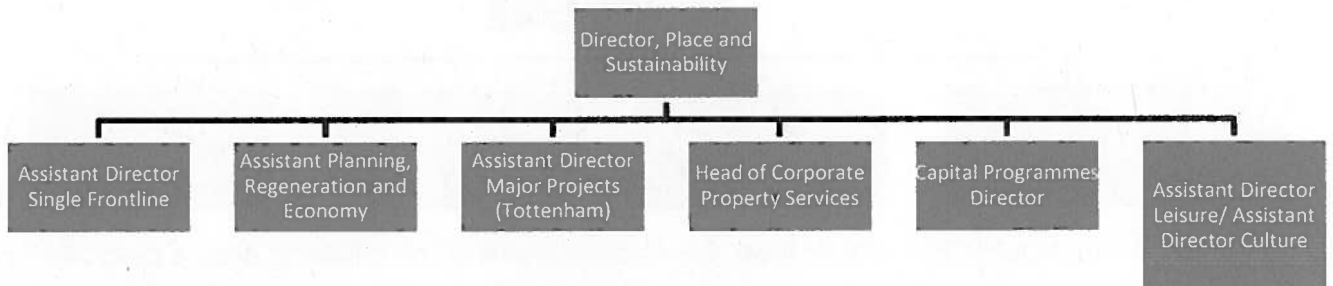
## 5. Background information

5.1 In January 2013 Corporate Committee agreed to the appointment of a temporary deputy director post in Place and Sustainability. The intention of this arrangement was to create management capacity to enable the Directorate to deliver significant service improvements and savings while at the same time progressing regeneration in Tottenham and across the borough. The creation of the post allows for a split between the operational and strategic elements of the Directorate, with the deputy director taking on direct responsibility for the majority of operational services in the department. A number of other drivers have also prompted reorganisation at this time, including the demise of the Building Schools for the Future Programme and the contracting out of a significant element of Leisure services

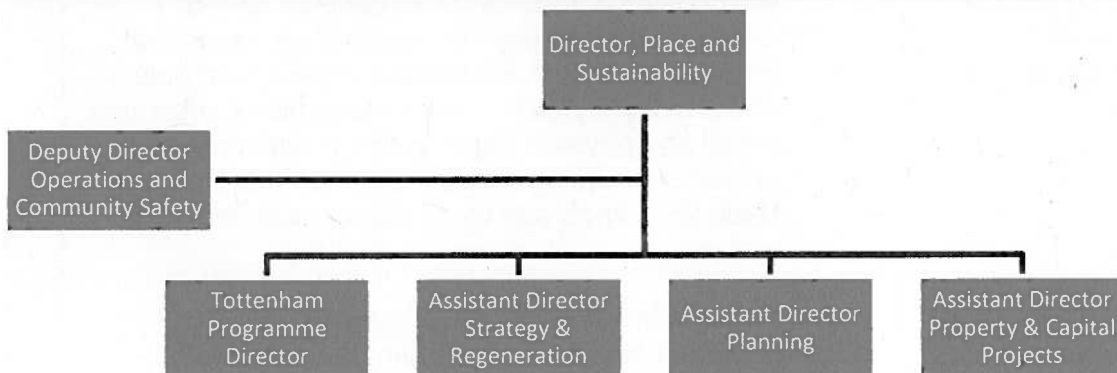
5.2 The reorganisation proposals are also set against a context of reducing resources across the Council. The Directorate is required to deliver pre-agreed savings, and will be required to find continuing efficiencies beyond 2013/14. It is envisaged that the new establishment will realise efficiencies and synergies in operational and strategic services as well as progress council priorities more effectively.

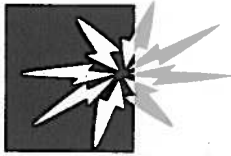
5.3 The structure charts below illustrate the proposed changes at first and second tier:

### *Current structure at first and second tier*



### *Proposed structure at first and second tier*





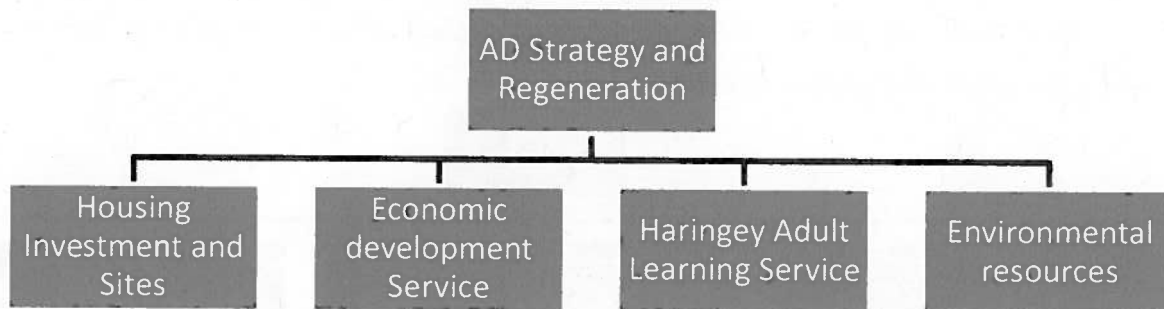
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5.4 In summary the following changes are proposed:

5.4.1 **Strategy and Regeneration:** The Directorate has a significant role to play in delivering growth and regeneration borough-wide (outside of the Tottenham Programme). Creation of a new business unit, Strategy and Regeneration, is proposed to drive forward cross-borough regeneration and renewal and lead on attracting inward investment and growth, drawing together the services that will need to work collaboratively to deliver objectives in this area including:

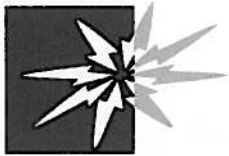
- Housing Investment and Sites (formerly in Planning, Regeneration and Economy)
- Economic development (formerly based in Planning, Regeneration and Economy)
- Haringey Adult Learning Service (formerly based in Culture)
- The environmental resources/ low carbon team (formerly based in Planning, Regeneration and Economy)

5.4.2 Shared management oversight will also accelerate the council’s work to strengthen the alignment between Adult Learning Service and Economic Development, to better create pathways for local people through learning, skills and employment.



5.4.3 At Deputy Chief Officer level, the establishment of the following post is proposed:

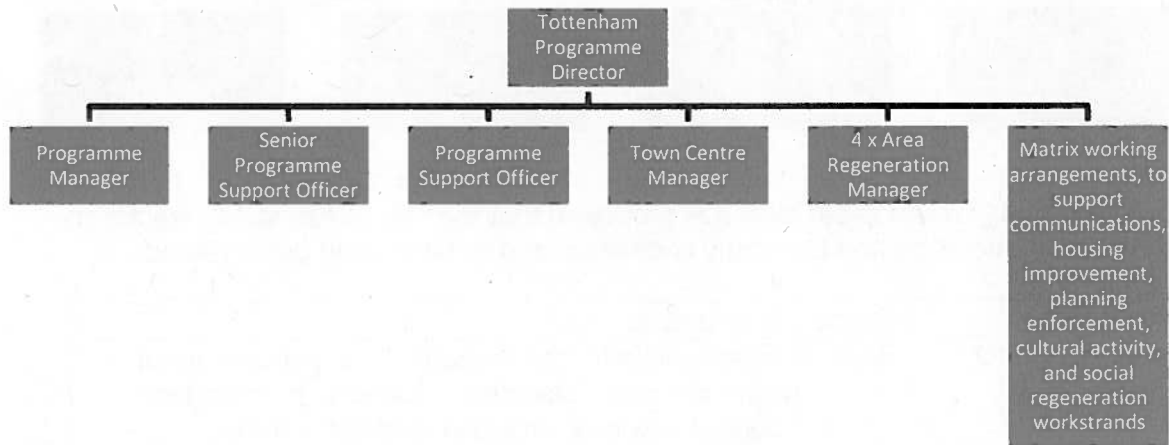
Post	Grade	Role outline
Assistant Director Strategy and Regeneration	SM5	<p>Responsible for the strategic development of regeneration initiatives in the borough, attracting inward investment, influencing Government policy, and providing direction and leadership of economic, social and physical regeneration programmes across the borough Responsible for developing Haringey’s approach to housing investment and renewal.</p> <p>Requires the knowledge, experience and understanding of regeneration, housing and economic growth issues in London to oversee the delivery of major regeneration initiatives, from initiation to delivery.</p>



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5.4.4 **Tottenham Programme:** to be delivered as a corporate and partnership programme, located in the Place and Sustainability Directorate. A Programme Management Office will draw together partner and corporate activities to bring focus to delivery arrangements, align workstreams, and oversee revised governance arrangements to engage internal and external partners at appropriate strategic and operational levels

5.4.5 It is proposed that existing resources are refocused and capacity increased to create a team include that includes a Programme Director, Programme Management Office, Town Centre Manager, and four Area Regeneration Managers. The work of this team will be reinforced by matrix working arrangements with other council services as necessary to deliver the programme, and will replace existing secondment arrangements.

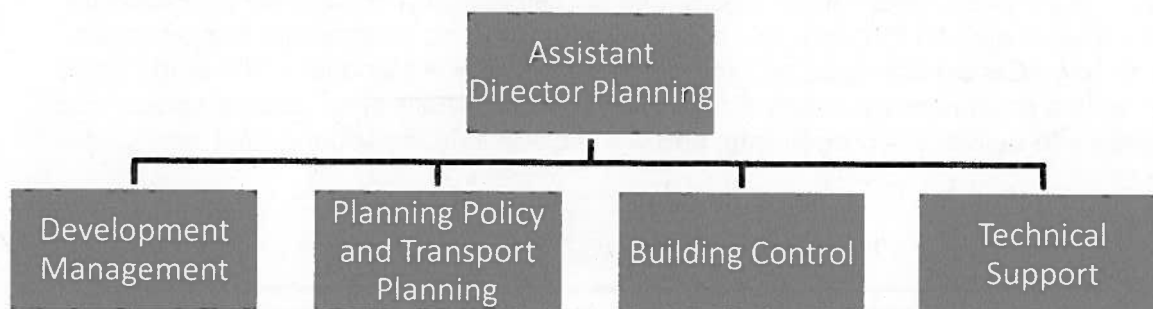


5.4.6 At Deputy Chief Officer level, the establishment of the following post is proposed:

Post	Grade	Role outline
Tottenham Programme Director	SM7	<p>This will be a key strategic role in supporting relationships with local and regional partners across public, private and third sectors and in providing overall direction for the programme in line with Joint Strategic Forum and Tottenham Plan priorities as well as responsibility for strategic communications.</p> <p>The role requires experience of successfully managing large scale regeneration/economic growth programmes and projects from initiation through to delivery, involving the use of external contractors and in partnership with the private sector. Also requires experience of setting up and delivering through high profile public and private sector partnership arrangements across service areas and with partners in sub- regional, regional and national contexts.</p>



5.4.7 **Planning:** Following the movement (above) of a number of services into the new Strategy and Regeneration unit, it is proposed that services remaining from the Planning, Regeneration and Economy business unit form a new Planning business unit with a narrower and more focused remit. This service will comprise Development Management, Planning Policy and Transport Planning, Building Control and Technical Support.

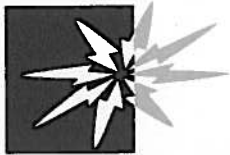


5.4.8 At Deputy Chief Officer level it is proposed that the role of Assistant Director for Planning, Regeneration and Economy is deleted, and the following post created:

Post	Grade	Role outline
Assistant Director Planning	SM5	Responsible for the management and delivery of all town planning, planning enforcement and building control services; provides leadership in the implementation of planning policies for the borough, including the development of policies to support the local plan.

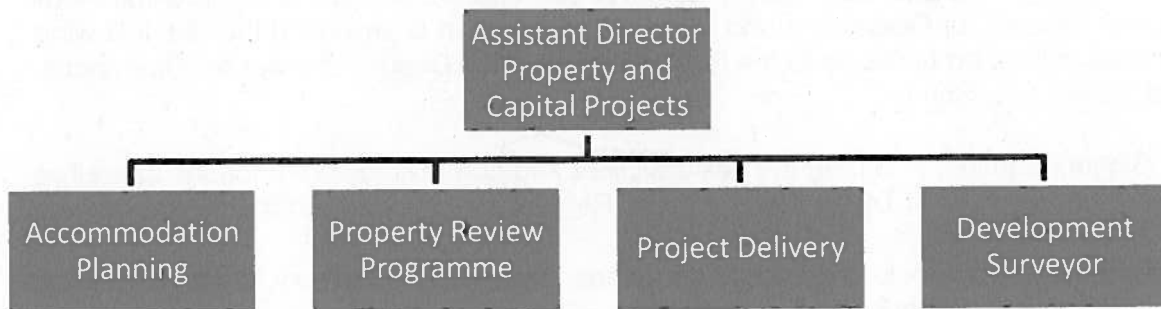
5.4.9 **Property and Capital Projects:** Merger of the current Capital Programmes team and the strategic property functions in Corporate Property Services into a new business unit, Property and Capital Projects. This change follows on from the demise of the Building Schools for the Future programme and will capture existing synergies between Capital Projects and Corporate Property divisions. The new business unit will consolidate existing resources to ensure there is capacity in place to deliver the Property Review and to take forward the major capital projects that are delivering on regeneration objectives.

5.4.10 Property and Capital Projects will be a small and strategic unit. It will include a Project Delivery Team, overseeing the delivery and programme management of capital projects, a small team to take forward the council's Property Review, and direct and commissioned activity through the Development Surveyor to take forward Property Review decisions on the future use of surplus properties.



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5.5.8 It is proposed that management of operational property functions transfers to the Deputy Director for Operations and Community Safety. This will include hard and soft facilities management, the Commercial/ Valuers team, and the finance/ business support team as well as schools property management (currently reporting to the Capital Programmes Director).



5.4.11 At Deputy Chief Officer level it is proposed that the two posts of Head of Corporate Property Services and Capital Programmes Director are deleted, and the two postholders ring fenced to a new role, that of Assistant Director for Property and Capital Projects:

Post	Grade	Role outline
Assistant Director Property and Capital Projects	SM5	<p>To lead on the strategic property portfolio, and through effective use of the council's property assets to promote value for money, high quality development and regeneration in the borough.</p> <p>Responsible for securing the Council's desired outcomes in relation to the development, disposal or retention of its property portfolio.</p> <p>Oversees delivery of significant capital construction projects.</p>

5.4.12 **Leisure and Culture:** following the departure of the AD Culture late in 2011, both Leisure and Culture divisions have been led by the Assistant Director Leisure on a interim basis. Proposals set out earlier in this document suggest aligning Adult Learning Service with Economic Development to better create pathways for local people between learning, skills and employment within the Strategy and Regeneration unit. In December 2012, the Leisure service contract was realised with a significant part of Leisure services moving to an external provider.

5.5.11 Taking these changes into account, key remaining services in the Leisure and Culture divisions include the Libraries service, Parks service and client and commissioning functions. These proposals set out direct service synergies and alignments to be realised by moving remaining Leisure operational services under a single

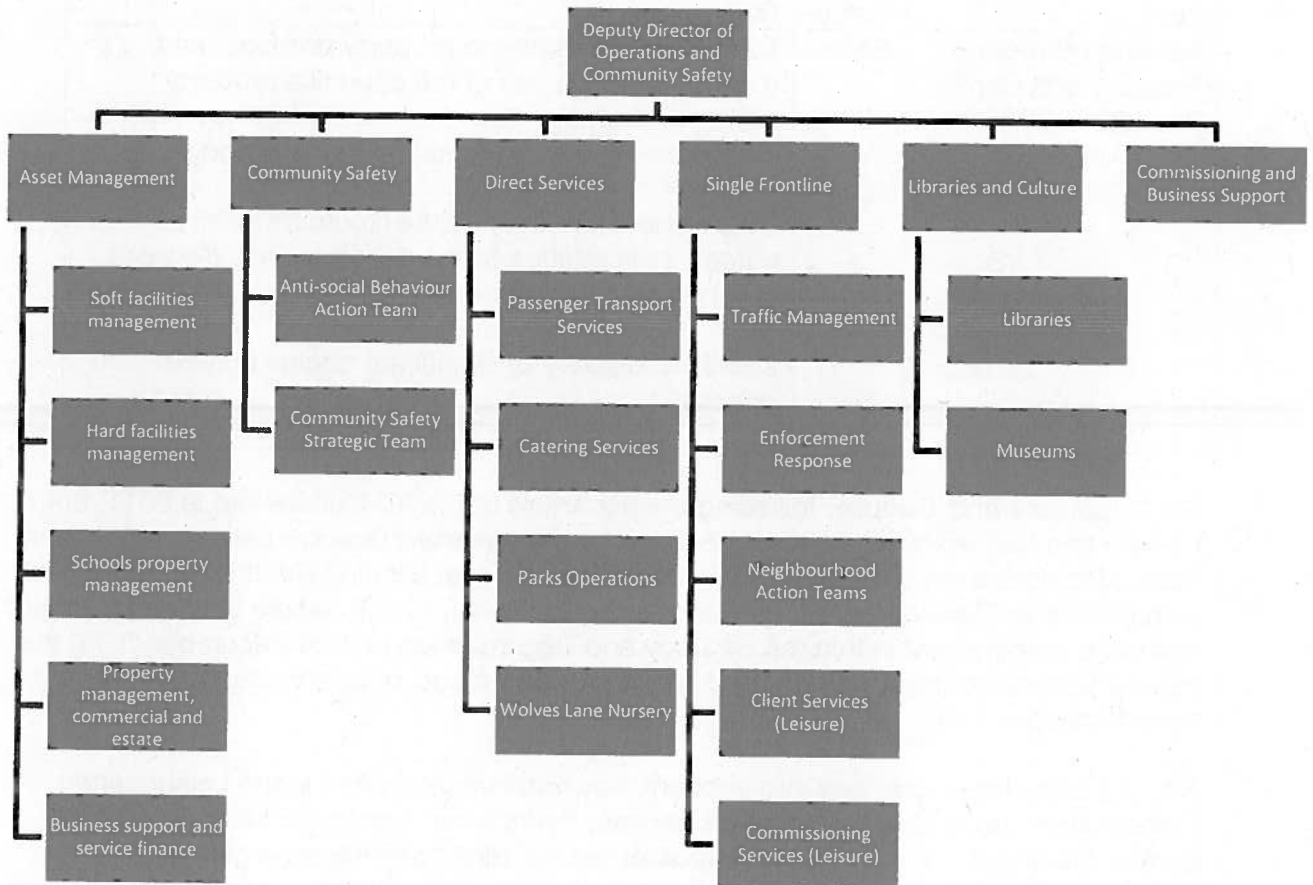


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Head of Direct Services, and moving Leisure client and commissioning services to be aligned with other client and commissioning functions within Single Frontline. As a result of these changes, it is proposed that the Leisure and Culture divisions are dissolved and the roles of Assistant Director for Leisure and Assistant Director for Culture are deleted.

**5.4.12 Operations and Community Safety:** Following recruitment to the interim role of Deputy Director for Operations and Community Safety, it is proposed that the following services will report upwards to the Director through the Deputy Director for Operations and Community Safety:

- Single Frontline, including the Leisure client and commissioning functions as well as current services of Traffic Management, Regulatory Services and the Neighbourhood Action Team
- Direct Services, including Parks Operations, Wolves Lane Nursery, Catering Services and Passenger Transport Services
- Asset Management, including hard and soft facilities management of the Council's estate, its commercial property, and property management of the schools estate
- Libraries and Culture
- Community Safety
- Business Support and Development







5.4.13 The proposals at Deputy Chief Officer level are summarised in the table below. These will directly affect four members of staff.

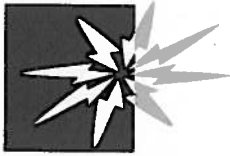
Post	Grade	Proposal	Outcome for postholder
AD PRE	SM7	Post to be deleted	Displaced
AD Leisure	SM4	Post to be deleted	Displaced
AD Culture	SM4/5	Post to be deleted	N/A: post being covered by AD Leisure
Head of Corporate Property Services		Post to be deleted	Ring fence to AD Property and Capital Projects
Capital Programmes Director		Post to be deleted	Ring fence to AD Property and Capital Projects
AD Property and Capital Projects	SM5	Post to be created	New post
AD Planning	SM5	Post to be created	New post
AD Strategy and Regeneration	SM5	Post to be created	New post
Tottenham Programme Director	SM7	Post to be created	New post

5.4.14 A consultation on the proposals took place between 1 May 2013 and 7 June 2013 in keeping with the Council's reorganisation policy. A meeting was held with staff, one to one meetings with the Director were made available on request, and comments were invited in writing and through trade union representatives.

5.4.15 Management shared its response to the comments raised with staff and trade unions in the week commencing 17 June and set out the resulting changes to proposals. Individual responses were also sent to individuals regarding specific queries relating to their personal circumstances where appropriate.

5.4.16 Unison sought assurances that management have sought to avoid job losses, have considered applications for voluntary redundancy, reduced hours or job-share, and are putting in place a support strategy for those who will be involved in recruitment and selection as a result of proposals. Management provided assurance that ring fences have been applied to reduce job losses wherever appropriate, that applications for voluntary redundancy have been invited and considered, and that access to support will be put in place for affected officers.

5.4.17 In relation to deputy chief officer posts specifically, queries were raised about whether displaced staff would be able to apply for short-term opportunities such as delivery of the Libraries Improvement project, and interim roles acting into AD Single Frontline and AD Strategy and Regeneration positions. Management have provided assurance that this opportunity will be available to displaced staff. Further exposition of



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the rationale for reshaping business units, in relation to merging Corporate Property and Capital Programmes and dissolving Culture and Leisure business units, were supplied by management as set out above.

5.4.18 In relation to the disestablishment of the Culture business unit, following consultation management confirmed its proposal for culture services to be managed alongside libraries within the Operations and Community Safety unit, and for a three month additional resource to be identified to take forward a libraries improvement project. In relation to services remaining in the Leisure business unit, following consultation it is proposed that existing synergies between Leisure clienting and Leisure commissioning services are maintained by keeping both services within a single business unit in Operations and Community Safety. Following consultation, detailed work is also underway with relevant managers to ensure effective allocation of responsibilities and accountabilities across operational and strategic property services.

## **6. Comments of the Chief Finance Officer and financial implications**

6.1 The wider restructure of Place and Sustainability which includes these post changes is broadly cost neutral, although it does mean that some pre-agreed savings from post deletions that were due to be achieved in 2014-15 will now be achieved at an earlier date. The impact of this on the 2014-15 budget has been allowed for in budget-setting work for 2014-15.

6.2 It is expected that the redundancy costs associated with these staffing changes will be met from the Corporate Transformation Reserve in line with how the costs of other redundancies have been treated as part of the wider Council saving process. The cost of potential redundancies are shown in the exempt section of this report.

6.3 As at least 1 member of staff and potentially 2 have reached the age of 55 they will be entitled to release of pension benefits in the event of redundancy. The relevant amounts are outlined in the exempt section of this report and will be fully met from the Council's General Fund.

6.4 The Chief Financial Officer is satisfied that best endeavours have been made to find alternative employment for the post holder and thus the costs outlined in the exempt section are necessarily incurred.

## **7. Head of Legal Services and legal implications**

7.1 The Head of Legal Services has been consulted on the contents of this report.

7.2 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 at paragraph 5.



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7.3 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined, including any decision to issue notices of dismissal. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of the equality impact assessment outlined at paragraph 8.

7.4 The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further, the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

7.5 With regards to the new posts envisaged in the proposals the Council is able to create such posts under its general staffing powers. Appointment to these posts should be undertaken within the terms of the Council's procedures concerning recruitment.

7.6 Under Part 3 Section C of the Council's Constitution the Corporate Committee has the function of taking decisions relating to changes to the establishment which are not covered by the Officer Scheme of Delegation. Further the terms of any early release from the pension scheme for Deputy Chief Officers aged 55 or over requires the approval of the Corporate Committee.

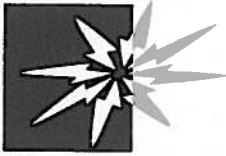
7.7 The proposed deletion of and/or appointment to posts below Deputy Chief Officer level is delegated to officers in accordance with Appendix E Section 8 of the Constitution, where this concerns changes to the establishment affecting 50 posts or less. Chief Officers or Deputy Chief Officers exercising this delegated power are required to consult with the relevant Cabinet Member before taking a decision.

7.8 Under Part 4 Section K of the Council's Constitution any proposed dismissal of and/ or appointment to posts at Deputy Chief Officer level will require approval by a Special Committee of members of the authority.

7.9 Where a member of the Local Government Pension Scheme, who has attained the age of 55, is dismissed by reason of redundancy, Regulation 10 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 provides that they will be entitled to receive the immediate payment of their retirement pension. This report proposes the deletion of two posts falling within these regulations with currently no suitable alternative posts available for redeployment. Accordingly, in the event that these members of staff are dismissed by reason of redundancy they will be entitled to the immediate payment of their retirement pensions.

## **8. Equalities and Community Cohesion Comments**

8.1 The proposal has been processed in accordance with the Council's standard employment processes for organisational change. An Equalities Impact Assessment has been completed for the reorganisation proposals.



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8.2 Corporate Committee approval is sought for changes to the establishment affecting four Deputy Chief Officer posts: these proposals therefore have a disproportionate impact on staff in grade band PO8+ (this grade band comprises only 0.34% of the Directorate workforce). All of the four staff are male and in the age band 45-65, a disproportionate impact on men (who comprise 38.5% of the Directorate workforce) and on this age band (58.1% of the Directorate workforce). 50% of those affected are white, a disproportionate impact as this group make up 27% of the Directorate workforce.

8.3 In order to mitigate the impact on employees, ring fencing proposals have been made, in compliance with council policies for staff restructure, to maximise the opportunity for staff who may be displaced to apply for other opportunities where relevant. Where staff are identified as displaced this is because there are no suitable alternative roles created as a result of the proposals. However staff will be able to access any opportunities available through redeployment.

## **9. Head of Procurement Comments**

N/A

## **10. Policy Implication**

N/A

## **11. Use of Appendices**

N/A

## **12. Local Government (Access to Information) Act 1985**

12.1 Exempt information pertaining to this report is set out in the exempt information section. This information is exempt in that it relates to a specific individuals involved in a labour relations matter.