

Trade Union Consultation Meeting

Wednesday, 18th January 2023, 10.30am, Microsoft Teams

Decision Notes and Actions Arising

Attendees LBE

Julie Mimmagh, Chair
Shemelia Lewis, Note Taker

Presenting Officers:

Harriet Potemkin
Shaun Rogan
Jane Parsley
Doug Wilkinson
Ivana Price
Olga Philbrook
James Wheeler
Luis Herrero
Lillee Craig
Carla Segal
Irene Papasavva

Trade Unions

Paul Bishop (Unison)
Anna Woodcock (GMB)
Nick Long (Unite)
Christine Sesstein (Unison)

Apologies

Denise Handscomb-Teagle (GMB)
Tracy Adnan (Unison)
Peter George

		OWNER								
1.	Restructure report Corporate Strategy Service									
	<p><i>Harriet Potemkin / Shaun Rogan / Jane Parsley presented</i></p> <p>In accordance with an organisation-wide call to review current operational capacity, the Head of Corporate Strategy and the Head of Policy and Strategy have reviewed the present corporate structure for delivering policy, strategy, consultation, insight, and performance functionality for the Council. This has considered the present and future business needs of the organisation and the ability of the organisation to continue to deliver its core business requirements in an ongoing environment of significant budgetary pressure and the need to retain financial resilience.</p> <p>The restructure involves the deletion of 16 posts and the creation of 14 new posts. Three of the deleted posts are currently vacant. Given the reshaping of the service, some staff will be at risk of redundancy. We will do all we can to mitigate this and will ensure dedicated HR advice in full confidentiality will be provided and redundancy is minimised as far as is possible. All staff members who are at risk of redundancy will be eligible for redeployment from the start of the consultation period.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Existing posts to be deleted</th> <th style="width: 50%;">Assimilation/ competitive assimilation/ ring fencing/ redeployment or potential redundancy</th> </tr> </thead> <tbody> <tr> <td>1 x Head of Service KIT HOS2</td> <td>N/A - Vacant post</td> </tr> <tr> <td>1 x Business Partner (Resources and Chief Executive) MM2</td> <td>N/A - Vacant post</td> </tr> <tr> <td>1 x Strategy and Policy Team Manager MM2</td> <td>Redeployment or potential redundancy</td> </tr> </tbody> </table>	Existing posts to be deleted	Assimilation/ competitive assimilation/ ring fencing/ redeployment or potential redundancy	1 x Head of Service KIT HOS2	N/A - Vacant post	1 x Business Partner (Resources and Chief Executive) MM2	N/A - Vacant post	1 x Strategy and Policy Team Manager MM2	Redeployment or potential redundancy	
Existing posts to be deleted	Assimilation/ competitive assimilation/ ring fencing/ redeployment or potential redundancy									
1 x Head of Service KIT HOS2	N/A - Vacant post									
1 x Business Partner (Resources and Chief Executive) MM2	N/A - Vacant post									
1 x Strategy and Policy Team Manager MM2	Redeployment or potential redundancy									

4 x Strategy and Policy Manager MM1	Assimilation for the 3 x Policy and Performance Manager and Housing Strategy Manager MM1. The aim is to assign the job roles by means of preference.	
1 x Corporate Consultation Manager MM1	Assimilation for Research and Insight Manager MM1	
2 x Insight Officer PO2	Assimilation for Research and Insight Officer PO2	
1 x Statutory Returns and Reporting Officer SO2	Ringfenced for Research and Insight Officer PO2 and Policy and Performance Officer PO1 (Risk of potential redundancy and eligible for redeployment)	
2 x Performance Solutions Officer PO1	Assimilation for Policy and Performance Officer PO1	
3 x Strategy and Policy Officer SO1	1 x vacant post 2 x ringfenced for Research and Insight Officer PO2 and Policy and Performance Officer PO1 (Risk of potential redundancy and eligible for redeployment)	
<p>The new structure will result in a gross budget saving of £201,117 to the Corporate Strategy Service salaries budget.</p> <p>This equates to a 15% saving on the current total salaries budget of £1,345k (Excludes Climate Action Strategy and Policy Manager).</p> <p>The new structure introduces a new dedicated role for housing strategy funded from the Housing Revenue Account</p> <p>CS (TU) asked Is your team aware that there may be people at risk? HP responded we have felt that when we had to make the £200,000 saving and that was going to be in budget reports, we informed staff that there will be a restructure. Staff have been aware from since before Christmas but they are not aware of the details as of yet but there will be a meeting with the MM2 staff member who is at risk. JP added that this individual has been given my details to have a conversation and receive support prior to the staff meeting.</p> <p>Actions: Send list of affected staff to TU representatives, send invites to TU staff of the meetings going to be held with staff</p> <p>TU's had no objections to proceeding</p>		
2.	Restructure Report Climate Action and Sustainability Team (CAST)	JP/HP
	<p><i>Doug Wilkinson / Shaun Rogan presented</i></p> <p>In accordance with an organisation-wide call to review current operational capacity, the Director of Environment & Operations has conducted a review of the present CAST structure. This has considered the present and future business needs of the organisation and the ability of the organisation to continue to deliver its core business requirements in an ongoing environment of significant budgetary pressure and the need</p>	

to retain financial resilience. The proposal will involve the restructuring of the current CAST structure and the deletion of some of the posts currently held within it.

The requirement for a larger dedicated CAST function as currently configured (1 x HOS1, 3 x MM1, and 1 x SO2) is no longer able to be justified as operational priorities have changed and budgetary pressures increased. A new best fit reallocation of essential duties associated with the function is proposed, based on our understanding of present and future need within a tight budgetary envelope.

The realignment of remaining posts as set out in this report illustrate how by reallocation of the remaining roles will provide an appropriate resource with maximised strategic fit. The proposal responds to changing demands whilst offering a sustainable saving to the local authority.

Post	Grade	Comments
Head of Climate Action and Sustainability	HoS1	To be deleted
Climate Action and Sustainability Lead Officer – Buildings	MM1	To be deleted – Post holder at risk, subject to competitive assimilation process for the post below
Climate Action and Sustainability Lead Officer	MM1	Post to transfer to Corporate strategy service – Post holder at risk, subject to competitive assimilation process
Energy Manager	MM1	Post to transfer to Corporate Procurement Team
Water and Energy Monitoring and Efficiency Officer	SO2	To be deleted – Fixed term post ending 31/3/23, not being renewed or extended

The strategically focused Climate Action and Sustainability Lead Officer (MM1) post will transfer into the Corporate Strategy Service to be line managed by the Head of Strategy and Policy (HOS2) in the Chief Executive's Corporate Strategy Service.

The structure proposed in this report would result in a total budget salary saving of £205k to the local authority. The recharges to the HRA and Schools, in relation to the Energy Management service provision will remain under the energy management cost centre (CS0301).

The proposed changes would see funding transfer out of Place into the two receiving Directorates as follows: Energy Manager (MM1/pt.6) transferring to Corporate Procurement/Resources at a cost of £69.7k Climate Action Strategy & Policy Manager (MM1/pt.6) transferring to Corporate Strategy at a cost of £69.7k, plus the relevant operating budgets.

The proposed restructure saves £205k per annum, which is to meet the agreed 2023/24 MTFP saving from this service of £200k.

There may be redundancy costs associated with this restructure as there is a net reduction of three posts as the current CAST structure is reconfigured. Any redundancy and early retirement costs will be funded corporately.

PB asked if there is only one post at risk? FM responded there are two posts at risk DW added that there is only one person at risk of redundancy and the other individual is coming to the end of their FTC.

Actions: Details of consultation meetings with staff to be passed on to TU representatives.

TU's had no objections to proceeding

DW

3. Restructure Report Family Hubs and Start for Life Services

Olga Philbrook presented

It is proposed to create 1 fte new fixed term post of Project Manager to support delivery of Family Hubs and Start for Life Services transformation programme of work. Family Hubs and Start for Life programme is funded by the Department of Education. Enfield Council has successfully signed up to the DfE grant funding and is currently awaiting the grant's terms and condition letter. It has been confirmed by the DfE that the anticipated financial envelope Enfield Council will receive to be to between £4,125,000-£4,321,000 over the next 3 years. The breakdown of the funding is profiled below.

2022/23	2023/24		2024/25	
Total	Lower Range	Upper Range	Lower Range	Upper Range
£1,047,000	£1,679,000	£1,789,000	£1,399,000	£1,485,000

The DfE stipulates that 19.5% of the funding is allocated for the programme spend. The DfE expects the family hubs transformation funding to pay for transformation team that may include programme coordinator, change manager, data lead, support officer, data analysis and digital support.

We have already appointed to the 1 fte temporary post of Head of Family Hubs and Start for Life transformation programme lead who is responsible for the overall programme delivery. As the programme is gathering momentum, it is essential to boost the transformation infrastructure support.

The proposed Project Manager will be responsible for supporting the Head of transformation to mobilise partnership working for all funded elements of the programme of work, including mobilisation and facilitation of agreed programme workstreams and task and finish groups.

The anticipated grade of the 1 fte Project Manager is MM2. The actual cost of the post is expected to be within the range of £67,275-£85,693 per year. It is proposed the fixed term post is for 18 months with possible extension to 24 months subject to programme needs.

It is proposed to recruit internally in the first instance as we expect there will be a sufficient pool of suitable internal candidates. The role will be offered as a secondment if appropriate.

PB asked if there is a job description. OP responded that there isn't one at the moment and is still waiting for it. PB asked if there is a grade for this role? OP responded the role

is pitched at MM2. PB advised that this role should be presented in a future consultation meeting when the JD is ready, and the grade has been confirmed.

CS asked where are the hubs located? OP responded that they sit under the Head of Young people and Community safety but not sure of the full details of the community hubs.

NL asked what are the milestones and objectives that the team wish to achieve with this project? OP responded that details of this will be sent across to clarify this

JM asked why is the service rushing this through if they aren't ready and have not got the JD as of current? OP responded it is not the case of rushing things through, it is just being able to get the support for the Head of service. This would have been completed but there has been a heavy workload and should be done by the end of the week.

PB suggested that this report returns at the next consultation meeting.

Actions: Contact Young people and Community safety team and forward details of project milestones and objectives. Share the JD of the role to colleagues once received this week.

TU's suggested this is tabled at a future meeting once the JD is ready and the HOS is available to attend

4. Cleaning Service

James Wheeler presented

The rationalisation of council buildings and occupancy arising from the hybrid working arrangements has resulted in a need to review the cleaning service. In so doing this it presents the opportunity to right-size the service and accordingly deliver operational savings.

A benchmarking comparison of the cleaning service was undertaken and found several properties, particularly the Civic Centre, to have a cleaning cost that vastly exceeded the market benchmark.

Through the rescoping of the service and the prioritisation of cleaning schedules and tasks, including the reduction in frequency of many, it is possible to align the cleaning service to Service needs. Hygiene areas such as toilets, kitchenettes, showers will be unaffected, vacuuming and the wiping-down of hard surfaces will reduce significantly.

Therefore whilst the majority of the saving can be achieved through improved efficiencies, not all of it can, meaning there is expected to be some reduction in cleaning standards which the team will do all they can to mitigate.

Additionally, the restructure will also realign the cleaning of community areas within residential developments for direct management by the Housing Department. At present these cleaning services are recharged internally.

The restructure proposes a resource reduction of 24.50 FTE, which includes the deletion of the Cleaning Operations Manager (PO1) post. The resource reduction can be partially mitigated by deleting all 33 current vacancies which total 9.24 FTE.

The remaining 15.26 FTE will be deleted through a process of competitive assimilation which, on the basis of the cleaners typically working 10 hours per week, would equate to approximately 55 job losses.

A redeployment support programme will be developed and facilitated by HR to support cleaning staff with redeployment and other employment and skills support.

JM asked why is there a disparity between the number of affected staff mentioned in the report and the FTE number? Is the service making 32 people redundant? JW responded yes, the service is making up to 32 people redundant and the reasoning behind the disparity is because most cleaners work part time. JM how many cleaners will be left at the civic? JW responded that the FTE can only be provided at this time. JM advised that a notice will need to be issued as there are going to be 32 people being made redundant within the civic and across the organisation this will be significantly higher.

NL expressed concerns on the equality impact on these cuts, there may be a large number of women and black people that are affected, is this the case? JW responded that the tracking of protected characteristics of the group has not been completed. The assessment may be correct but that is not the intention of the restructure as the intention is to reduce capacity and not target anyone. IP added that the service is currently waiting for the data to inform the equality impact assessment. There is an awareness of the issues that the service may face during the consultation, and these will be addressed with the support of 4 HR colleagues and Union colleagues.

CS expressed concerns on the standard of hygiene if there are significant cuts on cleaning staff. JW responded that it is inevitable the service will provide a lower standard of cleaning upon the delivery of this restructure. There are number of cleaning tasks that will be prioritised first such as toilets and kitchenettes. The service will be following a sliding scale approach to ensure that hygiene areas are well preserved. If there is a certain level of consequences faced with the cleaning standards dropping, the Director of resources will be supporting the service to revisit the standards at certain sites of the Council, however this will need to be managed by reallocating resource and not by increasing resource.

CS asked what is the benefit of moving the funding to the HRA instead of being paid directly to the department? JW explained the HRA is developing its management capability in relation to compliance and other services to have greater control. With this control they are able to upscale and downscale some of the services and are able to move resources around more smoothly than if they were to ask the service. The overall size of the cleaning function is so large, and the economies of scale argument does not work when the HRA should be managing their own staff. CS asked if this service will still be managing the HRA floors and the Edmonton centre? JW responded yes, that the service will be cleaning and managing the commercial buildings and the HRA will be cleaning and managing the residential buildings.

JM asked what is the difference between the posts you are deleting and the posts you are creating? Isn't it simply a case of deleting the difference between the two? JW responded yes. JM stated that the head count and the posts deleted is being presented far worse than it actually is. JW responded that this is because of the part time staff who are all on separate contracts and in some cases multiple contracts. There will be a shift of 3 FTE which is about 9 staff members. JM asked if those staff members would be able to apply for hours in the new structure? JW responded yes. There is a potential outcome that no-one loses their post but will just have their hours reduced.

NL asked if this can be revisited once the Equality Impact Assessment has been made. IP responded by the end of this week or latest Monday next week. JM suggested that

	<p>there should be a separate meeting once the EQIA has been done to go through further details of a restructure.</p> <p>Actions: EQIA to be sent across once completed, separate meeting on this restructure</p> <p>A separate TU meeting will be arranged to discuss the EqIA and selection process to provide reassurance</p>	JW/IP
5.	CMFM Facilities Operations	
	<p><i>James Wheeler presented</i></p> <p>The Council’s budget pressure has required a review of all Services for the purpose of identifying operating savings and has recommended a savings target of £500k from the Construction, Maintenance & Facilities Management (CMFM) functions.</p> <p>A review of the CMFM functions has been undertaken and staffing reductions are recommended in the following areas:</p> <p><u>Civic Plant Maintenance</u></p> <p>Affordability concerns have resulted in the resourcing of the team reducing from seven to the current three during the past ten-years and the shift work pattern becoming ineffective and unviable. The proposal is to cease all non-statutory preventative maintenance as a cost saving measure. All reactive maintenance incidents will be attended by the outsourced maintenance contractors, as is often the case anyway, and is the process for all other Council buildings. The whole team will be deleted.</p> <p><u>Property Maintenance Surveyors.</u></p> <p>The three property maintenance surveyors consist of a Mechanical Engineer, an Electrical Engineer and a Building Surveyor. As a multidiscipline team, they provide qualified technical oversight and quality assurance of all outsourced maintenance works. The majority of those works relate to mechanical and electrical systems whose maintenance and use are highly regulated under the Health and Safety at Work Act 1974 and therefore having qualified and competent officers to oversee those works is essential. The proposal is to have all building works overseen and quality assured by the mechanical and electrical engineers. The assistant building surveyor post will be deleted.</p> <p><u>Property Helpdesk.</u></p> <p>The current property helpdesk was formed one-year ago by combining the FM Helpdesk (a facilities services helpline) and the Careline (a technical maintenance helpline). The four posts in the merged helpdesk included three Sc5 posts and one Sc4 post which now all need to be standardised at Sc5. The proposal is that the current Sc4 post be deleted and replaced with a Sc5.</p> <p><u>Financial administration of reactive maintenance</u></p> <p>The financial administration of reactive maintenance works previously required a quantity surveyor to re-measure the payment claims from the contractor, as necessitated by the contract which used the National Schedule of Rates (NSR) as its pricing model. The new M&E contract from May 2022 does not use the NSR so the requirement for a quantity surveyor is substantially reduced. The proposal is to delete the Assistant Quantity Surveyor post. The residual financial checks will be carried out by the Business Support Officers.</p>	

Security Management.

As part of a separate review by the Council's executive officers, the budget provided for outsourced manned guarding security is to be cut by £200k (approx. 20% overall). The budget includes vacancy for a FM Security Manager at £70k which would provide the function with a dedicated manager with significant experience and competence in the security profession, allowing the current general FM manager to focus on all other FM matters. The proposal is to delete the new / vacant FM Security Manager post as this will limit the front-line impact of the £200k reduction to manned guarding security at Council buildings.

Facilities Services

The introduction of the Smart Working Policy has changed the workstyles of the staff and Council accommodation is now overwhelmingly shared. The requirement for a dedicated moves function as a component of business-as-usual is no longer sustainable so will be absorbed into the responsibilities of the Assistant Facilities Manager which will need additional capacity; there will continue to be requirements for large scale moves to be undertaken as part of major projects, such as Build the Change, but these will be managed as a project and will be project-funded. The proposal is to delete the Accommodation Manager and the Moves Manager posts, and to replace them with one new (additional) Assistant Facilities Manager post.

The current portfolio of FM-managed buildings will be split across the two Assistant Facilities Manager posts and will also increase the capacity to support the Corporate Landlord Policy, and give increased assurance the Council is meeting its duties under the Health and Safety at Work Act 1974.

It is also proposed to delete the Facilities Team Leader post as a consequence of splitting his team between two Assistant Facilities Managers, as two smaller teams created will not require the team leaders post(s).

JM asked How many potential redundancies are on this team? JW responded that eight people will be at risk, one of those will be redeployed the rest be made redundant. 2 new posts have been created and staff at risk will be given the opportunity to apply at the ringfence stage.

JM asked if the team are aware of this happening? JW responded no, only management team know at the moment. JM asked have you assessed if the people at risk have protected characteristics? JW responded no but seven of the eight people are men and only one is female. 3 of the of those 7 men are 65 or over so have reached retirement age. JM asked if there are any disabilities JW one individual was badly affected by covid, so the service is assisting to redeploy them. When the individual had returned to work the service supported them to work in a role that is a lot less strenuous and more supervisory until they were able to work full time. JW was asked have you considered some of those aspects, how you will support the staff? JW responded this mirrors another restructure done previously and it was line managed well. IP added we will be working with the redeployment service closely, so we know how to best support the staff.

PB asked when is the service are planning to consult with the staff about this restructure? JW responded the meeting will happen next week.

	<p>PB asked will the service be severely impacted if the plant team decides they want to leave? JW responded that the service will still run smoothly because of investment in equipment means that most of their work has ceased.</p> <p>Actions: Share names with TU representatives of the people at risk, complete the EQIA and send to colleagues, share the date of the consultation meeting with colleagues.</p> <p>TU's had no objections to proceeding</p>	JW/IP
6.	Restructure Report Leaving Care Service	
	<p><i>Luis Herrero / Olga Philbrook presented</i></p> <p>It is proposed to create a new post – Care Leavers Engagement and Participation Officer - Leaving Care. Following verbal feedback provided by OFSTED inspectors as part of their focus visit completed to the Leaving Care Service in July 2022 this new post is seen as crucial to increase the level of involvement, participation and influence of care leavers in the service provided to them.</p> <p>The full participation, involvement and contribution of young people in care and care leavers aged between 16 to 25 years is crucial and is very much at the heart of Enfield's Corporate Parenting Strategy. The creation of this post will make a real and measurable difference to the way services are shaped and currently provided to care leavers. This is also in line with The Government's Care Leavers Strategy (2013) and OFSTED's piece of research on care leavers named "Ready or Not" (2022).</p> <p>A job description has been developed – it is anticipated that the role will be graded at SO2 which is in line with other roles in the service with an equivalent level of responsibility. It will report to either a team manager or directly to the service manager.</p> <p>This role will be created initially as a temporary role for a trial period of 1 year. The post will be funded by holding an established Personal Advisor post, graded at SO2, vacant for the duration of the trial. At the end of the trial period it will be considered whether it can become a permanent new role within the Service.</p> <p>No Questions</p> <p>Actions: None</p> <p>TU's had no objections to proceeding</p>	
7.	Programme Management Office (PMO)	
	<p><i>Lillee Craig / Carla Segal / Irene Papasavva presented</i></p> <p>The Meridian Water Programme Team has successfully managed multiple work streams to get this high-profile project on-site and in a good position to meet the challenging objectives of the delivery of 10,000 homes and 6,000 jobs in addition to major infrastructure works including improved rail, roads and bridges benefitting the Borough as a whole and in particular the highly deprived Wards of Upper Edmonton, Lower Edmonton and Edmonton Green. The programme is supported by the Programme Management Office (PMO).</p> <p>As the project is now moving to the next stage, many of the initial workstreams are coming to an end, this coupled with the need to make significant financial savings has</p>	

meant that a reorganisation and restructure of the team is needed so that we streamline, prioritise and work more efficiently to do more with less.

PROPOSALS:

The current structure has 12 positions and the proposed structure has 7 positions. The following posts are affected.

Grade	As Is	Proposed	Difference	Current Vacancies
HOS3	1	1	0	0
MM2	3	2	-1	1
MM1	3	1	-2	2
PO2	2	0	-2	1
SO2	1	3	+2	0
SO1	2	0	-2	0
	12	7	5	4

The summary of establishment changes are:

- 4 posts are substantially unchanged apart from wording
 - The JDs for these posts have been amended to include reference to the working across the whole of the Development service however this has not impacted the grade
 - The 4 postholders will assimilate into the new JDs as the role is substantially unchanged
- 8 posts are deleted of which 4 are vacant
- There are 4 posts that have postholders in, who are therefore displaced
- There are 3 new roles being created in the proposed structure which all 4 displaced postholders could apply for via a ringfenced recruitment process, assimilation is not appropriate due to nature of role and grades. 1 of these roles is a 2-year fixed term contract and reflects the fact that we need to be flexible in our approach and be mindful of the changing future landscape:
 - 2 x PMO Officer (SO2)
 - 1 x PMO Officer (SO2) – 2-year fixed term contract

The below is a summary of displaced staff

Area	Role	Grade	Comment
PMO	Risks & Issues Manager	PO2	Postholder displaced
PMO	Reporting Programme Officer	SO2	Postholder displaced
PMO	Finance Officer	SO1	Postholder displaced

	PMO	Procurement Officer	SO1	Postholder displaced	
	<p>In the challenging climate of having to make efficiencies we cannot afford to have job roles that lead on specialist functions such as Finance, Procurement, Risk & Issues and Reporting.</p> <p>Therefore, reducing the 4 roles and creating 3 new PMO officers (1 at a 2-year fixed term) at a proposed S02 grade, will help to support a more versatile team with interdisciplinary responsibilities which can better support the Development service.</p> <p>PB asked how the change in grading affects ringfencing. IP responded that we have done the initial assimilation exercise and 1 post can assimilate and potentially another.</p> <p>Actions: None</p> <p>TU's had no objections to proceeding</p>				
8.	Notes of previous meeting, Wednesday 4th January 2023				
	<ul style="list-style-type: none"> Absence and attendance policy has been shared with TU staff. Colleagues will have until the next meeting to read through the amendments and to be discussed in that meeting. Update on rolling out additional training for more fire wardens to be sent to TU staff. 				JM
9.	Any other business				
	None				
	<p style="text-align: center;">Next meeting</p> <p style="text-align: center;">Wednesday, 1st February 2023 10.30am</p> <p style="text-align: center;">Microsoft Teams meeting</p>				