

Full Business Case Restructure ---Operations and **Assistant** Manager Questions 31/08/2010

Attendees: Lynda Anousis; Paul Holland; Harvinder Suri; Patrick Prendergast; Martin Tebbutt; Steve Ward; Karen Watson; David Hayes; Darin Lazare; Donal Drohan; Mick Wynne; Janet Parsons

Below are questions submitted by various staff concerning the restructure and FBC:

Item	Question	Answer
1	Managers require to see full report of the FBC Low level timescales of FBC required; ie job descriptions, role profiles, application forms, dates of interviews etc	The FBC will be submitted to all managers once it has been finalised. Within the FBC is a project plan – if the business case is approved then a detailed project plan will be developed that sets out timescales for all elements of the proposed organisational restructure, process review and technology implementation.
2	What is the grade and job description of new posts: Service Manager and Support Officers	The grading of these posts will not been known until the Job Descriptions have been written and evaluated. These will be written as part of implementation and will be submitted to all affected groups following the completion of the evaluation period
3	New Team Leaders: What is the grade? Difference between new Team Leader roles in Waste against Driver Team Leaders Are the Waste Team Leader posts ring fenced?	The Team Leader posts will all be at H6. The difference between Team Leader (TL) and Driver Team Leader (DTL) is that the DTL is primarily responsible for driving the vehicle, with some supervisory responsibilities for their crew. The TL is purely supervisory with responsibility over a much wider span of control and a greater range of supervisory functions
4	What is the protection period of existing post grades if new post is a lower grade	Protection is: Year one – 100% of previous salary Year two – 66% of previous salary Year three – 33% of previous salary Year four – no protection Unless during this time your salary exceeds the protected component.
5	How are Spans of Control achieved within the new structure ie Service manager ration 1:6 to 1:8	Functions that deliver diverse services can reduce their spans of control where the manager must interact with more different types of individuals e.g. elected members, partners and service users.
6	What is the ring fencing structure – Diagram required	See attachment
7	Why are new posts not ring fenced to public realm	These posts will initially be ringfenced to Public Realm Staff. Only if successful

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		<p>candidates cannot be recruited from this group will this be opened up to other Council Staff</p>
8	<p>Who will sit on interview panels for new posts---panel required for each post, including all posts that require an interview</p>	<p>The interview process will follow Council procedures. As a minimum, it is anticipated that the direct manager for the post being filled will be involved along with an HR representative and an independent party</p> <p>We anticipate that all the posts within the new Business Development Unit along with all Service Manages, Operations Managers and Team Leaders will need to be interviewed.</p>
9	<p>What will happen to the people that apply for the seconded Change Champion posts after the seconded period—will they be made redundant or offered severance if they fail to secure a permanent post ?</p> <p>Also If a manager was seconded to one of the 2 posts advertised would they still be able to apply for a Team Leaders position and would they be disadvantaged in the fact they may not be able to start this role for say 6 months due to the secondment?</p> <p>2 Secondment Positions have been offered. These were not offered to us until 27th August yet the closing date is 31st August. This is insufficient time for managers to review these. Also there is no information as to when these would start, how long they are for nor does it give any member of staff time to ask questions in relation to the posts. What would happen at the end of the secondment</p>	<p>People that applied for the secondment posts are in the same position as those that did not.</p> <p>Those that undertake the secondment will have the same opportunity to apply for any post and will be not be disadvantaged.</p> <p>The end date of the secondment can fit the start date of the permanent post</p> <p>The cut off date of the secondment applications was extended until 1 September, giving 6 days to apply.</p>
10	<p>How will pensions be affected if new post has lower grade</p>	<p>Staff are advised to arrange an appointment with the pensions department to get specific information</p>
11	<p>Is early retirement available?</p>	<p>Options for early (under 65) retirements are as follows:-</p> <p>At 60 an employee may opt to resign and collect their pension.</p> <p>Flexible Retirement i.e. a voluntary reduction in working hours or grade where the employee would continue to work and receive</p>

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		<p>their pension. Unless the employee is 60 there will be costs to the service to make up for the lost pension contributions. If 60 or over the service will be charged 10% of one year's oncosted salary.</p> <p>Regulation 30 where the combination of age and service = at least 85 and an employee may retire and request release of their pension.</p> <p>Both above are based on management agreement and a business case.</p>
12	<p>Why did senior management get a pay rise when salaries of rest of Council earning above £21,000 have been frozen.</p>	<p>We have consulted HR regarding this issue, and this was the response provided:</p> <p>Senior Managers have not been treated any better than any other Harrow employee and Chief Officers have been worse off in terms of national pay awards.</p> <p>Like all other Harrow employees Senior Managers have not received a national pay award in 20010/11 or 2009/10 and Chief Officers did not receive a pay award in 2008/9</p> <p>Like all other Harrow employees Senior Managers will have been entitled to incremental progression if they were not at the top of their pay grade.</p> <p>Similarly, like all other Harrow employees Senior Managers will have been eligible for honoraria or acting up payments if undertaking additional work or duties and some Senior Managers have been appointed to new roles at a higher grade and paid at the rate appropriate to that grade.</p>
13	<p>Severance --- confirm end period to apply</p>	<p>As stated on all of the literature regarding the scheme, the end date is 16:00 on 30 September 2010</p>
14	<p>When will interviews for new posts take place ?</p>	<p>Please see question one above</p>
15	<p>What does the hashed connection between Horticultural Officer and Arboricultural Opps Manager mean in the new structure?</p>	<p>This is matrix reporting lines and indicates when a post will feed into more than one report</p>

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16	Due to this being enforced onto us would a team leader with 20 yrs service HAVE to start at the bottom of the scale or would we start at the top as drivers have done over the last few years as if not this could result in the council being challenged with an equal pay claim in court	In this example, the post holder would be placed onto the top of the relevant scale
17	Can we see the financial figures that set out exactly how this £1m saving is delivered by the OBC?	This will be contained in the FBC
18	Why the emphasise is on a saving of £7 million over 10 years when at least 20 positions have been vacant, as stated by Andrew Smith at our meeting. This surely should show a large saving over the last few years - What has happened to this money? If the savings are needed over the next 3 years as we are all led to believe how do they envisage that by the creation of additional senior positions and also people receiving protection as per council policy of their salary, how are they to make these savings through this process? Is this a vision exercise to appease PWC and Capita giving the impression that savings will be made rather than to look like a level of management has been removed	<p>In answer to the first part of the question, the number of vacancies is not 20 and this figure was not referenced. The vacancies that are currently open have been open during this financial year and the relevant savings will be used as part of the savings to the business case.</p> <p>The savings set out in the business case take into account the creation of the new posts and will deliver the benefits target.</p> <p>This savings have been identified by the PRS service in conjunction with Capita as part of the councils partnership arrangement with them. The OBC shows that there are a number of elements to the solution, including new technology, some process reengineering, which in conjunction with the staff reductions will deliver the savings. The organisational restructure is based in part on the efficiencies that will be gained by the introduction of the new technology</p>
19	Management Team wish to have a weekly meeting with Head of Service to keep them updated on progress of restructure	It is proposed that the regular consultation meeting coincides with the fortnightly management meeting. As and when additional sessions are needed, these can be arranged in agreement.