



## **ADVANCE PUBLICATION OF REPORTS**

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members  
and operational key decision makers.

Once signed all decisions will be published on the Council's  
Publication of Decisions List.

- 1. RESTRUCTURE OF MERIDIAN WATER TEAM (Pages 1 - 76)**
- 2. SUPPORT SERVICES FOR REVENUES & BENEFITS AND FINANCIAL ASSESSMENT TEAMS (Pages 77 - 90)**

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## London Borough of Enfield

<b>Report Title</b>	Restructure of Meridian Water Team
<b>Report to:</b>	Executive Director – Sarah Cary
<b>Date of Report:</b>	18/04/2023
<b>Directors:</b>	Executive Director – Sarah Cary Director – Penny Halliday
<b>Report Author:</b>	Carla Segel Carla.segel@enfield.gov.uk
<b>Ward(s) affected:</b>	N/A
<b>Key Decision Number</b>	KD 5526
<b>Implementation date, if not called in:</b>	XX/XX/XX
<b>Classification:</b>	Part I Public Appendix 5 is confidential as the responses received from individuals were unable to be anonymised.
<b>Reason for exemption</b>	N/A

## Purpose of Report

1. Following a 30-day consultation period, this report progresses a Restructure of the Meridian Water team.

## Recommendations

- |                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"><li>I. Approve the restructure as described in Appendix 1 and the new structure in Appendix 4b</li><li>II. Note the £2.614m reduction of recharges to capital as set out in the Financial Implications</li></ol> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Background and Options

2. The below information is taken from Appendix 1 – Meridian Water Restructure. It sets out the background to why this restructure is proposed.
3. The Meridian Water 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.
4. 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 meant that a reorganisation and restructure of the team is needed.
5. The move of Strategic Property Services into the Director of Development's remit highlighted the duplication of some functions across this and the Meridian Water Programme including site and lease management.
6. This proposal is to reorganise the department with four teams blending into one clearly defined functional workstream that aligns to the programme aims, is fit for purpose, provides stable leadership, strong staff engagement and support, and increases operating efficiencies along with the quality of the department's outcomes.
7. The Placemaking and Regeneration Teams have delivered on their key objectives with outputs including the Masterplan, Supplementary Plan, a high focus on sustainability, Land Assembly engagement, a wealth of Meanwhile activity and the launch of the Skills Academy.

8. The proposals follow a number of key principles set internally by the Department and also by the Corporate “Organisation Design Principles” agreed as part of the 2018 review and recommendations led by Korn Ferry recommendations.
9. The restructure proposals for the Meridian Water Team were launched on 22 February 23 and closed on 23 March 23. Individual / personal queries were received during this period and were responded to directly. Other queries concerning the structure were anonymised and responded to **(Appendix 3)**.
10. During the consultation period Director of Development, Peter George, left the organisation. Penny Halliday has taken on this role on an interim basis and is now overseeing the restructure.
11. There were also other leavers during the consultation period and this has led to changes in the number of vacancies – an increase from 16 to 19, 18 of which are being deleted.
12. The “As Is” structure chart has been amended to reflect these changes **(Appendix 4)**
13. Outside of the general query process, a number of formal responses to the consultation were received and are attached **(Appendix 5)**. Please note that the formal responses received are unable to be anonymised and as such are considered exempt and will not be shared wider than those working on the restructure proposals, the Executive Director and Leader of the Council.
14. Although it is noted that strong and articulate views have been presented as part of the consultation period, it is felt that the original report and responses to the queries received have covered the comments made.
15. It is fully appreciated that a differing view of opinion has been raised within the consultation responses, and after careful review and consideration there has been an amendment to the proposals.
16. In response to the consultation, a new role has been created to cover areas including placemaking, land, planning, communication and engagement; this role is entitled “Head of Meridian Water Regeneration” and is graded at HOS2. The JD for this role is attached **(Appendix 6)**
  - Comments from Finance have been amended to reflect this change.
  - The structure chart has been amended to reflect this change **(Appendix 4)**

### **Preferred Option and Reasons For Preferred Option**

17. In order to deliver an appropriate reorganisation and restructure of the team that ensures it is fit for the next stage of the project, the preferred option is to take forward the proposals.

### Relevance to Council Plans and Strategies

18. The Meridian Water Programme Team is a key enabler for every aspect of the Enfield Council Plan 2023-2026 by:
- Creating a fit for purpose team who will help deliver Meridian Water objectives for the Council.
  - Ensuring resources are targeted effectively to provide excellent value for money
  - Building effective relationships with key partners, communities and stakeholders

### Financial Implications

19. The total estimated proposed structure salary cost is £2.029m (£2.011m capital – recharged to the MW capital programme and £17k funded from the MW revenue budgets)

20. The restructure will result in a £2.614m reduction of recharges to capital (Proposed Structure v Existing Approved MW Structure), which includes 15% of attributable management and support service costs.

21. Workings shown in the table below: -

	Existing Approved Structure	Proposed Structure	Savings
Salary - Capital	£4,005,571	£2,011,858	£1,993,713
Salary - Revenue	£297,074	£17,416	£279,658
<b>Total Salary</b>	<b>£4,302,645</b>	<b>£2,029,274</b>	<b>£2,273,371</b>
Management and support services costs	£645,397	£304,391	£341,006
<b>Total</b>	<b>£4,948,042</b>	<b>£2,333,665</b>	<b>£2,614,376</b>

22. The estimated pension and redundancy costs association with this restructure is £471k as per the table below:

	Staff No	Amount
<b>Redundancy Cost</b>	9	105,910.83
<b>Pension Cost</b>	3	365,164.10
		<b>471,074.93</b>

23. Officers are exploring whether the statutory element of redundancy costs can be funded from MW capital budgets through the flexible use of capital receipts. Any costs that cannot be capitalised will be funded from general fund revenue.

### Legal Implications

24. The recommendations in this report include a reorganisation and restructure of the current MW team that would result in a reduction of the staff numbers by deleting 28 posts out of 45 current posts in the team.
25. The Council's Principles of Managing Re-organisations should ensure that the council follows correct procedures and applies them fairly.
26. Employees have a number of rights in a redundancy situation. Employees who are dismissed by reason of redundancy may be entitled to a [statutory redundancy payment](#) and they may be able to challenge the termination of their employment as an [unfair dismissal](#).
27. Where 20 or more employees could be made redundant, the legislation sets out that there is a duty to consult with the appropriate employee representatives over a 30 day consultation period ( this would be 90 days for 100+ employees) : s188 [Trade Union and Labour Relations \(Consolidation\) Act 1992](#) (TULRCA). Whenever there is an obligation to consult collectively, the council will also need to ensure that it has followed a fair procedure in relation to individuals, including consulting with them properly, so as to minimise claims for unfair dismissal.
28. Redundancy is a potentially fair reason for dismissal (section 98(2) (c) Employment Rights Act 1996 (ERA 1996). A redundancy dismissal is likely to be unfair unless an appropriate pool for selection has been identified, there has been consultation with individuals in the pool, there has been objective selection criteria applied to those in the pool and there has been consideration of suitable alternative employment, where appropriate. In certain circumstances, selection of an employee for dismissal on grounds of genuine redundancy will be automatically unfair, for example, selecting an employee for a reason connect to pregnancy.
29. There are also rights for those on maternity leave who are affected by potential redundancy. The 'Equalities Implications' section completed by HR sets out that an EQIA has been completed at Appendix 2. In summary, employees dismissed by reason of redundancy have rights to:
  - a statutory redundancy payment
  - the application of a fair redundancy procedure, which includes consideration of suitable alternative employment
  - reasonable time off work to look for alternative employment or arrange training

### **Equalities Implications**

30. A completed EQIA is attached at Appendix 2.
31. There is no evidence to show that any group may be particularly affected.
32. It is recognised that a restructure can increase anxiety and stress, all staff will be offered appropriate support and will be able to apply for roles

regardless of their personal circumstances. We will seek to minimise job losses and redundancies.

33. In terms of age, appropriate training and support for all staff at different stages of their career will be supported to apply for alternative roles within the Council.
34. In terms of disability, reasonable adjustments will be made to ensure that any officers will not be disadvantaged during the consultation /implementation and any ring-fencing or recruitment processes. Reasonable adjustments will be made where appropriate to ensure there is a 'level playing field'.

### **HR and Workforce Implications**

35. The following implications and comments have been completed by HR.
36. The Council have introduced design principals which have been considered by the service in the design of this proposed structure.
37. A formal 30-day consultation on the above proposals has been undertaken in accordance with the Council's Principles of Managing Re-organisations with affected staff and union representatives.
38. Job descriptions for any proposed new roles have been written and evaluated in accordance with the Council's Job Evaluation Scheme. These job descriptions were available in draft format during the consultation period for affected staff to consider and comment upon.
39. Where roles do not directly assimilate or where more staff assimilate than roles are available, ringfence interviews will take place. This was discussed and agreed during the consultation process.
40. All potentially displaced staff will be given early support and guidance and access to the Council's Redeployment support, including priority access to apply for suitable vacancies arising within the Council. Once redeployees are confirmed as displaced, they will then have additional rights and will be entitled to be matched to suitable posts arising via redeployment.
41. It is recognised that some affected officers may need additional support and general guidance during consultation.
42. Whilst every effort will be made to redeploy any displaced staff, in the event that this is not possible, notice will be issued, and a redundancy payment will be payable to employees with over 2 years' continuous service in accordance with the Council's current redundancy compensation provisions policy. Early retirement benefits will also be payable to eligible staff (staff over 55 who are members of the Local Government Pension scheme)



43. The Council remains committed to avoiding compulsory redundancies wherever possible.

44. A predictive EQIA has been completed ahead of the start of the formal consultation process and used to inform this restructure proposal and processes to implement the new structure (**Appendix 2**)

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[020 8132 0825]

### **Appendices**

- Appendix 1 – Meridian Water Restructuring Report
- Appendix 2 – EQIA
- Appendix 3 – Anonymised Queries / Responses received during the consultation period.
- Appendix 4 – As Is and To Be Structure Charts
- Appendix 5 – Response to Consultation (EXEMPT)
- Appendix 6 – Head of Meridian Water Regeneration (HOS2) JD

### **Background Papers**

N/A

**Departmental reference number, if relevant:** HRD2324\_009

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## RESTRUCTURE REPORT – Meridian Water

**Report of: Peter George**

Director of Development

Contact officer and telephone number: Carla Segel, 020 8132 0825

Email: [Carla.Segel@Enfield.gov.uk](mailto:Carla.Segel@Enfield.gov.uk)

### EXECUTIVE SUMMARY:

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.

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 meant that a reorganisation and restructure of the team is needed.

The move of Strategic Property Services into the Director of Development's remit has highlighted the duplication of some functions across this and the Meridian Water Programme including site and lease management.

This proposal is to reorganise the department with 4 teams blending into 1 clearly defined functional workstream that aligns to the programme aims, is fit for purpose, provides stable leadership, strong staff engagement and support, and increases operating efficiencies along with the quality of the department's outcomes.

The Placemaking and Regeneration Teams have delivered on their key objectives with outputs including the Masterplan, Supplementary Plan, a high focus on sustainability, Land Assembly engagement, a wealth of Meanwhile activity and the launch of the Skills Academy.

The final approval of this restructure will be made by the Leader of the Council as this is a Key Decision. It will be discussed under Forward Plan reference KD3258 following the consultation period.

### KEY PRINCIPLES:

The proposals follow a number of key principles set internally by the Department and also by the Corporate HR Team's "Organisation Design Golden Rules" agreed as part of the Korn Ferry 2018 recommendations.

Roles must be protected where:

- a) The Council has a contractual obligation to fulfil
- b) The Council has grant funded works to fulfil
- c) Income (Capital and/or Revenue) is generated

Discussions have been held with HR colleagues in relation to the "Organisation Design Golden Rules". Further to this advice, the services consider there are 'exemptions' due to the professional nature of this Service.

- There will be no more than 8 organisational layers including the CEO
  - The Structure has 8 levels from the CEO
- The managerial headcount of all organisational units will be no more than 15% of its total population
  - Due to the nature of this Service and its portfolio, the structure has a number of

professional posts which require professional qualifications and industry expertise. The evaluated grades of these roles recognise these requirements of the posts, and reflect the skills, experience and accountabilities of the role, not only reflecting the number of individuals they manage.

- The spans of control for managers within the organisation must be at least 4
  - As detailed above, the nature of this Service and its portfolio means that a number of teams will not meet this element of the organisational design principles.
  - Although each HOS manages at least 4 people, the levels below do not. Increasing the number of staff they manage would impact their ability to effectively complete their professional roles such as architect, surveyor and programme management officer.
- There will be difference of 2 (or more) job levels between a manager and their direct reports
  - As detailed above, although this is adhered to in some areas, there are exceptions where an MM2 is managing an MM1 due to the nature of the work.

The current structure has 45 positions (**Appendix One**).

The proposed structure has 20 positions (**Appendix Two**).

A full breakdown of all posts in the current structure along with details of vacancies is shown in **Appendix Three**.

Grade	As Is	Proposed	Difference	Current Vacancies
HOS3	3	1	-2	1
HOS2	1	1	0	0
HOS1	1	1	0	0
MM2	13	7	-6	1
MM1	12	5	-7	6
PO2	7	2	-5	3
PO1	2	2	0	1
SO2	3	1	-2	2
Sc6	3	0	-3	2
	45	20	-25	16

The summary of establishment changes are:

- 17 posts are unchanged
- 28 posts are deleted of which 16 are vacant.
- There are 12 posts that have postholders who are therefore at risk
- 2 posts can be recruited for via a competitive assimilation interview process
  - 2x Principal Regeneration Officer (PO2)
  - Following a competitive process, 4x eligible PO2 officers will assimilate to these two roles as the PO2 job description is generic.
- The remaining individuals will then join the other 8 displaced postholders leaving 10 officers potentially at risk
- There is 1 new role being created shown below in the proposed structure which all displaced postholders could apply for via an open ringfence, assimilation does not apply due to the nature of the role / grade:

- 1 x Urban Design Officer, PO1

The below is a summary of at risk roles with postholders in:

Area	Role	Grade	Comment
Regeneration	Regeneration Director	HOS3	Postholder displaced
Regeneration	Senior Regeneration Manager	MM2	Postholder displaced
Regeneration	Senior Regeneration Manager	MM2	Postholder displaced
Regeneration	Senior Regeneration Manager	MM2	Postholder displaced (NOTE – postholder currently on secondment to SPS)
Placemaking	Strategic Planning Manager	MM2	Postholder displaced
Placemaking	Senior Design Manager	MM2	Postholder displaced
Placemaking	Planning Development Manager	MM1	Postholder displaced
Regeneration	Principal Regeneration Officer	PO2	Closed Ringfence – competitive assimilation process for 2 PO2 roles
Regeneration	Principal Regeneration Officer	PO2	Closed Ringfence – competitive assimilation process for 2 PO2 roles
Delivery	Principal Regeneration Officer	PO2	Closed Ringfence – competitive assimilation process for 2 PO2 roles
Placemaking	Principal Regeneration Officer	PO2	Closed Ringfence – competitive assimilation process for 2 PO2 roles
Regeneration	Events Coordinator	Sc6	Postholder displaced

There will be a change of focus in the remaining two Heads of Service roles:

- Commercial Programme Director – this role will be focused on the day-to-day operational management of the Team
- The Head of Placemaking post will be a strategic, cross-cutting role, matrix managing staff in relation to projects / areas of work as appropriate.

The JDs for these posts have been amended to reflect this, however this has not impacted the grade. The 2 postholders will assimilate into the new JDs as their role is substantially unchanged.

### **Impact on Council Objectives**

The Meridian Water Programme Team is a key enabler for every aspect of the Enfield Council Plan 2020-2022.

This restructure takes into account the timescales of the key projects within this Programme whilst recognising the need to make significant financial savings.

This restructure proposal will promote the Principles of “Good Homes in Well Connected Neighbourhoods”, “Safe, Healthy and Confident Communities”, “An Economy that Works for Everyone” and the cross-cutting theme “A Modern Council”.

*Build more and better homes for local residents:*

- *Directly deliver or acquire 3500 new council homes over the next 10 years*
- *Increase the number of homes owned and managed by our housing company, Housing Gateway, and provide new, decent quality, private rented housing on longer term tenancies to end the cycle of homelessness*

*Deliver Housebuilding and Regeneration Programmes with our Residents:*

- *Complete the first new homes in Phase One of Meridian Water by December 2022, begin construction on the second phase in mid-2021 and sign agreements for future phases by December 2022.*

*Drive Investment in better transport to deliver good growth for London Borough of Enfield:*

- *Work in partnership with the Greater London Authority, Transport for London, the London Stansted Cambridge Consortium and our regional partner local authorities to produce the transport infrastructure required in Enfield for the benefit of local people now and in the future.*
- *Play an active role in the sub-regional Local London Partnership, to secure opportunities for infrastructural investment in Enfield and deliver long term growth and prosperity, ensuring we are globally connected whilst locally focused.*
- *Complete Government-funded strategic infrastructure works for Meridian Water, which include a major new road and public park, due for completion in 2023.*

*Create healthy streets, parks and community spaces:*

- *Deliver healthier neighbourhoods where residents are supported to eat well, be active, be smoke free and be socially connected.*
- *Make our neighbourhoods safer, healthier and better places to live by working with communities to reduce and slow down traffic - particularly around our schools.*
- *Work with partners to reduce reliance on cars and increase the number of journeys taken by walking, cycling and public transport.*
- *Create opportunities to get more people visiting and enjoying our parks and open spaces.*

*Create more high-quality employment:*

- *Work with the Living Wage Foundation and others to make the Meridian Water development a 'Living Wage Zone' and use its wider procurement strategy to support decent work and fair pay in Enfield, drawing on existing good practice.*

*An empowered, responsive, and happy workforce:*

- *Enable managers to develop strong leadership skills and create an environment where staff can do their best.*
- *Deliver high quality services which benefit local people. This means our workforce directly delivering our services when we think this best meets residents' needs.*

*Financial Resilience and good governance:*

- *Target resources smartly and reinvest income wisely to deliver excellent value for money in all that we do.*

**Trade Unions**

**When did you consult with the Trade Unions?**

Date.....01/02/2023 ..... Contact Name... GMB, Unison, Unite

**Human Resources:**

HR must be consulted to provide advice on the impact of the proposal, and plan the changes that will need to be made to update SAP and MI Portal

The Council have introduced design principals which have been considered by the service in the design of this proposed structure.

The service have completed the EMT gateway review and challenge in respect of these proposals

Formal consultation on the above proposals will be undertaken in accordance with the Council's Principles of Managing Re-organisations with affected staff and union representatives and will last for a minimum of 30 days.

- Job descriptions for any proposed new roles have been written and an initial job evaluation exercise has been undertaken. These job descriptions will be available during the consultation period for affected staff to consider and comment upon. Should the job descriptions be amended further to consultation, an additional JE exercise will be undertaken.
- Where roles do not directly assimilate or where more staff assimilate than roles are available, ringfenced interviews will take place. Discussions will be held with union colleagues to establish the most appropriate ringfencing method.
- All potentially displaced staff will be given early support and guidance and access to the Council's Redeployment support, including to look and have priority access to apply for suitable vacancies arising within the Council. Once redeployees are confirmed as displaced, they will then have additional rights and will be entitled to be matched to suitable posts arising via redeployment.
- It is recognised that some affected officers may need additional support and general guidance during consultation.
- Whilst every effort will be made to redeploy any displaced staff, in the event that this is not possible, notice will be issued, and a redundancy payment will be payable to employees with over 2 years' continuous service in accordance with the Council's current redundancy compensation provisions policy. Early retirement benefits will also be payable to eligible staff (staff over 55 who are members of the Local Government Pension scheme)
- The Council remains committed to avoiding compulsory redundancies wherever possible.
- An EQIA is being drafted and will be available ahead of the start of the formal consultation process

**Financial Services (Homun Bui / Ermias Habtay):**

Financial Services must be consulted to provide advice on the impact of the proposal, and plan the changes that will need to be made to update SAP and MI Portal

1. The total estimated proposed structure salary cost is £2.425 (£2.420m capital and £22.5k revenue),

Apart from the £22.5k, all the salary costs are expected to be recharged to the MW capital programme.

2. The proposed restructure for MW and PMOs will result in a £2.597m reduction of recharges to capital (Proposed Structure Costing v Existing Structure Costing), and £0.525m when compared to actual 2022/23 costs (the variance between these two numbers is due to the effect of vacant posts).
3. The recharge to MW capital programme will be about £2.764m - including the 15% approved

overhead rate).

4. Workings shown in the table below: -

	<b>Total Salary Cost</b>	<b>Capital Costs</b>	<b>Revenue Costs</b>
<b>Proposed Structure Costing</b>			
Total Current Structure Cost (without 15% overhead)	£2,425,542	£2,403,090	£22,453
Total Proposed Structure Cost to Capital (with 15% overhead)		£2,763,553	
<b>Existing Structure Budget/Costs</b>			
Total Current Structure Cost (without 15% overhead)	£4,965,205	£4,661,840	£303,365
Total Current Structure Cost to Capital (with 15% overhead)		£5,361,116	
<b>Variance Proposed Structure Costing v Existing Structure Costing</b>			
Total Current Structure Cost (without 15% overhead)	-£2,539,663	-£2,258,750	-£280,913
Total Proposed Structure Cost to Capital (with 15% overhead)		-£2,597,563	
<b>Actual 2022/23 Costs</b>			
Total Current Structure Cost (without 15% overhead)	£3,022,341	£2,859,607	£162,735
Total Current Structure Cost to Capital (with 15% overhead)		£3,288,548	
<b>Variance Proposed Structure Costing v Actual 2022/23 Costs</b>			
Total Current Structure Cost (without 15% overhead)	-£596,799	-£456,517	-£140,282
Total Proposed Structure Cost to Capital (with 15% overhead)		-£524,995	

**This report must be signed by the Director before it is implemented**

Signed ...Ermias Habtay..... Date .....18/02/2023..... (Finance)

**This report must be signed by the Director before it is implemented**

Signed ..... Date ..... (Director of Department)

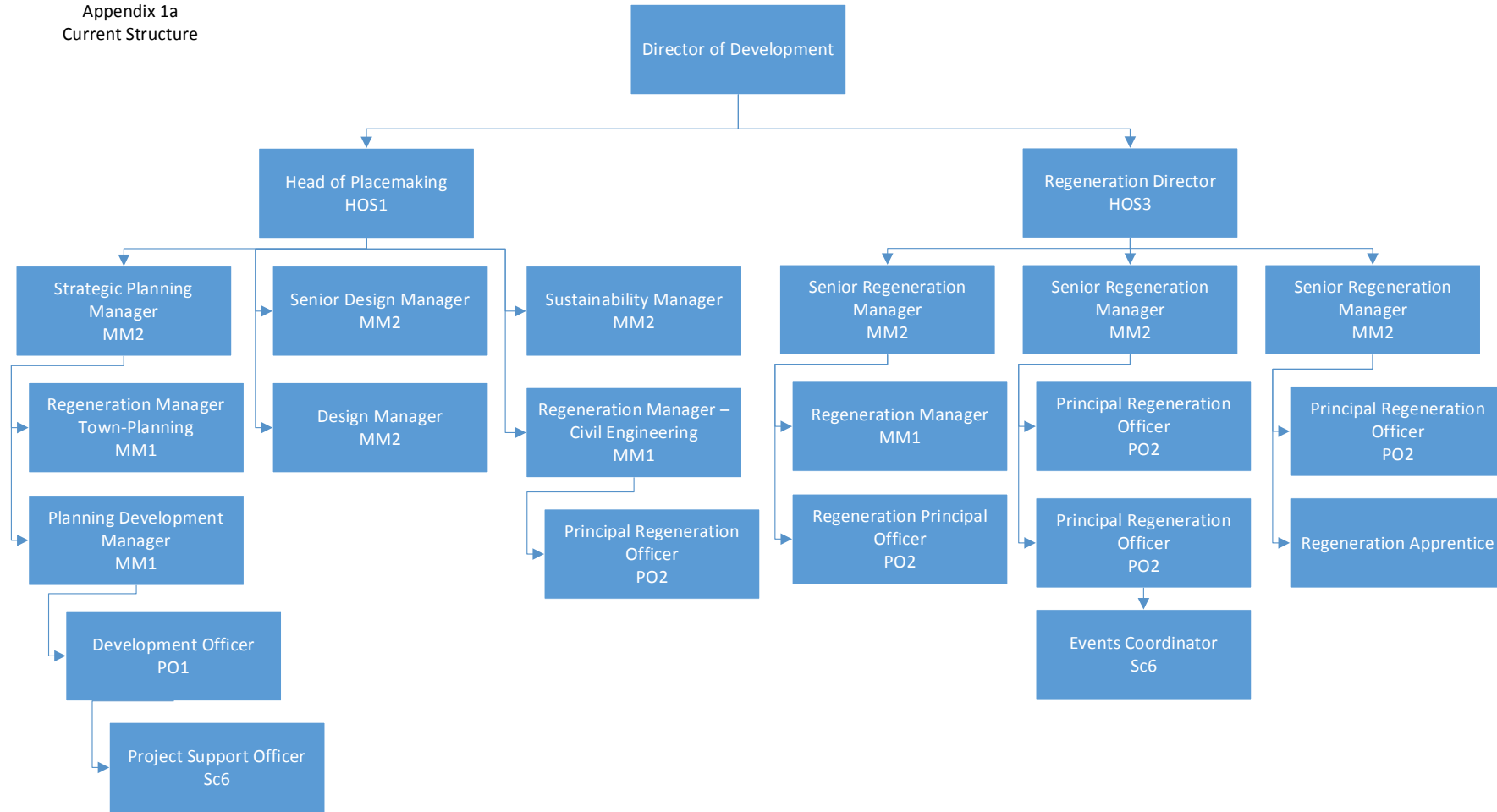
**Appendices:**

- Appendix One – Current Structure Chart (this spans 3 pages, 1a, 1b, 1c)
- Appendix Two – Proposed Structure HR (this spans 1 page)
- Appendix Three – Breakdown of current posts



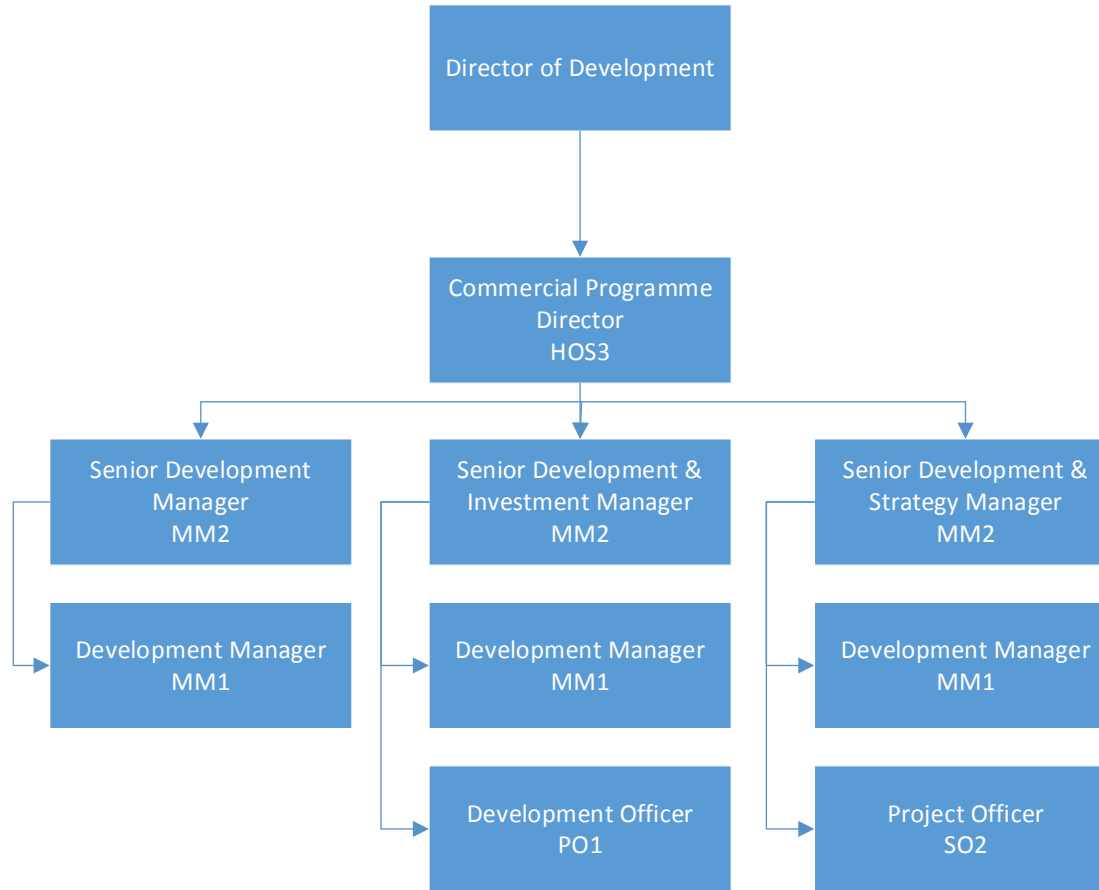
# Restructure Report - Meridian Water

## Appendix 1a Current Structure



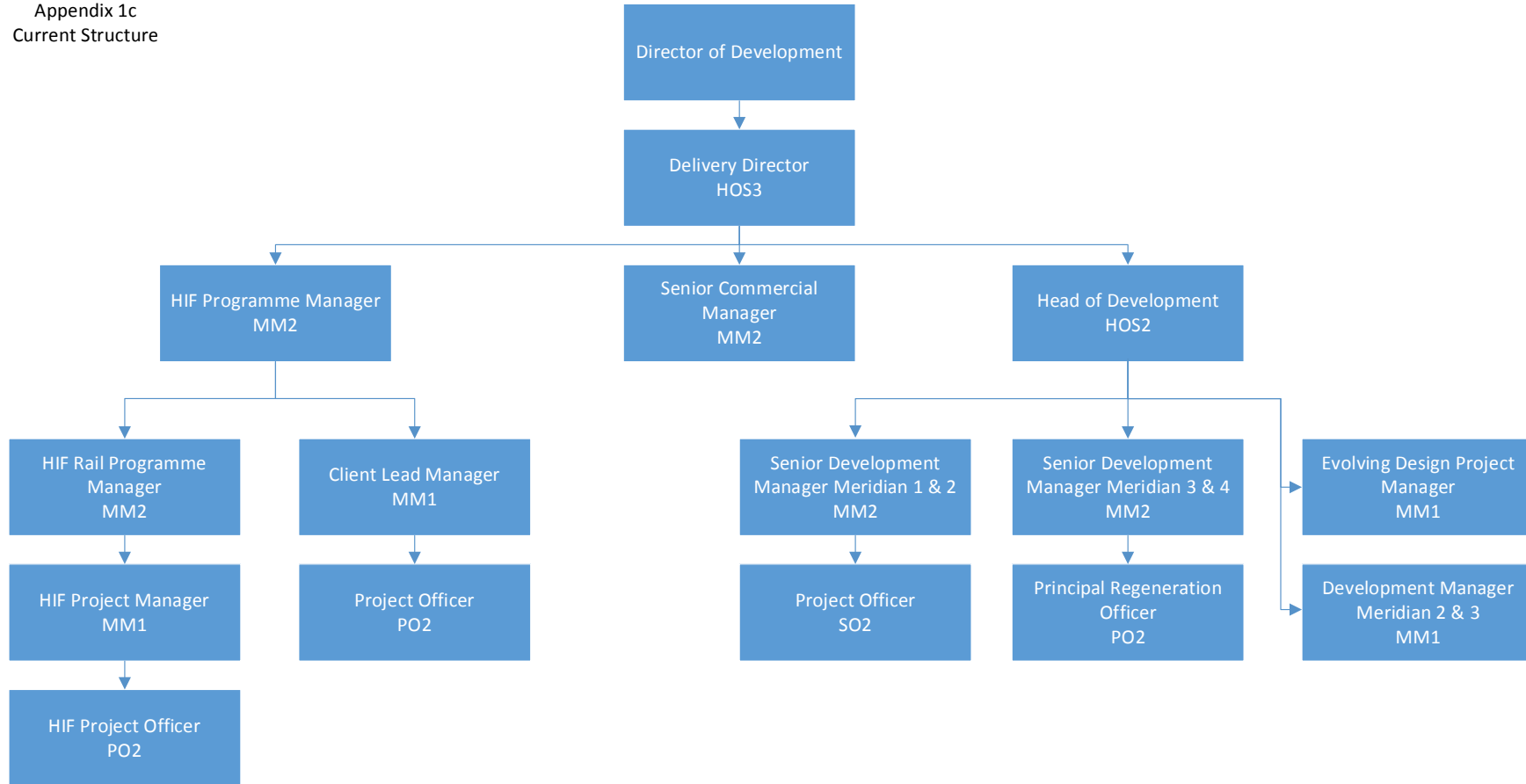
# Restructure Report - Meridian Water

Appendix 1b  
Current Structure



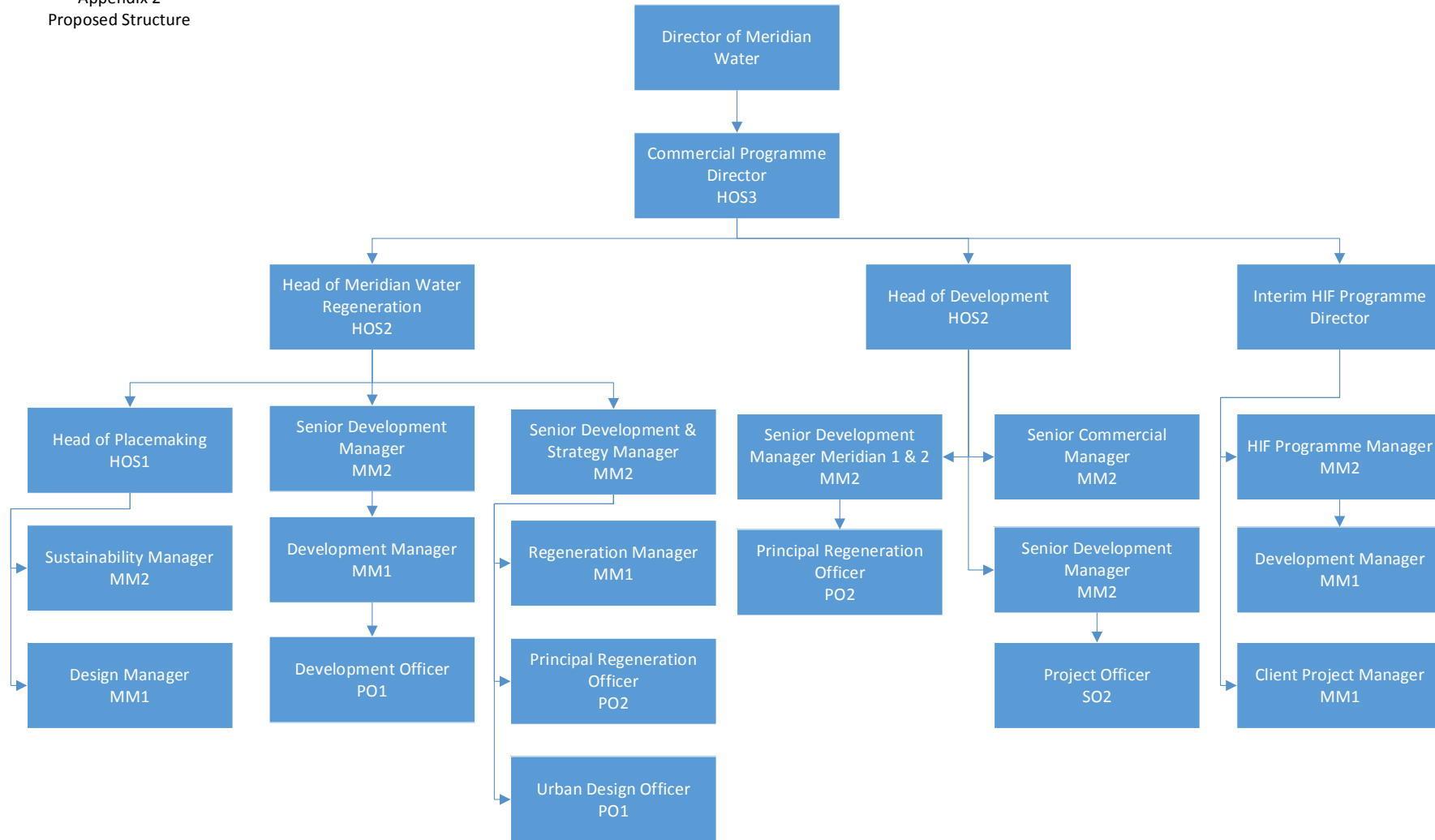
# Restructure Report - Meridian Water

Appendix 1c  
Current Structure



# Restructure Report - Meridian Water

## Appendix 2 Proposed Structure



## Restructure Report - Meridian Water

### Appendix Three – Breakdown of Current Posts

Area	Post Title	Position No.	Grade	Quantity	Unchanged	Delete	VAC	Restructure Report Comment	
Regeneration	Regeneration Director	50119606	HOS3	1		1		<p>With the current budgetary pressures facing the Council combined with the current market conditions, as a result of the war, hyperinflation and forthcoming recession The Meridian Water development strategy has moved away from Direct delivery and Development Agreements, as such this post and the Regen Team is no longer required. In addition their main workstreams – Skill Academy, setting up the social value matrix and meanwhile masterplan have been successfully completed.</p>	
Regeneration	Senior Regeneration Manager	50109885	MM2	1		1			
Regeneration	Senior Regeneration Manager	50120762	MM2	1		1			
Regeneration	Senior Regeneration Manager	50088499	MM2	1		1			
Regeneration	Regeneration Manager	50123284	MM1	1	1				Role is unchanged
Regeneration	Principal Regeneration Officer	50128789	PO2	1			1		VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts (Post Vacant from end Feb-23)
Regeneration	Principal Regeneration Officer	50118718	PO2	1		1			One PO2 position is being ringfenced to monitor the ongoing social value, community chest work plus additional work streams as required across the programme. The remaining positions are being deleted as per the above
Regeneration	Principal Regeneration Officer	50114493	PO2	1		1			One PO2 position is being ringfenced to monitor the ongoing social value, community chest work plus

## Restructure Report - Meridian Water

Area	Post Title	Position No.	Grade	Quantity	Unchanged	Delete	VAC	Restructure Report Comment
								additional work streams as required across the programme. The remaining positions are being deleted as per the above
Regeneration	Principal Regeneration Officer	50086070	PO2	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Regeneration	Events Coordinator	50118717	Sc6	1		1		Deleted, as detailed above
Regeneration	Regeneration Apprentice / Support Officer	50121316	Sc6	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	Delivery Director	50119609	HOS3	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	Delivery Programme Manager	50127906	HOS2	1	1			Role is unchanged
Delivery	HIF Programme Manager	50125631	MM2	1	1			Role is unchanged
Delivery	Senior Commercial Manager	50125632	MM2	1	1			Role is unchanged
Delivery	Senior Development Manager Meridian 1 & 2	50120763	MM2	1	1			Role is unchanged
Delivery	Senior Development Manager Meridian 3 & 4	50122042	MM2	1	1			Role is unchanged
Delivery	HIF Project Manager	50129789	MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	Client Lead Project Manager	50119663	MM1	1	1			Role is unchanged
Delivery	Development Manager Meridian 2 & 3		MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts

## Restructure Report - Meridian Water

Area	Post Title	Position No.	Grade	Quantity	Unchanged	Delete	VAC	Restructure Report Comment
Delivery	Evolving Design Project Manager		MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	Principal Regeneration Officer	50102888	PO2	1		1		Ringfenced PO2 position as detailed above
Delivery	Project Officer	50120437	PO2	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	HIF Project Officer	50125096	SO2	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Delivery	Project Officer	50112077	SO2	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Commercial	Commercial Programme Director	50125646	HOS3	1	1			Role is unchanged
Commercial	Senior Development Manager	50124475	MM2	1	1			Role is unchanged
Commercial	Senior Development & Investment Manager	50122043	MM2	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Commercial	Senior Development & Strategy Manager	50120821	MM2	1	1			Role is unchanged
Commercial	Development Manager	50125142	MM1	1	1			Role is unchanged
Commercial	Development Manager	50124895	MM1	1	1			Role is unchanged
Commercial	Development Manager	50127907	MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Commercial	Development Officer	50109843	PO1	1	1			Role is unchanged

## Restructure Report - Meridian Water

Area	Post Title	Position No.	Grade	Quantity	Unchanged	Delete	VAC	Restructure Report Comment
Commercial	Project Officer	50126582	SO2	1	1			Role is unchanged
Placemaking	Head of Placemaking	50122189	HOS1	1	1			Role moved into strategic / cross cutting focus
Placemaking	Sustainability Manager	50120820	MM2	1	1			Role moves into a "Place Focussed" approach with cost apportioned across Directorate. Line management arrangements to be confirmed
Placemaking	Strategic Planning Manager	50119665	MM2	1		1		Supplementary Planning Document now substantially complete and led by LPA colleagues, as such this post can be deleted
Placemaking	Senior Design Manager	50130739	MM2	1		1		Masterplan vision substantially complete. Ongoing amendments to the masterplan to be transferred to in-house capacity to save costs and reflected in urban designer and design manager roles, as such this post can be deleted
Placemaking	Regeneration Manager – Town Planning	50122198	MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Placemaking	Planning Development Manager	50119661	MM1	1		1		Supplementary Planning Document now substantially complete and led by LPA colleagues, as such this post can be deleted
Placemaking	Regeneration Manager – Civil Engineering		MM1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts



## Restructure Report - Meridian Water

Area	Post Title	Position No.	Grade	Quantity	Unchanged	Delete	VAC	Restructure Report Comment
Placemaking	Design Manager	50119664	MM1	1	1			Role is unchanged
Placemaking	Principal Regeneration Officer	50130740	PO2	1		1		Masterplan vision substantially complete, Council has reduced requirement for regeneration and project management capacity. Ringfenced PO2 position as detailed above
Placemaking	Development Officer	50122190	PO1	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
Placemaking	Project Support Officer	50121317	Sc6	1		1	1	VACANT posts are being deleted in order to achieve savings targets and reduce impact on occupied posts
TOTAL				45	17	28	16	

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## Enfield Equality Impact Assessment (EqIA)

### Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected e.g. equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

**The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.**

## SECTION 1 – Equality Analysis Details

<b>Title of service activity / policy/ strategy/ budget change/ decision that you are assessing</b>	<b>PMO restructure</b>
<b>Lead officer(s) name(s) and contact details</b>	<b>Peter George</b>
<b>Team/ Department</b>	<b>Meridian Water - Development, Place</b>
<b>Executive Director</b>	<b>Sarah Cary</b>
<b>Cabinet Member</b>	<b>Cllr Caliskan</b>
<b>Date of EqIA completion</b>	<b>Jan/Feb 2023</b>

## SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

**Please summarise briefly:**

What is the proposed decision or change?

What are the reasons for the decision or change?

What outcomes are you hoping to achieve from this change?

Who will be impacted by the project or change - staff, service users, or the wider community?

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.

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 meant that a reorganisation and restructure of the team is needed.

The move of Strategic Property Services into the Director of Development's remit has highlighted the duplication of some functions across this and the Meridian Water Programme including site and lease management.

This proposal is to reorganise the department with 4 teams blending into 1 clearly

defined functional workstream that aligns to the programme aims, is fit for purpose, provides stable leadership, strong staff engagement and support, and increases operating efficiencies along with the quality of the department's outcomes.

The Placemaking and Regeneration Teams have delivered on their key objectives with outputs including the Masterplan, Supplementary Plan, a high focus on sustainability, Land Assembly engagement, a wealth of Meanwhile activity and the launch of the Skills Academy.

The summary of establishment changes are:

- 17 posts are unchanged
- 28 posts are deleted of which 16 are vacant.
- There are 12 posts that have postholders who are therefore at risk
- 2 posts can be recruited for via a competitive assimilation interview process
  - 2x Principal Regeneration Officer (PO2)
  - Following a competitive process, 4x eligible PO2 officers will assimilate to these two roles as the PO2 job description is generic.
- The remaining individuals will then join the other 8 displaced postholders leaving 10 officers potentially at risk
- There is 1 new role being created shown below in the proposed structure which all displaced postholders could apply for via an open ringfence, assimilation does not apply due to the nature of the role / grade:
  - 1 x Urban Design Officer, PO1

## SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (e.g. people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

## Age

This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g. older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

Age band	16-24	25-34	35-44	45-54	55-64	65+
Number	0	2	4	2	4	

All staff will be supported to apply for roles in the new structure, including appropriate support, training & guidance.

## Mitigating actions to be taken

- Provide appropriate training and support for staff at different stages of their career to support them to successfully apply for alternative roles in the new structure or elsewhere within the Council.

## Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

One officer has declared a disability. One officer has refused to make a declaration.

Reasonable adjustments will be made to ensure that any officers will not be disadvantaged during the consultation and implementation and any ring-fencing /recruitment process.

In addition, it is recognised that a restructure can increase anxiety and stress, and staff should be offered appropriate support.

#### Mitigating actions to be taken

- Any additional support and reasonable adjustments will be discussed with made in consultation with staff who have declared a disability, or declare a disability during this process
- Staff will be reminded that the EAP service is available
- DSE and risk assessments should be completed for all staff remaining in the service when the new structure is implemented

#### Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

No declaration has been made within the affected population.

Should a member of the team make a disclosure, they will be appropriately supported in line with Council policy and best practice.

#### Mitigating actions to be taken

- Any member of the team will be supported if they are proposing to undergo, are undergoing, or have undergone a process of gender reassignment.

#### Marriage and Civil Partnership



Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

All staff will be supported to apply for roles in the new service regarding of their personal circumstances.

#### **Mitigating actions to be taken**

- Any member of the team will be supported regardless of personal circumstances

#### **Pregnancy and maternity**

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

At the time of preparing this EqIA no officers within the affected population are pregnant or on maternity leave

#### **Mitigating actions to be taken**

- N/A

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**Race**

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

Please note SAP ethnicity classification data has been updated, some differences in classification are shown.

DRAFT

Indian or British Indian		1
Pakistani, British Pakistani		1
<b>A) White</b>		
A1 – English/Welsh/Scottish/Northern Irish/British	4	
A2 - Irish		
A3 – Gypsy or Irish Traveller		
A4 - Roma		
<b>Other White Backgrounds</b>		
A5 - Greek		
A6 - Greek Cypriot		
A7 - Turkish		
A8 - Turkish Cypriot	1	
A9 - Kurdish		
A10 - Albanian		
A11 - Polish		
A12 – Any other White Background, please provide here:		
<b>B – Mixed/Multiple Ethnic Groups</b>		
B1 – White and Black Caribbean		
B2 – White and Black African	1	
B3 – White and Asian		
B4 – Any other Mixed/Multiple ethnic background, please provide here:		
<b>C) Asian/Asian British</b>		
C1 – Indian		
C2 – Pakistani		
C3 – Bangladeshi		
C4 – Sri Lankan		
C5 – Chinese		
C6 - Any other Asian background, please provide here:		
<b>D) Black African, Caribbean or Black British:</b>		
D1 – Caribbean		
D2 – African		1
D3 – Any other Black, Black British, African or Caribbean background, please provide here: 1		
<b>E) Other Ethnic Group</b>		
E1 – Arab		
E2 – Any other Ethnic Group please provide here:		
<b>F) Prefer not to Say</b>		
I don't not wish to state my ethnic origin		2
<p>The profile indicates a range of ethnicities within the affected population.</p> <p>All staff will be supported through the restructure process and the approach will seek to minimise job losses and redundancies.</p>		
<b>Mitigating actions to be taken</b>		
<ul style="list-style-type: none"> <li>As above, all staff will be supported through the restructure process and we will seek to minimise job losses and redundancies</li> </ul>		

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### Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

No data has been declared in relation to this sub-heading and no direct impact identified in this restructure.

All staff will be supported to apply for roles in the new service regarding of their personal circumstances, religion and belief.

### Mitigating actions to be taken

- Any member of the team will be supported regardless of any personal circumstances relating to this PC

### Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

Please provide evidence to explain why this group may be particularly affected.

Gender	Male	Female
Number	6	6

The gender breakdown for the affected population is balanced.

All staff will be supported through the restructure process and the approach will seek to minimise job losses and redundancies.

#### Mitigating actions to be taken

- As above, all staff will be supported through the restructure process and we will seek to minimise job losses and redundancies

#### Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

No data has been declared in relation to this sub-heading and no direct impact identified in this restructure.

All staff will be supported to apply for roles in the new service regardless of their personal circumstances and sexual orientation.

#### Mitigating actions to be taken

- any member of the team will be supported regardless of any personal circumstances relating to this PC

#### Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

There is no data to support this sub-heading and no direct impact identified in this restructure.

All staff will be supported to apply for roles in the new service regardless of their personal circumstances.

**Mitigating actions to be taken.**

- Any member of the team will be supported regardless of any personal circumstances relating to this PC.

## SECTION 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

The workforce profile will be reviewed at difference stages of the consultation and implementation of the agreed new structure to ensure staff are treated equally and fairly and there is no detrimental impact on any member of the team in relation to any of the protected characteristics.

This will be reviewed by the Director - Development.

## SECTION 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments
Support required during restructure process	Additional support to be implemented tailored to individual needs. Assessed via face to face meetings during consultation process.	Director Heads of Service Operational Managers HR Team	On-going	No additional costs identified currently	<b>On-going</b>
Declared disabilities	Additional support to be implemented tailored to individual needs	Director Heads of Service Operational Managers HR Team	On-going	No additional costs identified currently	<b>On-going</b>
Redeployment Support	<ul style="list-style-type: none"> <li>-Early access and support for redeployment opportunities</li> <li>-Support on job searches</li> <li>-iLearn Courses</li> <li>-Support from Matrix : outplacement support programme providing face to face specialist support on :</li> <li>-CV Creation</li> </ul>	Director Heads of Service Operational Managers HR Team People Development Team			



	<ul style="list-style-type: none"> <li>-Introduction to LinkedIn</li> <li>-Interview Support</li> </ul>				
Anxiety and stress may arise as a result of the proposals	<p>Reasonable adjustments to be made as appropriate</p> <p>Wellbeing support available via : EAP MH 1<sup>st</sup> aiders MIND</p>	<p>Director</p> <p>Head of Service</p> <p>Operational Managers</p> <p>HR Team</p> <p>People Development Team</p>			
Other support	Pension advice/guidance	Exchequer Services			

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## Meridian Water Restructure - Queries Received During Consultation Period

No	Question / Comment	Response
1	Can you confirm whether the report has been to the Trade Unions	Yes, the report has been discussed twice on 21/12/22 and 01/02/23
2	With regards to team structure; the report is Jan/Feb but the placemaking structure reflects the structure pre September 2022.	Apologies for the confusion, the structure chart has since been updated to reflect the current situation. All other data in the report in relation to this correctly reflected the current situation
3	In the EQIA – can you clarify what the evidence is to explain why the following groups may be particularly affected (age and disability) by redundancy?	The data used is sourced from SAP/MiPortal
4	Could you clearly set out the selection criteria for which employees have been put up for redundancy and the methodology for assimilation?	<p>The rationale for selection of roles identified for redundancy is outlined in the restructure report. Redundancy occurs when an employer has ceased, or intends to cease, continuing the business, or the requirements for employees to perform work of a specific type, or to conduct it at the location in which they are employed, have ceased or diminished, or are expected to do so.</p> <p>The posts proposed for deletion have been selected as it is considered those roles are no longer required. An assimilation exercise occurs when comparing roles in a previous structure with new roles in a changed structure. Assimilation occurs only where there is an 80% match and roles are of the same grade. Where a new structure is proposed, an assimilation exercise will take place to consider if staff assimilate to any available posts in the new structure. Using the proposed Urban Designer role as an example, this role is available for assimilation, however no current roles meet the criteria to assimilate to this role. This therefore means this post can be ringfenced to at risk staff.</p> <p>Roles that are not proposed for deletion are not available for assimilation i.e. if a role is not to be deleted, this is not available for at risk staff either to be assimilated to or to apply for.</p>
5	When will redeployment options start (during or after consultation period)?	Employees will not enter the redeployment pool until the proposals are agreed, signed off and reflect any changes made as a result of the consultation period
6	<p>I'd like to have access to available support asap in order to maximise the opportunity.</p> <p>I have dyslexia and it helps to have more time to process and prepare. What is the earliest point that I could book onto the Outplacement Support?</p>	<p>We would discuss individual needs for staff who have declared disabilities, or who advise reasonable adjustments are required, with them directly.</p> <p>We ask that staff who have individual needs approach HR directly either via Lorna Keenan who delivered the Outplacement presentation or Irene</p>
7	Can you clarify exactly what additional support (to what has already been discussed) is to be implemented and tailored to individual needs for declared disabilities?	<p>We would discuss individual needs for staff who have declared disabilities, or who advise reasonable adjustments are required, with them directly.</p> <p>We ask that staff who have individual needs approach their line manager and/or Irene (HR)</p>
8	Can you clarify whether a redundant employee may leave before or during the notice period, or postpone the date of expiry of notice, without losing any entitlement to a statutory redundancy payment	<p>There are various scenarios therefore if an employee wishes to leave prior to the end of their notice it is advised that they seek individual advice from HR (Irene).</p> <p>Please note if an employee should wish to curtail their notice period, this will have tax implications. Again it advised that the individual advice is sought from HR.</p>
9	Going into a new Financial Year in April, does the leave entitlement change for those at risk?	If an officer leaves on grounds of redundancy, annual leave (A/L) will be calculated pro-rata to the last day of service.

## Meridian Water Restructure - Queries Received During Consultation Period

No	Question / Comment	Response
10	<p>Whilst we do not have an economic development team council-wide and it is still in early discussion, it does not feel prudent to cut all of the socio-economic team completely at MW.</p> <p>The socio economic agenda has been disregarded in the restructure and is missing a lot more than development and commercial and social value alone...bringing forward the benefits of socio economic regeneration to the local community and residents, bringing jobs and skills to 6000 jobs</p>	<p>As the project is now moving to the next stage, the delivery stage, many of the initial workstreams are coming to an end; this, coupled with the need to make significant financial savings, has meant that a reorganisation and restructure of the team is needed.</p> <p>To ensure the minimal amount of potential redundancies, all vacant positions were removed from the structure (a total of 16 posts), including those with a development / commercial function.</p> <p>Selection was based on job role; roles with development/commercial/HIF functions are currently not at risk because they are roles which are essential to deliver the next stage of Meridian Water. These roles have the necessary skills and experience in land promotion, negotiating development contracts, feasibility, development delivery, commercial viability etc. In addition, the current post holders in these roles also have a wide range of multi-disciplinary regeneration skills and will be expected to continue to be responsible for delivering mixed use developments that will need to deliver upon the projects' social value objectives.</p>
11	<p>It seems that the restructure has been well considered for some time, could you explain the rationale for hiring new staff rather than creating more efficiency and/or flexibility across existing staff roles in order to reduce the number of jobs at risk?</p>	<p>The remaining roles (within the Masterplanning and Regeneration teams) were considered with regards to their current and future workstreams.</p>
12	<p>How was a decision made on the jobs that are staying and those being deleted.</p>	<p>The Placemaking Team has not been deleted just reduced to reflect the number of the workstreams coming to an end and the new delivery strategies – for example the Masterplan is not expected to be revisited for a number of years and the SPD has now reached the final stages of approval and is being led by the Strategic Planning Team. The HoS placemaking will continue to hold the vision and have strategic overview, the MM2 Sustainability Lead will continue to have a strategic function across MW and wider Council, the MM1 Design Manager and a new PO1 Urban Designer will enable design work for individual parcels and strategies to be brought in house, to reduce the reliance on external consultants.</p> <p>The Regeneration team also has many workstreams coming to an end (e.g. the meanwhile projects have been delivered); this, combined with the duplication of some functions with those held in Strategic Property Services, has meant the remaining tasks do not equate to full-time roles. As such some areas will become part of the Project Lead's role and others (including tracking and monitoring functions) into the PMO. In addition, one of the available PO2 positions will have a social value focus and a Regeneration Manager (MM1) post is not currently at risk.</p> <p>In relation to roles which are currently not at risk and have recently been recruited to (within the last six months), the recruitment had concluded prior to any discussions regarding a restructure. These roles were required due to the specific nature of the roles and the skill sets required for these positions.</p>
13	<p>How were the roles reviewed and assessed</p>	
14	<p>How will the Masterplan be used going forward</p> <p>Can you clarify whether the HIF role being covered by a consultant will continue in this way or if this is an opportunity for the team - will this become a permanent role?</p>	
15	<p>Please can I have details of my notice period after consultation</p>	<p>For staff PO2 and below, there is a minimum of 4-weeks notice then an additional 1 week per year worked at LBE (or continuous service) up to a maximum of a further 8 weeks to take total to 12 weeks For HAY staff the notice period is 3 months with no minimum amount of service</p>
16	<p>Will there be mentoring to support the new structure?</p>	<p>Yes, support / training will be given by the Senior Leadership Team in addition to support offered by HR</p>

## Meridian Water Restructure - Queries Received During Consultation Period

No	Question / Comment	Response
17	The drivers of the redundancy have to be more transparent. How was the selection panel put together.	The drivers for the restructure and rationale for selection of roles identified for redundancy is outlined in the restructure report. This was discussed and shaped by the Director (Peter George) with input from the Executive Director and Senior Management Team
18	How is the Council protecting long-term employees and showing age is not a factor	The drivers for the restructure are as described in the report and are based on the requirements for the project. An Equalities Impact Assessment has been carried out and provided to affected staff. We will ensure all staff are treated equitably.
19	Can you clarify the timeline for the consultation and what happens afterwards	An indicative timeline has been saved in the Sharepoint Folder
20	What did Trade Unions say about this	Discussions have been held with Trade Union partners and they can be contacted directly for their views and input
21	Are staff not currently at risk from these proposals being told they are safe?	All staff are aware that the proposals could change depending on feedback received during the consultation
22	Will staff at risk be given time off to attend interviews or training courses?	Yes, we want to support staff as best we can
23	Can staff at risk apply for higher graded roles?	Staff can apply for any role if they feel they have the skills and knowledge needed for it. Staff can only be assimilated into a role at the same grade depending on a JD review and roles / responsibility match
24	Will the JDs of remaining staff be changed?	Staff are already expected to be flexible in their approach and undertake roles and activities as needed by the business. As such JDs are not expected to be amended as it is considered they are already sufficient to deliver the objectives
25	What support will be given in relation to redeployment in addition to training	HR have provided a slide deck in relation to support, this has been shared with all. Training can take many forms and range from formal courses (via I-Learn), on-the-job training / shadowing and masterclasses given by subject matter experts.
26	Can you clarify the situation with the Principal Regeneration Officer (PO2) roles	The role of Principal Regeneration Officer (PO2) is not changing, the current JD remains the same. There are 4 individuals at this grade and 2 roles are proposed going forwards. If there are no changes to these proposals then after the consultation has been closed and the final report approved, the 4 individuals will go through a recruitment process and the 2 that are not successful will then be deemed "at risk" and redeployment opportunities will then be explored.
27	What should I be doing the consultation?	Please review the proposals and give us your feedback
28	What happens between the consultation period and notice period?	Please see timeline

**Meridian Water Restructure - Queries Received During Consultation Period**

No	Question / Comment	Response
29	When can I start looking for a new job?	<p>You are able to start searching for a new role straight away. If your post is identified as being at risk, we consider you to be a redeployee and you should have received the email and guidance on how to apply for roles - this email was sent by Shemelia Lewis.</p> <p>There will be some time between the end of the consultation period and issuing of any notices of redundancy. Should you be issued with notice of redundancy, you will have matching rights where HR provide additional support in seeking suitable alternative employment.</p> <p>The search for suitable alternative employment would continue until your last day of service</p>
30	If I take a redundancy payment do I have to wait before taking a new role?	<p>You should note that if you find suitable alternative employment with the Council, or another organisation related to Local Government orders, and the commencement date of your new job is within 4 weeks of your last day of Service, you may forfeit your right to the redundancy payment. Additionally, if you unreasonably refuse an offer of suitable alternative employment, the same stipulation will be applied.</p> <p>It is important to note that where an employee receives a redundancy payment, it is Council policy that they cannot be re-engaged by Enfield Council in any capacity (e.g. established / fixed term contract, agency worker, consultant) within two years of the last day of service unless there is an exceptional business reason to support re-engagement, approved by the Director of Finance and the Director of HR &amp; OD.</p> <p>You can join an organisation not subject to Local Government orders straight away but otherwise you will need to wait 4 weeks before commencing a role in an organisation which is covered. For example, this means you could be employed by an agency and engaged to work at a Local Authority from day 1 with no break and retain a redundancy payment (but not at Enfield, see above) – however you would forfeit a redundancy payment if you were directly employed by a Local Authority at day 1 (i.e. without a 4 week break).</p>
31	If I take redundancy does my continuous service end?	Yes
32	Can I have access to all JDs	Yes, all JDs have been uploaded to the Sharepoint Folder
33	Can I have information on the overarching objectives of the restructure and the repurposing of the Meridian Water Team	The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).

**Meridian Water Restructure - Queries Received During Consultation Period**

No	Question / Comment	Response
34	Can I have the detailed assessment of my post - why it was earmarked for deletion and information on the efforts to assimilate me within the revised structure	<p>The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).</p> <p>There was no assimilation assessment carried out for any of the posts proposed for deletion, as there are no proposals to assimilate into a role that is occupied and not being deleted</p> <p>Assimilation is the process used to establish if roles at risk could potentially assimilate into any available new roles in a restructure process.</p> <p>Assimilation occurs where 80% or more of the duties and responsibilities of the new post are within the remit of the old post, and the old and new jobs are of the same grade. Where there is an 80% match between the old job role profile and new job role profile, and the jobs are of the same grade assimilation would be applied.</p> <p>As there are no new or available same grade posts in the MW restructure proposal, assimilation would not apply.</p> <p>The one new (and available) post proposed in the MW structure is a PO1 Urban Design Officer, there is no current role that would meet the eligibility criteria for assimilation to this post.</p> <p>Assimilation and matching are two separate processes. When an officer is formally displaced and issued with notice of redundancy, 'matching' rights apply. This is where an HR officer will provide additional support in the search for suitable alternative employment by comparing skills, abilities and experience of the officer against available roles across the Council.</p>
35	Although it is acknowledged that there are financial pressures which require a different model of delivery, significantly reducing the placemaking and regeneration functions is not the correct approach. Placemaking is a fundamental aspect of bringing forward regeneration to ensure high standards of planning and design.	<p>The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).</p> <p>Following feedback received during the consultation period, a new HOS2 post entitled "Head of Meridian Water Regeneration" has been added to the structure. This role will have responsibilities including Placemaking, Land, Planning, Communication and Engagement.</p>
36	The proposals show a flat structure with 6 small teams reporting into the Commercial Director, is this the best approach?	The addition of this post and the realignment of other posts as a result, has led to 3 teams reporting into the Commercial Director
37	There is no consideration or appreciation of the work involved in Regeneration, Placemaking, Place-Shaping, Planning, Socio-economic workstreams, Communication and Engagement	

## Meridian Water Restructure - Queries Received During Consultation Period

No	Question / Comment	Response
38	There are 2 x MM1 roles in the Placemaking team with the same job description. However, one was deleted, and the other was retained, why? Why was there not competitive assimilation?	<p>There are 4 MM1 roles within the Placemaking Team. All 4 have different Job Titles / JDs:                      Regeneration Manager - Town Planning (VACANT)                      Regeneration Manager - Civil Engineering (VACANT)                      Planning Development Manager                      Design Manager</p> <p>The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).</p> <p>There was no assimilation assessment carried out for any of the posts proposed for deletion, as there are no proposals to assimilate into a role that is occupied and not being deleted</p> <p>Assimilation is the process used to establish if roles at risk could potentially assimilate into any available new roles in a restructure process.</p> <p>Assimilation occurs where 80% or more of the duties and responsibilities of the new post are within the remit of the old post, and the old and new jobs are of the same grade. Where there is an 80% match between the old job role profile and new job role profile, and the jobs are of the same grade assimilation would be applied.</p>
39	In the socio-economic team, all posts were deleted except one post. What was the justification to retain that specific role?	The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).
40	In the development team, all posts were retained except one post. What was the justification to delete that specific role, given the construction and delivery focus?	The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).
41	Can you give further clarity in relation to the comments made in relation to duplication across Meridian Water and Strategic Property Services	These comments related to the need to consider synergies across the department and streamline / rationalise similar activities.
42	<p>The consultation did not feel well organised or managed, there was a general lack of information on staff roles and activities and the reasons for post deletions.</p> <p>There was no written documentation provided on the selection process</p> <p>There appears to be a lack of transparency within the decision making process</p>	<p>All those involved in the design / administration of the report and associated appendices worked hard to ensure there was transparency and that as much information as possible was shared.</p> <p>The Senior Management Team have detailed knowledge on the different activities being performed across the team.</p> <p>The rationale and overarching objectives of the restructure and the deletion of certain roles are set out in the restructure report and earlier in this document (Qs 4,10,11,12,13,14).</p>
43	The EQIA did not feel well written and seemed disjointed from the report itself	<p>All those involved in the design / administration of the report and associated appendices, including the EQIA, worked hard to ensure there was transparency and that as much information as possible was shared.</p> <p>The data that informed the EQIA was taken from SAP/MiPortal</p> <p>All staff will be supported through the restructure process, reasonable adjustments will be made as appropriate and we will seek to minimise job losses and redundancies</p>



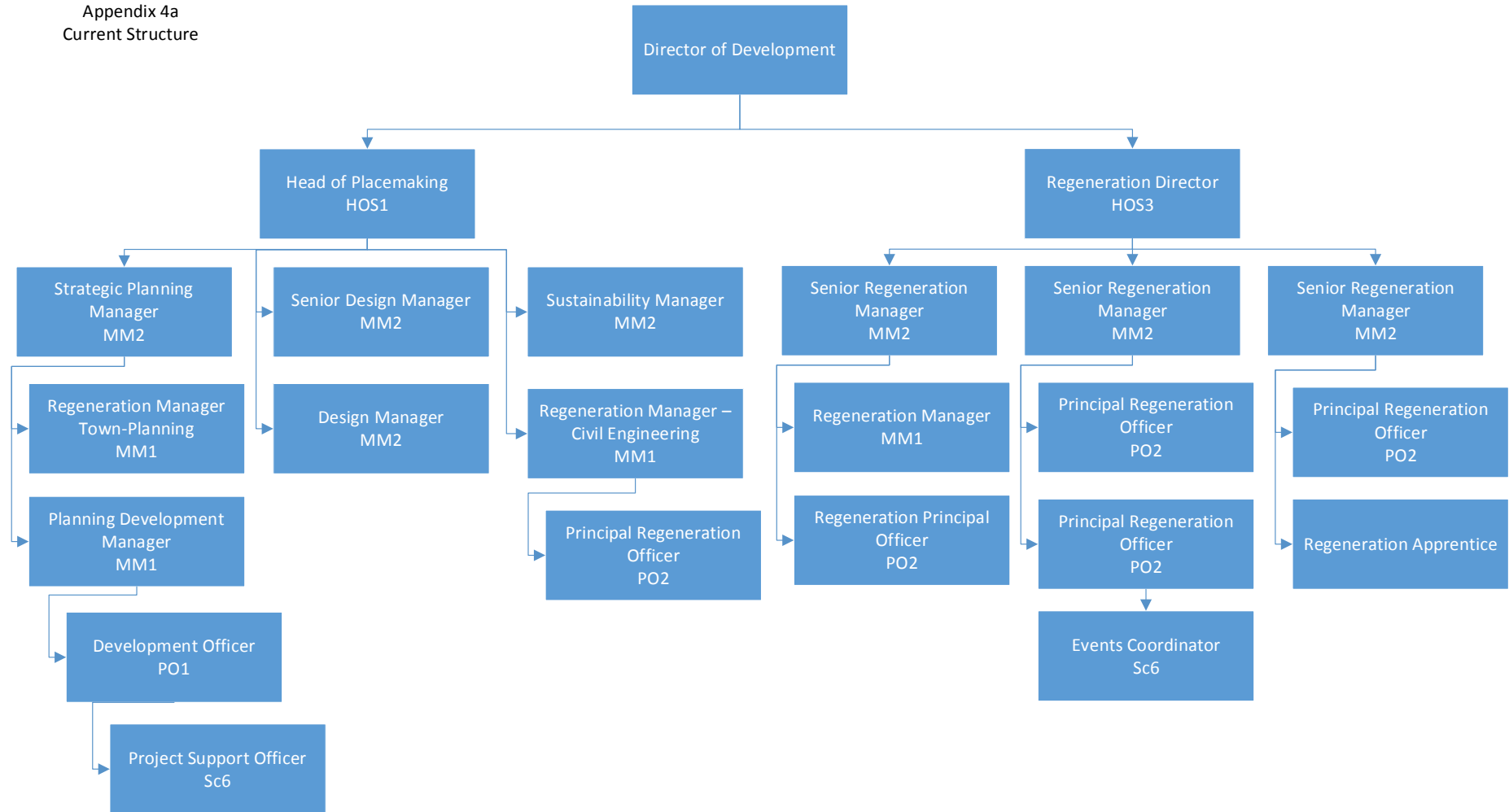
**Meridian Water Restructure - Queries Received During Consultation Period**

No	Question / Comment	Response
44	Why are consultants used instead of permanent staff? Will this change going forward?	<p>In any project or programme of work, there will always be a need to use consultants who can bring certain specialised / technical skills and can be used flexibly as needed.</p> <p>The Senior Management Team is committed to ensuring any consultants used add value to the programme and the team itself by sharing learning and examples of best practice in addition to completing specific pieces of work</p>
45	How will handovers work to ensure areas of work transition well?	<p>All documents should already be accessible via Sharepoint.</p> <p>We will work with officers to ensure work / processes / handover notes are documented and that time is dedicated to shadowing sessions where appropriate.</p> <p>We appreciate this will be a difficult and challenging time and acknowledge the professionalism all staff have shown and continue to show throughout this process.</p>

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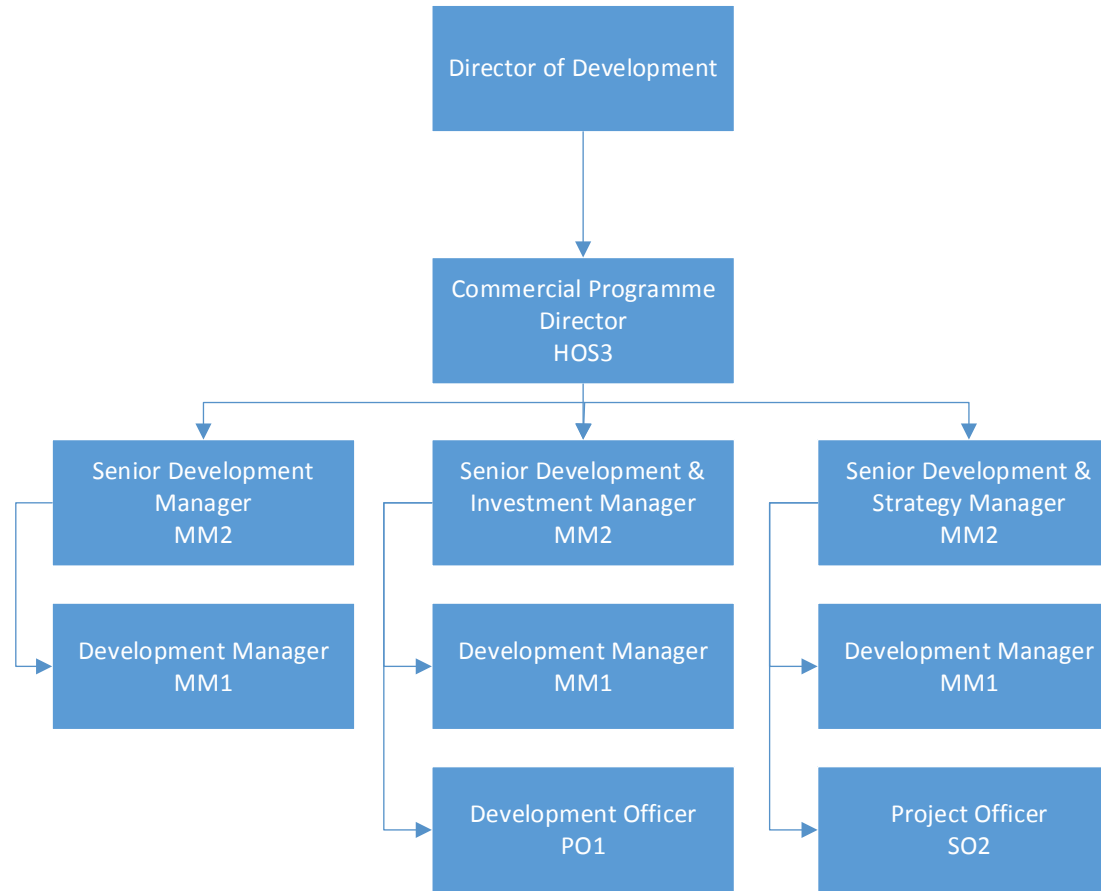
**Appendix 4: Meridian Water Structure Charts**

Appendix 4a  
Current Structure



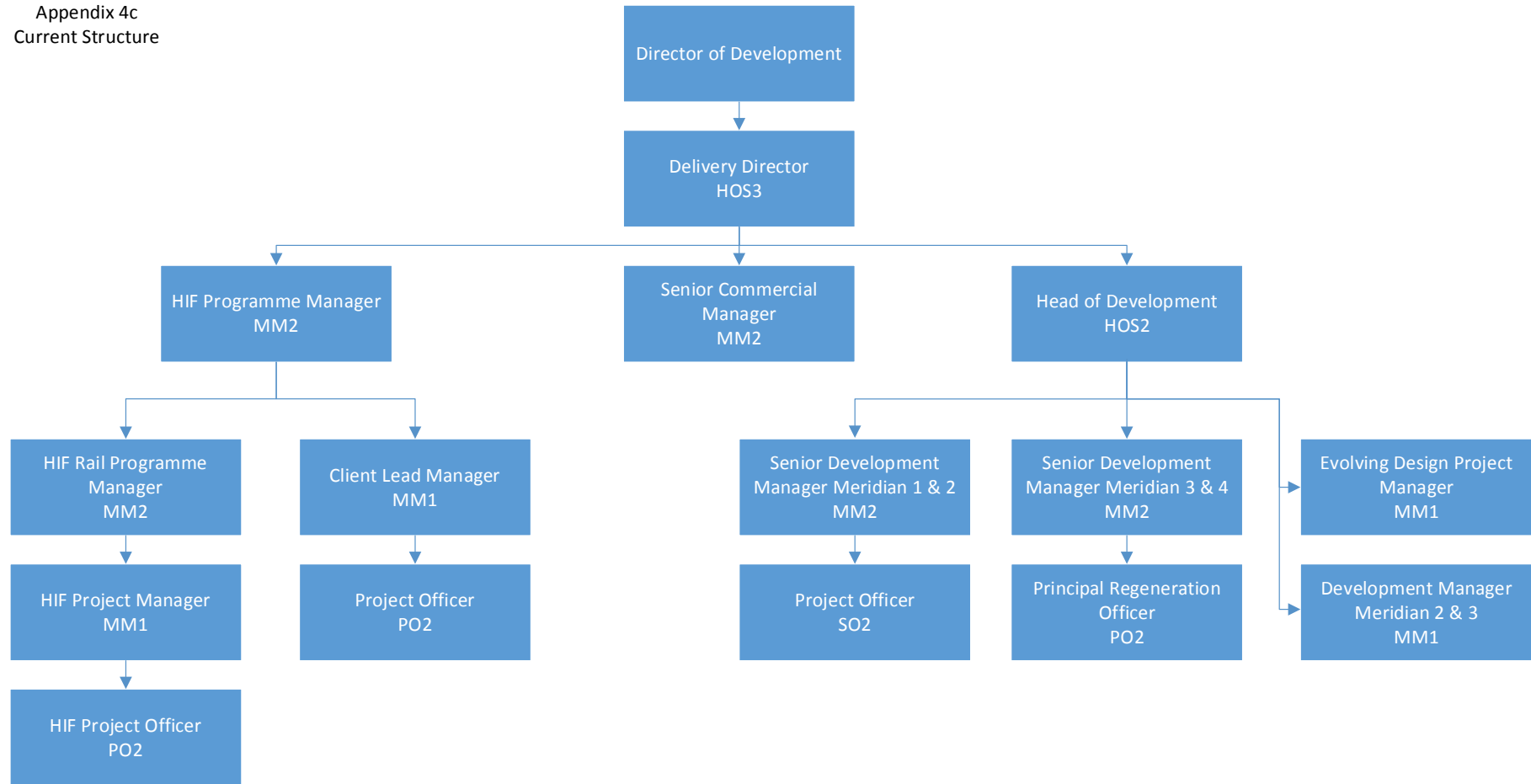
**Appendix 4: Meridian Water Structure Charts**

Appendix 4b  
Current Structure



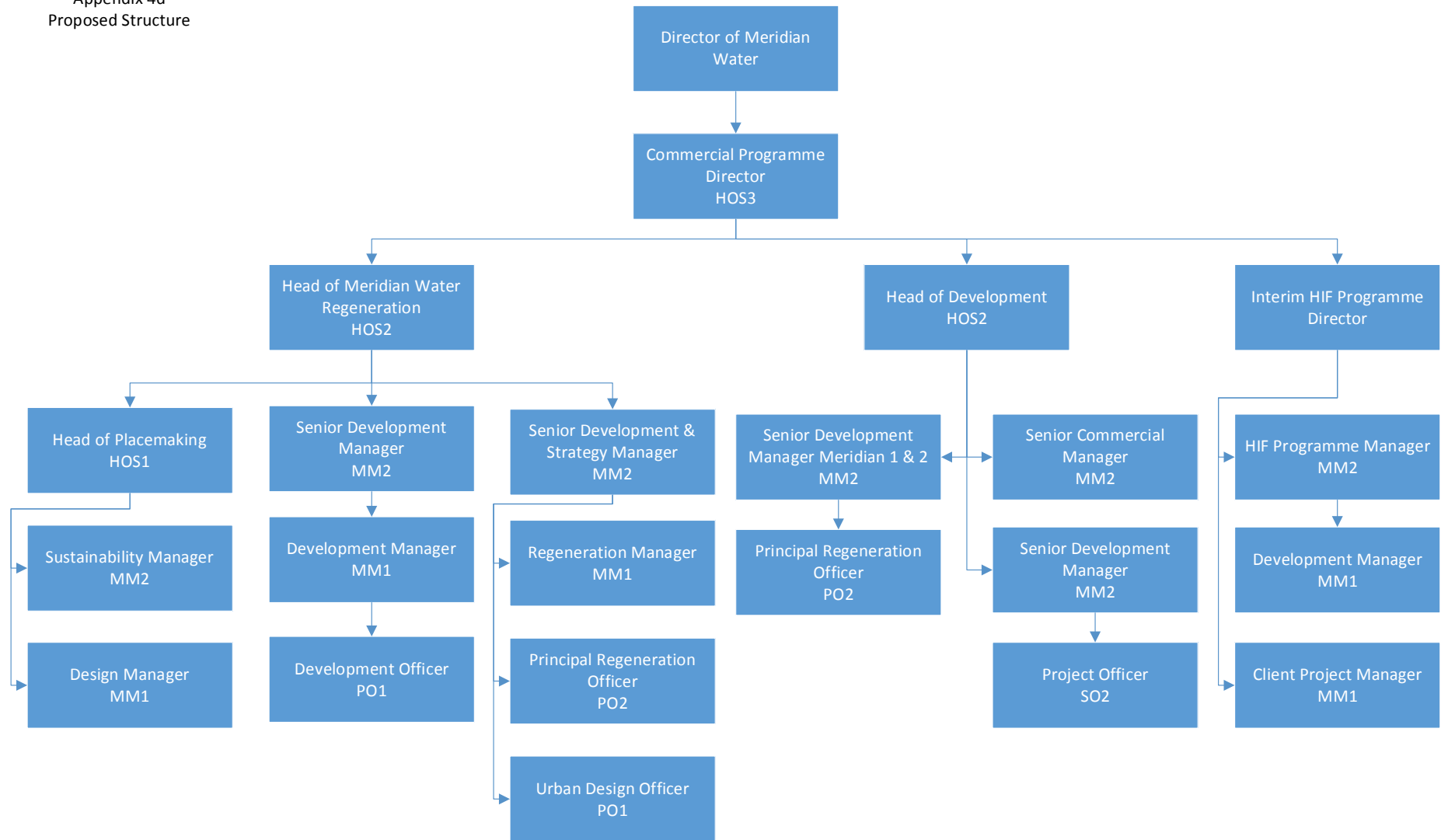
## Appendix 4: Meridian Water Structure Charts

Appendix 4c  
Current Structure



**Appendix 4: Meridian Water Structure Charts**

Appendix 4d  
Proposed Structure



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Be Bold, Make a Difference, Show you Care

### JOB ROLE PROFILE AND PERSON SPECIFICATION

Post Title and Number: **Head of Meridian Water Regeneration**

Present Grade: **HOS2**

Dept: **PLACE**

Service/Section/Team: **Meridian Water Team**

Reports to (title): **Commercial Programme Director**

#### Purpose of the Role:

The Meridian Water project is Enfield Council's flagship programme to create a new neighbourhood delivering 10,000 new homes and 6,000 jobs over the next 25 years.

The Head of Meridian Water Regeneration will have responsibility for the placemaking, land, planning, communication and engagement activities within the Meridian Water programme.

The Head of Meridian Water Regeneration will lead the internal and external teams on, placemaking, concept designs, planning, engagement phase delivery strategy, scoping delivery routes and negotiating with development partners. To include scoping and appraising potential schemes, through to procurement of professional teams and development partners.

The Head of Meridian Water Regeneration will manage a programme of complex development projects to £1bn in value.

The Head of Meridian Water Regeneration will champion good design for Meridian Water team, manage a large team of multidisciplinary professionals and associated budgets, work with a network of external consultancies, developers, private landowners and community representatives to realise the placemaking aspirations.

The Head of Meridian Water Regeneration will be a key part of the senior Meridian Water team working closely with internal colleagues and external project teams. You will bring market knowledge and a desire to apply this within a client-side organisation on a fantastic regeneration project. It is expected that you will have held similar positions with either private developers or in the public sector.

#### Dimensions including Structure Chart:

1. Annual budgetary amounts with which the role is either directly or indirectly concerned:

The post holder will be responsible for the monitoring and management of substantial capital works budgets up to c£1bn.

2. Structure Chart: See Appendix 1

3. Number of direct reports:

The postholder is expected to manage , 1 HoS1 and 3 or 4 Senior Development Managers. You will directly manage no more than 5 members at staff at a time.

The post holder will manage project teams of up to 15 staff and which include staff from all levels which are of diverse and various professional and technical disciplines, from other services elsewhere in the Council.

Management and supervision of consultants undertaking a variety of complex planning and regeneration activities, including scheme design and development, planning, legal, procurement and development appraisal and viability.

To advise and train staff to ensure they are kept up to date with current techniques and practices for which the postholder is responsible through day to day contact and regular team meetings.

To carry out performance appraisals and workload management.

4. Nature of reporting relationship between post holder and line manager:

The postholder will report to the Commercial Programme Director and have monthly 1-1 meetings with line manager and attend regular team meetings.

It is expected that the postholder will provide briefings and presentations to Members, including Lead Cabinet Members and the Chief Executive, as appropriate.

Management of external consultants commissioned to deliver housing, infrastructure and environmental regeneration projects. The post holder is expected to supervise the input into regeneration projects of other members of staff from across the council through cross departmental matrix working groups. Close working with local community groups, community leaders and other council stakeholders and to develop effective partnerships and build relationships with key internal and external stakeholders.

The post holder is expected to use relevant Project Management Systems (e.g. Verto, Covalent, MS Project) and principles in the preparation, reporting, delivery and monitoring of regeneration projects.

**Key Accountabilities:**

**Accountabilities**

To ensure a robust framework of project and programme management for Meridian Water so it delivers on its objectives and which complies with governance rules.  
Ensuring that up to date reporting and data is available across the programme.

**1. Performance and relationship Management.**

Ensure the project is delivered in line with brief and expectations. Regularly monitor and report on performance of all aspects of the project including consultants and developers. Ensure quality is being delivered at every stage. Develop effective strategic relationships with key suppliers and partners. Explore opportunities to improve outcomes in terms of return, design and delivery at every stage.

Ensure value for money from architects and technical advisors with robust procurement processes and contract monitoring mechanisms.

Lead the team of up to 10 staff members and undertake line management duties. Report to Commercial Programme Director lead on a regular basis. Submit bi-weekly highlight reports to Meridian Water Programme Board to ensure coordination and integration with the rest of Meridian Water workstreams.

**2. Scheme development.**

Lead areas of the development programme including viability, brief, community engagement, planning, social value, procurement, and design. Ensure that the team are adopting best practice on all their individual schemes.

Working with the Commercial Programme Director on phase delivery strategy, scoping delivery routes and potential development partners

**3. Project delivery.**

Lead on developing planning strategies for the delivery of Meridian Water. Prepare outline planning applications and manage Grampian conditions and S106 agreements throughout RM processes on phased delivery projects.

Ensure each of the internal and external teams have appropriate systems in place. Including project initiation documents, project plan, business case documentation, risk management and budget planning. Produce reports in accordance with corporate performance management requirements.

Working with the Commercial Programme Director, Lead tendering and negotiation processes to appoint delivery partner(s) which deliver best value to the Council and secures outcomes in line with corporate objectives for the scheme

Provide high level support for strategic negotiation processes with key landowner and developer interests, in order to achieve comprehensive scheme delivery in line with corporate objectives whilst minimising risk to the Council and delivering a commercially viable outcome

Delivery of commercial lettings strategy, which will provide a targeted marketing approach to letting ground floor spaces

**4. Procurement.**

Working with the Commercial Programme Director; lead the procurement strategy when appointing delivery partner(s), consultants and contractors delivering best value to the Council and securing outcomes in line with corporate objectives for the scheme.

Oversee all aspects of the tender process including preparation of contract documents, negotiations and contract terms. Liaison with colleagues in procurement and legal teams as required. Secure the necessary approvals.

Working with the Head of PMO, Lead on developing procurement strategies to undertake above OJEU level commissions to establish a multidisciplinary team of architects, planners, civil engineers and transport planners to ensure appropriate capacity and skills to deliver the task assigned. Manage and monitor contracts and forward plan for future

procurement activities.

Lead on establishing a Meridian Water masterplan and input into Local Plan development process. Ensure alignment with the Council's plan-making milestones

**5. Reporting.** Monitor and control budget expenditure and financial performance relating to scheme development and delivery, in line with corporate financial regulations. Report against plan, programme, appraisals and any other relevant KPIs

**6. Design Management.** Ensure that the scheme develops in line with expectations. Ensure the masterplan is coordinated against the updated financial model as well as the phase by phase housing delivery strategies and the Council's financing/funding plans for the project.

Lead on ensuring that the technical studies and evidence base underpinning the masterplan are robustly tested. The technical studies include a suite of sitewide infrastructure themes which are not limited to the following:

Lead on identify placemaking and sustainability funding opportunities and secure funding where appropriate. Ensure funded projects are delivered effectively within the agreed terms.

Lead on producing Design Guides and Codes to establish quality standards and sustainability objectives.

Direct masterplanning design efforts of the project team to encompass viable and sustainable outcomes.

Provide strategic design steer on all projects and challenge design solutions where necessary. Propose creative and innovative design solutions and implement.

Lead on developing placemaking vision and a suite of placemaking strategies to maximise development potential and to ensure place activation. Ensure the strategies enable a fully integrated environment, covering housing, non-residential spaces, landscape and public space.

The placemaking strategies must cover lettings, management and spatial requirements based on needs analysis as well as market trends. Most importantly the curation of non-residential spaces must prioritise the needs of Enfield's residents and local businesses. The essential social infrastructure needs must be met through the non-residential spaces including healthcare, nurseries, community facilities, schools and local shops.

**7. Undertake promotional activities** to raise the profile of project delivery in Meridian Water at a local, regional and national level.

Establish and maintain productive working relationships with local community groups and ensure that they are engaged and involved

Ensure that the programme is designed to fulfil the commitment that local people are the principal beneficiaries of the investment

**8. Develop and maintain stakeholder relationships** including Government departments, GLA, TfL and other strategic partners to maximise opportunities for investment and partnership working. –

Work closely with a range of strategic stakeholders including DLUHC, Homes England, GLA, TfL, Environment Agency, DfT, other councils to secure investment into the project and deliver on strategic projects and affordable housing

Work in partnership with the relevant public sector bodies to enable the delivery of social infrastructure including health and education

- |                                                                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>9. Work in collaboration</b> with members, officers, stakeholders and potential partners/developers to ensure compliance with council policy, vision and values in achieving development objectives.</p> |
| <p><b>10.</b> Carry out all accountabilities and any other duties in compliance with the Council's Policies and Procedures</p>                                                                                 |

### Key Relationships (Internal and External):

- Regular key relationships on a one to one basis include other senior and professional officers within the council, council members, community groups and residents, partnership organisations, the GLA and other government and public sector organisations, statutory undertakers, area partnership members at a senior level, developers and landowners within the borough, senior officers in adjoining boroughs The Leader and Deputy Leader of the Council; Regeneration Cabinet Lead; other Cabinet members; chairs of Scrutiny Panels and individual Council members from all political groups
- The Chief Executive, Directors, Heads of Service and other officers as appropriate
- Enfield's MPs, GLA family and MHCLG
- Developers
- Lead consultants for specialist services
- Landowners, Leaseholders and Agents
- Residents and businesses directly affected by regeneration proposals
- Representatives of public, private and voluntary sectors agencies with whom the Council may work in partnership
- Internal colleagues in the Property & Economy and Housing & Regeneration, Property Services, Urban Design, Planning Policy, Legal Services, Finance Services, Development Management, Environment
- Representatives of the local, national and trade media

### Equality and Diversity:

The Council has a strong commitment to achieving equality in its service to the community and the employment of people and expects all employees to understand, comply with and promote its policies in their own work.

### Health and Safety:

The post holder shall ensure that the duties of the post are undertaken with due regard to the Council's Health and Safety Policy and to their personal responsibilities under the provisions of the Health and Safety at work Act 1974 and all other relevant subordinate legislation.

For a more detailed definition of these responsibilities, refer to the current versions of the Corporate Health & Safety Policy, Group Safety Policy and employee information leaflet entitled "Health & Safety Policy; Guidance on Staff Health & Safety Responsibilities".

### Corporate Health and Safety Responsibilities

All employees have personal responsibilities to take reasonable care for the health and safety of themselves and others. This means:

1. Understanding the hazards in the work they undertake;
2. Following safety rules and procedures;

3. Using work equipment, personal protective equipment, substances, and safety devices correctly; and
4. Working in accordance with the training provided and only undertaking tasks where appropriate training has been received.

Employees shall co-operate with the Council by allowing it to comply with its duties towards them. This requires employees to:

- take part in safety training and risk assessments and suggest ways of reducing risks; and
- take part in emergency evacuation exercises.

Employees shall report all accidents, 'near miss' incidents and work related ill health conditions to their manager/supervisor/team leader.

Employees shall read the Corporate Health & Safety – Organisation Part B Policy to ascertain and understand their responsibilities as an employee, line manager, Assistant Director or Director of the Council.

#### **Information Security:**

In order to protect the confidentiality, integrity and availability of Council information, including information provided by customers, partner organisations, and other third parties, where applicable, employees will comply with the Council's Information Security Policy.

#### **Other duties & responsibilities:**

This Job Role Profile is not to be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your post and in addition, as a term of your employment, you may be required to undertake various other duties as may be reasonably required of you. This includes making yourself available to participate in a range of corporate initiatives as determined by your Line Manager. These could include activities such as participation in the Civil Emergencies Planning Rota, supporting the Scrutiny function, actively leading/participating in a range of cross-functioning review and working groups.

#### **Statement of Commitment to Safeguarding of Children and Vulnerable Adults through safer employment practice:**

Enfield Council is committed to safeguarding and promoting the welfare of children and vulnerable adults. Safe recruitment of staff is central to this commitment, and the Council will ensure that its recruitment policies and practices are robust, and that selection procedures prevent unsuitable people from gaining access to children, young people and vulnerable adults. All staff employed to work with or on behalf of children and young people in the Council must be competent.

All staff working with Children & Vulnerable Adults should be aware of and share the commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults when applying for posts at Enfield Council.



## PERSON SPECIFICATION

**Job Title:** Head of Meridian Water Regeneration

**Grade:** HOS2

**Department:** PLACE

**Team:** Meridian Water

	<b>HOW TESTED</b> Application – A Test – T Interview – I
<p><b>Job Specifics – Skills, Experience, Knowledge &amp; Abilities</b></p> <p><b>Essential:</b></p> <ol style="list-style-type: none"> <li>1. Proven experience as a manager of diverse project teams in a senior position</li> <li>2. Extensive experience of the entire capital project life cycle and what is involved at key stages, with a focus on placemaking, viability, planning, pre-construction, and sustainability</li> <li>3. Knowledge and proven experience of leading the development of complex regeneration projects with a sound knowledge of the technical, legal, commercial and socio-economic factors that affect and influence major projects</li> <li>4. Knowledge and experience of negotiating development agreements, land disposals, joint ventures and professional appointments on large and complex regeneration schemes</li> <li>5. Extensive experience of developing design documents including design guidelines, codes and technical briefs.</li> <li>6. Extensive experience and knowledge of the planning system, including overseeing strategic or major planning applications.</li> <li>7. Experience of working with local communities and of delivering social value outcomes for local people</li> <li>8. Possess the highest level of accountability, decision making authority, and resourcefulness and have the ability to establish, develop, and maintain relationships across stakeholders</li> </ol>	A/I



<p>9. Extensive experience of interrogating and analysing a range of relevant technical data and concisely conveying a clear message to decision makers; examples include but are not limited to planning and associated technical studies, urban design and architectural plans, socio-economic data, development appraisals and financial models, tender documentation and land agreements</p> <p>10. Ability to think strategically while remaining closely involved in the necessary detail</p> <p>11. High emotional intelligent and able to demonstrate key leadership skills</p> <p><b>Desirable:</b></p> <p>12. Significant knowledge and understanding of regeneration and economic growth issues in London</p> <p>13. Significant understanding and experience of the management of complex and long-term initiatives and projects and associated governance processes including public sector procurement</p>	
<p><b>Behaviours</b></p> <p>Appropriate behaviours are key to the delivery of our vision for Enfield.</p> <p>We want staff who will work collaboratively, flexibly and constructively, and exhibit this ethos in all their dealings with residents, colleagues and partners. Our leaders will be exemplars of the following behaviours and encourage them in staff at all levels;</p> <p><b>Take Responsibility</b></p> <p>We want staff who are willing to make decisions and be accountable for them. Staff should have a positive can-do attitude where they see problems as challenges which can be overcome. They should accept responsibility for service delivery, be clear about their service offer and deliver what they promise.</p> <p><b>Open, Honest and Respectful</b></p> <p>We want staff who are comfortable and confident to acknowledge the difficulties and the barriers they face. They should also be able to constructively challenge the way things are done where there is evidence that it impedes service delivery. Challenge should be conducted in a professional, courteous manner with the aim of reaching a mutually agreeable resolution.</p>	<p><b>AI</b></p>

**Listen and Learn**

We want staff who are prepared to actively listen and reflect on customer concerns with a view to understanding the customer's point of view. Staff should be able to receive constructive criticism and be prepared to adapt the way they operate and deliver services where appropriate.

**Work Together to find solutions**

We want staff who can work collaboratively with other departments and partners, freely sharing their knowledge and skills to identify solutions to address customer concerns.

**Candidates: Please ensure you address these behaviours in your responses to the essential (and desirable if applicable) criteria above**

**Competencies:**

**Candidates: Please ensure you address these competencies in your responses to the essential (and desirable if applicable) criteria above.**

- 1. Customer focus
- 2. Deliver service performance
- 3. Focus on continuous improvement
- 4. Political awareness and context

**Qualifications & Professional registration criteria**

**Candidates: Please ensure you address these qualifications in your responses to the essential (and desirable if applicable) criteria, you will be expected to meet these requirements of the role and they will be explored with you at interview.**

- 1. RICS or similar qualification
- 2. A property/ planning/ design related degree or equivalent

**Special requirements**

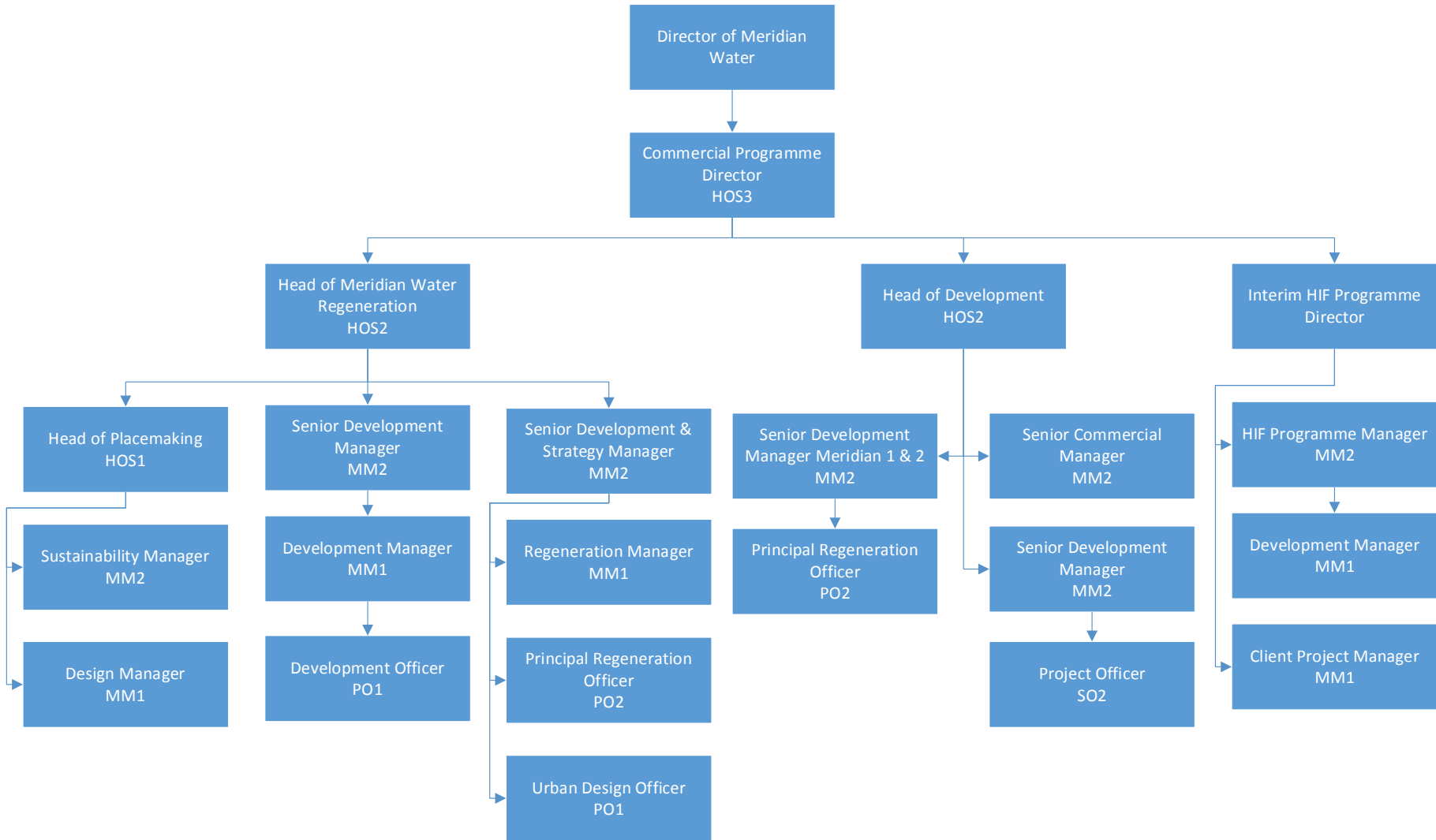
**Candidates: Please note you will be expected to meet these requirements of the role and they will be explored with you at interview.**

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**Appendix 1 – Structure Chart**



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## London Borough of Enfield

<b>Report Title</b>	Support services for Revenues & Benefits and Financial Assessment Teams
<b>Report to:</b>	Cabinet Member for Finance and Procurement
<b>Date of Report:</b>	10 April 2023
<b>Cabinet Member:</b>	Cllr Leaver
<b>Directors:</b>	Simon Pollock – Interim Executive Director of Environment and Communities Fay Hammond – Executive Director of Resources
<b>Report Author:</b>	Sally Sanders – sally.sanders@enfield.gov.uk
<b>Ward(s) affected:</b>	All
<b>Key Decision Number</b>	KD5577
<b>Implementation date, if not called in:</b>	1 April 2023
<b>Classification:</b>	Part I Public

### Purpose of Report

1. The purpose of this report is to set out the proposed 12-month contractual agreement for services provided to the Council by Civica UK Ltd for the 2023/24 period.

## Recommendations

1. It is recommended that a 12 month contract with an optional extension of further 12 months is directly awarded to Civica UK Ltd for the 23/24 period, via the G-Cloud 13 framework, for processing and support services for Income & Debt (I&D) and Financial Assessment (FA). The contract will be in a form of two separate Call-Offs under G-Cloud 13 Framework – one Call-Off for Telephony Services and another for Processing and Support Services, both for 12 months each with an option to extend for a further 12 months. The commencement date for both Call-Offs is 1 April 2023.

## Background and Options

2. Civica are the providers of Councils IT database for I&D and FA services. Since 2016, the Council have contracted Civica to deliver processing and administration services for both I&D and FA, as well as telephony services, processing up to 140,000 items pa on behalf of the Council.
3. The current Civica contract for the following 11 processing and support services expires in March 23:
  - Council Tax Processing
  - Business Rates Processing
  - Business Administration Plus Revenues Staff
  - Housing Benefits Over Payment Recovery
  - Procollect
  - Housing Benefit Processing
  - Adult Social Care Financial Assessments
  - Business Administration Plus Benefits Staff
  - Business Rates Telephony
  - Single Person Discount Monitoring
  - Council Tax and Housing Benefit Telephony
4. I&D and FA teams are not currently resourced to deliver all of the above services in house. However, some services included in the 22/23 contract, are considered to be deliverable internally. It is therefore considered, that from April 23, the following functions will no longer be delivered by Civica:
  - Business Rates Processing
  - Business Administration Plus Revenues Staff
  - Housing Benefits Over Payment Recovery
  - Procollect
  - Business Rates Telephony
  - Single Person Discount Monitoring
5. The Council is currently undertaking a full assessment of I&D and FA contracted functions. There is an aspiration to explore the potential for all currently contracted functions detailed above to return to in house delivery by April 2024. A detailed insourcing proposal may be brought forward in a

separate report following a business case assessment and review including full staff and related TUPE impacts.

6. The proposed contract includes the tapering of contracted resources to enable the Council to commence with a phased return of services in house if this is agreed. The tapered contract will ensure service delivery of all critical processing and support services, during this potential transitional insourcing period. The contract will include an extension clause, which could be executed if required, during this process or to enable a full tender process if the potential insourcing is not taken forward.
7. The G-Cloud 13 framework provides a compliant route to directly awarding a contract for the services detailed above. A copy of the contract terms and conditions are attached to appendix 1 & 2 of the Part 2 report. This route to contract will be in accordance with the Councils Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015).
8. The options available for the current contractual situation are limited to the following options:

*Do Nothing*

9. Once the current contract expires in March 2023, the Council could choose not to award any further contracts, the services would then cease as the Council does not have capacity at present to provide the services in house.

*Directly Award Contract to Civica for 23/24 Period*

10. The Council could directly award the proposed contract to Civica via the G-Cloud 13 framework. The contract will provide the Council with sufficient resources for the 23/24 period and allow the exploration of the potential for a phased returned of services in house. The contract would include an extension clause, which could be executed if required if necessary during this process.
11. If a decision is made not to deliver the services in house, the proposed contract, will enable existing services to continue and provide sufficient time for the Council to implement an alternative delivery route.

*Full Tender exercise for 23/24 Period*

12. A full open tender exercise could be undertaken to expose the contract opportunity to the wider market and ensure the fullest range of potential suppliers are able to bid. However this is not possible due to the timeframes required for such a tender.
13. In view of the existing operational relationship with Civica and the availability of a compliant framework as detailed above under which the works can be sourced, it is recommended to work with Civica for another minimum 12 month period while other options are fully explored.

**Considerations**

14. The Council does not have sufficient resources to immediately deliver in house, the services included within this proposed agreement. With the Council's aspiration to explore the potential to return all I&D and FA services in-house by April 24, agreeing a 12-month contract with Civica, provides guaranteed service delivery during this period.
15. The G-Cloud 13 framework provides a compliant route to directly awarding a contract to Civica for the required services.

**Risks that may arise if the proposed decision and related work is not taken**

16. If the proposal is not taken the Council would not have the required resources available to deliver vital services, including
  - 140,000 + calls per annum taken for Revenues and Benefit queries. If the service is withdrawn, there is no skilled in-house service that can take these calls at immediate notice
  - Housing benefit award accuracy reviews that the DWP mandate Housing Benefit undertake, provides £250,000 for additional resources. If the service is withdrawn, then there would be insufficient resources to deliver reviews. This would likely mean that targets were not met, and would risk the DWP putting the Housing Benefit team under performance measures requiring the repayment of this funding
  - If the service contract is not awarded, then there would be insufficient resources to deliver Housing Benefit Assessments, Council Tax transactions and Adult Social Care assessments. This would increase/create backlogs, meaning residents wouldn't get the help they need on time and council tax bills wouldn't be issued in good time, reducing collection

**Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

17. If the Council makes a decision to insource the contracted services, internal resourcing may not be in place at the time of contracted service reduction. The contract will include the facility of delaying the tapering of any services in the case of Council facing recruitment issues.

**Preferred Option and Reasons for Preferred Option**

18. The preferred option is for the Council to directly award a 12-month tapered contract to Civica, via the G Cloud 13 framework, to provide processing and support services for I&D and FA.
19. The provision of the tapered contract will ensure service delivery of all critical processing and support services, during the potential transitional insourcing period which is subject to a further decision process as detailed in section five above.



## **Relevance to Council Plans and Strategies**

20. Services provided as part of the contract support the cross-cutting themes of a modern council and a fairer Enfield.

## **Financial Implications**

21. There is budget provision to fund this contract cost, however the financial impact to potentially bring the service inhouse is under review and will be assessed and reported at a later stage.

## **Legal Implications**

22. The Council is required as a best value authority under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

23. The Council also has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation. This includes, pursuant to section 1(4):

- (a) power to do it anywhere in the United Kingdom or elsewhere,
- (b) power to do it for a commercial purpose or otherwise for a charge, or without charge, and

- (c) power to do it for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.

24. The Council may exercise the general power of competence for its own purpose, for a commercial purpose and/or for the benefit of others. The Council, moreover, has power under s.111 Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions (which would include childcare functions). The recommendations within this report are in accordance with these powers.

25. The Council has a general duty under section 149(1) of the Equality Act 2010 (the Equality Act) to have due regard, in the exercise of its functions, to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and any conduct prohibited by the Equality Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it ; and
- Foster good relations between people who share a protected characteristic and people who do not share it.

Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

26. When commissioning public services, the Public Services (Social Value) Act 2012 requires the Council to think about how it can also secure wider social, economic, and environmental benefits.
27. The value of the services is above the public procurement threshold and therefore the Public Contract Regulations 2015 (PCR 2015) will apply to the procurement of this contract. The use of a framework is a compliant route to award, provided that the procurement process complies with the PCR 2015, the Council's Contract Procedure Rules (CPR), and the terms of the framework itself. It is noted that the Procurement and Commissioning Hub has carried out due diligence on the framework and has confirmed that a compliant procurement process has been undertaken.
28. The terms of the contract procured must be consistent with the CCS framework, and in a form approved by Legal Services on behalf of the Director of Law and Governance. See Part 2 for further information.
29. It is likely that bringing the services in-house at the end of this Call Off may amount to a 'service provision change' within the meaning of TUPE 2006. See Part 2 for further information.
30. All other legal agreements entered into in consequence of the approval of the proposals set out in this report must also be approved by Legal Services on behalf of the Director of Law and Governance.
31. In respect of any contract with a value of £1m and over, the Council's CPRs (7.2) state that the contractor must be required to provide sufficient security. 'Sufficient security', means one of the following: (i) parent company, ultimate holding company or holding company guarantee where their finances prove acceptable; (ii) director's guarantee or personal guarantee where their finances prove acceptable; (iii) performance bond, retained funds or cash deposit; or (iv) any other security as determined by Financial Management Services and/or Legal Services. Evidence of the form of security required or why no security was required must be stored on the E-Tendering Portal for audit purposes. The Council should liaise with the Procurement and Commissioning Hub for assistance on this.
32. As the value of the contract exceeds £500,000, officers must ensure this report follows the Council's Key Decision process.
33. Exercising of the option to extend the contract or incurring any spend above the figures approved in Part 2 will require obtaining a further authority report in accordance with the appropriate governance process.

*(Legal implications provided by E.M. on 31/03/2023 based on the version of the report circulated on 31/03/2023 at 11:09am. Further legal implications provided by E.M. on 14/04/2023).*

## **Equalities Implications**

34. An Equalities Impact Assessment Statement has been undertaken and is attached to appendix 4 of this report.
35. The EQIA confirmed that the proposed contract will ensure the continued delivery of high quality delivered services which will not have a negative impact for any person of a protected characteristics.

### **Procurement Implications**

36. Any procurement must be undertaken in accordance with the Councils Contract Procedure Rules (CPR's) and the Public Contracts Regulations (2015). This procurement activity will go through the Procurement Services Assurance process and the necessary Gate Reports shall be prepared.
37. The award of the contract, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.
38. All awarded projects must be promoted to Contracts Finder to comply with the Government's transparency requirements.
39. The services can be procured under G-Cloud 13, ensuring the Council is in adherence with the CPR's and Public Contracts Regulations.
40. As this contract will be over £500,000 the CPR's state that the contract must have a nominated Contract Manager in the Council's e-Tendering portal and there must be evidence of contract management, including, operations, commercial, financial checks (supplier resilience) and regular risk assessment uploaded into the Council's e-Tendering portal.

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### **Appendices and Background Papers**

The following documents have been relied on in the preparation of this report:

- Appendix 1 – Contract 1 Telephony Services
- Appendix 2 - Contract 2 Processing & Support Services
- Appendix 3 – Executive Director for Resources Approval
- Appendix 4 - EQIA

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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