

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

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

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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:

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- 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”.

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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

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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

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overhead rate).

4. Workings shown in the table below: -

	Total Salary Cost	Capital Costs	Revenue Costs
Proposed Structure Costing			
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	
Existing Structure Budget/Costs			
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	
Variance Proposed Structure Costing v Existing Structure Costing			
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	
Actual 2022/23 Costs			
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	
Variance Proposed Structure Costing v Actual 2022/23 Costs			
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..... Date18/02/2023..... (Finance)

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

Signed Date (Director of Department)

Appendices:

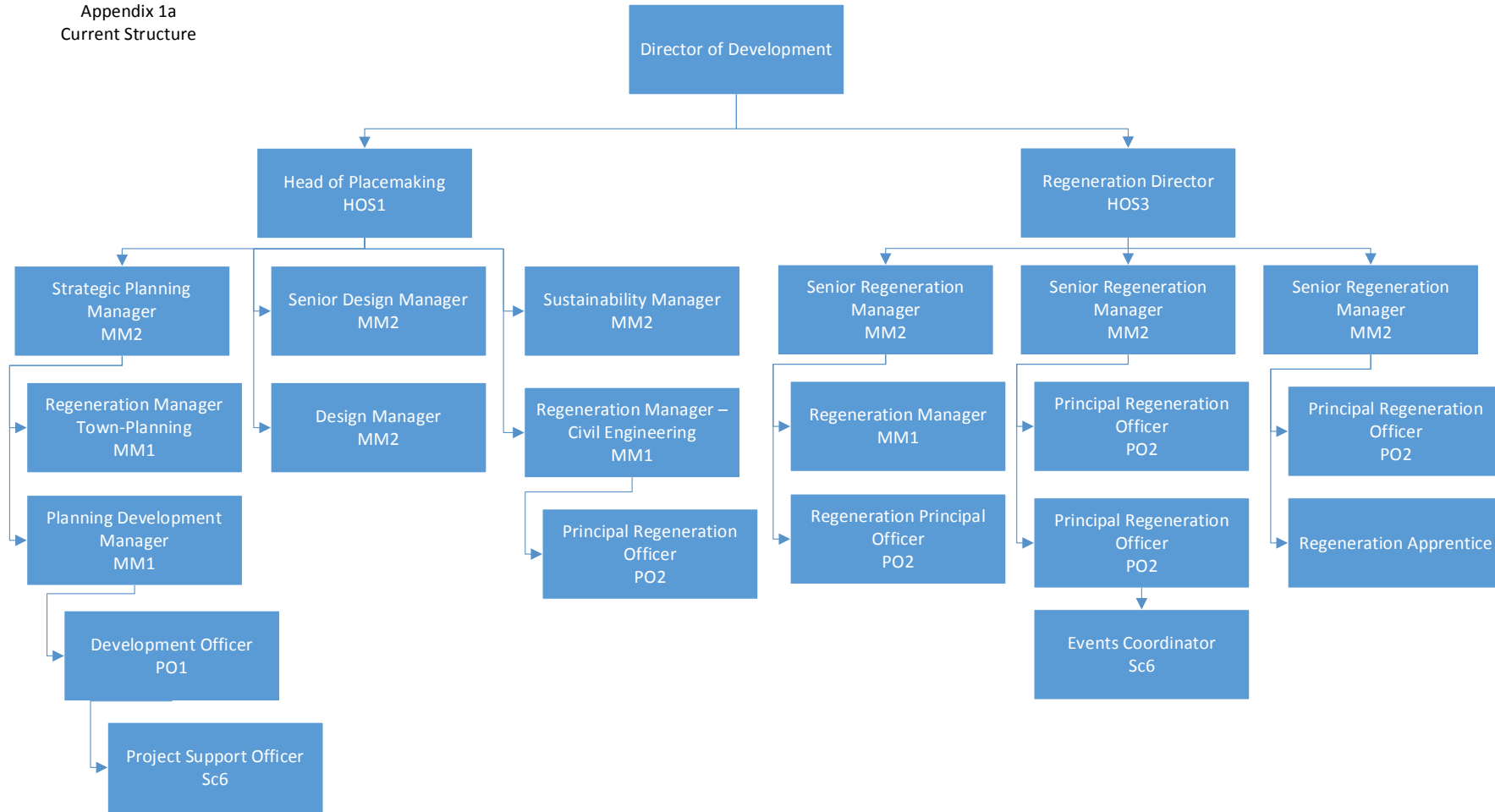
Appendix One – Current Structure Chart (this spans 3 pages, 1a, 1b, 1c)

Appendix Two – Proposed Structure HR (this spans 1 page)

Appendix Three – Breakdown of current posts

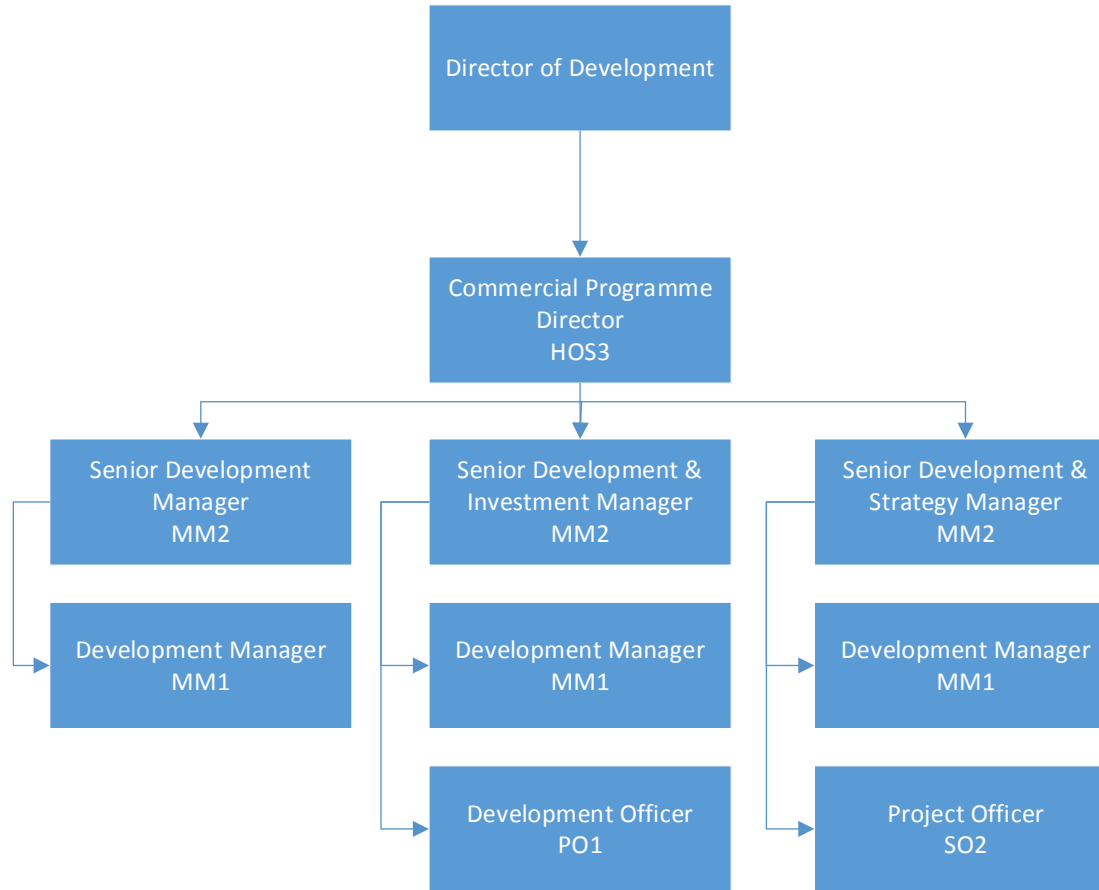
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Appendix 1a
Current Structure



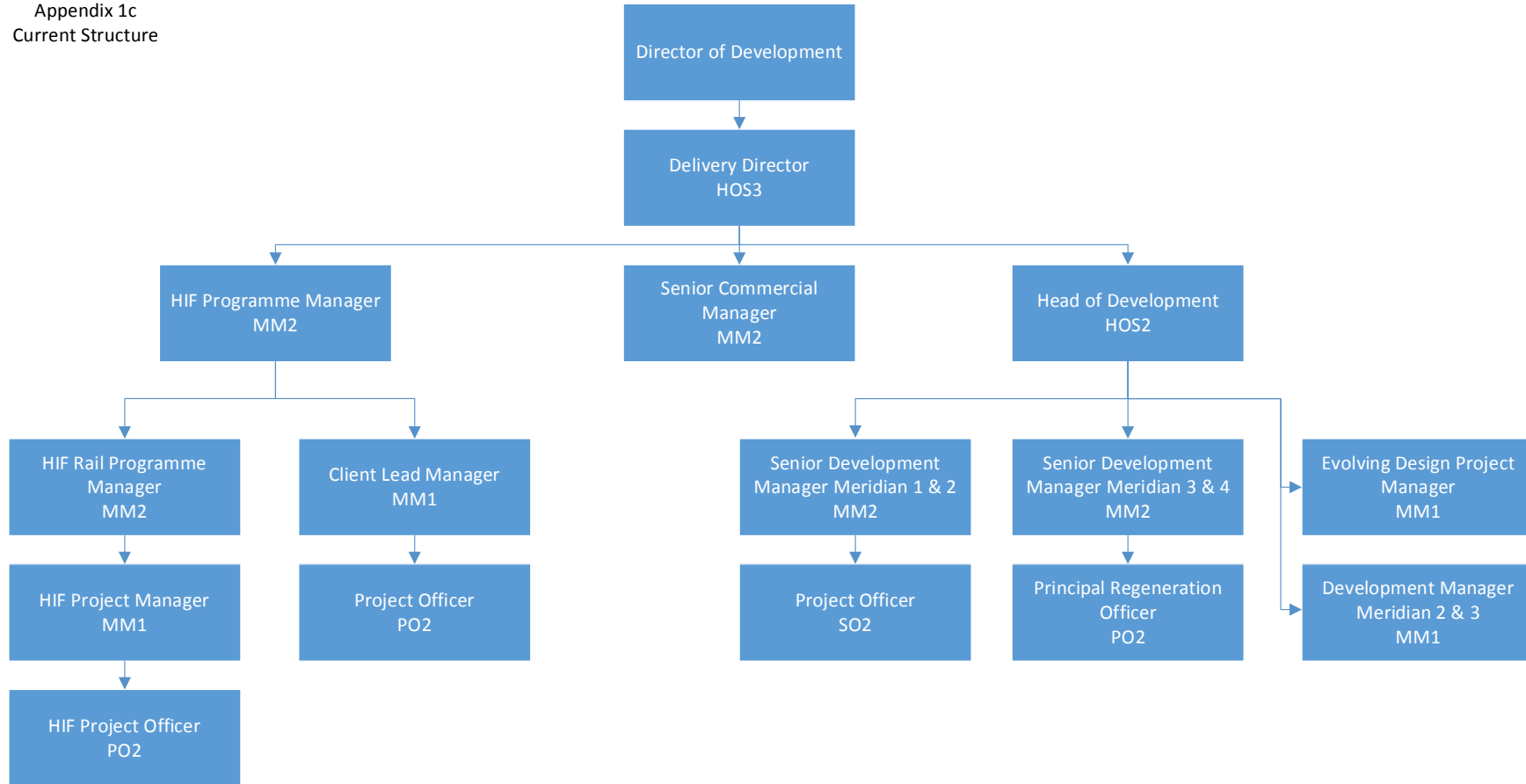
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Appendix 1b
Current Structure



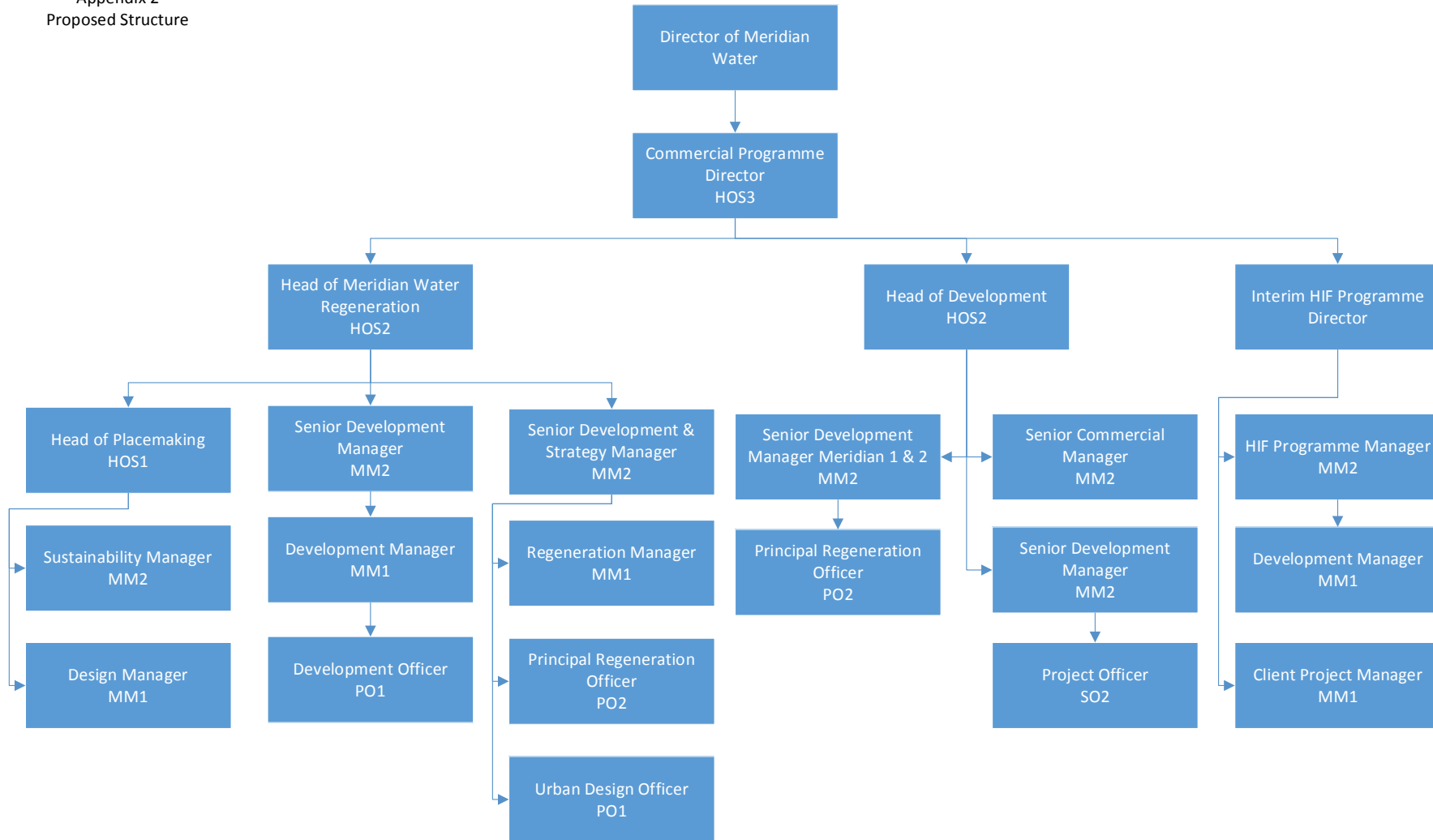
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Appendix 1c
Current Structure



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Appendix 2
Proposed Structure



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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		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.	
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	

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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

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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

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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

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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	