



London Borough of Enfield

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Report Title	Restructure of Meridian Water Team
Report to:	Executive Director – Sarah Cary
Date of Report:	18/04/2023
Directors:	Executive Director – Sarah Cary Director – Penny Halliday
Report Author:	Carla Segel Carla.segel@enfield.gov.uk
Ward(s) affected:	N/A
Key Decision Number	KD5526
Implementation date, if not called in:	15/5/2023
Classification:	Part I Public Appendix 5 is confidential as the responses received from individuals were unable to be anonymised.
Reason for exemption	N/A

Purpose of Report

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

Recommendations

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| <ol style="list-style-type: none">I. Approve the restructure as described in Appendix 1 and the new structure in Appendix 4bII. Note the £2.614m reduction of recharges to capital as set out in the Financial Implications |
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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
Total Salary	£4,302,645	£2,029,274	£2,273,371
Management and support services costs	£645,397	£304,391	£341,006
Total	£4,948,042	£2,333,665	£2,614,376

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

	Staff No	Amount
Redundancy Cost	9	105,910.83
Pension Cost	3	365,164.10
		471,074.93

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 connected 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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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