

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.</p> <p>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.

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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>How were the roles reviewed and assessed</p>	
13	<p>How will the Masterplan be used going forward</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>
14	<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>	<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>
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>

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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

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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 & 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).

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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	

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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>

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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>