

## Control sheet

**All of the following actions MUST be completed at each stage of the process and the signed and dated report MUST be passed to the Governance Service for publishing**

All reports		
1. Governance Service receive draft report	Name of GSO Date	Paul Frost 24/05/12
2. Governance Service cleared draft report as being constitutionally appropriate	Name of GSO Date	Paul Frost 24/05/12
3. Finance clearance obtained ( <i>report author to complete</i> )	Name of Fin. officer Date	Alex Altman 24/05/12
4. Staff and other resources issues clearance obtained ( <i>report author to complete</i> )	Name of Res. officer Date	Manjit Lall 24/05/12
5. Strategic Procurement clearance obtained ( <i>report author to complete</i> )	Name of SPO Date	N/A
6. Legal clearance obtained from ( <i>report author to complete</i> )	Name of Legal officer Date	Sheila Saunders 25/05/12
7. Policy & Partnerships clearance obtained ( <i>report author to complete</i> )	Name of P&P officer Date	Andrew Nathan 24/05/12
8. Equalities & Diversity clearance obtained ( <i>report author to complete</i> )	Name of officer Date	Julie Pal 24/05/12
9. The above process has been checked and verified by Director, Head of Service or Deputy	Name Date	Rick Mason 24/05/12
10. Signed & dated report, <u>scanned or hard copy</u> received by Governance Service for publishing	Name of GSO Date	Paul Frost 2 July 2012
11. Report published by Governance Service to website	Name of GSO Date	Paul Frost 20 July 2012
12. Head of Service informed report is published	Name of GSO Date	Paul Frost 20 July 2012
13. Expiry of call-in period	Date	N/A
14. Report circulated for call-in purposes to Business Management OSC members & copied to Cabinet Members & Head of Service	Name of GSO Date	N/A

**ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER (COUNCIL FUNCTION)**

**Subject** **Restructure of Hendon Cemetery and Crematorium Service Team**

**Officer taking decision** Interim Director of Environment, Planning and Regeneration

**Date of decision** 25 May 2012

Summary	To restructure Hendon Cemetery and Crematorium (HCC) team to ensure compliance with legislation, meet demands of the bereaved, improve standards of service delivery and improve capacity to take advantage of business opportunities.
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**Officer Contributors** Michael Nottage, Hendon Cemetery & Crematorium Manager

**Status (public or exempt)** Public with separate exempt report

**Wards affected** Not Applicable

**Enclosures** Appendix 1 – existing and proposed structure chart

**Contact for further information:** Michael Nottage 020 8359 3374

Serial No. 1743
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## **1. RELEVANT PREVIOUS DECISIONS**

- 1.1 None

## **2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS**

- 2.1 The work of HCC contributes to making Barnet 'A successful London suburb'. In particular, developing bereavement services in line with current industry standards will meet the growing and changing needs of the bereaved.
- 2.2 The proposals allow for the development of the business model, improving service flexibility and will maximise service efficiency and attract additional income.
- 2.3 The proposals enable the Council to more readily discharge its statutory responsibilities efficiently, in areas such as health & safety, memorial management and exclusive Rights of Burial/Grave Ownership.
- 2.4 The proposals provide 'more choice, improved convenience and better value for money for the bereaved and recommend creating additional posts, funded by efficiency savings and additional income generation. The cost to the Council is neutral, but with potential for increased income.

## **3. RISK MANAGEMENT ISSUES**

- 3.1 I do not consider the issues involved are likely to raise significant levels of public concern or give rise to policy considerations as they are about improving our ability to address existing compliance requirements, service improvement and developing business opportunities.

## **4. EQUALITIES AND DIVERSITIES ISSUES**

- 4.1 The selection process for the newly created posts will be run according to the Council's recruitment and selection policy. This will ensure that all relevant posts are awarded on merit using fair and objective criteria.
- 4.2 The proposals in this report also result in staff assimilation and staff assessment which will be implemented in accordance with the Council's Managing Organisational Change policy.
- 4.3 A 90 day consultation process was implemented from 3rd November 2011 to 5th of February 2012. Consultation took place between staff and GMB and Unison unions and enquiries were made as to the grading of some posts resulting in a further review of the posts they highlighted. Both

unions agreed to the final evaluation of posts and are satisfied with the re-structure.

## 5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 The proposals create additional posts to those that exist within the current staff structure. There is a reduction of one of the posts currently designated as Administration Officer; however the 2 current post holders are ring-fenced to be able to apply for the new position of Bereavement Service Manager. There is also a reduction of one Cemetery Operative post, however the existing post holders are ring-fenced to be able to apply for the new Operations Lead Officer posts and therefore there are no redundancy implications as part of these proposals. The cost of the proposed new posts based on mid point salaries including oncosts is £502,480. This will be met from the deletion of existing posts £247,190, savings on running costs, including staff overtime, of £105,716 and increased income estimated at £149,574, as set out in the table below:

	Management	Crematorium	Cemetery	Total
	£	£	£	£
Cost of new posts	115,320	100,420	286,740	502,480
Saving from deleted posts	(65,230)	(46,560)	(135,400)	(247,190)
Savings in Running Costs	(10,500)	(2,200)	(43,000)	(55,700)
Savings in Staff Overtime	(11,160)	(30,271)	(8,585)	(50,016)
Additional income (net of related additional costs)	(7,056)	(25,500)	(117,018)	(149,574)
<b>Total</b>	<b>21,374</b>	<b>(4,111)</b>	<b>(17,263)</b>	<b>0</b>

- 5.2 The following existing full-time posts have been re-designated and re-evaluated:

- Exempt by virtue of paragraph 1 and 2 of Schedule 12A of the Local Government Act 1972.

- 5.3 The following additional new posts are proposed (evaluated grade ranges indicated):

- Exempt by virtue of paragraph 1 and 2 of Schedule 12A of the Local Government Act 1972.

- 5.4 The re-evaluation of existing posts and creation of new posts will be met by identified efficiency savings, the creation of additional income and from within the existing Hendon Cemetery and Crematorium budget.

IT, work tools and equipment and work accommodation will be met from existing provision within the service.

## **6. LEGAL ISSUES**

- 6.1 Paragraph 4.1 and 4.2 sets out the basis upon which assimilation, assessments and selection to posts will be undertaken and 4.3 provides relevant information on the consultation process undertaken. When recruiting to new positions the Council will ensure that selections are undertaken fairly, objectively and without discrimination. Accordingly the Council will be mindful of duties placed upon it in regard to data protection, discrimination and general employment law.

## **7. CONSTITUTIONAL POWERS**

- 7.1 Council Constitution, Part 3, Responsibility for functions - Section 6.1 provides that Chief Officers can take decisions without consultation with the Cabinet Member concerned where it is in respect of operational matters within the Chief Officer's sphere of managerial or professional responsibility and is not significant in terms of budget or policy.
- 7.2 Council constitution Part 3 – responsibility for functions – Section 6.2 provides that Chief Officers may use whatever means they consider appropriate to discharge those functions allocated to them including engaging and deploying staff.

## **8. BACKGROUND INFORMATION**

- 8.1 HCC has experienced a reduction in staff in recent years, most recently in 2008 with the loss of an assistant manager and a grounds supervisor. Although these reductions were on the grounds of efficiency, this has resulted in the inability of the service to meet the growing and changing needs of the bereaved that have developed since that time and a reduction in service flexibility.
- 8.2 Following the appointment of a new manager at HCC in 2010, a thorough review of the service has been carried out and resulted in the preparation of the Business Development & Staff Restructure Report (*A Model Service for the 21<sup>st</sup> Century*) in 2011.
- 8.3 Although HCC is included in the Development & Regulatory Services outsourcing project, it is appropriate to address a number of the recommendations of that report now in order to address operational concerns, improve customer service and maximise income and market share. These are set out in the following paragraphs.

- 8.4 The Council needs to ensure it meets its obligations in relation to regulatory compliance in relation to issues such as memorial management and health & safety.
- 8.5 Continued and increased provision of cremations into the weekend and Bank Holidays will lead to attracting additional income.
- 8.6 As the land becomes more densely used for burial, more labour intensive methods of grounds maintenance become necessary.
- 8.7 Greater attention is required to monitoring the performance of the business and improvement in communication with customers. Ensuring that customers are provided with the appropriate advice, information and services that befit a modern bereavement service and meet legislative requirements.
- 8.8 Appendix 1 sets out the existing and proposed structure. The rationale for each position is as follows;
- The Bereavement Service Manager's post will be created to support the cemetery & crematorium manager as an assistant and as deputy in the HCC Manager's absence. This position will remove the requirement for use of agency staff in the manager's absence and will allow for a more hands-on business focus. The post holder will line manage BSO, BSA's and Memorial and Facilities Operatives including performance appraisal.
  - The Bereavement Service Assistant post (full-time) will assist in the delivery of quality administration, providing improved customer experience and the delivery of an appropriate grave transfer process.
  - The two part-time Bereavement Service Assistants are required to provide weekend administrative support. Currently the weekend office opening service is funded by overtime working. The two positions will also 'book-end' the weekend to provide additional support during the busier parts of the week (Monday and Friday).
  - The Senior Crematorium Officer will lead and support the work of the crematorium team in the provision of a seven-day-week cremation service. The post holder will line manage the crematorium officers, including performance appraisal.
  - The Crematorium Officer will support the work of the existing two crematorium officers and senior crematorium officer in providing a full seven-day-week cremation service providing four officers working in the team.
  - The Operations Lead Officer (Gardener) will take a lead role in ensuring the grounds and gardens are presented to maximum effect,

attracting increased income from grave and memorial garden contracts.

- The Operations Lead Officer (Grave Digger) will work closely with the Operations Team Leader in order to maximise daily burial capacity, more able to meet higher burial demand, improving income and meeting more needs of the bereaved and stakeholders.
- The Operations Lead Officer (Technical) will maximise efficient performance from all tools and equipment, improving continuity of service and reducing the reliance on outsourcing work which is expensive and/or time sensitive
- The two Memorials and Facilities Operatives will ensure a safe and well maintained site for the public to visit and for staff to work. They will meet & greet and inspect the work of memorial stone masons and complete periodic risk assessments of erected memorials. They will also provide paid-for-services such as completing repairs to memorials and re-levelling graves due to subsidence.
- The two part-time Caretaker and Keyholder posts will work alternating weeks (week on-week off) to provide day-to-day opening up and securing of the premises and grounds seven days a week, fifty two weeks a year. Currently this is provided by over time working by existing service staff.

## **9. LIST OF BACKGROUND PAPERS**

- 9.1 Business Development & Staff Restructure Report (*A Model Service for the 21<sup>st</sup> Century*) 2011.

## **10. OFFICER'S DECISION**

**I authorise the following action:**

**To create the following posts:**

**Bereavement Service Manager at SCP 29-32**

**Bereavement Service Officer SCP 25-28**

**Bereavement Service Assistant SCP 17-20**

**2X Part Time (14hrs/wk) Bereavement Service Assistant SCP 17-20**

**Senior Crematorium Officer SCP 19-22**

**3x Crematorium Officer SCP 15-18**

**3x Operations Cemetery Operative SCP 11-14**

**Operations Team Leader SCP 23-26**

**Operations Lead Officer (Gardener) SCP 15-18**

**Operations Lead Officer (Technical) SCP 17-20**  
**Operations Lead Officer (Grave Digger) SCP 15-18**  
**2X Memorial & Facilities Maintenance Operatives SCP 15-18**  
**2X Caretaker and Keyholder posts SCP 10-13**

**To delete the following existing posts:**  
**2X Administration Assistant SCP 25-28**  
**2X Chapel Attendant SCP 13-16**  
**4X Cemetery Operative SCP 5-13**  
**Team Leader SCP14-21**

**To re grade the following post:**  
**Assistant Cemetery Operative SCP 10-13**

**Signed**



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**Interim Director of Environment, Planning and  
Regeneration**

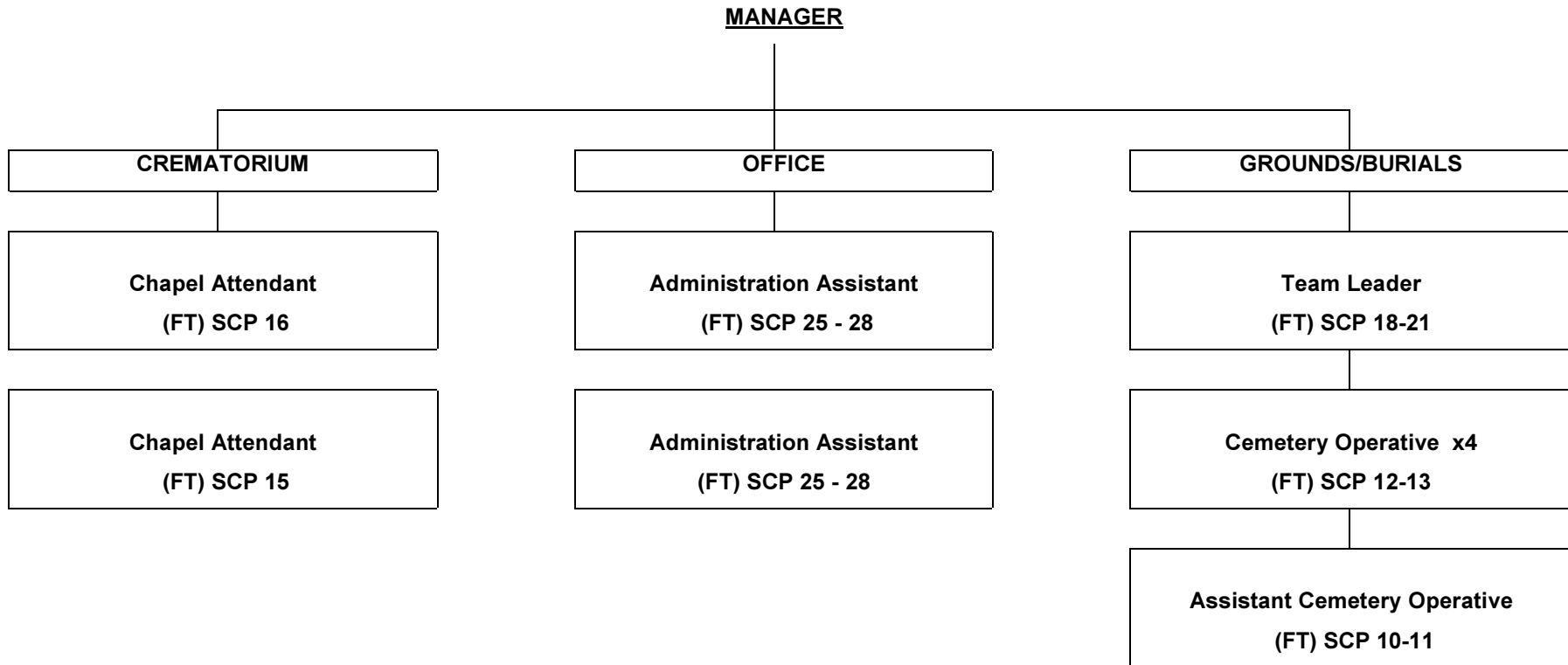
**Date**

**25<sup>th</sup> May 2012**

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**Appendix 1 Hendon Cemetery & Crematorium (Existing)**



**Appendix 2 Hendon Cemetery & Crematorium (Proposed)**

