

## Appendix 3

### The Workforce Plan

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AGILE



SKILLED



DIVERSE



MOTIVATED



THE TEAM

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April 2015 – March 2018

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## Message from Nick Walkley, Chief Executive

The Workforce Plan shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.

The Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. The council will be smaller than it is now and we will need different skills sets in many areas, including more commercial skills; better customer service skills, and better ways of working with our communities and families.

That is why we have included an “Offer” to staff which sets out what our main priorities are and the support that will be available in helping to achieve them.

We recognise that continual change is challenging for staff, which is why the Workforce Plan includes a clear focus on developing skills and developing careers.

For people who do leave the council, we want them to go well equipped to find alternative employment, confident that they have good career opportunities ahead. The Offer to staff shows what support will be available. It also comes with a series of “asks” in areas where we need more support in moving Haringey forward.

### We will:

- Offer staff opportunities to develop new skills over the next three years through the launch of a “Skills for the future” programme
- Be clearer about what those skills are
- Arrange a programme of events to help you understand what is needed from your role and what the new priorities are
- Increase management capability and skills to support you to do your job to the best of your ability
- Introduce a reward strategy with clearer terms & conditions and a stronger focus on rewarding and recognising high performance
- Create a more agile workforce, where people’s skills can be applied across different areas
- Support people who are leaving the organisation to find alternative employment and explore new careers

## How you can help

- Think about how the skills you have could help the council's transformation
- Identify the training and development you might need to support the council's change
- Be prepared to do things differently, learn new skills and try a fresh approach
- Ensure that the work that you do is focused on improving things for Haringey's communities
- Ensure you make the best use of your time and offer value for money to Haringey's residents

## Introduction

This Workforce Plan sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.

It is a three year plan which was developed alongside the Council's Medium Term Financial Strategy (MTFS) 2015-2018.

The Corporate Plan, MTFS and Workforce Plan when read together describe the priorities which the council will pursue; the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to meet successfully the future challenges.

The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. Done well it will achieve a number of mutual benefits for our communities, the organisation, managers and our staff. The table below illustrates what good looks like when we are all doing the same things well.

For our staff	For our managers	For the organisation
<ul style="list-style-type: none"><li>▪ your manager takes time to focus on your development</li><li>▪ you are confident you are listened to</li><li>▪ you have the right skills and support to do your job well</li><li>▪ you understand your likely next career move and what you need to do to prepare</li><li>▪ the organisation recognises your performance</li><li>▪ you work in a high performing team</li><li>▪ you are flexible about the work you do</li><li>▪ you live our values in everything you do</li><li>▪ you feel supported through change</li><li>▪ you keep yourself informed and up to date</li><li>▪ you identify ideas and issues in your day to day work</li></ul>	<ul style="list-style-type: none"><li>▪ you manage, motivate and lead your team</li><li>▪ you celebrate your teams successes</li><li>▪ you take responsibility for making change happen</li><li>▪ you develop individuals and support their career moves</li><li>▪ you actively seek and grow talent</li><li>▪ you are committed to improving the performance of the whole organisation</li><li>▪ you grip issues and resolve them</li><li>▪ your success is measured by the contribution you make to building organisation capability</li><li>▪ you know who may take your place when you move to another role</li></ul>	<ul style="list-style-type: none"><li>▪ we build our capability from across the organisation</li><li>▪ we have cross organisation collaboration and knowledge sharing</li><li>▪ we are confident we have developed the right skills</li><li>▪ we have the right resources in place</li><li>▪ we are confident that we have a pool of talent to select from</li><li>▪ we can measure our people capability and target investment</li><li>▪ career progression is open for all</li><li>▪ we keep our promises</li><li>▪ staff are proud to work here</li></ul>

## Workforce Profile

Our workforce mirrors the complexity and diversity of the services we provide. We have a range of employment contracts including full-time, part-time, job share, term time and fixed term. In addition there are people that work for the council on an irregular or temporary basis such as agency and consultants. Some people also have more than one contract and at the same time we are increasing the number of services delivered in partnership or through commissioning arrangements. Quantifying the workforce can be complicated and good intelligence about the workforce and the skills available is required.

A snap shot below, highlights some of the characteristics taken on board when developing the Workforce Plan. This data excludes schools based employees.

### Employees

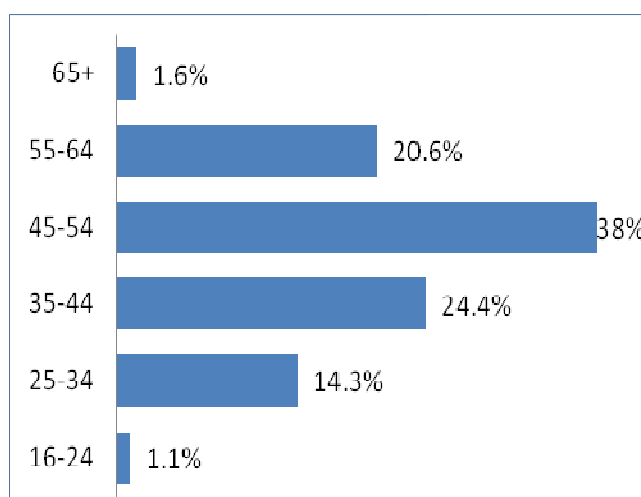
- 2,818 employees with an annual employee bill of £27.2m and average salary of £37k per annum.
- 360 (full time equivalent) agency workers employed on average over the last 12 months
- 65 consultants employed, 27 of which are covering established posts (as at September 2014)
- 67.6% of our employees are female and 32.4% male
- 27.6% of our employees work part time

### Age

Our age profile continues to be an area of significant concern, with under representation of younger people and over representation of the 45-plus age groups. The average age of an employee is 46.3 years.

1.1% is under the age of 25 years 22.2% are in the 55+ years age group

We know this is a trend found in many other London Boroughs. The Workforce Plan proposes a number of initiatives, including entry schemes aimed at attracting younger people into the public sector.



file (Sep 2014)

## Disability

Haringey is proud of its commitment to supporting staff with disabilities and this is reflected in our data. 10.4% of our staff has declared they have a disability and this is significantly higher than the London Councils average of 4.6%. We will continue to ensure that we encourage people with disabilities to apply for jobs in Haringey and will continue to support them whilst at work.

## Ethnicity

This bar chart illustrates how the ethnicity of our workforce population compares to the resident population.

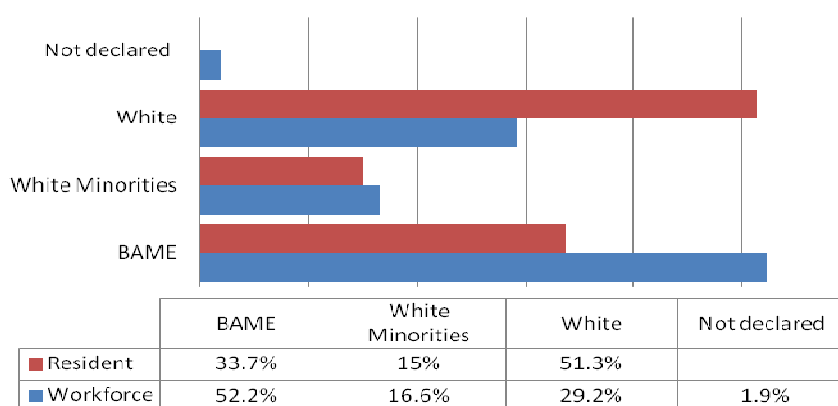


Fig 2 Comparison of ethnicity between workforce and resident population

The dynamics illustrated in the bar chart above (Fig 2) are reversed when we analyse our workforce population by grade and ethnicity as shown in bar chart below (Fig 3). Although there is over representation of BAME (black and minority ethnic) employees compared with the borough population, this changes significantly at the level of middle management. We need to explore with our employees why this is the case and what plans need to be put in place to change the profile of middle managers. Within the Workforce Plan there is a focus on diversity and inclusion across all the initiatives and products being created.

## Distribution of ethnicity

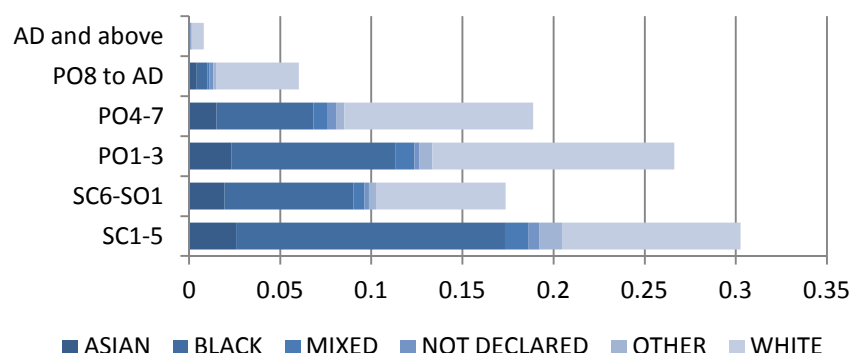


Fig 3 Distribution of workforce ethnicity by grade

## Workforce Demands

### Size of workforce

Haringey's Corporate Plan for the next three years explains our priorities for the borough and what the Council will do to help achieve these. It sets out how the Council will spend its budget in support of these priorities and how we will know what progress we are making.

The Corporate Plan sets out how to support Haringey's residents to build a stronger future through five priorities and an enabling priority.

Priority 1	Enable every child and young person to have the best start in life, with high quality education
Priority 2	Empower all adults to live healthy, long and fulfilling lives.
Priority 3	A clean and safe borough where people are proud to live
Priority 4	Drive growth and employment from which everyone can benefit
Priority 5	Create homes and communities where people choose to live and are able to thrive
Enabling	<p>Customer Services Transformation: making Haringey Council a trusted organisation, with customers having confidence that their current and future needs will be met in a timely, efficient and effective way.</p> <p>Corporate: changes to ensure that the systems and processes used by the council make it easier for staff and councillors to do their jobs better.</p>

Each priority has developed a vision, a set of objectives and a delivery plan which include the financial implications to achieve a collective saving of £70m over three years. The implication for the workforce as the organisation becomes smaller is a reduction in the number of established posts which means a reduction in headcount.

The table overleaf identifies the proposed increases and reductions in headcount by priority and is aligned to the MTFS.

	2015/16		2016/17		2017/18		
Area	Savings	Invest-ments	Savings	Invest-ments	Savings	Invest-ments	Total
Priority 1	56	0	78	0	30	0	164
Priority 2	88	0	166	0	29	0	283
Priority 3	1	1	1	0	8	0	9
Priority 4	1.5	5	0	0	9	0	5.5
Priority 5	0.5	0	2	0	9.5	0	12*
Enabling (BIP) Subject to IT Investment	42	0	16	0	17	0	75
Enabling (CST) Subject to IT Investment	52	0	32	0	1	0	85
<b>Grand Total</b>	<b>241</b>	<b>6</b>	<b>295</b>	<b>0</b>	<b>103.5</b>	<b>0</b>	<b>633.5</b>

\* This figure does not include any implications for staff funded via HRA (Housing Revenue Account).

Over three years, the forecast reductions are just over 600 established posts. The headcount reductions will be achieved using multiple approaches including whole-service reviews, restructures, partnering & commissioning. Successful implementation will require a transition plan to support the organisation to achieve the structure changes in a consistent, open and fair way.

The chart below (fig 4) illustrates the proposed headcount reductions as compared to current staff-in-post figures, which excludes school based employees. The council will take a number of steps to minimise the need for compulsory redundancy and the impact on our staff. We aim to do this in a number of ways, for example ceasing temporary contracts, reviewing the use of agency workers, seeking volunteers for redundancy and issuing guidance around resourcing options.

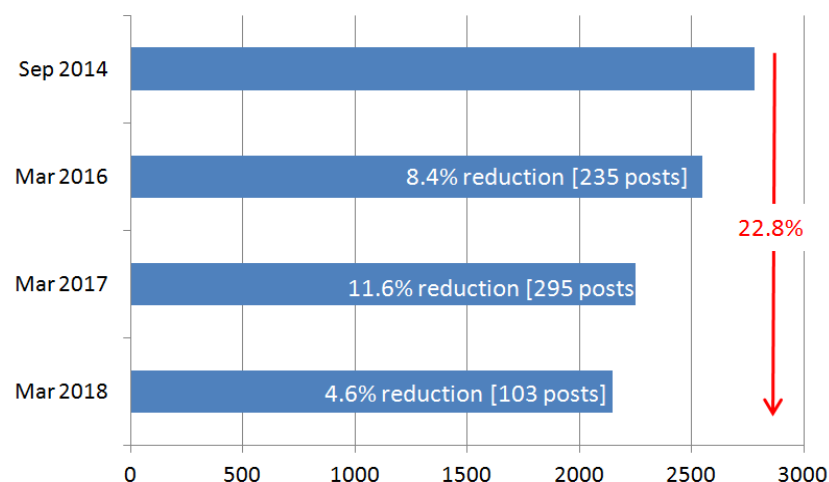


Fig 4 Proposed headcount reduction

An Equality Impact Assessment (EqIA) which analyses the impact of the changes proposed has been completed in draft and is attached as an annexe to this report. The assessment is based on a number of assumptions:

- the Corporate Plan and MTFS are proposals and subject to change
- the proposed reduction to the headcount may change during the three years
- that the posts identified within the Priorities plans may change, however it is not anticipated that this will materially affect the EqIA profile

The EqIA will be updated on a quarterly basis and reported to Staffing and Remuneration Committee as a standard report.

### Future Skills

Some of the key drivers alongside a smaller workforce which have helped to shape the Workforce Plan are:

- Doing better with less: an essential driver for doing things differently with an increased emphasis on partnership working and new ways of delivering services
- The rise of smart technology: more opportunities for workplace automation and improved access for customers
- Customer Care: delivering against our new standards, everyday, so we exceed our residents expectations
- Visible Leadership: our managers lead change and motivate our employees, building a sense of shared common purpose.

Consequently, some of the new skills our staff will need to be productive contributors in the future will include:

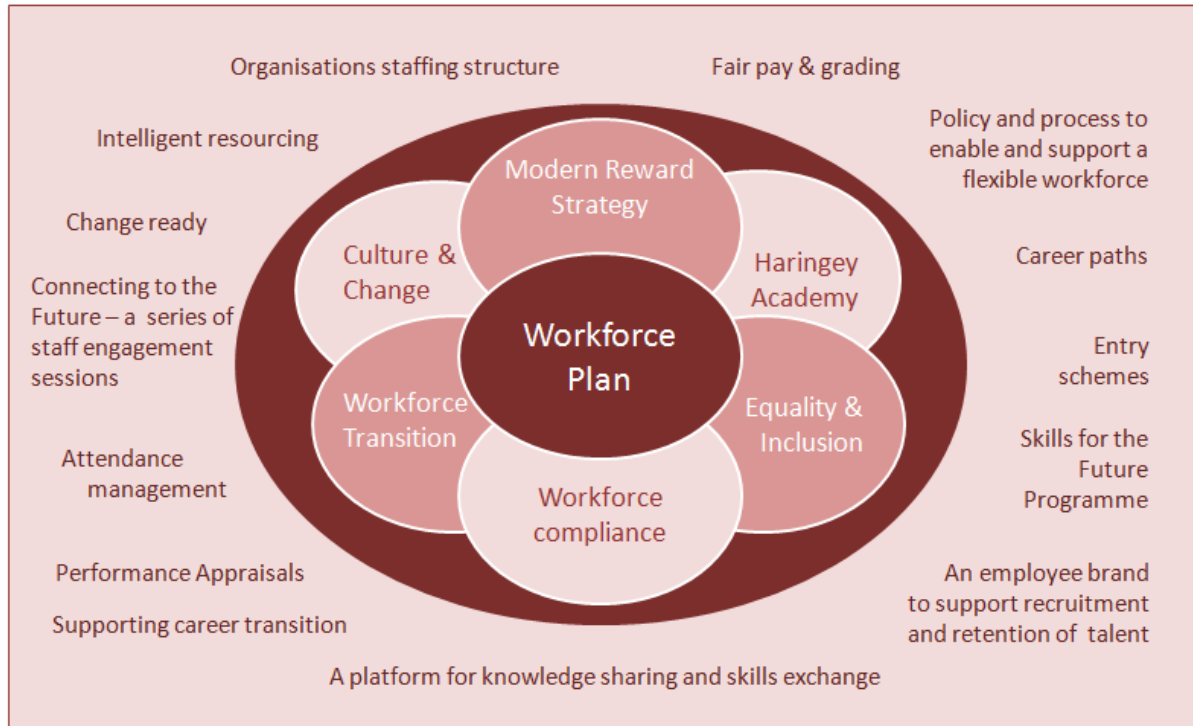
- |   |  |
|---|--|
| ▪ Change capability                           | ▪ IT and digital skills                          |
| ▪ Commissioning skills                        | ▪ Prevention and early help                      |
| ▪ Commercial skills                           | ▪ Project and programme management               |
| ▪ Customer services                           | ▪ Relationship management including partnerships |
| ▪ Data insight and analysis                   |  |
| ▪ Strong first line and middle manager skills |  |

The degree of change required in our skills, accompanied by a significant shift in behaviours and culture is a considerable undertaking. The corporate change programmes will provide opportunities within the organisation to create new systems and processes for service delivery, but it will be the way staff work in the future that will determine if we are successful in delivering our ambitions.

Bridging the skills gap that is emerging as part of the transformational change is as much the responsibility of the organisation as it is our staff. Staff taking accountability for their own career is a key theme in the Workforce Plan. Support will be given to explain what the organisation expectations are and how staff can get involved.

## Components of the Workforce Plan

The Workforce Plan has six interrelated components; the diagram below illustrates these along with some of the key themes and planned activities.



The Workforce Plan will be managed as a programme that reports into the Corporate Programme Board. It will adopt the council's agreed best practice delivery approach for the successful realisation of programme benefits.

### Workforce Transition



This is about how the changes to skills, job design and structures are implemented to achieve an agile and skilled workforce.

Managing the transition to a smaller organisation and continuing to provide opportunities to staff will be a challenge.

To meet the scale of the challenge, this work stream will concentrate on a number of HR

related activities which will help achieve savings and increase the pace of change across the organisation.

Early interventions planned are:

- Redundancy: it is proposed to review the redundancy arrangements and this may include opportunities for release on current terms. This will include asking staff if they wish to express an interest in voluntary redundancy in the coming months. Staff leaving the council will be helped to find alternative employment, confident that they have good career opportunities ahead.
- Development moves (internal): the ability to rapidly redeploy individuals to needed tasks is required. The intention is to introduce a standard which requires all managers, irrespective of the circumstances, with an absolute requirement to release individuals to other departments where a selection process, in accordance with the council's policies, has been held. The organisation will know where posts are being considered for deletion so post holders will be given priority to seek out development opportunities.
- Intelligent resourcing: with a significant reduction in headcount taking place over the next three years, how we recruit will be reviewed including the use of agency staff and consultants to ensure flexibility, value for money and equality of opportunity.
- Review of the Heads of Service role: to create a strong tier of managers who operationally deliver the corporate priorities and culture change and design their own supportive structures. To create a set of standards that clearly states what the corporate and service accountabilities are required for this role.

Other planned activities include:

- Move staff into new roles and provide development opportunities to learn new skills
- Signal what the 'skills for the future' will be so staff take ownership for their career and personal development
- Manage the workforce implications of the MTFS in a fair and transparent way
- Consult and engage with staff and the trade unions in a timely and meaningful way
- Review elements of our employment policies and make amendments so they facilitate change

## Haringey Academy



It is now more important than ever that we make sure we have the right people, in the right places with the appropriate skills and behaviours to work in the future organisation.

The Haringey Academy will be the delivery vehicle for the organisation to manage workforce capability. In practice this will include developing the principles and process for managing our capability and talent,

providing clear career paths as well as learning and development opportunities.

However, the academy is not just about workforce development, it's also about Haringey as an employer brand; an employer, where staff are recruited for the right behaviours and are skilled, competent and customer focused and our staff are proud to say they work for Haringey Council.

Planned activities include:

- Delivering a 'Skills for the Future' programme: that is innovative, achieves the new skills required, staff enjoy participating and can see how it adds value to them and their role
- A Heads of Service review that will revisit the progress since the development centres and put in place a further assessment period to support the new accountabilities for this role
- Creating great leaders and managers by equipping them to lead change, manage the basics well, develop their own self awareness and are accountable for their staff.
- Connecting to the Future: a series of staff engagement and development sessions so the whole workforce knows what is expected of them
- Skills Share: using technology to help and learn from one another
- Introduce a new approach to managing employee performance that drives results
- How staff can manage their personal development plans, career paths and career transition
- How development opportunities are promoted and managed
- A fair and inclusive succession planning process
- An employee brand to be proud of
- A number of entry schemes such as an apprentice programme.

## Culture and Change



Culture is the personality of an organisation, and this is something we want to cultivate in the future, because it has a direct correlation with how successful an organisation is.

Managing the mood of the organisation and ensuring that every employee is informed about and involved in change, is something that we want to work on.

This work stream is about actively trying to increase levels of motivation and engagement across the organisation by ensuring that staff have a voice which is heard and responded to. The work stream will deliver tools and support to all line managers so that they can prioritise this aspect of their role, and work with their teams to make Haringey a great place to work, where staff feel a personal commitment to making it even better as the planned changes come into effect. It will also focus on building change expertise, and making change easier for all involved, because it is fair to say that the only certainty we have about the future is that it will continue to change, so we need to be great at dealing with it.

Deliverables will include:

- Monthly mood monitors and change questionnaires to find out what you are thinking and feeling.
- A range of culture and change indicators for managers to use with their teams, so that we have a way of tracking progress
- Launching a new set of organisational values and some ways to encourage people to start demonstrating them in action
- Being really clear about the culture we think we need, and what that actually means in practice
- Making it much easier for staff to put forward any concerns or questions, and responding/ acting on their feedback
- An ideas pipeline for people to make suggestions that the change programmes can consider and hopefully implement
- Celebrating when things go well, or when people do well
- Getting staff involved in translating our vision statements into something more compelling about what it means for them (like videos and prototypes)

## Equality & Inclusion



Equal opportunity underpins everything we do in Haringey. The effect of all of these changes are being monitored by regular council wide Equality Impact Assessments (EqIA). Planned activities include an audit of the council's compliance with the 2010 Equality Act, early in 2015, to provide the baseline for an action plan. From this and the EqIA data a three year action plan will be developed.

## Modern Reward Strategy



This is a key work stream as it will link together all pay related activities in the council into one structured pay and grading strategy.

We will consult with trade union representatives and seek their agreement to a way forward and all employees will have an opportunity to input to this through a series of staff forums.

The Modern Reward Strategy will include:

- Developing and implementing a single pay and grading structure that is fair and transparent
- A pay structure that is competitive in the market and can attract and retain the people we need
- Roles are grouped together into 'families' so staff can easily recognise career paths and progression in the area they work in or other areas of the organisation
- Role are designed to promote agile working and moving staff around the organisation as and when required without going through a lengthy process
- Introducing clearer, modern terms & conditions

## Workforce Compliance



During the transformational change and the exciting initiatives the organisation is embarking on it is really important that that we don't lose sight of getting the basics right. The Workforce Plan has a role to play in ensuring managers and employees are compliant.

This table below identifies some of the proposed activities.

For our staff	For our managers	For the organisation
<ul style="list-style-type: none"> <li>▪ A new on-line staff handbook detailing all staff need to know about working for Haringey Council</li> <li>▪ Making sure staff get the best out of their appraisal</li> <li>▪ Employees take accountability to keep themselves informed and up to date</li> <li>▪ Live the Values</li> <li>▪ Protect the Council's reputation at all times</li> </ul>	<ul style="list-style-type: none"> <li>▪ A dashboard of performance indicators on how well they are managing all aspects of people management. For example attendance management, performance reviews, how many of their staff have been promoted or moved to a development opportunity</li> <li>▪ Adhere to HR policies and procedures</li> <li>▪ Comply with the Council's scheme of delegations and governance arrangements</li> <li>▪ Procurement procedures are followed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish an annual Pay Policy statement in accordance with the Localism Act 2011</li> <li>▪ Compliance with Council Governance arrangements</li> <li>▪ Ensuring that all HR Policies and Procedures are legally compliant</li> <li>▪ To comply with service risks related regulations</li> </ul>

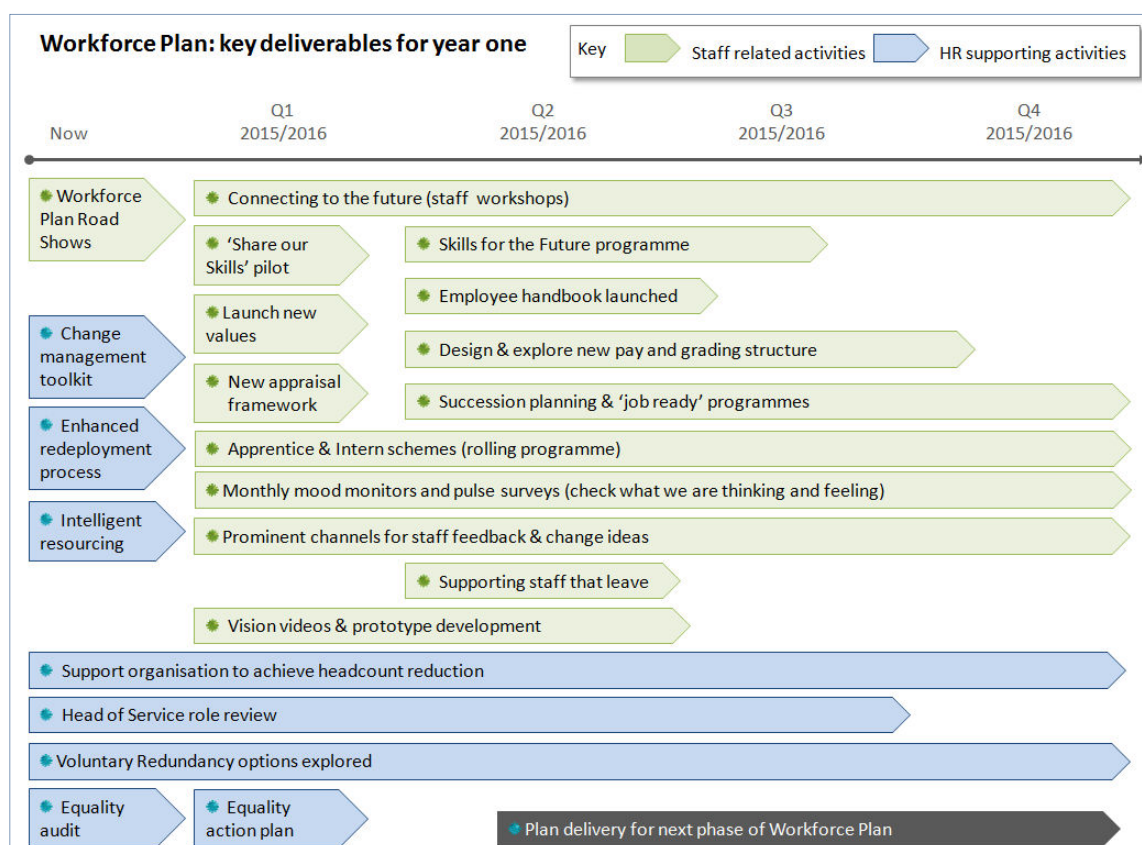
In addition, the council recognises that staff health and wellbeing is an important factor. The organisation's strategy for staff health and wellbeing has been developed to promote and encourage health and wellbeing at work. A Health, Safety and Wellbeing board will monitor activity in this area. The strategy and board aim to draw upon good practice, recognising existing informal arrangements around the council. It is designed to create an organisational culture where negative wellbeing

issues are identified, minimised and managed before they affect the health and wellbeing of staff.

## Delivery Plan

The Workforce Plan will be managed as a transformation programme that reports into the Corporate Programme Board. It will be managed and resourced using the same approach as the other corporate and transformation programmes. All existing governance arrangements will be complied with in the delivery of the Workforce Plan. Any changes to policy will be submitted to the Council's Staffing and Remuneration Committee in line with normal practice.

Below is a high level plan of the required preparation and proposed activities for year one of the Workforce Plan.



## What do you think?

A series of road shows providing more information about the Workforce Plan and how you can get involved will begin in December with the publication of the draft Corporate Plan, MTFS and Workforce Plan.

## Equality Impact Assessment

<b>Name of Project</b>	Workforce Plan 2015-2018	<b>Cabinet meeting date If applicable</b>	16 December 2014
<b>Service area responsible</b>	Human Resources		
<b>Name of completing officer</b>	Jacquie McGeachie	<b>Date EqIA created</b>	17 October 2014
<b>Approved by Director / Assistant Director</b>	Tracie Evans	<b>Date of approval</b>	tbc

The Equality Act 2010 places a '**General Duty**' on all public bodies to have '**due regard**' to:

- **Eliminating discrimination, harassment and victimisation**
- **Advancing equality of opportunity**
- **Fostering good relations**

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a '**Specific Duty**' to publish information about people affected by our policies and practices.

**All assessments must be published on the Haringey equalities web pages. All Cabinet papers MUST include a link to the web page where this assessment will be published.**

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqlA	
1. Project Lead – Jacquie McGeachie	5. Technical specialist – Sean Ramdin
2. Equalities / HR – Amanda Mays	6. Head of Policy and Business Management – Erica Ballman
3. Legal Advisor – Edmund Jankowski	7
4. Trade union	8

## Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

This draft equality impact analysis has taken place to assess the impact of proposed headcount reductions across the Council based on the Corporate Plan and Medium Term Financial strategy for 2015-2018. There are many different projects included to produce this data and each project will in turn produce an equality impact analysis. This plan includes high level data only.

As at 17 October 2014, a provisional scoping of the priorities forecast 783 positions at risk and this EqlA is based on this assumption. Since then, the forecast has been reduced to 633.5 posts. The EqlA will be updated on a quarterly basis and reported to Staffing and Remuneration committee as a standard report. The next update will be published in February 2015.

Of the 783 positions proposed to be at risk over the three financial years from April 2015, there are 125 vacant positions and therefore 658 staff have provisionally been identified at risk and are included in this analysis. This detail is against proposals only and some assumptions have been made with regard to identifying those at risk. This is subject to further detailed planning at service level.

**Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment**

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council's workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
EqlA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough

**Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment**

This section to be completed where there is a change to the service provided

<b>Data Source (include link where published)</b>	<b>What does this data include?</b>
Not applicable – this assessment has been made on the impact on Haringey Council employees only and not on the impact on the service.	

**Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:**

**Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex</b>	<b>Not applicable for residents or service delivery</b>			
<b>Gender Reassignment</b>				
<b>Age</b>				
<b>Disability</b>				
<b>Race &amp; Ethnicity</b>				
<b>Sexual Orientation</b>				
<b>Religion or Belief (or No Belief)</b>				
<b>Pregnancy &amp; Maternity</b>				
<b>Marriage and Civil Partnership</b>				

**Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:**

**Positive and negative impacts identified will need to form part of your action plan.**

	<b>Positive</b>	<b>Negative</b>	<b>Details</b>	<b>None – why?</b>
<b>Sex</b>	No	Yes	Females are disproportionately affected compared with the Council profile. 75% compared with the Council profile of 68%.	
<b>Gender Reassignment</b>				Insufficient data held to make an assessment.
<b>Age</b>	No	No	The age profile of those affected by the headcount reductions are largely in line with the Council	

**Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:  
Positive and negative impacts identified will need to form part of your action plan.**

			profile.	
<b>Disability</b>	No	Yes	The headcount reductions relate to 14% of those who have declared a disability. This is compared to a Council average of 10% of employees.	
<b>Race &amp; Ethnicity</b>		Yes	Compared to the Council profile those employees from an Asian, White or White minority's background are less impacted. Black employees are disproportionate affected at 45% of the population compared with a Council profile of 36%.	
<b>Sexual Orientation</b>				Insufficient data held to make an assessment.
<b>Religion or Belief (or No Belief)</b>				Insufficient data held to make an assessment.
<b>Pregnancy &amp; Maternity</b>				Insufficient data held to make an assessment.
<b>Marriage and Civil Partnership</b>				Insufficient data held to make an assessment.

**Stage 6 - Initial Impact analysis**

**Actions to mitigate, advance equality**

	or fill gaps in information
<p>The data has highlighted that consideration needs to be given to mitigate the impact on our staff who are female, who have a disability or who are from a black ethnic group.</p>	<ol style="list-style-type: none"> <li>1. An equality audit is being commissioned by an independent external company to audit the council's compliance against all nine protected characteristics, as defined by the Equality Act (2010), across the whole Council. This will be conducted by a series of interviews and focus groups throughout the organisation.</li> <li>2. Support workshops will be provided when specific projects or programmes are being planned. Managers will be supported by a 'Change Management Toolkit' to outline their responsibilities within the EQIA process and how they can best support their staff. This will also assist managers to deal effectively and sensitively with employee relations issues.</li> <li>3. Services will complete further equality impact assessments to assess impact at that level and consider what mitigating action can be taken.</li> <li>4. Skills development will be provided through the Haringey Academy. The Academy will identify skills for the future and offer opportunities for staff to engage in development activity.</li> <li>5. The Workforce Plan has included activity to create movement and space in the workforce structures to enable the smaller organisation to emerge with minimum destabilisation. This means that staff that are identified as being at risk will have more internal opportunities, including secondments, to move within the organisation and learn new skills as an opportunity to reduce reliance on redundancy as a means of reducing headcount.</li> <li>6. HR has introduced a dedicated Policy and Equalities Manager post. When appointed this manager will be a key member of the Workforce Project team and every quarter will produce a Council wide EQIA to monitor the impact on protected groups of the</li> </ol>

	corporate plan and MTFs.
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### Stage 7 - Consultation and follow up data from actions set above

Data Source (include link where published)	What does this data include?
Outputs from the Equality Audit will be analysed to assess where specific action is necessary. This will be prioritised accordingly and actions included in the Workforce Plan.	The data will include both quantitative and qualitative analysis. It will highlight against the nine protected characteristics areas where the Council is performing well and areas where improvements are required.

### Stage 8 - Final impact analysis

Please find listed below a summary of the high level impact analysis.

#### Grade

	At Risk (%)	Council Profile (%)	Impact
Sc1 – Sc5	39	31	+8%
Sc6 – SO1	10	22	-12%
PO1 – PO3	21	24	-3%
PO4 – PO7	28	17	+11%
PO8+	2	6	-4%

#### Ethnicity

	At Risk (%)	Council Profile (%)	Impact
Asian	6	9	-3%
Black	45	36	+9%
White	23	29	-6%
White Minority	15	17	-2%
Other	3	3	0
Mixed	5	4	+1%
Not declared	3	2	+1%

#### Age

	At Risk (%)	Council Profile (%)	Impact
16>25	1	1	0
25>35	17	15	+2%
35>45	21	24	-3%
45>55	38	37	+1%
55>65	22	21	+1%
>65	1	2	-1%

#### Gender

	At Risk (%)	Council Profile (%)	Impact
Female	75	68	+7%

Male	17	15	-7%
<b>Disability</b>			
	<b>At Risk (%)</b>	<b>Council Profile (%)</b>	<b>Impact</b>
Yes	14	10	+4%
No	86	90	-4%

### Stage 9 - Equality Impact Assessment Review Log

Review approved by Director /  
Assistant Director

Date of  
review

Review approved by Director /  
Assistant Director

Date of  
review

### Stage 10 – Publication

Ensure the completed EqlA is published in accordance with the Council's policy.