

17 January 2012

To: All Members of the Corporate Committee

Dear Member,

Corporate Committee - Monday, 23rd January, 2012

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

10. REGULATORY SHARED SERVICE (PAGES 1 - 70)

To receive the report on proposals for a shared Regulatory Service between LB Waltham Forest (WF) and LB Haringey (LBH) following consultation with the staff affected and the Trade Unions.

Yours sincerely

Ayshe Simsek X2929
Principal Committee Co-ordinator

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Haringey Council

URGENT BUSINESS SHEET

**Report Title: Shared Regulatory Services between Waltham Forest (WF)
and LB Haringey (LBH)**

Committee/Sub etc: Corporate Committee

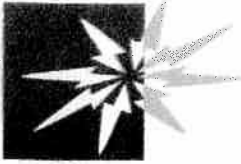
Date: 23 January 2012

The report is late because there was further consultation required with the Director of Place and Sustainability.

The report is too urgent to await the next meeting because there is a need to begin the staff selection process in February and begin working to the structure in May 2012. This will allow the budget savings associated with the sharing of the Regulatory Service to be achieved within this financial year.

The Head of Local Democracy & Member Services concurs with the admission of this item.

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Haringey Council

Report for:	Corporate Committee	Item Number:	
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Title:	Shared Regulatory Services between Waltham Forest (WF) and LB Haringey (LBH)
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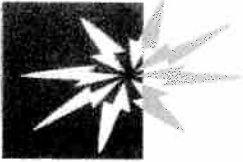
Report Authorised by:	Director of Place and Sustainability
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Lead Officer:	Eubert Malcolm Group Manager Regulatory Services
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Ward(s) affected: ALL	Report for: Key Decision
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1. Describe the issue under consideration

- 1.1 The report sets out the proposals for a shared Regulatory Service between LB Waltham Forest (WF) and LB Haringey (LBH) following consultation with the staff affected and the Trade Unions.
- 1.2 On 4th October a report went to Cabinet entitles "Financial Planning 2012 -13 to 2014 -15 – mid year budget update" In this report it states that there would be a review of delivery options for (amongst other services) Trading Standards and Environmental Health.
- 1.3 On 8th November 2011, Cabinet agreed to the proposal for a shared Regulatory Service between LBH and WF, consisting of Trading Standards, Pest Control, Food & Health and Safety, Pollution and Dog Enforcement.
- 1.4 Formal consultation with staff and the Trade Unions commenced on 3rd November with a 30 day consultation period ending on 5th December. This report considers proposals following consultation.



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2. Cabinet Member introduction

- 2.1 This proposal is covered by the Memorandum of Understanding between the WF and LBH. Aside the financial benefits outlined in this report the proposal offers the opportunity to provide a more resilient service for the residents of Haringey. This is particularly important when considering essential services such as these in this financial climate. A shared service would allow both boroughs to share expertise and learning, taking best practise as the bench mark.

3. Recommendations

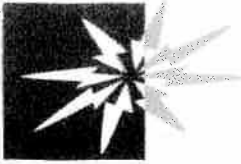
- 3.1 That Members agree the proposal to establish a joint Regulatory Service between LBH and WF as set out in this report and in the Appendix 2.
- 3.2 That, in coming to the decision in the recommendation above, Members take into account the outcome of the consultation with the Trades Unions outlined in the appendices and have regard to the Authorities public sector duties including the consideration of the attached Equalities Impact Assessment.
- 3.3 That Members note the time table for the implementation of a Joint Regulatory Service between London Borough of Haringey and London Borough Waltham Forest. (As set out in appendix 6)

4 Other options considered

- 4.2 LBH & WF are facing significant savings targets (some of which inevitably will fall on these services). To make savings individually on relatively small services may compromise their sustainability and inhibit both boroughs ability to provide a robust regulatory service. A "stand alone" option was not considered to be able to provide the benefits of sharing services.

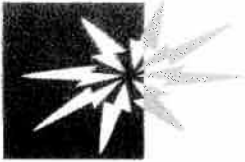
5 Background information

- 5.2 A memorandum of understanding (MOU) was agreed by WF and LBH in December 2010 to develop a number of priority shared service solutions.
- 5.3 In June 2011, both Chief Executives instructed officers to develop an initial proposal for a shared regulatory service across the two boroughs in respect of a number of regulatory services with the following objective. The mandate set officers the objective *"..... to design and implement a shared service delivery model(s) that delivers quantifiable strategic, financial and service delivery benefits."*
- 5.4 LBH and WF service managers have developed the initial shared service proposal for Cabinet agreement in principle subject to consultation with affected employees.



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- 5.5 The project identified a two stage process to establish a shared regulatory service. The first stage (Phase 1) focuses on opportunities to *consolidate* (share) the management structure and professional expertise of WF and LBH's regulatory services. The second stage examines the options to simplify, standardise and *converge* WF and LBH's regulatory service delivery standards, ICT, business processes and the potential for physical co-location.
- 5.6 This report relates to Phase 1 only. Following consultation with the staff concerned and the Trade Unions to *consolidate* the management and professional expertise across the two Councils' trading standards, food safety, health and safety, public health, pollution, pest control, dog enforcement and animal welfare functions (the "regulatory services" for the purposes of this report). Existing line management and "lead" professional officer arrangements were reviewed as well as funded vacant posts.
- 5.7 A number of opportunities to reduce LBH and WF costs by *consolidating* line management and professional capacity in a shared service solution were identified.
- 5.8 The organisation chart which accompanied the original formal consultation proposal is attached in Appendix 1. Following consultation Appendix 2 shows the Corporate Committee the organisation chart for the shared Regulatory Services delivery model.
- 5.9 The Phase 1 consolidation proposals will generate financial benefits while maintaining the operational resilience of LBH and WF's existing regulatory services by:
- Consolidated team managers splitting their work week between LBH and WF locations to ensure professional and managerial oversight of joint teams is maintained.
 - Where required, additional line supervision will be provided from within the existing LBH and WF service teams to address any span of control issues in the consolidated teams.
 - Establishing joint management arrangements, including quarterly operational planning meetings, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training.
 - Most importantly, existing and separate LBH and WF operational delivery teams will be retained during the consolidation phases. These operational service teams will continue to be dedicated to either LBH or WF and will:



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- Meet agreed LBH and WF regulatory service priorities and policies, including Enforcement Policy and Strategy, Contaminated Land Strategy and Air Quality review requirements.
- Meet agreed LBH and WF service delivery standards (ie response times, target volume of activities etc)
- Maintain specialist ICT applications ie FLARE and M3
- Retain existing office space in WF and LBH civic buildings

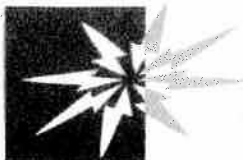
5.10 The Phase 1 consolidation proposal will deliver shared service management and technical expertise across a number of regulatory service functions, while retaining discrete operational teams that continue to deliver local LBH and WF service priorities and standards. The overall benefits ensure savings and increases service resilience and management capacity, namely;

- Maintaining existing delivery priorities and standards
- Increasing service management and professional capacity available to LBH and WF.
- Provides the opportunity to increase resilience of specific regulatory services operational teams.
- Examines the opportunities to develop shared professional development programmes for regulatory service professional.
- Ensures that LBH staff to remain on their existing Teams and Conditions of Employment.
- Estimated full year financial benefits of c270K from reduced salary expenditure shared across LBH and WF Regulatory Services. The proposed ratio split based on current years budget is 52:48, which produces indicative savings of approximately £130K LBH and £140K WF.

5.11 After phase 1 the focus of the second phase will look to at opportunities to simplify, standardise and then converge the business process, policy/procedures, service delivery standards, shared assets and potential co-location of LBH and WF.

6 Comments of the Chief Finance Officer and financial implications

6.1 This restructure will allow savings in the range of £150,000 - £180,000 to be made, that will contribute to the savings required as part of the £300,000 in the draft



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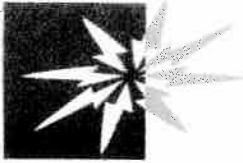
2012-13 budget related to review of delivery options for Frontline Services. The exact savings will be determined by exact grades appointments are made at.

7 Head of Legal Services and legal implications

- 7.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and its outcome set out in paragraphs 13, 14 and 15.
- 7.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the equality impact assessment attached at appendix 5.
- 7.3 The position of employees whose posts will be displaced as a result of the establishment of the shared regulatory service should be managed under the Council's policies regarding redeployment and redundancy.

8 Equalities and Community Cohesion Comments

- 8.1 At the heart of the shared service proposal is the desire to ensure that frontline services are not negatively affected. To this end, this proposal seeks to minimise identify more innovative ways of delivering services through shared services approach. Within the Council itself we have reduced the management structures and put in place wider spans of control across the two authorities (WF and LBH) by sharing expertise and resources that will enable service delivery across both authorities to continue unaffected.
- 8.2 It is therefore not envisaged that and sections of the communities of LBH and WF will perceive any changes in the services they will receive as result of the sharing services across the two boroughs.
- 8.3 The potential equalities implications of the proposals lie mainly in the potential impact on employment of staff in both authorities. This EqlA therefore is in regard to the staffing implications of the proposals. For the purpose of this exercise, WF staff have not been included in this analysis below, in accordance with advice at the time of completing this EqlA. WF have completed their own EqlA to show potential impact on their own staff. This EqlA is wholly in respect of implications for LBH staff.
- 8.5 Currently, it is impossible to determine what the likely outcome would be for LBH staff. However, we do know that there are 20 staff currently employed in the Service in LBH; 16 will be assimilated into their existing posts, leaving 4 to be included in a closed ringfence of 7 (including 3 from WF) for 4 posts. As the analysis in Step 1



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shows, that there will be no impact on BME staff as none of the 4 staff in the ringfence is BME. Similarly, there will no impact on the protected characteristic of disability as none of the 20 staff has been declared disabled. The most vulnerable group is staff within the age band 35 – 54. They represent 70% of the total staff but 100% of the ringfence. Of those, 75% are within the 45 – 54 age band. The potential impact on gender profile appears to be more identifiable within the grade band PO4 – PO7, where one of the staff in the ringfence is a woman and in case of her being unsuccessful, would mean that there would be no female representation in this grade band in the new structure. Overall, with the exception of the protected characteristic of age (where 35 – 54 age band and 45 – 54 are exposed to 100% and 75% vulnerability respectively) the impact on each of protected characteristics identified and analysed can only be marginal given that number of staff affected are not concentrated within any particular characteristics. The protected characteristics of religion or belief, sexual orientation, gender reassignment etc are not declared and therefore not included in the analysis.

- 8.6 The full EqIA along with a full report of the consultation on this proposal is attached to this report. Step 5 of the EqIA proforma will be completed after the new structure of the shared service has been established and the actual equalities impact is known.

9 Head of Procurement Comments

- 9.2 The initial proposal for the setting up of a shared regulatory service does not have any procurement implications.

10 Policy Implication

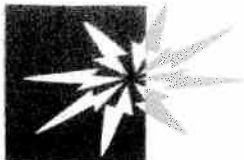
- 10.2 This proposal is consistent with Council Policy of delivering Value for Money, robust, sustainable front line services.

11 Use of Appendices

- 11.2 Appendix 1 – Proposals for Formal Consultation Shared Regulatory Service
- 11.3 Appendix 2 – Amended proposed Consolidated Regulatory Service model
- 11.4 Appendix 3 – Amended Structure Dog Enforcement – Waltham Forest
- 11.5 Appendix 4 – Trade Unions Consultation document Responses
- 11.6 Appendix 5 – Equalities Impact Assessment
- 11.7 Appendix 6 – Shared Services Implementation timetable

12 Local Government (Access to Information) Act 1985

- 12.1 Shared Regulatory Services outline business case proposition (September 2011).
- 12.2 Formal Consultation Proposal for a shared Regulatory Service between LB Waltham Forest and LB Haringey (October 2011).



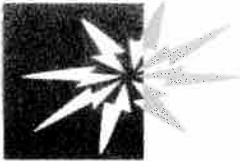
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13 Consultation Methodology

- 13.1 Formal consultation with staff and the Trade Unions commenced on 3rd November with a 30 day consultation period ending on 5th December. As part of the formal consultation staff and the Trade Unions received the proposals for formal consultation, proposed ring fences, pen picture of posts and frequently asked questions with answers.
- 13.2 During the 30 day consultation period, two general meetings took place with all staff involved in the proposal along with the Trade Unions on;
- 15th November
 - 23rd November
- 13.3 As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this, a dedicated mailbox was set up to enable staff to provide comments. One to one meetings were also made available.
- 13.4 Following the general consultation meetings all questions raised from staff and the Trade Unions were responded to.
- 13.5 A joint Trade Unions meeting between LBH and WF took place on 5 December.
- 13.6 Meetings were held with management and HR advisors to review any challenges or changes requested as part the ring fencing and assimilation process, to ensure consistency of application.
- 13.7 Comments from the Trade Unions focused broadly on 6 areas, namely; the length of the consultation process, clarification of the rationale behind the shared service and the perceived benefits, confirmation on the criteria that will be used recruitment and selection, confirmation that there will be an avoidance of redundancies, the timing of the availability of job descriptions/job evaluations and clarification of the changes to the ring fencing following consultation, namely increasing the number of staff assimilated where there is no change to JD's and closing the ring fence for the majority joint manager roles. A summary of the results of the consultation with the Trade Unions is detailed in appendix 3.

14 Staff Consultation Results

- 14.1 During consultation with staff and the Trade Unions the management team received a combination of approximately 54 verbal and written questions as part of the general responses to the consultation, of which all were responded to, and can be summarised as follows;
- 2 Voluntary Redundancy requests



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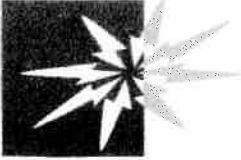
- 12 enquiries relating to how individuals have been ringed fenced
- 27 comments relating to the proposed organisational change, clarification of roles, Job Descriptions, future line management arrangements and general clarification on the rationale of the proposal.
- 3 queries regarding the planned implementation date
- 3 queries regarding terms and conditions
- 5 questions regarding financial arrangements of the proposal
- In total 2 responses were referred to HR for a decision on VR.
- 3 Written requests on an alternative structural proposal were received.

14.2 The 2 proposals received for an alternative structure for Trading Standards have generally been accepted. The third proposal included restructuring teams not within the scope of the shared Regulatory Service and was therefore not accepted.

15. Changes to proposals

15.1 In response to some of the feedback received from staff and the Trade Unions it is proposed to make minor amendments to specific service areas to take into account the comments and suggestions from staff. These are;

- To amend the proposed open ring fence for Joint Manager Food & Health and Safety Manager, Joint Manager Trading standards to a closed ring fence. The reason for this is that it is considered that there is not a substantial change to the existing Job descriptions for Joint Manager Food/Health and Safety Manager, and Joint Manager Trading standards, therefore a closed ring fence would be applicable and keeps any potential redundancies to a minimum.
- To amend the open ring fence to assimilation for frontline operational staff in Food and Health and Safety. The reason for this is that the only amendment to the current Job Descriptions for staff would entail a change in line management to the Joint Manager, it is therefore not considered that a substantial change to the existing Job descriptions will be made. Assimilation would also ensure that any potential redundancies are kept to a minimum.
- To amend the proposal for the Joint Lead Food & Health & Safety officer to form part of an open ring fence to be assimilated as the current LBH post holder undertakes the majority of the proposed roles.
- To amend the proposal for the dedicated LBH Food and Safety supervisor from an open ring fence to a closed ring fence with the Commercial Team Leader and the Tactical Environmental Health Officer. This approach will ensure that any potential redundancies are kept to a minimum. The proposal is to organise recruitment to the new structure by interviewing at the highest level first and to then work down the structure, therefore a closed ring fence



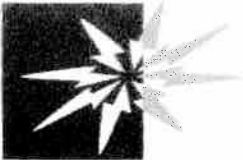
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situation may change the ring fence at the level below to assimilation if the Team Leader is successful in becoming the Joint Food and Health and Safety Team Leader.

- To amend the open ring fence to assimilation for frontline operational staff in Trading Standards. The reason for this is that the only amendment to the current Job Descriptions for staff would entail a change in line management to the Joint Manager, it is therefore not considered that a substantial change to the existing Job descriptions will be made. Assimilation would also ensure that any potential redundancies are kept to a minimum.
- To amend the proposed Trading Standards structure to remove the Lead Officer post and incorporate the requirement for a weights and measures qualified officer from existing qualified staff. This would ensure that 3 operational front line staff remains in the dedicated LBH team.
- All indicative grades provided with the Job descriptions as part of the formal consultation have been evaluated. The evaluated grades are in line with the indicative grades provided, with the exception of the Joint Pest Control Manager which has been evaluated at P03 an increase from P01. In line with HR restructure policies, the current LBH and WF pest control supervisors will no longer be eligible to enter into a ring fence for the new Joint Pest Control Manager position, as this position is more than 1 grade above their current substantive grade. The Joint Pest Control Manager position will therefore be subject to internal redeployment, followed by external recruitment if unsuccessful.

15.2 The proposed organisational structure for the Shared Regulatory Services with WF is attached at Appendix 2.

15.3 In developing the structure a number of assumptions have been made regarding resource needs which will be reviewed within 12 months as part of phase 2 (Convergence phase) to ensure that value for money services and operational effectiveness continues to be provided to the Council.

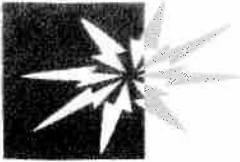


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Summary table of proposed shared services and final recommendations

Regulatory Services function	Phase 1 proposal as in Consultation document	Final recommendations (changes from original consultation document)
Trading Standards	<ul style="list-style-type: none"> ▪ Shared Trading Standards Manager for LBH and LBWF (ORF) ▪ Shared joint lead statutory Weights and Measures Officer for LBH and WF (ORF) ▪ Dedicated LBH operational team retained (ORF) 	<ul style="list-style-type: none"> ▪ Shared Trading Standards Manager for LBH and LBWF (CRF) ▪ Deleted Lead statutory Weights and Measures Officer for LBH and WF ▪ Chief Weights and Measures Officer from existing qualified staff. ▪ Dedicated LBH operational team retained (A)
Food, Health and Safety	<ul style="list-style-type: none"> ▪ Shared Food, Health and Safety Manager for LBH and LBWF (ORF) ▪ Shared Food, Health and Safety "Lead" Officer for LBH and LBWF (ORF) ▪ Dedicated Food, Health and Safety supervisor LBH (ORF) ▪ Dedicated LBH operational team retained (ORF) 	<ul style="list-style-type: none"> ▪ Shared Food, Health and Safety Manager for LBH and LBWF (CRF) ▪ Shared Food, Health and Safety "Lead" Officer for LBH and LBWF (A) ▪ Dedicated Food, Health and Safety supervisor LBH (CRF) ▪ Dedicated LBH operational team retained (A)
Pollution expertise	<ul style="list-style-type: none"> ▪ Shared pollution (air, land etc) expertise for LBH and LBWF provided from within WF Public Health and Pollution Team ▪ LBH Pollution "Lead" transferred to WF (A) 	No Change
Pest Control	<ul style="list-style-type: none"> ▪ Shared Pest Control service managed by LBH and provided to both LBH and LBWF ▪ Shared Pest Control line manager (ORF) ▪ Shared Senior pest control operative (CRF) ▪ Dedicated LBH operational team retained (A) 	<p>No Change</p> <ul style="list-style-type: none"> ▪ Shared Pest Control line manager subject to recruitment process/policy
Dog enforcement	<ul style="list-style-type: none"> ▪ Shared Dog Enforcement service managed by LBWF and provided to LBH and LBWF 	<ul style="list-style-type: none"> ▪ Shared Stray Dog service managed by LBWF and provided to LBH and LBWF

Key	Open Ring Fence	(ORF)
	Closed Ring Fence	(CRF)
	Assimilation	(A)



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16 Staff Implications

- 16.1 This restructure would create a shared saving between LBH and WF of approximately £270,000 by providing Joint Managers and joint expertise, through creating wherever possible a flatter organisational structure which the Council can afford and provides revenue savings. Prioritises staff resources on front line delivery and reducing management structures to an appropriate level looking at opportunities to redirect resources, reflect Member priorities.
- 16.2 The total number of staff within the scope of the proposed shared services with WF is 20. This number excludes 4 vacant posts.
- 16.3 The proposed shared services restructure will have posts that will be shared with WF; namely Joint manager Trading Standards, Joint manager Food/Health and safety, Joint Lead Officer Food/Health and safety, Joint Pest control Manager, Joint Senior Pest Control Operative, Joint Dog Enforcement officer and Joint Pollution expertise.
- 16.4 There is a strong opportunity to redeploy all permanent staff affected by this restructure as 4 posts are vacant. However, due to the joint posts where staffs in WF are eligible, there is the possibility of redundancies at Team Manager level (P06). Generally, all existing posts have the potential to be retained at (Scale 1-P05). The proposal is consistent with the outlined approach to reduce management costs.
- 16.5 Of all the 20 staff affected by the proposed changes for the new shared regulatory service model 16 will be assimilated, 3 will be recruited under closed ring fences, and 1 post (Joint Pest Control Manager) will be subject to the recruitment process/policy.

Appendix 1 LONDON BOROUGH of HARINGEY
PROPOSALS for FORMAL CONSULTATION

**PROPOSAL FOR A SHARED REGULATORY SERVICE
BETWEEN THE LONDON BOROUGH of HARINGEY
AND THE LONDON BOROUGH of WALTHAM FOREST**

THURSDAY 3 NOVEMBER 2011

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**DIRECTORATE: PLACE AND SUSTAINABILITY
SERVICE AREA: NEIGHBOURHOOD SERVICES**

1. EXECUTIVE SUMMARY

Like a number of councils Haringey and Waltham Forest are actively exploring opportunities to share and collaborate with partners that deliver financial savings and increase service resilience – while continuing to meet local service priorities.

As a sign of their commitment Haringey and Waltham Forest have signed a memorandum of understanding (MOU) outlining how both councils will develop a number of shared services opportunities including Economic Development, Human Resources and Learning and organisational Development.

Regulatory Services is a service area where both councils are committed to developing a shared service solution. Senior officers have developed this proposal that brings together, or *consolidates*, the management structures and professional expertise of several regulatory service functions, including:

- Food and Health and Safety
- Trading Standards
- Pest Control
- Pollution expertise, and,
- Dog Enforcement

Haringey and Waltham Forest are intent on meeting their obligations to consult with Trade Unions and staff representatives in good time regarding potential changes for the organisation as a result of the financial challenges faced by all Councils. The Councils do so in the true spirit of seeking agreement with the trade unions and staff representatives on the proposals themselves and on ways of mitigating and minimising the effects on staff where at all possible. The purpose of this consultation proposal is formally to provide information on:

- The number and descriptions of posts proposed for deletion
- The total number of employees of those descriptions employed by the Council
- The rationale for the proposed reorganisations.

In summary, the proposals in this report represent reductions in costs for staffing as a contribution to meeting:

- In-year budget pressures
- The estimated impact of the Comprehensive Spending Review announcement on future years' reductions in base budget provision.

If approved as written these proposals will result in the full year savings of £250,000 to be shared across both authorities.

Indicative Timescales

This proposal involves staff consultation and decision making processes by both Haringey and Waltham Forest. The indicative timetable outlined in the table below will apply to Haringey staff subject to this proposal and consultation process.

Thursday 3 November 2011	<p>The proposed structures are launched. Letters are sent to affected staff. Staff receive an initial briefing on the proposals.</p> <p>During consultation no members of staff will be declared 'at risk' of redundancy until the end of the consultation period when a final decision is made by both Haringey and Waltham Forest as to whether or not to implement the proposals or counter proposals.</p> <p>Consultation will take place in good faith and with a view to agreement with the Trade Unions. Views and suggested alternative proposals are logged and properly considered.</p>
Tuesday 8 November 2011	Cabinet advised that formal consultation has commenced and asked to agree that the final decision to proceed with the initial phase of a shared regulatory service is taken by Corporate Committee and Cabinet in December.
Monday 14 November 2011	Draft new JDs/Person Specifications published made available
Tuesday 29 November 2011	Preferred last day for receipt of comments, queries or alternative proposals
Monday 5 December 2011	End of 30-day consultation period
Tuesday 6 December 2011 to Thursday 8 December 2011	Heads of Service consider Alternative Proposals
TBC	Announcement of final decisions on the structures and processes for managing change made subject to outcome of Haringey Corporate Committee and Cabinet.
Monday 19 December 2011 TBC	Haringey Corporate Committee meets and considers outcome of Haringey staff consultation
Tuesday 20 December 2011 TBC	Haringey Cabinet meets and considers the outcome of the staff consultation, the final proposals and decides whether or not to proceed with the shared regulatory services proposals
TBC	Selection process
TBC	Outcome of selection process to be notified to individuals
TBC	Letters to individuals confirming successful appointment, or if not successful, letter of notice/redeployment
TBC	Employees take up new posts (or at the earliest opportunity before then)

2. RATIONALE

In addition to savings made in 2011/12, both Waltham Forest and Haringey need to deliver further revenue savings in 2012/13. For Waltham Forest the Environmental Health and Trading Standards service needs to deliver at least £90,000, while Haringey's Neighbourhood Services must deliver £100,000 in 2012/13 and a further £200,000 in 2013/14 from a combination of restructuring proposals, shared services and commissioning changes.

The proposal in this consultation document will establish a shared Regulatory Service that contributes directly to the delivery of both Haringey's and Waltham Forest's savings requirements in 2012/13 as well as supporting enhanced services resilience by pooling both council's resources. For example:

- Team managers splitting their working week between Waltham Forest and Haringey to oversee the teams as well as sharing best practice of either authority to operational teams.
- Shared Lead Officers in Food, Pollution, Health and Safety and Trading Standards.
- Increased potential for collaborative working in Food, Health and Safety and Trading Standards across boroughs particularly in any management of large unforeseen circumstances such as Trading Standards raves, seizure of goods or food poisoning outbreaks.
- Increased size in the Pollution expertise across boroughs will help maintain service standards by officers by having the ability to manage peak demand.
- Establishing joint management team arrangements, including quarterly operational planning meeting, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training.

The approach is to focus firstly on opportunities to consolidate the management structure and professional expertise of Haringey's and Waltham Forest's regulatory services. The consolidation proposals are contained in this document and will contribute to several of the Council's reorganisation principals, specifically to:

- Create a smaller, and wherever possible flatter organisational structure which the Council can afford
- Prioritise staff resources on front line service delivery and reduce the back office
- Reduce management structures to an appropriate level looking for opportunities to redirect resources, reflect Member priorities and link functions to deliver greater benefits than the sum of their parts

As result of this review it is proposed that:

- Haringey provide the service management for a joint pest control service: the rational for this was that Haringey already have a well established pest control team that is experienced in maximising income and efficiencies from its service area.
- Waltham Forest to provide a joint dog enforcement service; the rational for this is that Waltham forest have a established expertise and resources in this field
- Waltham Forest to provide service management to a joint pollution expertise on behalf of both Councils. The rational for this is that Waltham Forest have a supporting management structure that has knowledge and expertise to manage this service area.

A second stage in the development of a shared Regulatory Services function will examine the options to simplify, standardise and converge Waltham Forest and Haringey's regulatory service delivery standards, ICT, business processes and the potential for physical co-location. Further staff consultation on proposals to *converge* will be carried out as necessary.

3. HOW THE PROPOSALS WOULD AFFECT POSTS AND STAFF

Overall the proposals seek to provide joint team managers and joint lead officers for Food, Health Safety, Pollution and Trading Standards for both Councils whilst retaining dedicated operational teams. All appointed staff would still be employed by their current employer, although there may

be changes to place or work or line management or team responsibilities. Haringey staff working at Waltham Forest would still be employed on the basis of Haringey's terms and conditions.

As these proposals consist of both a restructure and sharing of services between two boroughs, Haringey and Waltham Forest have agreed some HR protocols. Posts which will be joint – i.e. the Manager and Lead Officer posts being created for the Food and Health Team and Trading Standards Team are ringfenced for staff in both boroughs. Where posts are located within with Haringey's or Waltham Forest's dedicated teams, these posts are only open to staff within that borough.

Haringey's normal protocols for determining whether a post can be filled via assimilation, open ringfence or closed ringfence apply and these can be found at [Redeployment, Restructuring and Redundancy: Haringey Council](#) .

The intention is to keep any changes to existing service delivery standards, business process, financial delegations and specialist business software to a minimum to maintain service continuity.

Appendix A sets out the existing structure of Haringey's Regulatory Services Group within Neighbourhood Services and the position of the Dog Warden post within the Tactical Enforcement Team.

Appendix B sets out the proposed "consolidated" regulatory services for Haringey and Waltham Forest.

Appendix C sets out the retained Regulatory Services structure by Haringey.

The lead authority for the "consolidated" posts on Food and Health Safety and Trading Standards will be dependent on the outcome of the appointment process and is subject to further discussion between Haringey and Waltham Forest.

These proposals are subject to consultation and no decision on the reorganisation has yet been made.

4. DETAILED PROPOSALS

The changes to posts and teams, indicative savings, service impact and proposed ringfencing arrangements contained in this proposal are summarised in the following paragraphs. Appendix D contains two tables which set in detail the proposed process for each staff member and post.

Trading Standards

The proposal is to consolidate Haringey and Waltham Forest's existing Trading Standards teams under one service manager. A consolidated Weights and Measures statutory function for Haringey and Waltham Forest will also be established. There is additional work being carried out on this aspect of the Weights and Measures statutory function and how a joint post would fulfil these requirements.

All staff in the new team will be line managed by the consolidated Trading Standards manager. Haringey's operational Trading Standards staff will continue to be employed on Haringey's

employment contract. These principals will also apply to Waltham Forest's operational Trading Standards staff line managed by the Trading Standards manager. In summary the proposal is to establish:

- Joint Trading Standards Manager for Haringey and Waltham Forest
- Joint statutory Weights and Measures officer for Haringey and Waltham Forest
- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

The number of posts in the dedicated Haringey team is dependent on the outcome of the *appointment to the Joint Trading Standards Manager and the Joint Lead Trading Standards Officer* posts. This is because Haringey and Waltham Forest have agreed an overall number of posts for the structure but the precise balance will be dependent on the outcome of the appointments and further discussions between the two Councils.

Delete:

1 FTE Haringey Trading Standards Team Leader PO6
2 FTE Vacant Haringey Trading Standards Officers

Create new posts:

1 FTE Joint Trading Standards Manager PO7 (indicative)
1 FTE Joint "Lead" Trading Standards Officer PO5 (indicative)

Amend existing posts :

1-2 FTE Haringey Trading Standards (PO1 – 3)
1 FTE Haringey Tactical Trading Standards Officer PO4

Food and Health and Safety

The proposal is to consolidate Haringey's current Commercial Health Team and Waltham Forest's existing Food and Safety Team under one Food, Health and Safety Manager. A consolidated Food, Health and Safety "Lead" function for Haringey and Waltham Forest will also be established within this team. The "Lead" Officer will develop Food and Health and Safety Strategy, Enforcement plans, Officer training and competency and report into the consolidated Food and Safety Manager. Details of changes to the pollution function currently within the Commercial Health Team are set out further in the document.

All staff in new team will be managed by the consolidated Food, Health and Safety Manager.

In summary the proposal is:

- Joint Food, Health and Safety Manager for Haringey and Waltham Forest
- Joint Food, Health and Safety "Lead" Officer for Haringey and Waltham Forest
- Establish a line supervisor from within Haringey's existing operational Food, Health and Safety staff – and another supervisory role from within Waltham Forest's existing operational Food, Health and Safety staff

- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

Delete:

- 1 FTE Haringey Commercial Health Team Leader PO6
- 1 FTE Haringey "Lead" Food Safety Officer (PO5)
- 1 FTE Haringey vacant "Lead" Health & Safety Officer (PO5)
- 1 FTE Haringey Tactical Food and Environmental Health Officer PO4

Create new posts:

- 1 FTE Joint Food and Health and Safety Manager PO7 (indicative)
- 1 FTE Joint "Lead" Officer Food, Health & Safety PO5 (indicative)
- 1 FTE Dedicated Haringey Environmental Health Food and Safety Supervisor PO5 (indicative)

Amend existing posts:

- 2 FTE Senior Environmental Health Officer (PO3)
- 4 x Food Health and Safety Officer (PO1-PO3)

Pollution expertise

The proposal is to establish a consolidated pollution expertise for Haringey and Waltham Forest managed from Waltham Forest's Public Health and Pollution Team. Haringey's Pollution "Lead" Officer will be line managed by Waltham Forest's Public Health and Pollution Manager – while continuing to be employed on Haringey's employment contract. The Haringey Pollution "Lead" Officer will work with Waltham Forest's Air Quality Officer and Contaminated Land Officer to provide consolidated pollution expertise to both Haringey and Waltham Forest. In summary the proposal is:

- Consolidated pollution expertise for Haringey and Waltham Forest provided from within Waltham Forest's Public Health and Pollution Team
- Haringey Pollution "Lead" Officer will be line managed by the Waltham Forest Public Health and Pollution Manager
- Waltham Forest's existing Air Quality Officer and Contaminated Land Officer to provide consolidated pollution expertise to both Haringey and Waltham Forest

Delete:

- 1 FTE Haringey "Lead" Officer Pollution PO5

Create new posts:

- 1 FTE Joint "Lead" Officer Pollution PO5 (indicative)

Pest Control

The proposal is to establish a consolidated Pest Control service managed by Haringey on behalf of both councils. Waltham Forest's Pest Control Supervisor and Pest Control Officers will therefore be line managed by Haringey. However, Waltham Forest's staff will continue to be employed on Waltham Forest's employment contract.

In summary the proposal is:

- Joint Pest Control service managed by Haringey and provided to Haringey and Waltham Forest
- Joint Senior Pest Control Operative established
- Amend the reporting line of Waltham Forest's Pest Control staff to report to the consolidated Pest Control service managed by Haringey for both Waltham Forest and Haringey
- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

Delete:

1 FTE Haringey Pest Control Supervisor SO2

Create new posts:

1 FTE Joint Pest Control Manager PO2 (indicative)

1 FTE Joint Senior Pest Control Operative SO2 (indicative) (subject to Single Status evaluation)

Dog enforcement

The proposal is to establish a consolidated Dog Enforcement service managed by Waltham Forest on behalf of both councils by the Envirocrime Team in the Public Realm Enforcement Group.

Haringey's Dog Warden post is currently vacant and the precise nature of the service required by Haringey is being agreed with Waltham Forest. In summary the proposal is:

- Consolidated Dog Enforcement service managed by Waltham Forest's Public Realm Enforcement Group and provided to Haringey and Waltham Forest

Delete:

1 FTE Haringey vacant Dog Warden Sc4

Savings

These proposals are expected to deliver £250k full year effect across the two boroughs.

Impact of the proposal on Regulatory Services

The consolidation phase proposals will generate prudent financial benefits – while maintaining the operational resilience of Haringey's (and Waltham Forest's) existing regulatory services. The existing *operational priorities will remain the same*. These priorities are contained in the Enforcement Strategy and Policy documents, Air Quality Action Plan and Contaminated Land Strategy. Pest Control services in both cost and service to the residents will remain the same. Resilience for Trading Standards, Pollution and Pest Control will be increased for both Boroughs, as the consolidation phase will bring about larger teams that are able when required to provide increased resilience. This will be of particular benefit for Trading Standards should a large-scale raid be required.

Risk management

A number of practical arrangements will be put in place during the consolidation phase to proactively manage any risks/issues that could have an adverse effect on existing services. Specific mitigation measures will include:

- Consolidated team managers splitting their working week between Waltham Forest and Haringey locations to ensure professional and managerial over-site of joint teams is maintained
- Where required, additional line supervision will be provided from within the existing Haringey and Waltham Forest service teams to address any span of control issues in the consolidated teams
- Joint management team arrangements, including quarterly operational planning meeting, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training will be established

Importantly existing Haringey (and Waltham Forest) operational regulatory services delivery teams will be retained during the consolidation phase. These operational service teams will continue to be dedicated to either Haringey or Waltham Forest and will:

- Meet agreed Haringey and Waltham Forest regulatory service priorities and policies, including Enforcement Policy and Strategy, Contaminated Land Strategy and Air Quality Action Plan
- Meet agreed Haringey and Waltham Forest service delivery standards
- Maintain specialist ICT applications i.e., MVM, M3 and FLARE
- Retain existing office space in Waltham Forest and Haringey civic buildings

5 PROPOSED RECRUITMENT PROCESS

The implementation of the new structure will be conducted in accordance with the principles established in the draft Joint Employment Protocols - which are being developed by Haringey and Waltham Forest - as follows:

Assimilation

Where a post in the new structure is substantially unchanged from the post in the old structure (and within one grade) and where the number of post holders is the same or less than the number of posts.

Closed Ring Fences

Where the post[s] in the new structure remain substantially unchanged from those in the old structure and the number of applicants exceeds the number of posts, the ring fence will be declared to be a closed ring fence and all posts in the new structure will be filled.

Open Ring Fences

Where posts in the new structure have changed substantially or are not broadly similar the proposed recruitment method to these posts is by an open ring fence process. Where individual employees are in more than one ring fence they will be able to indicate their preferences and these will be considered by management as part of the selection process. With an open ring fence not all posts will necessarily be filled.

In addition, the proposal is to organise recruitment to the new structure by interviewing at the highest level first and to work down through the structure. Management intend giving further information about the process and timetable following the consultation after all comments have been received from staff

and trade union representatives.

It is also important to note that all recruitment is based on an individual's substantive grade and position, therefore temporary appointments and promotions are not considered as part of the process.

Job Descriptions and Person Specifications

Job descriptions and person specifications which are being developed have all been given an indicative grade. Outline job roles (pen pictures) are given in Appendix E for positions in the new structure and consultation with the relevant trade union representatives on the analysis of roles will take place during the general consultation period. Full job descriptions will be provided to all relevant staff affected.

Selection to posts in the new structure may include the completion of a restructure application form, panel interview and a management assessment: including factual information in the form of a reference. In addition, some job roles may require a written exercise and/or presentation to be completed.

Further details of this will be made available to staff following the end of consultation.

General

The recruitment process outlined above, the proposed structures and job descriptions are subject to consultation and management will consider comments from individuals as well as formal comments provided by the trade unions. Any comments or challenges regarding these proposals should be submitted in writing to SingleFrontline@haringey.gov.uk please provide as much detail as possible to support your comments.

Voluntary Redundancy

In order to mitigate against the potential for compulsory redundancy management will consider applications for voluntary redundancy from affected staff on a case by case basis. Any employees who are interested in applying for voluntary redundancy should discuss this with their lead manager in the first instance. If they then wish to pursue this they will need to submit an application for VR.

5. HOW SHOULD MEMBERS OF STAFF RAISE FORMAL QUERIES, PROVIDE FORMAL RESPONSES OR COMMENTS ON THE PROPOSALS OR MAKE A FORMAL ALTERNATIVE PROPOSAL?

The consultation period with the trade unions lasts for a minimum of 30 days, subject to any extension of that period. Therefore the earliest end date for consultation is Monday 5th December 2011.

Members of staff are encouraged to continue to raise queries, provide responses or comments on the proposals or make an alternative proposal at the earliest opportunity.

The preferred last day for receipt of comments, queries or alternative proposals is Tuesday 29th November 3, 2011 (see timetable on page 3).

To raise a query, provide a response to the proposals or make an alternative proposal, members of staff can email singlefrontline@haringey.gov.uk.

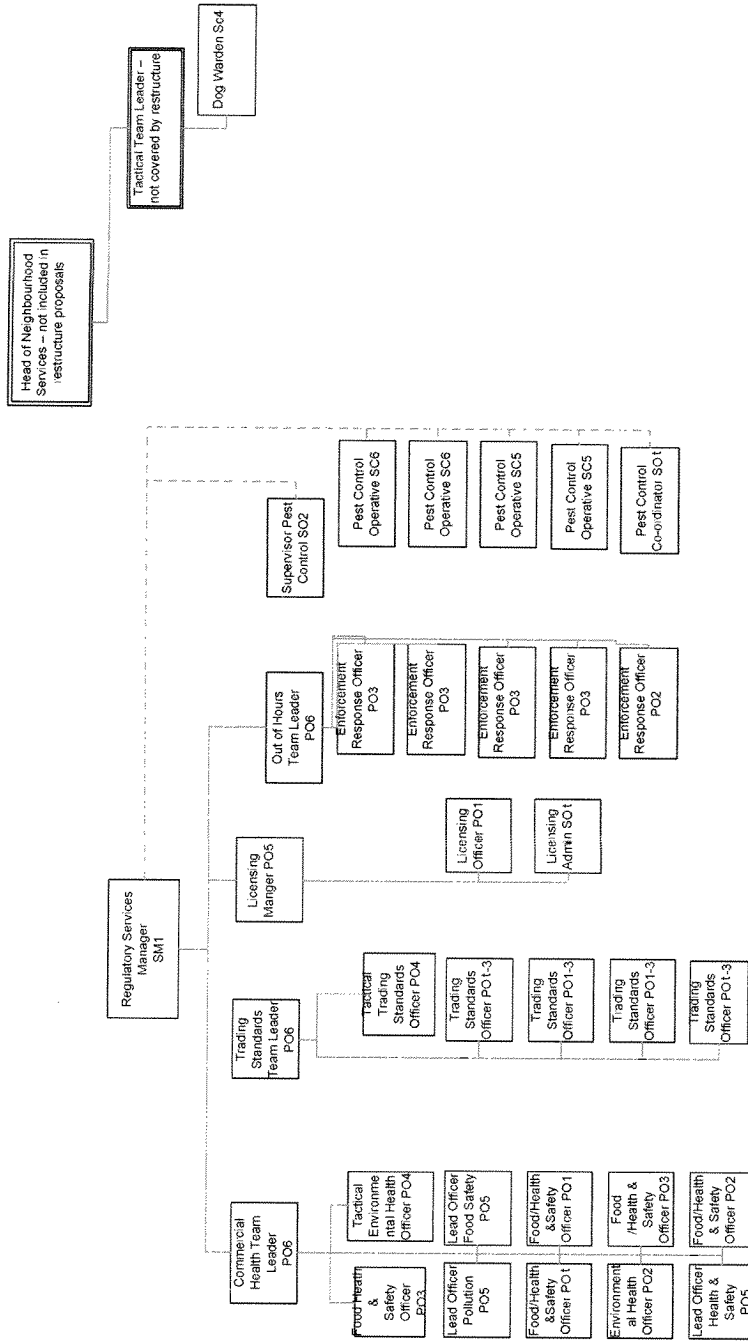
Members of staff may of course alternatively channel their queries, formal responses or alternative proposals through their trade unions representatives.

All queries will be responded to via email to the individual raising the question.

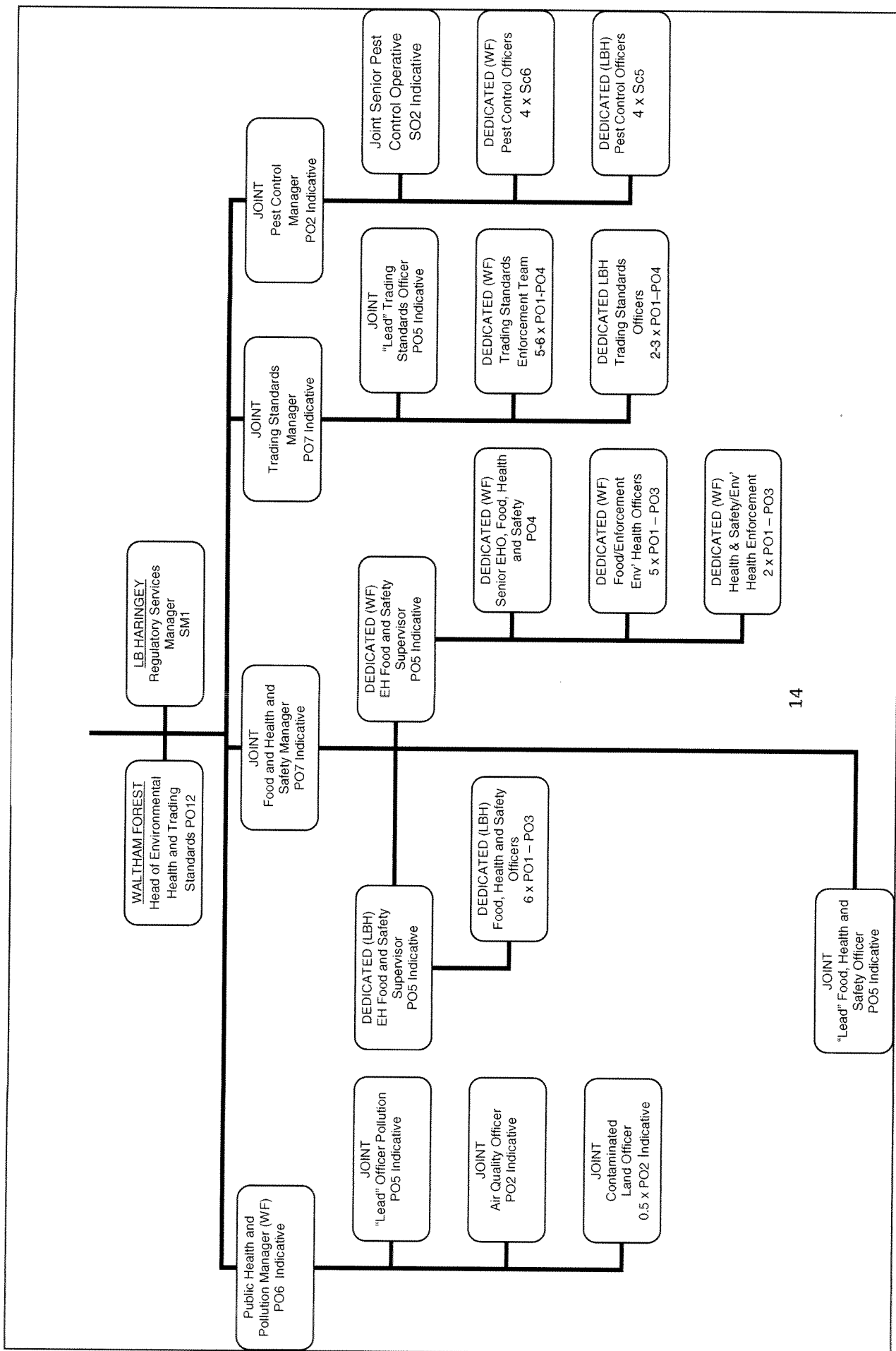
Alternative proposals relating to the proposed structures and efficiencies will be forwarded to the directorates for consideration during the consultation period. These will also be shared with the Trade Unions. Formal responses to any such proposals will be responded to after full consideration has been given to them by the Directorates. This will not be until the consultation period has concluded.

6. APPENDICES

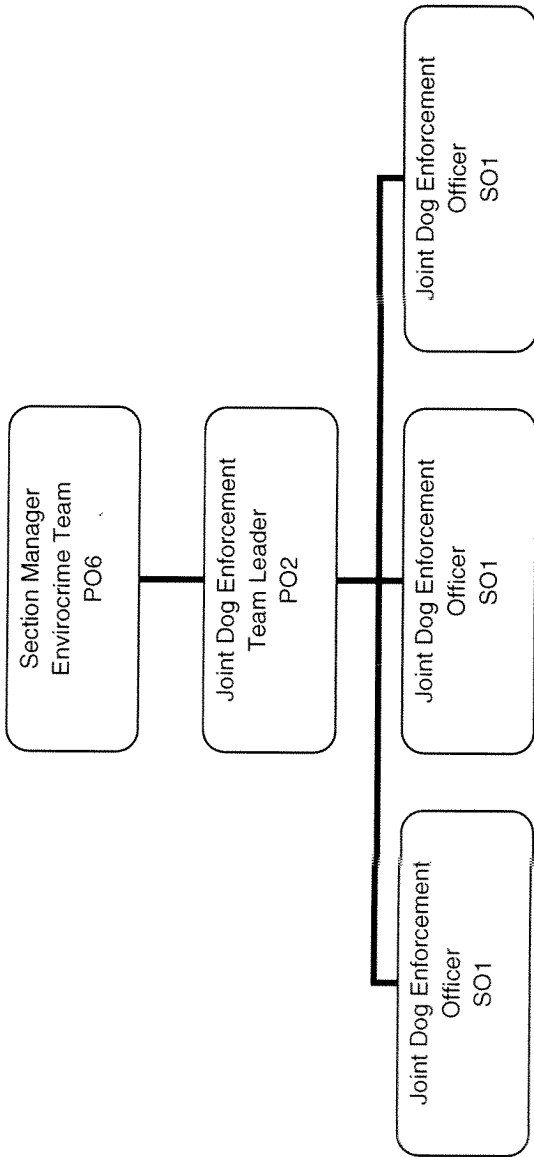
A. Haringey Regulatory Services – “As is”



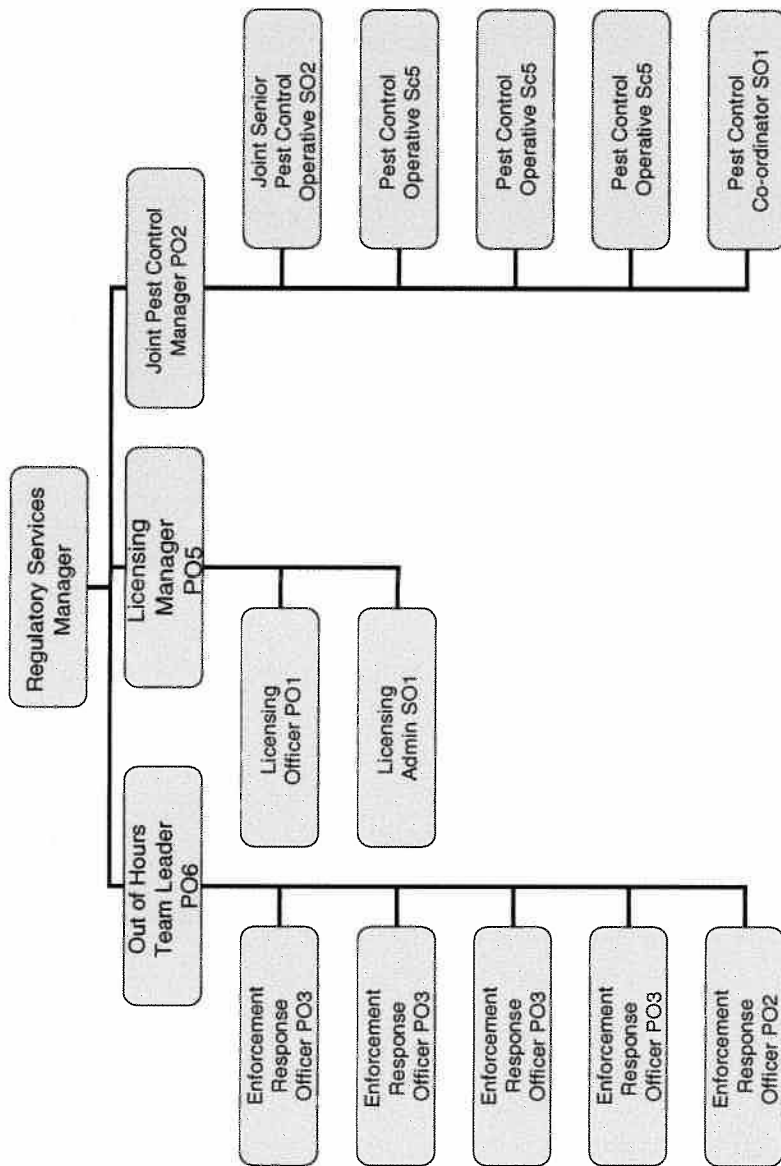
B1. Joint Regulatory Services - "To be" structure



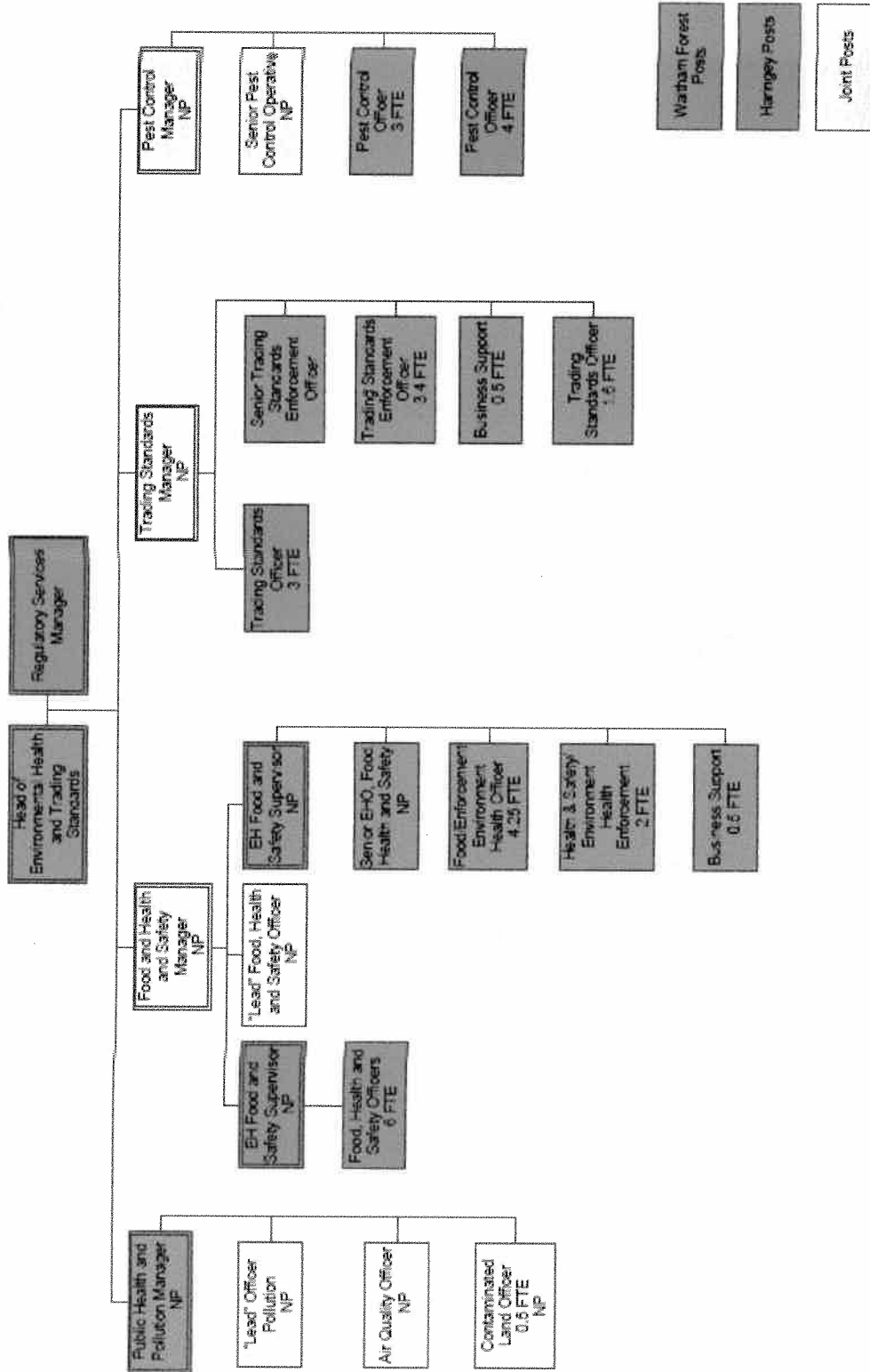
B2. Joint Regulatory Services – “To be” Structure Dog Enforcement – Waltham Forest



C. Retained Regulatory Services – “To be” structure

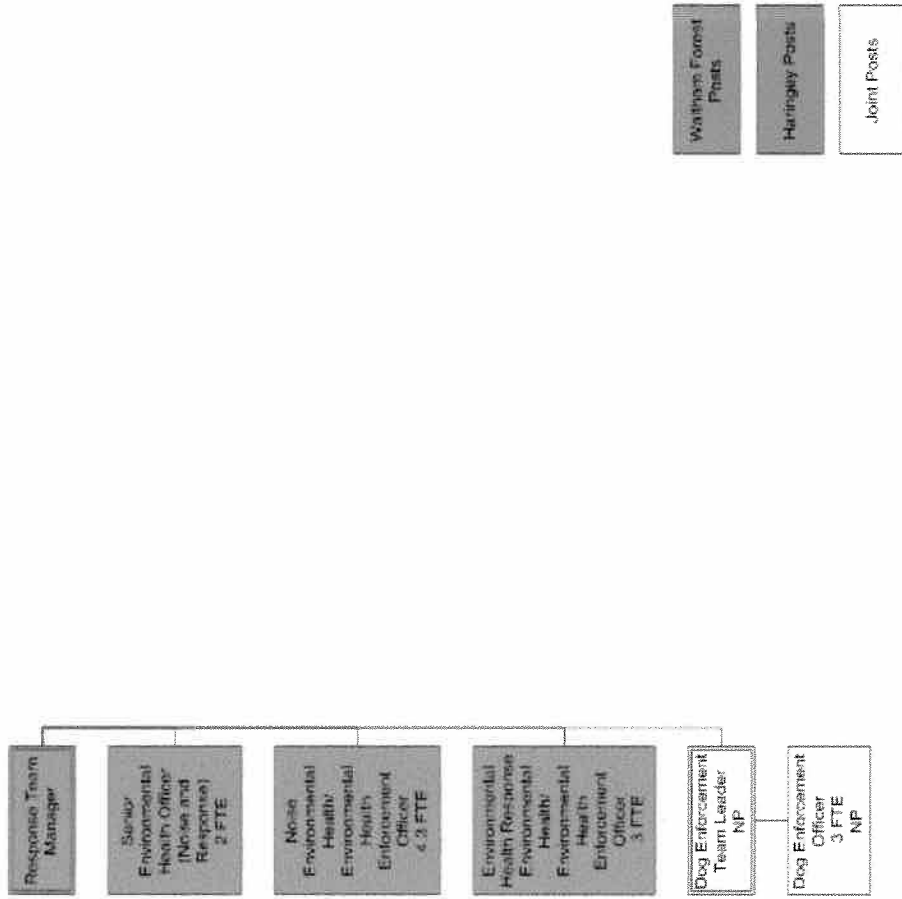


APPENDIX 2 – Proposed structure following consultation with staff and Trade Unions



Waltham Forest Posts
 Harrogate Posts
 Joint Posts

APPENDIX 3 – Joint Regulatory Services – “To be” Structure Dog Enforcement – Waltham Forest





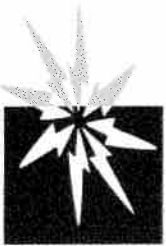
Appendix 4 Trade Unions Consultation Responses

Consultation Process	Union Query	Service Response
	<ol style="list-style-type: none"> 1. The consultation documents were incomplete; <ol style="list-style-type: none"> 1. No JD's until 15/11/11 2. There were inaccuracies in the document e.g. member of staff was not included – this undermines the credibility of the process 3. The Memorandum of Understanding which appears to be fundamental to this proposal was not submitted. 4. No background supporting information indicating clearly how and why a shared service will work. 	<ol style="list-style-type: none"> 1. The job descriptions with indicative grades were made available on 14th November to staff and the Trade Unions, in line with the consultation timetable sent on 3rd November. 2. One member of staff was unfortunately not included in an appendix to the consultation document, however this member of staff was included in all subsequent documentation sent to staff and therefore it is not felt that this undermines the credibility of the processes 3. Staff have been given the opportunity to view the MOU if requested. 4. The consultation document highlighted the rationale behind the proposal in that managers will split their working week between the two authorities, shared officers will operate between the two authorities and dedicated teams will remain in phase 1.
	<ol style="list-style-type: none"> 2. There is no business case other than a very broad 'rationale' which states that 250K across 2 boroughs will be saved. Until the posts are filled it is not possible to identify how much Haringey will save, unless people have been aligned for posts. The authorities 	<p>There is a rationale behind how Shared Services will work and that savings have to be made. Like a number of Councils we are actively exploring opportunities to share and collaborate with partners that deliver financial savings and increase service resilience while continuing to meet local service priorities.</p>



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	<p>have a responsibility to make a sound business case to support the need for such a radical reshaping of services. To date we have been given no sound financial basis to support the proposal. We would expect a sound business case identifying risks, with clear financial calculations detailing the current situation, the proposed savings in phase 1, the proposed savings in phase 2, details of all on costs such as redeployment, redundancy, recruitment, training, IT compatibility etc etc.</p>	<p>Approximately 250K savings have been identified across LBH & WF exact savings will be known after recruitment process, however the split has been identified as 52:48 which produces indicative savings of approximately £130K for LBH and £130K WF.</p> <p>It is proposed that before phase 2 commences further detailed work will commence on the potential for further savings. The current proposals keep any potential redeployment, redundancy to a minimum.</p>
	<p>3. The consultation is inequitable. WF and Haringey officers are on different terms and conditions. Waltham Forest officers have more opportunities in Haringey's structure due to the '2 up 2 down' principle operated in WF. Also, WF rules state that ring fences will not be agreed until after the consultation period is over. Haringey officers have all been put into ring fences some with WF officers. Haringey officers are not fully aware of the officers that they will be competing with in the ring fences. This compromises the ability of officers to meaningfully consult on the proposal.</p>	<p>We have confirmed that staff will remain on the relevant employing authorities terms and conditions</p> <p>There are different policies for each Borough. Haringey Council's policy states that, generally, staff may be ring fenced for posts within one grade up and one grade down of their substantive grade. This principle has also been applied in WF.</p> <p>The fact that WF do not state their ring fences until after the consultation has been acknowledged, however the LBH process enables staff to comment on the proposed ring fences, it is considered that this does not compromise the ability for meaningful consultation.</p>
	<p>4. Although there is an open fence policy, there are no job specifications available for staff at the beginning of the consultation period. Open ring fence indicates that there would be a significant change in job specifications and</p>	<p>The job descriptions with indicative grades were made available on 14th November to staff and the trade unions, in line with the consultation timetable sent on 3rd November.</p> <p>Our policy states that where job roles in the new structure are</p>



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	<p>descriptions. These were not brought to the attention of any staff at the beginning of the consultation period.</p>	<p>significantly different and if there are fewer posts than staff. the ring fence is open. However, as there will be no substantial change to the job roles apart from a change in line management, the majority of staff will be assimilated into posts in the new structure. With respect to the joint posts [primarily managerial positions] there will be a combination of open and closed ring fences will apply.</p>
<p>5.</p>	<p>Some officers are being assimilated, some are being deleted, some put in open ring fences. There is a lack of clarity and consistency in the way that officers within each LA and across the 2 LA's are being treated.</p>	<p>The majority of posts will be assimilated as there will be no substantial change to the job descriptions apart from a change in line management. With respect to the joint roles, there will be a combination of open and closed ring fences applied. The same principle has been adopted across the 2 authorities.</p>
<p>6.</p>	<p>The roles in the JD's for Food and Health and Safety Manager Lead Officer and Supervisor lack clarity. Who is managing staff, how will disciplinary procedures be dealt with, who is carrying out service planning for each of the 4 services, who is responsible for submitting statutory returns for the 4 services etc.</p>	<p>The purpose of the proposed Food Health and Safety Supervisor is to reduce the span of control due to the number of staff reporting to the Joint Team leader which would have otherwise exceeded recommended staff to management ratios. It is envisaged that the post holder will be responsible for the allocation of work to ensure the efficient running of the group including infectious disease and, where appropriate, to ensure compliance with appropriate legislation and guidance including the Health Act. The team leader will be responsible for dealing with more complex cases and will have the overall responsibility for submitting statutory returns in conjunction with the supervisor and lead officer.</p>
<p>7.</p>	<p>The time constraints of the short consultation period have meant that there has been inadequate time to fully consider the JD's submitted.</p>	<p>The timescale for the consultation for this restructure complies with our agreed policy: i.e. 30 days. We were also in dialogue with the Trades Unions 5 days after the consultation ended on 5th December in order to enable further submissions to be made, if needed.</p>
<p>8.</p>	<p>The pollution group have been excluded from all ring fences. All posts holders will be</p>	<p>It is considered that a ring fence with the pollution group will not be appropriate as the current WF pollution team leader's role covers</p>



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	<p>expected to work across 2 boroughs – surely this is material change in the JD. The TL CEH should be in the ring fence for manager and lead officer pollution.</p>	<p>substantially more functions that the current Haringey team leaders' responsibility for pollution. [Eubert/Gavin – this is my understanding of the position – but do change if back again I've got it wrong]</p>
	<p>9. There is a concern that the proposal is being rushed through to meet committee deadlines. A proposal of this magnitude should receive approval when it is right, not to meet a committee deadline. We have asked if there is another reason to rush it through but have been given no other reason. The consultation period should be extended and all the corrected documents submitted.</p>	<p>The timescale for the consultation for this restructure complies with our agreed policy i.e. 30 days. We were also in dialogue with the Trades Unions 5 days after the consultation ended on 5th December in order to enable further submissions to be made if needed.</p>
<p>The Rationale</p>	<p>The rationale appears flawed:</p> <p>10. Haringey and Waltham Forest have different core objectives. A fundamental part of delivering a frontline service is to ensure that there is a golden thread running throughout the organisation. Sharing frontline services requires a shared vision and shared objectives at the top of the organisation.</p> <p>11. The sharing is at middle manager level and below. This means that there is no shared strategy, political agenda, local agenda at a higher level. This middle layer will be doubling up above and below. Management meetings with senior managers will be duplicated, team</p>	<p>Phase 1 will generate prudent financial benefits and will deliver shared service management and technical expertise across the in scope services, whilst maintaining operational resilience by retaining dedicated teams. The proposal will meet agreed LBH and WF service priorities and policies.</p> <p>It is anticipated that during phase 1 joint management team arrangements, including quarterly operational planning meetings, joint briefings, sharing of agreed performance data, development of joint initiatives and shared professional training will take place therefore avoiding duplication.</p>



Haringey Council

	meetings with the teams in each authority will be duplicated.	
	<p>12. The reporting lines are challenging. The Food Health and Safety Manager will be accountable to both the WF and Haringey management, governance and legal structures. This will be very time consuming as there will need to be duplication at this level to suit the different authorities needs, committee cycles, management cycles etc. Effective management and coordination will also be challenging and time consuming. There is no information describing how performance will be managed and measured within the proposed shared but different services.</p>	<p>It is agreed that that this post will be challenging for the reasons stated however, it is envisaged that part of the manager's role will be to align performance data and avoid duplication. Performance will be managed in line with statutory plans as required.</p>
	<p>13. How are salaries paid for shared officers? 50/50? It may be inevitable that the authority that is paying for the officer has more control over the remit of that officer (he who pays the piper.....)</p>	<p>Salaries will be paid to the employee by their employing authority, with a split of 52:48. It is not accepted that one authority will have more control over the other as each respective authority will require performance data and will need to meet its statutory plans.</p>
	<p>14. There is no indication about how budgets will be set, divided and held.</p>	<p>The budget split has been identified as 52:48 which produces indicative savings of approximately £130K for LBH and £130K WF. Each authority will be responsible for its own budgets in phase 1</p>
	<p>15. There is no indication as to what will happen to Haringey's contingency budget that is used to buy in 'cheap' food inspections?</p>	<p>It is anticipated that LBH's contingency fund for food inspections will remain to ensure that statutory duties are met.</p>
	<p>16. What is the rationale behind the restructure of</p>	<p>The rationale behind the restructure of Haringey's pollution function</p>



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	<p>Haringey's pollution function? (please see the response from the LO Pollution which is echoed) The pollution function in Haringey is being given to WF. Haringey is loosing 0.5 of a dedicated pollution lead officer and gaining a share (0.15) of a Manager, covering public health and mortuary in Waltham Forest and Pollution in Haringey and Waltham Forest. Haringey will also gain 0.75 pollution field officers. There has not been an identified need for the pollution field officers. Haringey pollution field work is manageable and partially out sourced at a very cost effective price. Waltham Forest have been unable to outsource work due to their constitution. We recognise the need for a dedicated experienced lead officer who can continue to develop the pollution function and increase the role and profile of pollution and air quality issues within Haringey e.g. across planning, development control, transport planning, climate change etc. It should be noted that the Waltham Forest Agenda and approach to delivery of pollution control is different from that in Haringey.</p>	<p>is to provide a consolidated and increased pollution expertise to both LBH and WF for air quality and contaminated land.</p>
	<p>17. Residents and other stakeholders e.g. HPA should be consulted on the fact that front line services are being shared with WF. Resident did not vote for WF members. They will have less of a say than they think.</p>	<p>We do not agree that residents and stakeholders should be consulted in advance of staff in any restructure, although an EqJA which sets out how we propose to minimise the impact on residents has been completed. In due course information will be relayed to residents and stakeholders as appropriate.</p>
	<p>18. No Equalities Impact Assessment appears to</p>	<p>An EqJA has been carried out as part of the Corporate Committee</p>



Haringey Council

	have been carried out.	report on shared services.
	<p>19. The savings identified in the rationale are currently being achieved in house – there are 2 PO2/3 vacancies in Trading Standards, 1 PO5 in CEH and 0.5 PO6 in EH.</p> <p>20. There is a lack of clarity in the proposal about the FTE's being deleted and reinstated. This makes it impossible to identify and understand the financial savings involved. It also is very confusing for staff who are ring fenced into jobs which may not match their current working arrangements.</p>	<p>It is considered that if the savings delivered from shared service were not met, the savings that Regulatory Services would have to make would be more severe than which could be achieved by deleting vacancies.</p> <p>It is proposed that the majority of staff will be assimilated on their existing job descriptions. Other staff members will be subject to closed ring fence arrangements (Joint managers) and 1 post subject to open ring fence arrangements (pest control manager). The only post that is being deleted and not established in the new structure (with the exception of vacant posts) is the Tactical Food and Health and Safety Environmental Health Officer. This employee is in a closed ring fence for the dedicated Food and Health and Safety supervisor. Savings of approximately £250K have been identified across the two authorities.</p>
	<p>21. There is a lack of clarity in the current and proposed job titles as officers are not able to identify their current and proposed position and status</p>	<p>The majority of front line staff will remain on their current JD unless identified as otherwise.</p>
	<p>22. The Shared Services proposal enables WF to maintain their higher staffing levels at the expense of Haringey. Waltham Forest are currently better resourced in all areas of regulatory services. This proposal enables WF to maintain their 'luxurious' resources. In the Haringey proposal, we lose a field officer from the food/hsw team. This is a serious threat to our ability to complete field work. The deleted post has become managerial.</p>	<p>LBH and WF will retain their dedicated operational staff. The supervisor will however also have operational duties as well as management duties.</p>



Haringey Council

	(supervisor)	
	<p>23. In 2010 the council carried out fundamental restructuring. One of the clear aims was to flatten management structures. The proposal does not flatten management. It increases management layers, by introducing the 'supervisor' post.</p>	<p>We believe that the proposal complies with the guidance given in the Chief Executive's Rethinking Haringey document in relation to the objective of having flatter structures. However in the case of Food and Health and Safety due to the span of control it is necessary to have a supervisor post, which has some operational duties.</p>
	<p>24. Has Waltham Forest made a sound business case to support this proposal?</p>	<p>WF have made the same businesses case/rationale as Haringey</p>
	<p>25. The difficulties experienced in presenting this 'Shared' proposal are perhaps a good example of the difficulties that will be faced when sharing a front line service. We have different political agendas, management, governance and legal structures. Staff are on different terms and conditions with different pay structures and agreements. In the current proposal, the pollution manager will manage an officer who will be paid more.</p>	<p>The shared service regulatory between LBH and WF is the first of such proposals and as such there is always a learning process. Please see the earlier comments with regard to employees on different terms and conditions of service.</p>
	<p>26. 'Resilience' is a term used in the proposal. It is not clear what is meant by this. It is not qualified or explained. Our understanding is to ensure that cost effective services can be provided and maintained. Resilience should be looked at internally first. It is safer, more efficient, mutually beneficial and cost neutral to build internal links – we have EHO's and professionals in other services who work in similar fields e.g. corporate health and safety.</p>	<p>The term resilience refers to the ability of regulatory services to respond to major incidents, which is currently restricted due to the relative small size of some teams i.e. a major food outbreak or a major health and safety incident.</p>



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	<p>27. In trading Standards, Pollution food Safety and Health and Safety, professionals across London will always assist each other in dealing with issues. We have examples of joint operations, sharing expertise, achieving shared goals, joint enforcement etc. We have no evidence or experience of being unable to work in partnership with other professionals and organisation. There is no evidence that this proposal will enhance our current flexibility to support our partners. Furthermore, there is no indication in the proposal that the budgets and staffing of individual teams has been set up to provide general assistance to each other. Clearly each authority will have its own work plans and resources identified.</p>	<p>The good practice that exists is acknowledged. Under the shared services proposal it is envisaged that this best practice will be shared across the two authorities and existing relations and expertises developed.</p>
	<p>28. Resilience may be threatened by this proposal e.g. having large teams that could look less painful to cut; shared managers and lead officers introduce new risks to 2 organisations. If any of these post holders or any more senior post holders requires deputising is on holiday/ill/unavailable 2 authorities will suffer from their absence.</p>	<p>Measures have been put in place to ensure that service delivery continues in the absence of the relevant manager i.e. officers that are able to deputise.</p>
	<p>29. How and when will the success of phase 1 of the Shared Service be measured? What performance criteria will be used?</p>	<p>The success of the proposal will be determined by the successful delivery of any statutory plans and successful audits by statutory bodies ie FSA, HSE. Success will also be determined by the service that is provided to service uses and stakeholders and comments by</p>



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	<p>30. Finally, CEH receive a 99% satisfaction rate from its service users. The team has demonstrated its ability to be flexible and meet challenges. The Food Standards Agency has recognised that the service provided is good, benchmarking with other LA's indicates we are small but effective. We recognise our strengths and weaknesses and work hard to improve. The team do not believe that this shared service is necessary to meet the budget cuts and furthermore, compromises our ability to continue to improve.</p>	<p>staff that form the shared regulatory service. The good practice that exists is acknowledged. Under the shared services proposal it is envisaged that this best practice will be shared across the two authorities and existing relations and expertise is developed.</p>
<p>Other Options</p>	<p>32. Haringey has a responsibility to ensure that services are planned resourced and organised cost effectively and that the service meets the needs and wishes of the population they service. Other option should be explored. There doesn't appear to be a financial impact of delaying the process as savings are currently being made via the vacancies.</p>	<p>It is considered that if the shared services model was not put forward and the only savings made were by way of deleting the vacant posts the other benefits of the shared services proposals would not be met i.e. resilience. Further cuts to front line delivery may also then have become necessary.</p>
	<p>33. If Haringey believe that Regulatory services must be cut, Haringey should first look at the impact of cutting the vacant posts and reorganising internally to build on internal resilience. It would be less damaging to the delivery of Haringey's front line service. The</p>	<p>It is considered that if the shared services model was not put forward and the only savings made were by way of deleting the vacant posts the other benefits of the shared services proposals would not be met i.e. resilience. Further cuts to front line delivery may also then have become necessary.</p>



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	money saved would achieve the savings identified in the report.	
	34. WF should consider restructuring their services to mirror Haringey's and learning from best practice e.g. outsourcing of some specialist work – they have chosen not to do this at the expense of Haringey.	The structure following consultation, has been considered as appropriate to enable both authorise to enable them to continue to deliver an effective regulatory service whilst making savings on management costs.
	35. Pollution officer link up with other teams – perhaps form a single carbon reduction/air quality/sustainability team.	An integral duty of the lead officer for pollution will be to investigate what further links are appropriate with other partners and stakeholders.
	36. Further savings could be achieved in house by looking at the roles and responsibilities of other managers in Regulatory Services. E.g. noise, licensing – where managers have fewer staff and smaller remits than is ideal in the current economic climate.	Other services such as licensing and noise were not considered as part of the regulatory services proposal due to the nature of the services it delivers.
	37. If the Shared Service must go ahead, more work must be done to align the 2 LA's, to sign up to shared corporate objectives, demonstrate the business case, identify roles and responsibilities, identify reporting lines, identify clear budgets, identify the future of the MOU, advantages, risks etc.	It is envisaged that part of phase 1 and before phase 2 commences further work will be undertaken to align roles and responsibilities many of which are similar due to statutory plans already in existence.
Recruitment & selection		
	38. If there is an intention to use a combination of	It is intended that the recruitment and selection process will involve a



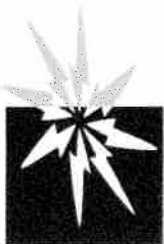
Haringey Council

	<p>interview and test for some posts, we would seek clarification on what combination will be applied in each instance. Any tests used should be relevant to the role required and staff should be given clear guidance of the type of test in advance of the process taking place. We would ask that examples be provided in advance to both staff and Trade Unions along with confirmation on the conditions under which the tests will be taken. There will need to be a confidential facility for staff to report any reasonable adjustments required in order to ensure equal access and outcome.</p>	<p>interview and presentation [the latter being used where the nature of the role requires it]. The assessment will be based on the criteria set out in the job description and person specification.</p>
<p>Voluntary</p>	<p>39. Many staff may not have been subjected to recruitment processes for some time and may therefore be in need of offers of support in terms of interviewing skills and potentially more general support where they are at risk of losing their jobs. We would therefore want any interview timetable to be reflective of the need for such support to be offered and there are internal courses offered in this area. It may be sensible to assess the demand for these in advance of referring the final proposal to Corporate Committee so as to maximise opportunities for staff to prepare themselves.</p>	<p>There is support available via Harinet which includes courses on writing CV's and Interview skills. We have discussed this with the OD and Change team who will be putting on 2 courses in early 2012 which will be made available to staff. Further information regarding these will follow and additional information about a range of support is also available on the "Supporting Change" pages</p> <p>http://harinet.haringey.gov.uk/intranet/directorates/ace-directorate/orgdev/supporting_change.htm</p>



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<p>redundancies/avoidance of Compulsory Redundancies</p>		
	<p>40. We recognise that there are reasonable attempts to avoid compulsory redundancies during this process. However it is our practice to re-emphasise our absolute opposition to compulsory redundancies when commenting on reductions. Aside from favourable consideration of requests for VR in areas of reduction we would emphasise the need to view favourably any proposals from staff to reduce hours or job share etc.</p>	<p>The restructure has been designed to reduce the potential of redundancies where ever possible. VR will be considered after the end of the consultation process when recruitment and selection processes are confirmed for all posts in the new structure. We are committed to reviewing applications for VR from staff in January 2012.</p>
	<p>41. We would seek an assurance that all requests will be responded to in advance of any recruitment to stay processes being commenced and that where staff ask to leave early rather than serving notice this will be facilitated.</p>	<p>As stated above, all VR applications will be reviewed in January and recommendations for approval/non approval will be put forward to the VR panel. It is hoped that the outcomes will be known before recruitment to stay process takes place. In the event that staff are displaced, we would wish to discuss their individual options with them, and their trade union representatives where appropriate.</p>
<p>Job Description Content/Job evaluation</p>		
	<p>42. As already outlined above we reemphasise our disappointment at the lateness of receiving the revised job descriptions and that they have not been given a fixed grade rather</p>	<p>The job descriptions with indicative grades were made available on 14th November to staff and the Trade Unions, in line with the consultation timetable sent on 3rd November. All evaluated descriptions and job evaluation scorings have been sent to the</p>



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	an indicative one.	Trade Unions.
Ring-fencing	<p>43. We note that out of the original ring fencing proposals, all of which were open, we are now in a position to accept management's proposals to close all open ring fences with the exception of the Joint Pest Control Manager (PO2 indicative grade). We accept that this is a new post and therefore is appropriate that it remains and open ring fence. We further note that all frontline staff will be subject to assimilation. These assimilations are all candidates for the following;</p> <ul style="list-style-type: none"> • Dedicated (LBH) Food, Health & Safety officers (6 FTE) • Dedicated (WF) Food/Enforcement Environmental Health officers (4,25 FTE) • Dedicated (WF) Trading Standards Enforcement Team (5-6 FTE) • Dedicated (WF) Pest Control officers (3 FTE) • Dedicated (LBH) Pest Control officers (4 FTE) 	<p>Confirmation of the ring fences follows:</p> <p>Posts to be assimilated:</p> <ul style="list-style-type: none"> • Group Manager Regulatory Services (1 FTE) • Dedicated (LBH) Food, Health & Safety officers (6 FTE) • Dedicated (LBH) Trading Standards Enforcement Team (3 FTE) • Joint Lead Officer Food and Health and Safety (1 FTE) • Dedicated (LBH) Pest Control officers (4 FTE) • Joint Pollution Lead Officer (1 FTE) <p>Posts subject to an open ring fence:</p> <ul style="list-style-type: none"> • Joint Pest Control Manger (1 FTE) <p>Posts subject to a closed ring fence:</p> <ul style="list-style-type: none"> • Joint Trading Standards Manger (1 FTE) • Joint Food and Health and Safety Manager (1 FTE) • Food and Health and Safety Supervisor (1 FTE)



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Implementation timetable		<ul style="list-style-type: none">• Joint pest control senior operative (1 FTE)
	44. Assuming Corporate Committee endorses the report on the 19 th of December; could you please confirm the process and likely timeline for implementing both the new jobs and new grades where appropriate? In particular the order for recruitment process and interviews.	A decision has been made to submit the report regarding the shared services proposal to the corporate committee on 23 January 2012. Recruitment is envisaged to commence February/March 2012; further details to follow.



Appendix 5

Haringey Council

**Equalities Impact Assessment (EqIA)
for Organisational Restructures affecting Staff only**

Notes and Statement of purpose

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on protected equalities groups of employees by: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (gender), sexual orientation.

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

There is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

Date: 21st December 2011
Service under review: Shared Regulatory Services, Specifically Food Safety , Trading Standards and Pest Control, and sharing expertise in pollution and pest control and stray dog collection.
Directorate: Place and Sustainability
Lead Officer/s (author(s) of the proposal) and contact details: Eubert Malcolm, Regulatory Services Manager, 5520
Contact Officer/s (Responsible for enquiries and actions): Eubert Malcolm, Regulatory Services Manager, 5520 Caroline Humphrey, Business Support and Development Manager, 1174

Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

There are currently 20 staff employed within the service within Haringey Council of these 16 will be assimilated into their existing posts. Waltham Forest have 11 staff employed within the service of which 8 will be assimilated into their existing posts.

Therefore there are 7 staff in total, 4 from Haringey and 3 from Waltham Forest that have been included in closed ring fences for 4 roles, there is one role that due to the current grading and job description no one qualifies to be in the ring fence and therefore there is a vacancy and this role will follow the councils' recruitment processes.

Waltham Forest have completed their own EqIA to show potential impact on their own staff. This has been completed in accordance with current advise at time of completion.

At this stage of the process it is impossible to determine what the likely outcome would be.

As the restructure is focussing on the line management at this stage there is a small number of officers affected. It is believed that a full EQIA would not normally be appropriate at this stage however given the unique situation and the fact that a phase 2 is planned that will impact on more junior roles it has been decided to complete it, please note further analysis will be completed once recruitment has been completed.

Key findings are;

- 16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented. Three on the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful the 25-34 age group would be adversely affected.
- BME's are under represented in the current profile and White British are over represented. The 4 affected staff are not within the BME group therefore will not further adversely affect this group.
- Whilst the service gender profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented. One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.
- The disability profile is in line with the council profile and none of the staff affected have declared themselves as having a disability.
 - Although it is not possible at this stage to determine the definitive outcome of this process, overall, with the exception of the protected

characteristic of age (where 35 – 54 age band and 45 – 54 are exposed to 100% and 75% vulnerability respectively) the impact on each of protected characteristics identified and analysed can only be marginal given that number of staff affected are not concentrated within any particular characteristics. The protected characteristics of religion or belief, sexual orientation, gender reassignment etc are not declared and therefore not included in the analysis.

**FULL STAFFING EqIA - PART 1
TO ASSIST WITH PLANNING THE RESTRUCTURE AND ISSUED AS PART OF
THE CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE**

Step 1: Background

Please summarise and provide brief answers in order to provide context and justification for these changes. If the following questions are answered in another document please provide the link and continue to Step 2

1. Summarise the proposals/ changes you are proposing to make?

The proposal at this stage is for shared management across both boroughs for Food Safety/ Health and Safety, Trading Standards and Pest Control. Each council will have a dedicated Trading Standards, Pest Control and Food and Health and Safety but each team will have one team leader managing across both boroughs. In addition there will be a shared expertise in pollution, pest control and stray dog collection..

Existing vacancies within Trading Standards, Health and Safety and Dog Warden will be deleted and the Dog Warden Service responsibilities will be undertaken by Waltham Forest.

2. What is the justification/ reasons for making these changes?

In June 2011, both Chief Executives instructed officers to develop an initial proposal for a shared regulatory service across the two boroughs in respect of a number of regulatory services with the following objective. The mandate set officers the objective “..... to design and implement a shared service delivery model(s) that delivers quantifiable strategic, financial and service delivery benefits.”

LBH and WF service managers have developed the initial shared service proposal for Cabinet agreement in principle subject to consultation with affected employees.

The project identified a two stage process to establish a shared regulatory service. The first stage (Phase 1) focuses on opportunities to *consolidate* (share) the management structure and professional expertise of WF and LBH's regulatory services. The second stage examines the options to simplify, standardise and *converge* WF and LBH's regulatory service delivery standards, ICT, business processes and the potential for physical co-location.

This relates to Phase 1 only and the consolidation proposals will generate financial benefits while maintaining the operational resilience of LBH and WF's existing regulatory services by consolidated team managers splitting their work week between LBH and WF locations to ensure professional and managerial oversight of joint teams is maintained.

In a situation of reducing resources we are seeking ways to minimise impact on front line services by identifying more innovative ways of delivering services and the shared services approach is one of those options. Within the Council itself we have reduced the management structures and put in place wider spans of control, this proposal seeks to do this across authorities by sharing expertise and resources.

There are currently 20 staff employed within the service of these 16 will be assimilated into their existing posts. 4 staff will be included in closed ring fences where they will be subject to the appropriate recruitment approach with their counter parts in Waltham Forest.

For the purpose of this exercise, Waltham Forest staff have not been included in this analysis below, in accordance with advice at the time of completing this EqIA. Waltham Forest have completed their own EqIA to show potential impact on their own staff.

The tables below show the ring fencing arrangements across the various groups.

Count of Salary Band		Age Band				Grand Total
Salary Band	Ring fencing arrangements	25<35	35<45	45<55	55<65	
SC1-SC5	Assimilation				1	1
SC1-SC5 Total					1	1
SC6-SO2	Assimilation			1		1
	Closed Ring Fence				1	
SC6-SO2 Total				1	1	1
PO1-PO3	Assimilation			2	4	2
PO1-PO3 Total				2	4	2
PO4-PO7	Assimilation			2	1	
	Closed Ring Fence		1		1	1
PO4-PO7 Total			1	2	2	1
PO8+	Assimilation			1		
PO8+ Total				1		
Grand Total			1	6	8	5

Three on the staff effected fall into the 45-54 age group and one in the 25-34.
If unsuccessful the 25-34 age group would be adversely affected.

Count of Disability status		Disability status			
Salary Band	Ring fencing arrangements	Not declared	N	Y	Grand Total
SC1-SC5	Assimilation		1	1	2
SC1-SC5 Total			1	1	2
SC6-SO2	Assimilation			2	2
	Closed Ring Fence		1		1
SC6-SO2 Total			1	2	3
PO1-PO3	Assimilation		4	4	8
PO1-PO3 Total			4	4	8
PO4-PO7	Assimilation		1	2	3
	Closed Ring Fence			3	3
PO4-PO7 Total			1	5	6
PO8+	Assimilation			1	1
PO8+ Total				1	1
Grand Total			7	11	20

None of the staff affected have declared themselves as having a disability

Count of Eth Group		Eth Group			
Salary Band	Ring fencing arrangements	ASIAN	BLACK	WHITE	Grand Total
SC1-SC5	Assimilation			2	2
SC1-SC5 Total				2	2
SC6-SO2	Assimilation			1	1
	Closed Ring Fence			1	1
SC6-SO2 Total				2	3
PO1-PO3	Assimilation		2	6	8
PO1-PO3 Total			2	6	8
PO4-PO7	Assimilation			1	2
	Closed Ring Fence			3	3
PO4-PO7 Total				5	6
PO8+	Assimilation			1	1
PO8+ Total				1	1
Grand Total			2	9	20

BME's are under represented in the current profile and White British are over represented.

The 4 affected staff are not within the BME group therefore will not further adversely affect this group.

Count of Gender Key		Gender Key		
Salary Band	Ring fencing arrangements	Female	Male	Grand Total
SC1-SC5	Assimilation		1	1
				2

SC1-SC5 Total		1	1	2
SC6-SO2	Assimilation		2	2
	Closed Ring Fence		1	1
SC6-SO2 Total			3	3
PO1-PO3	Assimilation	7	1	8
PO1-PO3 Total		7	1	8
PO4-PO7	Assimilation	1	2	3
	Closed Ring Fence	1	2	3
PO4-PO7 Total		2	4	6
PO8+	Assimilation		1	1
PO8+ Total			1	1
Grand Total		10	10	20

Whilst the service profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented.

One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.

As the restructure is focussing on the line management at this stage there is a small number of officers affected. It is believed that a full EQIA would not normally be appropriate at this stage however given the unique situation and the fact that a phase 2 is planned that will impact on more junior roles it has been decided to complete it, please note further analysis will be completed once recruitment has been completed

3. Are existing staff likely to be affected and if so how many and in what ways?

There are currently 20 staff employed within the service within Haringey Council of these 16 will be assimilated into their existing posts. Waltham Forest have 11 staff employed within the service of which 8 will be assimilated into their existing posts.

Therefore there are 7 staff in total, 4 from Haringey and 3 from Waltham Forest that have been included in closed ring fences for 4 roles, there is one role that due to the current grading and job description no one qualifies to be in the ring fence and therefore there is a vacancy and this role will follow the councils' recruitment processes.

The impact of the proposal is that 3 of the individuals within the 7 will lose their roles. Due to the closed ring fencing arrangements all of the effected Haringey staff could secure roles, however 3 of them may be unsuccessful.

Step 2: Workforce profile analysis

The specific duty introduced by the government to support the Equality Act 2010 requires the Council to publish annual workforce data covering the age, disability, gender and race profile of staff at every level of the organisation. You should therefore gather all relevant data that will help you assess whether presently, there are differential outcomes i.e. non, under or over represented in relation to the Council staff profile (for the most recent financial year of the proposal) and the Borough Profile. Analyse the information in terms of representation and grade for age, disability, race, sex (gender).

The HR Metrics team can help you with this data.

The tables below detail equalities information for the (insert number) officers included in the restructure by equality strands.

Table 1: Age

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

Age group		16 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65+	
Grade Group	Total No. Staff	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
SC1-SC5	2	0	0	0	0	0	0	1	50	1	50	0	0
SC6-SO2	3	0	0	0	0	1	33.3	1	33.3	1	33.3	0	0
PO1-PO3	8	0	0	0	0	1	14	4	57	2	29	0	0
PO4-PO7	6	0	0	1	16.7	2	33.3	2	33.3	1	16.7	0	0
PO8+	1	0	0	0	0	1	100	0	0	0	0	0	0
Totals	20	0	0	1	5%	6	30%	8	40%	5	25%	0	0
Council Profile	3866	72	1.9	682	17.6	985	25.5	1392	36.0	688	17.8	47	1.2
*Borough Profile	225,000	26300	11.7	46700	20.7	41100	18.3	29100	13.0	17600	7.8	20600	9.5

* Mid year estimates 2010

Table 2: Disability

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

Grade Group	Total No. staff	Disabled Staff		Non disabled staff		% Disabled in Council Grade Group
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	
SC1-SC5	2	0	0	2	100	7
SC6-SO2	3	2	66.6	1	33.3	10
PO1-PO3	8	0	0	8	100	6
PO4-PO7	6	0	0	6	100	7
PO8+	1	0	0	1	100	2
Totals	20	2	10	18	90	7.3

Table 3: Race

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

Grade Group SC1-SC5	Total Staff	Black		Asian		Mixed		Other		White Minorities		BME Total		White		Not Declared	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
SC1-SC5	2	0	0	0	0	0	0	0	0	0	0	0	0	2	100	0	0
SC6-SO2	3	1	33.3	0	0	0	0	0	0	0	0	1	33.3	2	66.6	0	0
PO1-PO3	8	6	75	2	25	0	0	0	0	0	0	8	100	0	0	0	0
PO4-PO7	6	1	17	0	0	0	0	0	0	0	0	1	17	5	83	0	0
PO8+	1	1	100	0	0	0	0	0	0	0	0	1	100	0	0	0	0
Totals	20	9	45	2	10	0	0	0	0	0	0	11	55	9	45	0	0
Council Profile	3866	1582	40.9	285	7.7	130	3.4	120	3.1	627	16.2	2744	71.0	1068	27.6	54	1.4
Borough Profile	225,500	35900	15.9	21500	9.5	9900	4.4	8500	3.8	34200	15.1	110000	48.8	115600	51.3	---	---

* Mid year estimates 2009

Table 4: Sex (formerly Gender)

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

Grade Group	Total No. Staff	Male Staff		Female Staff		% Females in Council grade group	% Females in Borough
		No.	% Grade Group	No.	% Grade Group		
SC1-SC5	2	1	50	1	50	70	
SC6-SO2	3	3	100	0	0	75	
PO1-PO3	8	1	12.5	7	87.5	61	
PO4-PO7	6	4	66.6	2	33.3	65	
PO8+	1	1	100	0	0	52	
Totals	20	10	50	50	50	68	49.3

Data Comparisons

In the table below, compare the existing profile of the staff affected by the reorganisation against both the Council staff profile and the borough profile according to equalities protected characteristics.

Protected Characteristics	Council staff Profile (Excl Schools) June 2011 %	Borough Profile (mid year estimate 2009) %	Staff affected Profile %	Comment
<p>Age</p> <p>16-24 25-34 35-44 45-54 55-64 65+</p>	<p>1.9 17.6 25.5 36.0 17.8 1.2</p>	<p>11.7 20.7 18.3 13.0 7.8 9.5</p>	<p>0 5 30 40 25 0</p>	<p>16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented.</p> <p>Three on the staff effected fall into the 45-54 age group and one in the 25-34.</p> <p>If unsuccessful the 25-34 age group would be adversely affected.</p>
<p>Race</p> <p>Black / Asian / Mixed / Other Ethnic Group</p> <p>White Minorities</p> <p>BME Total (BME including Black / Asian / Mixed / Other Ethnic & White Minorities)</p> <p>White British</p>	<p>54.8 16.2 71.0 27.6</p>	<p>33.7 15.1 48.8 51.3</p>	<p>55 0 55 45</p>	<p>BME's are under represented in the current profile and White British are over represented.</p> <p>The 4 affected staff are not within the BME group therefore will not further adversely affect this group.</p>
<p>Gender</p> <p>Male Female</p>	<p>31.8 68.2</p>	<p>50.7 49.3</p>	<p>50 50</p>	<p>Whilst the service profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented.</p> <p>One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.</p>
<p>Disability</p>	<p>7.3</p>	<p>7.6 (NOMIS Feb 2010 Percentage of working age population claiming ESA or incapacity benefits)</p>	<p>10</p>	<p>This is in line with the council profile and none of the staff effected have declared themselves as having a disability.</p>

STEP 3: Assess the likely impact of the proposal and how this can be addressed

Using the information that you have gathered and analysed at step 2, outline the likely impact on staff and any mitigating actions that can be taken to address the impact.

This section will be completed prior to the sign off process for the new structure.

1. Highlight any groups/ grade that are likely to be under/ over represented in the new structure compared to their population size with Haringey workforce and the Borough profile?

16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented. Three on the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful the 25-34 age group would be adversely affected.

BME's are under represented in the current profile and White British are over represented. The 4 affected staff are not within the BME group therefore will not further adversely affect this group.

Whilst the service gender profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented. One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.

2. Is it possible to know at this stage if this will worsen in the new structure?

At this stage of the process it is impossible to determine what the likely outcome would be for Haringey staff. However, we do know that there are 20 staff currently employed in the Service in Haringey; 16 will be assimilated into their existing posts, leaving 4 to be included in a closed ringfence of 7 (including 3 from Waltham Forest) for 4 posts. As the analysis in Step 1 shows, that there will be no impact on BME staff as none of the 4 staff in the ringfence is BME. Similarly, there will no impact on the protected characteristic of disability as none of the 20 staff has declared disabled. The most vulnerable group is staff within the age band 35 – 54. They represent 70% of the total staff but 100% of the ringfence. Of those, 75% are within the 45 – 54 age band. The potential impact on gender profile appears to be more identifiable within the grade band PO4 – PO7, where one of the staff in the ringfence is a woman and in case of her being unsuccessful, would mean that there would be no femal representation in this grade band in the new structure. Overall, with the exception of the protected characteristic of age (where 35 – 54 age band and 45 – 54 are exposed to 100% and 75% vulnerability respectively) the impact on each of protected characteristics identified and analysed can only be marginal given that number of staff affected are not concentrated within any particular characteristics. The protected characteristics of religion or belief, sexual orientation, gender reassignment etc are not declared and therefore not included in the analysis.

3. *If yes, what groups are impacted upon and in what way?*

None significantly

4. *In addition to the above analysis of race, sex, age and disability you will need to consider if there is any impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, marriage and civil partnership. Please outline the issues.*

None identified

5. *If you are closing a service will this closure worsen any significant under representation of protected characteristics in the wider Business Unit or Department?*

Not Applicable

6. *Can any of the impacted staff be accommodated elsewhere within the reorganised structure or can you amend the proposed new structure to accommodate them?*

The proposal has been amended to take account of feedback however the whole proposal is predicated on cost reductions through the shared management model. Whilst no other opportunities exist within this proposal any displaced staff will be subject to the Councils redeployment policy and process that will seek to identify opportunities elsewhere in the organisation.

7. *What options do you have to mitigate against any adverse impact such as compulsory redundancy?*

Comments were invited as part of the consultation and there have been changes to the original ring fencing which saw a far larger number in open ring fences. In addition the proposal seeks to delete vacant posts. All staff were made aware of options available to them such as voluntary redundancy. However as stated above the proposal is predicated on cost reductions through the shared management model.

8. *Is there any evidence that the proposals could unlawfully directly or indirectly discriminate against particular equality groups as employees or service users?*

None

9. *If yes please explain what actions you are taking to prevent this?*

Not applicable

Date Part 1 completed -

PART 2
TO BE COMPLETED AT THE END OF CONSULTATION WITH STAFF/ UNIONS
AND OTHER STAKEHOLDERS ON THE STRUCTURE

STEP 4: Consultation

Consultation is an essential part of the impact assessment process. If there has been recent consultation which has highlighted the issues that you have identified in Steps 2 and 3 use it to inform your assessment. If there has been no consultation relating to the issues, then you will have to carry out consultation to assist your assessment. Make sure that you reach all of those who are likely to be affected by the proposal, ensuring that you cover all equality strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to their issues and concerns.

- 1) *What involvement and consultation activities have you undertaken in relation to: councillors, senior management, staff and where relevant, service users, community groups, partners and stakeholders?*

Address where applicable:

Consultation Methodology with Staff

Formal consultation with staff and the Trade Unions commenced on 3rd November with a 30 day consultation period ending on 5th December. As part of the formal consultation staff and the Trade Unions received the proposals for formal consultation, proposed ring fences, pen picture of posts and frequently asked questions with answers.

During the 30 day consultation period, two general meetings took place with all staff involved in the proposal along with the Trade Unions on;

- 15th November
- 23rd November

As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox was set up to enable staff to provide comments. One to one meetings were also made available.

Following the general consultation meetings all questions raised from staff and the Trade Unions were responded to.

A Review Panel was established, with members of the Senior Management Team, HR Advisors, to review any challenges or changes requested as part the ring fencing and assimilation process, to ensure consistency of application.

The results of the consultation with staff/trade unions are captured in a full consultation report which will be presented to members in December 2011 along with this EqIA.

Consultation with Other Groups

There has been extensive discussions with members and senior managers in regards to the proposal. These have been lead by the Transformation Team within the HESP programme. This has been across both boroughs to ensure agreement on proposals.

2) What changes will be made to the proposal as a result of the consultation?

The key change that has been made following the consultation is that a number of the ring fences that were originally proposed have been amended so that the vast majority of staff will be assimilating and that the remaining ring fences are now closed so that appointments will definitely be made reducing the impact on staff.

STEP 5: Assess and review the final structure

Once the final structure is in place please set out the equalities profile of the new structure and set out the future arrangements for monitoring and review.

This section will be completed after the new structure of the shared service has been established.

- 1. Comparing the staff profile in the new structure with the previous structure, please indicate any changes that have resulted in a positive/ negative impact for any staff equality group, and if so which groups? Can the impact be justified and if so explain?*

- 2. What arrangements have been set up to monitor and review the implementation of the new structure?*

- 3. Consider any new additional information that has arisen that may require you to review the service(s) affected by this proposal, (i.e. future cuts, outcomes of other reorganisations, and the impact on services).*

- 4. Outline any steps to propose to take to address this below with appropriate timescales.*

STEP 6: Sign-off and publication

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them.

ASSESSED BY (Author of the proposal)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

QUALITY CHECKED BY (Policy, Equalities and Partnerships Team)

NAME: Inno Amadi

DESIGNATION: Senior Policy Development Officer



SIGNATURE:

DATE: 29 Dec 2011

SIGNED OFF BY (On behalf of the Directorate Management Team)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

Note – Please send an electronic copy of the EqlA to Policy Equalities and Partnerships Team; it will then be published on the council website.

Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities
Data June 2011

Race Analysis																	
Grade Group SC1-SC5	Total Staff	Black		Asian		Mixed		Other		White Minorities		BME Total		White		Not Declared	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
SC1-SC5	1466	799	55	101	7	46	3	52	4	163	11	1161	79	278	19	27	2
SC6-SO2	1006	425	42	88	9	35	3	29	3	190	19	767	76	230	23	9	1
PO1-PO3	602	190	32	49	8	24	4	19	3	118	20	400	66	199	33	3	1
PO4-PO7	569	145	25	38	7	20	4	14	2	123	22	340	60	219	38	10	12
PO8+	223	23	10	9	4	5	2	6	3	33	15	76	34	142	64	5	2
Totals	3866	1582	41	285	7	130	3	120	3	627	16	2744	71	1068	28	54	1

Sex (formerly gender) Analysis					
Grade band	Total Staff	HGY			
		Female		Male	
		No.	%	No.	%
SC1-SC5	1466	1028	70	438	30
SC6-SO2	1006	754	75	252	25
PO1-PO3	602	369	61	233	39
PO4-PO7	569	368	65	201	35
PO8+	223	116	52	107	48
Totals	3866	2635	68	1231	32

Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities
Data June 2011

Age Analysis													
Grade band	Total Staff	16<25		25<35		35<45		45<55		55<65		65+	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SC1-SC5	1466	60	4	218	15	296	20	536	37	323	22	33	2
SC6-SO2	1006	10	1	238	24	295	29	311	31	147	15	5	0
PO1-PO3	602	2	0	133	22	176	29	222	37	66	11	3	0
PO4-PO7	569	0	0	83	15	174	31	213	37	95	17	4	1
PO8+	223	0	0	10	4	44	20	110	49	57	26	2	1
Totals	3866	72	2	682	18	985	25	1392	36	688	18	47	1

Disabled					
Grade band	Total Staff	Disabled		Non Disabled	
		No.	%	No.	%
SC1-SC5	1466	106	7	1360	93
SC6-SO2	1006	97	10	909	90
PO1-PO3	602	35	6	567	94
PO4-PO7	569	38	7	531	93
PO8+	223	5	2	218	98
Totals	3866	281	7	3585	93

Appendix 6

LBH Timetable to implement the Shared Regulatory Services

Activity	Period
End of formal staff consultation	5 December 2011
End of 5 additional days to allow Trade Unions to submit further comments	9 December 2011
Cabinet Member to sign off proposals	18 January 2012
Minutes Published	19 January 2012
Call-in	19 – 26 January 2012
Corporate Committee to consider proposals	23 January 2012
Announcement of final decisions	26- 27 January 2012
Selection processes for ring fenced posts commence	30 January – 20 February 2012
Deselected staff referred to redeployment pool to search for suitable alternative jobs and notice of dismissal on grounds of redundancy issued at same time. Note – length of notice dependant on length of Haringey employment in years.	20 - 27 February 2012
Following the above, the employment will be terminated of those employees who have not been found other jobs.	Between 30 March – 25 May 2012
Employees take up new posts (or at the earliest opportunity before then)	By 1 May 2012