

Ayshe Simsek

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18 March 2011

To: All Members of the General Purposes Committee

Dear Member,

General Purposes Committee - Tuesday, 22nd March, 2011

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:

8. PROCUREMENT SERVICE FUNCTION REVIEW (PAGES 1 - 34)

Members to consider proposals for the delivery of procurement functions following the service function review.

9. TRAVELLERS EDUCATION SERVICE (PAGES 35 - 76)

The committee to consider proposals for the future delivery of this service.

10. VULNERABLE YOUNG PERSON'S DRUGS WORKER (PAGES 77 - 104)

The committee to consider proposals for the future of this post.

Yours sincerely

Ayshe Simsek
Principal Committee Co-ordinator
0208 489 2929

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Haringey Council

Agenda Item

General Purposes Committee

On 22nd March 2011

Report title: Procurement - Support Functions Review (SFR)

Report of: Director of Corporate Resources

Ward(s) affected: All

Report for: Key Decision

1. Purpose

1.1 As part of the Haringey Efficiency and Savings Programme (HESP) a review of the Procurement function (including transaction processing) across the Council has been undertaken in order to arrive at a revised Procurement structure and new model of delivery of the Procurement function.

1.2 Members are asked to agree the proposed centralised Procurement structure as shown in Appendix 1 and delivery model, to come in effect from 1 June 2011.

2. Recommendations

2.1 That the Committee approve the proposed new centralised procurement structure.

2.2 That, in coming to the decision in Recommendation 1 above, the Committee take into account that the consultation process is not yet complete and delegates any subsequent proposed changes to the structure to be agreed by the Chair of General Purposes Committee and the Director of Corporate Resources.

2.3 That the committee notes the timetable for implementation.

Report authorised by: Julie Parker – Director of Corporate Resources

Kevin Balle for the Director of Corporate Resources

Contact officer: Michael Wood – Head of Procurement
Telephone 020 8489 2120

3. Executive Summary

3.1 As part of the Haringey Efficiency & Savings Programme (HESP) a review of the Procurement function (including Transactional Processing) of the Council has been carried out in order to provide a new delivery model that is more efficient than the current model.

3.2 It is proposed that the new Procurement service will be a centralised procurement division of the Corporate Resources directorate. It will include the functions below:

- **Procurement** – including Category Management, Contract Management and competitive tendering.
- **Transactional Processing** – Centralised Accounts Payable.

3.3 Appendix 1 contains the proposed procurement structure which if implemented would see all staff located together in Alexandra House.

3.4 A full consultation process with all effected staff and the trade unions is in the process of being carried out and is due to finish on the 8th April.

3.5 Savings of £336k (15%) will be achieved on the basis of this proposal. It was originally intended that a higher saving would have been achieved, however, a number of posts identified at the start of the process as being within scope of the SFR review have subsequently been removed. 62 staff remain in scope of this review.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 Proposed changes to Contract Standing Orders are being recommended to Council to enable the centralised procurement function to operate with maximum efficiency while ensuring that Value for Money outcomes are achieved for the Council

5. Local Government (Access to Information) Act 1985

Not Applicable

6. Background

In 2007, there were 54 staff in CPU and by 2010 this number has been reduced to 37 (a reduction of 25%), through process and systems efficiencies.

The current procurement structure across the Council includes 67 officers who undertake Procurement and Transactional processing for more than 20% (1 day per week) of their time.

The proposed new structure will centralise and reduce the number of officers undertaking the procurement and transactional processing for the Council to 48.5 in 2011/12.

The Council has identified the need to make significant efficiency savings in the period 2011/12 – 2013/14 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014 reported to Cabinet in July and December 2010 and February 2011. The cross cutting HESP efficiency saving for the Procurement SFR has been approved at £416k across 2011/12 & 2012/13.

The proposed model also meets the vision set out in the Haringey procurement strategy 2010-13

Towards the vision

Achieving the vision of procurement excellence involves a medium to long term strategy to create a more corporate and integrated approach to commissioning and procurement and to develop greater procurement capability within the organisation. It is a Council wide strategy that results in more effective strategic management of Haringey's procurement by:

- Further centralisation of procurement and category management
- Increased control over purchasing decisions and approvals
- More centralised commercial management of contracts but with relationship management remaining within service departments
- Business process improvements through technology
- Improved efficiency and lower costs of the procurement process
- Minimising and managing risks inherent in our supply chains
- Providing greater transparency and compliance
- Being innovative and responsive to changing priorities, business needs and market conditions.

This report sets out a proposed model for streamlining the function

6.1 The proposed model for the Procurement function

It is proposed that the new Procurement service will be a centralised division of the Corporate Resources directorate. It will include the functions below:

- **Transactional Processing** – manage the flow of payment transactions and invoice payments to ensure prompt and accurate processing for the Council, prompt payments (e.g. grants) to payees and assuring cash flow for suppliers.

- **Procurement:**
 - Supplies and Services - to undertake the tendering process from placing of advert to authorisation to award of contracts for all Supplies and Services Procurement projects over £100k.
 - Supplies and Services to undertake all quotations for expenditure between £50k - £100k through the 'CompeteFor' portal
 - Construction, Property & Civil Engineering – to manage all commissioning and competitive tendering processes across the Council.
- **Commercial Contract Management** – undertake commercial contract management of contracts for the Council, to continuously evaluate VfM, market conditions, service re-design and innovation. This function will utilise category management tools and techniques to optimise return from both existing and new procurements.
- **Category Management** – undertaking the category management responsibilities for all market segments.
- **Energy Management** – bill validation and query management, energy efficiency projects within the Councils' Corporate Property Portfolio including schools, hostels and compliance with energy and carbon reduction regulations.

All of the above will support the "One Council" approach in achieving VfM outcomes from procurement projects and will mitigate risk of legal challenge to the Council.

6.2 Criteria for functions to be included in the new unit

This review has been looking at the arrangements for procurement and transactional processing and this includes, but is not restricted to contract management (including category management), competitive tendering, payment of invoices to suppliers and non-commercial payments e.g. grants, foster carers.

The review is not picking up within its scope Commissioning (other than for Construction commissioning which is already centralised), Bill Validation (other than energy which is part of the energy management function), Shopping (raising of Purchase Orders), or day to day supplier relationship management, all of which will remain within the business units

The review put into scope any officers who spent 20% of more of their time undertaking any of the procurement functions identified.

6.3 The ways of working and accommodation

To deliver the above functions and ensure that there is a consistent approach across the Council, a different way of working is needed to be undertaken by business units. The key determinants to ensure the success of this approach are based on some key principles:

- Changes to contract procedure rules that increases the level at which a competitive tender needs to take place from £25k to £100k and such tenders all being managed centrally by the new procurement function.

- Increased efficiency from the mandatory use by Central Procurement of the CompeteFor portal to request competitive quotations for values between £50k - £100k.
- Increased efficiency from the mandatory use by business units of the CompeteFor portal to request competitive quotations value under £50k.
- The implementation of an electronic invoicing system for the receiving and processing of invoices (yet to be sourced and approved).
- The central Procurement teams service offering is outlined in appendices 1 and 2
- It is proposed that the new procurement team will be centrally located within Alexandra House to ensure that the new service has maximum flexibility and that service specific knowledge can be shared amongst all procurement staff. The smart working principles will be employed (including hot desking) to ensure procurement staff operate alongside service staff when necessary.

6.4 The proposal in detail

It should be noted that certain staff that currently carry out procurement roles have been removed from the scope of this review by their directorates in favour of services based reviews / reshaping.

The table below shows the current number of posts and costs. These figures are still being finalised and may change slightly during consultation, but we need to move forward to ensure we are able to meet the Council timeframe.

It is worth noting that a significant amount of short term procurement and contract management activity takes place when setting up a contract and involving staff and managers that fall outside of this review because the average time involved when calculated over a financial year is below the de-minimus (and thus savings cannot easily be realised), but nevertheless, all this averaged low level activity will still be absorbed within the new centralised unit:

The table below shows both the current and proposed number of posts and the associated costs:-

	Posts	Value (£'000)	%
In Scope	62	2,292	
Proposed New Centralised Structure	48.5	1,956	
Reduction/Saving	13.5	336	15%

The Procurement HESP saving target is £312k in 2011/12 and £104k in 2012/13. The table above shows that £336k will be achieved in 2011/12 with further potential savings from transaction processing activity **council-wide** as outlined in the paragraph above; but dependent upon the implementation of an e-invoicing solution

These reductions will introduce a risk to service delivery that will need to be managed including a risk to meeting Invoice Payment deadlines. Further reductions would compromise our ability to work within UK procurement legislation and EU Procurement directives, thus increasing the risk of legal challenge to the Council (with likely consequences of fines and claims for

damages) and compromising the ability of the service to procure Value for Money services for the Council.

A further reduction in staffing levels for Transactional processing should take place in 2012-13, once an e-invoicing solution has been approved and implemented and a review of CYPs Transactional processing has taken place. The efficiency is likely to be 3 posts with a financial value of £100k

7. Consultation Results

- 7.1 A full 30 day consultation is in the process of taking place with all affected staff and the trade unions. This is due to finish on the 8th April 2011.
- 7.2 During the consultation process, the following activities will be carried out in order to provide all staff with the opportunities to comment on the proposals:
- Two general consultation events have been arranged to which all staff and the trade unions are invited.
 - Individual 1-2-1 meetings have been made available for staff to either meet the Head of Procurement or HR.

8. Risks

- 8.1 The reduction in Procurement staff of the level set out in the above table will mean that the level of service provided by Procurement will reduce from the current position.

This risk however can be mitigated to a large degree by removing the current system of procurement being based on directorate structures and adopting a centralised flexible pool of suitably trained and qualified procurement officers that will enable resources to be better managed to meet changing demands and workloads.

Inevitably, the capacity of the Council to retain specialist knowledge and respond to new national and local agendas as well as ad hoc requests will be diminished. It is therefore proposed that the arrangements are reviewed within a year of implementation.

9. Next steps

An indicative timescale for the implementation of the proposed model is shown below.

Activity	Timescale
Proposals paper to CEMB	8th March 2011
Formal consultation (30 days)	10th March – 8th April 2011
Communication meetings with stakeholders on the new service offer and implications	March 2011
General Purposes Committee	22 March 2011

Interviews and appointments	April 2011
Implementation date	1 June 2011
Review of Transactional processing to include CYPS once e-invoicing system is installed	Jan - March 2012 <i>(subject to the implementation of an e-invoicing solution)</i>
Review of new function	2012

10. Financial Implications

- 10.1 The proposed changes to the procurement activity outlined in this report will enable £336k on-going savings against staffing budgets to be achieved in a full year with a further £100k assuming that the e invoicing proposals are implemented as planned.
- 10.2 Given the implementation date of 1 June, there may be some shortfall in 2011/12 although compensatory savings will be sought. The consultation process may necessitate further changes to structure, costs and savings but these cannot be quantified at this stage and should not be significant.

11. Recommendations

- 11.1 That the Committee approve the proposed new centralised procurement structure.
- 11.2 That, in coming to the decision in Recommendation 1 above, the Committee takes into account that the consultation process is not yet complete and therefore agrees to delegate any final changes to the structure to be agreed by the Chair of General Purposes Committee and the Director of Corporate Resources.
- 11.3 That the committee notes the timetable for implementation.

12. Comments of the Head of Legal Services

- 12.1 It is proposed to raise the level at which a competitive tender needs to take place from £25k to £100k. It will be necessary to ensure that this complies with the obligation for transparency under EU law. The Head of Procurement has confirmed that there will be a sufficient degree of advertising based on the circumstances of each case to allow the procurement to be opened up to competition and the impartiality of procedures to be reviewed.
- 12.2 The Committee is recommended to make a decision in principle subject to the consideration of the outcome of consultation and having due regard to the authority's public sector equality duties. The final decision can be taken by the Director of Corporate Resources, in consultation with the Chair of General Purposes Committee, under delegated authority. The final decision must take into account the outcome of the consultation and the completed equalities impact assessment.

13. Appendices:

- Appendix 1: Proposed Business Offering – Procurement
- Appendix 2: Proposed Business Offering – Central Accounts Payable
- Appendix 3: Proposed Organisational Chart

- Appendix 4: Equalities Impact Analysis

Support Functions Review

Procurement

SERVICE OFFER

1) Current Arrangements

- 1.1 The Councils procurement function is presently supported by the Corporate Procurement Unit (CPU). CPU is responsible for setting up and managing corporate contracts and frameworks that are made available for use across all business units. It also provides guidance and support across the Council and depending on the risk and value of the contract will be directly involved in the tendering process or offering guidance and support where necessary.
- 1.2 Corporate procurement has also supported local suppliers to develop in order to bid for Council work.

SME support has recently included a “Meet the Buyer” programme which in February 2010 was attended by over 100 Haringey-based companies; plus the maintenance of the Trade Local database, workshops and classes for SMEs with the availability of one-to-one support and workbooks on how to bid for Council contracts. CPU has organised events for local SMEs to introduce them to its procurement procedures to ensure that they are able to maximise their chances of competing successfully, and CPU representatives attend similar events elsewhere. CPU has produced a supplier engagement strategy setting out how it intends to assist SMEs over the next three years- examples of actions resulting from this strategy include the simplification of the pre-qualification questionnaire and the development of flow-down legal clauses obliging prime contractors to open up their supply chains to SMEs.

- 1.3 Corporate procurement also contains the Energy & Sustainability Team that is responsible for energy procurement strategy, supplier contract management, bill validation, energy management and carbon reduction across 1,750 meter points for gas, electricity and water; covering all Council buildings, hostels, schools, street lighting etc and for managing the 40% carbon reduction target in relation to Council assets.
- 1.4 In recent years CPU has been responsible for driving forward the introduction and use of Category Management that sees Council spending with suppliers divided into 16 market segments; each having a designated Category Manager (BU Manager). CPU has developed sourcing plans to rationalise buying and drive efficiencies within each of these categories.

- 1.5 Under the Support Functions Review, Procurement is now charged with centralising the procurement process – including transactional processing.

However, to different extents the various specialised areas of procurement are already centralised, e.g. Construction and Property and energy procurement, but we are now looking to bring the remaining devolved functions into the centre.

2) Scope of the Review

- 2.1 This review is concerned with the arrangements for procurement which includes: Procurement Strategy, Competitive Tendering Processes, Contract Management, Category Management, and Risk Management & Compliance,

Excluded from the review are Shopping (SRM) and Commissioning.

3) Service Offering

The effects of this review will be the centralisation of all procurement tendering for supplies and services valued over £100k and for related category & contract management arrangements. It will also centralise the quotation process for all expenditure between £50k - £100k which will be undertaken through the use of the CompeteFor process

For supplies and services procurements valued below £50k which involve the quotation process, Directors will need to reorganise and concentrate reduced numbers of staff to use the mandatory CompeteFor portal and to raise purchase orders.

CPU will centrally undertake the following services:

3.1 Procurement Scope

- 3.1a Supplies & Services – manage all procurement tenders with a value above £100k. There should be no such tendering being performed in business units.
- 3.1b Supplies and Services – manage the quotation process for all expenditure between £50k and £100k
- 3.1c Construction – currently 95% of activity is processed via CPU but we shall now manage 100% of all commissioning and tendering in regards to works, property and civil engineering.

3.2 Procurement Process:

- 3.2a **Procurement activities as outlined below:**

- Publication of tender notices & compilation of the tender packs.
- Receive and open tenders and quotations.
- Collate responses to suppliers as part of the procurement process.
- Manage the evaluation of PQQ's and tender submissions with clients.
- Production of the contract award report and obtaining the necessary approvals (except for construction "as is" at a project level, where this will be carried out by the Client).
- Ensure re-engineering and project management is undertaken to streamline external and internal processes in any new contractual relationship and related change management.
- Procurement and management of Framework Agreements and contractors lists for tender.
- Inspection of project documents for Construction Procurements
- Advice and support to clients.
- Submit annual returns to the EU commission and work with Government as necessary.
- Handle any challenges by suppliers.

3.2b **Commercial Contract Management:**

- Undertake strategic contract / framework reviews and chair management meetings
- Compliance with contractual terms and conditions
- Market development and risk management.
- Price benchmarking and the demonstration of best value
- Category Management of 16 market segments (thus removing this responsibility from Heads of Service).
- Supplier relationship management
- Performance and continuous improvement negotiations.
- Contracts will be managed on a prioritised risk/value basis.

3.2c **Managing Systems / Databases**

- E- pre-qualification process

- E- tendering process
- Maintaining the Contracts Register
- Managing the Master Vendor Database
- Managing E-auctions
- Maintenance of construction tender register
- Purchase Cards administration

3.2d Technical Systems & Spend Analysis

- Management of procurement & related transactional processes & interfaces
 - With suppliers
 - Internal users
 - Between Council systems and modules i.e. SAP: Framework-i
- The production of procurement data from SAP e.g.
 - Compilation and publication of spend over £500
- Production of spend analysis reports to support BU managers and contract managers etc

3.2e Corporate Functions

- Procurement strategy and forward plan
- Market evaluation and sourcing strategies.
- Collaboration and sharing best practice with other authorities.
- Lead role within the North London Strategic Alliance.
- Continuing to host the London Energy Project.
- Compliance with UK legislation, EU Procurement Directives.
- Management of Haringey's Contract Standing Orders
- Document management and records
- Mediation in Procurement/contract related disputes.
- On-going risk & credit monitoring.

3.2f Support to Business Units

- Training and procedures on the CompeteFor process (for all quotations valued below £50k)
- Regular Spendtrak reports for Directors and Managers

3.3 In accordance with the above “Service Offer” and in light of the savings that Procurement must make the following current activities will cease/or not be provided:

- Managing any supplies and services quotations below £50k (these being handled within BUs).
- There will be no dispute mediation (e.g. Supporting People) other than strictly limited to procurement matters.
- No administrative support for rail, hotel and flights bookings and no dealing with changes to itineraries.

3.4 In accepting the above “Service Offer” Business Units/Commissioners and Shoppers will be responsible for the following:

- Requests for Quotation (RFQs) and the subsequent raising of a Purchase Order with standard T & C's via CompeteFor for all supplies and services projects under £50k.
- Consultation with service users / public.
- Drafting outcomes based Specifications as needed for a CPU managed tender or quotation exercises.
- Developing the Business Case and gaining budget approval prior to CPU undertaking a tendering exercise.
- Supply of any necessary service related information.
- Accreditation process around the Personalisation of Care.
- Day to day supplier management.
- Escalation of issues to centralised contract managers.
- Sign off of final specifications prior to tendering.
- Participation in tender evaluations and decision making.
- In the case of major procurements that have previously been led by consultants due to lack of resource within the Council i.e. Highways, Waste Management and Temporary Accommodation, these may need to be funded from the business units as and when required in the future.
- Management of Spot Care contracts
- Management of Housing Leases
- Contract management of Urban Environment and IT contracts.
- Bill Validation.
- Management and attendance at leaseholder valuation panels.

3.5 Shared Services

- 3.5a The Haringey Energy & Sustainability Team provides a recognised best practice service, and whilst externally funded, is able to offer capacity and expertise on a shared service basis with other Councils and thus hopefully attract additional income as a contribution to Council efficiencies. This option will be actively explored as a means of sharing best practice and costs.

- 3.5b The London Energy Project is externally funded and has been hosted by Haringey CPU since its inception in 2005/6 and last year saved London Councils over £16m. A business case has been put to London Councils for this service to continue to be fully funded on a shared service basis.

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**Support Functions Review –
Central Accounts Payable (CPU)
SERVICE OFFER**

1) Current Arrangements

- 1.1 Central Accounts Payable has the responsibility for processing all of the Council's invoices and payment requests (*146,000 for 2009/10 and circa 120,000 for 2010/11*), ensuring payment is made in line with the Council's Financial Regulations, Best Payment Practice Code and Written Procedures. It creates daily payment runs that include payments generated by Housing Benefit, Council Tax, Supporting People (SPOCC) and Framework-i systems. It also provides guidance and support on improving payment performance to Business Units across the Council

2) Scope of the Review

This review is concerned with the arrangements for the payment of invoices and internal payments.

Excluded from the review are processes associated with the validation of invoices e.g. for Care packages.

3) Service Offering

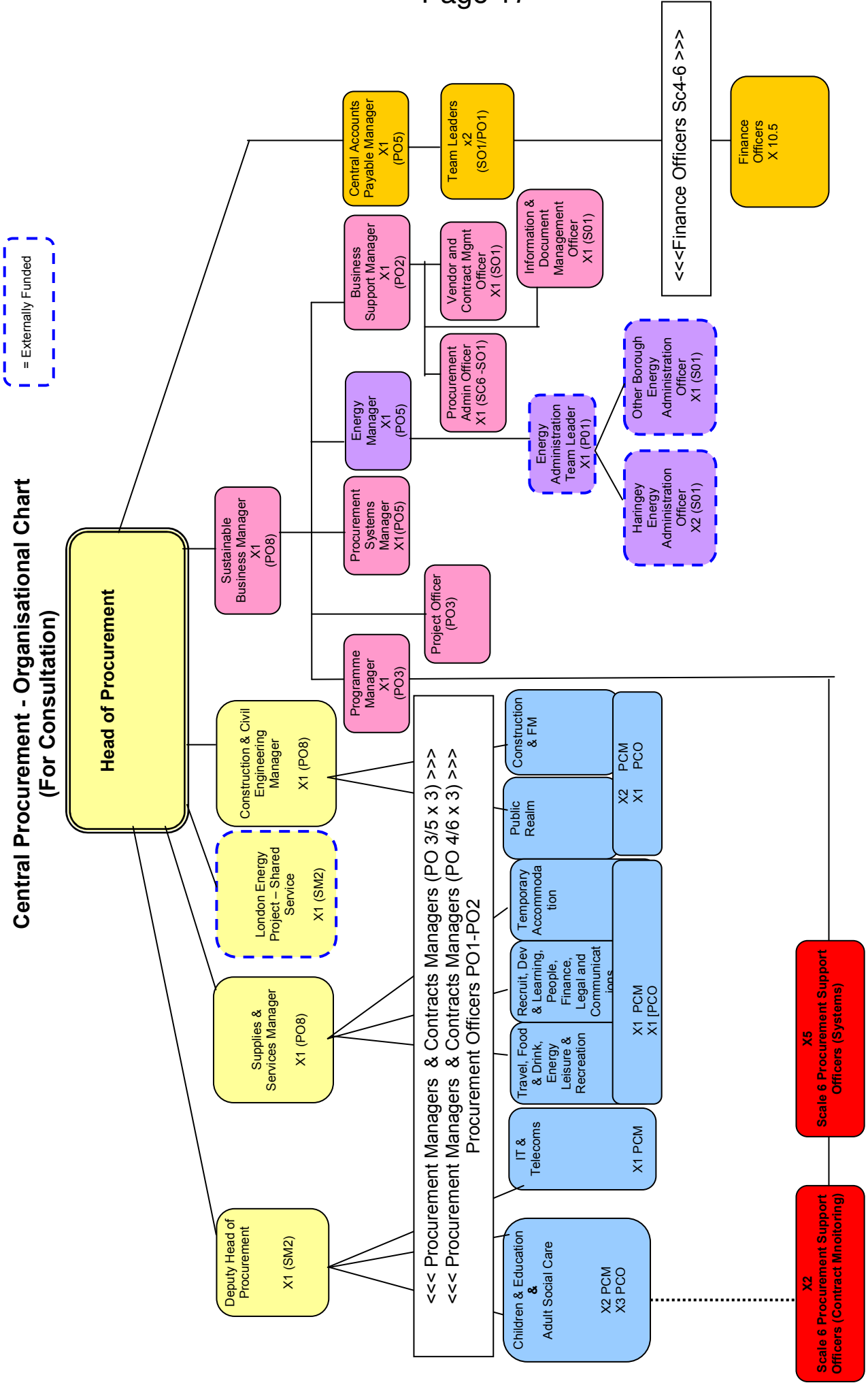
- 3.1 It is proposed that Central Accounts Payable continue with the following, as at present:
- Manage the flow of payment transactions/invoice processing to ensure prompt and accurate processing (*these are currently handled via a manual process which relies heavily on the physical distribution of invoices to Haringey's different geographical locations*).
 - Obtain invoice authorisation (through 3 way matching or direct authorisation)
 - Process invoices on time to meet due dates
 - Verification for accuracy of payment transactions and compliance with legislation and policies.
 - Perform payment runs, BACS, Cheques, Inter Company
 - Approval and inclusion in payment runs of interfaced payment systems.
 - Imprest (Petty Cash Bank Account)
 - Issue procedures/guidelines to Imprest Holders
 - Collate year end certification of Imprest Loans / Advances
 - Duplicate Payments prevention / reporting & any recovery
 - Filing/archiving of payment related documents
 - Liaise with auditors (internal/external) on document retrieval/enquiries
- 3.2 It is proposed that the following activities continue to be carried out by Central Accounts Payable but in a different way:

- Reimbursement of Imprest Accounts – amend and post to Service Cost Centre / Imprest Holding Code (some consideration for change management must be given here – allow transition period for training in new process)

Currently Imprest account holders create an excel spreadsheet showing posting requirements to cost centres. This is then replicated by Central Payments on SAP via FB60 transaction. Imprest account holders will be required to replace the excel spreadsheet with a SAP journal transaction, posting charges directly to budgets via a prescribed budget or holding code which will then be cleared down by the processing of a 'Reimbursement Claim' by Central Accounts Payable to said holding code.

- 3.3 It is proposed that Central Accounts Payable cease to provide the following services (with their proposed replacements in parentheses):
- Online supplier ledger enquiry support (calls to the helpline will be redirected to originating Business Units to handle). The helpline number, currently quoted on all remittances, will be removed.
 - Vendor Account reconciliation on 'Aged Debt'(not resourced but where required would need to be charged back to Business Unit / Services).
 - Cease maintenance of the 10 day payment target within predicted staff resources it will only be a "best endeavour" target.
- 3.4 To ensure a uniform approach across the Council for processing of commercial invoices /payments it is proposed that Central Accounts Payable take on the responsibility for;
- 1 x Adult Culture & Community Service Payment Officer
 - 1 x Corporate Resources (ITS) Payment Officer.
- 3.5 **Excluded – :**
- The responsibility for the transactional processing for CYPS this will be reviewed when E-invoicing is implemented.
- The responsibility for 'Bill Validation' will remain with the relevant Business Unit / Service.
- 3.6 **Dependencies:** to enable Central Accounts Payable to achieve the required efficiency savings over 2011/13, there needs to be an e-invoicing solution implemented that removes manual invoice processing in favour of electronic invoices.

**Central Procurement - Organisational Chart
(For Consultation)**



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Haringey Council

Equality Impact Assessment

Review of the Council's Procurement Function

Service: Council wide

Directorate: All

Title of the proposal: Procurement – Support Functions Review

Lead Officer (author of the proposal): Kim Sandford

Step 1 - Identify the reasons for the proposed changes

- a) **What are the main aims, purpose and outcomes of the proposed reorganisation, and how does it fit in with the wider aims of the organisation?**

The main aim of this restructure is to review the Procurement function across the Council. CEMB have agreed a centralised shared service model. This will maximise limited resources and enable Strategic Procurement and Contract Management, utilising category management tools and techniques to deliver local and sub regional efficiencies. The review also includes invoice processing.

The restructured unit will be crucial in supporting the Council as follows:

Procurement Scope

Supplies & Services – manage all procurement tenders with a value over £100k and RFQ's over £50k. There should be no such tendering or RFQ's being performed in business units.

Construction – currently 95% of activity is processed via CPU but we shall now manage 100% of all commissioning and tendering in regards to works, property and civil engineering.

Commercial Contract Management:

Category Management of 16 market segments (thus removing this responsibility from Heads of Service).

Technical Systems & Spend Analysis

Management of procurement systems, processes and supplier interfaces.

Compilation and publication of spend over £500

Production of spend analysis reports to support BU managers and contract managers etc

Corporate Functions

Head of profession responsibilities

Lead role within the North London Strategic Alliance.

Continuing to host the London Energy Project.

Management of Haringey’s Contract Standing Orders

Support to Business Units

Training and procedures on the CompeteFor process (for all quotations valued below £50k)

Regular Spendtrak reports for Directors and Managers

Invoice processing

Processing and payment of invoices from suppliers and the payment of non-commercial transactions e.g. grants, payments to foster carers etc.

The Council has identified the need to make significant efficiencies in the period 2011-2013 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014. Support services, including procurement are to be reviewed as part of the Haringey Efficiency and Savings Programme and deliver agreed efficiencies. At Cabinet Advisory Board (15 July 2010) Members gave a clear indication of expected efficiencies from support function reviews and a savings target of £416k was established from the procurement review.

b) What do you already know about the relevance of the proposed reorganisation, i.e. what other services or functions could it impact on?

Following discussions at CAB and CEMB it was agreed that the new model for the Council’s Procurement functions will be a centralised shared service to be known as the **Central Procurement Unit**. It will include:

- **Procurement** – Tendering Process, Procurement policy and contract management (including equalities).
- **Transactional processing** – the directly inputting of invoices into SAP and Frameworki for payment

The following table sets out possible impact and mitigating actions on services or functions:

Risk	Mitigation
The full scale of the procurement service is not fully identified and the new structure becomes overwhelmed by demand.	Phased transfer of responsibilities with regular reviews and lessons learnt report against which any fine tuning can be made.
The centralised team is inadequately skilled and knowledgeable across the full range of Council services.	a) Responsibility for front-line services being procured must remain with departments

	<p>along with the production of the specification.</p> <p>b). Robust recruitment and appointment process</p>
Insufficient levels of procurement and commercial management techniques.	Be prepared if necessary to recruit externally. It is crucial that the necessary skills are available centrally from the outset.
Centralisation of resources creates a bottleneck.	<p>a) Over a period of time, need to vary contract expiry dates to avoid year-end peaks.</p> <p>b) Shopper numbers need to be reduced carefully and linked into SMART Working</p>
Implementing the changes will effect the ability of Central accounts payable to process all end of year of year invoices within agreed timescales	Payment terms may not be meet during year end.
The staffing efficiencies expected from centralisation fails to materialise.	The FTE savings will be calculated by Finance and notified to each Director to manage the release of cashable savings.
Tensions could develop at the interfaces between the in-house teams of commissioners, procurement and construction programme office.	Ensure clearly defined and agreed roles and responsibilities. Organise workshops to test theory and practice.
Transferring any "work-in-progress" against an absolute centralisation deadline could disrupt services	The majority of functions should be transferred centrally but any key "work-in-progress" should be completed before being transferred

c) Are you creating a new structure, and if so please explain how you have come to your decision to include those staff in the proposals for the new structure, and how many staff will be affected?

The following steps were taken to get the most accurate picture possible of the numbers of staff carrying out Procurement activities across the Council:

- Consideration of the initial Support Functions Review activity analysis completed for all support functions in 2009
- Discussions were held with Directors/Assistant Directors
- Working knowledge of who undertakes Procurement was drawn on
- Validation by line managers of all staff identified as undertaking 20% or more of Procurement duties.

The total number of posts affected is 67, two of the posts are vacant therefore 65 staff are affected

**d) Are you closing a unit, and if so how many staff will be affected? YES – 3
All staff will be able to apply for new posts within the structure and is not successful will be put in to the redeployment forum.**

e) Are there any other issues that you need to consider? No

Step 2 - Collect and Analyse Information

You should gather all relevant data that will help you assess whether presently, there are differential outcomes for different equality target groups – by age, disability, ethnicity, and gender. For the purpose of staff reorganisations you need to also consider staff groups by grade.

a) Provide a profile of the staff affected by age, disability, gender reassignment, race, religion or belief, sex (gender), sexual orientation and grade.

The staff included within the scope of the Procurement Support Functions review range from Scale Sc4 to SM2.

Tables below detail equalities information for the officers identified as within scope of the review. This figure may change as a result of consultation the table will be updated at the end of the consultation period.

Age

Transactional Processes													
	TOTAL	16-24		25-34		35-44		45-54		55-64		65+	
Grade Group	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	6			1	17%	1	17%	1	17%	3	50%		
SC6-SO2	14			4	29%	3	21%	5	36%	2	14%		
PO1-PO3	1									1	100%		
PO4-PO7	2							2	100%				
PO8+													
TOTAL	23			5	22%	4	17%	8	35%	6	26%		

Procurement													
	TOTAL	16-24		25-34		35-44		45-54		55-64		65+	
Grade Group	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	10			2	20%	1	10%	2	20%	5	50%		
SC6-SO2	7			4	57%	1	14%	2	29%		0%		
PO1-PO3	13			1	8%	3	23%	6	46%	3	23%		
PO4-PO7	8				0%	3	38%	4	50%	1	13%		
PO8+	4			1	25%		0%	2	50%	1	25%		
TOTAL	42			8	19%	8	19%	16	38%	10	24%		

Race

Transactional processes									
Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Grade Group	White Staff	% of Grade Group	White Other Staff	% of Grade Group	BME Staff	% of Grade Group
SC1-SC5	6	2	33%	1	17%			3	50%
SC6-SO2	14		0%	5	36%	1	7%	8	57%
PO1-PO3	1		0%		0%		0%	1	100%
PO4-PO7	2		0%	1	50%	1	50%		0%
PO8+									
TOTAL	23	2	9%	7	30%	2	9%	12	52%

Procurement									
Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Grade Group	White Staff	% of Grade Group	White Other Staff	% of Grade Group	BME Staff	% of Grade Group
SC1-SC5	10	2	20%	1	10%		0%	7	70%
SC6-SO2	7		0%		0%	1	14%	6	86%
PO1-PO3	13		0%	5	38%	4	31%	4	31%
PO4-PO7	8		0%	3	38%	2	25%	3	38%
PO8+	4		0%	3	75%		0%	1	25%
TOTAL	42	2	5%	12	29%	7	17%	21	50%

Gender

Transactional Processes					
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group
SC1-SC5	6	1	17%	5	83%
SC6-SO2	14	6	43%	8	57%
PO1-PO3	1		0%	1	100%
PO4-PO7	2	1	50%	1	50%
PO8+					
TOTAL	23	8	35%	15	65%

Procurement					
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group
SC1-SC5	10	2	20%	8	80%
SC6-SO2	7	3	43%	4	57%
PO1-PO3	13	4	31%	9	69%
PO4-PO7	8	4	50%	4	50%
PO8+	4	3	75%	1	25%
TOTAL	42	16	38%	26	62%

Disability

Procurement			
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group
Sc1-5	10		0%
Sc6-SO2	7		0%
PO1-3	13	1	8%
PO4-7	8	1	13%
PO8+	4		0%
TOTAL	42	2	5%

Transactional Processes			
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group
Sc1-5	6		
Sc6-SO2	14	1	7%
PO1-3	1		
PO4-7	2		
PO8+			
TOTAL	23	1	4%

b) Provide a profile of the staff employed by Haringey Council by, disability, gender reassignment, race, religion or belief, sex (gender), sexual orientation and grade. See Appendix 1

c) Compare the existing profile of the staff affected by the reorganisation against the agreed baseline.

The baseline against which comparisons are made is both the Council staff profile and the Borough profile.

The table below compares the profile of staff affected against the employee targets where they exist and against the Council employee profile.

Strand	Council staff profile %	Staff affected profile %	Comment
Age			
16 -24	3	0	The affected group is mostly within the 45-54 age group, which is in line with the Council profile.
25-34	18	20	
35-44	25	19	
45-54	35	37	
55-64	18	24	
65+	1		
Race			
BME	54	51	More BME staff are affected by this re-structure. In terms of representation in the various grades the affected group reflects trends seen in the council staff profile
White	29	29	
White Other	16	14	
Not declared		6	
Gender			
Male	33	37	The most affected group of staff are women, which is in line with the council profile.
Female	67	63	
Disability	7	5	The percentage of staff affected mirrors the Council staff profile

d) Is there any other data, information or research relevant to this EQIA?

No

Step 3- Assessment of impact

Using the information that you have gathered and analysed at step 2, you should assess whether and how the proposal you are putting forward will affect the existing staff structure.

This section will be completed following the conclusion of the recruitment process by the end of May 2011.

- Are the proposed changes likely to result in an adverse impact for any staff equality group, and if so please state which groups?
- Are the proposed changes likely to result in a positive impact for any staff equality group, and if so which groups?
- Are the proposed changes likely to result in a positive / negative impact for service delivery, please explain how?

- d) Are any of the proposed changes likely to have an impact on community groups, please explain?
- e) Does there need to be any changes to the interview process or job descriptions, please explain?
- f) What measures does, or could, the proposed reorganisation include to help promote equality of opportunity?
- g) Will the proposed changes produce any differential impact across the groups, that can be justified, and explain why?
- h) Will the proposed changes produce any differential impact across the groups that cannot be justified, and explain why?

Step 4 – Consider other measures and implications

Following from stage 3 you need to be able to show what actions you are taking to mitigate against any adverse impact.

- a) **If you are closing a unit can the staff be accommodated elsewhere within the service, business unit or organisation, please explain your answer?**

N/A

- b) **Has the ring fencing maximised the opportunity for all staff to apply for relevant jobs, please explain your answer?**

According to the Council's procedure staff have been included in ring-fences one grade higher and one lower from their current substantive post.

- c) **What have you done to mitigate against any negative impact for employees and service users?**

There has been formal and informal consultation allowing staff and service managers to input into the design of the new service. The outcome of these consultations has resulted in changes in:

- The Job Descriptions
- Contract Procedure rules.
- Transactional processing hubs remaining within ACCS and CYPS although they are managed centrally. (to be reviewed when electronic scanning system is in place).

There is not direct impact on service users.

- d) **Is there any evidence that the proposals could discriminate unlawfully directly or indirectly?** No – but this needs to be reviewed following completion of the recruitment process.

Step 5 – Consultation on Proposals

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues that you have identified in Steps 2 & 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may 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 the issues and concerns that they have raised.

a) What involvement and consultation has been done in relation to; councillors, staff, service users, community groups, partners and stakeholders?

The following have been consulted:

Councillors:

- Proposals are to be submitted to the **General Purposes Committee**: 22 March 2011

CEMB: on 15th Feb 2011

Managers and staff:

- Informal consultation** in November and December 2010
- Formal consultation**: from 16th February 2011

b) What are the results of involvement and consultation?

Issues raised during stakeholder consultation are presented below.

'You said'		
Wants/Needs	Implications	What we are proposing
Commercial contract management. Have high levels of commercial and market awareness and capability	<ul style="list-style-type: none"> Must allow the business daily contact with suppliers to enable the smooth running of service and to resolve day to day operational issues. 	<ul style="list-style-type: none"> Operational contract management stays within the business units. Issues are escalated to Central team for contract resolution.
Ability to work with commissioners to develop VFM contracts for the Council and Haringey Residents	Commissioners are not skilled at procurement and need support from Procurement staff to ensure VFM outcomes.	<ul style="list-style-type: none"> Structure aligned to commissioners to ensure direct and open lines of communication based on market segments
Constantly able to fit local	<ul style="list-style-type: none"> Strong links across Council maintaining specialist knowledge 	<ul style="list-style-type: none"> Structure includes specialists with links to Directorate/

‘You said’		
Wants/Needs	Implications	What we are proposing
service work and statistics into central picture	<ul style="list-style-type: none"> Flexibility - utilising skills around the organisation One Council approach 	Divisional management teams <ul style="list-style-type: none"> Introduce a pool of officers who will work flexibly across services to make best use of our resources Ensure the use of procurement policy/ strategy guidance across the council.

In addition, as a result of consultation, we have:

- Amended the Job Descriptions
- Taken bill validation out of the scope of the review
- Aligned the structure to commissioners

Appendix 2 to this EqIA sets out our full responses to the formal staff consultation.

The following table outlines that no groups have been adversely impacted as a result of the consultation process:

	Pre Consultation	Post Consultation
Total staff		
BME		
White		
Female		
Male		
Age 16-24		
25-34		
35-44		
45-54		
55-64		
Disabled		

c) How have you used the information from the data analysis to inform the consultation?

We formally consulted all affected staff rather than targeted groups.

d) What further involvement and consultation will be needed, and how will it be undertaken?

A review will be undertaken within a year of the new model being put in place and staff and stakeholders will be consulted.

Step 6 – Monitoring and Reviewing

Set out the arrangements for reviewing the actual impact of the new structure or changes to the structure once the recruitment process has been completed and the new structure has been implemented.

a) Complete the data analysis in relation to step 3, to show the final employment profile of the new structure by equality strands and grade.

The data analysis will be undertaken following recruitment.

b) Decide if there is any positive or adverse impact from the new structure on staff or service delivery.

To be completed following recruitment.

c) Monitor and review of the implementation of the new structure.

The new way of working will be reviewed within the first year of implementation.

d) Consider any areas where more additional information may need to be reviewed and monitored (e.g. future cuts, other restructures, the impact on services).

There will be a rolling programme of SFRs and restructures each of which will undertake an EqIA. The inter-dependencies and equalities implications of these will need to be analysed once the reviews are completed.

Step 7 –Action Plan

An action plan should be developed monitored and reviewed. This should include evaluation of the changes, to measure whether they have had their intended effect, and the outcomes achieved.

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Action Plan for the review of Policy & Performance Functions				
Actions required	Lead person	Expected outcomes	Timescale for implementation	Resource implications
Carry out analysis of staff profile and complete STEP 3 of this EqIA on completion of the recruitment process	Deputy Head of Procurement	No equality strand is disproportionately affected.	July 2011	
Following recruitment data analysis will be undertaken of the new staff establishment	Deputy Head of Procurement	No equality strand is disproportionately affected.	July 2011	
Monitor and review of the implementation of the new structure	Deputy Head of Procurement	As above	ongoing	

Step 7 – 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 (Equality Team)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

SIGNED OFF BY (Directorate Management Team)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

Appendix 1

Council Staff Profile 2009/10

Haringey employs 4561 staff (excluding casual/sessional employees) as at 31/03/2010. There is currently no information on gender re-assignment, religion or belief or sexual orientation.

Age

- 3% of staff are aged under 25.
- There are currently 56 staff over the age of 65 who have taken advantage of the age discrimination legislation and requested to work over 65 years.
- 35% of 45-54 year olds are in grade band SC1-SC5, this is higher than in other age bands
- 35% of staff are aged between 45-54 years, the highest % in any age band
- Staff 45-54 have the highest representation in grade band PO8+ compared with other age groups

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
	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	STAFF
MANUAL	42	39	21	19	16	15	19	18	9	8	1	1	108
SC1-SC5	77	5	254	15	354	21	599	35	371	22	36	2	1691
SC6-SO2	14	1	287	24	338	28	367	31	178	15	9	1	1193
PO1-PO3	5	1	150	22	188	28	236	35	86	13	5	1	670
PO4-PO7	0	0	90	14	179	28	249	39	111	18	3	0	632
PO8+	0	0	10	4	49	18	130	49	76	28	2	1	267
TOTAL	138	3	812	18	1124	25	1600	35	831	18	56	1	4561

Ethnicity

- 54% of the Council workforce are from black & minority ethnic groups (BME).
- There are 45% staff from white and non declared backgrounds
- % of BME and all white staff are similarly represented in the lower grade bands
- There is a greater disparity between BME and all white staff in grade bands PO4-PO7 and PO8+
- Of the PO8+ staff in the Council 19.00 are BME staff

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		Not declared		TOTAL
	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	No. Staff	% of Grade Group	STAFF
MANUAL	6	6	33	31	6	6	5	5	50	46	51	47	7	6	108
SC1-SC5	113	7	885	52	70	4	57	3	1125	67	551	33	15	1	1691
SC6-SO2	102	9	492	41	50	4	35	3	679	57	505	42	9	1	1193
PO1-PO3	48	7	222	33	20	3	20	3	310	46	357	53	3	0	670
PO4-PO7	43	7	161	25	25	4	16	3	245	39	380	60	7	1	632
PO8+	11	4	28	10	7	3	6	2	52	19	208	78	7	3	267
TOTAL	323	7	1821	40	178	4	139	3	2461	54	2052	45	48	1	4561

Gender

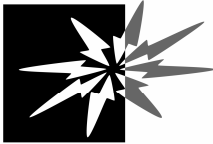
- 67% of the workforce are women.
- 37.9 of women are employed at SC1 –SC5

Grade Group	Female		Male		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
MANUAL	53	49	55	51	108
SC1-SC5	1153	68	538	32	1691
SC6-SO2	878	74	315	26	1193
PO1-PO3	414	62	256	38	670
PO4-PO7	402	64	230	36	632
PO8+	140	52	127	48	267
TOTAL	3040	67	1521	33	4561

Disabled staff

- 7% of staff declared they are disabled, this % has reduced from last year, the actual number of disabled staff has decreased from 408 March 2009 to 329 March 2010.

	Disabled employees		TOTAL
	No. Disabled Staff	% of total staff	STAFF
TOTAL	329	7	4561



Haringey Council

Agenda item:

[No.]**General Purposes Committee****On 22 March 2011**Report Title: **Proposal for deletion of Gypsy, Roma and Travellers Education Team**

Report of: Peter Lewis, Director of Children and Young People's Service

Signed :

Contact Officer : Heather Johnston, Head of Alternative Provision

Wards(s) affected: **All**Report for: **Non key decision****1. Purpose of the report**

1.1. To propose the deletion of the Gypsy, Roma and Traveller Team (equivalent 3 members of staff)

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

2.1. The proposals in this report are designed to implement the council's budget strategy.

3. Recommendations

That Members:

- 4.1 Note that formal consultation on these proposals began on 20th January 2011 and was concluded on 10th March.
- 4.2 Note the comments received from staff and trades unions and the management response to these (Appendix 5).
- 4.3 Agree the proposed reduction in staff as set out in the consultation document (Appendix 1) taking into account the outcome of the staff consultation and paying due regard to the Council's public sector equalities duties.

4. Reason for recommendation(s)

4.1. The huge scale of spending cuts imposed on local government means that the council will have to make savings of £84m over three years on its £286million annual budget to spend on services. Because of government demands to make early spending cutbacks, £41m of this saving has to be found immediately, for 2011/12.

As part of this, the Children and Young People's Service is restructuring in order to reduce spending by £14.1m while protecting services to the borough's most vulnerable children.

4.2. The attached consultation document (Appendix 1) sets out the background to this specific change and lists the posts affected.

5. Other options considered

5.1. Alternative options for achieving the required saving would all involve a reduction in services to children and young people that would have a greater impact than the proposed closure of the Gypsy, Roma & Traveller Education Team.

6. Summary

6.1. The proposal to close the Gypsy, Roma & Traveller Education Team will contribute £148,391 to the savings the council is required to make for the 2011/12 budget.

6.2. This service provides advice, guidance, training and support to children's centres, schools and colleges, and undertakes casework with children and their families. Over recent years much good work has been done to equip settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will in future have the capacity to meet the needs of these groups.

6.3. A short account of this proposal was considered by the General Purposes Committee on 10th March as part of a summary report on the proposed changes within C&YPS. Members requested that the full proposal be submitted the 22nd March meeting of the General Purposes Committee to enable further discussion to take place.

6.4. Some concerns were expressed by members at the meeting on 10th March in relation to the proposal to cut services for Gypsy, Roma & Traveller communities, as they are a vulnerable group. In particular, a concern was expressed regarding the capacity of schools and other services to meet the needs of this group without the specialist knowledge and support from the Gypsy, Roma & Traveller Education Team. These points are addressed in the Service Delivery Equalities Impact Assessment (Appendix 2) and the management response to the consultation with unions and staff (Appendix 5).

6.5. Union members expressed concern at the meeting on 10th March that no consultation had been carried out with service users. This point is addressed in the management response to the consultation with unions and staff (Appendix 5).

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

8. Head of Legal Services Comments

8.1 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.

8.2 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 duties before such a final decision, taking into account the outcome of the two attached equality impact assessments.

8.3 The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

Service Delivery and Staffing Equalities Impact Assessments on the proposed changes to the Gypsy, Roma & Traveller team are attached as Appendices 2 and 3. The closure of the Gypsy, Roma & Travellers Education Service will likely increase barriers for the ethnic groups Gypsy/Roma and Irish Traveller, particularly in relation to educational attainment and attendance.

10.1 However the social care team will continue to be available to support these young people in the areas they currently receive support from the team.

10.2 The Staffing Equality Impact Assessment has shown no adverse impact on any particular protected group.

11. Consultation

11.1. Informal consultation has included team meetings at which the proposals were explained to staff.

11.2. Formal consultation took place between 20 January 2011 and 10 March 2011. The consultation period was extended by one week following a meeting held with staff and trade unions on 2 March 2011.

11.3. Appendix 5 sets out the comments raised in response to the consultation and the management response to these.

12. Use of appendices /Tables and photographs

12.1. Appendix 1: Consultation Document

12.2. Appendix 2: Service Delivery Equalities Impact Assessment

12.3. Appendix 3: Staffing Equalities Impact Assessment

12.4. Appendix 4: Equalities Impact Assessment Screening Tool

12.5. Appendix 5: Comments received during consultation, with management responses.

13. Local Government (Access to Information) Act 1985

Not applicable

APPENDIX 1

CONSULTATION DOCUMENT

Proposals for the Closure of the Travellers Education Service

Date: 20/01/2011

1. Introduction

The effect of the proposals outlined in this consultation is to cease the delivery of the Traveller Education Service.

The members of staff affected by these proposals are those currently concerned with the running of activities within Traveller Education Service which resides within the Children and Young People's Service.

The posts concerned are based at the Haringey Professional Development Centre.

A copy of these proposals will be provided to all affected members of staff and the relevant recognised trade unions as part of the consultation process. Formal written responses from all affected staff and the trade unions including any counter-proposals or concerns around the proposal from individuals or groups of affected staff should be sent to Heather Johnston by 03/03/2011

Staff affected by these proposals will have the opportunity to meet with Heather Johnston during the consultation period. If they wish, they may be accompanied by their Trade Union representative.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to formally ratify the proposals by mid-March with full implementation of the proposals by no later than mid-March.

2. Background – The Need for Change

The unprecedented scale of spending cuts imposed on local government means that Haringey Council will be operating with a considerably reduced budget in coming years. As such the Council has identified the need to make significant efficiency savings in the period 2011- 2013 to meet the challenge of reducing budgets.

Currently approximately 60% of the Council's annual budget funds staff. Therefore, whilst measures have been taken to reduce non-staffing spend as far as possible, the size and timing of the cuts means that wholesale job reductions are unavoidable. In this context a statutory notice was issued on 18 November 2010 to inform employees of a planned reduction in the workforce of more than 1,000 posts.

As part of this, the Children and Young People's Service is restructuring in order to reduce expenditure by £9.8m; this rationalisation will include the closure of the Traveller Education Team making a saving of £148,391.

This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will, in future, have the capacity to deliver these services with their own resources.

The information in this pack contains more details of the proposed closure of the Traveller Education Service.

3. Purpose of Consultation

The purpose of this consultation is:

- To listen to staff and trade union comments and suggestions;
- To consider alternatives that meet the identified objectives;
- To find possible ways of avoiding or reducing redundancies.

4. The Objectives of this Consultation

The objectives of this consultation are:

- to achieve savings of £148,391

5. Staffing implications from these proposals

As a result of the requirement to find savings the following posts are proposed for deletion.

Title	Grade
Gypsy Roma Traveller Manager	Soulbury 16 - 19
Engagement and Inclusion Officer	PO2
Engagement and Inclusion Officer	PO2

6. Proposed Implementation Timetable

During the consultation and implementation we will take steps to ensure that members of staff are dealt with fairly and consistently, and to minimise uncertainty for all concerned.

The proposed timetable is outlined below:

Dates	Action
20/01/2011	Consultation pack for the Traveller Education Team issued to affected staff and Trades Unions.
20/01/2011 – 03/03/2011	Individual meetings with staff
As required	Consultation meeting with TUs
As required	Consultation meeting with staff + TUs
03/03/2011	End of consultation period. Final submission for written responses from staff/TUs
08/03/2011	Management response to comments/counter proposals. Deadline for completion of EIA
Mid March	Formal ratification of proposals. Staff advised. Commencement of implementation of the proposals.
Mid March	Displaced employees referred to corporate redeployment pool
Mid March	Commencement of formal redeployment period, skills assessment and issue of notices of redundancy.

7. Redundancy Notices

Under these proposals the earliest date for the issue of redundancy notices would be 10 March. Every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

8. Voluntary Redundancy

To facilitate staff reductions the Chief Executive has written to all Council employees asking them to put themselves forward if they are interested in volunteering to take redundancy/early retirement. The Council-wide deadline calling for applications for voluntary redundancy has now closed. However, staff may discuss options with their manager, who will consider each request on a case by case basis.

9. Opportunities with CYPS

It is proposed that, during the consultation, affected staff will be considered for suitable alternative opportunities within CYPS, including vacant posts/posts being covered by agency workers.

10. Formal Redeployment

Following a change to the redeployment policy agreed by General Purposes Sub Committee on 28 October 2010, the formal period for redeployment now runs concurrently with an employee's notice period. Whilst the Council is committed to the principle of trying to redeploy staff facing redundancy into suitable alternative posts in the current financial situation opportunities are likely to be limited. HR will circulate any vacancies and staff are also encouraged to identify to HR any posts they feel may offer suitable alternative employment, this may include temporary posts and assignments as well as permanent posts.

11. Provision for Trial Periods

If employees are redeployed into an alternative position, they may feel uncertain about whether the post will be suitable for them and vice versa. The Council operates an 8 week trial period, commencing from the date of appointment to the new post and incorporating the statutory trial period of four weeks. The 8 week period may be extended by agreement by all parties.

The trial period will allow time for the redeployee to assess the suitability of the new post and for their suitability to be assessed by their new manager. During this time, should the employee or the Council decide on reasonable grounds that the post is not suitable, redundancy provisions as outlined below will apply. During the trial period, support and training as appropriate will be made available to the redeployee.

12. Redundancy

If an employee's post is deleted under the proposals and s/he is not appointed to another post or redeployed elsewhere, s/he will be dismissed, with notice, on the grounds of redundancy. Redundancy pay will be based on the terms outlined in the Council's Redundancy and Compensation Payments, details of which are available on Harinet together with a redundancy calculator.

13. Support

The Council is running a series of workshops to support staff during this change period including careers advice and assistance with applying for jobs. Details of these can be found on Harinet, 'Support', as well as Frequently Asked Questions and other useful information/links.

Manager: Heather Johnston

Title: Head of Alternative Provision

Date: 20/01/2011

APPENDIX 2

HARINGEY COUNCIL

EQUALITY IMPACT ASSESSMENT FORM



Service: Travellers Education Service

Directorate: Children and Young People's Service

Title of Proposal: Proposal for the Closure of the Travellers Education Service

Lead Officer (author of the proposal): Heather Johnston

Names of other Officers involved: Jen Johnson, Tom Fletcher, Chloe Surowiec; Arleen Brown; Sarah Jewell

Step 1 - Identify the aims of the policy, service or function

The effect of the proposal referenced in this EqIA is to cease the delivery of the Traveller Education Service with an objective of achieving savings of £148,391.

The remit of Haringey's Traveller Education Service is to work closely with Gypsy, Roma, Traveller (GRT) families and schools to ensure access to education services and raise the achievement of GRT pupils. The team also helps to link new families with GPs and health visitors and sign posting to sex and relationship education advice. The GRT ethnic group therefore accounts for 100% of the service users and all service users are young people of school age.

Some of the specific work of the team relates to:

- Ensuring that the majority of GRT pupils are correctly ascribed at school level
- Improving the attainment of GRT Pupils 5-16 years old
- Improving attendance for Gypsy Roma Traveller Pupils 5-16 in Haringey Schools.
- Supporting families with multiple and complex needs including those known to social care and children who have received a CAF

This service provides advice, guidance, training and support to children's centres, schools and colleges, and undertakes casework with children and their families. Over recent years much good work has been done to equip settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will in future have the capacity to meet the needs of these groups.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- i) are significantly under/over represented in the use of the service, when compared to their population size?**
- ii) have raised concerns about access to services or quality of services?**

The total number of GRT in the UK is unknown. It is difficult to establish the number accurately as GRT are not currently identifiable as a separate ethnic group on the Census¹. Estimates vary widely from 82,000 to 300,000.

The total number of Travellers in Haringey is not known, but it is estimated to be in the region of 1,500 to 2,000 which represents approximately 230 Traveller Gypsy Roma families in Haringey, with about 450 children of statutory school age 5-16. These figures are approximations as numbers change rapidly. These are mobile communities, and families do not necessarily self-ascribe as Roma or Traveller when joining an educational setting. Over the last 3 years there has been a large increase in the numbers of eastern European Roma, mainly from Romania, and of late an increase in Bulgarian Roma.

The Gypsy, Roma & Travellers Education Team is a targeted service provided to school aged (5-16 yrs) young people of Roma and Traveller ethnicities and closure of this service will undoubtedly impact on this group. However as set out in this EqIA, there are a number of mitigating actions in place that should ensure that the attendance, attainment and social care needs of this group are still met through other services. The current caseload for TGR team members consists of:

46 Traveller families	107 Roma families
84 Traveller children of school age (5-16)	271 Roma children of school age (5-16)
6 Traveller Child Protection cases	2 Roma Child Protection cases
3 Traveller Children in Need cases	3 Roma families causing concern (CAF)

The casework undertaken by the team includes:

- Accessing school places for Traveller Gypsy Roma children of statutory school age missing education (CME) – liaising with home, admissions, schools and representing TGR pupils at IFAP (In-Year Fair Access Panel) discussions
- Undertaking CAFs (Common Assessment Framework) for any TGR children considered vulnerable

¹ In Britain there are English Romany Gypsies and Travellers, Welsh Gypsies, Scottish Gypsy Travellers and Irish Travellers; Smaller groups of Roma from central and Eastern Europe; and "New" Travellers now often in third or fourth generation. Other groups of Traveller children also facing discrimination and potential poverty are Travelling Show people, Circus Travellers and barge dwelling Traveller children. Cemlyn and Clarke Chapter 11 page 151. "The social exclusion of Gypsy and Traveller Children" in "At greatest risk. The Children most likely to be poor." 2005, Child Poverty Action Group

- Building strong partnerships with TGR parents so that they engage with their children’s education
- Improving safeguarding and child protection through sharing information about TGR families or children at risk with other agencies
- Introducing families to local Children’s and Early Years Centres
- Checking that all TGR pupils complete the primary/secondary transfer
- Addressing the non-engagement of TGR young people post 16 by providing them with Connexions Personal Advisors at the end of Key Stage 3, and liaising with alternative providers
- Linking new families with GP’s and Health visitors

Ethnicity

This team provides a targeted service for GRT young people and therefore 100% of the service users are of Gypsy Roma or Traveller heritage. 1.7% of the school population were recorded as being from white Gypsy/Roma/ Irish traveller backgrounds in the October 2010 Pupil Level Annual School Census, though this may be an under representation as families do not necessarily self-ascribe as Roma or Traveller when joining an educational setting.

Looking at the breakdown of the work of the team, Gypsy Roma children and young people represent a higher proportion of the service user group than Irish Travellers, despite forming a smaller proportion of the Haringey school population. 31.2% of service users are of Irish Traveller heritage (they represent 1.1% of the Haringey school population) and 68.8% are of Gypsy Roma heritage (they represent 0.6% of the Haringey school population).

Age

Year Group	Service Users	Haringey school population
Nursery	4.0%	15.6%
Rec	6.6%	9.1%
Y1	8.6%	9.1%
Y2	8.9%	8.7%
Y3	10.0%	8.2%
Y4	13.2%	7.9%
Y5	9.7%	8.0%
Y6	8.0%	5.8%
Y7	7.4%	5.9%
Y8	8.3%	6.2%
Y9	4.9%	6.2%
Y10	6.0%	6.2%
Y11	4.3%	3.3%

*Haringey school population statistics are recorded by age and an assumption about the average age of each year group was therefore taken (e.g. Nursery – 3 and 4 year olds, Reception – 5 year olds, Year 1 – 6 year olds and so on)

With regards to age, when compared with the Haringey School Population (Source: Pupil Level Annual School Census October 2010), service users are broadly proportionate to the wider school population except in Nursery where there is a significant under representation. This is in the most part due to the nature of the work undertaken by the team around attendance, attainment and ensuring pupils have a school place. As Nursery is below the statutory school age it would be expected that a smaller proportion of service users were at this age.

There is a small overrepresentation of service users as compared to the school population from Years 3-8, peaking in Year 4 with 13.2% of service users compared to 7.9% of the wider population, and it

would therefore be concluded that the closure of this service will disproportionately impact on this age group. However, as set out in this EqIA, there are a number of mitigating actions in place that should ensure that the attendance, attainment and social care needs of this age group are still met through other services.

Gender

	MALE	FEMALE
Service Users	51.3%	48.7%
Haringey School Population	51.2%	48.8%

The gender profile of service users is in line with that of the wider Haringey school population and closure of this service would not therefore disproportionately impact on either gender group.

Disability

1.1% of the service user group (4 children and young people) are recorded as having a disability. Disability is not available as part of the Pupil Level Annual School Census data, however this compares with 7.6% of the wider Haringey Borough Profile and indicates that the proposal would not have a disproportionate impact on service users with a disability.

The Gypsy, Roma & Travellers Education Service do not collect data on the following equality strands and assessment of impact on these service user groups is not therefore possible:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

iii) appear to be receiving differential outcomes in comparison to other groups?

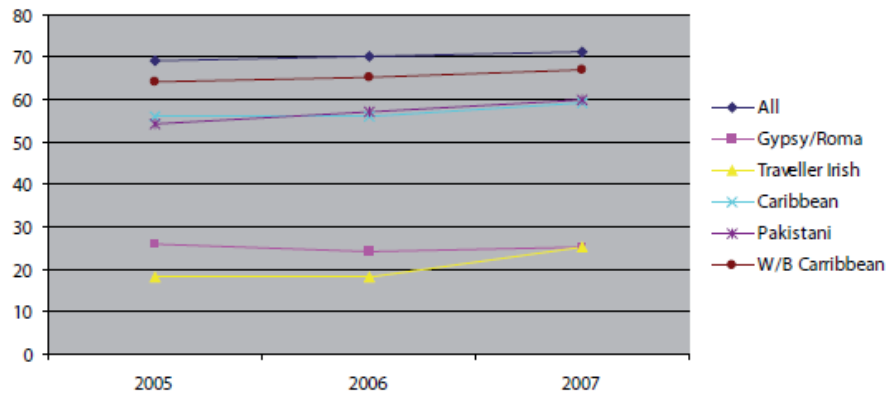
The poverty experienced by some Gypsy and Traveller children involves the deprivation of customary activities (such as attending school) living conditions and basic amenities. Many Gypsy and Traveller children are poor in multiple and different ways - some are financially poor, but there are many dimensions to the poverty that Gypsy Roma and Travellers (GRT) children can struggle with.

Nationally GRT children have the worst attainment of any ethnic group, and this is reflected in the Haringey population. The following table shows attainment at Key Stage 2 and Key Stage 4 (GCSE), in 2010, for Haringey and for England. Note that at Key Stage 2 attainment is better in Haringey than nationally, for both Irish Travellers and Gypsy/Roma. At GCSE, Haringey Gypsy/Roma pupils do better than the national average for Gypsy/Roma pupils, but Irish Travellers do worse.

Group	% attaining Level 4+ in English & Maths at KS2 - Haringey	% attaining Level 4+ in English & Maths at KS2 - Haringey	% attaining 5 or more GCSEs inc English & Maths - Haringey	% attaining 5 or more GCSEs inc English & Maths - England
Irish Traveller	40%	26%	0%	22%
Gypsy/Roma	33%	23%	25%	8%
All pupils	72%	74%	48%	55%

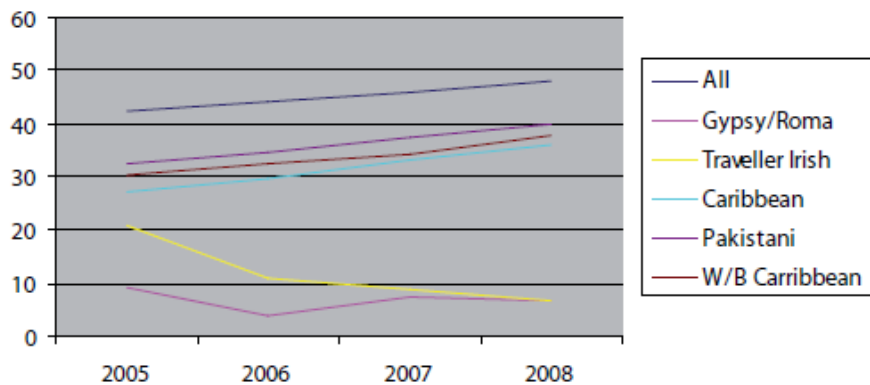
The charts below show historical attainment data and include attainment for some other ethnic groups, highlighting the significant gap in attainment.

Numbers of pupils achieving at least level 4 in English and mathematics by the end of Key Stage 2



Numbers of pupils achieving at least five grades A*-C, including English and mathematics, by end of Key Stage 4

KS4 5A*-C including English and mathematics



Nationally, GRT children also have the worst attendance of any ethnic group, In 2009/10, attendance was 78% for Irish Travellers and 83% for Gypsy/Roma pupils, compared to an average for all pupils of 95%. In Haringey, the average attendance for GRT pupils in 2009-10 was 83% compared to the Haringey average of 94%. In Haringey 140 Roma and 21 Traveller children were referred to the team because they were not in education from September 2009 to the end of August 2010.

2 b) What evidence or data did you use to draw your conclusions and what are sources?

Haringey Traveller Education Team Database
 Child Poverty Needs Assessment
 Children and Young People's Needs Assessment
 Haringey Pupil Level Annual School Census October 2010
 Provision and support for Traveller pupils, Ofsted 2003
 Haringey Borough Profile
 2009 National Strategies document
 DfE: Pupil Absence in Schools in England: Autumn Term 2009 and Spring Term 2010
 DfE: GCSE and Equivalent Attainment by Pupil Characteristics in England, 2009/10
 DfE: Key Stage 2 Attainment by Pupil Characteristics, in England 2009/10

2 c) What other evidence or data will you need to support your conclusions and how do you propose to fill that gap?

It is highlighted in "The National Strategies Moving Forward together: Raising Gypsy, Roma and Traveller achievement" Booklet 1 which was published by the Department for Children, Schools and

Families in 2009 that “The UK government, in common with administrations across Europe, has very limited statistical and ethnographic data on these communities, their actual population cohorts, size of families, numbers of children and the communities’ access to and uptake of public services.”

A particular issue is that GRT communities are reluctant to identify as such for fear of attracting prejudice, discrimination and exclusion from services. Many choose instead to identify as another group i.e. White British or Irish in the case of Irish Travellers, Romanian or Polish in the case of Romanian or Polish Roma. Although this unknown variable cannot be corrected for, it should be noted that it has the potential to skew any assessment of impact.

The Gypsy, Roma & Travellers Education Service does not collect data on the following equality strands and assessment of impact on these service user groups is not therefore possible:

- Gender Reassignment
- Religion/ Belief
- Sexual Orientation
- Maternity & Pregnancy

2(d) What factors (barriers) might account for this under/over representation?

This analysis shows that the only significant over representation in this service user group is with regards to the GRT ethnic groups which account for 100% of the service users. This is a targeted service for these groups, developed to raise awareness within educational settings and provide support to the young people and families as a result of identified needs with regards to Education attendance and attainment and Social Care.

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers? X	Reduce barriers?	No change?
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Comment

The closure of the Gypsy, Roma & Travellers Education Service will likely increase barriers for the ethnic groups Gypsy/Roma and Irish Traveller, particularly in relation to educational attainment and attendance, and social care however a range of services will continue to be available to support these young people in the areas they currently receive support from the team.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

Education attendance – This function will be taken forward by the Educational Welfare Service whose remit and statutory obligation is to work with schools, young people and families to support good school attendance and high standards of pupil welfare. The Children Missing from Education Service will also continue to track and work with children and their families not in school.

Education attainment – The recent Education White Paper ‘the Importance of Teaching’ makes it clear that ‘the primary responsibility for improvement rests with schools’. This is a shift in government policy from the previous duties placed on Local Authorities.

The proposed closure of the Gypsy, Roma & Travellers Education Service would result in reduced support to schools in fulfilling their statutory duties and responsibilities around community cohesion. However this service has provided advice, guidance, training and support to children’s centres, schools and colleges and over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children.

Social Care – There is a dedicated Travellers social care team based within Children and Families Social Care who provide joint case work with relevant statutory sector and voluntary sector teams along with group work; welfare rights work and targeted Traveller awareness training for other service teams. Social Care support to GRT children and young people is part of this team’s remit.

These services have all been consulted on the proposals and as support for vulnerable groups such as Travellers is a priority within the Children and Young People’s Service, support for GRT children and young people should continue.

A planning and handover meeting will be scheduled should the proposal to close the service be agreed. This will involve the TGR Team Manager, Children Missing Education Team, Education Welfare Service (EWS) and the Traveller Social Care Team who will be fully briefed on all open cases from the TGR Team.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

It is felt that appropriate action has been taken to mitigate against or reduce as far as possible all identified barriers to service users resulting from the proposal to cease the Travellers Education Service.

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues 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 may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

Headteachers have been advised through the Primary and Secondary Heads meetings of the proposal to cease delivery of this service. Letters were sent Tuesday 15th/Wednesday 16th February 2011 to services, agencies and community organisations who would be impacted by the proposed closure, inviting their comments on the proposal. Letters were sent to:

- Schools
- Education Welfare Service
- Travellers social care team
- Children Missing from Education Service

- Central & Cecil incorporating CARA
- Haringey Irish Centre
- Solace Women's Aid Irish Travelling Outreach and Resettlement services
- London Gypsy Traveller Unit
- Gypsy Council South East
- The Roma Support Group

Five responses were received from the stakeholder consultation, one from a community organisation working with GRT children and families and four were received from schools (out of a total of 70 schools). All responses highlighted how valuable they felt the service was. The main issues raised in the responses were:

- The service has been invaluable in helping schools to liaise with traveller families and provide additional support for this group especially during difficult times and times of transition. Workers have been able to relate to GRT children particularly as they are able to overcome language barriers. Respondents identified a risk that these children and families may become more vulnerable without the support of this team.
- The service has helped to overcome perceived barriers and helped schools and school communities to have a better understanding of traveller family needs enabling them to improve outcomes for these children
- How are we going to ensure that the children do not fall through the system? Without this service GRT children and families who are already at high risk, may be at greater risk of failing the education system
- The Gypsy Roma Traveller Achievement Program Meetings at the PDC have been a very useful forum for Ethnic Minority Achievement Coordinators to share good practice.

Staff comments received during the consultation process additionally highlighted:

- That the team carry out a role with regards to safeguarding and related procedures for GRT children and asked how this will continue to be adequately addressed?
- That the proposal would impact on Haringey's GRT residents' quality of life, equal opportunities and right to education

Please see Appendix 5 to the report to the General Purposes Committee meeting of 22nd March 2011 for a full list of comments received by staff and trade unions and the management response.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

We acknowledge that this is a valuable service and the decision to put forward a proposal to cease delivery has not been taken lightly. However, the C&YPS remains of the view that services are in place that can meet the needs of Gypsy, Roma & Traveller children and as such, continues to propose the closure of the GRT team. In the future, schools may wish to commission support for GRT children and families directly, either independently or jointly through the Networked Learning Communities.

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

All stakeholders consulted on the proposals to cease delivery of the After School Childcare will be directed to the Full EqIA which will be published on the Haringey website.

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. It is planned therefore that these settings will, in future, have the capacity and awareness of need to meet needs within their own resources. Headteachers have been advised through the Primary and Secondary Heads meetings of the proposal to cease delivery of this service and have been consulted during the consultation period. The team will be working closely with these settings during the transition period.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- ***Who will be responsible for monitoring?***

All services working with young people will continue to monitor outcomes for vulnerable groups, including Travellers; these include the Education Welfare Service and Children Missing Education team, the reshaped School Standards function, and children's social care.

- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***

Attendance, persistent absence, and attainment at KS2 and KS4 will continue to be monitored by the Local Authority.

- ***Are there monitoring procedures already in place which will generate this information?***

This data is already routinely submitted by schools and is published nationally.

- ***Where will this information be reported and how often?***

The relevant service areas will be responsible for reporting information to the management team of the Early Intervention & Prevention business unit. The frequency of this will depend on the frequency with which the data in question is issued.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment.

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
<p>There is a small overrepresentation of service users as compared to the school population from Years 3-8, peaking in Year 4 and therefore the closure of this service will have a greater impact on this age group. However, there are a number of mitigating actions in place that should ensure that the attendance, attainment and social care needs of this age group are still met through other services.</p>	<p>No disproportionate impact is envisaged.</p>	<p>As 100% of the service users are of Gypsy Roma or Irish Traveller ethnicity, it is clear that there will be a disproportionate impact on these ethnic groups of the proposal to cease delivery of the Travellers Education Service. The main barriers and differential outcomes for this group are around Education attainment and attendance with an identified need relating to social care.</p>	<p>No disproportionate impact is envisaged.</p>	<p>Data is not collected on religion or belief and assessment of impact on these service user groups is not therefore possible.</p>	<p>Data is not collected on sexual orientation and assessment of impact on these service user groups is not therefore possible.</p>

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
No dedicated support for GRT children with regards to attainment	Schools to ensure GRT children are supported with regards to attainment.	Primary and Secondary Heads	From April 2011	
Reduced support to schools to fulfil statutory duties around Community cohesion	<p>Schools to be consulted on proposals and advised if ratified.</p> <p>Schools to ensure processes are in place to ensure their statutory duties around Community cohesion are met.</p> <p>Schools to ensure awareness-raising of issues relating to GRT pupils is continued and disseminated to staff.</p>	<p>Heather Johnston</p> <p>Primary and Secondary Heads</p> <p>Primary and Secondary Heads</p>	February – March 2011	N/A
No dedicated support for GRT children with regards to attendance	Education Welfare Service and Children Missing Education team to ensure GRT children and young people are supported in line with CYPS priorities.	Education Welfare Service, Children Missing Education team	From April 2011	
Planning and handover of open cases	TGR Manager, Education Welfare, Travellers Social Care Team CME to ensure that all open cases continue to be progressed and awareness raised around high profile cases.	Heather Johnston	From April 2011	

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also 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. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

All Full EqIA's will be published on the Haringey website.

Assessed by (Author of the proposal):

Name: Heather Johnston

Designation: Head of Alternative Provision

Signature:

Date:

Quality checked by (Equality Team):

Name: Arleen Brown

Designation: Senior Equality Officer

Signature: *A.J. Brown*

Date: 17th March 2011

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

APPENDIX 3**Haringey Council**

**Equalities Impact Assessment (EqIA)
for Organisational Restructures**

Date: 14/03/11
Department and service under review: Gypsy, Roma & Travellers Education Service, CYPS
<p>Lead Officer/s and contact details:</p> <p>Heather Johnston Heather.Johnston@haringey.gov.uk 020 8489 5083</p>
<p>Contact Officer/s (Responsible for actions):</p> <p>Heather Johnston Heather.Johnston@haringey.gov.uk 020 8489 5083</p>
<p>Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)</p> <p>This assessment considers the impact on staff of the closure of the Gypsy, Roma & Travellers Education Service in relation to the protected equalities groups of ethnicity, gender, age and disability. It does not consider issues relating to sexual orientation, gender reassignment, pregnancy and maternity, and religion or belief, as the relevant data is not available for these groups. There are three members of staff in the Gypsy, Roma & Travellers Education Service and as such, assessing meaningful impact is hard without placing these staff in a wider context. An overarching EqIA is being carried out to consider the impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process, and the posts affected by this proposal will be additionally considered as part of that EqIA.</p> <p>Staffing profile data used in this EqIA for comparison purposes is from December 2010.</p> <p>Ethnicity – relative to the council profile there is an under representation of BME staff in this staff group.</p> <p>Gender - Overall, the staff in this staff group are representative in terms of gender as compared with the wider Council profile</p>

Age – Staff in post affected by these proposals are over represented in the 25-34 age group when compared with the Wider Council profile.

Disability – none of the affected staff have declared that they are disabled.

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.

PART 1
**TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH STAFF/
UNIONS ON THE STRUCTURE**

Step 1 – Aims and Objectives

1. Purpose – What is the main aim of the proposed/new or change to the existing service?

The effect of the proposal is to cease the delivery of the Gypsy, Roma & Traveller Education Service.

The remit of Haringey's Gypsy, Roma & Traveller Education Service is to work closely with Gypsy, Roma, Traveller (GRT) families and schools to ensure access to education services and raise the achievement of GRT pupils. The team also helps to link new families with GPs and health visitors and sign posting to sex and relationship education advice.

This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will, in future deliver these services.

2. What are the main benefits and outcomes you hope to achieve?

The objective of the consultation is to achieve savings of £148,391

3. How will you ensure that the benefits/ outcomes are achieved?

These savings are being put forward for the 2011/12 financial year.

Step 2 – Current Workforce Information & Likely Impact of your proposals

An overarching EqIA is being carried out to consider the impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process, and the posts affected by this proposal will be additionally considered as part of that EqIA.

1. Are you closing a unit?

Yes – please see below for breakdown by race, sex (gender), age and disability.

The Council do not routinely collect data on gender reassignment, religion or belief or sexual orientation. None of the staff affected are currently taking or have applied in the last year for maternity or paternity leave, the Council do not collect any further data on pregnancy or maternity.

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPs during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Race

3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.

Grade Group	Total Staff	Not declared		Asian		Black		Mixed		Other		BME sub total		White		White Other		BME % in Council (09/10 data including schools)
		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	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
MANUAL																		46%
Sc1-5	0																	67%
Sc6-SO2	0																	57%
PO1-3	2		0.0%		0.0%		0.0%		0.0%	1	50.0%	1	50.0%		0.0%	1	50.0%	46%
PO4-7	0																	39%
PO8+	1		0.0%		0.0%		0.0%		0.0%		0.0%	0	0.0%		0.0%	1	100.0%	19%
TOTAL	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	1	33.3%	0	0.0%	2	66.7%	54%

*BME in Borough 34.40%

4. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.

There are three members of staff in the Gypsy, Roma & Travellers Education Service. Overall, BME staff in post affected by this proposal represent 33.% of the team compared with 54% of the wider Council profile, this is an under representation, however it is broadly in line with the Borough profile (34.4%). The other two members of staff (66.7% of the team) are White Other, this ethnic group are split across the PO1-3 grade group and the PO8+ grade group.

5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?

N/A – this EqIA relates to a unit closure

6. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.

N/A – this EqIA relates to a unit closure

7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee’s notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Gender

8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below.

Grade Group	TOTAL STAFF	Male		Female			
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	% Females in Council	% Females in Borough (09/10 data including schools)
MANUAL	0					49%	
Sc1-5	0					68%	
Sc6-SO2	0					74%	
PO1-3	2	0	0%	2	100%	62%	
PO4-7	0					64%	
PO8+	1	1	100%	0	0%	52%	
TOTAL	3	1	33%	2	67%	67%	49.80%

9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.

Overall, the staff in this staff group are representative in terms of gender as compared with the wider Council profile (67% female; 33% male). 100% of the lower grade group affected (PO1-3) are female, this represents two members of staff and is compared to 62% of the wider Council profile for this grade group. This is compared to the higher grade group where the only member of staff is male (100% compared to the Council profile for this grade group which is 48%).

10. Do any ring fences disproportionately impact on female or male staff?

N/A – this EqIA relates to a unit closure

11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.

N/A – this EqIA relates to a unit closure

12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee’s notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Age

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
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	No. Staff	% of Grade Group	STAFF
PO1-3		0%	2	100%		0%		0%		0%		0%	2
PO8+		0%		0%		0%	1	100%		0%		0%	1
TOTAL	0	0%	2	67%	0	0%	1	33%	0	0%	0	0%	3
Council Profile	3%		18%		25%		35%		18%		1%		
Borough Profile	14%		27%		23%		16%		10%		1%		

14. Highlight any grade groups with a high level of staff from a particular age group compared to the council profile.

67% of this staff group are in the 25-34 age group, this represents two out of the three members of staff and is an overrepresentation compared to the wider council profile of 18% for this age group. One member of staff (33%) is in the 45-54 age group which is broadly representative of the wider Council profile of 35%. The closure of this unit will therefore disproportionately affect staff in the age group 25-34.

15. Do any ring fences disproportionately impact on staff from one age group only?

N/A – this EqIA relates to a unit closure

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?

N/A – this EqIA relates to a unit closure

17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee’s notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

Disability

18. Identify the total number of disabled staff in the service following the format below:

Grade Group	TOTAL STAFF	No. staff declared disabled	No. staff declared not disabled	No. staff disability not stated	% of Grade Group declared disabled	Council profile
MANUAL	0				0%	2.8%
Sc1-5	0				0%	6.9%
Sc6 - SO2	0				0%	6.8%
PO1-3	0		1	1	0%	2.6%
PO4-7	0				0%	6.9%
PO8+	0		1		0%	9.5%
TOTAL	3	0	2	1	0%	7.2%
Borough Profile	7.6%					

There are no staff affected by this unit closure that have declared themselves as disabled.

19. Do any ring fences disproportionately impact on disabled staff?

N/A – this EqIA relates to a unit closure

20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:

- **Gender Reassignment**
- **Religion/ Belief**
- **Sexual Orientation**
- **Maternity & Pregnancy**

The Council do not collect or record data on Gender Reassignment; Religion/belief or Sexual Orientation with regards to staff, and therefore informed consideration of the potential impact is not possible. None of the staff affected are currently taking or have applied in the last year for maternity or paternity leave, the Council do not collect any further data on pregnancy or maternity.

22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

The potential impact of the change in service delivery is assessed in the Service Delivery EqIA for Gypsy, Roma & Travellers Education.

Date Part 1 completed - 20.01.11

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

Step 3 – Consultation

Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).

Formal consultation with staff and unions on the closure of the Travellers Education Service commenced on 20th January 2011 and finished on 10th March 2010. A midway consultation meeting was held with staff and unions on 2nd March.

Please see Appendix 5 of the report to the General Purposes Committee meeting of 22nd March for a full list of staff and union comments and the management response.

Step 4 – Address the Impact

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?

No, as this is a unit closure

2. What changes or benefits for staff have been proposed as a result of your consultation?

None

3. If you are not able to make changes – why not and what actions can you take?

Changes are not possible because the proposal is for unit closure.

4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?

N/A as this is a unit closure

5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?

Please see service delivery EqIA

6. How can you mitigate any negative impact for service users?

Please see service delivery EqIA

Date Steps 3 & 4 completed - 14/03/2011

Step 5 – Implementation and Review

1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

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.

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME: Arleen Brown
DESIGNATION: Senior Equality Officer
SIGNATURE: *A. J. Brown*
DATE: 17th March 2011 (steps 1-4 only)

SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE:

Note - Send an electronic copy of the EqIA to equalities@haringey.gov.uk; it will then be published on the council website.

Equalities Impact Assessments Screening Tool Guidance

The Council understands that a pragmatic approach to undertaking Equalities Impact Assessments (EqIA) is essential and that some policies, projects, functions or major developments/planning applications are more relevant to and have a greater impact on equality and diversity than others.

Because of this we have developed this screening tool to help officers to identify:

- the relevance of each policy, project, function or major development/planning application to equality
- whether an EqIA should be undertaken

The screening process must be used on ALL new policies, projects, functions, staff restructurings, major developments or planning applications, or when revising them. It should also be used to help identify existing policies or projects that should be subject to an assessment. An EqIA is a thorough and systematic analysis and should ensure that we give due regard to the effect the actions we take as an organisation could have on residents, customers and staff, in the delivery of services and employment practices.

Equality Impact Assessments are intended to:

- encourage a more proactive approach to the promotion of equality within public policy development
- identify any adverse equalities impact and detail actions to reduce this impact
- detail positive equalities impacts

Is a full Equalities Impact Assessment required?

- **If the answer to any of the questions below is yes, consideration must be given to undertaking a full EqIA.**
- **If the answers to all of questions below are no you do not need to undertake an EqIA, however you will need to provide a detailed explanation for this decision in the last column.**

In either case, please submit the e-form to equalities@haringey.gov.uk and include the explanation as part of the Equalities comments on any subsequent related report.

Equalities Impact Assessments (EqIA) Screening Tool

1.	Name of the restructure: Traveller Education Team			
2.	<p>Brief summary of the above:</p> <p>The proposal is to close the Traveller Education Team. This proposal is being put forward as a result of the significant savings C&YPS is required to make to its budget for 2010/11.</p> <p>The remit of Haringey's Traveller Education Service is to work closely with Gypsy, Roma, Traveller (GRT) families and schools to ensure access to education services and raise the achievement of GRT pupils. The team also helps to link new families with GPs and health visitors and sign posting to sex and relationship education advice. The GRT ethnic group therefore accounts for 100% of the service users and all service users are young people of school age.</p> <p>Over recent years much good work has been done to support children's centres, schools and colleges to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will, in future, have the capacity to continue this work without additional support from a dedicated team. Support for GRT children and families will remain a priority for all services working children and young people and the dedicated social care GRT team will remain in place.</p> <p>Nevertheless, the closure of the team will clearly have an impact on service delivery, therefore a service delivery EqIA will be carried out. A staffing EqIA will also be carried out to address the equalities impacts of the employment implications of these proposals.</p>			
3.	<p>Lead Officer contact details: Heather Johnston heather.johnston@haringey.gov.uk 0208 4895083</p>			
4.	Date: 24 January 2011			
	Response to Screening Questions	Yes	No	Please explain your answer. If answering YES but after consideration a full EqIA is not necessary please provide a detailed explanation² for NOT undertaking a full EqIA
5.	Could the proposed restructuring or the way it is carried out have an adverse impact on any of the key equalities protected characteristics age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation? Or relations between any equalities	Yes		There will clearly be an impact in relation to ethnicity as Gypsy, Roma and Traveller children account for 100% of the service users.

²NB This explanation MUST be included in the Equalities comments in all subsequent reports relating to this issue.

Equalities Impact Assessments (EqIA) Screening Tool

	groups?			
6.	Is there any indication or evidence (including from consultation with relevant groups) that different groups have or will have different needs, experiences, issues and priorities in relation to the particular policy/project/function/major development/planning application? Or do you need more information?	Yes		
7.	If there is or will be an adverse impact, could it be reduced by taking particular measures?	Yes		
8.	By taking particular measures could a positive impact result?	Yes		
9.	As a result of this screening is a full EqIA necessary?	Yes		Both a staffing and a service delivery EqIA will be carried out.

Signed off by Lead Officer: _____

Name: _____

Designation: _____

Date: _____

Signed off by Policy, Equalities and Partnerships Team: _____

Name: Arleen Brown_____

Designation: Senior Equality Officer_____

Date: _____

APPENDIX 5

Travellers Education Consultation Response Local Authority Response to Trade Union/Staffing Comments	
Trade Union/Staffing Comments	Response
<p><u>UNISON</u></p> <p>This consultation document is extremely vague in respect of what this team actually does, for example.</p> <p style="padding-left: 40px;">“This service provided advice, guidance, training and support to children’s centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will, in future, have the capacity to deliver these services with their own resources. “</p> <p>The above paragraph which is taken directly from the document, is so misleading and out of touch with what this team does, requires us to ask the question “does Management actually understand the role that this team has been providing within the Traveller communities?”</p>	<p>The purpose of the consultation document is not to provide a detailed description of the work of the team but to formally inform unions and staff of a proposed change, set out timescales, and seek views. However, the detailed description provided by the TGR Team has been incorporated into the Equalities Impact Assessment.</p>
<p>We also do not believe that Children’s Centres, Schools and Colleges have anywhere <u>near</u> the capacity to deliver such services with their own resources. As stated in the above paragraph.</p>	<p>The rationale behind the proposed closure is that services are in place which have a responsibility for addressing needs or difficulties which all children – including Gypsy, Roma & Traveller children - may experience. Schools have a responsibility around attainment; Education Welfare Officers address school attendance; social care takes the lead on safeguarding and children in need, and so on. The TGR Team has undoubtedly supported these services to understand better the issues affecting this vulnerable group, however given the need to make substantial budget savings, the approach of C&YPS has been to protect those services that address areas of need rather than services targeted at a particular group. All services must ensure they are focusing on the needs of</p>

	vulnerable children, and this will of course include GRT children and families.
<p>The following is a much more detailed and accurate description of what the Travellers Education Team have been doing for the past few years.</p> <p><i>The main duties of the Traveller Gypsy Roma team - current practice:</i></p> <ul style="list-style-type: none"> • <i>Accessing school places for Traveller Gypsy Roma children of statutory school age missing education (CME) – liaising with home, admissions, schools and representing TGR pupils at IFAP (In-Year Fair Access Panel) discussions</i> • <i>Undertaking CAFs (Common Assessment Framework) for any TGR children considered vulnerable</i> • <i>Building strong partnerships with TGR parents so that they engage with their children's education</i> • <i>Using home languages to facilitate other multi-disciplinary teams making assessments and referrals</i> • <i>Improving safeguarding and child protection through sharing information about TGR families or children at risk with other agencies</i> • <i>Introducing families to local Children's and Early Years Centres</i> • <i>Running weekly education drop-ins for Traveller families</i> • <i>Training school staff and administrators around induction of Roma children, providing schools with guidance on ascription of TGR pupils and working with the Education Welfare Service to improve TGR attendance</i> • <i>Auditing schools with high numbers of TGR pupils – looking at tracking of attainment, the curriculum and systems for induction</i> • <i>Action-planning for schools with high numbers of TGR pupils (currently Risley, Downhills, Seven Sisters and Bruce Grove Primary Schools)</i> 	<p>As stated, the purpose of the consultation document is not to provide a detailed description of the work of the team. We acknowledge that the work of the team is valuable and that under normal circumstances we would not be proposing its closure however we do not agree that the service is 'vital'. However, the description of the team has been acknowledged and incorporated in the Equalities Impact Assessment.</p>

<ul style="list-style-type: none"> • <i>Organising meetings for groups of Traveller and Roma parents in both Primary and Secondary Schools</i> • <i>Analysing LA data to monitor the overall standards of TGR pupils across schools, and highlighting individuals who would benefit from local improvement strategies such as Reading Recovery or 1:1 tuition</i> • <i>Checking that all TGR pupils complete the primary/secondary transfer</i> • <i>Addressing the non-engagement of TGR young people post 16 by providing them with Connexions Personal Advisors at the end of Key Stage 3, and liaising with alternative providers</i> • <i>Providing schools with a range of activities and exhibitions to showcase the culture of TGR pupils, their families and their community, especially during June when GRT History Month is held</i> • <i>Linking new families with GP's and Health visitors</i> <p>We feel that it is vital to set the record straight in relation to the service this team provides to the communities they work with, so that Elected members are able to make informed decisions in relation to the deletion of this vital service.</p>	
<ul style="list-style-type: none"> • A further impact of the deletion of this team is the very serious issue of safeguarding and child protection. This team and the work it does it important in identifying and referring child protection cases. The members of this team are respected and trusted by the communities they work with. The loss of this team could mean that child protection cases could be missed, the result of which could have far reaching consequences, which go <u>even further</u> than the case of "Baby P". 	<p>We accept that the Travellers Team contribute to safeguarding children. We do not accept that the closure of the team will put children at risk. The CYPS will assess the impact of the loss of the team and will put appropriate measures in place to manage any risk. Children in need of protection are the highest priority and we will continue to work with all communities to identify and assess any child who may be at risk.</p>
<p>The following are the comments, thoughts and questions from the Team's two Engagement and Inclusions Officers: I would also like to reiterate that the formal consultation letter sent to the Traveller Gypsy Roma Team on 20/01/2011 acknowledges very</p>	<p>-</p>

<p>little of what is provided to the Haringey GRT communities by the Team.</p>	
<ul style="list-style-type: none"> I have been supporting schools, services and the Roma Gypsy and Traveller families' within Haringey for almost 10 years. This support has been both through specialist knowledge and skills. I feel very disheartened that the TGR service has been evaluated based on service priorities from almost 8-10 years ago. 	<p>We do not want staff to feel that their work has been 'evaluated' and somehow found wanting. We acknowledge the value of the work of the team, we would not ordinarily be proposing its closure, yet given the need to make substantial savings it is judged that a saving here will have less impact than a saving to other areas.</p>
<ul style="list-style-type: none"> I believe that a huge part of the team's role has been around safeguarding and supporting colleagues in both social services and the first response teams, in order to support vulnerable families, while providing them with sensitive cultural knowledge and guidance. 	<p>Everyone has a role in safeguarding children and the TGR Team contribute to this. The Children in Need and Safeguarding Procedures are applicable to all children, regardless of their culture. Workers in First Response are trained to be culturally sensitive and the London Child Protection Procedures provides specific guidance on the issues that may affect gypsy and travellers families [Chapter II]. It should also be noted that the dedicated Travellers team within social care is unaffected by this proposal and will continue.</p>
<ul style="list-style-type: none"> My concerns regarding the proposed deletion of Traveller Gypsy Roma Team are around the safeguarding aspects of our role/ posts, as I do not believe that this has been considered. 	<p>See above.</p>
<ul style="list-style-type: none"> How will schools support the Gypsy Roma and Traveller communities in a way in which we are skilled and trained to do? 	<p>We acknowledge that the loss of the team would not be without impact, however schools do have a responsibility for all of their pupils. A letter was sent to schools seeking their views on the proposed closure (see service delivery EqIA, section 4). The responses received were all highly complimentary about the work of the team, however only 4 responses were received from a total of 70 schools.</p>
<ul style="list-style-type: none"> If this support does not continue to be provided by TGR Team staff, who will further consider the community's needs and aspects above, and what cultural knowledge will they have? 	<p>In the future, schools may wish to commission support for GRT children and families directly, either independently or jointly through the Networked Learning Communities.</p>

<ul style="list-style-type: none"> • How will the council continue to protect the most vulnerable families/ children in the borough and nationally? 	See previous answer re: safeguarding.
<ul style="list-style-type: none"> • How will the closure of our service not affect Haringey TGR residents' quality of life, equal opportunities and the right to education? 	Budgetary constraints and cuts will inevitably affect all Haringey residents. Our responsibility is to ensure that the impact is kept to a minimum especially for vulnerable groups.
<ul style="list-style-type: none"> • As outlined in the government papers The Roma Gypsy Travellers are the most at risk for underachievement, out of school and underage marriages. 	Schools have a responsibility around attainment; Education Welfare Officers address school attendance and Children Missing Education Team address children out of school; The Travellers Social Care takes the lead on safeguarding and children in need, which would include underage marriages.
<ul style="list-style-type: none"> • As my first language is Romanian I am able to communicate with the Gypsy Roma communities, I not only do this within my own team but while working with and supporting a number of different Council departments and partner agencies. When this team has been deleted and I have been made redundant, how will the Council fund the interpreting costs so that communicating with the Gypsy Roma communities can continue, as I believe the costs of engaging interpreters will far exceed the costs of my employment? 	There is no evidence to support the statement that the cost of interpreters will exceed the funding of this post.
<ul style="list-style-type: none"> • We have also not seen any equalities impact assessment. It is our understanding that although management are undertaking some form of assessment, this is being directed towards service providers and there are no plans to engage with the members of either the Gypsy Roma or Traveller communities. We find it incredible that management considers that a consultation re the affects of the deletion of this team can be undertaken without consulting the 	There was a full discussion and agreement with the manager of the TGR Team in regards to those schools, services and families to be consulted. The TGR manager made it explicit that families should not be contacted directly but that the consultation should occur via the community organisations who worked directly with them. The TGR manager supplied a full list of the community groups and all organisations that needed to be contacted. A letter was sent out on the 15 February 2011 to everyone on the list. You can find a summary of the consultation in Section 4 of the Service Delivery EqIA.

<p>very people it will most affect.</p>	
<p>Unison are of the firm belief that the deletion of the team will have a devastating impact on the communities it works with, and therefore urge that management re-assess the proposal to delete this team.</p>	<p>For the reasons stated above, we are continuing to propose the closure of this service.</p>
<p><u>NUT</u></p>	
<ul style="list-style-type: none"> • Staff currently located in the Travellers Education Service until recently also provided advice and support to schools for refugee children. There is now no central support for schools providing for refugee children. We are therefore requesting that the Service be retained, but that it also be given back a wider remit for refugee children. 	<p>We do not propose to put in place any dedicated support for refugee children, the rationale for this being the same as that behind the proposed closure of the Gypsy, Roma & Traveller Education service.</p>
<ul style="list-style-type: none"> • There was a view that if the Traveller Service had been working with the early years or promoting early years involvement (in line with the National Strategies guidance) then tragedies such as the Baby P case might have been avoided. The Travellers Education Service has won a degree of confidence from these communities. Its deletion would lead to such barriers being raised rather than lowered. 	<p>It is not clear who this 'view' is attributed to and there is no evidence that this statement is true. This was not a factor in the 'Baby P' case or any of the Serious Case Reviews undertaken in Haringey since 'Baby P'</p>

<ul style="list-style-type: none"> Last year the Team expressed concerns over 11 children and 7 Roma through the CAF. There are understood to be 11 traveller families who are subject to CP Plan and a number of DV cases. There are repeated allegations of underage Roma Marriages. If the Service is deleted it is simply not credible to suggest that all of these cases could be picked up by other council services and by schools. 	<p>All schools have staff who are trained to (and who frequently do) undertake CAF assessments. CAF assessments are also undertaken frequently by family support workers and health visitors. There are children subject to a CP plan from many different communities, all with different issues, who are adequately supported by the child protection process, with social care taking the lead and all other involved professionals playing their part. Similarly, DV is prevalent in many communities and families are supported by the appropriate services, without additional support from a dedicated service that works only with that community.</p>
<ul style="list-style-type: none"> There are around 230 TGR families in Haringey, with about 450 children attending schools and colleges. In 2003 OFSTED identified nationally that the attainment of Traveller children was the lowest of any ethnic group. Similarly, the national attendance rate for Traveller children was the lowest for any ethnic group. The National Strategies GRT Project showed that by focusing on one such group of pupils schools could raise attainment 	<p>Recent government policy and changes in funding arrangements have signalled a clear shift in responsibility for raising standards from the Local Authority to schools themselves. The recent Education white paper, The Importance of Teaching, states “the primary responsibility for improvement rests with schools”. In this context the capacity of local authorities to drive improvements in attainment for any particular group is diminished.</p>
<ul style="list-style-type: none"> No additional funding has been made available to schools for them to buy in such support, and with the closure of the service, it is unlikely that there will be alternative providers with the expertise. We have requested that 15% of EMAG be retained and used to protect traveller education. The local authority has claimed £628,000 from the EMA Grant. We understand that the local authority could have claimed £750, 000. Why was this not done? It would appear £224K might be available which would more than cover the cost of retaining the Traveler Education Service. The break down equates to £189k from the closure of the mediation service along an 	<p>The responses below address the comments with regards to all the points raised regarding future funding of TGR.</p> <p>In previous years the EMA grant has allowed a central retained element of up to 15% which would amount to £750k. In practice less than this has been retained (£628k (12.5%)) reflecting the principle of maximum delegation to schools.</p> <p>In 2011-12 the EMA grant has ceased with the equivalent resources being passed into the DSG. It is permissible under the regulations to continue to retain resources to improve the performance of under-performing pupils from ethnic minority groups and the specific needs of bi-lingual learners. This was the proposal put to and agreed by the School Forum and the Council’s Cabinet which proposed retention at the same level.</p>

<p>additional 35K.</p> <ul style="list-style-type: none"> • What functions are the EMAG grant used for to date? 	<p>There is no EMAG grant in 2011/12 - as described above previously the resources used to fund the team have not been aligned with or incorporated with the EMAG.</p> <p>The equivalent resources to the centrally retained element of the previous EMAG grant are to be used to improve the performance of under performing pupils from ethnic minority groups and the specific needs of bi-lingual learners.</p>
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Agenda item:

[No.]**General Purposes Committee****On 22 March 2011**

Report Title: **Proposals for Deletion of the Post of the Vulnerable Young People's Drugs Worker**

Report of: Director of Children and Young People's Service

Signed :

Peter Lewis

Contact Officer : Terry O'Reirdan, Attendance and Welfare Manager

Wards(s) affected: **All**

Report for: Non-Key decision

1. Purpose of the report

1.1 To propose the deletion of the post of Vulnerable Young People's Drugs Worker

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

2.1. The proposals in this report are designed to implement the council's budget strategy.

3. Recommendations

That Members:

3.1 Note that formal consultation on these proposals began on 20/1/11 and was concluded on 3/3/11.

3.2 Note the comments received from staff and trades unions and the management response to these (Appendix 2).

3.3 Agree the proposed deletion of the post, taking into account the outcome of the staff consultation and paying due regard to the Council's public sector equalities duties.

4. Reason for recommendation(s)

- 4.1. The huge scale of spending cuts imposed on local government means that the council will have to make savings of £84m over three years on its £286million annual budget to spend on services. Because of government demands to make early spending cutbacks, £41m of this saving has to be found immediately, for 2011/12. As part of this, the Children and Young People's Service is restructuring in order to reduce spending by £14.1m while protecting services to the borough's most vulnerable children.
- 4.2. The attached consultation document (Appendix 1) sets out the background to this specific change and lists the posts affected.

5. Other options considered

- 5.1. Initial consideration was given as to whether with a reduction in funding to CYPS this post could be retained on a part-time basis, however at the same time the ABG was also reduced/removed, so no other option other than deletion of this post was possible. Given the low level of referrals, the non-specialist nature of this role, and the fact that the service model was different from existing provider– it was felt that the tasks within this role could be met via means other than through this post.

6. Summary

- 6.1. The purpose of this role is to reduce substance misuse among vulnerable young people and enable them to sustain and resume education, training or employment, and improve their personal safety. The worker often acts as a link between schools and specialist treatment services. The worker carries out casework with individual young people, drop-in advice sessions for young people, awareness-raising sessions for parents/carers and training for school staff. However referrals to this worker have been low over a sustained period with 3 current cases open.
- 6.2. The deletion of this post will realise a saving of £41,000.
- 6.3. A new provider, Blenheim CDP, has been commissioned to provide specialist substance misuse services for young people from 1st April 2011. The role of this provider is broader than that of the currently commissioned specialist substance misuse service. In addition to specialist treatment services, the specification for the new service also includes provision of information and advice to young people, parents/carers and professionals. This will mitigate the impact of the loss of the post.

7. Chief Financial Officer Comments

- 7.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

8. Head of Legal Services Comments

- 9.1 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.

9.2 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 duties before such a final decision, taking into account the outcome of the attached equality impact assessment.

9.3 The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. Staffing and Service Delivery Equalities Impact Assessments were carried out and are attached as Appendix 2. Staffing and Service Delivery Equalities Impact Assessments (EqIA) were carried out and are attached as Appendix 2. The EqIA shows that there is overrepresentation in relation to race in the 'white other' group, and in gender for male users. The actions have identified a need for on going monitoring of provision of substance misuse services. On going monitoring of this service will be provided through the new providers on a quarterly basis.

11. Consultation

- 11.1. Informal consultation has included team meetings at which the proposals were explained to staff.
- 11.2. Formal consultation took place between 20/1/11 and 3/3/11. Further meetings with staff and unions were held during this period.
- 11.3. Appendix 3 sets out the comments raised during the consultation and the management response to these.

12. Use of appendices /Tables and photographs

- 12.1. Appendix 1: Consultation Document
- 12.2. Appendix 2: Staffing & Service Delivery Equalities Impact Assessments
- 12.3. Appendix 3: Comments received during consultation, with management responses.

13. Local Government (Access to Information) Act 1985

Not applicable

APPENDIX 1

CONSULTATION DOCUMENT

Proposals for the Deletion of the Vulnerable Young People's Drugs Worker post

Date: 20/01/2011 (amended 10/02/2011)

1. Introduction

The effect of the proposals outlined in this consultation is to cease the post of Vulnerable Young People's Drugs Worker.

The member of staff affected by this proposal is currently concerned with the provision of advice to schools relating to substance misuse, and the assessment and signposting of young people to appropriate services. This post is located within the Multi-disciplinary Teams in Children's Networks within the Children and Young People's Service.

The post concerned is based at Haringey Professional Development Centre.

A copy of these proposals will be provided to all affected members of staff and the relevant recognised trade unions as part of the consultation process. Formal written responses from all affected staff and the trade unions including any counter-proposals or concerns around the proposal from individual or groups of affected staff should be sent to Terry O'Reirdan by 03/03/2011.

Staff affected by these proposals will have the opportunity to meet with their line manager or with Terry O'Reirdan during the consultation period. If they wish, they may be accompanied by their Trade Union representative.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to formally ratify the proposals by 22/03/2011 with full implementation of the proposals involving deletion of posts by no later than 31/03/2011.

2. Background – The Need for Change

The unprecedented scale of spending cuts imposed on local government means that the Council will have around £50million less to spend on services in 2011/12 but its priority will be to protect services for the most vulnerable residents. The Council's annual general budget is approximately £245million and of this about 60% funds staff. The Council has taken measures to reduce non-staffing spend as far as possible. However, the size and timing of the cuts mean there is no alternative than to consider wholesale job reductions. In this context the Council issued statutory notice on 18th November 2010 on a reduction in the workforce of more than 1,000 posts. The information in this pack contains more details of the proposed workforce reduction in relation to the Vulnerable Young People's Drugs Worker.

A new provider, Blenheim CDP, has been commissioned to provide substance misuse services from 1st April 2011. This organisation will deliver the local authority's statutory responsibilities in this area, enabling the post of Vulnerable Young People's Drugs Worker to be put forward as a saving.

3. Purpose of Consultation

The purpose of this consultation is:

- to listen to staff and trade union comments and suggestions;
- to consider alternatives that meet the identified objectives;
- to find possible ways of avoiding or reducing redundancies.

4. The Objectives of this Consultation

The objectives of this consultation are:

- to achieve savings in the cost of £41,000

5. Staffing implications from these proposals

As a result of the requirement to find savings the following posts are proposed for deletion/review.

Title	Grade
Vulnerable Young People's Drugs Worker – one post	PO1 spinal point 36

6. Proposed Implementation Timetable

During the consultation and implementation it is proposed to take steps to ensure that members of staff are dealt with fairly and consistently, and to minimise uncertainty for all concerned.

The proposed timetable is outlined below:

Dates	Action
20/1/11	Consultation pack for this post issued to affected staff and Trades Unions.
20/1/11 – 20/2/11	Individual meetings with staff
As required	Consultation meeting with TUs
As required	Consultation meeting with staff + TUs
3/3/11	End of consultation period. Final submission for written responses from staff/TUs
8/3/11	Management response to comments/counter proposals.
22/3/11	Formal ratification of proposals. Staff advised. Commencement of implementation of the proposals.
25/3/11	Displaced employees referred to corporate redeployment pool
25/3/11	Commencement of formal redeployment period and issue of

notices of redundancy.

7. Redundancy Notices

Under these proposals the earliest date of issue of redundancy notices would be 25 March. Every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

10. Voluntary Redundancy

To facilitate staff reductions the Chief Executive has written to all Council employees asking them to put themselves forward if they are interested in volunteering to take redundancy/early retirement. The Council-wide deadline calling for applications for voluntary redundancy has now closed. However, staff may discuss options with their manager, who will consider each request on a case by case basis.

11. Opportunities with CYPS

It is proposed that affected staff will be considered for suitable alternative opportunities within CYPS, including vacant posts/posts being covered by agency workers, during the consultation period.

12. Formal Redeployment

Following a change to the redeployment policy agreed by General Purposes Sub Committee on 28 October 2010, the formal period for redeployment now runs concurrently with an employee's notice period. Whilst the Council is committed to the principle of trying to redeploy staff facing redundancy into suitable alternative posts in the current financial situation opportunities are likely to be limited. HR will circulate any vacancies and staff are also encouraged to identify to HR any posts they feel may offer suitable alternative employment, this may include temporary posts and assignments as well as permanent posts.

13. Provision for Trial Periods

If employees are redeployed into an alternative position, they may feel uncertain about whether the post will be suitable for them and vice versa. The Council operates an 8 week trial period, commencing from the date of appointment to the new post and incorporating the statutory trial period of four weeks. The 8 week period may be extended by agreement by all parties.

The trial period will allow time for the redeployee to assess the suitability of the new post and for their suitability to be assessed by their new manager. During this time, should the employee or the Council decide on reasonable grounds that the post is not suitable, then redundancy provisions as outlined below will apply. During the trial period, support and training as appropriate will be made available to the redeployee.

14. Redundancy

If an employee's post is deleted under the proposals and s/he is not appointed to another post or redeployed elsewhere, s/he will be dismissed, with notice, on the grounds of redundancy. Redundancy pay will be based on the terms outlined in the Council's Redundancy and Compensation Payments, details of which are available on Harinet together with a redundancy calculator.

15. Support

The Council is running a series of workshops to support staff during this change period including careers advice and assistance with applying for jobs. Details of these can be found on Harinet, 'Support', as well as Frequently Asked Questions and other useful information/links.

Terry O'Reirdan
Attendance & Welfare Manager
20th January 2011

APPENDIX 2



Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 08/03/2011
Department and service under review: Vulnerable Young Person's Drugs Worker
Lead Officer/s and contact details: Terry O'Reirdan terry.oreirdan@haringey.gov.uk 020 8489 3872
Contact Officer/s (Responsible for actions): Terry O'Reirdan terry.oreirdan@haringey.gov.uk 020 8489 3872
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports) This assessment is to consider the impact on staff of the deletion of the post of Vulnerable Young Person's Drugs Worker, in relation to the protected equalities groups of ethnicity, gender, age, disability, and pregnancy and maternity. It does not consider issues relating to sexual orientation, gender reassignment, and religion or belief, as the relevant data is not available for these groups. This service area consists of one staff member. Therefore, much of the analysis required as part of the EqIA process, such as whether there is a disproportionate impact on a particular group relative to the council profile, is not possible. An overarching EqIA is being carried out to consider the combined impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process, and this post will be considered as part of that EqIA.

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.

PART 1
TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE

Step 1 – Aims and Objectives

1. Purpose – What is the main aim of the proposed/new or change to the existing service?

The unprecedented scale of spending cuts imposed on local government means that the Council will have significantly less to spend on services in 2011/12. As part of C&YPS contribution to the savings required, the post of Vulnerable Young Person's Drugs Worker is proposed for deletion.

The purpose of this role is to reduce substance misuse among vulnerable young people and enable them to sustain and resume education, training or employment, and improve their personal safety. The worker often acts as a link between schools and specialist treatment services. The worker carries out casework with individual young people, drop-in advice sessions for young people, awareness-raising sessions for parents/carers and training for school staff.

The aim of the proposal to delete the role is to realise a saving of £41,000. A new provider, Blenheim CDP, has been commissioned to provide specialist substance misuse services for young people from 1st April 2011. The role of this provider is broader than that of the currently commissioned specialist substance misuse service. In addition to specialist treatment services, the specification for the new service also includes provision of information and advice to young people, parents/carers and professionals. This will mitigate the impact of the loss of the post.

2. What are the main benefits and outcomes you hope to achieve?

The intended outcome is a saving of £41,000.

3. How will you ensure that the benefits/ outcomes are achieved?

This restructure will reduce the number of staff and thereby achieve the intended cost saving.

Step 2 – Current Workforce Information & Likely Impact of your proposals

1. Are you closing a unit?

Yes. Note that this unit consists of one staff member. Therefore, much of the analysis required as part of the EqIA process, such as whether there is a disproportionate impact on a particular group relative to the council profile, is not possible. An overarching EqIA is being carried out to consider the combined impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process, and this post will naturally be considered as part of that EqIA.

The relevant equalities information for the affected staff member is as follows:

Grade group: PO1-3

Ethnicity: Black

Gender: Male

Age band: 45-54

Disability: Yes

Pregnancy/Maternity: N/A

The impact on the public of the proposed change, and associated equalities issues, are addressed in a separate 'service delivery' EqIA.

2. Can any staff be accommodated elsewhere within the service, business unit or directorate?

The affected staff member will be considered for any suitable alternative opportunities within CYPS during the consultation period. However, as a number of restructures are taking place concurrently, the scope for accommodating affected staff elsewhere in the directorate is limited.

The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however again, in the current financial situation, opportunities are likely to be limited.

Race

- 3. Provide a breakdown of the current service by Grade Group and Racial Group following the format below.**
- 4. Highlight any grade groups that are very under represented (10% or more difference) compared with the council profile and where relevant the borough profile.**
- 5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? If Yes, how many of these staff might be displaced?**
- 6. By how much does these staff change the % (percentage) of BME staff in the structure? Show start and end %.**
- 7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

Gender

- 8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below**
- 9. Highlight any grade groups that are very under represented (10% or more difference) compared to the % of females/males in the council.**
- 10. Do any ring fences disproportionately impact on female or male staff? If Yes, how many of these staff might be displaced?**
- 11. By how much do these staff change the % (percentage) of female/male staff in the whole structure? Show start and end %.**
- 12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

Age

- 13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below**

- 14. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.**

- 15. Do any ring fences disproportionately impact on staff from one age group only? If Yes, how many of these staff might be displaced?**

- 16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?**

- 17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

Disability

- 18. Identify the total number of disabled staff in the service following the format below:**

- 19. Do any ring fences disproportionately impact on disabled staff?**

- 20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?**

- 21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:**
 - Gender Reassignment
 - Religion/ Belief
 - Sexual Orientation
 - Maternity & Pregnancy

- 22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.**

Date Part 1 completed - 08/02/2011

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

Step 3 – Consultation

Outline below the consultation process you undertook, what issues were raised (especially any relating to the eight equalities characteristics).

Formal consultation with staff and unions on the deletion of the post of Vulnerable Young Person's Drugs Worker commenced on 20th January 2011 and was completed on 3rd March 2011. A number of issues were raised and are detailed alongside the management response in Appendix 3 of the report to the General Purposes Committee meeting of 22nd March 2011. The issues raised did not relate to the eight equalities characteristics.

Step 4 – Address the Impact

1. **Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?**

No, as this is a unit closure.
2. **What changes or benefits for staff have been proposed as a result of your consultation?**

None
3. **If you are not able to make changes – why not and what actions can you take?**

No changes are possible as it is a unit closure
4. **Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?**

N/A as this is a unit closure.
5. **Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?**

Please see the service delivery EqIA for an assessment of the impact on service users.
6. **How can you mitigate any negative impact for service users?**

Please see the service delivery EqIA for details of measures to mitigate the impact on service users.

Date Steps 3 & 4 completed – 08/03/11

Step 5 – Implementation and Review

- 1. Following the selection processes and appointment to your new structure are there any adverse impacts on any of the protected groups (the eight equalities characteristics). Please identify these.**

As it is a unit closure, there is clearly a negative impact on the affected staff member.

- 2. If there are adverse impacts how will you aim to address these in the future?**

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

- 3. Identify actions and timescales for implementation and go live of your new service offer.**

As it is a unit closure, there is no new service offer as such. Blenheim CDP's contract to deliver young people's specialist substance misuse treatment services begins on 1st April 2011.

- 4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?**

At this stage we have no reason to presume that we will not be able to implement these proposals. Any alternative course of action proposed would depend on the nature of the barrier that presents itself.

- 5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.**

The benefit of the restructure will be the saving in staff costs. This will be achieved through the issuing of redundancy of the affected member of staff.

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.

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Terry O'Reirdan
 DESIGNATION: Head of Attendance and Welfare
 SIGNATURE:
 DATE:

QUALITY CHECKED BY (Equalities.)

NAME: Arleen Brown
 DESIGNATION: Senior Equality Officer
 SIGNATURE: *A. J. Brown*
 DATE: 16th March 2011

SIGNED OFF BY Director/ Assistant Director

NAME: Ian Bailey
 DESIGNATION: Deputy Director Business Support & Development
 SIGNATURE:
 DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME: Ian Bailey
 DESIGNATION: Deputy Director Business Support & Development
 SIGNATURE:
 DATE:

Note - Send an electronic copy of the EqIA to equalities@haringey.gov.uk; it will then be published on the council website

HARINGEY COUNCIL



Haringey Council

EQUALITY IMPACT ASSESSMENT FORM

Service: Children's Networks

Directorate: Children & Young People's Service

Title of Proposal: Deletion of Vulnerable Young Person's Drugs Worker post

Lead Officer (author of the proposal): Terry O'Reirdan

Names of other Officers involved: Tom Fletcher, Marion Morris

Step 1 - Identify the aims of the policy, service or function

State what effects the proposal is intended to achieve and who will benefit from it.

The unprecedented scale of spending cuts imposed on local government means that the Council will have significantly less to spend on services in 2011/12. As part of C&YPS contribution to the savings required, the post of Vulnerable Young Person's Drugs Worker is proposed for deletion.

The purpose of this role is to reduce substance misuse among vulnerable young people and enable them to sustain and resume education, training or employment, and improve their personal safety. The worker often acts as a link between schools and specialist treatment services. The worker carries out casework with individual young people, drop-in advice sessions for young people, awareness-raising sessions for parents/carers and training for school staff.

The aim of the proposal to delete the role is to realise a saving of £41,000 to the C&YPS budget. A new provider, Blenheim CDP, has been commissioned to provide specialist substance misuse services for young people from 1st April 2011. The role of this provider is broader than that of the currently commissioned specialist substance misuse service. In addition to specialist treatment services, the specification for the new service also includes provision of information and advice to young people, parents/carers and professionals. This will mitigate the impact of the loss of the post.

Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at presently, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm

2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:

- **are significantly under/over represented in the use of the service, when compared to their population size?**
- **have raised concerns about access to services or quality of services?**
- **appear to be receiving differential outcomes in comparison to other groups?**

Data on casework is available from the CAF panel as the CAF process is the referral route into the casework undertaken by the Vulnerable Young Person's Drugs Worker. In 2010, 11 cases were allocated through the CAF process. As of February 2011 there were 3 active cases.

It should be noted that a population size of 11 means that it may not be possible to draw reliable conclusions about over or underrepresentation as each young person forms a significant percentage of the total of service users.

No data on service use is collected for the other aspects of the Vulnerable Young Person's Drugs Worker's role such as drop-in advice sessions for young people, awareness-raising sessions for parents/carers and training for school staff.

Ethnicity

Compared to the Haringey school population, there is an overrepresentation of White Other and an underrepresentation of Asian and Other young people. Service users are not concentrated in any particular ethnic group.

Ethnicity	Number of service users	Percentage of total	Haringey profile - School Census
White UK	2	18.2%	18.4%
White Other	5	45.5%	24.6%
Asian	0	0.0%	6.5%
Black	3	27.3%	29.8%
Mixed	1	9.1%	10.2%
Other	0	0.0%	7.3%
Not declared	0	0.0%	3.2%
Total	11	100.0%	100%

Particular issues have been identified in relation to the Somali and Kurdish communities – parents have voiced their concern about drug use by their children, yet the young people themselves do not wish to access specialist substance misuse services¹.

¹ Haringey young people's specialist substance misuse treatment plan 2010/11

Gender – Males are overrepresented in the use of this service. 8 of the cases taken on in 2010 were male, and 3 were female. School census information shows that (as would be expected) there is a fairly even gender split amongst young people in Haringey (51.2% male, 48.8% female).

Age – All 11 young people worked with in 2010 were aged 13 to 16; this is to be expected as the service is targeted at young people of secondary school age. The breakdown is as follows:

Age	No. young people
13	1
14	3
15	6
16	1

Disability

Gender Reassignment

Religion/ Belief

Sexual Orientation

Maternity & Pregnancy

The CAF process does not collect data on these equalities characteristics, nor have particular concerns been raised in relation to them.

2 b) What evidence or data did you use to draw your conclusions and what are sources?

CAF Panel Data 2010

Pupil Level Annual School Census October 2010

National Treatment Agency for Substance Misuse – *Substance misuse among young people: the data for 2009-10*

Haringey young people's specialist substance misuse treatment plan 2010/11

2 c) What other evidence or data will you need to support your conclusions and how do you propose to fill that gap?

None

2 d) What factors (barriers) might account for this under/over representation?

As previously stated, given the small population size it is hard to draw conclusions about under/over representation or barriers to accessing services on the basis of data on service use.

The overrepresentation of males is broadly in line with national data on young people in substance misuse treatment – in 2009-10, 63% were male and 37% female². Therefore the overrepresentation is more likely to be a reflection of the greater prevalence of substance misuse amongst males rather than an indication that there is a particular barrier to females accessing this service. This conclusion is supported by Health Related Behaviour Survey of young people in Haringey schools – 9% of Year 10 boys reported use of cannabis leaf or resin in the last month compared to 6% of Year 10 girls.

² Source: National Treatment Agency for Substance Misuse – *Substance misuse among young people: the data for 2009-10* <http://www.nta.nhs.uk/yp-the-data-2009-10.aspx>

Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)

Increase barriers?	Reduce barriers?	No change? X
---------------------------	-------------------------	---------------------

Comment

Whilst the loss of the Vulnerable Young Person's Drugs Worker will not be without impact, it is judged that this can be mitigated through the broader remit of the work of the new commissioned provider of substance misuse services (Blenheim CDP), in conjunction with other relevant professionals such as school staff. This, combined with the low caseload held by the worker, means that the overall impact will be minimal.

3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?

The focus of the work of the Vulnerable Young Person's Drugs Worker is to act as a link between schools and specialist substance misuse services and to encourage and support young people to engage with specialist treatment services where appropriate. The new provider plans to work closely with schools – they will deliver training to school staff, accept referrals directly from schools, and have satellite provision in school 'health huts'. They will also offer 'magnet activities' to encourage young people to engage with the service on a detached model with an outreach function. These measures mean that the impact of the loss of the role will not be significant.

It is worth noting that the service specification for the new provider includes a requirement to target provision at those groups of young people who are identified as most at risk, including those who may find it harder to access services via mainstream provision, for example:

- Specifically identified BME groups
- Travellers (Irish and Romany)
- LGBT young people
- Those from newly arrived communities

The specification also includes the requirement to develop effective links with community services and groups for the Kurdish and Somali communities – this will address the barriers noted in the previous section.

Finally, the specification includes a strong focus on user engagement to ensure that the service is responsive to the needs of service users.

3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?

N/A

Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues 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 may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?

At present, the Vulnerable Young Person's Drugs Worker only has 3 open cases. It is therefore not appropriate or proportionate to consult with service users, and analysis of responses on the basis of gender, ethnicity would clearly not be meaningful.

Schools have been informed of the proposal to delete the post and have not raised particular concerns.

Issues raised by staff and unions as part of the formal consultation process are detailed alongside the management response in Appendix 3 of the report to the General Purposes Committee meeting of 22nd March 2011. The issues raised did not relate to the eight equalities characteristics.

4 b) How, in your proposal have you responded to the issues and concerns from consultation?

N/A

4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?

N/A

Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?

Training for school staff and other professionals forms part of the brief for the new provider, and this will mitigate the impact of the loss of the 'link' role between schools and the specialist service.

Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?

- ***Who will be responsible for monitoring?***

Blenheim CDP will supply quarterly performance monitoring reports to the Young People's Substance Misuse Commissioner. These reports will be considered by the Haringey Young People's Substance Misuse Commissioning Group.

- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***

The required monitoring will be in line with and comply with the National Treatment Agency for Substance Misuse Key Performance Indicators in relation to treatment for young people. It will include equalities data to enable the equalities impact to be monitored.

- ***Are there monitoring procedures already in place which will generate this information?***

The procedures are already in place.

- ***Where will this information be reported and how often?***

As stated, there will be quarterly reports to by the Haringey Young People's Substance Misuse Commissioning Group.

Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
All service users are aged 13-16, as it is a service targeted at young people.	No issues identified.	'Other white' overrepresented in use of service.	Males are overrepresented in use of service so impact on males will be greater.	No issues identified.	No issues identified.

Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Need for ongoing monitoring of provision of substance misuse services	Completion and critical consideration of monitoring reports on work of commissioned provider	Blenheim CDP Marion Morris (Head of DAAT)	Quarterly on an ongoing basis	Will be met within the resources of the DAAT

Step 9 - Publication and sign off

There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also 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. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.

When and where do you intend to publish the results of your assessment, and in what formats?

This assessment will be published on the Haringey council website.

Assessed by (Author of the proposal):

Name: Terry O'Reirdan

Designation: Head of Attendance and Welfare

Signature:

Date:

Quality checked by (Equality Team):

Name: Arleen Brown

Designation: Senior Equality Officer

Signature: *A.J. Brown*

Date: 16th March 2011

Sign off by Directorate Management Team:

Name: Ian Bailey

Designation: Deputy Director, Business Support & Development

Signature:

Date:

APPENDIX 3

Trade Union – Unison Comments	Response
<p>Unison has noted that this staff member now faces certain compulsory redundancy, and that this post is being deleted as a result of management’s inconsistencies.</p>	<p>Management acknowledges that the situation in relation to this post is not that envisaged in May 2010. This is due to the unprecedented impact of government cuts. This member of staff was given the opportunity to be considered for redeployment from July to November 2010. Unfortunately this was not successful. Redeployment will continue to be sought during any notice period. TUPE is not a current option.</p>
<p>❑ Why did management not engage with the staff member and Unison back in October / November 2010 when the tender contract was issued to the new provider Blenheim CDP?</p>	<p>The contract with Blenheim CDP is yet to be issued. Negotiations are ongoing and the contract likely to be issued in April 2011. The post of Vulnerable Young people’s worker does not exist in the new service.</p>
<p>❑ When did it become clear to management that the employee would not be TUPE transferring to the new provider? As up to the point when this consultation document was issued, both the employee and Unison were under the impression that the employee would TUPE transfer to the new provider as of 1st April 2011.</p>	<p>Blenheim/CDP were formally informed on the 1st Feb that the contract value would be less (although we had indicated that there was a strong possibility that the contract value would be reduced as Council staff were made aware in late autumn that the ABG (part of which commissioned Peters post) was coming to an end).</p>
<p>❑ At what point did the terms of the contract issued to Blenheim CDP change?</p>	<p>As stated a contract is yet to be issued</p>
<p>❑ As the terms of the contract have changed in respect of the funding, does this mean that Haringey is in breach of contract?</p>	<p>As stated a contract is yet to be issued</p>

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