

Ayshe Simsek

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15 April 2011

To: All Members of the General Purposes Committee

Dear Member,

General Purposes Committee - Monday, 18th April, 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:

4. DEPUTATIONS/PETITIONS (PAGES 1 - 22)

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

7. AFTER SCHOOL CHILDCARE (PAGES 23 - 86)

The committee to consider proposals to cease direct delivery of Council-subsidised after school and holiday childcare.

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8. PROCUREMENT SERVICE FUNCTION REVIEW (PAGES 87 - 132)

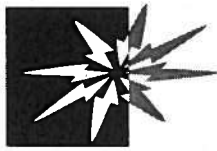
As part of the HESP(Haringey Efficiency Savings Programme) a review of the procurement functions(including transaction processing) across the Council has been undertaken in order to arrive at a revised procurement structure. Following consultation the Committee will consider proposals for future delivery of this service function

9. CULTURE LIBRARIES AND LEARNING (PAGES 133 - 218)

To seek approval for the proposed staff changes in Libraries, Archives and Museum Services in order to meet council approved budget reductions and the loss of ABG funding from 2011/12 and to seek approval for the proposed revised weekend opening hours in the library service and the public archives search room at Bruce Castle Museum

Yours sincerely

Clifford Hart
Committee Manager




Agenda item:

[No.]

General Purposes Committee **On 18 April 2011**

Report Title: Proposal for the curtailment of the Council's direct delivery and subsidy of after school and holiday childcare

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

Contact Officer : Belinda Evans, Head of Children's Network West, 0 - 19 out of school provision

Wards(s) affected: All

Report for: Non key decision

1. Purpose of the report
To propose the curtailment of the Council's direct delivery and subsidy of after school and holiday childcare

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 staff consultation on these proposals began on 8th February 2011 and was concluded on 9th March and that public consultation began on 14th February and was concluded on 8th April 2011.
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 £308million 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. The main option considered has been to calculate if the Service could be provided by the Council without subsidy instead of by Schools and third sector providers. This option was discounted because of the significant increase in fees that would need to be realised in order for the Service to be sustainable.

6. Summary

- 6.1. The proposal to cease delivery of the Council subsidised after school and holiday childcare will contribute £576,000 to the savings the council is required to make for the 2011/12 budget. The service also receives £200K of Extended Services funding and this grant ceased to come to the Local Authority at the end of March 2011. This grant continues to be distributed to schools through the DSG.
- 6.2. The Schools Forum has agreed additional resources for 2011-12 only, to assist with supporting the transition of the service to those schools that are able to provide the service on a sustainable long-term basis.
- 6.3. The Haringey Play Service provides After School Childcare across fourteen playcentres for children aged 5 -14. The centres are open to all, Ofsted approved and provide childcare during term time. Eight centres also provide playschemes in the school holidays.
- 6.4. As part of the mitigating action to ensure that there is continuity of after school child care, meetings have been held with Headteachers at the Primary Schools indicated above and the Head of Centre at the Triangle Intergenerational Centre with the aim of encouraging these settings to provide their own affordable after school and holiday child care with no subsidy from the Council.

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

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.

8.4 The Council is under a duty by reason of Section 6 of the Childcare Act 2006 to secure, so far as is reasonably practicable, that the provision of childcare is sufficient to meet the requirements of parents in their area who require childcare in order to enable them to take up or remain in work or to undertake education or training to assist in obtaining work. The Council is under no duty to provide such childcare itself and the statutory guidance, to which it must have regard, refers to a local authority's predominant role as being one of market development and support for such provision. A local authority is required to conduct a childcare sufficiency assessment at three year intervals.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1 Service Delivery and Staffing Equalities Impact Assessments on the proposed cessation of the Council subsidised Play Service are attached at Appendices 2 and 3.

10.2 The cessation of the Council subsidised Play Service without alternative provision through schools or third party providers would likely increase barriers to work for parents/carers and would have a disproportionate impact on Black ethnic groups, families with children of primary school age, parents and carers aged between 30-44 years old and women in terms of single mothers and mothers who may be more likely to be forced to give up work. The ceasing of holiday play schemes without ongoing provision would disproportionately impact on children with disabilities. Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities). A commissioning process is being put in place to identify providers of services for children at this level.

10.2 The impact on protected groups will be determined by the extent to which continuity of after school childcare through schools and third party providers is achieved. If after school childcare is provided by those schools currently receiving a Council subsidy then the impact on parents and children should be minimised. In fact in many areas, there is scope for an improved service to be offered to parents, with more flexibility provided by schools.

10.2 The Staffing Equality Impact Assessment has shown a disproportionate adverse affect on female staff and staff aged 45-54 years old as compared with the wider Council profile.

11. Consultation

11.1. Informal staff consultation has included whole Service meetings and formal staff consultation took place between 7th February 2011 and 9th March 2011

with a midway consultation meeting held with staff and union representatives on 3rd March 2011.

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- 11.2. Appendix 5 sets out the comments raised in response to the staff consultation and the management response to these.
- 11.3. From 14th February – 8th April 2011, parents/carers of children attending After School clubs and holiday playschemes in Haringey were consulted on the proposal to cease direct delivery of after school childcare and holiday play schemes. The deadline for the consultation was extended from 8th March to 8th April in response to requests from parents for more time in which to submit their views on the proposal. A summary of the 147 responses received can be found in Section 4 of the Service Delivery EqlA at Appendix 2.

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

CONSULTATION DOCUMENT

Proposal for the Curtailment of the Council's direct delivery of after school and holiday childcare

Date: 07 February 2011

1. Introduction

The effect of the proposals outlined in this consultation is to cease the delivery of services which provide after school and holiday childcare delivered by the Council's Play Service.

The members of staff affected by these proposals are those currently concerned with the administration, maintenance and running of activities within the Play Service. The teams sit within the Children and Young People's Service and the postholders are based across the Borough at the following sites:

Alexandra Primary School
Broadwater Farm Primary School
Campsbourne Primary School
Chestnuts – the Pavilion
Crowland Play Centre
Mulberry Primary School
Muswell Hill Play provision at the Baptist Church
Noel Park Play Centre
Falklands Centre (shortly to be sited at North Haringgay Primary School)
Rhodes Avenue Primary School
Stroud Green Primary School
Triangle Intergenerational Centre
Welbourne Primary School
Hornsey Ridge Community Centre

A meeting with all Play Service staff was held on 3 December 2010 where staff were informed that their posts were at high risk of redundancy.

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 on 7 February 2011. 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 Belinda Evans by 7 March 2011.

Staff affected by these proposals will have the opportunity to meet with Belinda Evans 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 March 2011 with full implementation of the proposals involving deletion of posts by no later than 30th July 2011.

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 18 November 2010 on a 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 curtailment of support currently provided by the Council to facilitate the delivery of extended services in Haringey schools. This proposal is put forward in light of the fact that the Council will be moving to prioritise resources to enable it to meet its statutory requirements and the needs of the borough's most vulnerable children. It is therefore appropriate to delete the posts set out in the table under section five of this document.

As part of the mitigating action to ensure that there is continuity of after school child care, meetings have been held with Headteachers at the Primary Schools indicated above and the Head of Centre at the Triangle Intergenerational Centre with the aim of developing affordable after school child care with no subsidy from the Council.

The information in this pack contains more details of the proposed role deletions in the Play 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 contribute to achieving savings of £575,000

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

Team	Job Title	Grade	Comment
Alexandra Park Playcentre Team	Centre Manager	SO1	Post to be deleted
Alexandra Park Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Alexandra Park Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Alexandra Park Playcentre Team	Part-time Playworker		Vacant post to be deleted
Bus Resource Team	Senior Admin Officer	SO2	Postholder has been approved for Voluntary Redundancy
BWF Playcentre Team	Assistant Playcentre Manager	SC6	Postholder has been approved for Voluntary Redundancy
BWF Playcentre Team	Part-time Playworker	SC4	Post to be deleted
BWF Playcentre Team	Part-time Playworker	SC4	Post to be deleted
BWF Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Campsbourne/Rhodes Avenue Playcentre Team	Centre Manager	SO2	Postholder leaving due to retirement
Campsbourne/Rhodes Avenue Playcentre Team	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
Campsbourne/Rhodes Avenue Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Campsbourne/Rhodes Avenue Playcentre Team	Assistant Playcentre Manager	SO1	Postholder has been approved for Voluntary Redundancy
Campsbourne/Rhodes Avenue Playcentre Team	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
Campsbourne/Rhodes Avenue Playcentre Team	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
Chestnuts Playcentre Team	Centre Manager	SO1	Postholder has been approved for Voluntary Redundancy
Chestnuts Playcentre Team	Assistant Playcentre Manager	SC6	Postholder leaving due to retirement
Chestnuts Playcentre Team	Part-time Playworker		Vacant post to be deleted
Crowland Playcentre Team	Playgroup Assistant	SC4	Post to be deleted
Crowland Playcentre Team	Assistant Playcentre Manager	SO1	Post to be deleted
Crowland Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Crowland Playcentre Team	Part-time Playworker		Vacant post to be deleted
Mulberry Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Mulberry Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Mulberry Playcentre Team	Centre Manager	SO2	Post to be deleted
Muswell Hill Playcentre	Assistant Playcentre Manager	SC6	Post to be deleted

Muswell Hill Playcentre	Part-time Playworker	SC4	Post to be deleted
Muswell Hill Playcentre	Part-time Playworker	SC4	Post to be deleted
Muswell Hill Playcentre	Assistant Playcentre Manager	SC6	Postholder has been approved for Voluntary Redundancy
Noel Park Playcentre Team	Assistant Playcentre Manager	SO1	Post to be deleted
Noel Park Playcentre Team	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
Noel Park Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Assistant Playcentre Manager	SC6	Postholder has been approved for Voluntary Redundancy
Stroud Grn/Hornsey Ridge Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Centre Manager	SO2	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Part-Time Playworker	SC4	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Part-Time Playworker	SC4	Post to be deleted
Stroud Grn/Hornsey Ridge Playcentre Team	Part-Time Playworker		Vacant post to be deleted
The Falkland Playcentre	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
The Falkland Playcentre	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
The Falkland Playcentre	Part-time Playworker	SC4	Postholder has been approved for Voluntary Redundancy
The Falkland Playcentre	Centre Manager	SO2	Postholder has been approved for Voluntary Redundancy
The Falkland Playcentre	Part-time Playworker		Vacant post to be deleted
Triangle Children's Centre	Part-time Playworker	SC4	Post to be deleted
Triangle Children's Centre	Part-time Playworker	SC4	Post to be deleted
Triangle Children's Centre	Part-time Playworker	SC4	Post to be deleted
Triangle Children's Centre	Part-time Playworker	SC4	Post to be deleted
Triangle Children's Centre	Centre Manager	SO2	Postholder has been approved for Voluntary Redundancy
Welbourne Playcentre Team	Centre Manager	SO2	Post to be deleted
Welbourne Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Welbourne Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Welbourne Playcentre Team	Part-time Playworker	SC4	Post to be deleted
Welbourne Playcentre Team	Part-time Playworker		Vacant post to be deleted

This proposal includes the curtailment of holiday childcare provided through the Play Service. In addition to a proportion of some of the above posts, this service was resourced

through casual and seasonal staff and its closure will not therefore impact on any additional established staff posts.

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
7 February 2011	Consultation pack for Play Service issued to affected staff and Trades Unions.
7 February 2011	Individual meetings with staff Consultation meeting with TUs Consultation meeting with staff + TUs
7 March 2011	End of consultation period. Final submission for written responses from staff/TUs
10 March 2011	Management response to comments/counter proposals. Deadline for completion of EIA
22 March 2011	Formal ratification of proposals. Staff advised. Commencement of implementation of the proposals.
28 March 2011	Displaced employees referred to corporate redeployment pool
28 March 2011	Commencement of formal redeployment period, skills assessment and issue of notices of redundancy.

7. Redundancy Notices

Under these proposals the earliest date of issue of redundancy notices would be 28 March 2011. Every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs. In addition we will continue to work with schools to ensure continuity of after school childcare.

8. Voluntary Redundancy

To facilitate staff reductions the Chief Executive wrote 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.

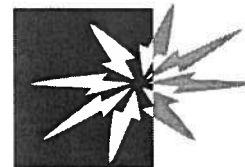
13. Support

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: Belinda Evans

Role: Head of Children's Network West and 0 - 19 out of school provision

Date: 07 February 2011

HARINGEY COUNCIL**Haringey** Council**EQUALITY IMPACT ASSESSMENT FORM**

Service: Haringey Play Service

Directorate: Children and Young People's Service

Title of Proposal: Proposal for the Curtailment of the Council's direct delivery of after school and holiday childcare

Lead Officer (author of the proposal): Belinda Evans

Names of other Officers involved: Jen Johnson, Tom Fletcher, Arleen Brown

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

The proposal is to cease the delivery of the Council's subsidised Play Service which provides after school and holiday childcare. This will achieve the objective of contributing to Local Authority savings of £576,000 for this area. The service also receives £200K of Extended Services funding and this grant ceases to come to the Local Authority at the end of March 2011. This grant continues to be distributed to schools through the DSG.

The Haringey Play Service provides after school childcare across 14 Play Centres for children aged 4 ½ -14. The centres are open to all, Ofsted approved and provide childcare during term time. 8 centres also provide playschemes in the school holidays. The after school and holiday childcare provision has a major role to play in combating disadvantage by providing opportunities for the development of:

- Strong relationships with parents, family members and other significant adults.
- Parental interest and involvement in education with clear and high expectations.
- Individual characteristics of the child.
- A nurturing environment that develops these characteristics, and provides positive, caring role models.
- Active involvement in family, school and community life.
- Environments that provide recognition, praise and a sense of personal value.

Under the Childcare Act 2006, the Council has a statutory duty to secure (whether or not by them) sufficient childcare to meet the needs of parents to enable them to work or study. As part of this duty the Council is required to undertake a Childcare Sufficiency Assessment (CSA) at least every three years. The assessment is a measurement of the nature and extent of the need for and supply of childcare within the local area and enables the Council to identify gaps and establish plans to meet the needs of parents in order to fulfil the childcare sufficiency duty. The Play Service contributes to this duty by directly providing 470 after school childcare places and approximately 200 holiday childcare places.

This EqIA uses data from the Childcare Sufficiency Assessment which is provided by settings to the Family Information Service; Play Service attendance figures; and Ofsted

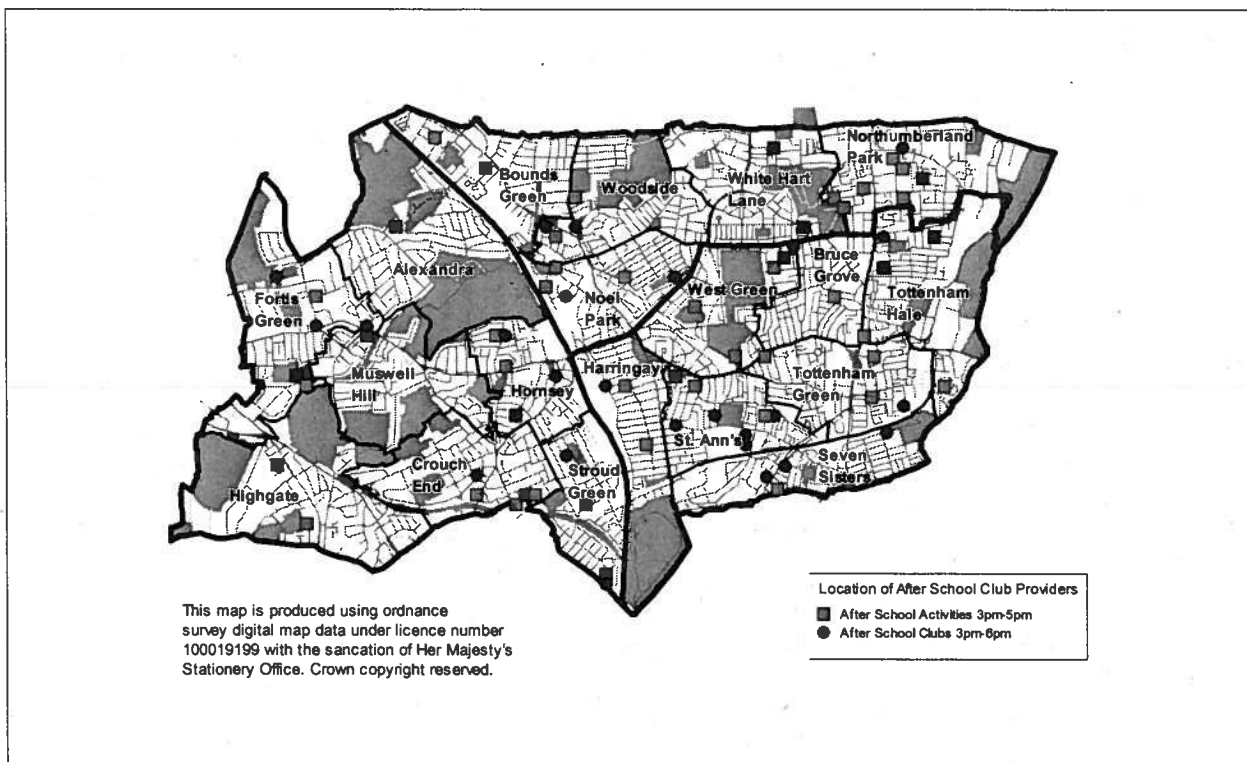
registration information. The number of places at each after school club or holiday playscheme based on Ofsted registration will vary to those reported by the CSA as Ofsted registration is only required for children up to 8 years old.

After School Childcare across the borough

There are 100 providers of after school provision, of which 60 consist of after school activities (ASA) from 3pm-5pm and 47 are after school clubs (ASC) open between 3pm and at least 6pm. 7 primary schools offer both registered after school clubs and after school activities and are counted twice in the table below.

Type of Provider	No of providers	No. of places	Total places (%)
Children's centre ASC	3	89	3%
Council Play Service ASC	14	456	15%
Primary school offering registered ASC	10*	318	10%
PVI ASC (Private, Voluntary Independent organisation)	20	675	22%
Primary school offering ASA	55*	1,780	57%
Primary school & CC offering ASA	1	28	1%
Special School offering ASA	4	90	3%
Grand Total	107*	3,138	100%

Source: Family Information Service (FIS) 2010



Source: Family Information Service (FIS) 2010

After School provision by ward - Bruce Grove has the lowest number of places, with no after school club provision running from 3pm-6pm. The proposal to end direct delivery of Council run after school childcare would not affect the ASA provision that is currently run in this ward.

Network	Ward	After school provision				
		No. of registered ASC providers 3pm-6pm	No. of registered ASC places	No. of ASA 3pm-5pm	No. ASA places	Total No. of places
North	Bounds Green	2	70	3	56	126
	Noel Park	3	95	2	50	145
	Northumberland Park	5	150	7	88	238
	White Hart Lane	2	80	2	85	165
	Woodside	1	40	4	97	137
	Sub-Total	13	435	18	376	811
South	Bruce Grove	0	0	1	15	15
	Harringay	1	25	2	62	87
	Seven Sisters	6	196	2	45	241
	St Ann's	6	164	6	133	297
	Tottenham Green	1	46	2	38	84
	Tottenham Hale	3	175	4	79	254
	West Green	2	61	6	164	225
	Sub-Total	19	667	23	536	1203
West	Alexandra	1	24	1	64	88
	Crouch End	2	56	3	78	134
	Fortis Green	4	132	3	187	319
	Highgate	1	30	2	130	160
	Hornsey	3	122	5	99	221
	Muswell Hill	1	27	2	62	89
	Stroud Green	3	65	3	48	113
	Sub-Total	15	456	19	668	1124
Haringey		47*	1,558	60*	1,580	3,138

Source: Family Information Service (FIS) 2010

Children per place by school roll population – The table below shows the average number of children per place based on the 2010 Pupil Level Annual School Census (PLASC). The table aggregates the total school roll population (reception to year 6) by a school's ward location. For example, for Bounds Green ward, we have aggregated the total school roll population of each school located in the Bounds Green ward. Across Haringey, there are a total of 13 reception to year 6 pupils for every after school club place.

Network	Ward school located in	Number of Reception to Year 6 pupils (PLASC 2010)*	Children per ASC place	Children per ASA place
North	Bounds Green	602	9	11
	Noel Park	672	7	13
	Northumberland Park	1840	12	21
	White Hart Lane	1001	13	12
	Woodside	1710	43	18
	Sub-Total	5825	7	15
South	Bruce Grove	407	n/a	27

	Harringay	807	32	13
	Seven Sisters	1250	6	28
	St Ann's	1800	11	14
	Tottenham Green	783	17	21
	Tottenham Hale	1338	8	17
	West Green	1169	19	7
	Sub-Total	7548	6	14
West	Alexandra	421	18	7
	Crouch End	997	31	13
	Fortis Green	1298	10	7
	Highgate	793	26	6
	Hornsey	1355	11	14
	Muswell Hill	626	23	10
	Stroud Green	750	12	16
	Sub-Total	6240	6	9
	Haringey	19,613	13	12

Source: PLASC 2010

Fees – The table below shows the average daily and weekly fees for after school clubs in Haringey across all providers. The daily and weekly costs may not directly correspond to each other as some clubs only operate a weekly charging policy and some settings offer a discount if children attend all five days. The average weekly cost of after school clubs ranges from £30 in Seven Sisters to £66.75 in St Ann's. St Ann's and Crouch End wards have the most expensive after school clubs.

Network	Ward	Mean household income (£)	After school club (daily fees)	After school club (weekly fees)
North	Bounds Green	£38,186	£6.40	£31.00
	Noel Park	£29,067	£10.00	£50.00
	Northumberland Park	£27,221	£9.20	£45.00
	White Hart Lane	£28,194	£8.80	£42.00
	Woodside	£34,508	£8.50	£42.40
	Network Average	£31,435	£8.58	£42.08
South	Bruce Grove	£32,271	/	/
	Harringay	£38,739	£9.00	£42.50
	Seven Sisters	£30,577	£6.30	£30.00
	St Ann's	£31,789	£13.40	£66.75
	Tottenham Green	£27,512	£9.00	£42.50
	Tottenham Hale	£28,674	£10.00	£45.00
	West Green	£28,916	£9.00	£42.50
	Network Average	£31,211	£11.34	£38
West	Alexandra	£52,073	£9.00	£42.50
	Crouch End	£49,805	£12.00	£60.00
	Fortis Green	£49,182	£8.75	£42.50
	Highgate	£52,496	£9.00	£45.00
	Hornsey	£42,729	£7.00	£37.50
	Muswell Hill	£50,381	£9.00	£42.50
	Stroud Green	£45,305	£8.50	£45.00
	Network Average	£48,853	£12.65	£45
	Haringey Average	£37,770	£9.10	£44.60

Source: Family Information Service (FIS) 2010

In 2010 there were 20 holiday play schemes operating from between 8 and 10am in the morning and 4 and 6pm in the evening, offering over 768 places across Haringey (two PVI providers did not provide details of the no. registered places available). The ward with the highest number of providers of holiday play schemes was Tottenham Hale (4). Alexandra, Bounds Green, Bruce Grove, Highgate, Muswell Hill, and St Ann's wards had no holiday play scheme provision. There were 8 Private Voluntary and Independent sector providers (PVI); 4 maintained providers; and 8 holiday play schemes run by the Council Play Service in 2010.

Registration Ward	Maintained Providers		Council Play Service		PVI Providers		Grand Total	
	No. Providers	No. Registered places	No. Providers	No. Registered places	No. Providers	No. Registered places	No. Providers	No. Registered places
Crouch End					1	32	1	32
Fortis Green	1	48			2*	48	3	96
Harringay			1	40			1	40
Hornsey			1	30			1	30
Noel Park			1	48			1	48
Northumberland Park					2	60	2	60
Seven Sisters	1	50	1	60			2	110
Stroud Green			1	30			1	30
Tottenham Green			1	46			1	46
Tottenham Hale	1	40	1	36	2*	50	4	126
West Green			1	40			1	40
White Hart Lane	1	80					1	80
Woodside					1	30	1	30
Grand Total	4	218	8	330	8	220	20	768

*One PVI provider in Fortis Green and one PVI provider in Tottenham Hale did not provide details of the no. registered places available.

In 2010 there were a total of 768 holiday play scheme places available for children who fall within the Council Play Service age-range (4.5-12 yrs old) however some of these places were available to children younger than 4.5 years old or older than 12 years old. 260 places were only available for children aged up to 7 or 8. Additional schemes were available for children under 5 years old only, these are not recorded here.

Age range	Maintained	Council Play Service	PVI	Grand Total
2 to 8			10	10
3 to 11	50		30	80
3 to 7	40			40
3 to 8	80			80
4 to 12	48		0	48
4 to 8			50	50
4.5 to 12		330		330
5 to 11			32	32
5 to 14			50	50
5 to 16			48	48
Grand Total	218	330	220	768

* One PVI provider did not provide age-range information

Source: Family Information Service (FIS) September 2010

The Council is acutely aware that affordable after school and holiday child care is vitally important to many families in Haringey. As part of the mitigating action to try and ensure continuity of after school and holiday child care we are working with The Triangle

Intergenerational Centre and each Primary School hosting or linked to a Play Service after school and/or holiday Club subsidised by the Council; to develop business models for ongoing affordable after school child care without subsidy. These discussions are ongoing and as such this Equality Impact Assessment will look at the impact of the potential outcomes.

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

After school clubs

Across the 14 playcentre sites there is a total 'capacity' of 470 after school places. On average 285 actual places are used by children and families, indicating that overall the Play centre provision is operating at around 61% of its capacity. After school clubs (ASCs) are open from 3.15pm until 6pm and standard fees are £42.50 per week or £9/day. Concessionary fees are £15.50 per week or £4/day.

Playcentre	After school clubs 2010-11					
	No. OfSTED ¹ registered places	Average total attendance per day	Standard		Concession	
			Average no. attendances per day	Average % attending at standard rate	Average no. attendances per day	Average % attending at concessionary rate
Alexandra Playcentre	45	19	16	84%	3	16%
Muswell Hill	24	11	11	100%	0	0%
Hornsey Ridge	30	8	7	88%	1	13%
Falkland	25	24	18	75%	6	25%
Noel Park	30	21	19	90%	2	10%
Rhodes Avenue	24	17	16	94%	1	6%
Stroud Green	24	35	18	51%	17	49%
Broadwater Farm	40	20	14	70%	6	30%
Campsbourne	40	28	24	86%	4	14%
Chestnuts	16	5	5	100%	0	0%
Crowland	21	7	7	100%	0	0%
Mulberry	45	32	25	78%	7	22%
Triangle	60	23	21	91%	2	9%
Welbourne	46	34	25	74%	9	26%
TOTAL	470	284	226	80%	58	20%

Source: Family Information Service (FIS) September 2010; Play Service Attendance Figures 2010-11

¹ OfSTED registration is only required for children aged 4 ½ - 8 years old. Childcare for children over the age of 8 is not required to be registered with OfSTED. Therefore, the average attendances may exceed the number of OfSTED registered places.

Concessionary Fees

Parents receiving Job Seekers allowance pay a concessionary fee at after school clubs. The figures show that approximately 20% of the children attending the Play Service after school clubs are from families receiving Job Seekers Allowance which accounts for approximately 58 children a day.

Equalities data – after school clubs

The data analysed below was gathered as part of an Equalities monitoring exercise. Data was collected for children attending w/c 31st January 2011. Data was not available from Crowland and Rhodes Avenue playcentres at the time of data analysis.

If a child attended a setting for more than one day a week, their equalities information was only recorded once and therefore this is not a measure of attendance or capacity. For comparison, Haringey School population data is taken from the October 2010 Pupil Level Annual Census.

The data collected relates to the characteristics of the children attending however it is important to note that parents/carers are as much users of the service as their children. Equalities information has been gathered from parents/carers as part of the consultation on this proposal and is considered in the section on consultation.

After school clubs	No. unique children attending setting (w/c 31 st Jan 2010)
Alexandra	45
BWF	36
Campsbourne	21
Chestnuts	6
Falkland	41
Hornsey Ridge	17
Mulberry	49
Muswell Hill	23
Noel Park	34
Stroud Green	60
Triangle	40
Welbourne	55
Crowland	Not available
Rhodes Ave	Not available
Grand Total	427

Age

The vast majority of children attending Play Service after school clubs are of primary school age, peaking at ages 6-7. This indicates that if the Play Service were to cease delivery of after school clubs and continuity of service was not achieved through delivery by schools or third party providers, then the greatest impact would be felt by primary school aged children and their parents.

Age	No. children	%	Haringey school profile
4.5	11	2.6%	10.5%
5	42	9.8%	10.8%
6	67	15.7%	10.8%
7	70	16.4%	10.4%
8	57	13.3%	9.8%
9	46	10.8%	9.4%
10	65	15.2%	9.5%
11	17	4.0%	6.9%
12	3	0.7%	7.1%

13	1	0.2%	7.4%
14	1	0.2%	7.4%
(blank)	47	11.0%	0.0%
Grand Total	427	100.0%	100.0%

Gender

The gender profile of children attending after school clubs in Haringey is broadly in line with the wider Haringey School Profile and therefore on this evidence the proposals would not have a disproportionate impact on one gender over the other.

Gender	No. children	%	Haringey School Profile
F	196	45.9%	48.8%
M	230	53.9%	51.2%
(blank)	1	0.2%	0%
Grand Total	427		

Ethnicity

The overall ethnic profile of the children attending after school clubs in Haringey shows a significant over representation of Black children compared to the wider Haringey School profile (50.1% as compared with 29.8%). Children of Mixed and White ethnicities are broadly proportionate relative to the wider Haringey School population and children of Asian, Other and White Other ethnicities are under represented. The percentage of children where an ethnicity is not declared is quite high (9.4%) and it should be noted that this has the potential to skew the data. It should also be noted that data was not available from three of the play centres.

Ethnicity	No. children	%	Haringey school profile
Asian	6	1.4%	6.5%
Black	214	50.1%	29.8%
Mixed	42	9.8%	10.2%
Other	11	2.6%	7.3%
White	73	17.1%	18.4%
White Other	41	9.6%	24.6%
Not declared	40	9.4%	3.2%
Grand Total	427	100.0%	100.0%

Ethnicity by play centre

When analysed by play centre, there is a significant over representation of children of Black ethnicities attending a number of the play centres. This is particularly the case at Welbourne and Triangle where 81.8% and 75.0% respectively of the children are of a black ethnicity. There is also a significant over representation at Mulberry, Chestnuts, Campsbourne and Alexandra. There is a significant over representation of White UK children attending Muswell Hill (60.9%) and Hornsey Ridge (58.8%).

The ceasing of after school childcare at these centres without any ongoing provision through the schools or other sectors would therefore have a high impact on these ethnic groups. It is hard to draw meaningful conclusions from the equalities data available for the children attending Falklands ASC as ethnicity was not recorded/declared for 34.1% of the children.

Ethnicity	Play Centre	Number of children	Percentage of children attending centre	Haringey school population
Asian	Campsbourne	1	4.8%	Haringey school population
	Muswell Hill	2	8.7%	
	Stroud Green	3	5.0%	

Asian Total		6	1.4%	6.5%
Black	Alexandra	25	55.6%	Haringey school population 29.8%
	BWF	22	5.2%	
	Campsbourne	12	57.1%	
	Chestnuts	4	66.7%	
	Falkland	7	17.1%	
	Hornsey Ridge	4	23.5%	
	Mulberry	33	67.3%	
	Muswell Hill	6	26.1%	
	Noel Park	2	5.9%	
	Stroud Green	24	40.0%	
	Triangle	30	75.0%	
	Welbourne	45	81.8%	
Black Total		214	50.1%	
Mixed	Alexandra	5	11.1%	Haringey school population 10.2%
	BWF	6	16.7%	
	Campsbourne	2	9.5%	
	Falkland	3	7.3%	
	Mulberry	7	14.3%	
	Noel Park	4	11.8%	
	Stroud Green	7	11.7%	
	Triangle	3	7.5%	
	Welbourne	5	9.1%	
Mixed Total		42	9.8%	
Other	Falkland	2	4.9%	Haringey school population 7.3%
	Mulberry	4	8.2%	
	Muswell Hill	1	4.3%	
	Noel Park	1	2.9%	
	Stroud Green	3	5.0%	
Other Total		11	2.6%	
White	Alexandra	3	6.7%	Haringey school population 18.4%
	BWF	8	22.2%	
	Campsbourne	6	28.6%	
	Chestnuts	1	16.7%	
	Falkland	9	22.0%	
	Hornsey Ridge	10	58.8%	
	Mulberry	1	2.0%	
	Muswell Hill	14	60.9%	
	Noel Park	4	11.8%	
	Stroud Green	13	21.7%	
	Triangle	1	2.5%	
	Welbourne	3	5.5%	
White Total		73	17.1%	
White Other	Alexandra	12	26.7%	Haringey school population 24.6%
	Falkland	6	14.6%	
	Mulberry	4	8.2%	
	Noel Park	4	11.8%	
	Stroud Green	7	11.7%	
	Triangle	6	15.0%	
	Welbourne	2	3.6%	
White Other Total		41	9.6%	
Not declared	Chestnuts	1	16.7%	Haringey school population 3.2%
	Falkland	14	34.1%	
	Hornsey Ridge	3	17.6%	
	Noel Park	19	55.9%	
	Stroud Green	3	5.0%	
Not declared Total		40	9.4%	

Disability

6.6% of the service user group is 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 overall the proposal would not have a disproportionate impact on service users with a disability.

Playcentre	Declared as not disabled	Declared as disabled	No. children disability status not disclosed	Grand Total	%
Alexandra	44	1		45	2.2%
BWF	32	4		36	11.1%
Campsbourne	17	4		21	19.0%
Chestnuts	6			6	0.0%
Falkland	40	1		41	2.4%
Hornsey Ridge	14	2	1	17	11.8%
Mulberry	47	2		49	4.1%
Muswell Hill	21	2		23	8.7%
Noel Park	31	3		34	8.8%
Stroud Green	56	4		60	6.7%
Triangle	37	3		40	7.5%
Welbourne	53	2		55	3.6%
Grand Total	398	28	1	427	6.6%

The centres with the highest numbers of disabled children are Broadwater Farm, Campsbourne and Stroud Green. Ongoing provision for children with disabilities is addressed further in the Assessment of Impact in Section 3.

The Play Service does not collect information on children attending after school or holiday childcare for 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

Holiday play schemes

The Haringey Play Service offers Ofsted approved Holiday Play Schemes for children aged four and a half to twelve years old. Play schemes are run 8am to 6pm (standard rate) and 10am to 4pm (concession rate, paid by parents on Job Seekers allowance). Standard fees are £80 per week or £17 per day and concessionary fees are £25 per week or £6 per day. The tables below show attendance at the holiday play-schemes run over the past year.

Concessionary Fees

Between 35-39% of the children attending the Easter and Summer 2010 holiday schemes were from families on job seekers allowance, and 27% for the half term holidays. The majority of children that attended Broadwater Farm holiday playschemes attended on a concessionary rate and a high proportion (34%-45%) attending Stroud Green playscheme attended on a concessionary rate. During the Summer holiday, a high proportion of children attending Campsbourne and Mulberry playschemes attended on a concessionary fee (52% and 46% respectively).

Easter holidays 09-10				
Standard		Concession		All
% of total	Average attendance per week	% of total	Average attendance per week	Average attendance per week

Alexandra	85%	94	15%	16	110
Falkland	73%	27	27%	10	37
Stroud Green	56%	113	44%	88	201
Broadwater Farm	30%	38	70%	89	127
Campsbourne	84%	87	16%	17	104
Mulberry	81%	74	19%	17	91
Triangle	86%	110	14%	19	129
Welbourne	No Holiday Play scheme run				
Total	65%	433	35%	237	670

*Welbourne and Mulberry Playcentres alternate running Easter and Half-term schemes

	Summer holidays 2010				
	Standard		Concession		All
	% of total	Average attendance per week	% of total	% of total	Average attendance per week
Alexandra	85%	139	15%	24	163
Falkland	66%	92	34%	47	139
Stroud Green	55%	93	45%	76	169
Broadwater Farm	24%	23	76%	74	97
Campsbourne	48%	71	52%	78	149
Mulberry	54%	70	46%	60	130
Triangle	62%	108	38%	66	174
Welbourne	79%	95	21%	25	120
TOTAL	61%	690	39%	450	1140

	Half term holidays 2010/11				
	Standard		Concession		All
	% of total	Average attendance per week	% of total	% of total	Average attendance per week
Alexandra	88%	78	12%	11	89
Falkland	74%	66	26%	23	89
Stroud Green	66%	64	34%	33	97
Broadwater Farm	28%	17	72%	44	61
Campsbourne	79%	92	21%	25	117
*Mulberry	77%	79	23%	23	102
Triangle	66%	59	34%	30	89
*Welbourne	71%	49	29%	20	69
TOTAL	73%	578	27%	210	787

*Welbourne and Mulberry Playcentres alternate running Easter and Half-term schemes

Equalities data - Holiday Play Schemes

Data was collected for children attending the February 2011 half term holiday play scheme. If a child attended a setting for more than one day a week, their equalities information was only recorded once and therefore this is not a measure of attendance or capacity and will not correlate to the attendance data above. For comparison, Haringey School population data is taken from the October 2010 Pupil Level Annual Census.

Age

The age profile of children attending holiday playschemes is broadly similar to those attending after school clubs with the majority being primary school aged, peaking at ages 6-7 and age 10, these ages are over represented compared to the wider Haringey School profile.

Age (yrs)	Alexandra	BWF	Camps bourne	Falkland	Mulberry	Stroud Green	Triangle	Grand Total	%	Haringey school profile
4			1		1		2	3	1.9%	9.5%
5		2	1	3	2		6	13	8.3%	9.7%
6		2	4	2	5	5	2	20	12.7%	9.7%
7		5	3	8	2	6	3	27	17.2%	9.3%
8		2	1		1	7	3	14	8.9%	8.8%
9		1	1	1	1	4	3	11	7.0%	8.5%
10		1	3	4	1	9	4	22	14.0%	8.6%
11		3	1	1	1	1	1	8	5.1%	6.2%
12			1			2		3	1.9%	6.4%
13		3						3	1.9%	6.6%
14									0.0%	6.6%
15		1						1	0.6%	6.6%
16		1						1	0.6%	3.5%
(blank)	29							29	18.5%	0%
Grand Total	29	21	16	19	14	34	24	157		

Gender

The gender profile of children attending holiday playschemes in Haringey is broadly in line with the wider Haringey School Profile and therefore on this evidence the proposals would not have a disproportionate impact on one gender over the other.

Gender	No. Children	%	Haringey School Profile
F	75	47.8%	48.8%
M	82	52.2%	51.2%
Total	157		

Ethnicity

The overall ethnic profile of children attending holiday playschemes in Haringey shows a significant over representation of Black children compared to the wider Haringey School profile (49.0% compared to 29.8%). No other ethnicities are significantly over represented, however children of Asian, Other and White Other are under represented. This profile is broadly similar to that of children attending the Play Service after school clubs. The over representation of children of Black ethnicities is most pronounced at Broadwater Farm (81.0%); Triangle (58.3%); Falkland (57.9%) and Mulberry (57.1%). The ceasing of holiday play schemes at these centres without ongoing provision through the schools or other sectors would therefore have an impact on these ethnic groups.

Ethnic Group	Alexandra	BWF	Camps bourne	Falkland	Mulberry	Stroud Green	Triangle	Grand Total	%	Haringey school profile
Asian								0	0.0%	6.5%
Black	10	17	6	11	8	11	14	77	49.0%	29.8%
Mixed	5	2		1	3	5	5	21	13.4%	10.2%
Other						1		1	0.6%	7.3%
White	5	1	8	5		13	2	34	21.7%	18.4%
White Other	9	1	2	2	3	1	3	21	13.4%	24.6%
Not declared						3		3	1.9%	3.2%
Grand Total	29	21	16	19	14	34	24	157		

Disability

14.6% of the service user group for holiday play schemes were recorded as disabled. Disability is not available as part of the Pupil Level Annual School Census data, however this is a significant over representation compared with the 7.6% of the wider Haringey Borough Profile who are declared as disabled and the 6.6% of children attending after school clubs. Funding for Short Breaks provided through the Aiming High Grant enables holiday scheme places and additional staffing to be available for children with the most complex disabilities; this partially accounts for the high proportion in this profile. The ceasing of holiday play schemes without ongoing provision through schools or other sectors would therefore disproportionately impact on children with disabilities. Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities). A commissioning process is being put in place to identify providers of services for children at this level.

Declared as disabled	Total	%
N	88	56.1%
Y	23	14.6%
Not declared	46	29.3%
Grand Total	157	

Declared as disabled	Alexandra	BWF	Campsbourne	Falkland	Mulberry	Stroud Green	Triangle	Grand Total
N	28	11		15	12		22	88
Y	1	10		4	2	4	2	23
(blank)			16			30		46
Grand Total	29	21	16	19	14	34	24	157

Aiming High Funding – Summer Playscheme 2010

In addition to the Equalities monitoring data gathered for the February half term holiday scheme, below are the children with the highest level of need that attended the Summer 2010 holiday schemes.

No. children funded through Aiming High	Triangle	Mulberry	Welbourne	BWF	Alexandra	TOTAL
Week 1	7	4	5	10	6	
Week 2	11	5	8	14	5	
Week 3	8	6	4	26		
Week 4	7	3		16		
Week 5	3			7		
Grand Total	36	18	17	73	11	155
% of total number children attending	5.2%	2.8%	2.8%	15.1%	1.3%	5.2%

Source: Aiming High funding Return Summer 2010

The Play Service does not collect information on children attending after school or holiday childcare for 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 b) What evidence or data did you use to draw your conclusions and what are sources?

Haringey Play Scheme Equalities Monitoring
Aiming High Funding Return Summer 2010
Childcare Sufficiency Assessment 2010
Children and Young People's Needs Assessment
Haringey Pupil Level Annual School Census October 2010
Haringey Borough Profile
Haringey Family Information Service

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

Equalities information for children attending the Play Service after school clubs and holiday play schemes was only available for children attending provision during the week commencing 31st January and the February half-term holiday. It is therefore acknowledged that the profile of children is not necessarily representative of children attending these schemes across the year. Ongoing monitoring of availability of after school and holiday childcare will be carried out through the Childcare Sufficiency Assessment. This monitoring will be vital in ensuring ongoing sufficiency across the borough is maintained through the mitigating work undertaken with schools and third party organisations. It will also be important for those schools who take on the responsibility for after school childcare and holiday play schemes to ensure equalities information is routinely monitored.

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

This EqIA has identified that there is a significant overrepresentation of Black children attending the Play Service after school provision and an under representation of children of Asian, Other and White Other ethnicities. Identifying the factors behind this would be a significant piece of research and is beyond the scope of this EqIA. Factors could include the extent to which communities rely on extended families for childcare, prevalence of lone parent families, prevalence of families where both parents work, and ability to pay.

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 impact on existing barriers will be determined by the extent to which continuity of after school and holiday childcare through schools and/or third party providers is achieved. If after school and holiday childcare is provided by those schools currently receiving a Council subsidy then the impact on parents and children should be minimised. In fact in many areas, there is scope for an improved service to be offered to parents, with more flexibility provided by schools. There are a number of key areas that need to be addressed through the mitigating action with schools and third party providers. The potential impact of these factors not being addressed in models of after school and holiday childcare provision is outlined below:

Fee levels – a significant increase in the level of fees charged to parents would increase barriers for many of the parents currently using the service, particularly those families on low incomes. If affordable childcare is not available, parent(s) may be forced to give up work and rely on benefits or reduce their hours and thus reduce the household income. This has also been reflected in comments from parents received through the consultation process. Concessionary charges currently offered by the Play Service enables parents who are on Job Seekers allowance to look for work while they're children are cared for. Ceasing a concessionary charge may therefore create obstacles to getting parents back to work.

Opening hours – a change to opening hours may affect parents' ability to work full days and as above may result in a parent being forced to give up work and rely on benefits, or reduce their hours and thus reduce the household income.

Insufficient places – it is envisaged through the mitigating action being undertaken and the current vacancy rates across the after school and holiday childcare market, that sufficiency will be maintained. If sufficiency is not achieved, parents may be forced to access alternative childcare at a higher cost. If parents are unable to do so, there may be a risk that parents choose to leave children at home unsupervised. Any child that is known and identified as vulnerable will have arrangements put in place through children's social care, however we also work with schools to ensure they are vigilant and are supporting parents to fulfil their parental responsibilities.

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

Schools

The Council is acutely aware that affordable after school child care is vitally important to many families in Haringey. As part of the mitigating action to try and ensure continuity of after school and holiday childcare we are working with The Triangle Intergenerational Centre

and each Primary School that currently receives a subsidy to deliver these services to develop business models for sustainable, ongoing, affordable child care without subsidy from the Council. Each school is considering the model of service delivery that will best suit their local context, with the overriding ambition of providing a high quality service for the benefit of the local children. The Play provision to date has been operating at only 61% of its potential capacity. Many Headteachers are confident about improving the uptake of the service, especially when subsumed into a broad after school activity menu. These discussions are ongoing, however in each case, a transition period is being established to ensure there is no sudden loss of service for parents. In order to support schools to develop provision of ongoing affordable after school childcare, CYPS have asked the Schools Forum to provide a Transition payment to each school to be used to support the service through one transitional year.

If there is an identified risk of a school not being able to take on responsibility for after school childcare, the following mitigating action is being undertaken:

- Working with the school to calculate how transition funding could be used in the short term to provide after school childcare
- Continue to offer support to school to identify barriers and offer realistic and workable solutions
- Work with third sector providers in local area to gauge after school childcare capacity
- Where there is a specific risk of ongoing provision not being available for service users, an assessment of impact would be incorporated into this EqIA.

In addition to after school clubs currently run by the Play Service and linked to or hosted by a school, 10 primary schools and three children's centres also provide after school care, offering a total of 407 places and 4 maintained providers run holiday playschemes offering a total of 218 places. This provision does not receive a Council subsidy and therefore would not be directly impacted by this proposal.

Vacancies – After school clubs

In 2010, 36 (out of 47) registered after school clubs which run from 3pm-6pm responded to the Childcare Sufficiency Assessment (CSA) with vacancy information, reporting a total of 239 vacancies. 182 of these vacancies were in settings not run by the Play Service. The wards with the highest number of after school club vacancies not run by the Play Service were Northumberland Park (61) and Stroud Green (22) wards.

Registration Ward	Children's centre	Play Service	Primary school	PVI	Grand Total
Alexandra		6			6
Bounds Green				3	3
Bruce Grove				0	0
Crouch End				0	0
Fortis Green		15	6	12	33
Harringay		8			8
Highgate				7	7
Hornsey		0	3	3	6
Muswell Hill				15	15
Noel Park		5		0	5
Northumberland Park			5	61	66
Seven Sisters			15	0	15
St Ann's		8	12	3	23
Stroud Green		10		22	32
Tottenham Green		4			4
Tottenham Hale		0		10	10

West Green	0			0
White Hart Lane			6	6
Woodside (blank)				
Grand Total	0	56	41	142
				239

Source: Family Information Service (FIS) 2010

In addition, 41 After School Activity vacancies were reported by primary and special schools.

Third Party providers

In Haringey third party after school childcare services are provided by voluntary and private providers. Most services are self-funding and reliant on income generated through fees. The majority of these services are delivered by voluntary management committees and are separate from schools. In Haringey there are 20 Private, Voluntary, Independent (PVI) registered sites providing after school club places. These are mainly delivered as one off provisions. However 3 providers run multiple sites across the Borough. In total these 20 sites offer a total current capacity of 687 children's places. On average the weekly cost to a parent or carer, of using an after school provision, is £44.40. Daily after school session rates cost £9.10 on average.

Distribution across the borough of third party after school care is not evenly spread. Thirteen wards have third party after school care provision located in them. Of the thirteen wards, the highest number of third party (Private, Voluntary Independent) providers run after school clubs in Northumberland Park and Stroud Green.

Ward	No. of After school club providers
Alexandra	
Bounds Green	1
Bruce Grove	
Crouch End	1
Fortis Green	2
Harringay	
Highgate	1
Hornsey	1
Muswell Hill	1
Noel Park	1
Northumberland Park	4
Seven Sisters	1
St Ann's	1
Stroud Green	3
Tottenham Green	
Tottenham Hale	1
West Green	
White Hart Lane	2
Woodside	
(blank)	
Grand Total	20

Source: Family Information Service (FIS) 2010

A pilot exercise was carried out at the Chestnuts after school club to assess the extent to which families are accessing the childcare element of the Working Tax Credits. The outcome of the exercise was positive with the majority of families being aware of the tax credits and those that were eligible claiming their allowance. Only one parent was unsure of their eligibility and requested further information. This is a small snapshot, however it provides an indication that generally parents are aware of the support available to them. This will be increasingly important if provision is continued through schools but at an increased fee rate.

Children with disabilities

After School Activities (ASA's) provided by the Special Schools in Haringey do not receive a Council subsidy and are independent of this proposal. Of the four Special Schools who offer ASA's, 3 provided data for the CSA on the number of registered places, totalling 90. In addition, Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities). A commissioning process is being put in place to identify providers of services for children at this level.

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?

The barriers identified above and impact of these on parents will be determined by the extent to which continuity of after school childcare through schools and third party providers is achieved. If after school childcare is provided by those schools currently receiving a Council subsidy then the impact on parents and children should be minimised and no specific group should be disproportionately impacted.

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?

Consultation with schools

Individual meetings have taken place with the Head of Centre at The Triangle Intergenerational Centre and Headteachers at each Primary School that currently receives a subsidy to deliver an after school and/or holiday childcare to discuss individual school and community needs and to assist in the planning of future service delivery. The main issues raised by schools have been around the sustainability of provision. As a result of these meetings we are assisting schools to develop business plans, where requested, to provide a platform for a sustainable school based after school care provision. Each business plan will be unique and contextualised for each school's requirements and ambition and we will provide a summary of the equality analysis of users and the impact based on this EqIA, so that schools can address any issues in their business plan.

Dates of initial meetings with Headteachers:

- Alexandra Primary School - 16 December 2010

- BWF - 15 December 2010
- Campsbourne - 20 January 2011
- Chestnuts - 14 December 2010
- Crowland - 14 December 2010
- Mulberry - 17 January 2011
- Muswell Hill 17 January 2011
- Noel Park - 14 January 2011
- North Harringay - 6 December 2010
- Rhodes Avenue - 26 January 2011
- Stroud Green – 19 January 2011
- Triangle– 10 January 2011
- Welbourne 17 December 2010
- Weston Park - 12 January 2011

Consultation with staff

The consultation period with staff commenced on 7th February and finished on 9th March 2011 (comments received and management responses as included at Appendix A). Union comments to the staffing consultation included a reference to the impact on working parents of any increases in costs, particularly in the East of the Borough and the potential implications for safeguarding if parents aren't able to access affordable after school or holiday childcare. In addition they commented that a change in service offer to parents e.g. opening times would have an impact on working parents.

Management response: In response to the points raised by the unions about the potential changes in the offer of services to parents/carers such as opening times etc and the potential for increases in costs, we have collected a large number of views from parents/carers and have shared these with headteachers as they reflect the areas that parents/carers are worried about. We are offering business support to schools so that they can plan their services in a way that does not result in prohibitive increases in fees.

Consultation with parents/carers

From 14th February – 8th April 2011, parents/carers of children attending after school clubs and holiday playschemes in Haringey were invited to comment on the proposal to cease direct delivery of after school childcare and holiday play schemes and inform us of the impact of the potential outcomes on their children and families. The deadline for the consultation was extended from 8th March to 8th April in response to requests from parents for more time in which to submit their views on the proposal. The response to this consultation was very good and 147 responses were received from parents/carers, representing a significant proportion of the service user population. In addition, a 188 signature petition was received asking the Council to reconsider the proposal to cease Council subsidised after school provision at Stroud Green.

The strength of feeling expressed by parents about how critical after school childcare was for working parents was extremely high and was raised in every response to the proposal. Parents were very concerned that this strength of feeling should be communicated to decision makers and be taken seriously. Parents commented that the Play Service after school and holiday provision was an invaluable service that the provision was very good and that staff were supportive of their children's needs. Many parents advocated that their children's confidence and self esteem had grown as a result of their attendance at after school clubs.

There were a high number of responses that strongly opposed the proposal to cease direct Council delivery of after school and holiday childcare however many were also received that opposed the proposal only if a suitable alternative could not be put in place.

Impact

Without exception, the responses received from parents on the proposal to cease Council delivery of after school childcare and holiday schemes identified that if no alternative provision was available that the impact on families would be huge. Although parents were not asked to identify their employment or marital status, 47 parents identified that either both parents worked full time or that they were a single parent who worked or worked and studied and therefore relied on the service (19 parents indicated this, 17 of which identified themselves as single mother).

Parents commented that a lack of suitable after school childcare provision would result in parents having to give up work or study or reduce hours and there was a threat that parents may have to rely on state benefits or suffer financial hardship as result of not being able to work. Parents felt that ceasing after school provision without equivalent services in place would contradict the emphasis central government has placed on getting people back into work. It was indicated that the impact would be felt most by mothers who may be more likely to be forced to give up work. Many parents identified themselves as being on middle or low incomes and felt that central government cuts and interest rate increases had already placed them in a financially vulnerable situation which a lack of affordable after school and holiday provision would compound. It was also suggested that there was a risk of children being left unsupervised if parents were unable to secure suitable childcare.

A significant number of parents advised that they had chosen their children's school based on the availability of after school care and that a lack of continued provision would affect the desirability of the school and may result of some parents choosing to change schools. They felt that this would have a significant impact for the children in terms of adjustment, socialisation and potentially achievement.

Parents also felt strongly that in many cases the staff at the playcentres were their link to the schools; as often they also worked in the school and parents didn't have much direct contact with teaching staff.

Barriers to alternatives to After school clubs

Many parents expressed concern that they would not be able to find affordable alternative childcare of the same quality that was reliable and safe, in their local area. Parents felt that after school clubs were the best model as they were affordable and provided a social environment for their children to spend time in with space available for play and sports. Many parents commented that they could not afford childminders or nannies and that childminders were often not flexible enough and would not pick up from schools. A number of parents also told us that they do not have the family and friend support networks in place to provide after school or holiday childcare. It was felt that some after school activities run by schools were too expensive and often finished at 4.30pm which does not help working parents.

Priorities for continuity of provision

The majority of parents identified a school run after school club as their preferred alternative to Council delivery. School run clubs should be

- At an affordable rate – however a number of parents also suggested that they would be willing to consider paying more for the service
- Available immediately
- Offered for similar hours
- Of high quality - It was suggested that the retention of some of the experienced Play staff would be useful if schools were to take over responsibility for provision and that in any case staff should be appropriately trained, qualified and stable to allow the development of relationships. Equipment should be of good quality.
- Safe Provision – Peace of mind for parents that provision is safe was very important
- The same or similar distance/location - Some parents identified that a club run at a different school within walking distance of their child's school would be acceptable, while others felt this would not be in the best interest of their children if they were tired from a day at school. Some parents expressed concern that basing the After school club in a school would not provide the children with the same

break/distinction from school and would therefore not be as beneficial as a separate service.

Some parents identified that an alternative provider would be acceptable if they met the above criteria, whilst others were opposed to a private company running the provision.

Suggestions

It was suggested that if schools were to take over responsibility for the provision, they should consider making some of their facilities such as libraries available for use by children in the after school clubs. Proposals to support ongoing provision included parents volunteering time to support the running of After school clubs in schools and a borough wide tender out to private companies to run the provision. It was also suggested that the play workers from the After school clubs could look into setting up private provision and rent accommodation from the schools.

Particular concerns were raised around:

- A misunderstanding that staff posts had been deleted and staff were being given notice ahead of the end of the consultation period.
Parents were advised by letter on 14th March 2011 that this was not the case. The staffing consultation period ran from 7th February to 8th March 2011. Notice has only been issued to those staff where they have applied for Voluntary Redundancy. For all other affected staff, the redeployment period and issuing of notice would only begin once the consultation period has finished and the proposal has been finally agreed by elected members.
- Concern that schools may consider using volunteers to replace experienced childcare professionals at the after school club and that these staff would not meet the needs of working parents, children or children with special needs.
The Council has not been advised by any school of an intention to replace playworkers with volunteers. Indeed the Council has provided a number of schools with the Council pay structure, indicating that schools intend to employ staff to run after school/ holiday provision. Where schools take over responsibility for after school provision, this provision would form part of the school's OfSTED inspection.
- The impact of disruption; new staff; and in some cases a new location on children.
The Council are trying to ensure there is as little disruption to children and families as possible during the period of transition, however in some cases it will be unavoidable and deeply regrettable.
- Concern that if the Play Service is taken within the school building then the specialised buildings and equipment may be lost; Teaching Assistants may be used instead of Play staff and any additional revenue generated by the play schemes may go straight into the school rather than back into the after school / holiday play schemes.
The Council is responding positively where schools are asking for equipment to continue with the after school / holiday provision. Most of the provision would continue from the same base and where there would be changes, it would be typically be to a refurbished location which is designed to be fit for childcare purposes.
- Loss of long-term relationships between children, parents and staff.
Subject to agreement of the proposals, if schools choose to take over responsibility for the running of after school and holiday childcare, existing play staff will be able to apply for roles within the new service if they wish and would be supported to do so.
- The importance of the provision remaining inclusive. Parents commented that they valued the positive experience of their children being able to socialise with children with disabilities through the After School and Holiday Play schemes who they may not otherwise meet and vice versa.

- Ongoing provision for terminal, severe and profoundly disabled children and concern for children with SEN who have formed strong bonds with the play staff.
We are working with schools to ensure an inclusive approach is taken to ongoing provision. Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities). A commissioning process is being put in place to identify providers of services for children at this level.
- Parents not being consulted on alternative options sooner and not having enough time to find alternative provision.
We appreciate that parents did not have a lot of time to respond – this is because savings have to be made so quickly. In response to requests, the deadline for consultation was extended from 8th March to 8th April.
- The potential for a gap in provision and the risk that schools would not continue to provide an after school club
The Council have been working with Schools and third party providers to ensure that after school and holiday childcare continues, should the proposal to cease Council subsidy of these services be accepted by elected members. A transition period has been established to ensure there is no sudden loss of provision.

In general, responses acknowledged the need to support vulnerable children in Haringey however they stated that a balance is needed to ensure all residents in Haringey are supported and parents are enabled to work to support their families and study to further their careers.

Consultation with parents - Equalities information

On average 60% of the consultation responses provided information about the equality strands below. Data has been analysed in terms of all responses including where information was not provided, however where relevant, it has also been analysed in terms of the proportion of responses where equalities information was provided. This data has been used to help assess the impact of the proposal on protected groups. Additional information on the profile of parents/carers using the Play Service is not available, and therefore other than the high response rate, it is hard to draw conclusions as to whether effective consultation has taken place with all service user groups.

Gender - 57.8% of all responses were from females which is an over representation when compared to the Haringey Borough Profile, however it is worth noting that a proportion of these parents/carers indicated they were from two-parent families. If the data is analysed in terms of only those that provided gender information, 91.4% of responses were from females and 8.6% from males, this indicates that the proposal is most likely to impact significantly on women.

Gender	No. parents/carers	%	Haringey Borough Profile
Female	85	57.8%	50.1%
Male	8	5.4%	49.9%
Not Provided	54	36.7%	
Grand Total	147	100.0%	

Source: London Borough of Haringey: profile guide

Age – All parents/carers who provided information were between 25 and 59. When compared to the Haringey Borough profile parents/carers aged 30-44 were significantly over represented (40.1% as compared with 25.7%). When taken as a proportion of those that provided Age information, this increases to 64.1% indicating that this group would be most significantly impacted by the proposal. As a proportion of those that provided information,

the age group 45-59 also increases to 25.0% which is an overrepresentation as compared with the wider Borough profile (15.3%).

Age Group	No. parents/carers	%	Haringey Borough Profile
25-29	10	6.8%	11.1%
30-44	59	40.1%	25.7%
45-59	23	15.6%	15.3%
Not Provided	55	37.4%	
Grand Total	147	100.0%	

Source: London Borough of Haringey: profile guide

Ethnicity - When all responses are analysed, Other Black and Black Caribbean ethnicities are over represented when compared to the Borough profile and White parents/carers are under represented (32% as compared with 65.2%). When analysed by consultation responses where ethnicity information was provided, 32.6% were from parents/carers of Black ethnicities which is a significant over representation (compared to 18.7%). White UK parents/carers still represent a smaller proportion when analysed in this way, compared to the Borough profile (51.1% compared 65.2%).

Ethnic Group	Ethnicity	No. parents/carers	%	Haringey Borough Profile
Asian	Asian - Bangladeshi	2	1.4%	1.6%
	Asian - Indian	1	0.7%	3.0%
	Asian - Other	0	0.0%	1.7%
	Asian - Pakistani	0	0.0%	1.3%
Asian Total		3	2.0%	7.6%
Black	Other Black	6	4.1%	1.3%
	Black African	7	4.8%	9.1%
	Black Caribbean	17	11.6%	8.3%
Black Total		30	20.4%	18.7%
Mixed	Mixed Other White and Black African	4	2.7%	1.3%
	White and Black Caribbean	1	0.7%	0.8%
	White and Black Caribbean	0	0.0%	1.4%
	White and Asian	1	0.7%	1.2%
Mixed Total		6	4.1%	4.7%
Other	Other Ethnic Group	5	3.4%	2.2%
	Other Chinese	1	0.7%	1.5%
Other Total		6	4.1%	3.7%
White	White British	38	25.9%	47.6%
	White Irish	3	2.0%	3.6%
	Other White	6	4.1%	14.1%
White Total		47	32.0%	65.2%
Not Provided		55	37.4%	

Grand Total	147	100.0%	
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Source: London Borough of Haringey: profile guide

Disability – 2.0% of parents/carers declared themselves as disabled (this is 3.2% when analysed in terms of only those responses that provided information on disability). This is an under representation when compared with the wider Haringey Borough profile (7.6%).

Declared as disabled	No. parents/carers	%	Haringey Borough Profile
No	91	61.9%	92.4%
Yes	3	2.0%	7.6%
Not Provided	53	36.1%	
Grand Total	147	100.0%	

Religion – Other religions were overrepresented when compared to the Haringey Borough profile (3.4% as compared with 0.5%), all other religious groups were either inline with the Borough profile or under represented. However the proportion of parents/carers who did not provide information on religion was higher compared to the Haringey Borough profile (42.2% compared with 12.1%).

Religion	No. parents/carers	%	Haringey Borough Profile
Buddhist	1	0.7%	1.1%
Christian (including Catholic)	43	29.3%	50.1%
Hindu	2	1.4%	2.1%
Jewish	1	0.7%	2.6%
Muslim	2	1.4%	11.3%
Sikh	0	0.0%	0.3%
No Religion	31	21.1%	20.0%
Other	5	3.4%	0.5%
Rather not say / Not provided	62	42.2%	12.1%
Grand Total	147	100.0%	

Gender Identity – There are no national statistics on gender identity for comparison however the Council are required to monitor this group for potential discrimination, victimisation or harassment. (0.7% identified their gender differed from their birth gender, 56.5% indicated their gender did not differ from their birth gender and 42.9% information was not provided).

Sexual Orientation - National statistics from research conducted by GLA and Stonewall indicate the national LGBT (Lesbian, Gay, Bisexual, Transgender) profile to be 10%. Based on the information provided, LGBT people are underrepresented in this service user group (0.7% LGBT, 51.0% Heterosexual, 48.3% information not provided).

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

Through the consultation process, a number of parents expressed concern about the impact of the proposal on children with disabilities and the vital role that the holiday

schemes play. Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities). A commissioning process is being put in place to identify providers of services for children at this level.

Concerns raised by parents through the consultation around the ongoing offer from schools with regards to opening times, fees and feeder schools have been built into the agreement with schools for the use of the Transition Funding.

“The Council would like to agree the following principles with schools for the use of the transition funding:

- *For the period dictated by the transition funding, the school will continue to offer the same number of places for after school childcare where there is a need for this number.*
- *Opening times will remain the same for the transition period (i.e. 3.15pm – 6pm)*
- *We realise that fees may need to be increased in order to reach a financial break even point. However, we would like to propose that schools use the transition funding in order to provide an incremental change so that parents are not asked to incur an unanticipated additional cost without notice.*
- *Children can continue to use after school childcare even if they do not attend that particular school. Schools may wish to use a proportion of their transition funding to employ a walker for an identified period to enable this practice to continue*
- *The Council would like to be assured that the schools providing after school childcare and holiday childcare will prioritise the access to the provision for vulnerable children and use the transition funding to enable this”*

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?

Following the end of the consultation period, a summary of all parent responses was sent to parents through Playcentre managers. Subject to the proposals being agreed, joint communication to parents will be undertaken with each school where they have confirmed they will be taking on responsibility for after school/holiday childcare. Where there is an identified risk that provision may not be taken on by the school, parents will be advised as soon as is possible and alternative options for provision explored.

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?

Issues for training or awareness raising will differ on a school by school basis. They will be dependent on whether they are able to take on responsibility for after school and holiday childcare, and if they are, the model they choose to use. Communication with parents will be key in each case and this has been highlighted to Headteachers during discussions about ongoing provision.

Some schools have been very impressed with the skills and experience demonstrated by Play staff. Schools in this position are requesting that Play staff be redeployed to their school staff roll, to enable the continuity of service delivery to continue. Some headteachers are envisaging Play staff to form, with existing colleagues, part of a flexible approach to service delivery, which would encompass breakfast clubs, lunchtime activities as well as the after school provision. Alternatively, some schools may choose to develop a role for an extended services coordinator. Other schools are also considering the commissioning of after school provision, in each case the training and awareness raising with staff and parents will be taken forward by individual schools.

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?*

The Childcare Act 2006 places a duty on Local Authorities to prepare assessments of the sufficiency of the provision of childcare and this includes after school and holiday childcare. In Haringey this Childcare Sufficiency Assessment (CSA) falls under the remit of the Childcare Commissioner who monitors sufficiency across the Borough. At a local level, schools providing after school and holiday childcare will continue to monitor provision on a day to day basis and the quality of provision will be monitored through schools OfSTED assessments.

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

The CSA assesses childcare sufficiency against a number of criteria including availability and cost. These criteria will continue to be used. Qualitative information from parents and providers is also gathered. OfSTED evaluation of quality will be based on the schools framework and evaluation schedule.

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

CSA and Ofsted monitoring procedures as outlined above.

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

The Childcare Sufficiency Assessment is carried out every three years and is published on the Haringey website and reported to elected members.

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>The vast majority of children attending the after school clubs and holiday playschemes are of primary school age, peaking at age 7 when compared to the Haringey School profile.</p> <p>When compared to the Haringey Borough profile parents/carers who provided information in the parents consultation between 30-44 were significantly overrepresented indicating that this group would be most significantly impacted by the proposal should continuity of provision not be achieved through schools and third party providers.</p>	<p>14.6% of the service user group for holiday play schemes were recorded as disabled, this is a significant over representation compared with the Haringey Borough Profile.</p> <p>The ceasing of holiday play schemes without ongoing provision through schools or other sectors would therefore disproportionately impact on children with disabilities. Aiming High funding has been secured for 2011/12, and will be available to help support children at Level 4 of the Haringey Thresholds of Need (children with the most severe disabilities).</p>	<p>The overall ethnic profile of the children attending after school and holiday playschemes in Haringey shows a significant over representation of Black children when compared to the wider Haringey School profile. There is also a significant over representation of White UK children attending after school clubs in Muswell Hill (60.9%) and Hornsey Ridge (58.8%).</p>	<p>No disproportionate impact is envisaged with regards to the profile of children attending after school clubs or holiday schemes.</p> <p>57.8% of all responses to the parent consultation were from females which is an over representation when compared to the Haringey Borough Profile, If the data is analysed in terms of only those that provided gender information, 91.4% of responses were from females and 8.6% from males, this indicates that the proposal is most likely to impact significantly on women.</p>	<p>From the consultation with parents, Other Religions was the only religious group to be overrepresented when compared to the Haringey Borough profile (3.4% as compared with 0.5%). However the proportion of parents/carers who did not provide information on religion was higher compared to the Haringey Borough profile (42.2% compared with 12.1%).</p>	<p>No disproportionate impact envisaged based on equalities data provided through the parents consultation.</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
<p>The ceasing of holiday play schemes without ongoing provision through schools or other sectors would disproportionately impact on children with disabilities.</p> <p>If continuity of after school and holiday childcare is not secured through every school/setting:</p> <ul style="list-style-type: none"> children and parents of children from black ethnicities would be disproportionately impacted in some areas children and parents of children from white ethnicities would be disproportionately impacted in some areas Parents of children of primary school age would be disproportionately impacted across Haringey 	<p>Put in place a commissioning process to identify providers of services for children with the most severe disabilities (Level 4).</p> <p>Secure transition money and support to schools to develop business models to ensure affordable after school childcare can be provided with no subsidy from the Council.</p> <p>If/where there is an identified risk of a school not being able to take on responsibility for after school childcare – undertake following action:</p> <p>Work with the school to calculate how transition funding could be used to provide after school childcare during a transition period.</p>	<p>Head of Children with Disabilities</p> <p>Head of Children's Network West 0 - 19 out of school provision</p> <p>Head of Children's Network West 0 - 19 out of school provision</p>	<p>April 2011</p> <p>February - April 2011</p> <p>February - April 2011</p>	<p>Aiming High Grant Funding</p> <p>£27k per school</p> <p>N/A</p>

					February - April 2011	N/A
	Work with third sector providers to identify capacity for any children who may not be able to access a place through schools.	Head of Children's Network West 0 - 19 out of school provision			February - April 2011	N/A
Concern has been raised by parents through the consultation process around the ongoing offer from schools / third party providers with regards to opening times, fees and feeder schools.	Ensure issues relating to service offer including opening times, fees and feeder schools are built into the discussions with schools for the use of the Transition Funding.	Head of Children's Network West 0 - 19 out of school provision			March - April 2011	N/A
Potential increase in fees.	Using the Chestnuts pilot to build on, work with schools to ensure all parents are aware of where eligible, accessing the childcare element of the Working Tax Credit.	Head of Children's Network West 0 - 19 out of school provision / Working Parents Officer			February - April 2011	N/A

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.

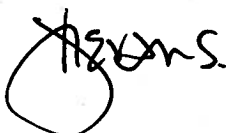
All Full EqIA's will be published on the Haringey website.

Assessed by (Author of the proposal):

Name: Belinda Evans

Designation: Head of Children's Network West and 0 - 19 out of school provision

Signature:



Date: 14.04.11

Quality checked by (Equality Team):

Name: Inno Amadi

Designation: Senior Policy Officer (Equalities)

Signature:



Date: 12 April 2011

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

APPENDIX 3



Haringey Council

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

Date: 07/02/11
Department and service under review: After School Childcare, CYPS
<p>Lead Officer/s and contact details:</p> <p>Belinda Evans Belinda.Evans@haringey.gov.uk 020 8489 3637</p>
<p>Contact Officer/s (Responsible for actions):</p> <p>Belinda Evans Belinda.Evans@haringey.gov.uk 020 8489 3637</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 proposal to cease the delivery of the Council's subsidised Play 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. 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>These proposals affect 47 members of staff. 21 members staff included in this EqIA staff group have applied for and been granted voluntary redundancy.</p>

Ethnicity – Overall there is a small over representation of BME staff relative to the wider Council profile, however when analysed at grade group level, BME staff are under represented in both groups (SC1-5 and SC6-SO2) as compared to the Council profile for the grade groups.

Gender - Overall, female staff in this staff group are over represented and males under represented as compared with the wider Council profile.

Age – The majority of staff are in the 45-54yr age group and are over represented compared with the Council profile, there is also an over representation of staff in the 55-64yr age group.

Disability – Overall, there is a slightly higher level of staff with a disability in this staff group as compared to the Council profile.

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 proposal is to cease the delivery of the Council's subsidised Play Service which provides after school and holiday childcare.

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

The objective of the consultation is to contribute to achieving savings of £575,000

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

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. One member staff affected is due to take maternity leave during 2011-12. 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. In addition to this, schools with suitable vacancies have been asked to notify the Council so that applications for these posts can be processed in a fair and equal manner.

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
		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	31		0.0%	3	9.7%	15	48.4%		0%		0%	18	58.1%	9	29.0%	4	12.9%	67%
Sc6-SO2	17		0.0%	2	11.8%	7	41.2%		0%		0%	9	52.9%	3	17.6%	5	29.4%	57%
PO1-3	0																	46%
PO4-7	0																	39%

PO8+	0																		19%
TOTAL	48	0	0%	5	10.4%	22	45.8%	0	0%	0	0%	27	56.3%	12	25.0%	9	18.8%	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. Staff in this service are in grade groups SC1-5 and SC6-SO2 only. BME staff in grade group SC1-5 account for 58.1% of the grade group which is an under representation as compared with the wider council profile (67%). BME staff in the higher grade group SC6-SO2 account for 52.9% of the grade group, which is also an under representation as compared to the wider council profile (57%). Overall BME staff account for 56.3% of this service which is a small over representation when compared to the wider council profile (54%) and significantly higher than the Borough profile (34.4%).

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. In addition to this, schools with suitable vacancies have been asked to notify the Council so that applications for these posts can be processed in a fair and equal manner.

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
MANUAL	0					49%	
Sc1-5	31	7	22.6%	24	77.4%	68%	
Sc6-SO2	17	2	11.8%	15	88.2%	74%	
PO1-3	0					62%	
PO4-7	0					64%	
PO8+	0					52%	
TOTAL	48	9	18.8%	39	81.3%	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.

Female staff are over represented in both grade groups (77.4% compared to 68% for grade group SC1-5 and 88.2% compared to 74% for grade group SC6-SO2). Overall, females account for 81.3% of this staff group as compared with 67% of the wider Council profile. This reflects an under representation of males in both grade groups and in the staff group as a whole (18.8% as compared with the wider Council profile of 33%). Therefore these proposals would have a disproportionate impact on women.

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. In addition to this, schools with suitable vacancies have been asked to notify the Council so that applications for these posts can be processed in a fair and equal manner.

Age

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

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL 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	
MANUAL													0
Sc1-5	2	6.5%	8	25.8%	1	3.2%	15	48.4%	5	16.1%	0	0.0%	31
Sc6-SO2	0	0.0%	2	11.8%	1	5.9%	7	41.2%	7	41.2%	0	0.0%	17
PO1-3													0
PO4-7													0
PO8+													0
TOTAL	2	4.2%	10	20.8%	2	4.2%	22	45.8%	12	25.0%	0	0.0%	48
Council Profile	3.0%		17.8%		24.6%		35.1%		18.2%		1.2%		
Borough Profile	14.0%		27.0%		23.0%		16.0%		10.0%		1.0%		

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

There are no staff in post affected by this proposal in the 65+ grade group. The majority of staff are in the 45-54yr age group (45.8%) and this is an over representation as compared with the Council profile (35.1%) indicating that this age group would be disproportionately impacted by this proposal. This is also the case for the 55-64 age group who account for 25% of the staff group as compared with the wider Council profile of 18.2%. There are smaller over representations in the age groups 16-24 and 25-34yrs and a significant under representation in the 35-44yr age group (4.2%) as compared with 24.6% of the wider Council.

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. In addition to this, schools with suitable vacancies have been asked to notify the Council so that applications for these posts can be processed in a fair and equal manner.

Disability

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

Grade Group	TOTAL STAFF	No. declared disabled Staff	No. staff declared not disabled	No. staff disability not stated	% of Grade Group declared disabled	Council profile
MANUAL	0					2.8%
Sc1-5	31	2	19	10	6.5%	6.9%
Sc6 - SO2	17	2	9	6	11.8%	6.8%
PO1-3	0					2.6%
PO4-7	0					6.9%
PO8+	0					9.5%
TOTAL	48	4	28	16	8.3%	7.2%
Borough Profile	7.6%					

Overall, there is a slightly higher level of staff with a disability in this staff group as compared to the Council profile (8.3% compared with 7.2%) and the Borough profile (7.6%). When broken down by grade group, the proportion of staff who have declared themselves as disabled is broadly in line with the wider Council at grade group SC1-5 (6.5% as compared with 6.9%) but there is an over representation of disabled staff at SC6-SO2, 11.8% as compared with 6.8% of the wider Council profile.

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. In addition to this, schools with suitable vacancies have been asked to notify the Council so that applications for these posts can be processed in a fair and equal manner.

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. One member staff affected is due to take maternity leave during 2011-12. 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 After School Childcare.

Date Part 1 completed - 15/02/11

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 Play Service commenced on 7th February 2011 and finished on 9th March 2011, a midway meeting was held with Union representatives on 24th February and with staff and Unions on 3rd March 2011. A number of issues were raised at the midway meeting and are included along with management responses at Appendix A.

The Union response to the consultation with staff included the following comments:

“This consultation sees all of the play service provision that is funded through the CYPS Directorate close. As a result this service closure will see the loss of 50+ posts. Although a number of the employees have opted for voluntary redundancy, and there may be some opportunities for some of the staff to be employed within some of the schools, there is a fear that the terms and conditions of those school employment opportunities, that may be offered, could be less favourable than current employment conditions. This of course raises concerns for unison.”

“We would expect the Council to work with any schools that are creating any after school provision to ensure that the staff that are being made redundant are given priority in relation to any employment opportunities, and that this process is carried out in a fair and equal manner that is in line with the Councils equal opportunities policies.”

Management response: We also want to avoid compulsory redundancy wherever possible and as you are aware, a number of staff have already expressed an interest in voluntary redundancy. However, sadly, we cannot rule out the possibility that some staff may leave the service through compulsory redundancy, should attempts to secure alternative redeployment prove unsuccessful.

We are working closely with schools to identify any suitable vacancies for our staff and have been circulating these to all staff in this service. There have been examples of posts being offered on different terms and conditions and our HR staff have given advice on this. It is a matter for schools to decide on the terms of the staff that they employ directly but we have and will continue to liaise with schools on issues related to contracts that staff members raise with us.

We are attempting to process any redeployment opportunities that have been made known to us in a fair and equal manner – schools with vacancies have been asked to notify us rather than to approach the staff working with them so that there can be a fair process for applications to these posts.

Union comments relating to service delivery are recorded and addressed in the Service Delivery EqIA.

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?

Changes to the proposal in order to reduce the impact on the protected groups are not possible as the proposal relates to a unit closure. Mitigating action is being undertaken to try to minimise the impact on all staff. We are working closely with schools to identify any suitable redeployment or employment opportunities for staff that may arise as a result of schools taking on responsibility for the running of after school and holiday childcare and will process any such opportunities in a fair and equal manner.

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

We are not amending the proposal for unit closure however we are working to minimize the impact on staff, see above.

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

Unit closure is the only option which will achieve the level of savings required.

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

As it is a unit closure, we are not recruiting to any posts. Where schools are planning to continue provision of after school childcare, it is their responsibility to ensure that they do this in a fair and equal manner, in line with the relevant policies, guidance and legal framework. We are working with HR to support this.

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 – 11/03/11

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.
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.

None of the above is applicable as this EqIA is in respect of a unit closure.

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: Belinda Evans

DESIGNATION:

SIGNATURE: 

DATE:

QUALITY CHECKED BY (Equalities.)

NAME: Inno Amadi

DESIGNATION: Senior Policy Officer (Equalities)

SIGNATURE: 

DATE: 12 April 2011

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

Midway Consultation meeting with Play Service Staff and Union Representatives 3rd March 2011

When will the service actually close? If the proposal to cease delivery of After School and Holiday childcare is ratified, then there would be no budget for this service from March 31st 2011. However services would continue to be run until the end of staff notice periods, during which time we would continue our work with schools to try and ensure continuity of provision without a gap in services.

Can we use the 'transition' funding to keep the services open? The transition funding has been agreed by the Schools Forum to support schools that currently host or are linked to a Council subsidised provision to take on responsibility for providing after school and holiday childcare. The funding is not sufficient to keep the Play service running on an ongoing basis, however in discussion with schools, it may be possible to use it to support interim arrangements while schools develop their provision.

Staff would be leaving on different dates – how would it be managed? The responsibility for this sits with Children and Young People's Service and would be managed centrally, individual play centre managers would not need to try and put in place interim arrangements, this would also apply to Easter Holiday provision.

Wouldn't it be easier to close it all? We are very aware that affordable after school childcare is essential to working parents in Haringey and we are therefore working with schools to try and ensure there is no gap in provision.

How are vacancies in schools being filled? We are asking all schools to ensure suitable vacancies are circulated to staff affected by this proposal. If direct transfers on the same Terms and Conditions are possible, we will support schools and staff in facilitating this. Staff are not under obligation to transfer to a contract with a school that is not a suitable alternative to their current post (e.g. a lower grade). If staff have any queries, they should seek further advice from HR and their Union representative.

What is bumping? Bumping allows staff not at risk to apply for Voluntary Redundancy to allow someone within the Council at risk of redundancy to be redeployed.

How long do you have to have between positions if you have taken redundancy? Staff would need a month and one day between ending their post with the Play Service and the start date of a new role within a school in order for their redundancy payment to be unaffected.

Parents are asking Headteachers and staff for information on future provision. Any queries from parents can be directed to Jen Johnson (020 8489 1764 or jen.johnson@haringey.gov.uk).



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.	<p>Name of the restructure: After School Childcare</p> <p>Brief summary of the above:</p> <p>After school childcare is provided at a number of primary schools across Haringey. It is a service for which parents/carers pay, however it receives a significant council subsidy. Due to the government spending cuts, the council is intending to end support for this provision and cease the employment of the involved staff.</p> <p>As part of the mitigating action to ensure that there is continuity of after school child care, meetings have been held with Headteachers at the affected Primary Schools and the Head of Centre at the Triangle Intergenerational Centre with the aim of these settings developing affordable after school child care with no subsidy from the Council. As these discussions are ongoing, it is not possible to say at present precisely what the future provision will be. However, where provision does cease there will clearly be an impact on service users so a service delivery EqIA will be undertaken. 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:</p> <p>Belinda Evans belinda.evans@haringey.gov.uk 0208 4893637</p>								
4.	<p>Date: 31/01/11</p>								
5.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;">Response to Screening Questions</th> <th style="width: 10%;">Yes</th> <th style="width: 10%;">No</th> <th style="width: 20%;">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</th> </tr> </thead> <tbody> <tr> <td>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 groups?</td> <td style="text-align: center;">Yes</td> <td style="text-align: center;"></td> <td>There could potentially be an impact on different groups so a service delivery EqIA will be undertaken to assess this.</td> </tr> </tbody> </table>	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 explanation ² for NOT undertaking a full EqIA	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 groups?	Yes		There could potentially be an impact on different groups so a service delivery EqIA will be undertaken to assess this.
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 explanation ² for NOT undertaking a full EqIA						
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 groups?	Yes		There could potentially be an impact on different groups so a service delivery EqIA will be undertaken to assess this.						

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

Equalities Impact Assessments (EqIA) Screening Tool		
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 undertaken.

Signed off by Lead Officer: Belinda Evans

Name: Belinda Evans

Designation: Head of Children's Network West and 0-19 Out of School Provision

Date: 07.02.11

Signed off by Policy, Equalities and Partnerships Team: _____

Name: Arleen Brown

Designation: Senior Equality Officer

Date: _____

APPENDIX 5



HARINGEY UNISON, 14a Willoughby Road, London N8 0HR

☎ 020 8482 5104 / 020 8482 5105 / 020 8482 5106

Haringey Council Switchboard: 020 8489 0000 Ext 3351 or 3320

Fax: 020 8482 5108. Minicom 020 8482 5109

E-mail: healthandsafety@haringeyunison.co.uk

HARINGEY UNISON

CONSULTATION DOCUMENT: Proposal for the Curtailment of the Councils Direct delivery of After School and Holiday Childcare.

CONSULTATION PERIOD: 7th February – 9th March 2011

Haringey Unison accepts that this is a very difficult time and that as a result of the Government cuts, which have resulted in the loss of grants and funds to Haringey Council, the Council has to make severe cuts to its different services. That said Haringey Unison is and will remain opposed to any compulsory redundancy of Haringey Council Staff.

This consultation document is extremely vague in respect of what provision / contingency is being put in place to provide for the children and their Parents as a result of the deleting of this service.

There is also no evidence that there has been any consultation with the users of the play service and their views of its deletion.

It seems such a shame that a service that was the envy of other London Boroughs is to face closure as a result of these cuts; in the 80s this service led the way in after school and holiday provision.

This consultation sees all of the play service provision that is funded through the CYPS Directorate close. As a result this service closure will see the loss of 50+ posts. Although a number of the employees have opted for voluntary redundancy, and there may be some opportunities for some of the staff to be employed within some of the schools, there is a fear that the terms and conditions of those school employment opportunities, that

may be offered, could be less favourable than current employment conditions. This of course raises concerns for unison.

We would expect the Council to work with any schools that are creating any after school provision to ensure that the staff that are being made redundant are given priority in relation to any employment opportunities, and that this process is carried out in a fair and equal manner that is in line with the Councils equal opportunities policies.

We would also expect that the officer leading on this to keep Unison up to date with this process.

We have also not seen any equalities impact assessment.

Although there has been some interest amongst some of the Primary schools to provide an after school provision, the fear is that the opening times could be shorter than the current provision provides, and the costs for Parents could be increased. We believe that this is already the case re the provision that is being provided by Chestnuts School, and we fear that this could be replicated at other schools. We have also had no indication re what, if any provision will be provide during the school holidays.

Theses increases in costs could have a major impact on working parents, particularly in the eastern side of the Borough, which in turn could have implication re safeguarding issues if parents are not able to find or can't afford after school or holiday care for their children.

Comments by



Andrea Holden
Branch Health & safety Officer & Joint CYPS Convenor

Date 9th March 2011

Management Response to Unison comments on after-school and holiday childcare proposal

Thank you for your comments. We share your sadness about the potential closure of the service and appreciate the value placed upon it both by users of the service in Haringey and colleagues in other boroughs. We have been rightly proud of this service over many years and regret that the loss of grants and other Government funding means that we can no longer maintain it in its current form.

We also want to avoid compulsory redundancy wherever possible and as you are aware a number of staff have already expressed an interest in voluntary redundancy. However, sadly, we cannot rule out the possibility that some staff may leave the service through compulsory redundancy, should attempts to secure alternative redeployment prove unsuccessful.

We are working closely with schools to identify any suitable vacancies for our staff and have been circulating these to all staff in this service. There have been examples of posts being offered on different terms and conditions and our HR staff have given advice on this. It is a matter for schools to decide on the terms of the staff that they employ directly but we have and will continue to liaise with schools on issues related to contracts that staff members raise with us.

We are attempting to process any redeployment opportunities that have been made known to us in a fair and equal manner – schools with vacancies have been asked to notify us rather than to approach the staff working with them so that there can be a fair process for applications to these posts.

We note the points that you have raised about the potential changes in the offer of services to parents/carers such as opening times etc and the potential for increases in costs. We have collected a large number of views from parents/carers and have shared these with headteachers as they reflect the areas that parents/carers are worried about. We are offering business support to schools so that they can plan their services in a way that does not result in prohibitive increases in fees.

Midway Consultation meeting with Play Service Staff and Union Representatives
3rd March 2011

When will the service actually close? If the proposal to cease delivery of After School and Holiday childcare is ratified, then there would be no budget for this service from March 31st 2011. However services would continue to be run until the end of staff notice periods, during which time we would continue our work with schools to try and ensure continuity of provision without a gap in services.

Can we use the 'transition' funding to keep the services open? The transition funding has been agreed by the Schools Forum to support schools that currently host or are linked to a Council subsidised provision to take on responsibility for providing after school and holiday childcare. The funding is not sufficient to keep the Play service running on an ongoing basis, however in discussion with schools, it may be possible to use it to support interim arrangements while schools develop their provision. This may include asking staff to stay on after their redundancy date has been agreed with funding provided through the transition fund.

Staff would be leaving on different dates – how would it be managed? The responsibility for this sits with Children and Young People's Service and would be managed centrally, individual play centre managers would not need to try and put in place interim arrangements, this would also apply to Easter Holiday provision.

Wouldn't it be easier to close it all? We are very aware that affordable after school childcare is essential to working parents in Haringey and we are therefore working with schools to try and ensure there is no gap in provision.

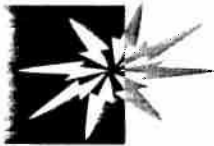
How are vacancies in schools being filled? We are asking all schools to ensure suitable vacancies are circulated to staff affected by this proposal. If direct transfers on the same Terms and Conditions are possible, we will support schools and staff in facilitating this. Staff are not under obligation to transfer to a contract with a school that is not a suitable alternative to their current post (e.g. a lower grade). If staff have any queries, they should seek further advice from HR and their Union representative.

What is bumping? Bumping allows staff not at risk to apply for Voluntary Redundancy to allow someone within the Council at risk of redundancy to be redeployed.

How long do you have to have between positions if you have taken redundancy? Staff would need a month and one day between ending their post with the Play Service and the start date of a new role within a school in order for their redundancy payment to be unaffected.

Parents are asking Headteachers and staff for information on future provision. Any queries from parents, can be directed to Jen Johnson (020 8489 1764 or jen.johnson@haringey.gov.uk)

Individual queries from staff should also be directed to Jen Johnson or Belinda Evans (belinda.evans@haringey.gov.uk).



Haringey Council

Agenda item

General Purposes Committee
On 18th April 2011
Report Title: Procurement – Support Functions Review (SFR)

Report of: Director of Corporate Resources

Wards(s) affected: All

Report for: Key Decision

1. Purpose of the report (That is, the decision required)

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 the Committee notes the timetable for implementation.

Report authorised by: Julie Parker – 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 has been carried out and was completed on the 8th April.

3.5 On the basis of this proposal savings of £312k will be achieved in 2011-12 with a full year saving of £350k (15%).

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

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 Medium Term Financial Plan approved by Full Council on 24 February 2011. The cross cutting HESP efficiency saving for the Procurement SFR was agreed in principle at £416k across 2011/12 & 2012/13.

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

There are currently 67 officers across the Council who undertake Procurement and Transactional processing for more than 20% (1 day per week) of their time including the 37 staff currently in CPU.

The proposed new structure will centralise and reduce the overall number of officers undertaking the procurement and transactional processing for the Council to 48.5 in 2011/12. The model also meets the vision set out in the Haringey procurement strategy for 2010 to 2013

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

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.

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.

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 250k.
- 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.

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 number of posts and costs both currently and once the proposed structure has been implemented. It should be noted in addition to the staff included within this review there is also a significant amount time spent by staff in the service areas in setting up contracts. However, the staff concerned have fallen outside of the review because the average time involved when calculated over a financial year is below the deminimus (and thus savings cannot easily be realised). Nevertheless, all this low level activity will still be absorbed within the new centralised unit.

	Posts	Value (£'000)
In Scope	67.0	2,292
Proposed New Centralised Structure	48.5	1,956
Reduction/Saving	18.5	350

The Procurement HESP saving target is £312k in 2011/12 and £104k in 2012/13. The table above shows that £350k will be achieved in a full year (15% in cash terms). However, there are further potential savings from transaction processing activity **council-wide** as outlined in the paragraphs below, 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 up to £100k.

7. Consultation Results

7.1 A full 30 day consultation has taken place and finished on the 8th April 2011.

7.2 During the consultation process, the following activities were carried out in order to provide all staff with the opportunities to comment on the proposals:

- Two general consultation events were arranged to which all staff and the trade unions were invited.
- Individual 1-2-1 meetings were made available for staff to either meet the Head of Procurement or HR.
- Comments were received from individual and responses have been collated and will be despatched with the updated SFR pack subject to GPC authorisation

- Comments have been received from the union and are attached with responses (Appendix 5)
- A change log has been used to track the amendments and is attached as appendix 6.

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
Proposal paper to CEMB	8 th March 2011
Formal consultation (30 days)	10 th March – 8 th April 2011
Communication meetings with stakeholders on the new service offer and implications	March 2011
General Purposes Committee	18 April 2011
Interviews and appointments	May 2011
Implementation date	1 June 2011
Review of Transactional processing to include CYPS once e-invoicing system is installed	Jan – March 2012 (subject to the implication of an e-invoicing solution)
Review of new function	2012

10. Chief Financial Officer's Comments

10.1 The proposed changes to the procurement activity outlined in this report will enable £350k on-going savings against staffing budgets to be achieved in a full year with up to a further £100k achievable from 2012-13 onwards assuming that the e-invoicing proposals are implemented as planned.

10.2 Given the implementation date of 1 June 2011 the savings in 2011-12 will be £312k which is in line with the HESP savings proposal.

11. Recommendations

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

11.2 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 In reaching its decision on Recommendation 11.1 the Committee should take into account the outcome of consultation set out at Appendix 5 and have due regard to the authority's public sector equality duties, taking into account the attached equalities impact assessment at Appendix 4. The position of any employee whose post is affected as a result of the implementation of these proposals should be considered under the terms of the Council's policies and procedures regarding redeployment and redundancy.

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
- Appendix 5: Consultation Union comments and management responses
- Appendix 6: Change log

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.

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.

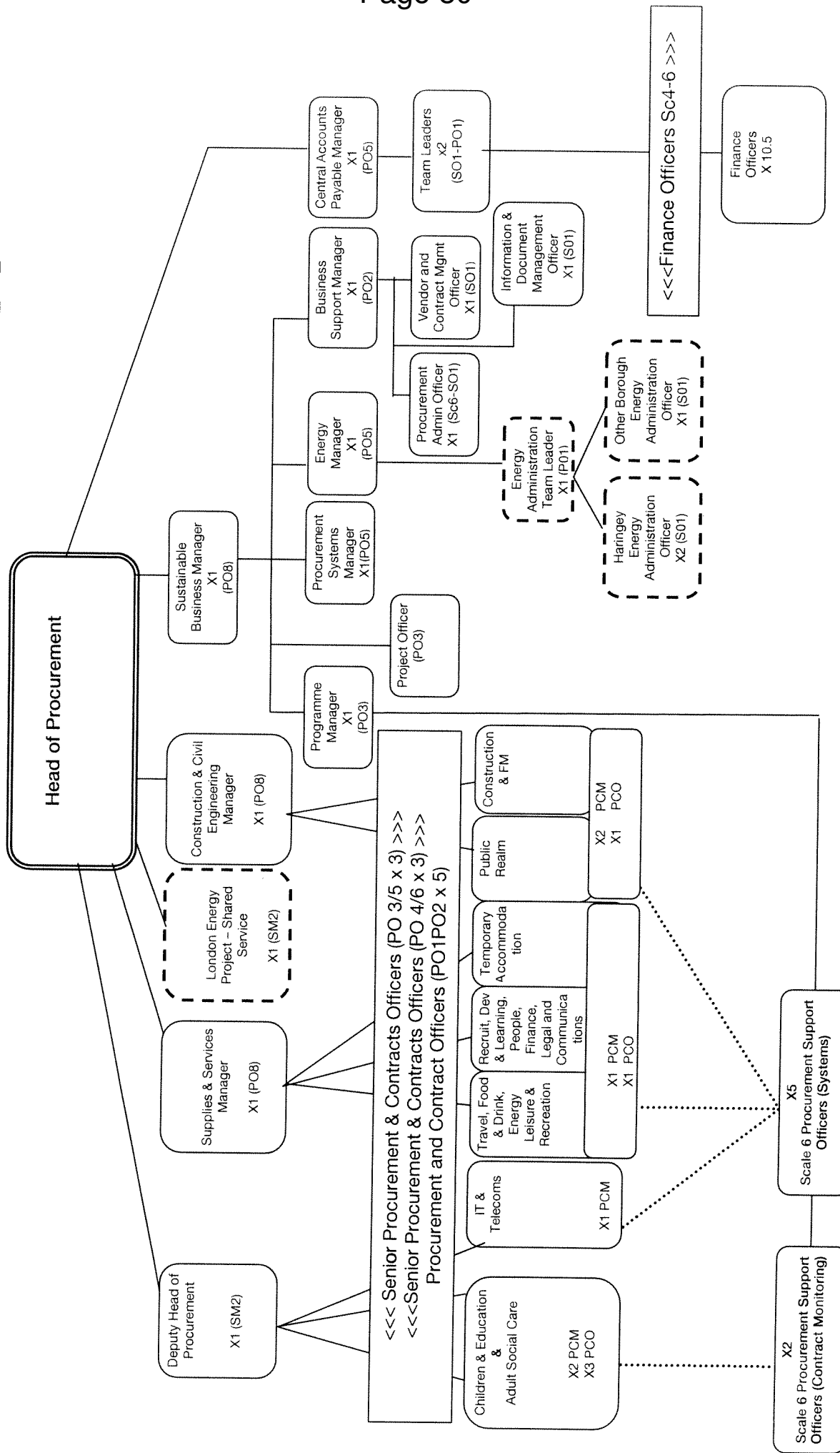
The responsibility for ‘Bill Validation’ will remain with the relevant Business Unit / Service.

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 electronic invoices.

favour of

Central Procurement - Organisational Chart

Externally Funded



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.

a) **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	a) Responsibility for front-line services being procured must remain with

full range of Council services.	departments along with the production of the specification. b). Robust recruitment and appointment process
Insufficient levels of procurement and commercial management techniques.	Be prepared to use a mix of internal development and support and if necessary to recruit externally. It is crucial that this strategy is balanced with the need to have the necessary skills available centrally from the outset.
Centralisation of resources creates a bottleneck.	a) Over a period of time, need to vary contract expiry dates to avoid year-end peaks. b) Shopper numbers need to be reduced carefully and linked into SMART Working
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

b) 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

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- 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

- c) **Are you closing a unit, and if so how many staff will be affected?**
 Yes 1. However, as a result of consultation Unit Closures have been reduced from 3 to 1 by opening up ring-fencing opportunities. The remaining member of staff has applied for Voluntary redundancy but if unsuccessful will be able to apply for new posts within the structure and if not successful will be put in to the redeployment forum.
- d) **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.

Are you closing a unit?

Yes – details as below. However, as a result of consultation Unit Closures have been reduced from 3 to 1 by opening up ring-fencing opportunities.

Unit Closure	Gender	Age	Race	Disability	Grade
1	F	45<55	BME	N	SM1

- 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+	

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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%		

Do any ring-fences dis-proportionally impact on staff from one age group only?

Transactional Processing:

Team Leader:

- 25>34 = 3
- 34>45 = 3
- 45>55 = 4
- 55>65 = 2

Payment's Officer

- 25-34 4
- 34-45 4
- 45-55 5
- 55-65 5

The largest age group in transactional processing is mirrored in the ring-fencing proposal.

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%		

Do any ring-fences dis-proportionally impact on staff from one age group only?

Procurement Support Officer

- 35>45 = 1
- 45>55 = 0
- 55>65 = 0
- 25>35 = 3

Procurement and Contract Officers

- 25>35 = 4
- 35>45 = 2
- 45>55 = 4

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55>65 =3

Senior Procurement and Contract's Officer – Supplies and Services

25>35 = 1

35>45 = 1

45>55 = 4

55>65 = 1

Senior Procurement and Contract's Officer – Construction

25>35 = 0

35>45 = 0

45>55 = 3

55>65 = 0

Supplies and Services Manager

25>35 = 1

35>45 = 0

45>55 = 0

55>65 = 1

Overall this age profile is in line with the overview procurement age profile. The Procurement Support Officer ring-fence show a younger age profile than the average but this is due to the scale of the role making it an suitable entry level

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%

Do any ring-fences dis-proportionally impact on staff from one race group only?

Procurement Support OfficerTeam Leader

- BME 7
- White 5

Payment's Officer

- BME 12
- White 6

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This proposed ring-fence mirrors the overall profile of the team and should have not adverse impact

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%

Procurement Support Officers

- BME 4
- White 0

Procurement & Contract's Officer

- BME 3
- White 10

Senior Procurement and Contract's Officers – Suppliers and Services

- BME 2
- White 5

Senior Procurement and Contract's Officers – Construction

- BME 1
- White 2

Suppliers and Service's Manager

- White 2

The ring-fence proposals show a larger proportion of white staff to BME staff although not in line with the overall figures it is representative of the scales at which the posts are graded.

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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%

Do any ring-fences dis-proportionally impact on staff from one gender group only?

Team Leader

- Female 7
- Male 5

Payment's Officer

- Female 12
- Male 6

These posts are broadly in line with the Team profile and should have no adverse effect.

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%

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Procurement Support Officer

- Female 3
- Male 1

Procurement and Contract Officers

- Female 9
- Male 4

Senior Procurement and Contract's Officer – Supplies and Services

- Female 6
- Male 1

Senior Procurement and Contract's Officer – Construction

- Female 1
- Male 2

Supplies and Services Manager

- Female 2

These posts are broadly in line with the Team profile and should have no adverse effect.

Disability

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%

Do any ring-fences dis-proportionally impact on staff from one disability group only?

Team Leader

- Disability 1

Payment's Officer

- Disability 1

Staff with disabilities are included within both ring-fence opportunities within the transactional processing review.

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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%

Procurement Support Officer

- Disability 1

Procurement and Contract Officer

- Disability 1

Officers with disabilities are represented within 2 out of the 5 ring-fences opportunities which is above the ratio in the team profile.

Assimilation	Gender	Age	Race	Disability	Grade
Transactional Processing					
1	F	45<55	White	N	PO5
1	F	45<55	BME	N	SO2

Do any assimilations dis-proportionally impact on staff from any of the strands of the equalities impact assessment

- 2 females 0 males
- 1 BME 1 White
- 1 PO5 1 SO2
- 45-55 X 2

These posts are broadly in line with the team profile.

Assimilation	Gender	Age	Race	Disability	Grade
1	F	25<35	BME	N	SC6

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1	F	35<45	BME	N	SC6
1	F	35<45	White	N	SO2
1	F	25<35	BME	N	SO1
1	F	25<35	BME	N	SO1
1	M	45<55	White	N	SO1
1	F	45<55	White	N	PO1
1	F	45<55	White	N	PO2
1	F	45<55	White	N	PO4
1	M	35<45	BME	N	PO5
1	M	45<55	White	N	PO5
1	F	45<55	White	N	PO7
1	M	25<35	White	N	PO8
1	M	45<55	White	N	PO8
1	F	45<55	White	N	SM2

- Males 5 Females 10
- BME 5 White 10
- Scales – see table above
- 25>34 = 4
- 35>45 = 3
- 34>55 = 8

There are 15 assimilations proposed in the new structure. Base on the scales and the team profiles these assimilations broadly reflect the overall figures. The figures in regards to white and BME staff are not in line with the overall profile but do reflect the like for like jobs across the current structure.

- 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.

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Strand	Council staff profile %	Staff affected profile %	Comment
Age 16 -24 25-34 35-44 45-54 55-64 65+	3 18 25 35 18 1	0 20 19 37 24	The affected group is mostly within the 45-54 age group, which is in line with the Council profile.
Race BME White White Other Not declared	54 29 16	51 29 14 6	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
Gender Male Female	33 67	37 63	The most affected group of staff are women, which is in line with the council profile.
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?
As part of the consultation process the opportunity to apply or re-apply for VR was given to all staff within the scope of this review.

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 updated following consultation and completed following the recruitment process by the end of June 2011.

- a) Are the proposed changes likely to result in an adverse impact for any staff equality group, and if so please state which groups?
No, all staff with the exception on one unit closure remain the same as the figures given in section 2.
- b) Are the proposed changes likely to result in a positive impact for any staff equality group, and if so which groups?
No, all staff with the exception on one unit closure remain the same as the figures given in section 2. There is a positive impact for all staff with the establishment of 3 new posts available to all staff.

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- c) Are the proposed changes likely to result in a positive / negative impact for service delivery, please explain how?
This is a support service's review that should not have any direct impact on service delivery.
- d) Are any of the proposed changes likely to have an impact on community groups, please explain?
This is a support service's review and should not have an impact on community groups.
- e) Does there need to be any changes to the interview process or job descriptions, please explain?
Where people are applying for more than one similar role we have decided to compact the interviews into one. An additional person specification criteria in regards to contract management has been developed as a result of consultation.
- f) What measures does, or could, the proposed reorganisation include to help promote equality of opportunity?
The reorganisation includes a majority of Open ring-fences to ensure equality of opportunity for staff with different skill-sets.

Will the proposed changes produce any differential impact across the groups, that can be justified, and explain why?

There have been minimal changes as a result of consultation. The major change being 2 originally proposed unit closures now being put into Open ring-fences. There are also 3 new posts available to all staff. This does not have a differential impact across the groups.

- g) Will the proposed changes produce any differential impact across the groups that cannot be justified, and explain why?
There are no unjustifiable changes as all changes have been made as a result of consultation feedback.

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?**
As a result of consultation we have reduced the originally proposed unit closures from 3 to 1. The one remaining unit closure has applied for VR. There are also 3 new posts available to all staff.
- 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. It has also allowed 2 originally proposed unit closures to be included in the ring-fence opportunities. There are also 3 new posts available to all staff.

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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 although they are managed centrally. (to be reviewed when electronic scanning system is in place).*
- *Minimisation of unit closures*
- *3 additional assimilations have also been identified.*
- *3 new posts have been established giving the opportunity for all staff to apply.*

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 were 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:*
 - *30 days of formal consultation concluded on the 8th April.*
 - *2 open consultation sessions on the 22nd and 24th March 2011 with individual sessions offered.*

Appendix 4

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	Must allow the business daily contact with suppliers to enable the smooth running of service and to resolve day to day operational issues.	Operational contract management stays within the business units. Issues are escalated to Central team for contract resolution.
Request for more Closed ring-fences	Open ring-fences were used to ensure maximum amounts of staff were able to be offered the chance to interview for the posts on offer.	We are proposing to stay with using a majority of Open ring-fences to ensure maximum inclusion.
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.	Structure aligned to commissioners to ensure direct and open lines of communication based on market segments
EIA risk assessment to be changed to include Training and support	We said we would work with people’s transferable skills and would change the risk assessment to reflect this.	Risk assessment changed.

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

- *Amended job descriptions*
- *Proposed amendments to Contract Standing Orders (CSOs)*
- *Transactional processing hubs remaining within ACCS although they are managed centrally. (to be reviewed when electronic scanning system is in place).*
- *Minimisation of unit closures*
- *3 additional assimilations have also been identified.*
- *3 new posts have been established giving the opportunity for all staff to apply.*

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

Appendix 4

The following table outlines that no groups have been adversely impacted as a result of the consultation process. The only change is to the number of staff in this review has been 1 unit closure.

	Pre Consultation	Post Consultation
Total staff	67	66
BME	33	32
White	9	9
Female	41	40
Male	24	24
Age 16-24	0	0
25-34	13	13
35-44	12	12
45-54	24	23
55-64	16	16
Disabled	3	3
VR is not included in these figures		

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

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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	

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

Asian	Black	Mixed	Other	BME sub total	White	Not declared	TOTAL
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Appendix 4

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	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



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UNISON COMMENTS ON PROCUREMENT SUPPORT FUNCTIONS REVIEW

General Comments

Q: This is the fourth SFR we have dealt with and we note with concern that a very different approach appears to have been taken to ring-fencing when it is compared to the others. Primarily our concern relates to the apparent approach of slotting in the vast majority of staff who are currently employed within Corporate Procurement meaning that other staff who are brought into the process are left at a disadvantage, both by having to compete for a small number of jobs and in the sense that they have been in many cases open ring-fenced, leaving the possibility that posts may remain unfilled.

We are aware that staff both as individuals and collectively have expressed similar concerns and have submitted extensive comments/concerns as part of this process, since we have been copied into a number. These documents raise a variety of valid queries and questions regarding process and structure and need to be answered in some detail.

The process therefore appears to favour those in the centre over those currently employed in similar tasks within directorates. In particular, it potentially protects higher paid people from the centre as opposed to higher paid people from the directorate teams. A good comparison here would be the Finance SFR where the majority of posts were "open" ring-fenced so as to avoid such allegations of favouritism. While UNISON argued for closed ring-fences the process was at least set up in a way that gave equal access to opportunities; the same is not true in this case. In the Finance SFR there were a very small number of assimilations proportionately, and in some cases where we made the case for assimilations these were rejected in spite of the roles being almost identical, due to there being other staff from outside the Corporate centre who it was felt deserved the opportunity to apply within ring-fences.

R: *It is management's view that we have complied with the Council's restructuring policies and guidance regarding recruitment methods We firmly refute the suggestion that the policy has been detrimentally applied to staff currently employed within Directorates and to the advantage of those currently working in the Corporate Procurement team. We have received extensive comment and many questions from individual members of staff and we have responded to them individually. It is management's intention to try to fill all positions from within existing procurement staff or, where new positions have been identified, from current Haringey employees.*

Redundancies

Q: We recognise the difficult financial situation the Council is currently in; however in all such proposals we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined up approach to managing change. This should include creative use of “bumping” to facilitate voluntary redundancy applications and to avoid compulsory redundancies.

We are aware that there has been a number of renewed applications for voluntary redundancy and would seek an assurance that these will be resolved in advance of any ring-fence process beginning. We would hope these would be supported in preference to making compulsory redundancies. Please provide a full list of post-holders who have opted for and been granted VR from within the Procurement SFR groups.

R: *We are not currently aware of any approaches from individuals or from the Trade Unions regarding “bumping”, however, we will try to accommodate bumping opportunities following the consultation period and will facilitate wherever possible to mitigate compulsory redundancies.*

We are in agreement with the comments made about voluntary redundancy and we will endeavour to ensure that, wherever possible, decisions regarding VR applications will be communicated to the relevant staff before recruitment commences.

Q: Allied to this, proactive consideration of options such as voluntary reductions in hours, flexible working, etc. should be considered. Where staff support these, the normal business case process should not be applied. The presumption as a family friendly good employer should be that the manager is required to make a business case AGAINST the staff’s proposals. We are concerned that the current approach in this respect may in fact cause unnecessary redundancies rather than preventing them. In essence it requires staff to be appointed, then to apply for reductions in hours, rather than allowing them true creative and meaningful consultation on alternatives to the cuts.

Please confirm whether there are any staff that currently work less than full time and how they will be dealt with in the recruitment process?

R: A number of staff currently work less than full time. All staff will be treated equally within the recruitment process. If staff are successful at interview and request a flexible working arrangements these will be considered in accordance with existing Council policy on flexible working.

Levels of Staffing

Q: Please provide a full breakdown of the number of posts at each grade in the existing arrangements and the proposed ones, with confirmation of costs for each tier of the previous and proposed structures. How will the service be funded going forward? Will it have a budget of its own or will it be recharged to the services based upon their need for Procurement support?

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R: The majority of the service is funded from its own budget, but some posts are reliant upon volumes of work and funding from other sources; typically, invoice processing for Homes for Haringey.

Job Descriptions

Q: We note that a number of job descriptions contain references to working in other Boroughs in accordance with potential Shared Service arrangements. We are requesting that these comments be withdrawn. It is inappropriate to put such requirements in job descriptions in advance of any shared services being proposed and in advance of full consultation being undertaken with both staff and Trade Unions. Apart from anything else, any such arrangements may cause issues for staff in terms of out of pocket costs, location and family commitments. Such attempts to add this to a Haringey job description are not reasonable or fair.

R: It is accepted that any service provided to other boroughs, that may require staff to work at locations outside of Haringey, should be the subject of separate consultation and therefore the request to remove references to Shared Service working is agreed.

Q: There seems to be a lack of clarity in the job descriptions about who will have responsibility for managing staff. This has caused us some concerns, as noted in comments we have made separately on the job evaluations. These clauses should be revised as appropriate and clarity should be provided to staff. Once this has been done it will allow us to revisit our job evaluation queries. This is particularly key in relation to the roles of Procurement & Contracts Officer and Procurement & Contracts Manager.

R: We have accepted these comments and job descriptions have now been amended to ensure clarity of line management roles and responsibilities.

Q: Concern has been expressed about the Procurement & Contracts Officer role. The candidate specification for these posts has the following requirement: *“Ability and experience of managing right first time procurement projects with minimal supervision.”* However, this requirement has been excluded from the Construction post. This requirement should be in all the posts or none of them. We think that it is questionable whether posts that are at PO1-PO2 should have this level of responsibility.

R: This point is agreed and the requirement has now been added to the construction post. The job evaluation process has shown this to be the correct grade for the post.

Grades

Q: Staff have noted various anomalies in the titles and grades of posts, which they have raised in their own comments. These issues clearly need to be resolved and ring-fences and job descriptions need to show a consistent set of job roles. Similarly, different grades for the same job shown in a variety of documents need to be standardised.

R: Agreed and have been actioned.

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Q: A number of posts have range-grades. Please confirm whether there is any presumption as to the number of post-holders who will be at each level of the range or whether this will be determined solely by ability. Where ring-fences are being used we are assuming that post-holders will be appointed at their own grade or above, other than where they may have cascaded downwards; please confirm whether this is the case

R: *There is no presumption as to the number of staff on each level. Staff will be appointed based on their ability and match against the person specification..*

Single Status

Q: It is stated *“Employees will be allowed to appeal against the job evaluation the first time the post is evaluated using the new GLPC job evaluation scheme.”* Does this mean that staff will be afforded the full right of appeal in respect of any post they are successful in obtaining, since I am not clear whether any of the existing procurement posts have ever previously been evaluated under the GLPC job evaluation scheme. If there is any variation in the appeal rights please provide a full list of the approaches being taken to each post.

Has any work been done on the existing posts to ensure that there are no anomalies that arise from similar roles having historically been on different grades? If this were the case it would reproduce disadvantage for individuals, as they may have been incorrectly ring-fenced.

R: *Post in new structure have been awarded according to GLPC job evaluation scheme and job + job analysis for these post have been forwarded to the T/Us as part of the consultation process.*

We can confirm that there is a right of appeal on posts in the “old” structure but there is no such right in relation to posts in the new structure, in accordance with the local agreement.

We have not so far received any comments regarding job anomalies on existing roles during the course of consultation.

IT Services

Q:: We are advised that some of the IT Functions have now been withdrawn from the process. Please confirm which (if any) posts have been withdrawn and the impact on ring-fences. Does this have any effect on the overall number of posts contained within the new structure?

R: *No IT staff have been withdrawn from the process and therefore there is no impact on the overall number of posts*

Shared Services

Q: A post of Bill Validation Officer is shown as being subject to discussions with the Shared Service partner. We assume that this is Waltham Forest. Please confirm whether these discussions have concluded and whether this post will in fact be available for staff to apply for. We are assuming this is a third post in addition to the two already shown as being subject to assimilation.

R: *Discussions are still in progress with regards the potential for Shared Services, but nothing is yet agreed. This post is shown on the organisation chart for illustrative*

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purposes and should our discussions come to fruition, then this would be a new post and subject to the usual appointment procedures. There is currently no budget provision in the structure for this new post.

Recruitment Methods

Q: We note that a standard paragraph has been used to describe the methods of recruitment, which has been lifted directly from the Reorganisation policy. Both staff and Trade Unions would like further detailed information about the recruitment processes for each post and to have the ability to comment on whether these are in fact appropriate. With regards to any tests, these should be job based and examples should be provided to any affected staff so that they may familiarise themselves with the type of test they may expect.

In respect of interviews, staff should be afforded access to any training or support they identify at an early stage. It should be recognised that some staff may not have undertaken interviews or recruitment for a considerable length of time.

In terms of recruitment, sufficient time needs to be set aside in the time-line to provide staff with any support they may require.

R: *Following the approval of the final structure a detailed recruitment timetable will be issued along with full details of the process involved. The selection process will follow the Council's re-structuring policy and guidance.*

There is a range of support for staff available via the Supporting Change pages on Harinet.

Ring-Fence Proposals

Q: As we noted in our opening comments we have concerns regarding the current ring-fence proposals. It would be our expectation that where a number of interchangeable posts exist these would be subject to a ring-fence arrangement rather than the usage of assimilation for some. It has been noted that 13 out of the 15 staff it is currently proposed to assimilate derive from the current Corporate Procurement Unit. We would therefore propose the replacement of some of the assimilations with closed ring-fences across posts of a similar type. It is noted in management's own document that there are changes to all roles. While we would dispute the level of change there needs to be consistency. If through staff movement and VR requests numbers of applicants and posts converge we would propose a process of seeking preferences from staff and if required undertaking closed ring-fences to determine which area staff will be allocated to.

R: *Whilst we note the general comments made above, we have not received any comments from staff or trade unions. putting forward any specific justification on why staff believe they should be considered for the posts that are currently identified for assimilation.*

Q: Closed ring fence for Procurement Contracts Officers across all post holders contained within the current ring-fence and the postholder who it is proposed to slot in for the public realm role. We are proposing a closed ring-fence as opposed to an open ring-fence since detailed analysis of the new roles by staff indicated there is a very close match and that in reality all that has significantly changed is words used to describe activities. I have enclosed under separate cover some

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comparative analysis from staff.

- R:** *The post that is identified for assimilation will have the JD updated to clarify the difference in both responsibilities and knowledge of the construction market. The open ring-fence gives more staff the opportunity to be considered for posts, and is not intended to disadvantage staff and where transferable skills exist training and support will be given. Following feedback from this consultation a former unit closure has now been added to the open ring-fences for the Senior Procurement and Contract's Officer and the Contract's Officer.*
- Q:** Closed ring-fence for all posts titled Procurement Contracts Managers across the new structure and a withdrawal of the proposed assimilation for two staff.
- R:** *As a result of consultation the method of recruitment for the Senior Procurement and Contract's Officer in Construction will be changed from assimilation to closed ring-fence for 3 staff.*
- Q:** We recognise that there may be some cascading required between these two groups but believe the process can be managed to facilitate this with little disruption.

Amendment of the current open ring-fence for Procurement Support Officers to a closed ring-fence. Please clarify the total number of posts with this title. Two post-holders are contained within a closed ring-fence for Vendor & Contract Manager, meaning that there would be in effect five potential posts which were filled leaving two vacancies to be considered for alternative employment options (unless the total of 7 includes the post-holder it is proposed to assimilate in this role for Public Realm.) This post-holder should not be assimilated and should instead be included in the closed ring-fence in order to provide consistency and equality.

- R:** *There are 7 posts in total with the title of Procurement support officers in the new structure. The officer being assimilated into the Public Realm post has no impact on these posts. It would be the decision of the officers within the closed ring fence for the vendor and contract manager as to whether they wish to be considered for both posts. The open ring is not intended to disadvantage staff and where transferable skills exist training and support will be given.*
- Q:** Team Leader Transactional Processing assimilation: Is it the case that this post-holder is on PO1 and therefore cannot be considered for the Sc6 roles?
- R:** Yes
- Q:** Team Leader Transactional Processing closed ring-fence: we have no objection to this proposal and assume that all included are within one grade of the proposed range-grade?
- R:** *This was an error. Please see appendix 4 where you will now see that this post is listed as an open ring fence. Appendix 5 has now been amended to reflect this.*
- Q:** Payments Officers: Please clarify why this has been drawn as an open ring-fence as it seems to be more logical to apply a closed ring-fence in common with the proposal for the team leader, particularly as there is a range grade meaning no applicant would be more than one grade up or down from the grade available.

R: Please see 5 above this is now in line with the open ring fence for the team leader

Recruitment to Vacant Posts

Q: We would suggest that the expressions of interest for the vacant posts is carried out in advance of other ring-fence interviews occurring, as it may reduce or eliminate the need for these to take place. Is it intended to open up the expressions of interests to all staff covered by the Procurement SFR regardless of current grade?

R: We do intend to open up expressions of interest in the 3 new posts identified to all staff within the scope of the Procurement SFR. Whilst we initially proposed that the interview timetable be set up as a cascading process to allow the appointed manager to participate in the interviews, we will try to facilitate this request.

Deployment/Other Options

Q: We are conscious that a broad assessment of 20%+ has been used to include or exclude staff in this process. This low threshold would suggest that there is a high likelihood of staff being included in other processes within their current departments. Where this is the case we would seek assurances that they may chose to either opt into both recruitment processes or to express a preference where they are likely to have more than the Procurement SFR as an option. Furthermore, that where this occurs that staff will not be deemed to have failed to cooperate with the process (we recognise that in the case of staff currently in the CPU this option is unlikely to apply.)

R: We can confirm that, where staff are included in this SFR and other reviews they may chose to either opt into both recruitment processes or to express a preference where they are likely to have more than the Procurement SFR as an option.

Yours sincerely

Seán Fox
Branch Secretary

Chris Taylor
Assistant Branch Secretary

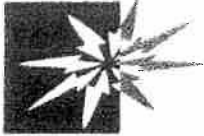
Appendix 6

METHOD of Identification	Changed FROM	Changed TO
Consultation	Job title: Procurement and Contract manager	Senior Procurement and Contract officer
Consultation	Remove from Appendix4 and 5 – IT & Telecoms' Manager.	Removed from Appendix 4/5.
Consultation	Job title: Procurement and Contract manager Additional duty added to original JD's for	Senior Procurement and Contract officer Additional duty of: To monitor spend against contract values and to take timely action to ensure that service managers are informed and actions taken compliant with E.U. regulations and CSO's to ensure that this is remedied.
Consultation	Job title: Bill validation officers	Energy Administration Officer
Consultation	Job Title: Energy shared service team leader	Energy Administration Team Leader
Consultation	EIA risk log	Expanded to include internal training
Consultation	Job Description Procurement and Contract officers: Additional requirement added to the Person Specification	Person spec amended: To include experience of contract management
Consultation	Job description Procurement AdmIn officer Additional requirement added	Additional duty of: Undertake web updating duties as required
Consultation	Job description Procurement Support officers Additional requirement added	Additional duty of: Undertake web updating duties as required
Consultation	Job description Purchasing and Contract officers Additional requirement added	Additional duty of: Undertake web updating duties as required

Appendix 6

Consultation	Job description Procurement and contract officer (construction) Person spec amended to add additional requirement	Additional experience added to Person Spec: Ability and experience of managing right first time procurement projects with minimal supervision
Consultation	Job description Senior Procurement and Contract officer (IT) and (Construction)	Additional duty of: To manage procurement projects to Best Practise standards to maximise and maintain the efficiency of the procurement process and ensure Best Value outcomes
Consultation	Job description Programme Manager Additional requirement x 2	Additional duties added 1. To manage a team of officers undertaking a diverse range of tasks including implementing and managing E-procurement systems, managing corporate contracts and undertaking the storage, retention and destruction of documents for the team. 2. To ensure that all procurement systems and process are compliant with EU procurement legislation and that all projects being managed through these systems are also fully compliant
Consultation	Changes to appendix 5 Job title amended - Management Information officer	Job Title changed to: Information and Document Officer Recruitment method:

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Haringey Council

Agenda item:

[No.]**General Purposes Committee****On 18th April 2011**

Report Title. Proposed staff changes and reductions in Libraries, Archives & Museum Services

Report of **Mun Thong Phung, Director: Adults, Culture & Community Services**

Signed : *UJA REDFERN*

Contact Officer: **Diana Edmonds: 020 8489 2759 / 2760**

Wards(s) affected: **All**

Report for: **Key /Non-Key Decision**

1. Purpose of the report

- 1.1. To seek approval for the proposed staff changes in Libraries, Archives and Museum Services in order to meet council approved budget reductions and the loss of ABG funding from 2011/12.
- 1.2. To seek approval for the proposed revised weekend opening hours in the library service and the public archives search room at Bruce Castle Museum and the Museum on Public Holidays.

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

2.1. Council Plan Priorities:

- Encouraging lifetime well-being at home, work, play and learning;
- Promoting Independent living while supporting adults and children in need; and
- Delivering excellent customer focused cost effective services.
- Developing libraries as Community Hubs

- 2.2. Community Strategy which states that Haringey should be “a place for diverse communities that people are proud to belong to” with an aim “to improve the quality of life for everyone”.

3. Recommendations

- 3.1. The committee approves the revised post changes and deletions detailed in Appendices A and B, taking into account the outcome of the consultation outlined in Appendix C and paying due regard to the authority’s public sector equalities duties.
- 3.2. The committee approves the revised Sunday opening offer of the Library Service, the revised Saturday opening hours of the Public Archives Search Room and the cessation on Museum opening on public holidays. outlined in Appendix A, paying due regard to the authority’s public sector equalities duties
- 3.3 The committee notes that the revised structure will be implemented from 1 May 2011.
- 3.3. The committee notes the level of savings to be achieved from the review in 2011/12 outlined in paragraph 11.

4. Reason for recommendation(s)

- 4.1. The budget challenges faced by the Council over the next three years, as a result of substantial Government cuts to local authority funding and the in-service loss of the Area Based Grant have required Libraries, Archives and Museum services to identify £749,000 of savings for 2011/12, of which £633,000 are staff related. Although some vacant posts will be deleted and voluntary redundancy to achieve these savings has already been agreed in a number of cases, £381,200 of savings are still required and the proposals in Appendix A set out the changes needed to achieve this amount.
- 4.2 The reduction in staff numbers across the service has required some revision of service opening hours in order to deliver services within the resources available.

5. Other options considered

- 5.1. Options for whole library closures have been considered, but it has been recognised that in Haringey, our cultural services are both high performing and popular with the public. Our libraries are used by almost 60% of residents, the highest level of use in any London Borough; within Haringey, they are the third most-used Council service, and were voted “good” or “excellent” by 63% of our residents. The Library and Archives Service is statutory in nature and so the Council is required to fund, facilitate or deliver it directly.
- 5.2. The retention of all Haringey’s libraries has been agreed by Council with the intention of integrating and developing services so that library buildings function

as community hubs within the areas in which they are located.

6. Summary

- 6.1. The proposed changes will support the continued delivery of library, archive and museum services from all current sites, in part through the maximisation of RFID/self service technology, but will require a reduction in Sunday opening hours in the library service and a reduction in the public archives search room opening hours on Saturdays.
- 6.2. The aim of the changes is to help achieve the council's budget reduction targets and deliver library services within the available budget.
- 6.3. Outlined in Appendix B is a detailed list of the post changes and deletions.
- 6.4. Outlined in Appendices D and E are the current structure charts and proposed structure charts for the service.

7. Chief Financial Officer Comments

- 7.1. The restructure described above will allow this Business Unit to achieve the budget reductions outlined at Cabinet on 8th February 2011.
- 7.2. It is likely that the savings will not be achieved in full during 2011/12. The Service must find alternative savings in order to meet the total budget reduction.

8. Head of Legal Services Comments

- 8.1. In reaching its decision on Recommendations 3.1 and 3.2 the Committee should take into account the outcome of consultation set out at Appendix C and have due regard to the authority's public sector equality duties, taking into account the attached equalities impact assessments at Appendices F and G. The position of any employee whose post is affected as a result of the implementation of these proposals should be considered under the terms of the Council's policies and procedures regarding redeployment and redundancy.

9. Equalities & Community Cohesion Comments

- 9.1. Equalities Impact Assessment for staff changes has been completed to stage 4. Summary of Assessment will be completed following implementation.
- 9.2. The impact of the proposed changes to service delivery was analysed against six major equalities strands. No groups could be identified as likely to experience disproportionate problems with access to libraries, stock or archive services.

10. Consultation

- 10.1. The proposals have been the subject of consultation and discussion with

affected staff in the services and the unions since the beginning of February 2011. A period of formal consultation was undertaken with staff and their representatives between 1 March and 31st March 2011.

10.2. Appendix C outlines UNISON comments on the proposed staff changes which helped to pull together comments made by individual staff during the consultation process. The Assistant Director's response has been incorporated within this document against each section of comment.

11. Service Financial Comments

- 11.1. A total of £749,000 of savings have been identified for 2011/12 of which £633,000 are staff related. This will achieve the required £584,000 saving for the council and will offset the loss of ABG funding in libraries (£150,000 of which funded front line posts).
- 11.2. The deletion of vacant posts and voluntary redundancies agreed as part of the council wide process have saved £251,800. The remaining £381,200 will be achieved through the implementation of the staff changes proposed in this report.
- 11.2. The reduction in Sunday opening from four libraries to one, the change to opening the public archives search room on alternate rather than every Saturday afternoon and the closure of the Museum on public holidays, will enable the library, museum and archives services to be delivered within its available staff and budgetary resources.

12. Use of appendices

- 12.1. Appendix A – Proposed establishment and service changes
- 12.2. Appendix B – Proposed post deletions and amendments
- 12.3. Appendix C – CLL UNISON comments and Management response April 11
- 12.4. Appendix D – Structure charts Aug 10
- 12.5. Appendix E - Revised structure charts April 11
- 12.6. Appendix F - Equalities Impact Assessment of the Library, Archives & Museum establishment changes
- 12.7. Appendix G - Equalities Impact Assessment of the Library , Archives & Museum Service changes

13. Local Government (Access to Information) Act 1985

n/a

Appendix A – Proposed establishment & service changes

1.2.1 Museum Attendants - There are currently 2 x Museum Attendant (Sc4) posts and the proposal is to reduce these by one. This will have implications for covering the Museum's opening hours, particularly at weekends and including the public opening of the Archives Search room and the Museum on Public Holidays. The public search room will open on alternate rather than every Saturday afternoon. Archives staff already work alternate Saturdays and the Museum Curator and the Deputy Curator occasionally work at weekends on a voluntary basis, but now this will be formalised. We will consult with staff on the introduction of regular scheduled weekend working for all Museum and Archives staff. This will be one (7hr) Saturday and one (5hr) Sunday in a 4 week period for full time staff, alternate Saturday afternoon's for the Archives Assistant (as current) and one (5hr) Sunday in four for the part time Museum Education Officer. This will have a cost implication and to offset this. The hours of the Museum's Education Officer post will be reduced to 18 from 36 (18 hours currently unfilled) and the budget used to fund the additional costs of the restructure, occasional relief cover at weekends as necessary and provide external support for the Museum's Education programme as required.

The Museum Attendants will be offered the opportunity to apply for voluntary redundancy [VR]. If this is not taken up, recruit to stay interviews will be held and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.2 Archives and Records Management - The proposal is to delete the Archives and Records Manager (PO2) post. The post holder will be offered the opportunity to apply for VR. If this is not taken up, the post holder will be issued with contractual notice (according to their length of continuous service with LBH) **and** be subject to the Council's redeployment procedures. The management of the Archives and associated staff will be transferred to the Museum Curator as part of the restructure of the Museum and Archives Service.

1.2.3 The proposal is to delete 2 x Records Management Officer (SO1) posts and create 1 x Museum and Archives Officer post (SO1). The Records Management Officer posts are currently occupied and the post holders will be offered the opportunity to apply for VR. If this is not taken up, closed ring fence interviews for the Museum and Archives Officer post will take place and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.4 Library Site Managers - There are currently 7 (6.16 FTE) x Site Manager posts (Sc3) and the revised proposal is to reduce these to 5 (3.66 FTE). All the posts are occupied. This will impact on the level of Site Manager Cover we are able to provide, especially at Hornsey and St Ann's Libraries. However the addition, following consultation, of a part time weekday only site manager will improve the level of cover at both Hornsey and Wood Green libraries. Site Manager cover will only be provided at St Ann's Hall when essential, by arrangement with the Senior Site Manager. Site Manager cover at Central Library will be based on one Site Manager on duty rather than two. We will consult with Site Managers on the proposed changes to their working patterns, as staff will be required to change their

shift patterns and work alternate weekends (Saturday/Sunday) as part of their scheduled hours, instead of the current alternate Saturdays only.

The post holders will be offered the opportunity to apply for VR. If this is not taken up then recruit to stay interviews will be held and the displaced members of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.5 Mobile & Housebound - There are currently 3 x Library Assistant/Driver (Sc4) posts and these will be reduced to two. These posts are occupied. The impact of this will be minimised by the more regular involvement of the Community Programmes Officer: Wellbeing & Access in the direct delivery of Mobile & Housebound services.

The post holders will be offered the opportunity to apply for VR. If this is not taken up then recruit to stay interviews will be held and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.6 Stock Section - There are 1.5 x Acquisition Librarian (Sc6) posts and the proposal is to reduce these to 1 x 0.5 post only. These posts are currently occupied. The post holders will be offered the opportunity to apply for VR. If this is not taken up then it will be assumed that both of the current post holders are expressing an interest in being considered for the 0.5 post as a suitable role. Recruit to stay interviews will take place and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

The staff reductions are achievable as a result of the improved availability of shelf ready stock, including audio-visual stock and the further development of RFID technology.

1.2.7 Library Managers – There are currently 4 Library Managers and the proposal is to reduce this to 3. The post of Library Manager: Marcus Garvey will be deleted. Line management of the staff at Marcus Garvey Library (excluding the children's library staff) will be transferred to the Library Service Delivery & Development Manager. Each of the three remaining library managers (for Wood Green, Hornsey & Children & Young People) will take responsibility for 2 branch libraries.

The post holders will be offered the opportunity to apply for VR. If this is not taken up, recruit to stay interviews will be held and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.8. Senior Librarians – The proposal is to reduce the number of posts at this level by one and we expect savings to be achieved on a VR basis. The remaining SO1 professional staff will be offered the opportunity to move between the different SO1 roles (Branch Manager; Information, ICT & Business Librarian; Local History Librarian and Presentation & Information librarian).

The post holders will be offered the opportunity to apply for VR. If this is not taken up, recruit to stay interviews will be held and the displaced member of staff will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.9 Library & Information Officers – There are 39 (31FTE) x Library & Information Officer (Sc4) posts and the revised proposal is to reduce these by 3, rather than 2.5 to offset the cost of the additional 0.5 site manager. Currently there are two Library & Information Officer posts vacant: these are 18 hour weekday posts (9am – 7pm – 2 days per week) which are essential to the Service and these will provide redeployment opportunities for two people. A further occupied part time post will also be transferred to Muswell Hill library,

The post holders will be offered the opportunity to apply for VR. There are potentially a very small number of people from a large group of staff affected and if there are insufficient VR applications, recruitment to stay will be implemented through assessment tests based on numeracy, literacy and customer handling. This will be discussed with the Trade Unions. Following testing, 2 members of staff will be displaced and will be issued with contractual notice (according to their length of continuous service with LBH) and be subject to the Council's redeployment procedures.

1.2.10 Impact on Service Delivery - The reduction in front line posts proposed in sections 1.2.7 -1.2.10 will impact on the library service's ability to open four libraries on a Sunday. This will be reduced to Wood Green library only. Individual staff rotas (within standard working patterns) and places of work will also be reviewed, to meet the operational needs of the service. This will be done in accordance with the Staff Transfers Policy and the terms and conditions of service.

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**Appendix B – Proposed post deletions, additions & amendments
(revised following consultation)**

Total no. of posts	Total FTE	Post	Proposed action
2	2	Museum Attendant (Sc4)	Deletion of 1 post
1	1	Archivist & Records Manager (PO2)	Deletion of 1 post
2	2	Records Management Officer (SO1)	Deletion of 2 posts
1	1	Museum & Archives Officer (SO1, evaluated)	Creation of 1 new post
7	6.16	Site Manager (Sc3)	Deletion of 2 posts and reduction of 1 post to 0.5 FTE
3	3	Library Assistant Driver (Sc4)	Deletion of 1 post
2	1.5	Acquisitions Librarian (Sc6)	Deletion 1 FTE post
1	1	Library Manager: Marcus Garvey Library (PO3)	Deletion of 1 post
6	5.5	Branch Manager (SO1)	Deletion of 1 FTE post
39	31	Library & Information Officer (Sc4)	Deletion of 3 FTE posts

Vacant posts to be deleted

No. of posts	FTE	Post
1	1	Reminiscence & Curatorial Support Officer
3	0.57	Library Counter Assistant Sc 2 (0.19 FTE)

Occupied posts to be deleted - Voluntary Redundancy agreed as part of council-wide process

No. of posts	FTE	Post
1	0.5	Acquisitions Librarian (Sc6)
1	0.42	Library Counter Assistant Sc 2 (0.42 FTE)
3	2	Library & Information Officer (Sc4)
1	1	Children's Librarian (SO1) - bumped redundancy
1	1	PA/Administration Supervisor (PO1)

Appendix C

CULTURE, LIBRARIES AND LEARNING – UNISON RESPONSE TO BUDGET CUTS AND ESTABLISHMENT CHANGES

Management Response to Unison Comments

Redundancies

We recognise the difficult financial situation the Council is currently in; however, we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined-up approach to managing change. This should include creative use of “bumping” to facilitate voluntary redundancy applications and avoid compulsory redundancies. There should also be proactive consideration of options such as voluntary reductions in hours, flexible working, etc. Where staff support such options, the normal “business case” process for approval should not be applied, given that the aim is to avoid compulsory redundancies.

We are doing our best to avoid the need for compulsory redundancies as much as possible.

Site Managers

There are currently 2 site managers at Wood Green Library. We believe that the reduction to 1 could create significant health and safety risks.

There are a large number of incidents at this library involving members of the public, including theft and problems with gangs, and the Site Managers are expected to deal with these. Currently, the second site manager on duty acts as a back-up and support during these incidents. This is essential given the nature of some of the incidents that occur. If 1 site manager now has to deal with these incidents alone, then that worker could be put at risk.

The amount of tasks that site managers carry out at Wood Green mean that it will be impossible for them to be done by one person. This is because of the size of the library and the number of visitors it has. If the number of Site Managers is reduced, then this will put excessive pressure on staff on the counter, which in turn will impact on the work they are meant to be doing. Site Managers at Wood Green often have to move around large items of furniture; it will not be safe for one staff member to do this alone, so please clarify how this issue will be dealt with. Also, how will large deliveries be dealt with? For example, photocopying paper usually arrives in boxes of 50. Will one person be expected to deal with this? The lift at Wood Green breaks down approximately 3 times a month and can be out of use for a few days. When this happens, Site Managers have to escort library users with disabilities in the goods lift (as they cannot use this unaccompanied). Although there is no problem with doing this, the issue is that at the moment when one Site Manager does this, the other is carrying out other tasks. This will be much more difficult with only one Site Manager, and the likelihood is that many tasks simply will not get done due to lack of time.

Hornsey Library currently has a Site Manager on duty all the time that the library is open. There will now be no-one on duty between 11.30am and 4.00pm. Please clarify who will deal with the issues that Site Managers usually deal with in this period. As with Wood Green, this may create excessive pressure on other staff.

There are classes/events that take place at Hornsey and finish at 12.30pm. These take place in the gallery, which is supposed to open to the public at 1.00pm. However, there will be no Site Manager on duty to deal with clearing away chairs, tables, etc. at this time. Please clarify how this will be dealt with. It will not be reasonable to expect other library staff to do this.

Management have stated that Site Manager cover at St Ann's will only be provided "when essential." This library has events on a regular basis, sometimes several a week, so please clarify how this is going to work. It will not be reasonable to expect library staff to carry out site management tasks at St Ann's.

Events help to promote a positive image of libraries and some of them also bring in revenue, and Site Managers work hard to facilitate these. However, in order for these events to take place, an appropriate level of site management support needs to be provided. If management want to cut this, then it may be the case that the current level of events cannot be maintained. I understand that management have considered using agency security guards to cover some of the tasks of Site Managers. It is unacceptable to be considering the use of agency staff to replace staff who could be made redundant, and it is difficult to see how this will save money. Security guards may not carry out all the tasks that a Site Manager does.

It is proposed that Site Managers will not start until 8.00am. However, in some buildings cleaners start work at 7.00am. Who is going to unlock the building to let them in, and who is going to be responsible for the security of the building between 7.00am and 8.00am?

Site managers usually work in one building only. If they are expected to work more flexibly, they will need training and familiarisation with regard to the different buildings.

Please provide copies of the risk assessments that have been completed in relation to the reduction in site managers. If these have not been completed, then this needs to be done as soon as possible.

Given the concerns raised about this, it is clear that management have not talked to Site Managers about what they actually do and that they have not attempted even the most basic analysis of what work is done by them and how many people are reasonably needed to do it. We believe that management have simply failed to take into account the amount of work that Site Managers do, and have underestimated the importance of this work to the smooth and safe running of Libraries. They sometimes struggle to do the amount of work that is expected of them with their current staffing levels, and this will become even more difficult if there is a staffing reduction. Please note that it will not be reasonable to simply expect other library staff to carry out the tasks that are currently carried out by Site Managers.

Overall, we believe that management will not be able to provide the required level of site management services if this staffing reduction is approved, and that this could lead to health and safety risks for both staff and library users.

We understand that one Site Manager has applied for voluntary redundancy and that another is due to retire soon. Given that this is a reduction of two posts, and given the potential risks of reducing staffing in this team further, we are proposing that there are no further cuts beyond this. Management should also explore whether staff would agree to cutting their hours to so that redundancies can be avoided.

We have taken account of representations from Unison and have now discussed this issue in detail with the Site Managers and with other library staff. In order to strengthen Site Manager cover, we are therefore proposing to add back in a 0.5 post (weekdays only). This has the advantage of ensuring that at the Central Library site manager lunch breaks are fully covered and that there is a regular period of overlap where two members of staff are available for tasks specifically requiring two people; the Senior Site Manager is also able to give assistance as at present.

The additional post will also provide Hornsey Library with longer hours of cover – until 1pm on most days to ensure that the Gallery can be readied for public opening. We will look at scheduling events/classes around the times that Site Manager cover is available if this type of support is necessary to support the activity.

When the public lift is out of order it is not only site managers who can escort library users who need to use the goods lift. Other members of staff can (and do) assist library users in this way if a site manager is not available.

The proposal for site managers at Hornsey Library to start at 8 am will be possible as the keys for the building will be given to Corporate Property Services who provide the cleaning services in our buildings. They have already requested a set for the cleaning supervisor to enable cleaning staff to start before 7am as happens in other council buildings.

Training will always be provided where needed for any site manager working in a less familiar environment. However all site managers are appointed to the service and are expected to work flexibly as many do already.

Senior Librarians

We understand that no-one in this ringfence is now at risk of being made redundant, which is welcome, but we would like confirmation of this in writing.

We are pleased to confirm that no Senior Librarian is at risk of being made redundant at present. One redeployee from HALS is currently working on a fixed term contract but this does not end until September 2012.

Staff have not expressed any strong opinions for or against the creation of a generic Senior Librarian role and job description. However, there are a number of issues that need to be clarified. The staff in this ringfence currently carry out different roles. Some are Branch Managers, and the rest specialise in different areas. If there is to be a generic role, please clarify how this will work. For example, is it envisaged that the new Senior Librarians will both manage branches and do specialist work? Will they be peripatetic or based in one place? If the new structure is implemented, how will it be decided who goes where? If staff are going to have to do work that they do not have previous experience of, then training will need to be provided. If it is envisaged that staff in post will simply continue to do what they are doing now, then please explain the purpose of having a generic role.

Having consulted with staff, we do not feel that it is appropriate to proceed with the creation of a generic job description at this point in time.

Children's Librarians have been excluded from ringfence, but we understand that a Children's Librarian has been given a Branch Manager post at Muswell Hill. We need clarification on what process has been followed here. It is extremely concerning that one person who was not in the Senior Librarian ringfence was given a job that other staff in the ringfence may have had a legitimate claim on, especially when there was

a potential redundancy in this ringfence. Also, we understand that there is an acting-up Branch Manager at Stroud Green. With regard to Branch Manager posts, it is a matter of great concern that one staff member appears to have simply been given a post (at Muswell Hill), and another is acting up (at Stroud Green), when there is a permanent staff member who is only in a temporary post as a Senior Librarian at Coombes Croft, and who therefore may face redundancy when the post comes to an end. This creates the worrying possibility that staff are being treated differently, to the detriment of some and the advantage of others.

We needed to reduce the Children's Librarians from 4 to 3 across the borough. At Muswell Hill, unlike any other Branch Library there were 2 SO1 posts i.e. a Branch Librarian post and a Children's Librarian post. This situation was unsustainable and unjustifiable in the current financial climate and so the decision was taken to delete the Children's Librarian post based at Muswell Hill. The Branch Librarian at Muswell Hill requested voluntary redundancy and this provided us with an opportunity to avoid a compulsory redundancy by offering the role on a bumped redundancy basis to the Children's Librarians. One of the Children's Librarians agreed to take up the role and so this has been successfully achieved.

No staff have been appointed to vacant posts. Any permanent vacancies that arise will be recruited to using Council procedures. The person acting up at Stroud Green library is covering for the gap at SO1 level created by the maternity leave of the Children's librarian at Hornsey library.

In relation to the staff member currently based at Coombes Croft, we are pleased to confirm that she will be included in any ring fences which apply to that level of staff.

Library and Information Officers

These are front line staff who are essential to the effective running of the service. Given the importance of these roles, we are requesting that management do not implement this cut as the savings will be negligible

The staffing reductions in this area will be obtained entirely via voluntary redundancy. We are proposing to reduce this tier of staff by two library and information officers and feel that this reduction can be managed.

Mobile and Housebound

A Library Assistant/Driver post will be cut. It is stated that "the impact of this will be minimised by the more regular involvement of the Community Programmes Officer: Wellbeing and Access in the direct delivery of Mobile and Housebound services." Please clarify what this means. It seems to mean that the stated postholder will be expected to carry out the duties of the deleted post in addition to those of their own post. It is not acceptable to cut posts and simply pass the duties onto somebody else, who will already have their own full workload.

Assistance in service delivery is already part of the Community Programmes Officer: Wellbeing & Access's role. The post holder will contribute more regularly to service delivery and it is recognised that this will result in less time to be spent on other activities.

Stock Section

I have not had any comments from staff about this. However, the proposal states that the postholders will be given the opportunity to apply for VR, and if they do not do this then it will be assumed that will both be expressing an interest in being considered for the remaining 0.5 post as a suitable role. This does not appear to

follow the correct procedure. If someone works full time, for example, then they may choose to take a 0.5 post but they couldn't be forced to. Not taking VR would not necessarily mean that they had accepted that this was a suitable post, and any staff in such a position should be offered the opportunity to have a period of redeployment if that is what they want, in line with council procedure. They should not be forced to go for the post. However, this all depends on what the staff involved say they want and I am happy to have further discussions about this if necessary.

It may be helpful to clarify that we have received requests for VR in relation to 1 post. There will be no necessity for members of staff to reduce from a full-time to a part-time position.

Library Managers

We are concerned that Marcus Garvey will no longer have its own Library Manager. This appears to be the latest in a series of attempts to downgrade the status of this site from being a main library, as the other 2 main Libraries will still have Library Managers. The Library Service Delivery and Development Manager will apparently take on the responsibility for managing the library. However, given the extent of this post holder's other responsibilities, it is difficult to see how managing a main library can simply be added on. We believe that the result will be that there will not be sufficient management capacity in this library.

The Library Service Delivery and Development Manager is confident that she has sufficient capacity for this task.

Sunday working

Following the 2007 restructure in Libraries, an agreement was reached at JCC regarding Sunday working, which was that staff should only work 1 in 8 Sundays. The current proposals will require staff who do not currently work on Sundays to start doing so. Our view is that the existing agreement of 1 in 8 Sundays still stands and that these staff should not be required to work more than this, unless they clearly state that they are willing to do this.

Given that there is a planned reduction in Sunday opening, please clarify what will happen to staff who only work on Sundays (if there are any).

There are no members of staff who work only on Sundays. We do not anticipate Library and Information staff having to work more than one Sunday in 8. Site Managers were not covered by the previous agreement and will now be required to work one Sunday in 4.

Job description and candidate specification comments

Senior Librarian

To work reasonable additional hours as necessary to meet targets and complete tasks. This is unreasonable for staff at this level and should be removed.

Management should ensure that the work that the postholders are expected to do can be completed within their normal hours of work. Staff are under no obligation to work additional hours, and doing so regularly can create significant health risks.

To occasionally deputise for the Library Manager or Senior Operations Manager as and when required and to provide support as necessary, including day-to-day management of the library and staff. It is not reasonable to expect the postholders to routinely have to cover for other staff. The word "occasionally" is used, but the use of the phrase "as and when required" strongly suggests that this would be more than "occasional". In terms of Library Managers, these jobs are graded at PO3, and it is

not acceptable for SO1 staff to be forced into deputising for them in addition to doing their own jobs. This is because of the stress that the additional responsibilities will cause, and also the gap in the grades. Management should ensure that there are sufficient staff at each level to ensure that this requirement is unnecessary.

To undertake any other reasonable duties within your competencies as required by the Head of Service, Library Service Delivery & Development Manager, sometimes at short notice to achieve the basic objectives of the Council. Any other duties that staff are asked to undertake should be appropriate to their grade and relevant to what is already contained in their job description. The overall workload that is given to staff needs to be reasonable.

Please clarify why tasks relating to children are included when Children's Librarians are excluded from this process.

At this point we do not propose to introduce a generic "Senior Librarian" job description.

Museum and Archives Officer

Management appear to have included duties in the job description that seem to be inappropriate for the type of role and the grade. It seems that the postholder will be expected to cover duties that would formerly have been carried out by a Museum Attendant or a Site Manager. Examples include:

- *To assist members of the public in their use and enjoyment of facilities, with general information, interpretation of displays, explanation of facilities and with directions, and operation of equipment (e.g. stair lift) as necessary*
- *As Duty Officer (on a rota), to lead for the service in covering reception desk duties, meet and greet visitors and those hiring facilities, patrol and supervise all areas to which the public are admitted in accordance with set procedures;*
- *To carry out duties set out in procedures manuals/documents to safeguard the safety of the public and staff, and well-being of collections and facilities;*
- *To ensure an efficient service by helping to monitor all safety and security procedures and test equipment as required;*
- *To be responsible as a Duty Officer on a rota for the opening and closure of the Museum and to act as a key holder;*
- *To assist with the implementation of emergency procedures.*
- *To assist in the moving of any furniture and equipment to ensure that proper facilities and equipment are available for the public and staff, including booked meetings.*
- *To work as part of a team on a rota to prepare rooms for lectures or meetings, assisting at evening and weekend meetings when necessary and clearing up after use (including preparing tea and coffee by arrangement).*

It is unacceptable to fill a job description with an excessive number of duties to compensate for cuts in other posts. Management are requiring that the postholder has a degree, and the post is graded at SO1, yet the job description has several requirements that would be typical of a much lower graded post. In reality, this is an

unreasonable attempt to put at least two completely different jobs together, and management need to reconsider this.

To undertake any other reasonable duties and responsibilities within your competencies as required by the Assistant Director of Culture, Libraries and Learning Service, Library Service Delivery & Development Manager and the Resources & Performance Manager, sometimes at short notice to achieve the basic objectives of the Council, the Directorate and CLLS. Any other duties that staff are asked to undertake should be appropriate to their grade and relevant to what is already contained in their job description. The overall workload that is given to staff needs to be reasonable.

To work reasonable additional hours as necessary to meet targets and complete tasks. This is unreasonable for staff at this level and should be removed. Management should ensure that the work that the postholders are expected to do can be completed within their normal hours of work. Staff are under no obligation to work additional hours, and doing so regularly can create significant health risks.

To undertake any other weekend and evening work as required to ensure service delivery. Staff are not obliged to work outside their contractual hours, or over and above whatever agreement has been reached about evening and weekend working, so this should be removed.

The candidate specification asks for a degree. Management guidance states that qualifications should only be asked for if they are a legal requirement, or if they are essential to the post (e.g. a professional qualification). Please explain why it is essential that the postholder requires a degree. If management are not able to do this, then this requirement should be removed.

The Museum has always been a small team of people who work together to deliver the services at Bruce Castle. This means that all staff, from PO4 to Scale 4, need to know how to - and actually do - carry out these front-of house duties. For the higher grade posts this is not on an everyday basis currently but it is sufficiently regular in order to cover leave, sickness, training, team meetings for the museum attendants' post. For the past 7 months, all members of staff have been involved in covering the front of house duties on a rota since the deletion of the third Museum Attendant post.

For this new job description, this role will continue to be part of this routine and the duties listed will be part of the Duty Officer's role. This means that all staff will be rota'd for a week to carry out and lead on these front-of-house requirements. Each officer will therefore be the Duty Officer every 5 weeks during the working week, to work with and support the remaining Museum Attendant and professional staff to deliver these services.

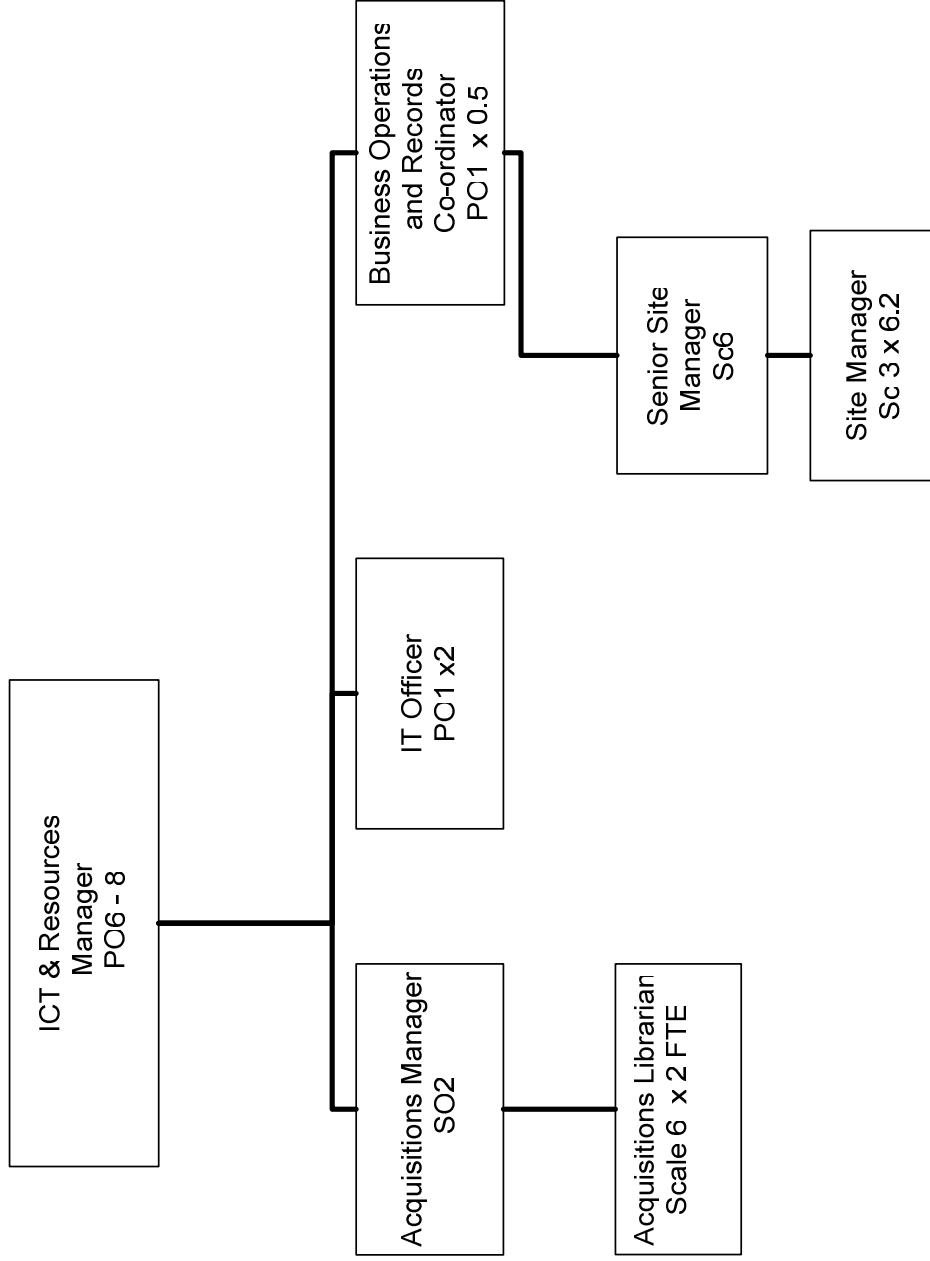
A suitable level of education is required to ensure that the staff recruited to this post are able to carry out the duties relating to the protection and managing of the historic and unique collections. As an Accredited Museum we are required to maintain national standards. It would therefore be possible to say that a degree or equivalent is desirable rather than essential.

Diana Edmonds
Assistant Director, Culture, Libraries and Learning

Chris Taylor
UNISON

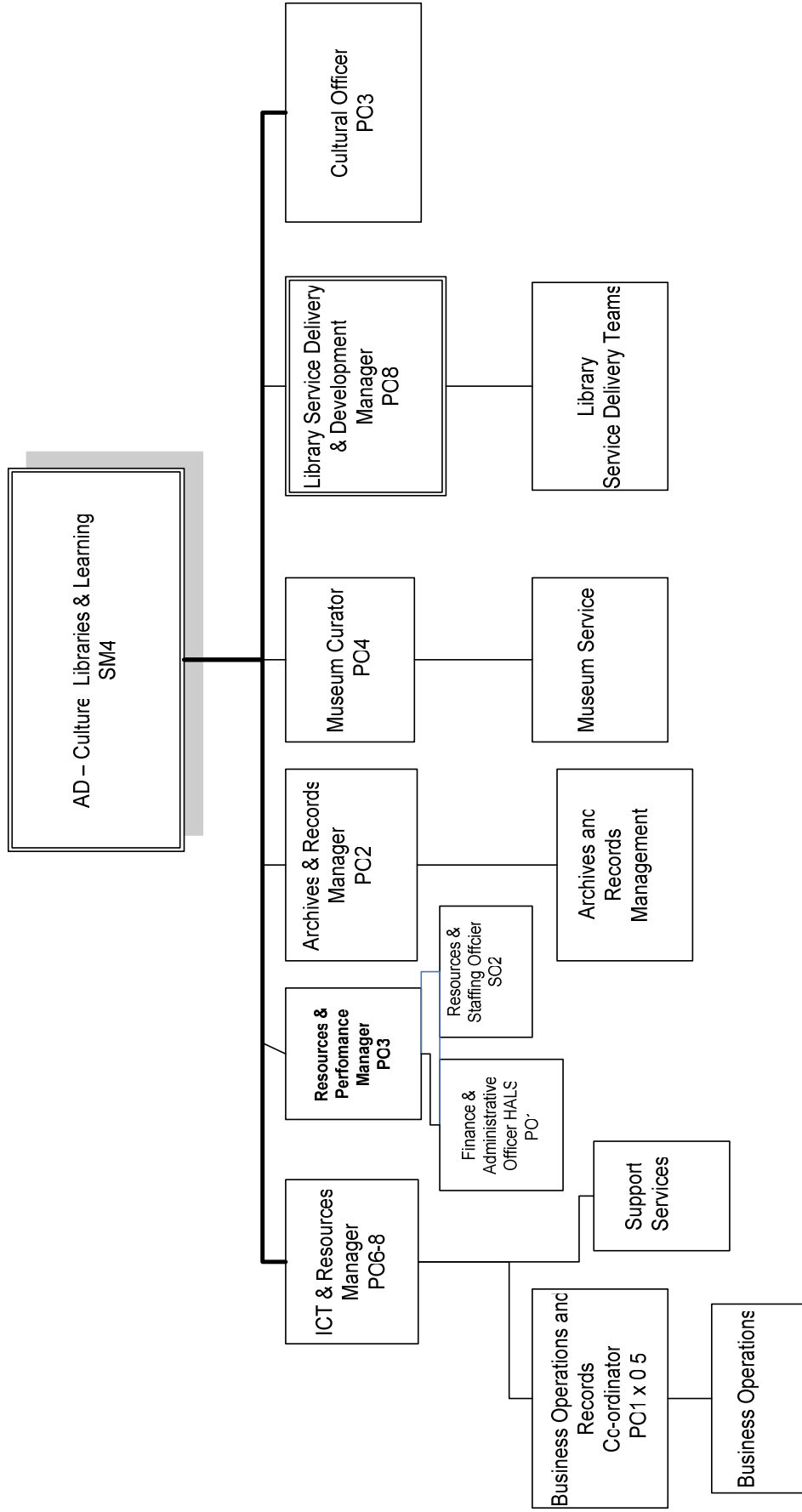
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Support Services



Appendix D: Structure Charts August 2010

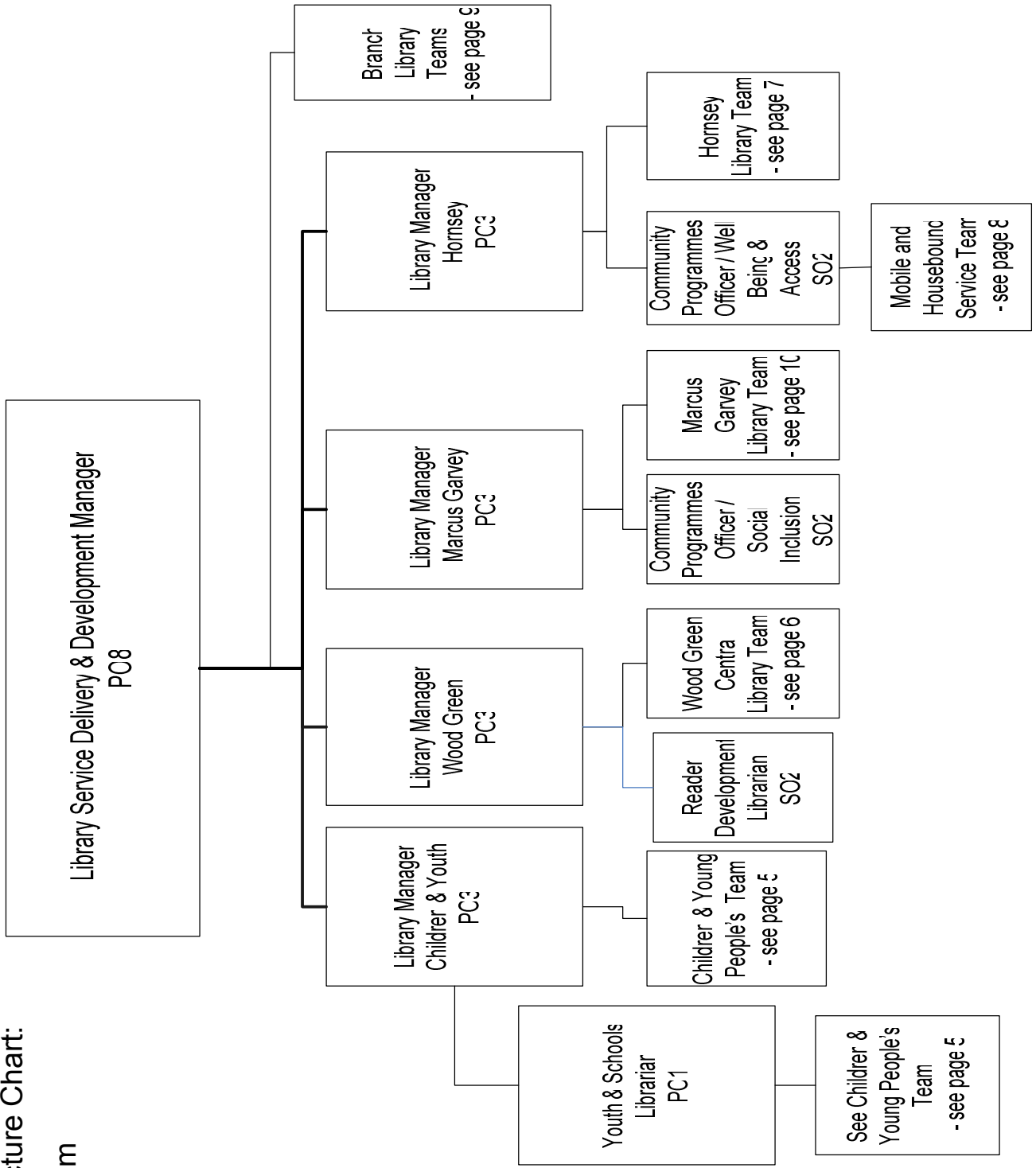
Library Service Structure Chart: Management Team



Appendix D: Structure Charts August 2010

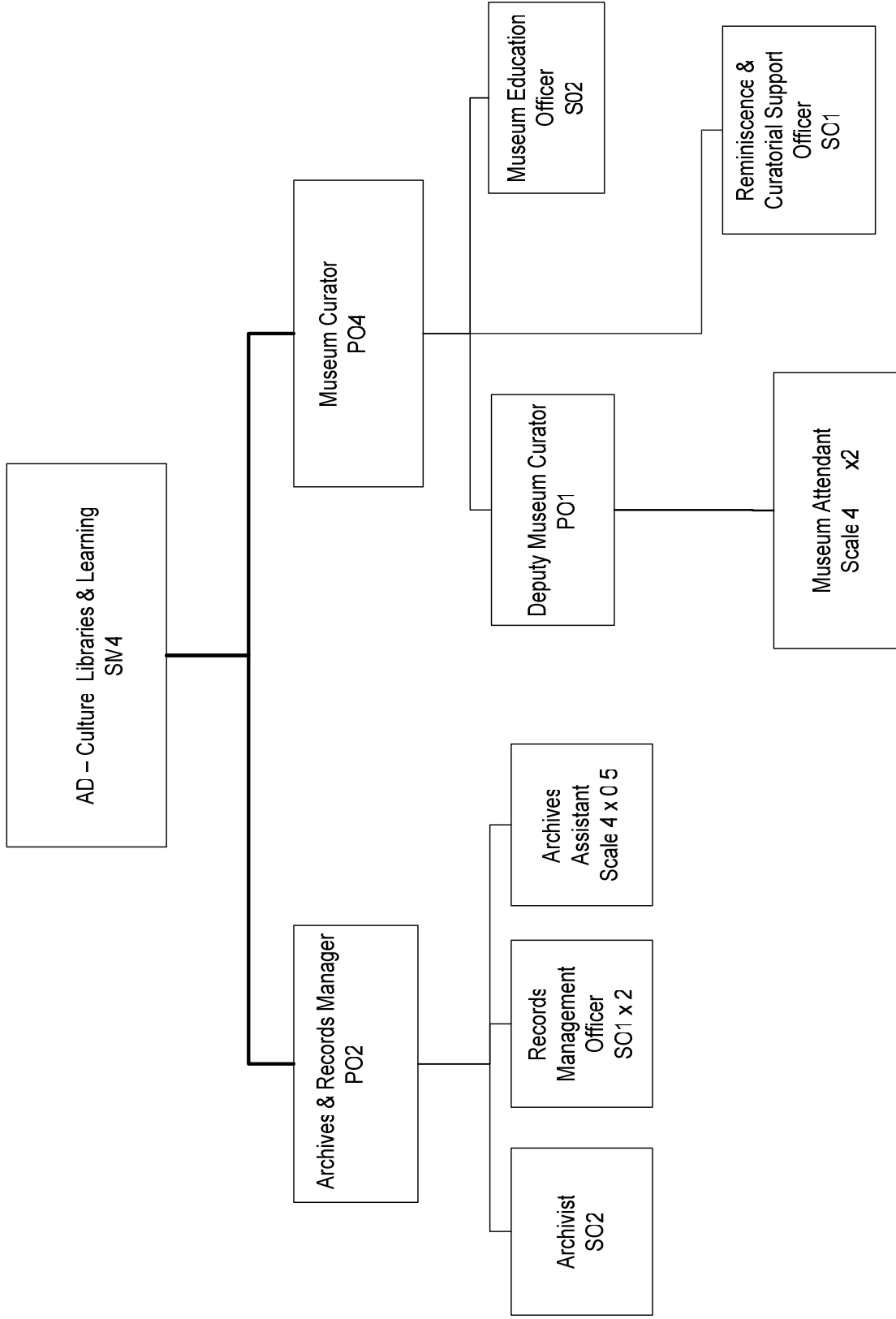
Library Service Structure Chart:

Service Delivery Team



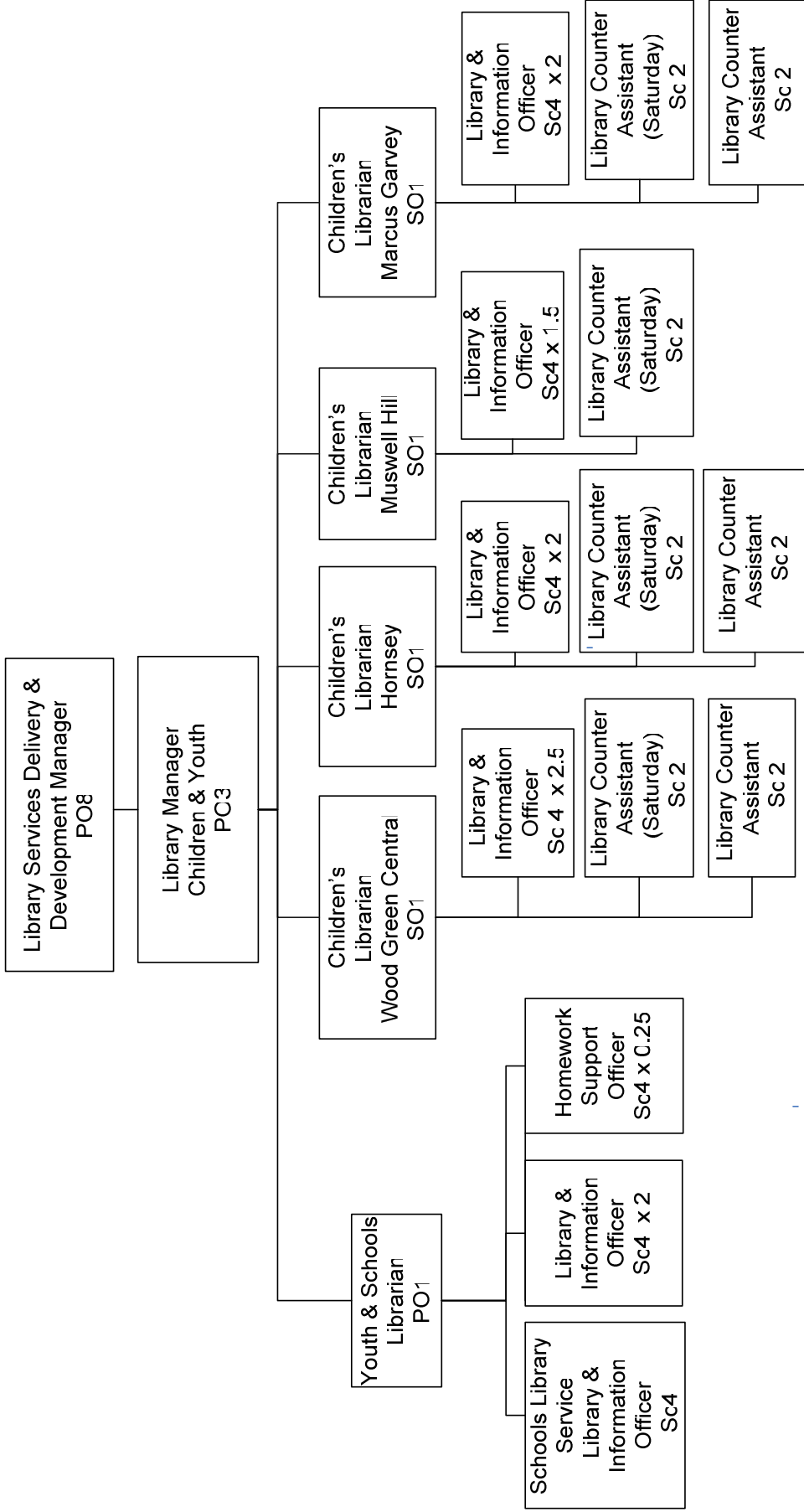
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Museum, Archives and Records Management



Appendix D: Structure Charts August 2010

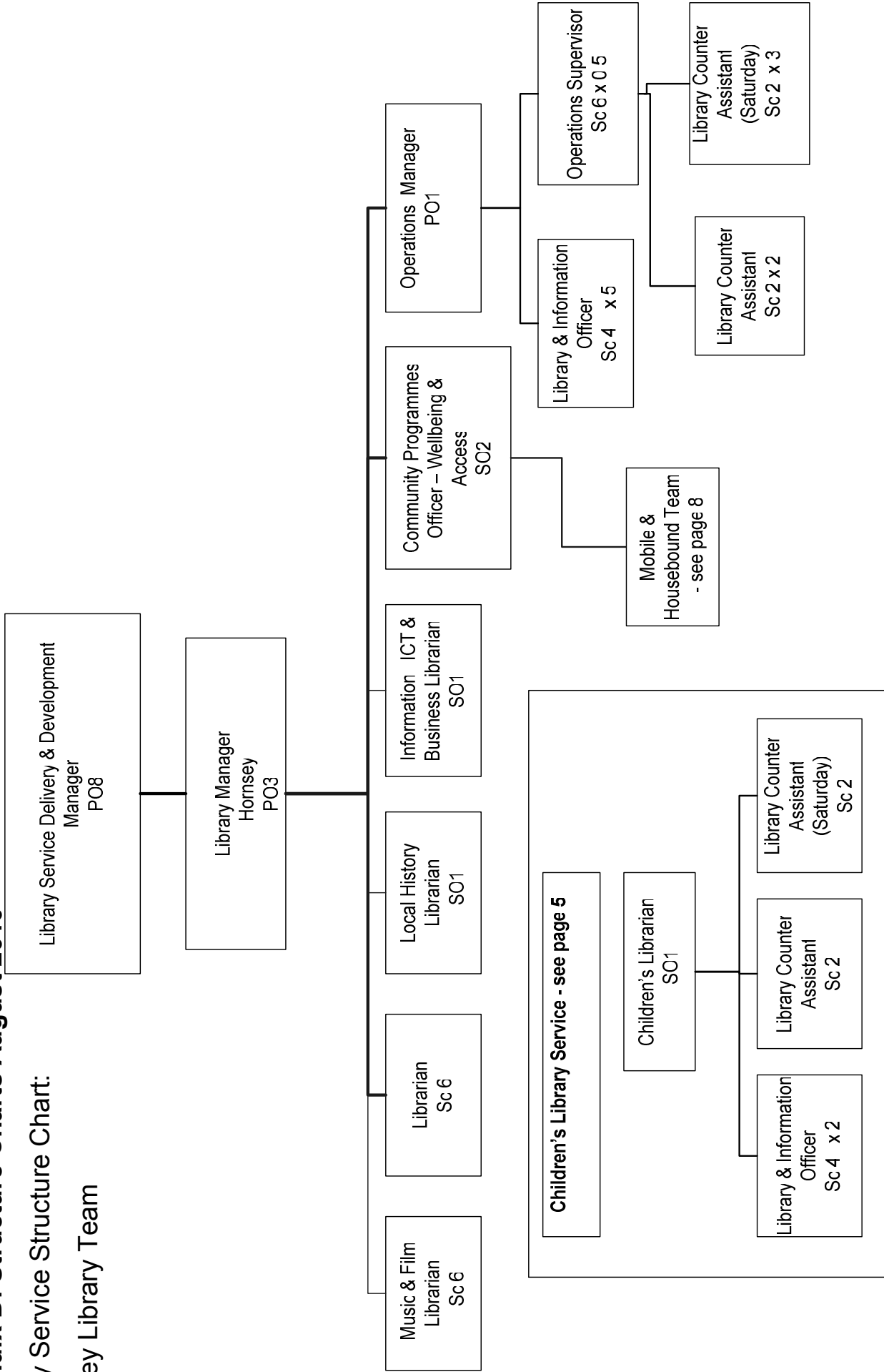
Library Service Structure Chart: Children & Young People's Team



Appendix D: Structure Charts August 2010

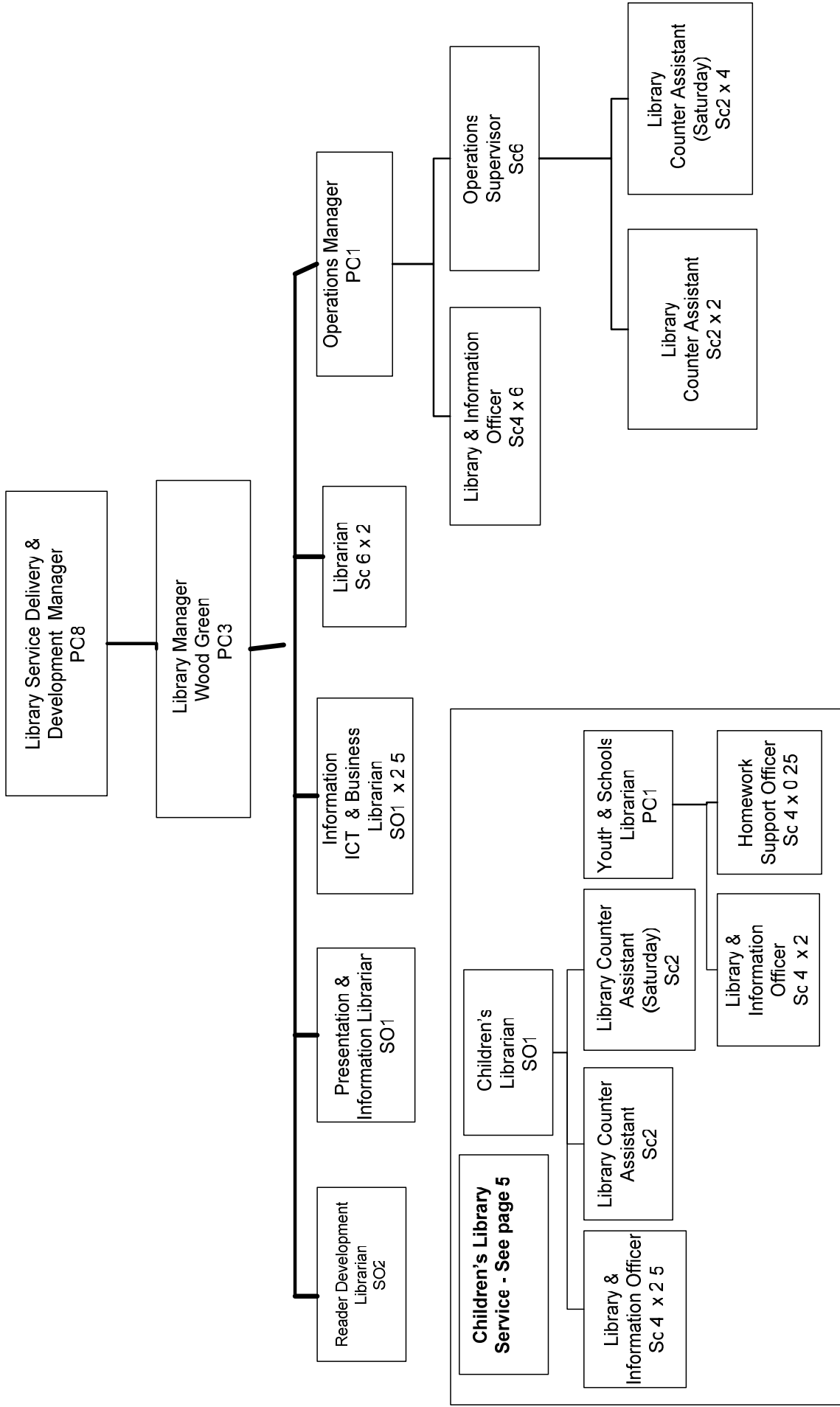
Library Service Structure Chart:

Hornsey Library Team



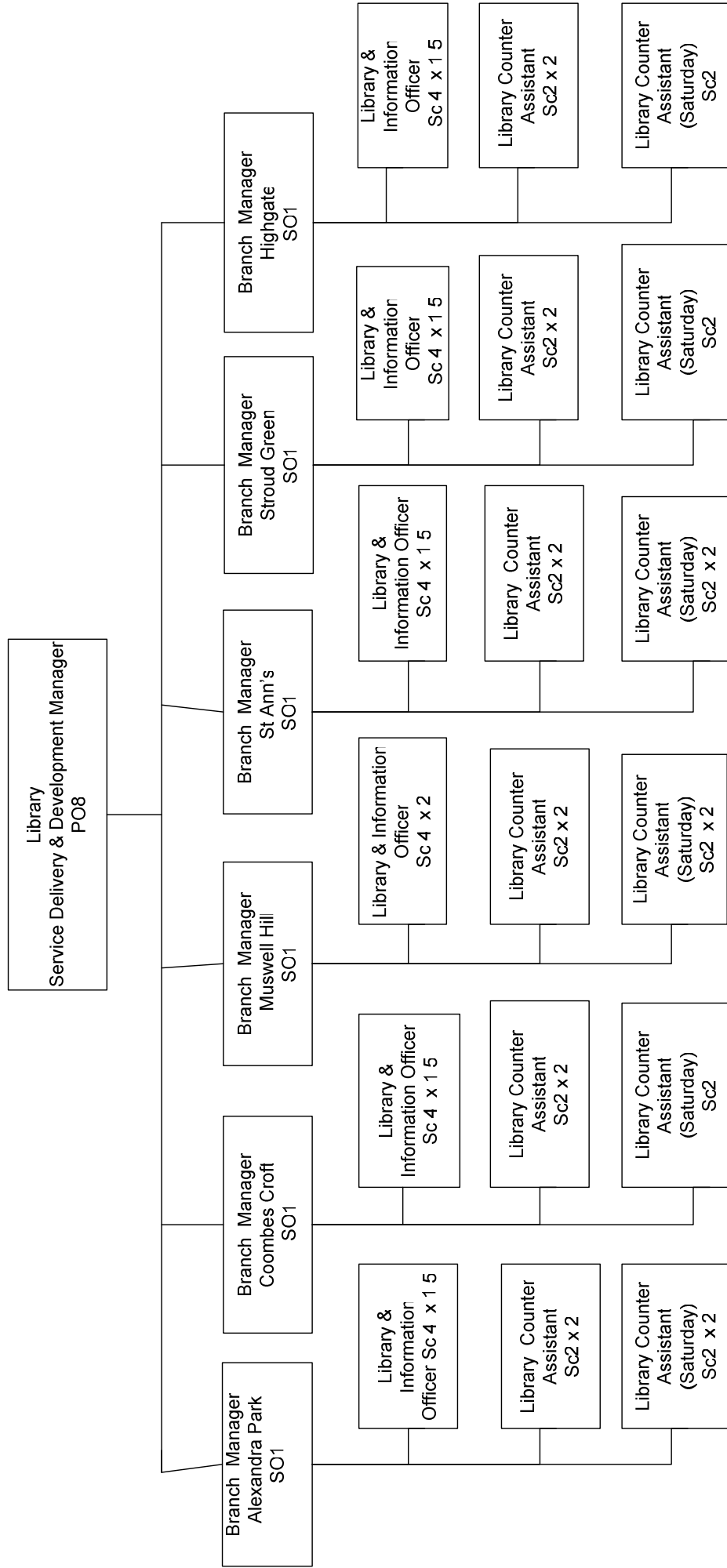
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Wood Green Central Library Team



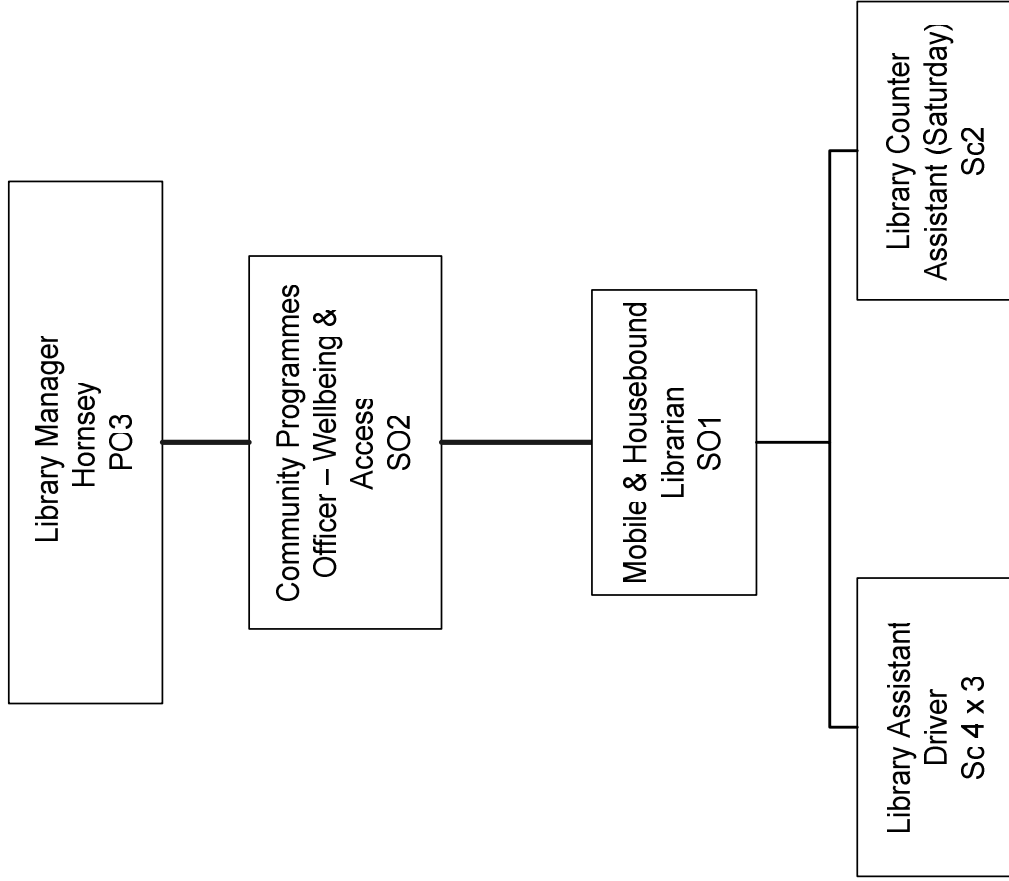
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Branches



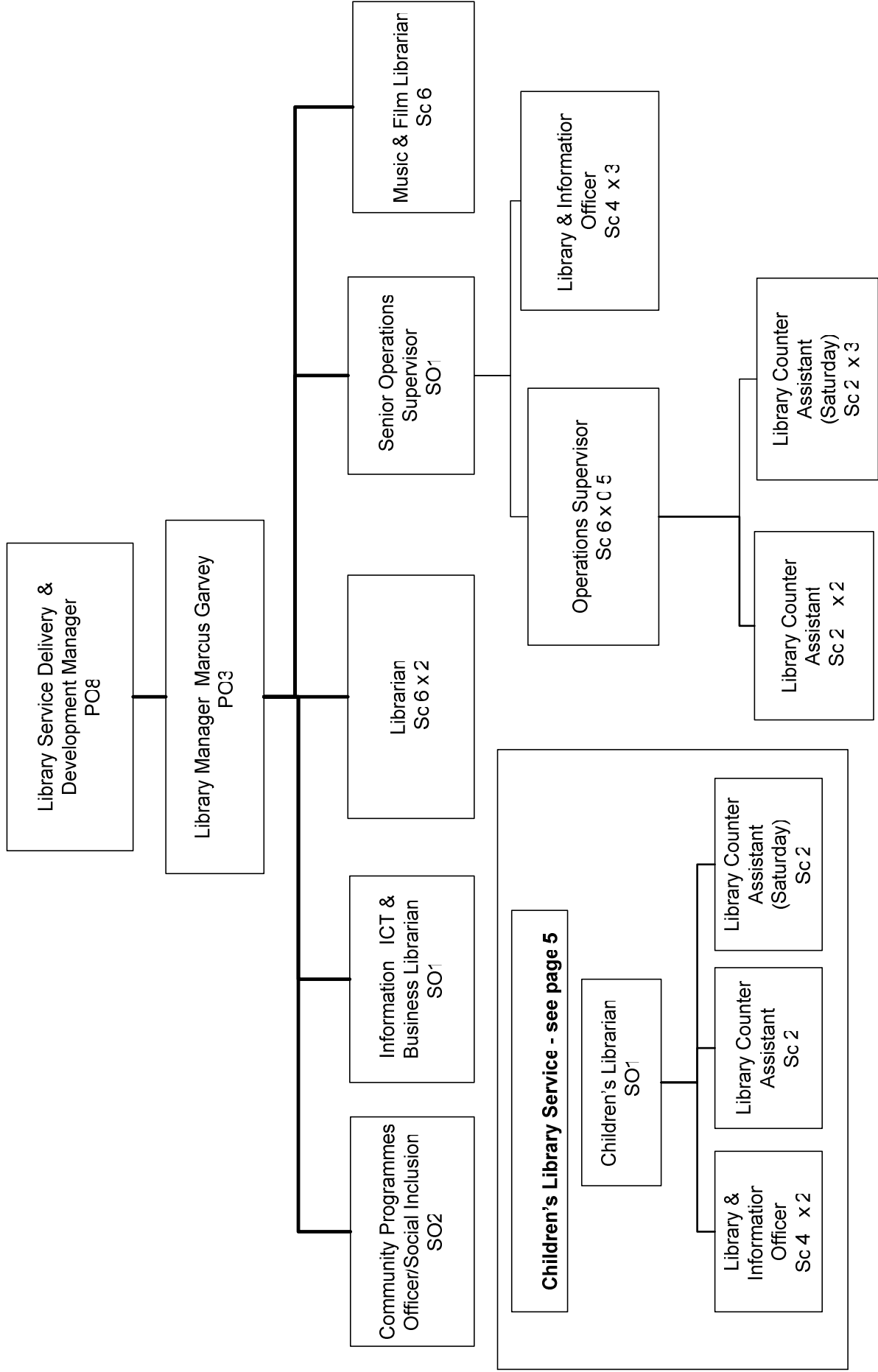
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Mobile & Housebound Team



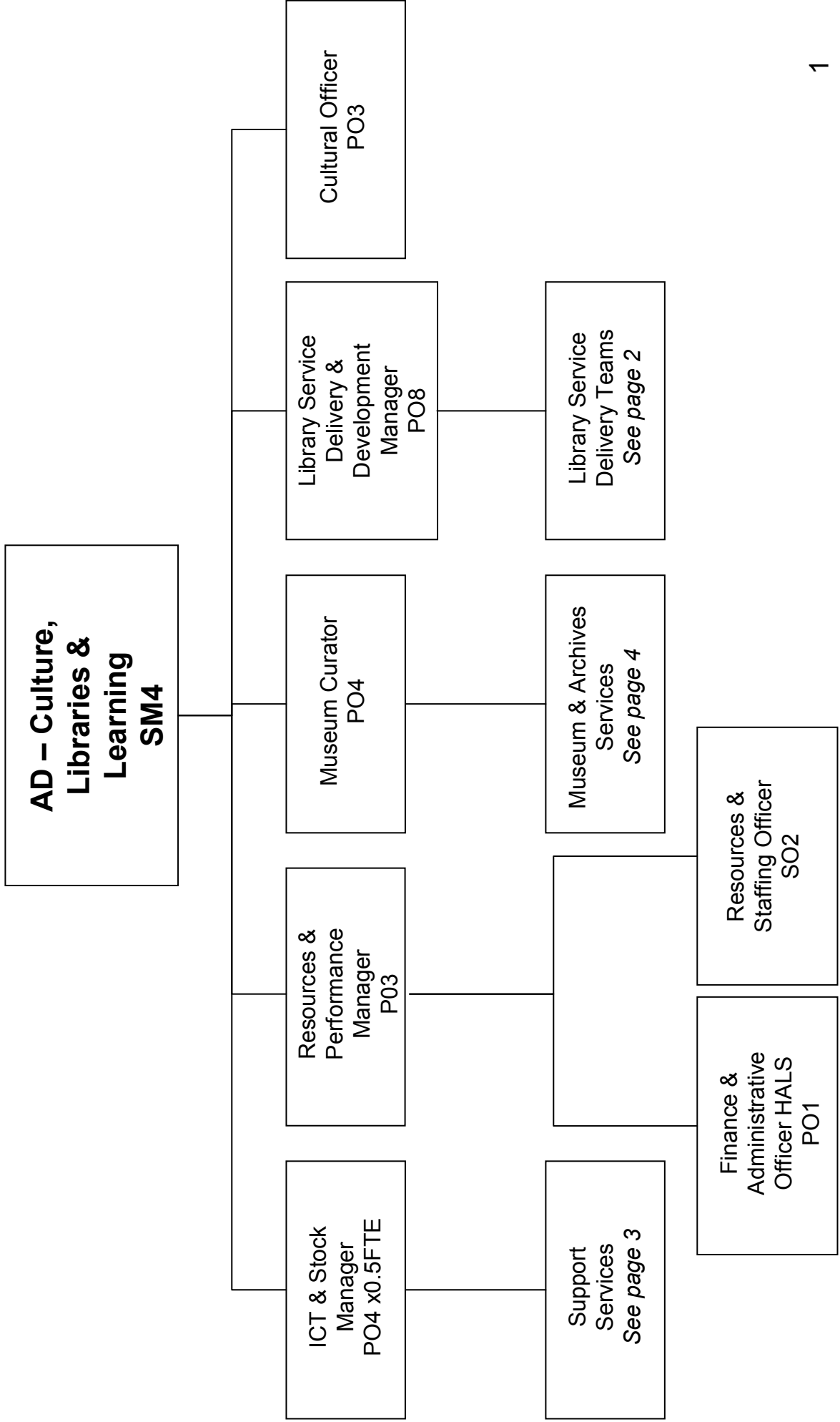
Appendix D: Structure Charts August 2010

Library Service Structure Chart: Marcus Garvey Library Team



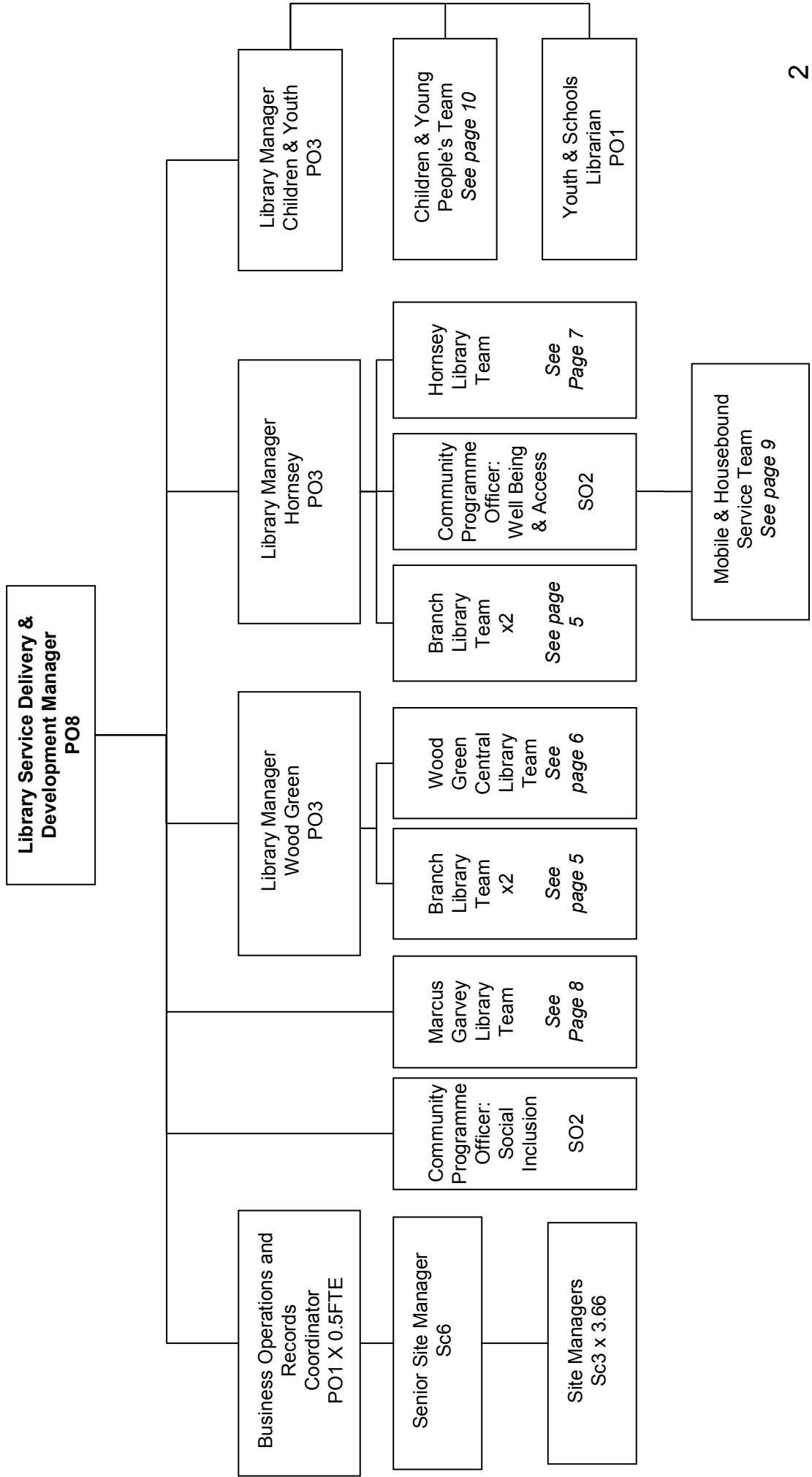
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Management Team



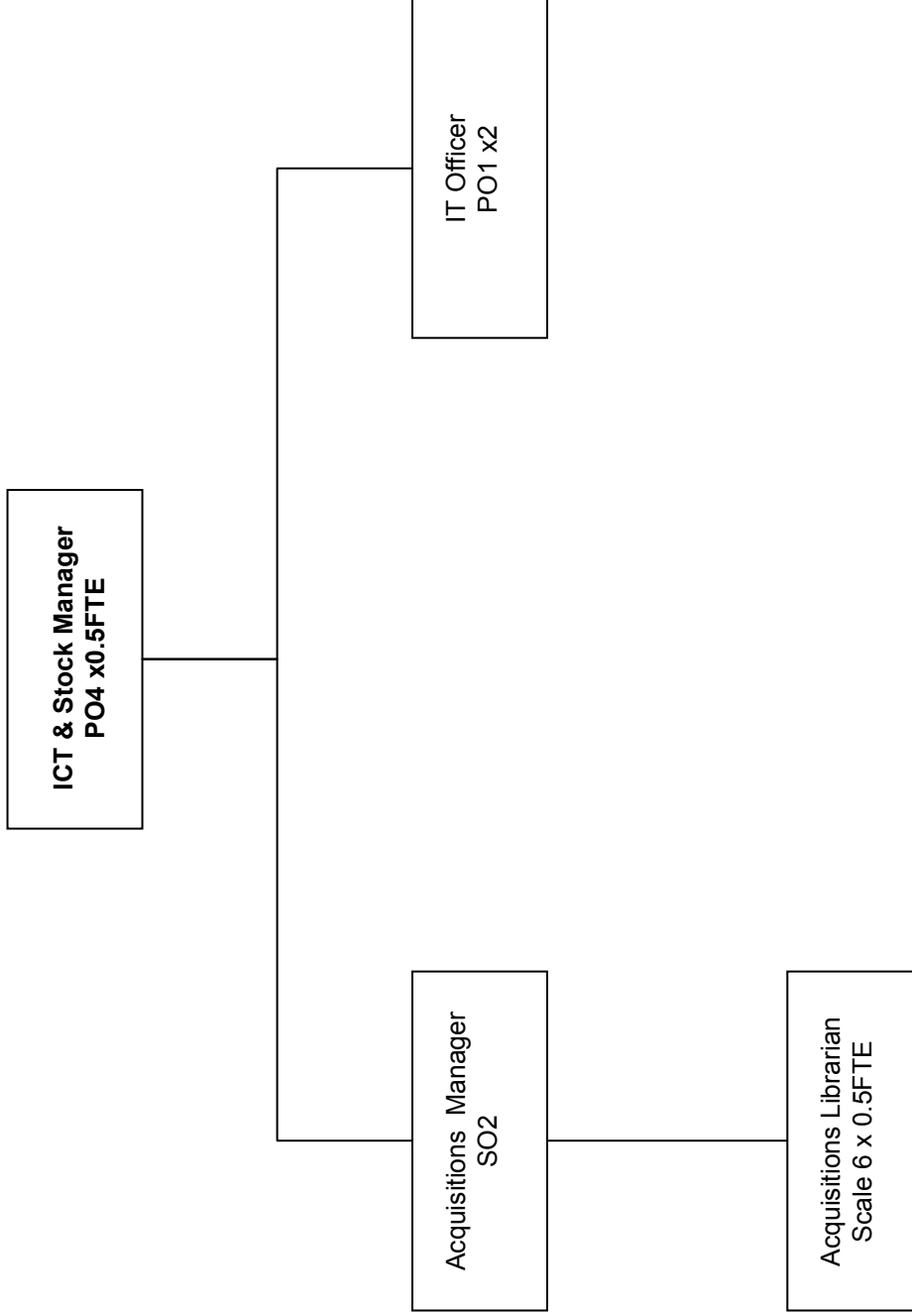
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Service Delivery Team



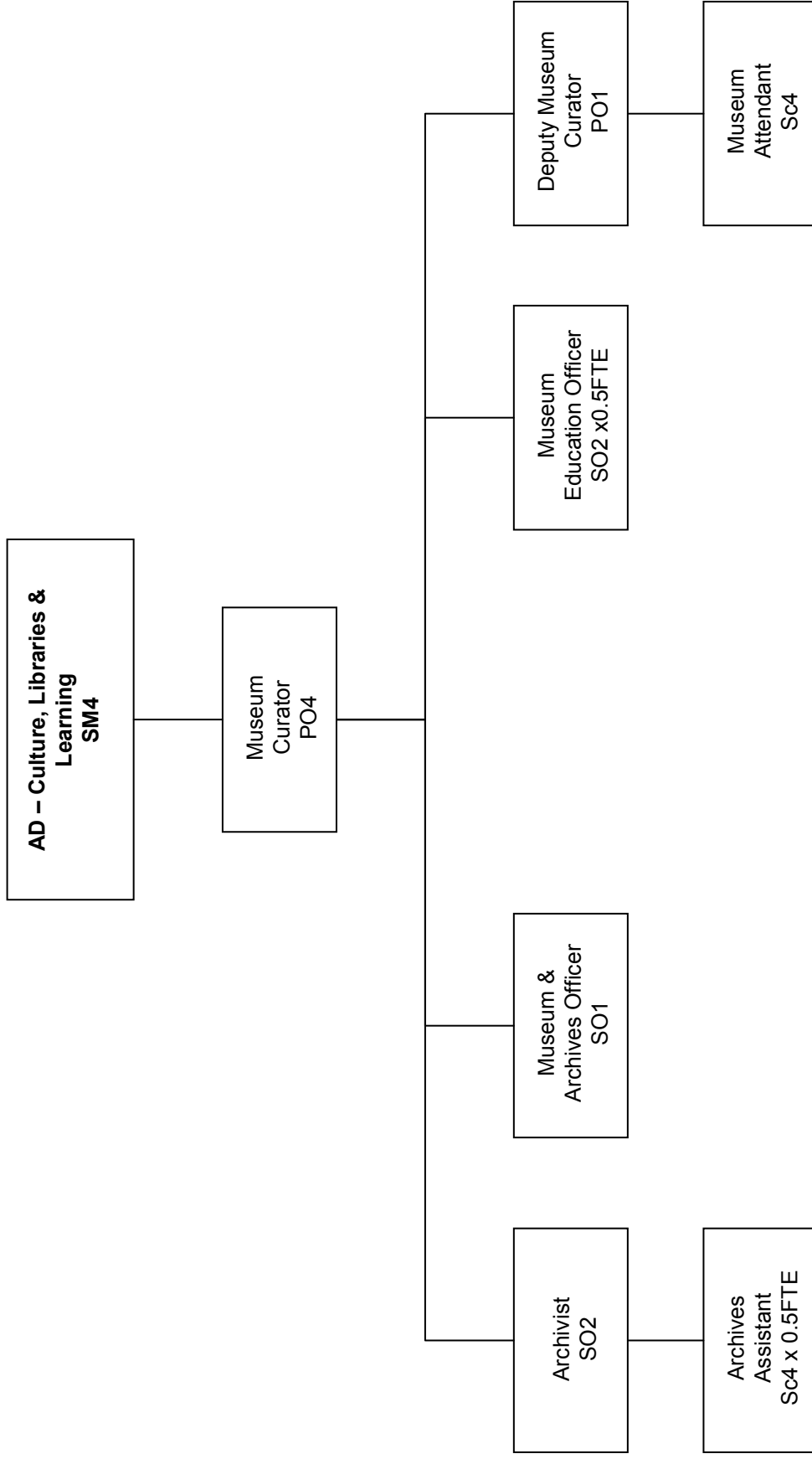
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Support Services



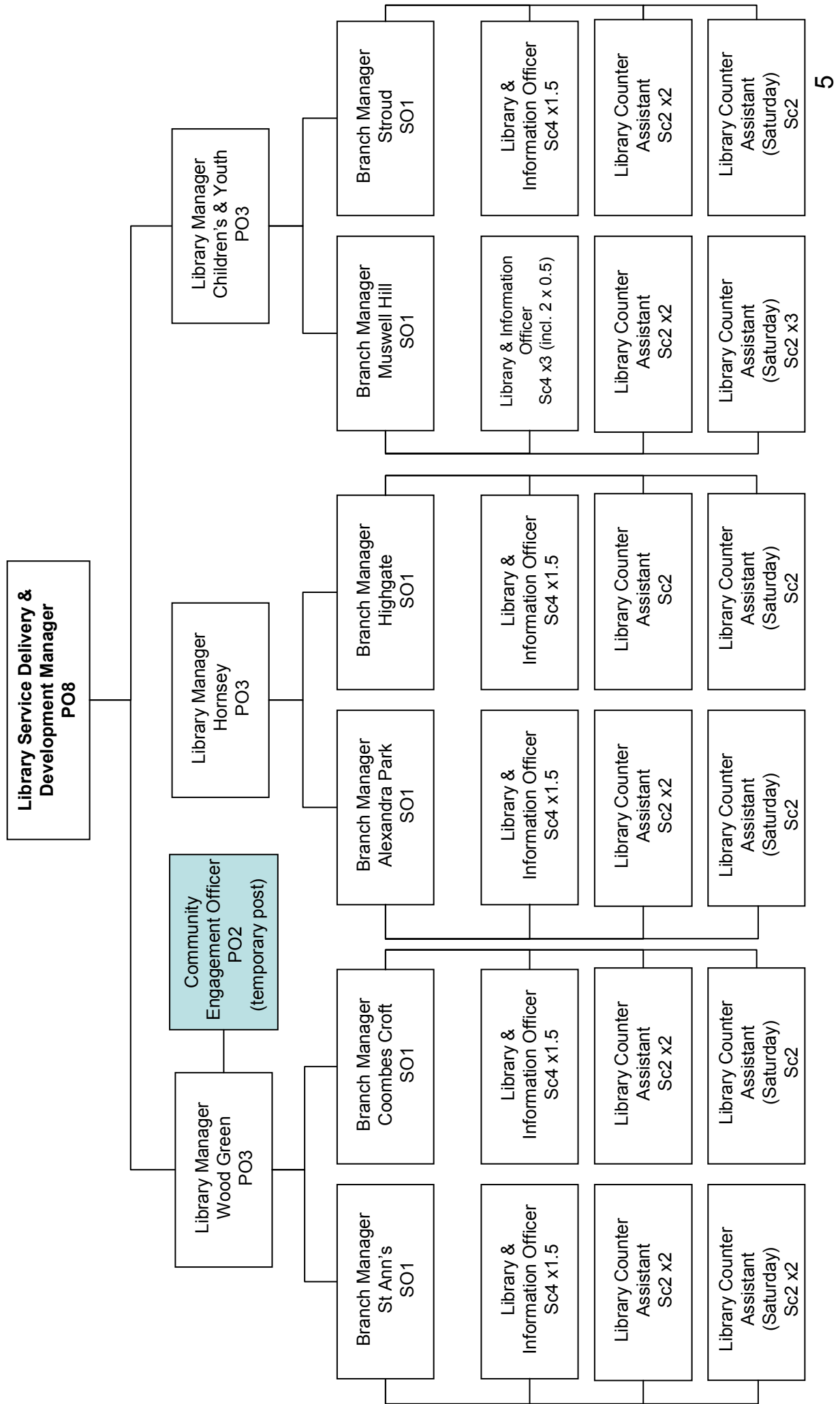
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Museum & Archives Services



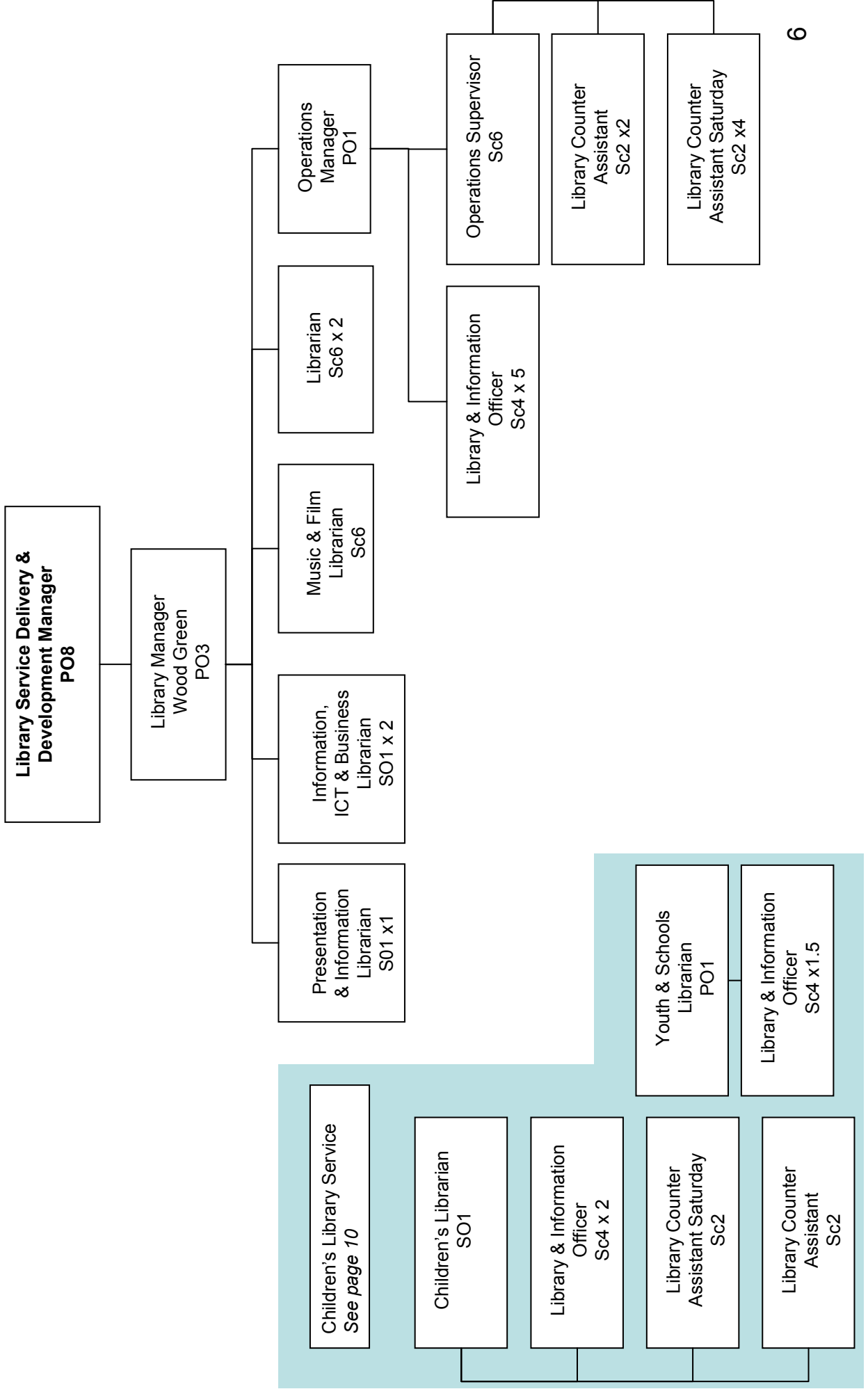
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Branches



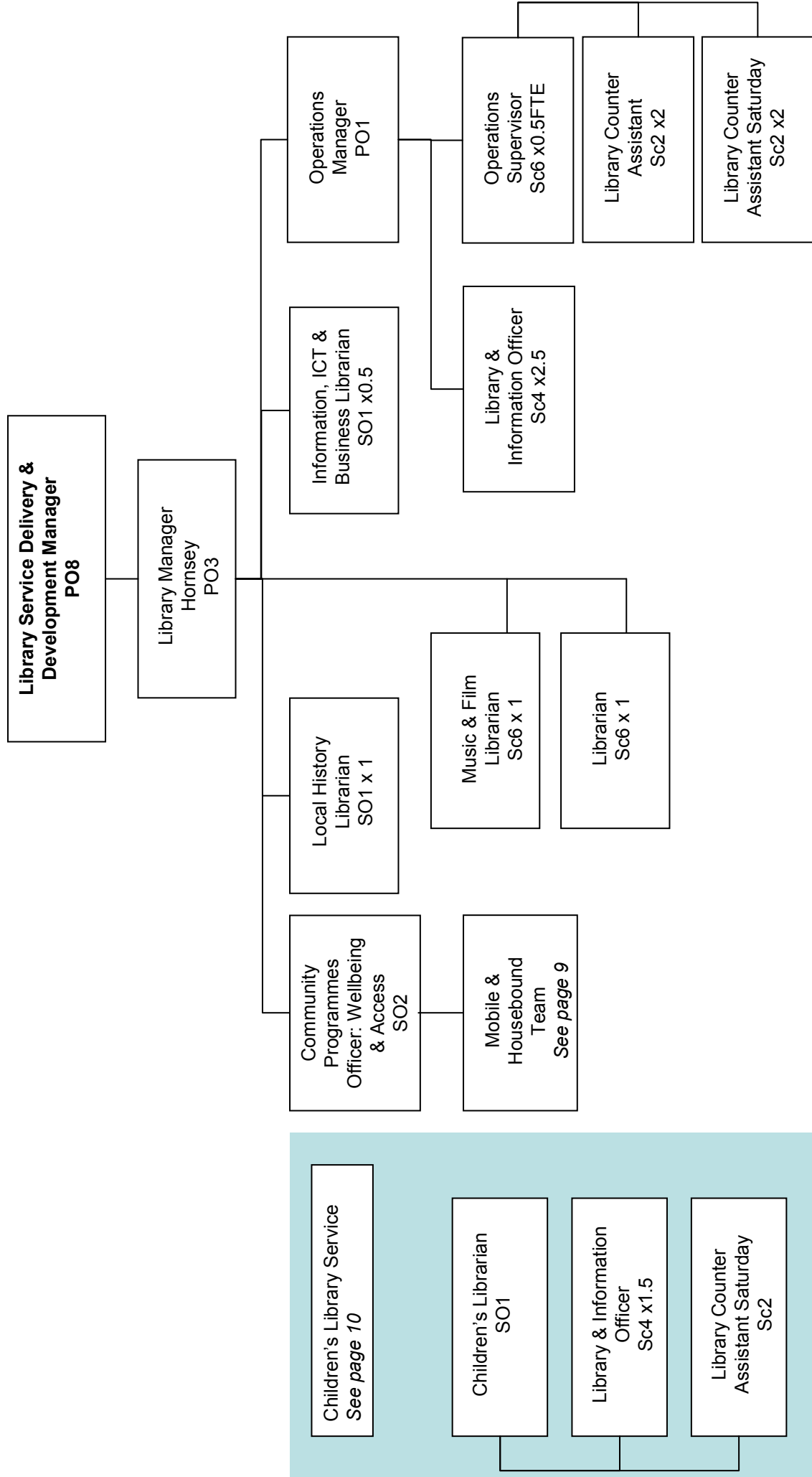
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Wood Green Central Library Team



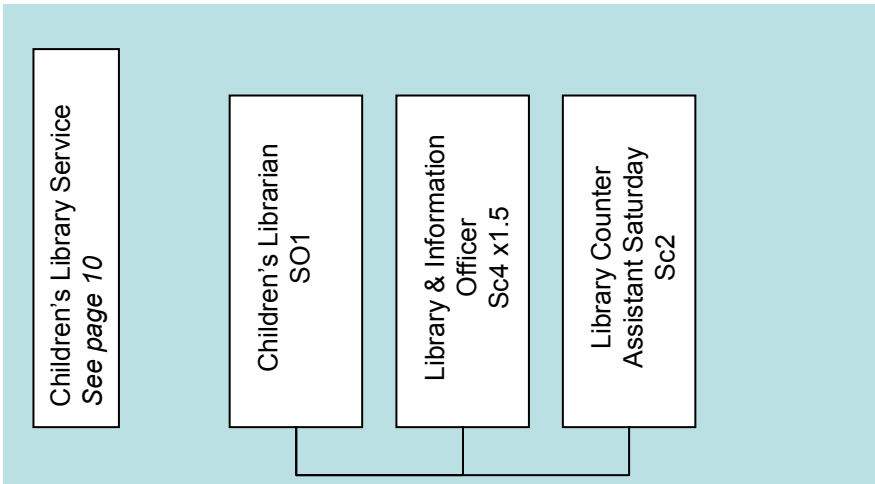
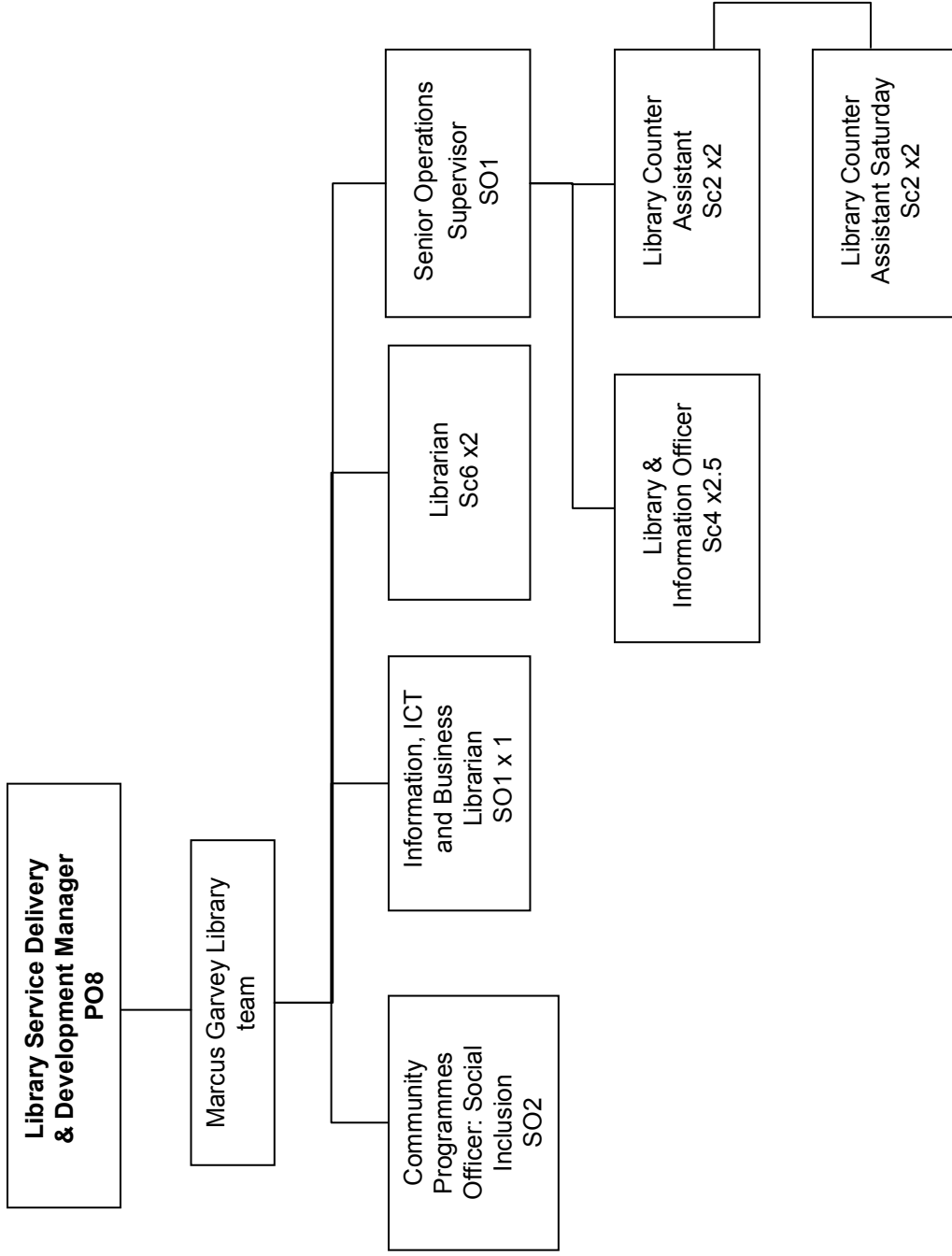
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Hornsey Library Team



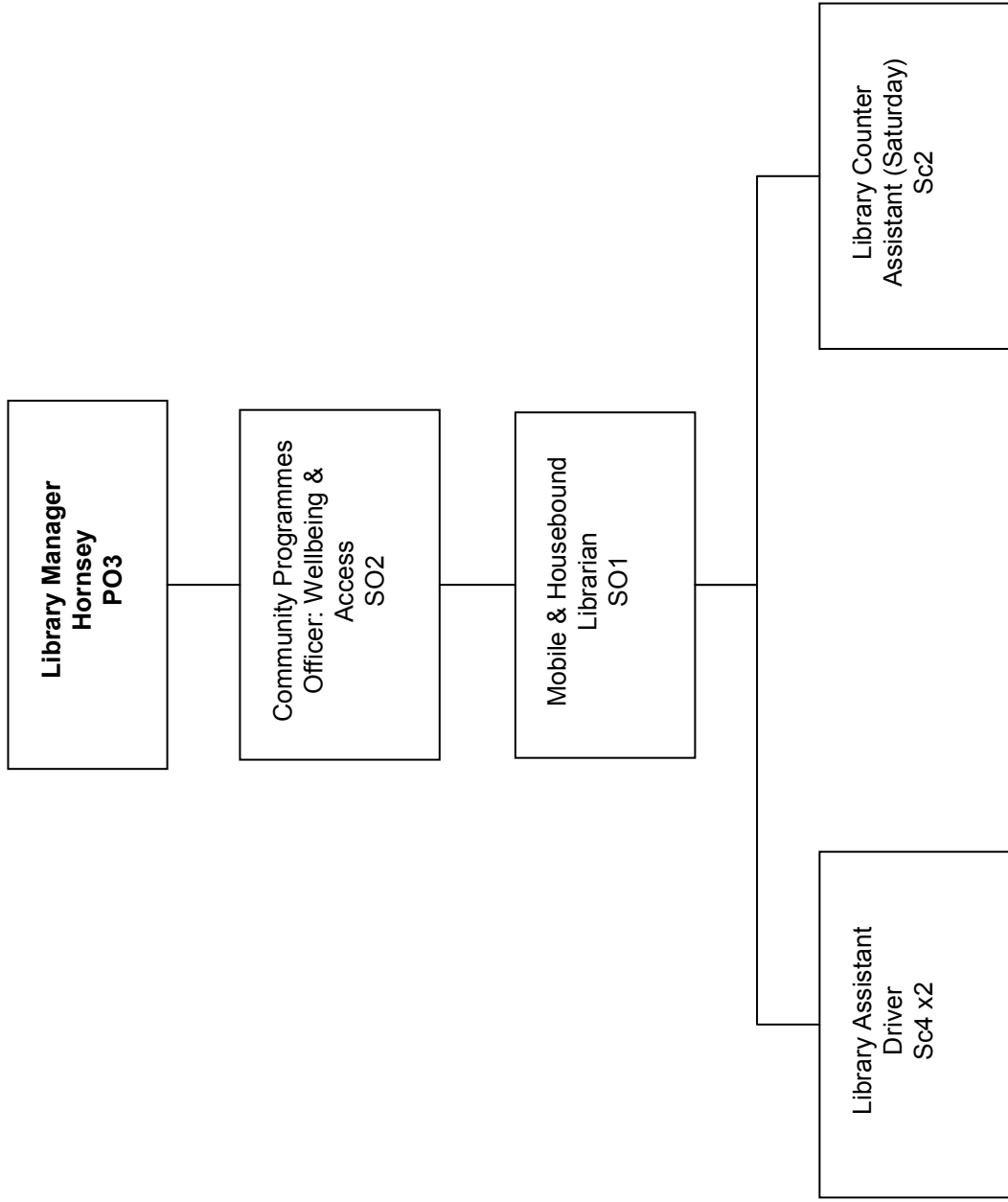
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Marcus Garvey Library Team



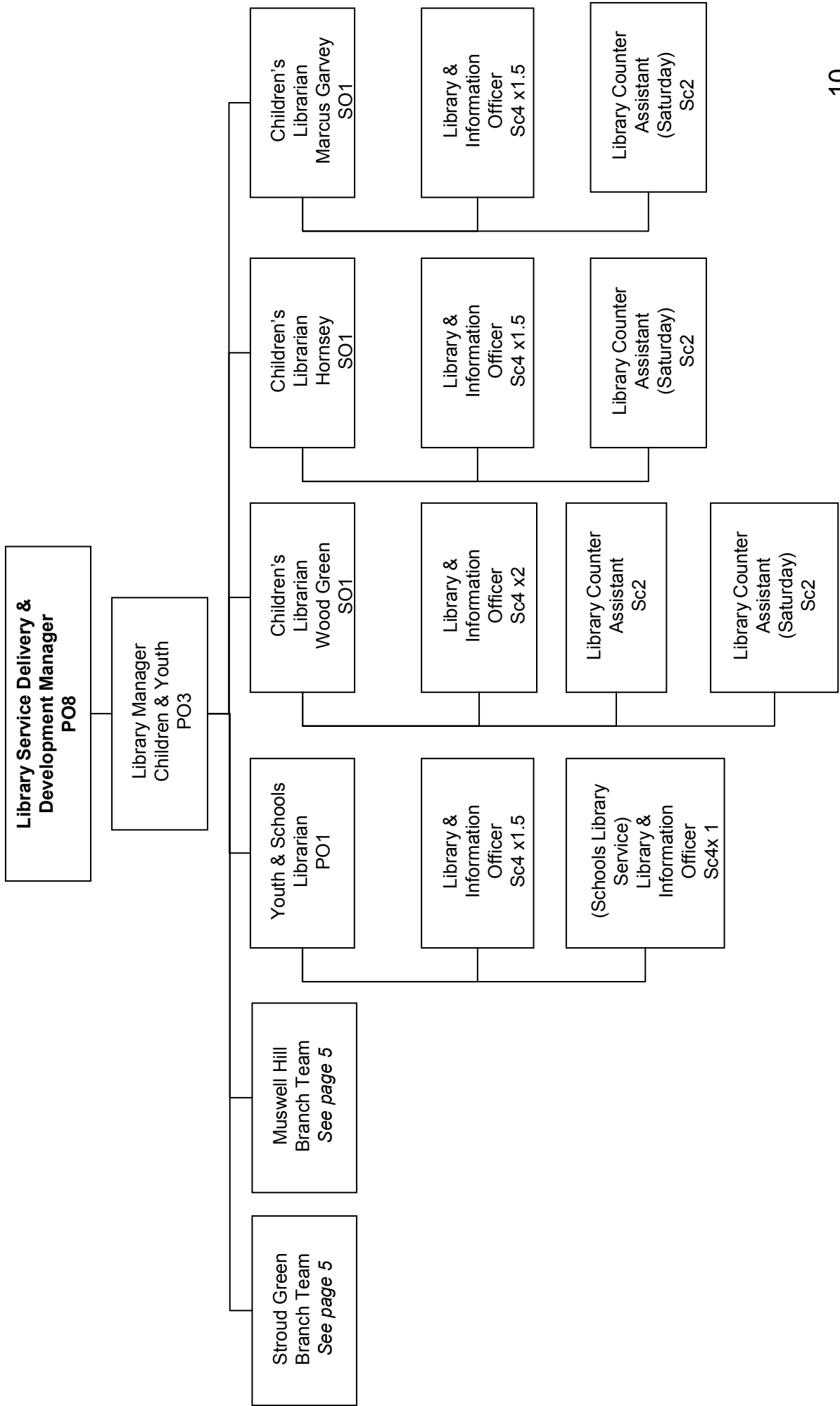
Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Mobile and Housebound Team



Appendix E: Revised Structure Charts April 2011

Library Service Structure Chart: Children & Young People's Team



Appendix F**Haringey Council**

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

Date: 21st February 2011
Department and service under review: Culture, Libraries & Learning/ Libraries, Archives and Museum
Lead Officer/s and contact details: Diana Edmonds x4101
Contact Officer/s (Responsible for actions): Maria Stephanou x2736 Erica Worth x2764
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

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 purpose of the changes is to achieve the level of savings required by the Council in the context of the budget challenges faced by the Council over the next three years, as a result of substantial Government cuts to local authority funding and the in-service loss of the Area Based Grant which supported 5.5 FTE front line posts.

The intention of the proposed changes is to support the continued delivery of library, archive and museum services from all current sites, in part through the maximization of RFID/self service technology, but with a reduction in Sunday opening hours in the library service and a reduction in the public archives search room opening hours on Saturdays and Bruce Castle Museum on Public Holidays.

The proposed changes to achieve this are:

Total no. of posts	Total FTE	Post	Proposed action
2	2	Museum Attendant (Sc4)	Deletion of 1 post
1	1	Archivist & Records Manager (PO2)	Deletion of 1 post
2	2	Records Management Officer (SO1)	Deletion of 2 posts
1	1	Museum & Archives Officer (SO1, evaluated)	Creation of new post
7	6.16	Site Manager (Sc3)	Deletion of 3 posts
3	3	Library Assistant Driver (Sc4)	Deletion of 1 post
2	1.5	Acquisitions Librarian (Sc6)	Deletion 1 FTE post
1	1	Library Manager: Marcus Garvey Library (PO3)	Deletion of 1 post
6	6	Branch Manager (SO1)	Deletion of 1

			FTE post
39	31	Library & Information Officer (Sc4)	Deletion of 2.5 FTE posts

The following are vacant posts to be deleted

No. of posts	FTE	Post
1	1	Reminiscence & Curatorial Support Officer
3	0.57	Library Counter Assistant Sc 2 (0.19 FTE)

The following are occupied posts to be deleted – where Voluntary Redundancy has already been agreed as part of council-wide process

No. of posts	FTE	Post
1	0.5	Acquisitions Librarian (Sc6)
1	0.42	Library Counter Assistant Sc 2 (0.42 FTE)
3	2	Library & Information Officer (Sc4)
1	1	Children's Librarian (SO1) - bumped redundancy

In addition one Branch Librarian post will be reduced from 36 to 18 hours following the approved flexible retirement application of the post holder.

The total of all these changes by grade is summarised below:

Grade	Current FTE	Proposed FTE
Sc2	13.55	12.56
Sc3	6.16	3.16
Sc4	38	31.5
Sc6	11.5	10
SO1	21.5	17
PO2	1	0
PO3	5	4
Grade Group		
Sc1-5	57.71	45.22
Sc6-SO1	33	27
PO1-3	6	4

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

The proposed changes seek to support the continued delivery of library, archives and museum services from all current sites, with only a small impact on service opening hours. Some savings will be achieved from increased use of RFID/self issue technology, particularly in stock services. The Museum and Archives services, which have worked informally together for many years, will now be formally integrated.

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

Proposals for the revised establishment are being consulted on with staff and unions. Applications for Voluntary Redundancy have been invited from staff in affected groups in order to minimise compulsory displacement. Staff will be appointed to the service in accordance with the final approved structure and any internal transfers for staff with generic job descriptions will be done in accordance with the Staff Transfer Policy.

Proposed changes to library and archives services opening hours are the subject of a separate Equalities Impact Assessment.

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

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet

(based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

1. Are you closing a unit? No

- If No, go to question 3.
- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

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

- If Yes, identify how many by race, sex, age and disability. And where possible identify the number by gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation.

Race

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council grade group	BME% Borough Profile
Sc1-5	92	0	0	18	20	14	15	60	65	67	
Sc6 – SO1	47	1	2	19	40	15	32	12	26	57	
PO1-3	13	0	0	8	62	4	31	1	8	47	
PO4-7	3	0	0	3	100	0	0	0	0	39	
PO8+	2	0	0	1	50	1	50	0	0	20	
TOTAL	172	2	1	54	31	38	22	78	45	54	34

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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.

BME staff in the grade groups Sc6-SO1, PO1-3, PO4-7 & PO8+ are all very under represented compared with the council 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 No, go to question 8. No
- 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.?

This post will be included in the ring fencing arrangements as part of the Restructure of the Feedback and Information Team.

- If Yes, how many and what effect do they have on the BME %? Show start and end %.

Gender

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

Grade Group	Total Staff in Service	No. Male Staff	% of Service Total	No. Female Staff	% of Service Total	% Females in Council grade group	% Females in Borough
Sc1-5	92	38	41	54	59	68	
Sc6 – SO1	47	12	26	35	74	74	
PO1-3	13	5	38	8	62	62	
PO4-7	3	1	33	2	67	64	
PO8+	2	0	0	2	100	52	
TOTAL	172	63	37	109	63	67	49.9

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

Males are very under represented in the PO8+ group compared to the % of females/males in the council.

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

Yes - some do

- The Sc3 Site manager group is all male.
- The Sc4 Museum Attendant group is all male
- The Sc4 Library Assistant/Driver group is all male.
- The Sc 6 Acquisition Librarian group is all female.
- The SO1 Records Management Officer group is all male.
- The PO2 Archives and Records Manager post holder is female.
- If No, go to question 13.

- If Yes, how many female / male staff might be displaced?

3 females and 6 males will be displaced from the groups above.

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

This will change the percentage of female/male staff from 63% female and 37% male to 65% female and 35% male.

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.?

No.

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.

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+
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Grade Group	Total 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
Sc1-5	92	7	8	24	26	23	25	23	25	15	16	0	0
Sc6 – SO1	47	1	2	7	15	7	15	21	45	11	23	0	0
PO1-3	13	0	0	0	0	3	23	6	46	4	31	0	0
PO4-7	3	0	0	0	0	2	67	1	33	0	0	0	0
PO8+	2	0	0	0	0	0	0	0	0	2	100	0	0
TOTAL	172	13	8	33	19	37	22	55	32	34	20	0	0
Council Profile	4460	117	3	784	18	1108	25	1574	35	821	18	56	1
Borough Profile	22560	29779	13	49858	22	31736	19	44669	20	16694	7	2120	6
	0											6	9

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

There is a higher percentage of staff from the 16-24 age group in the service compared with the council profile.

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

Only the deletion of The Archives & Records Manager post impacts on one age group (35-44) only.

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

One member of staff will 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?

No

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.?

- If Yes, how many and what effect do they have on a particular age group? Show start and end %.

Disability

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

Grade Group	Total staff	No. of Disabled Staff	% of Grade Group	Council profile
Sc1-5	92	10	10.87	7
Sc6 – SO1	47	5	10.64	9
PO1-3	13	0	0	7
PO4-7	3	1	33.33	7
PO8+	2	0	0	3
TOTAL	172	16	9.3	7
Borough Profile	n/a	n/a	n/a	n/a

Note – Sc1-5 – approx £14,900 - £23,300; Sc6 – SO1 approx £23,950 - £28,000; PO1-3 approx £28,800 - £36,300; PO4-7 approx £36,300 - £47,200; PO8+ approx more than £48,500.

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

No

- If No, go to question 21.
- If Yes, how many of these staff might be displaced? Show start and end numbers and %.

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.?

- If Yes, what effect will this have on the number of disabled staff? Show start and end numbers and %.

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.

The changes in service delivery resulting from our proposals will be a reduction in weekend opening hours. Currently four libraries open on Sundays 12-4pm. The proposal is to reduce this to Wood Green library only.

The public archives search room will open alternate Saturdays 1-5pm rather than every Saturday 1-5pm. Bruce Castle Museum will not open on Public Holidays.

These service delivery proposals are the subject of a separate Equalities Impact Assessment and an Impact Survey of library customers is proposed to evaluate the effect on customers of the proposed changes to Sunday opening.

Date Part 1 completed – 28/3/2011

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).

The consultation process followed is outlined below:

- Informal notification given to the members of staff affected, their Managers and other staff beginning of January/February 2011. Diana Edmonds informed UNISON representatives during January 2011.
- The proposals issued formally on the 2nd March 2011 to staff and UNISON representatives and formal consultation commenced for one month on that date.
- Staff requesting VR to do so by 15th March 2011.
- Any member of staff wishing to meet with the Library Serviced Delivery Manager, Maria Stephanou or with the Assistant Director, Diana Edmonds on an individual basis either with or without their representative, to request this within the allotted time period.
- A formal meeting with representatives of the Trade Union scheduled on 23rd March 2011 to discuss feedback. Staff to submit their formal feedback to their Trade Union to do so in time for this meeting.
- Following one month consultation and approval of the final proposals, selection interviews to take place during April 2011 and displaced people identified.
- By May 2011 contractual notice to be issued where relevant and redeployment will run at the same time. This will be between 4 to 12 weeks depending on the length of time staff have been employed by the London Borough of Haringey.
- By June 2011 the new structure to be in place and staff will be on notice if notice is beyond 4 weeks.

Schedule of Staff Briefings

Date	Details	Location
2nd March 2011 8.45am -9.30 9.30 -10 10 – 11.30 12-1pm & 4.30-5.30 2-3pm 4-5	Library Assistant/Drivers Library Site Managers Library and Information Officer posts and SO1 Posts Library Site Managers Acquisitions Librarians Library Managers	Hornsey Library “ “ Wood Green Library “ “
3rd March 2011 9am – 10 10 - 11 11.30 – 12 2-3 4-5	Branch Managers Library and Information Officer posts and SO1 Posts Library Site Managers Records Management Officers & Archives and Records Manager Library & Information Officer & SO1 posts	Wood Green Library “ Hornsey Library Wood Green Library Marcus Garvey Library
4th March 2011 9.30-10.30 11 – 12pm 2 -3pm 4-5pm	Museum Attendants Consult with staff affected that have not been present at previous meetings	Bruce Castle Museum Marcus Garvey Library Wood Green Library Hornsey Library

The issues raised by Unison are given below. Management responses are in red.

CULTURE, LIBRARIES AND LEARNING – UNISON RESPONSE TO BUDGET CUTS AND ESTABLISHMENT CHANGES

Management Response to Unison Comments

Redundancies

We recognise the difficult financial situation the Council is currently in; however, we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined-up approach to managing change. This should include creative use of “bumping” to facilitate voluntary redundancy applications and avoid compulsory redundancies. There should also be proactive consideration of options such as voluntary reductions in hours, flexible working, etc. Where staff support such options, the normal “business case” process for approval should not be applied, given that the aim is to avoid compulsory redundancies.

We are doing our best to avoid the need for compulsory redundancies as much as possible.

Site Managers

There are currently 2 site managers at Wood Green Library. We believe that the reduction to 1 could create significant health and safety risks.

There are a large number of incidents at this library involving members of the public, including theft and problems with gangs, and the Site Managers are expected to deal with these. Currently, the second site manager on duty acts as a back-up and support during these incidents. This is essential given the nature of some of the incidents that occur. If 1 site manager now has to deal with these incidents alone, then that worker could be put at risk.

The amount of tasks that site managers carry out at Wood Green mean that it will be impossible for them to be done by one person. This is because of the size of the library and the number of visitors it has. If the number of Site Managers is reduced, then this will put excessive pressure on staff on the counter, which in turn will impact on the work they are meant to be doing. Site Managers at Wood Green often have to move around large items of furniture; it will not be safe for one staff member to do this alone, so please clarify how this issue will be dealt with. Also, how will large deliveries be dealt with? For example, photocopying paper usually arrives in boxes of 50. Will one person be expected to deal with this? The lift at Wood Green breaks down approximately 3 times a month and can be out of use for a few days. When this happens, Site Managers have to escort library users with disabilities in the goods lift (as they cannot use this unaccompanied). Although there is no problem with doing this, the issue is that at the moment when one Site Manager does this, the other is carrying out other tasks. This

will be much more difficult with only one Site Manager, and the likelihood is that many tasks simply will not get done due to lack of time.

Hornsey Library currently has a Site Manager on duty all the time that the library is open. There will now be no-one on duty between 11.30am and 4.00pm. Please clarify who will deal with the issues that Site Managers usually deal with in this period. As with Wood Green, this may create excessive pressure on other staff.

There are classes/events that take place at Hornsey and finish at 12.30pm. These take place in the gallery, which is supposed to open to the public at 1.00pm. However, there will be no Site Manager on duty to deal with clearing away chairs, tables, etc. at this time. Please clarify how this will be dealt with. It will not be reasonable to expect other library staff to do this.

Management have stated that Site Manager cover at St Ann's will only be provided "when essential." This library has events on a regular basis, sometimes several a week, so please clarify how this is going to work. It will not be reasonable to expect library staff to carry out site management tasks at St Ann's.

Events help to promote a positive image of libraries and some of them also bring in revenue, and Site Managers work hard to facilitate these. However, in order for these events to take place, an appropriate level of site management support needs to be provided. If management want to cut this, then it may be the case that the current level of events cannot be maintained. I understand that management have considered using agency security guards to cover some of the tasks of Site Managers. It is unacceptable to be considering the use of agency staff to replace staff who could be made redundant, and it is difficult to see how this will save money. Security guards may not carry out all the tasks that a Site Manager does.

It is proposed that Site Managers will not start until 8.00am. However, in some buildings cleaners start work at 7.00am. Who is going to unlock the building to let them in, and who is going to be responsible for the security of the building between 7.00am and 8.00am?

Site managers usually work in one building only. If they are expected to work more flexibly, they will need training and familiarisation with regard to the different buildings.

Please provide copies of the risk assessments that have been completed in relation to the reduction in site managers. If these have not been completed, then this needs to be done as soon as possible.

Given the concerns raised about this, it is clear that management have not talked to Site Managers about what they actually do and that they have not attempted even the most basic analysis of what work is done by them and how many people are reasonably needed to do it. We believe that management have simply failed to take into account the amount of work that Site Managers do, and have underestimated the importance of this work to the smooth and safe running of Libraries. They sometimes struggle to do

the amount of work that is expected of them with their current staffing levels, and this will become even more difficult if there is a staffing reduction. Please note that it will not be reasonable to simply expect other library staff to carry out the tasks that are currently carried out by Site Managers.

Overall, we believe that management will not be able to provide the required level of site management services if this staffing reduction is approved, and that this could lead to health and safety risks for both staff and library users.

We understand that one Site Manager has applied for voluntary redundancy and that another is due to retire soon. Given that this is a reduction of two posts, and given the potential risks of reducing staffing in this team further, we are proposing that there are no further cuts beyond this. Management should also explore whether staff would agree to cutting their hours to so that redundancies can be avoided.

We have taken account of representations from Unison and have now discussed this issue in detail with the Site Managers and with other library staff. In order to strengthen Site Manager cover, we are therefore proposing to add back in a 0.5 post (weekdays only). This has the advantage of ensuring that at the Central Library site manager lunch breaks are fully covered and that there is a regular period of overlap where two members of staff are available for tasks specifically requiring two people; the Senior Site Manager is also able to give assistance as at present.

The additional post will also provide Hornsey Library with longer hours of cover – until 1pm on most days to ensure that the Gallery can be readied for public opening. We will look at scheduling events/classes around the times that Site Manager cover is available if this type of support is necessary to support the activity.

When the public lift is out of order it is not only site managers who can escort library users who need to use the goods lift. Other members of staff can (and do) assist library users in this way if a site manager is not available.

The proposal for site managers at Hornsey Library to start at 8 am will be possible as the keys for the building will be given to Corporate Property Services who provide the cleaning services in our buildings. They have already requested a set for the cleaning supervisor to enable cleaning staff to start before 7am as happens in other council buildings.

Training will always be provided where needed for any site manager working in a less familiar environment. However all site managers are appointed to the service and are expected to work flexibly as many do already.

Senior Librarians

We understand that no-one in this ringfence is now at risk of being made redundant, which is welcome, but we would like confirmation of this in writing.

We are pleased to confirm that no Senior Librarian is at risk of being made redundant at present. One redeployee from HALS is currently working on a fixed term contract but this does not end until September 2012.

Staff have not expressed any strong opinions for or against the creation of a generic Senior Librarian role and job description. However, there are a number of issues that need to be clarified. The staff in this ringfence currently carry out different roles. Some are Branch Managers, and the rest specialise in different areas. If there is to be a generic role, please clarify how this will work. For example, is it envisaged that the new Senior Librarians will both manage branches and do specialist work? Will they be peripatetic or based in one place? If the new structure is implemented, how will it be decided who goes where? If staff are going to have to do work that they do not have previous experience of, then training will need to be provided. If it is envisaged that staff in post will simply continue to do what they are doing now, then please explain the purpose of having a generic role.

Having consulted with staff, we do not feel that it is appropriate to proceed with the creation of a generic job description at this point in time.

Children's Librarians have been excluded from ringfence, but we understand that a Children's Librarian has been given a Branch Manager post at Muswell Hill. We need clarification on what process has been followed here. It is extremely concerning that one person who was not in the Senior Librarian ringfence was given a job that other staff in the ringfence may have had a legitimate claim on, especially when there was a potential redundancy in this ringfence. Also, we understand that there is an acting-up Branch Manager at Stroud Green. With regard to Branch Manager posts, it is a matter of great concern that one staff member appears to have simply been given a post (at Muswell Hill), and another is acting up (at Stroud Green), when there is a permanent staff member who is only in a temporary post as a Senior Librarian at Coombes Croft, and who therefore may face redundancy when the post comes to an end. This creates the worrying possibility that staff are being treated differently, to the detriment of some and the advantage of others.

We needed to reduce the Children's Librarians from 4 to 3 across the borough. At Muswell Hill, unlike any other Branch Library there were 2 SO1 posts i.e. a Branch Librarian post and a Children's Librarian post. This situation was unsustainable and unjustifiable in the current financial climate and so the decision was taken to delete the Children's Librarian post based at Muswell Hill. The Branch Librarian at Muswell Hill requested voluntary redundancy and this provided us with an opportunity to avoid a compulsory redundancy by offering the role on a bumped redundancy basis to the Children's Librarians. One of the Children's Librarians agreed to take up the role and so this has been successfully achieved.

No staff have been appointed to vacant posts. Any permanent vacancies that arise will be recruited to using Council procedures. The person acting up at Stroud Green library is covering for the gap at SO1 level created by the maternity leave of the Children's librarian at Hornsey library.

In relation to the staff member currently based at Coombes Croft, we are pleased to confirm that she will be included in any ring fences which apply to that level of staff.

Library and Information Officers

These are front line staff who are essential to the effective running of the service. Given the importance of these roles, we are requesting that management do not implement this cut as the savings will be negligible

The staffing reductions in this area will be obtained entirely via voluntary redundancy. We are proposing to reduce this tier of staff by two library and information officers and feel that this reduction can be managed.

Mobile and Housebound

A Library Assistant/Driver post will be cut. It is stated that “the impact of this will be minimised by the more regular involvement of the Community Programmes Officer: Wellbeing and Access in the direct delivery of Mobile and Housebound services.” Please clarify what this means. It seems to mean that the stated postholder will be expected to carry out the duties of the deleted post in addition to those of their own post. It is not acceptable to cut posts and simply pass the duties onto somebody else, who will already have their own full workload.

Assistance in service delivery is already part of the Community Programmes Officer: Wellbeing & Access’s role. The post holder will contribute more regularly to service delivery and it is recognised that this will result in less time to be spent on other activities.

Stock Section

I have not had any comments from staff about this. However, the proposal states that the postholders will be given the opportunity to apply for VR, and if they do not do this then it will be assumed that will both be expressing an interest in being considered for the remaining 0.5 post as a suitable role. This does not appear to follow the correct procedure. If someone works full time, for example, then they may *choose* to take a 0.5 post but they couldn’t be forced to. Not taking VR would not necessarily mean that they had accepted that this was a suitable post, and any staff in such a position should be offered the opportunity to have a period of redeployment if that is what they want, in line with council procedure. They should not be forced to go for the post. However, this all depends on what the staff involved say they want and I am happy to have further discussions about this if necessary.

It may be helpful to clarify that we have received requests for VR in relation to 1 post. There will be no necessity for members of staff to reduce from a full-time to a part-time position.

Library Managers

We are concerned that Marcus Garvey will no longer have its own Library Manager. This appears to be the latest in a series of attempts to downgrade the status of this site from being a main library, as the other 2 main Libraries will still have Library Managers. The Library Service Delivery and Development Manager will apparently take on the responsibility for managing the library. However, given the extent of this post holder's other responsibilities, it is difficult to see how managing a main library can simply be added on. We believe that the result will be that there will not be sufficient management capacity in this library.

The Library Service Delivery and Development Manager is confident that she has sufficient capacity for this task.

Sunday working

Following the 2007 restructure in Libraries, an agreement was reached at JCC regarding Sunday working, which was that staff should only work 1 in 8 Sundays. The current proposals will require staff who do not currently work on Sundays to start doing so. Our view is that the existing agreement of 1 in 8 Sundays still stands and that these staff should not be required to work more than this, unless they clearly state that they are willing to do this.

Given that there is a planned reduction in Sunday opening, please clarify what will happen to staff who only work on Sundays (if there are any).

There are no members of staff who work only on Sundays. We do not anticipate Library and Information staff having to work more than one Sunday in 8. Site Managers were not covered by the previous agreement and will now be required to work one Sunday in 4.

Job description and candidate specification comments

Senior Librarian

To work reasonable additional hours as necessary to meet targets and complete tasks. This is unreasonable for staff at this level and should be removed. Management should ensure that the work that the postholders are expected to do can be completed within their normal hours of work. Staff are under no obligation to work additional hours, and doing so regularly can create significant health risks.

To occasionally deputise for the Library Manager or Senior Operations Manager as and when required and to provide support as necessary, including day-to-day management of the library and staff. It is not reasonable to expect the postholders to routinely have to cover for other staff. The word "occasionally" is used, but the use of the phrase "as and when required" strongly suggests that this would be more than "occasional". In terms of Library Managers, these jobs are graded at PO3, and it is not acceptable for SO1 staff to be forced into deputising for them in addition to doing their own jobs. This is because of the stress that the additional responsibilities will cause, and also the gap in the

grades. Management should ensure that there are sufficient staff at each level to ensure that this requirement is unnecessary.

To undertake any other reasonable duties within your competencies as required by the Head of Service, Library Service Delivery & Development Manager, sometimes at short notice to achieve the basic objectives of the Council. Any other duties that staff are asked to undertake should be appropriate to their grade and relevant to what is already contained in their job description. The overall workload that is given to staff needs to be reasonable.

Please clarify why tasks relating to children are included when Children's Librarians are excluded from this process.

At this point we do not propose to introduce a generic "Senior Librarian" job description.

Museum and Archives Officer

Management appear to have included duties in the job description that seem to be inappropriate for the type of role and the grade. It seems that the postholder will be expected to cover duties that would formerly have been carried out by a Museum Attendant or a Site Manager. Examples include:

- To assist members of the public in their use and enjoyment of facilities, with general information, interpretation of displays, explanation of facilities and with directions, and operation of equipment (e.g. stair lift) as necessary*
- As Duty Officer (on a rota), to lead for the service in covering reception desk duties, meet and greet visitors and those hiring facilities, patrol and supervise all areas to which the public are admitted in accordance with set procedures;*
- To carry out duties set out in procedures manuals/documents to safeguard the safety of the public and staff, and well-being of collections and facilities;*
- To ensure an efficient service by helping to monitor all safety and security procedures and test equipment as required;*
- To be responsible as a Duty Officer on a rota for the opening and closure of the Museum and to act as a key holder;*
- To assist with the implementation of emergency procedures.*
- To assist in the moving of any furniture and equipment to ensure that proper facilities and equipment are available for the public and staff, including booked meetings.*
- To work as part of a team on a rota to prepare rooms for lectures or meetings, assisting at evening and weekend meetings when necessary and clearing up after use (including preparing tea and coffee by arrangement).*

It is unacceptable to fill a job description with an excessive number of duties to compensate for cuts in other posts. Management are requiring that the postholder has a degree, and the post is graded at SO1, yet the job description has several requirements that would be typical of a much lower graded post. In reality, this is an unreasonable attempt to put at least two completely different jobs together, and management need to reconsider this.

To undertake any other reasonable duties and responsibilities within your competencies as required by the Assistant Director of Culture, Libraries and Learning Service, Library Service Delivery & Development Manager and the Resources & Performance Manager, sometimes at short notice to achieve the basic objectives of the Council, the Directorate and CLLS. Any other duties that staff are asked to undertake should be appropriate to their grade and relevant to what is already contained in their job description. The overall workload that is given to staff needs to be reasonable.

To work reasonable additional hours as necessary to meet targets and complete tasks. This is unreasonable for staff at this level and should be removed. Management should ensure that the work that the postholders are expected to do can be completed within their normal hours of work. Staff are under no obligation to work additional hours, and doing so regularly can create significant health risks.

To undertake any other weekend and evening work as required to ensure service delivery. Staff are not obliged to work outside their contractual hours, or over and above whatever agreement has been reached about evening and weekend working, so this should be removed.

The candidate specification asks for a degree. Management guidance states that qualifications should only be asked for if they are a legal requirement, or if they are essential to the post (e.g. a professional qualification). Please explain why it is essential that the postholder requires a degree. If management are not able to do this, then this requirement should be removed.

The Museum has always been a small team of people who work together to deliver the services at Bruce Castle. This means that all staff, from PO4 to Scale 4, need to know how to - and actually do - carry out these front-of house duties. For the higher grade posts this is not on an everyday basis currently but it is sufficiently regular in order to cover leave, sickness, training, team meetings for the museum attendants' post. For the past 7 months, all members of staff have been involved in covering the front of house duties on a rota since the deletion of the third Museum Attendant post.

For this new job description, this role will continue to be part of this routine and the duties listed will be part of the Duty Officer's role. This means that all staff will be rota'd for a week to carry out and lead on these front-of-house requirements. Each officer will therefore be the Duty Officer every 5 weeks during the working week, to work with and support the remaining Museum Attendant and professional staff to deliver these services.

A suitable level of education is required to ensure that the staff recruited to this post are able to carry out the duties relating to the protection and managing of the historic and

unique collections. As an Accredited Museum we are required to maintain national standards. It would therefore be possible to say that a degree or equivalent is desirable rather than essential.

Diana Edmonds
Assistant Director, Culture, Libraries and Learning

Chris Taylor

UNISON

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

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

The number of site manager posts has been increased to better support front line opening and address health and safety issues raised.

The generic senior librarian role will not be created at this time.

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

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

Yes

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

There will be some changes to service opening hours, a reduction in the libraries stock fund and a cessation of grant funded wellbeing activities in libraries. The proposed changes are the subject of a service delivery Equalities Impact Assessment. The overall conclusion of the EIA is as follows;

Equalities Impact Assessment for Sunday Closing of Library Sites: Conclusion

A survey was conducted between March 29th 2010 and April 12th 2010 investigating user responses to the proposal to close all libraries on Sundays except Wood Green. A total of 1225 library users responded.

Responses were analysed against six major equalities strands. No groups could be identified as likely to experience disproportionate problems with access to libraries, access to stock and archive services. In short the proposals will maintain the same services on a Sunday but at a single central site rather than the four sites at present

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

Please see Equalities Impact Assessment for Service Delivery for full details.

Date Steps 3 & 4 completed – 13/4/11

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.
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:
DESIGNATION:
SIGNATURE:
DATE:

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

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Appendix G

HARINGEY COUNCIL
EQUALITY IMPACT ASSESSMENT FORM



Service: Culture Libraries and Learning

Directorate: Adults, Culture Community Services

Title of Proposal: Proposals in relation the loss of the Area Based Grant and Reduction in Sunday Opening Hours and Reduction in the Library Stock Fund

Lead Officer (author of the proposal): Diana Edmonds, Assistant Director, Culture,
Libraries & Learning

Names of other Officers involved: Maria Stephanou and Erica Worth

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.

In the context of the budget challenges faced by the Council over the next three years, as a result of substantial Government cuts to local authority funding and the loss of the Area Based Grant, Libraries, Archives and Museum services have had to identify £749,000 of savings for 2011/12, of which £633,000 are staff related. The proposals to achieve these savings impact on service delivery in the following ways:

Libraries Sunday Opening Hours

- The in-service loss of the Area Based Grant will necessitate a staff reduction of 5.4 front line posts in libraries (0.5 x Branch Librarians, 4.5 x Library & Information Officers and 0.42 x Library Counter Assistants). The Area Based Grant had supported extended opening in libraries, including Sundays at four libraries.
- The proposed reduction in front line staff will impact on the library service's ability to open four libraries on a Sunday. It is proposed that three libraries close on Sundays (Alexandra Park, Hornsey and Marcus Garvey) as we will only have the resources to continue to open Wood Green Library.

Health and Well Being (Libraries for Health, Libraries for Life programme)

- The grant's loss will also greatly reduce the amount of health related services and support which libraries can offer, as the grant funded health screening, wellbeing activities and exercise classes in libraries throughout the borough. Over 23,000 participants took part in some element of the programme in 2009/10

Museum and Archives Search Room

- The proposal to reduce the number of staff in the Museum and Archives by four. Public opening of the Archives Search room. This will result in a reduced public archives search room facility on Saturdays and the Museum will not open on public holidays.
- The proposal is that the public search room will open on alternate Saturday afternoon rather than every Saturday afternoon. The archives service will retain 50% of its regular weekend opening. The majority of users book appointments as their enquiries are usually specific. Also the service is used more frequently during the week.

Library Stock fund

- The proposed £66,000 annual reduction of the stock fund will have an impact on library material available to the public. This is in conjunction with the stock fund reduction of £60,300 already taken through the permanent 'top slice' of 10% from supplies and services budgets. This will result in a 21% reduction in the fund. The original stock fund was £603,100 and this has now been reduced to £476,800 for stock purchases and for activities in libraries. Although we purchase books and other materials as effectively as possible, this will impact on the quantity and range of stock we can purchase and the reading-related activities we can support.
- The stock fund is used to pay for a wide variety of library materials including; books, CDs, DVDs/Blu-ray, ESOL and other language materials, newspapers and periodicals, plus subscriptions to electronic information sources and e-books; it is also used to fund activities in libraries such as the children's summer reading challenge and the 6 book challenge for encouraging adult readers.
- Libraries are open to all; our customers are from a wide variety of backgrounds and have a variety of different needs and priorities. The reduction in the stock fund will impact more severely on the economically disadvantaged, where individual ability to purchase books, DVDs and other information sources is limited
- Also, the lack of new books simply means that people borrow less. Last year, we issued 1.4 million items – and, of course, many more items were read in the libraries. There is in general more demand for new publications than for older material, and book issues this year have fallen (Apr-Dec) by 5.9% on last year. In Haringey we monitor data relating to the use of libraries in detail and book issues always rise when new stock is purchased simply because its content and physical appearance is more attractive to customers.

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 present, 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?*

There is considerable variation in the distribution of **ethnic groups** across the borough. Residents of Black ethnic origin are concentrated in the east of the borough, particularly Northumberland Park, Bruce Grove and Tottenham Green, with almost no representation in the west of the borough. Haringey's White population is spread widely across the borough, although it is more concentrated in the west. The Cypriot population in Haringey tends to be concentrated predominantly in the west of borough around West Green, Harringay, and in the north of the borough in Bounds Green, Woodside and White Hart Lane. Haringey's Turkish population is concentrated almost entirely in the east of the borough, particularly in the areas of Northumberland Park, West Green and Tottenham Hale. The **ethnicity of 65+** population is shifting with 65-74 age group 50% white British according to the Census in 2001; and 72% for 75 and over.

A survey was conducted between March 29th 2010 and April 12th 2010 investigating user responses to the proposal to close all libraries on Sundays except Wood Green. Please see Appendix 1 at the end of this document to view the survey form. A total of 1225 library users responded. To put this in context, there are approximately 50,000 active users (users who have one transaction or more in the last 12 months).

Table 2.1 below shows the latest available figures for borough ethnicity in percentages and a breakdown from the Library Survey respondents. Overall, the sample is very representative of ethnicity, with only White British being significantly under represented. This suggests that BME groups could be disproportionate users

of the libraries. This is confirmed with an analysis of active users, which shows White British constitute 33.87% of active users against a population size of 45%.

Ethnicity in LBH		Ethnicity of Survey Sample (1225)
Ethnicity	Percentage	Percentage
White British	45.3	34.9
White Irish	4.3	3.4
White Other	16.1	18.5
White & Black Caribbean	1.5	2.6
White & Black African	0.7	2.3
White & Asian	1.1	1.6
Mixed Other	1.3	1.0
Indian	2.9	3.4
Pakistani	1.0	1.2
Bangladeshi	1.4	1.1
Other Asian	1.6	1.8
Caribbean	9.5	6.3
African	9.2	11.1
Black Other	1.4	1.6
Chinese	1.1	1.5
Other Ethnic Group	2.0	1.5
Source: Londoncouncils.gov.uk/statistics		LBH Libraries

Table 2.1 Showing known Borough ethnicity against Survey Sample

In terms of gender, men were slightly under represented at 38.6% compared to a Borough average of 49.5% and women over represented at 56.2% compared to a Borough average of 50.5%. The under representation of male responses is unlikely to change the overall conclusions as the level of under-representation is not significant enough.

In terms of disability and sexual orientation, 5.6% described themselves as disabled while 76% of respondents were heterosexual. It should be noted that the non-response rate was high at 19.8%, suggesting a reluctance of respondents to answer this question.

The data does not suggest a strong correlation with religious belief. Approximately 75% of all users would find alternative arrangements to use the libraries. Of the remaining 25%, the largest religious group were Buddhists (probably a statistical error due to low numbers of Buddhist respondents) at 42.9% followed by those with no religion at 27.8%. The percentage of Jewish respondents reporting that they would no longer be able to use the service should the proposal to go ahead was recorded at approximately 17%, a lower response than either Christians (22%) or Muslims (27%).

It has not been possible within the necessary deadline to offer a detailed qualitative assessment of written comments entered by survey respondents in terms of any concerns or praise offered concerning access and quality. However, the survey did contain questions asking about Sunday usage and reasons for not using the service (if the proposal were to go ahead).

Approximately 75% of all respondents currently use the libraries on a Sunday. When asked; *“If only Wood Green Library remains open on Sundays, what impact will this have on your library use?”*, less than 25% reported that they would no longer be able to use the service. Respondents were then asked “if you will no longer be able to use the service is this because of: Your work schedule, Cultural reasons or Personal preference”.

35.1% reported that this would be due to personal preference, 26.1% reported this would be due to their work schedule, while just 4% reported that this would be due to cultural reasons.

Given the low level of respondents who reported they could not use the service were the proposal to go ahead and the even lower percentage of respondents that reported this would be for cultural reasons, it is reasonable to conclude that the impact of Sunday closures would be limited, even excluding existing mitigation strategies designed to reduce impact such as late opening during the week and opening on Saturdays.

Anecdotal evidence from data entry of qualitative answers does allow for reasonable interpretation. Most respondents recognised that Sunday closure would not prevent access to services and represented an inconvenience at worst. However, there were a number of comments which expressed concern for the future of libraries. Some worried that Sunday closures were a prelude to total closure of library sites. There were many supportive comments concerning the quality of library services with a few requesting 24 hour opening. It should also be noted that comments were expressed suggesting the library is valued by vulnerable groups, particularly those experiencing loneliness.

Sunday use

- Although retaining Wood Green library in the middle of the borough will provide access to library services on a Sunday, local provision in both the east and west of the borough will be removed.
- An analysis of the Sunday use at our libraries demonstrates that different services are accessed and indicates that there are different priorities for use in the east and west of the borough. In the centre of the borough, all services have a high take up.

Table 2.2 below shows the comparative percentages of service take up by visitors and two key elements of the service.

Table 2.2 Comparative percentages of service take up by visitors and two key elements of the service

Health and Wellbeing (Libraries for Health, Libraries for Life programme)

Library	Average no. of visitors each Sunday	% of Sunday visitors	% of Sunday Stock issues	% of Sessions on People's Network
Wood Green	835	45	36	59
Hornsey	580	31	35	15
Marcus Garvey	294	16	19	22
Alexandra Park	150	8	10	4

- The loss of funding for the health related activities that the grant directly supported is likely to have an adverse impact. Although we have overall numbers of participants in the health programme (in excess of 23,464 to date), we do not have specific information about the characteristics of users. While some of the work was preventative and would have reached people with no specific health needs, the majority of the work was targeted at people with health issues. These included people with mental health issues, sexual health issues, cancer and stroke recovery patients. The programme also provided advice and support for smoking cessation, weight management, healthy diet and lifestyle and exercise programmes. Due to data protection requirements and the nature of our partnership working, we do not have detailed information about the specific characteristics of the users, other than their take up of specific health related services.

Stock Use

- The reduction in the stock fund (21% overall) will impact on all users, as both the mainstream material used by the majority of our customers, as well as more specific materials e.g. dual language books for children and community language stock for adults, will be reduced. We know from the characteristics of our users and the communities we serve that our users and non-users are very diverse. The reduction in the stock fund will impact on the quantity and range of the materials (books, music, film, newspapers, periodicals etc, in both English and other languages) that we can provide, as well as the activities supporting reading that we can deliver. In conclusion, we will continue to invest in stock but overall levels for all groups will be reduced.
- Table 2.3 below shows stock usage by all respondents. Initial analysis shows variations in stock usage by different groups. For example 70.6% of all children's books are taken out by women while more men than women tend to read the newspapers. Deeper analysis will be carried out during the year to assess stock usage against other variables such as ethnicity and age and the results used to inform stock purchase during the year.

Stock Resource	Percentage of Users
Adult reading books	70.2
Music CDs'	29.9

DVDs/Blue-Ray	41.1
Children's books	37.0
Newspapers	44.2
Magazines	36.5
Online resources	41.8
E-books	13.3
Talking books	15.4
Community language books	12.2
Community language newspapers/magazines	13.6

Table 2.3 Showing stock usage by all survey respondents

Museum and Archives

- A survey of Museum visitors was carried in 2006 out to inform the Museum's Audience Development Plan. The summary findings included information on visiting patters.

The foremost reasons for visiting were:

- *Special exhibitions*
- *Visiting the park*
- *Researching local and family history*
- *Attending the talks programme and special events*
- *Bringing children to art and craft activities*

This indicates that visiting the the park is also a feature for visitors and an attraction which compliments a visit to the museum.

The survey also captured the demographics of Museum Visitors and was summarised as follows:

Age & gender

49% of respondents were women and 39% men; 12% did not respond. There is a higher percentage of women visiting than men but it is within age groups that there is the greatest contrast.

Male visitors are in their largest group in the age range 65+. They are more likely to be doing, for example, family and local history research. Female visitors are in their largest group in the 35-50 age range and are more than double that of male visitors.

The ages of the children in families who visit are in their highest numbers in the 5-12 age range, followed by under 5s and almost equally, young people in the 12-16 age range.

Disability

6% of visitors who participated; listed themselves as having a disability: the highest responses were related to sight, hearing and mobility. These, although not exclusive to, are related to an ageing population.

Ethnicity

Evidence collected shows to thirds of the visitors who responded described themselves as white British which is slightly higher than the proportion of White British living in the Borough. A third of the visitors described themselves as being of a different ethnic group. There is, however, further evidence to show that visitors from a wider range of ethnic groups are engaged in events, exhibitions, school visits, and activities throughout the year and participate in, for example, Black History Month and Holocaust Memorial day.

Currently the Museum only opens on the four Public Holiday Mondays in Spring and Summer. The proposal is to discontinue this. No additional activities or services are undertaken on these days and closure of the building will not impact on visitors to the park.

In 2009, the Archive took part in the IPF Market Research for the Public Services Quality Group of the National Council on Archives (PSQG). The results can be briefly summarised as follows:

Patterns of use

- 54.3% visited because of personal leisure/ recreation reasons
- 76.1% found it provided an opportunity for learning
- 56.9% said it strengthened family and community identity
- 62.6% it was their first visit
- 9.4% had been there before during that same year

The profile of the visitors:

- 32.4% highest number of visitors were in the 65 to 74 year age group
- 93% lived within 158.1km away from Bruce Castle Museum
- 49% male visitors
- 51% female visitors
- 54.2% were researching family history
- 86.4% ethnic group: white
- 3.9% described themselves as having a disability

The search room currently opens Wednesday to Saturday 1-5pm and the proposed opening will reduce Saturday opening on to alternate weeks.

Evidence from patterns of use from four of the busiest months in 2010/11 shows that 81% of search room users already visit on weekdays. Given also that the majority of search room users book appointments, the expectation is that alternative Saturday opening will not disproportionately impact on any group using the search room.

Month	Total visitors	Weekdays	Saturday
February	52	45	7
March	52	40	12
August	54	45	9

October	72	57	15
Totals	230	187	43

Table 2.4 Showing search room visitor frequency by day

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

Sunday Use

White British are under represented across UK libraries and there are similar trends in other services such as adult learning. There are likely to be a number of factors influencing this outcome. The largest factor is likely to be needs driven, which could explain why minorities are over-represented. Further analysis would be needed to ascertain whether or not current service operation constitutes or indirectly supports barriers to access for the White British group. However, this is unlikely given that this group is unlikely to encounter difficulties associated with language and culture. Therefore the most likely explanation for under representation is personal choice.

Stock Use

It terms of stock use there is no discernable under or over representation for any particular group. Overall stock levels will be lower for all groups.

Museum and Archives

White British users are over represented in the use of Archives. This is to be expected for a number of reasons; traditionally the area has had a population dominated by White British, therefore most of the records relate to White British families. This is the reverse for minority groups with an interest in family histories.

It should be noted that the usage figures do not include regular activities and visits by local schools. The figures used are the latest available but five years old. The recent upswing in interest in researching family histories (in part due to increased media coverage) has seen a much more diverse usage in recent years.

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?
✓ Reduced Local Access on Sunday Reduced Stock Reduced Access to Archive Search Room Reduced Health and Wellbeing Activities		

Comment

Reduced Local Access on Sunday

Although there will be no local access to a library on Sunday in the east and west of the borough, a well staffed and increased service will be available at Wood Green library. Wood Green library, is situated in the centre of the borough is equally accessible via public transport from the east and west of the borough.

Reduced Stock

The reduction in the stock fund will have an impact on the number and variety of stock available to all our customers.

Reduced Access to Archive Search Room

The search room will be open every other Saturday rather than every Saturday and will be therefore continue to be accessible to customers.

Reduced Health and Wellbeing Activities

We will no longer be able to provide the “stretch your mind and body” exercise classes and health and well being consultation and advice sessions or the health monitoring sessions which included blood pressure, cholesterol and lung/stamina checks.

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

Reduced Local Access on Sunday

- The proposal to reduce the number of libraries open on Sunday will increase access to all areas at Wood Green library as staff will be able to keep this library fully open. In particular, it will increase access to the Youth library, previously kept closed on Sundays. There will be services not previously offered as experienced staff will be available to provide assistance.

- The use of adequate numbers of permanent skilled library staff on Sundays will improve the quality of service provided at Central library.
- Develop further the availability of library services accessible on line to customers
- Publicise the fact that Wood Green library opens on Sunday widely including leaflets and posters in all libraries, the local press and the Council website and other local online outlets e.g. Harringay on line. Do cultural events and activities on Sunday to invite local communities and in particular black and ethnic minority communities.

Reduced Stock

- Although we will continue to provide materials to meet the various needs of our users, we will not be able to provide the same quantity or range as before.
- We will continue to seek to buy library material at low cost and, in response to budget challenges, have renegotiated discounts with our suppliers in order to minimise the impact of budget reductions. In Haringey, we purchase library books at discounts which are higher than other boroughs, including the large London consortium.
- We will seek to increase the circulation of book stock, aiming to ensure that our customers bring back books which have been borrowed promptly and pay any fines that are due. We increasingly use text messaging, for instance, to alert customers that requested books are available and that books are now overdue in order to speed up the circulation of material.
- We will also be minimising activities in libraries, other than those which can be financed from external resources or simply organised, at no cost, by staff.

Reduced Access to Archive Search Room

- The search room will be open every other Saturday rather than every Saturday and will be therefore continue to be accessible to customers.

Reduced Health and Wellbeing Activities

- Although some partnership working will continue, we will not be able to provide or co-ordinate the health related activities and services in libraries that we have been for the last 6 years.

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?

Every effort has been made to reduce the likely impact of the proposed changes. However, given the level of resource reduction it will not be

possible to undertake positive actions to reduce adverse effect beyond those already stated.

What we can be sure of is that no vulnerable or minority group will suffer disproportionately.

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?

A survey was conducted between March 29th 2010 and April 12th 2010 investigating user responses to the proposal to close all libraries on Sundays except Wood Green. Please see Appendix A at the end of this document to view the survey form. A total of 1225 library users responded. See information provided under Step 2 for specific issues.

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

We have ensured that we can maintain Sunday services as before although these services are now proposed on a single central site.

Stock purchase will continue as before, being informed by user transactions. However, levels of stock purchased will unavoidably be lower for all groups.

We have been able to maintain 50% of the Saturday service for Archives Search Room. Users will have to make arrangements to take account of the proposed alternate Saturday opening.

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?

Once the decision has been ratified, all usual communication channels will be utilised to communicate the results to the public (Harinet, community email networks, community notice boards).

Actions to address issues of concern have been listed under Step Three.

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?

The proposal would see a single central site fully staffed, rather than at present whereby we have four sites run with a reduced level of staffing. Therefore we do not envisage any additional requirements for training. The EIA has not identified any groups likely to be disproportionately affected and therefore there are no new issues we feel staff need to be made aware of.

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?***
Erica Worth is the Performance and Resources Manager and will be taking responsibility for monitoring the impact of the proposal.
- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***
The impact will be monitored using equalities data produced by the LMS which collects equalities information and user transactions. A separate small scale assessment may be required to monitor the newspaper and magazine sections.
- ***Are there monitoring procedures already in place which will generate this information?***
Work to ensure monitoring procedures through the library management system is underway and anticipated to be available for new members from 14.04.11
- ***Where will this information be reported and how often?***
This information will be reported through the standard channels for equality. It is proposed that an initial assessment take place at two months to gain an initial understanding of the impact of the changes, and again at six months to gain an understanding of the longer term impact.

Step 7 - Summarise impacts identified

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

Age	Disability	Race	Sex	Religion or Belief	Sexual Orientation	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity
<div data-bbox="560 598 1572 986" style="border: 1px solid black; padding: 10px; margin: 20px auto; width: fit-content;"> <p>There are three identified impacts that will affect all diversity strands as follows:</p> <ul style="list-style-type: none"> Reduced sites offering library services on a Sunday from 4 to 1 Reduced levels and quality of stock Reduced access to the Archive Search Room by 50% </div>								

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
New staff timetables	New timetables to take account of new opening arrangements	Maria Stephanou/Erica Worth	Implemented May 2011	Resource neutral
Stock Purchase Review	New stock purchases are to be reviewed to ensure relevancy for our users	Maria Stephanou/Library Managers	Scheduled completion date May 30 th 2011	Resource neutral

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?

The information will be reported through the standard channels for equality. It is proposed that an initial assessment take place at two months to gain an initial understanding of the impact of the changes, and again at six months to gain an understanding of the longer term impact.

The results will be published digitally on Harinet, full hardcopies will be available from libraries and we will consider publishing a summary in a suitable magazine either using Haringey People or the monthly 'What's On' magazine.

Assessed by (Author of the proposal):

Name:

Designation:

Signature:

Date:

Quality checked by (Equality Team):

Name:

Designation:

Signature:

Date:

Sign off by Directorate Management Team:

Name:

Designation:

Signature:

Date:

APPENDIX 1: Library Survey

Haringey Libraries Sunday Opening Hours Survey

As the libraries budget is being reduced, we will have fewer staff to work in our libraries at weekends and less money to spend on library stock.

At present, we are proposing to close Hornsey, Marcus Garvey and Alexandra Park libraries on Sundays and would like to know whether this will have an impact on your ability to access libraries in the Borough. Wood Green Central Library will continue to open on Sundays.

We would also like to find out what you use libraries for and the type of items you like to borrow.

The questionnaire is available at all libraries and on the Libraries website. The closing date for responses is 12th April 2011.

Please tick the appropriate box.

1. Do you use any of the following libraries on Sundays?

- | | |
|----------------------------------|--------------------------|
| Wood Green | <input type="checkbox"/> |
| Hornsey | <input type="checkbox"/> |
| Marcus Garvey | <input type="checkbox"/> |
| Alexandra Park | <input type="checkbox"/> |
| I don't use libraries on Sundays | <input type="checkbox"/> |

2. If only Wood Green Library remains open on Sundays, what impact will this have on your library use?

- | | |
|---|--------------------------|
| I will travel to Wood Green to use the library | <input type="checkbox"/> |
| I will use the service on another day | <input type="checkbox"/> |
| I will no longer be able to use the library service | <input type="checkbox"/> |

3. If you will no longer be able to use the service is this because of

- | | |
|---------------------|--------------------------|
| Your work schedule | <input type="checkbox"/> |
| Cultural reasons | <input type="checkbox"/> |
| Personal preference | <input type="checkbox"/> |

4. What are your main reasons for using libraries on Sundays? Please tick no more than three.

- | | |
|----------------------------------|--------------------------|
| Borrowing/returning books | <input type="checkbox"/> |
| Borrowing/returning CDs | <input type="checkbox"/> |
| Borrowing/returning DVDs/Blu-Ray | <input type="checkbox"/> |
| Studying | <input type="checkbox"/> |
| Reading newspapers/periodicals | <input type="checkbox"/> |

- Using the People’s Network public PCs
- Using the Wi-fi network with your own laptop
- Finding something out
- Attending an event/exhibition
- Other (please state)

5. How often do you use any of the following library materials?

	Regularly	Occasionally	Never
Adult books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Music CDs'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DVDs/Blu-Ray	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Children’s books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E - Books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talking Books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community language books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community language newspapers/magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any other comments

.....

.....

.....

.....

.....

Equal Opportunities Monitoring

As a public authority, Haringey Council is required by law to carry out equal opportunities monitoring of everything we do to make sure that all sections of the community have access to the Council whether in terms of jobs or services.

The information you provide in this form will help us to the check that we are fulfilling this duty. It will also help us to improve the quality of services to all of our service users.

We will be grateful if you could take a little time to complete and return this form. Go through it and tick all the categories that most accurately describe you.

1. AGE

What is your age group?

0-4	<input type="checkbox"/>	15	<input type="checkbox"/>	25 – 29	<input type="checkbox"/>	65 – 74	<input type="checkbox"/>
5-7	<input type="checkbox"/>	16 – 17	<input type="checkbox"/>	30 – 44	<input type="checkbox"/>	75 – 84	<input type="checkbox"/>
8-9	<input type="checkbox"/>	18 – 19	<input type="checkbox"/>	45 – 59	<input type="checkbox"/>	85 – 89	<input type="checkbox"/>
10- 14	<input type="checkbox"/>	20 – 24	<input type="checkbox"/>	60 – 64	<input type="checkbox"/>	90 and over	<input type="checkbox"/>

2. DISABILITY

Under the Disability Discrimination Act a person is considered to have a disability if she/he has a physical or mental impairment which has a substantial and long-term adverse effect on her/his ability to carry out normal day-to-day activities. Since 2005, people with HIV, cancer and multiple sclerosis (MS) are covered by DDA.

Do you consider yourself to be a disabled person?

Yes No

3. ETHNICITY

What is your ethnic group? (Please tick one box from the appropriate section)

White

British	<input type="checkbox"/>	Irish	<input type="checkbox"/>
Greek/Cypriot	<input type="checkbox"/>	Irish Traveller	<input type="checkbox"/>
Turkish	<input type="checkbox"/>	Turkish/Cypriot	<input type="checkbox"/>
Gypsy	<input type="checkbox"/>	Kurdish	<input type="checkbox"/>
Other	<input type="checkbox"/>		

Please write in: _____

Mixed

White and Black Caribbean	<input type="checkbox"/>	White and Black African	<input type="checkbox"/>
White and Asian	<input type="checkbox"/>		
Other	<input type="checkbox"/>		

Please write in: _____

Asian or Asian British

- | | | | |
|-------------|--------------------------|--------------------|--------------------------|
| Indian | <input type="checkbox"/> | Pakistani | <input type="checkbox"/> |
| Bangladeshi | <input type="checkbox"/> | East Asian African | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | | |

Please write in: _____

Black or Black British

- | | | | |
|-----------|--------------------------|---------|--------------------------|
| Caribbean | <input type="checkbox"/> | African | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | | |

Please write in: _____

Chinese or other ethnic group

- | | |
|---------|--------------------------|
| Chinese | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Please write in: _____

4. GENDER

Please tick the box that best describes you:

- | | | | |
|-----|--------------------------|-------|--------------------------|
| Man | <input type="checkbox"/> | Woman | <input type="checkbox"/> |
|-----|--------------------------|-------|--------------------------|

Gender Identity

Does your gender differ from your birth sex?

- | | | | |
|-----|--------------------------|----|--------------------------|
| Yes | <input type="checkbox"/> | No | <input type="checkbox"/> |
|-----|--------------------------|----|--------------------------|

5. RELIGION

Do you have a religion or belief that you would like to mention?
If so please tick the appropriate box.

- | | | | |
|-------------|--------------------------|-------------|--------------------------|
| No Religion | <input type="checkbox"/> | Jewish | <input type="checkbox"/> |
| Christian | <input type="checkbox"/> | Muslim | <input type="checkbox"/> |
| Buddhist | <input type="checkbox"/> | Sikh | <input type="checkbox"/> |
| Hindu | <input type="checkbox"/> | Rastafarian | <input type="checkbox"/> |
| Other | <input type="checkbox"/> | | |

Please write in: _____

6. SEXUAL ORIENTATION

How would you describe your sexual orientation?

Heterosexual Bisexual Gay Lesbian

Thank you for completing and returning this form.