

Ayshe Simsek

020 8489 2929

ayshe.simsek@haringey.gov.uk

13 May 2011

To: All Members of the General Purposes Committee

Dear Member,

**General Purposes Committee - Thursday, 19th May, 2011 7.30pm**

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:

**5. RETHINKING HARINGEY (PAGES 1 - 20)**

The committee to consider a follow up report on the re-organisation of the Council.

**6. UPDATE ON THE PROCUREMENT SERVICE FUNCTION REVIEW (PAGES 21 - 24)**

The Assistant Chief Executive to provide a report back on the review exercise completed on the application of ringfences in the Procurement officer appointment process .

**9. PERSONALISATION - ORGANISATIONAL RECONFIGURATION TO DELIVER A TRANSFORMED SOCIAL CARE PATHWAY TO SUPPORT SERVICES (PAGES 25 - 68)**

This report request authority to implement a range of organisational changes across the Adult Social Care Business Unit in order to establish an organisational structure appropriate for the delivery of adult social care services within a transformed social care system. The revised social care system is in line with the Governments Personalisation Agenda – Self Directed Care.

**10. SINGLE FRONTLINE SERVICE (PAGES 69 - 152)**

The report will set out proposals, following consultation, for the reorganisation of services into a new single frontline service to deliver the allocated budget savings.

**12. RESTRUCTURE OF RECREATION SERVICES (PAGES 153 - 178)**

The committee to consider proposals for the restructure of Recreation Services following consultation. Please note that the Equalities Impact Assessment will be sent to Committee members separately next Tuesday 17 May.

**13. RESTRUCTURE OF PROPERTY SERVICES (PAGES 179 - 200)**

The committee to consider proposals for the restructure of Property Services following staff consultation .

**14. SUMMARY OF DELEGATED DECISIONS (PAGES 201 - 214)**

To inform the committee, as requested on the 15<sup>th</sup> February 2011, of the delegated decisions take on staffing matters.

**17. RELEASE OF EMPLOYMENT BENEFIT FOR AN EMPLOYEE (PAGES 215 - 218)**

Exempt report from the Assistant Chief Executive

Yours sincerely

Ayshe Simsek  
Principal Committee Co-ordinator  
0208 489 2929



Haringey Council

General Purposes Committee

On 19th May 2011

Report Title: Rethinking Haringey

Report of **Chief Executive**

Signed :

Contact Officer : Kevin Crompton, 020 8489 2648

Wards(s) affected: **All**Report for: **[Key / Non-Key Decision]****1. Purpose of the report**

- 1.1. To update Members on proposals to reorganise the Council's top three tiers of staff.
- 1.2. To report on the latest equality impact assessment for Rethinking Haringey

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

- 2.1. The proposals in this report should assist to deliver the Council Plan and those elements of the sustainable Community Strategy assigned to the Council.

**3. Recommendations**

- 3.1. Members are asked to note the progress towards restructuring the top three tiers of Council staff.
- 3.2. Members are asked to agree to the minor changes arising from further consideration of the structure agreed at Council in February 2011 as detailed at paragraph 6.5.
- 3.3. Members are asked to note the equality impact assessment attached at appendix 1.

**4. Reason for recommendation(s)**

- 4.1. A report was agreed at the Council meeting on 24<sup>th</sup> February 2011 on an organisational structure for the top three tiers. Members agreed that following the completion of consultation with staff and unions any amendments arising should

be reported to General Purposes Committee.

## 5. Other options considered

5.1. Various models of staffing structure are used in Councils and were researched as a part of the development of the attached proposals.

## 6. Summary

6.1. General Purposes Committee is responsible for staffing matters including terms and conditions. The Committee received a report noting the commencement of consultation on proposed changes to its meeting on 25<sup>th</sup> January 2011, and agreed methods by which the proposals might be implemented. It received a further report on 10<sup>th</sup> March 2011 with an update on progress towards completion of an equalities impact assessment.

6.2. The timetable for change was:

Milestones	Activities	Due date
<b>Phase 1</b>		
Principles agreed	Report to Cabinet	25 January 2011
	Report to General Purposes Committee	25 January 2011
	Report to Full Council	24 February 2011
Consultation & Communication	Consult on new structure	18 <sup>th</sup> January – 28 <sup>th</sup> February 2011
Staffing changes made	Authorisations, changes to job descriptions etc	March - April 2011
<b>Phase 2</b>		
Phase 2 transition		Jan-March 2012
Phase 2 implemented		1 <sup>st</sup> April 2012

6.3 That timetable has been delivered with all Member appointment panels completed for jobs subject to change. The resultant changes have informed an update to our equality impact assessment which is attached at appendix 1.

6.4 Arising from consultation with staff and unions further consideration has been given to the methods deployed to deliver large scale programmes of change. The current proposals are that capital programmes of work will be managed through the Place & Sustainability Directorate with resources moving from the former Building Schools for the Future team across from the Children's & Young People Directorate.

6.5 That proposal remains. In addition it is possible to generate further efficiency by bringing together resources deployed to support projects. It is proposed that a project support office be set up to better co-ordinate those resources deployed in the Council on

project activity. The service will report to the Chief Executive. It will replace a number of project offices in the Council including the one currently devoted to efficiency. Any staffing changes arising from the proposal will be progressed in accordance with the standard Council employment processes for reorganisation. This staffing change should reduce current expenditure which will require further analysis to provide detailed estimates.

#### **7. Chief Financial Officer Comments**

- 7.1. The Chief Financial Officer has been consulted over the contents of this paper to gain an understanding of the likely impact of the proposed reorganisation on the top three tiers of the Council.
- 7.2. Savings from the reorganisation have already have been captured as part of the individual budget proposals that underpin the 2011/12-2013/14 financial planning process and that were part of the budget agreed at Council on 24<sup>th</sup> February 2011.

#### **8. Head of Legal Services Comments**

8.1 The Head of Legal Services has been consulted on the content of this report. The report provides an up-dated Equalities Impact Assessment. In order to satisfy the Council's public sector equalities duties the Equalities Impact Assessment attached to this report should be considered before any final decisions are taken.

8.2 It is noted that with regards to the proposal to set up a project support office the report acknowledges that the envisaged organisational change will be progressed in accordance with the Council's policies and procedures regarding reorganisation, redeployment and redundancy. Consultation will be required with individual employees affected by the proposals and with recognised trade unions before this proposal is finalised and implemented.

#### **9. Equalities & Community Cohesion Comments**

- 9.1. An equality impact assessment has been carried out and reported at various stages of Rethinking Haringey and the latest version is attached.

#### **10. Consultation**

- 10.1. Consultation with staff and trades unions ran from 18<sup>th</sup> January until the end of February 2011. Staff were provided with a copy of the proposals at a meeting on 18<sup>th</sup> January and have had further opportunities to discuss the structure. Comments were received from staff and unions. All were considered by the Chief Executive and responded to. Certain of the proposals in this report arise from comments made during the consultation.





**Haringey** Council

**Haringey Council**

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

<b>Date:</b> 17 February 2011
<b>Department and service under review:</b>  Rethinking Haringey - Council top 3-4 tiers of management
<b>Lead Officer/s and contact details:</b>  Stuart Young, Asst Chief Executive 020 8489 3174 Steve Davies, Head of Human Resources 020 8489 3172
<b>Contact Officer/s (Responsible for actions):</b>  Stuart Young, Assistant Chief Executive Steve Davies, Head of Human Resources
<b>Summary of Assessment</b> (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?

Since the election of the Coalition Government there have been many announcements signaling significant reform in areas as wide-ranging as the NHS, regeneration, housing, schools and the welfare system. Local authorities will be taking on new areas of responsibility e.g. health improvement, as well as developing new ways of working such as strategic commissioning. These changes will transform our relationship with the voluntary and independent sectors.

The Government's view is that public services need to change so that:

- less is delivered by the state
- local people have a bigger role in designing services to meet their needs
- citizens have more responsibility to hold the state to account
- there needs to be greater collaboration between public sector bodies

In June 2010 the Government's emergency budget announced that the country is being asked to make £6.2billion of savings during 2010-11. Local government's share of these savings was £1.165billion. Further reductions were announced in the October 2010 Spending Review, amounting to a reduction in funding to local government of approximately 28% over the next four years. In December 2010 the local government settlement confirmed the level of reductions and front loaded them so that most cuts need to be made in 2011/12. This means that the money available to public services will be reduced more steeply and more quickly than ever before.

We are concerned that the recent national policy changes and cuts to public sector budgets will increase inequality and threaten social cohesion. Poverty will increase due to reductions in for example, housing and disability benefits and education maintenance allowance leading to an income gap for those dependent on them and the increased marginalisation of minority groups. These policy changes combined with



the financial situation are changing the landscape for the public sector and represent a significant challenge to us.

**What does it mean for Haringey?**

Haringey Council will need to reduce its budget by approximately £46million in 2011/2012. We are also facing increased demand for some services which alongside the reduction in funding means that we cannot operate as we have done in the past. We are working to minimise the impact of these cuts on 'front line' services. This will not be easy as we cannot sustain everything we currently provide and we do not believe that simple 'salami slicing' of budgets will deliver the best outcome. We want to prioritise the things that really matter to local people, re-design services so that they cost less and work better, concentrate on getting the right outcomes and enabling people and communities to become more self reliant.

In addition to the savings that we as the council are making our public sector partners will also be making big savings and changing what they do and how they operate. The voluntary and community sector are also likely to be affected by these changes. We will therefore work with all these partners to try to ensure that our collective 'front line' offer to the public is the best that can be delivered within the financial constraints.

We are determined to approach these challenges in a way that puts the future of the borough and its communities first. We will not lose sight of our ultimate goal for the improved well-being of local people or our responsibility for delivering our ambitions. To achieve this we will prioritise and target the use of our resources and be creative in finding new ways to deliver 'better for less'. Value for money and efficiency has never been so important and we will ensure our services are the best we can deliver within the resources available.

The changes we need to make will be complex, far reaching and within a difficult timescale. We have to rethink services to develop a much leaner council focused on delivering positive outcomes for our community and reduce cost and spend.

The council will look very different in the future. Whilst we will continue to deliver some services in line with strategic priorities, we will also have to take on a new role as a commissioner, advocate and broker for other services.

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

In responding to the challenges we face the council is proposing to adopt the following vision for Haringey:

**'One Borough One Future:  
Reducing inequalities - working for a better society'**

Our aim is:

**Aim**

To sustain and improve the life chances of our residents, especially those who are most vulnerable, and develop a borough which is a good place to be born, learn, work, have fun and grow old.

**1. Our outcomes**

We believe we can achieve our vision and aim by adopting the following outcomes:

**Outcomes**

**Outcome 1 Thriving**

Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of homes which offer quality, affordability and sustainability

**Outcome 2 Healthier**

Tackling health inequalities amongst children and adults; promoting healthier lifestyles and independence

**Outcome 3 Safer**

Reducing the incidents and fear of crime and anti-social behaviour; safeguarding children and adults

**Outcome 4 Sustainable**

Tackling climate change and managing our environmental resources more effectively; ensuring an attractive, clean, sustainable environment

**Outcome 5 Empowered**

Promoting opportunities for community involvement and volunteering; enabling self reliant communities

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

In order to move towards a new way of working and reduce our costs we need to review both the current council structure and the current service offer. We will need to establish:

**A council which**

- **is leaner and more integrated** with a considerably smaller ratio of managers to staff
- **focuses on outcomes**
- **is customer focused** with a higher number of staff directly delivering services than those in support roles
- **commissions and designs services based on a robust understanding of its population**
- **delivers only that which it does better than others**
- **maximises effectiveness and efficiency through the use of technology**
- **provides information and access to services via the internet where possible and in other ways where appropriate**
- **ensures safeguarding of vulnerable people**

Although many of our services are already commissioned from the voluntary sector, the private sector and other partners and some council directorates have already begun changing how they deliver services (e.g. within adult social care with the introduction of personalisation), now is the time to fundamentally rethink our organisational structure and service offer.

The scale of organisational change requires a two phased approach. The first phase will deal with the budget pressures for 2011/12 and the second phase will establish the longer term shape of the council. Our current council structure is shown in Appendix 1.

**Phase 1 (April 2011-March 2012)**

Initially we need to reduce costs by approximately £46 million; this will require interim organisational changes, largely retaining the current organisational shape with a smaller workforce. The proposal is shown in Appendix 2.

**Phase 1**

- **A place directorate** responsible for commissioning the frontline delivery of the public realm<sup>1</sup>, strategic housing functions, regulatory and economic regeneration activities including worklessness
- **An adult services directorate** responsible for commissioning social care services, safeguarding, support for an enabled voluntary and community sector; recreation, cultural services
- **A Children's services directorate** focused on safeguarding, supported by a

<sup>1</sup> By this we mean commissioning services which provide the opportunity to reshape and transform the physical appearance of Haringey, creating a more skilled and better trained workforce and involving the community in the development and maintenance of neighbourhoods.

- reorganised prevention and early intervention function; schools, Youth Services
- **A Corporate services directorate** including finance, IT, legal, benefits, customer services
  - **A Chief Executive's service** providing the policy, business intelligence, transformational change capacity, support for democracy, Human Resources
  - **A Public Health directorate** focused on health improvement, health protection, commissioning health services

**Phase 2 (April 2012 onwards)**

The longer term organisational design is shown in Appendix 3.

**Phase 2**

- **Place Services** that commissions the frontline delivery of the public realm including leisure activities and estate management
- **Adult Services** commissioning social care services, safeguarding, support for an enabled voluntary and community sector, strategic housing
- **Children's Services** with a focus on safeguarding, prevention/early intervention, a new service offer to schools that maximises resources on their behalf, Youth Services
- **Corporate and Chief Executive functions, and Public Health Services** as previously described
- **Customer Hubs**

Some support functions could be delivered in partnership with other boroughs. It is intended that such opportunities are maximised during this phase.

**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.

### Council Top 3-4 tiers of management

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									
SC6-SO2									
PO1-PO3									
PO4-PO7	6	0	0%	5	83%	0	0%	1	17%
PO8+	99	1	1%	67	68%	19	19%	12	12%
TOTAL	105	1	1%	72	69%	19	18%	13	12%

### Council & Borough racial group comparison figures

Grade Group	No of White in Grade Group	White % in Grade Group	No of White Other in Grade Group	White Other % in Grade Group	No of BME in Grade Group	BME % in Grade Group	BME% Borough Profile
SC1-SC5	364	21	202	12	1137	66	
SC6-SO2	281	24	218	19	669	57	
PO1-PO3	225	34	128	19	310	47	
PO4-PO7	244	39	134	21	243	39	
PO8+	168	63	39	15	52	20	
TOTAL	1282	29	721	16	2411	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 compared with the council profile and where relevant the borough profile.

- BME staff in grades PO8 and above in the top 3-4 tiers of council management.

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? NO

- If No, go to question 8.
- 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.?

- 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

Council top 3-4 tiers of management						HGY & Borough Profile				
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group	No of Female Staff	% Female in Grade Group	No of Male Staff	% in Grade Group	Female / Male % in borough
SC1-SC5						1138	68%	532	32%	
SC6-SO2						867	74%	311	26%	
PO1-PO3						410	62%	255	38%	
PO4-PO7	6	1	17%	5	83%	401	64%	229	36%	
PO8+	99	53	54%	46	46%	139	52%	126	48%	
TOTAL	105	54	51%	51	49%	2981	67%	1479	33%	50/50

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 compared to the % of females/males in the council.

None

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

NO

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

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

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

- 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

Council top 3-4 tiers of management

Grade Group	TOTAL	25-34		35-44		45-54		55-64		65+	
	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
SC1-SC5											
SC6-SO2											
PO1-PO3											
PO4-PO7	6	1	17%	1	17%	2	33%	2	33%		
PO8+	99	2	2%	10	10%	58	59%	29	29%		
TOTAL	105	3	3%	11	10%	60	57%	31	30%		
Council Profile	4460	784	18%	1108	25%	1574	35%	821	18%	56	1%
Borough Profile	225600	49858	22%	31736	14%	44669	20%	16694	7%	21206	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.

PO8 and above grades aged 45-54 and 55-64 years.

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

NO

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

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

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

- 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:

Council top 3-4 tiers of mgt				HGYProfile	
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group	Total No of Staff Disabled in Band	% of Staff Disabled in Grade Group
Sc1-5				120	7%
Sc6-SO2				110	9%
PO1-3				47	7%
PO4-7	6	0	0%	44	7%
PO8+	99	1	1%	7	3%
TOTAL	105	1	1%	329	7%

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

There is no anticipated impact on these groups arising out of the restructuring.

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.

N/A

Date Part 1 completed - 18 February 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).

Consultation was held directly with staff using meetings and email. The Chief Executive communicated the proposals to all staff also using the Councils intranet. Comments were invited from staff and trade unions. Some 40 comments were received and responded to during the consultation period.

Most issues were personal to the postholder or general queries about the process. There were no comments or issues raised that related directly to any of the equality characteristics.

**Step 4 – Address the Impact**

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

All of the cited examples were available as options for any staff. There were no instances of consultation response where staff raised a query or concerns relating to the equality characteristics.

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

Changes were made to individual job roles and to some ringfence proposals arising from the comments. All were beneficial to the postholders in questions.

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

See response to question 2 above

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?

The measures which are the subject of this EqIA relate to a restructure of the Council's top 3 – 4 tiers of management and do not directly relate to community groups and service users, therefore no impact on community groups and service users are anticipated arising from the consultation and from the changes proposed for this levels of management.

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

See response to question 5 above

**Date Steps 3 & 4 completed -**

## 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.

The appointment process is largely completed as at 19<sup>th</sup> May 2011 for those posts in the first three tiers.

Appointments took place at the first three tiers as follows:

- 1<sup>st</sup> Tier – Asst CE – no change
- Directors – no change
- 2<sup>nd</sup> tier – Asst Directors- 2 redundancies – no change to overall workforce composition in relation to ethnicity, disability, gender.

2. If there are adverse impacts how will you aim to address these in the future?  
No adverse impacts were identified

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

The new structure officially goes live from 1<sup>st</sup> June 2011. Clearly where appointments have been made in advance of this date, staff have been working to their new roles.

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?  
n/a

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

The structure will be reviewed as a part of the budget round for 2012/13

## 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: Stuart Young  
 DESIGNATION: Asst Chief Executive  
 SIGNATURE:  
 DATE: 10<sup>th</sup> May 2011

### QUALITY CHECKED BY (Equalities,)

NAME: Inno Amadi  
 DESIGNATION: Senior Policy Officer  
 SIGNATURE:  
 DATE: 12<sup>th</sup> May 2011

### SIGNED OFF BY Director/ Assistant Director

NAME: Stuart Young  
 DESIGNATION: Asst CE  
 SIGNATURE:  
 DATE: 10<sup>th</sup> May 2011

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
 DESIGNATION:  
 SIGNATURE:  
 DATE:

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



Haringey Council

Agenda item:

**[No.]****General Purposes Committee****On 19<sup>th</sup> May 2011**

Report Title: Procurement Support Function Review – Update on Ringfence Proposals

Report of **Assistant Chief Executive**

Signed :

Contact Officer : Stuart Young, 020 8489 3174

Wards(s) affected: **[All / Some (Specify)]**Report for: **[Key / Non-Key Decision]****1. Purpose of the report**

- 1.1. This paper provides an update about ringfence proposals put forward as part of the Procurement function review. At the last meeting of General Purposes Committee, Members asked for a report to come back once further discussions had been held with management and the trades unions.

**2. Recommendations**

Members are asked to note:

- 2.1. That the Assistant Chief Executive has reviewed the ringfence proposals for the Procurement service. As a part of the review discussions have been held with management, HR and the trade unions.
- 2.2. Arising from the review changes to the schedule of ringfences have been made.

**3. Reason for recommendation(s)**

- 3.1. General Purposes Committee asked that a review of proposed ringfence arrangements take place following concerns from the trade unions, raised at the last meeting of the Committee.

**4. Other options considered**

4.1. Any options considered were in line with the Council's re-organisation policy. That policy allows for a range of employment selection options: assimilation; closed ringfence; open ringfence; and assessment by interview, test, etc.

**5. Summary**

- 5.1. At the last meeting of General Purposes Committee on 18<sup>th</sup> April 2011, Members noted concerns raised by the trade unions about ringfence arrangements presented in a review of a Procurement function. In particular the unions were unhappy about the high number of assimilation proposals. It was their view that such approach favoured staff currently employed in the corporate unit over those from departments.
- 5.2. The Assistant Chief Executive was asked to review arrangements for appointing to the new structure. A paper review of all relevant job descriptions and proposals was undertaken. Meetings were held with HR, Procurement management and the trade unions.
- 5.3. In general terms the findings were that those jobs identified for assimilation did represent substantial overlap in duties. Once this was established consideration was given to whether a wider group of posts might also be included generating ringfences for those jobs identified for assimilation.
- 5.4. One area of change arising from the review is the application of an open ringfence to 5 posts of Procurement Contract Officer. This change will enable more staff from various directorates to take part in competition for the posts. Some of the posts are specialist so staff will be asked to state a preference to allow each interview to be tailored to question the areas of each job.
- 5.5. Three other requests for changes from the unions were considered but not felt to warrant change.

**6. Chief Financial Officer Comments**

6.1. There are no financial implications arising from this report as the recommendations do not alter the proposed Procurement structure reported to GP Committee on 18<sup>th</sup> April 2011.

**7. Head of Legal Services Comments**

7.1. There are no specific legal implications arising out of this report that were not the subject of comment in the paper to GP Committee on 18<sup>th</sup> April 2011

**8. Equalities & Community Cohesion Comments**

8.1. An equality impact assessment was completed and included in the pack of papers for Committee on 18<sup>th</sup> April 2011.



**9. Consultation**

9.1. The comments in this report arise from consultation concerns expressed during a consultation period. This report has been written following consultation with the trade unions.

**10. Service Financial Comments**

10.1. There are no additional financial implications arising from this report

**11. Use of appendices /Tables and photographs**

11.1. N/A

**12. Local Government (Access to Information) Act 1985**

12.1. [List background documents]

12.2. [Also list reasons for exemption or confidentiality (if applicable)]

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Agenda item:

**[No.]****General Purposes Committee****On 19<sup>th</sup> May 2011**

Report Title: **Personalisation – Organisational Reconfiguration to Deliver a Transformed Social Care Pathway to Support Services**

Report of **Mun Thong Phung - Director of Adults and Housing Services**

Signed :

Contact Officer: Bernard Lanigan – Head of Personalisation and Assessment,  
0208 489 3771, [bernard.lanigan@haringey.gov.uk](mailto:bernard.lanigan@haringey.gov.uk)

Wards(s) affected: **All**

Report for: **Key**

### **1. Purpose of the report**

- 1.1. This report request authority to implement a range of organisational changes across the Adult Social Care Business Unit in order to establish an organisational structure appropriate for the delivery of adult social care services within a transformed social care system. The revised social care system is in line with the Governments Personalisation Agenda – Self Directed Care.
- 1.2. The organisational changes are in line with the approval of the implementation of Personalisation in Haringey agreed by Cabinet on the 22<sup>nd</sup> March 2011.
- 1.3. This report encompasses the required head count reductions set out in the Council's budget plan for 2011/12 and 2012/13.

### **2. Introduction by Cabinet Member (if necessary)**

- 2.1. Not Applicable

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

- 3.1. The following report sets out the required organisational changes necessary to deliver the Council’s ambitions for a transformed social care system for adults with social care needs. The organisational changes underpin the promotion of independent living for vulnerable adults through enabling them to take greater choice and control over their situation; in particular how they might organise their support to meet their assessed eligible needs.
- 3.2. The development of Self Directed Care Pathways to Social Care has at its core customer focus, value for money, and excellence.
- 3.3. Self Directed Care allows the individual to consider their total situation to include home, work, leisure and life long learning when setting out their ambitions and procuring the various services they might need to realise them.

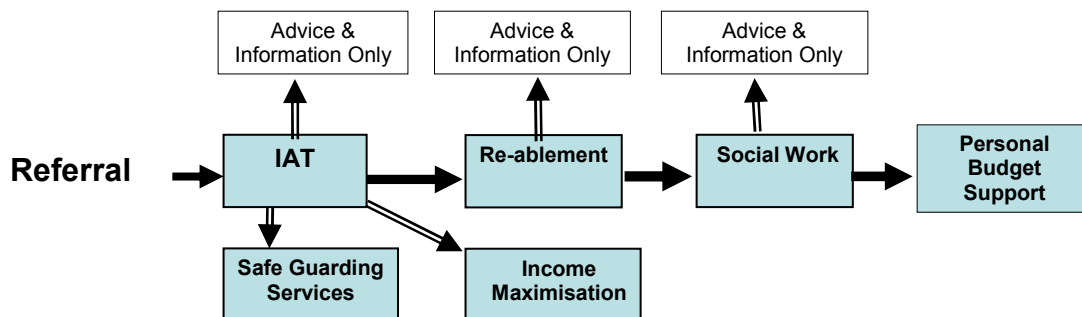
**4. Recommendations**

- 4.1. That the organisational restructuring as set out in the body of this report and the accompanying appendices are agreed by Members.
- 4.2. That the staffing strategies as set out in Appendix 9 to implement the required changes are agreed by Members.

**5. Reason for recommendation(s)**

- 5.1. The Council in line with Government policy have been piloting a new way of delivering adult social care services. The pilot programme Transforming Social Care, has been directed and developed under the governance arrangement of the Transforming Social Care Board, chaired by the Executive Member with responsibility for Adults Culture and Community Services Portfolio, Councillor Dilek Dogus.
- 5.2. The Transforming Social Care Programme has developed and put in place a new pathway to adult social care services, the pathway is set out below in Diagram 1.

**Diagram 1: Self Directed Care Pathway**



- 5.3. The pilot programme has developed a new social care system for delivery of a range of services to vulnerable residents and their carers. These services include a single point of access to Adult Social Care through the Integrated Access Team **(Appendix 2)**. This service provides a first point of contact for all social care enquiries; the service provides a high level of advice and sign posting to services both generic and specialist. The service also provides a contact screening service for people who are likely to be entitled to services funded by the Council in line with its stated eligibility criteria.
- 5.4. The Council in partnership with the NHS intend to establish a re-enablement service for all referrals to adult social care. This new service will include both health and social care staff to undertake assessment of need, set goals for re-enablement with individuals before moving further along the social care pathway to having a longer term package of support funded from the Council. The service will aim to optimise resident's independence before agreeing the level of funding they might need in the longer term. **(Appendix 3)**
- 5.5. This new service will also include an income maximisation assessment to ensure residents are claiming their full entitlement to welfare benefits **(Appendix 4)**. This has the advantage of increasing individuals' income, increasing disposable income to be spent in the local economy, provide early intervention support services thereby delaying the entry point into longer term adult social care services funded by the Council. The re-enablement is comprised of two parts, the assessment/prescription service and the service delivery element, the practical hands on work with residents. The assessment service is set out in **(Appendix 3)**.
- 5.6. Where an individual in receipt of the re-enablement service is deemed likely to need an ongoing level of support, they will then be referred to the Social Work Services set out in appendices 3, 5 and 6 as appropriate. The Social Worker will assist the individual to complete a Self-Assessment of their situation and complete a Support Plan detailing their ambitions for living a more ordinary life. At this point, resources are made available to the individual in the form of a 'personal budget'. A personal budget can be taken as a Direct Payment or the resources can be managed by the Council.
- 5.7. A new service of Personal Budget Support and Review is to be established to provide advice and practical assistance to residents in organising the various activities/services necessary to meet people's eligible needs. **(Appendix 5)**. This new service will also be available to residents who wish to organise their support without accessing funding from the Council (Self Funders).
- 5.8. Integral to the development of the service offered to residents is the development of a Personalisation/Self Directed Care Hub. It is proposed that the Winkfield Resource Centre be the location for this service. The Centre already provides an Occupational Therapy Assessment Service, HIV Drop-In Advice Service, Income Maximisation Advice and Support, Deaf Drop In and Advice Service, and Carers Assessment Service. Public Access Internet is available alongside the Personal Budget Support Service to assist people to research and organise their support services.
- 5.9. In order to facilitate the changes in how the Centre is being used, it is proposed to reconfigure the current day service operating there into a user led group

service where staff are available to organise and procure group activities such as Art, Pottery, Craft, Flower Arrangement, Photography and Creative Writing Classes. These activities and more will be delivered in partnership with the Haringey Adult Learning Service. The Centre will also provide varying levels of 'personal assistance' to match the numbers of people in attendance, making use of existing providers of domiciliary care in the borough. A revised Staffing Structure to deliver this new way of working is set out in **(Appendix 2)**.

5.10. The development of local social capital is integral to the development of a transformed social care system. Many people can be supported in the community through the development of various volunteering services. To this end, the pilot programme has been operating a number of small social media and volunteering schemes (Neighbourhood Connects and Time Bank). The Winkfield Resource Centre restructuring includes further development of these activities across the borough identifying two dedicated posts to support this area of activity. **(Appendix 2)**

5.11. The recruitment strategy to implement the change is set out in **(Appendix 7)**.

## **6. Other options considered**

6.1. The development of the proposals contained within this report have at varying times in the pilot period thrown up different options for how services might be delivered. These options have been trialled and modified resulting in the proposals contained in this report. Therefore no alternative structure is being proposed. Equally, retaining the current organisational structure is not an option as to do this would prevent mainstreaming Self Directed Support and not delivering the budget reductions associated.

## **7. Summary**

7.1. The organisational restructuring of the Adult Social Care Service recommended in this report has been developed to ensure the structure is fit for purpose, to promote the independence of vulnerable residents and their carers. The revised organisational structure has been developed within the cash envelope available whilst delivering the required reductions in the Council's Staffing Head Count.

7.2. The staffing strategy to move to the new structure aims to minimise disruption to the on going delivery of day to day services whilst in transition. The implementation plan envisages a small number of people being displaced into the Council's redeployment scheme as a result of deletion of vacant posts, voluntary redundancies, closed ring fencing.

## **8. Chief Financial Officer Comments**

8.1. The cost of the structure proposed in this report is £6,679k. The funding includes £69k PCT reablement funding for 1.5 Reablement Assessor posts and a further £220k Supporting People funding. The remainder is base budget allocation and

achieves HESP savings required of £282k for 2011/12  
 8.2. A further establishment reduction will be required for 2012/13 when an additional HESP saving of £182k must be achieved. (Appendix 9)

**9. Head of Legal Services Comments**

- 9.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report and its outcome set out in Appendices 7 and 8.
- 9.2. Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of the two attached equality impact assessments attached as Appendix 10
- 9.3. The process by which the restructuring exercise is to be achieved must comply with the Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.

**10. Head of Procurement Comments – [ Required for Procurement Committee]**

10.1. Not Applicable

**11. Equalities &Community Cohesion Comments**

- 11.1. The restructuring of the Adult Social Care Assessment Service has been undertaken to improve the choice and control people with disabilities/impairments have over how they organise their lives. The new self-directed pathway to adult social care services has been developed in partnership with residents, their carers and staff. This collaboration has ensured that the changes proposed in this report will better support people of different ages, gender, sexuality, belief or non-belief and disability.
- 11.2. The proposed new organisational structure and process of accessing adult social care support is based on a shared vision with residents, carers and staff of how services should be delivered into the future.
- 11.3. An Equalities Impact Assessment has been prepared in respect of these proposals and has been undertaken, the conclusion being there were no negative outcomes.

## **12. Consultation**

- 12.1. A consultation pack was provided to all staff affected by these proposals. The pack was also made available to the Trades Unions with whom the author subsequently met to discuss the detail of the proposals. Managers discussed the proposals with their respective staff in team meetings and were available for one to one meetings with staff to discuss any concerns they may have had. Staff currently absent from work, were also provided with information packs and the opportunity to discuss their circumstances with a manager.
- 12.2. The Trades Union comments are set out in full in **(Appendix 7)** with the management response in **(Appendix 8)**.

## **13. Service Financial Comments**

The revised organisational structure has been developed within the cash envelope available whilst delivering the cash reductions agreed through the Council's budget setting process for 2011/12.

## **14. Use of appendices /Tables and photographs**

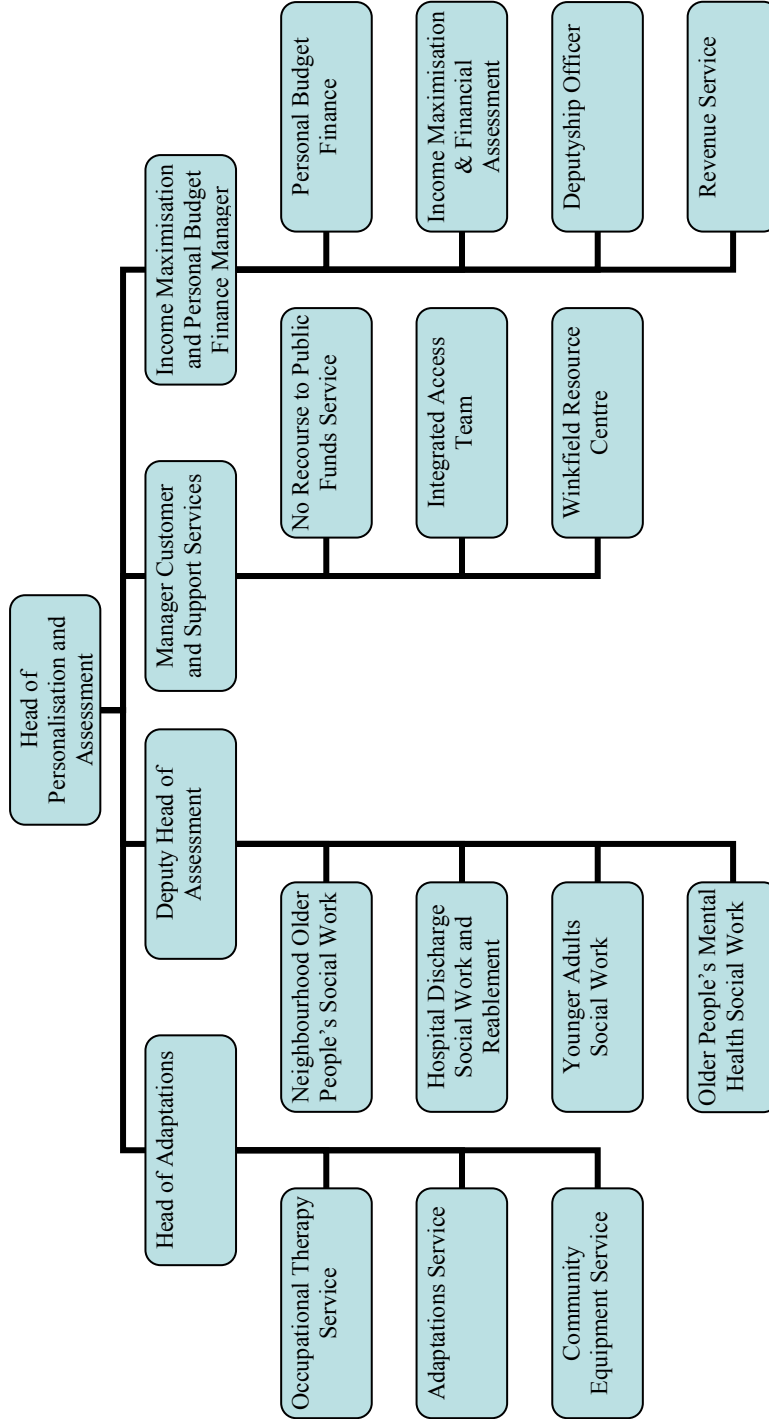
- 14.1. Appendix 1 - Personalisation and Assessment Service
- 14.2. Appendix 2 - Integrated Access, NRPF, Winkfield Resource Centre
- 14.3. Appendix 3 - Hospital Discharge and Reablement Service Structure
- 14.4. Appendix 4 - Income Maximisation and Personal Budget Service
- 14.5. Appendix 5 - Older People Neighbourhood & Personal Budget Support and Review Service
- 14.6. Appendix 6 - Younger Adults & Floating Support Service
- 14.7. Appendix 7 - Trades Unions Consultation Comments
- 14.8. Appendix 8 - Management's response to Trade Unions comments
- 14.9. Appendix 9 - Finance Details
- 14.10. Appendix 10 – Equalities Impact Assessment

## **15. Local Government (Access to Information) Act 1985**

- 15.1. Not Applicable

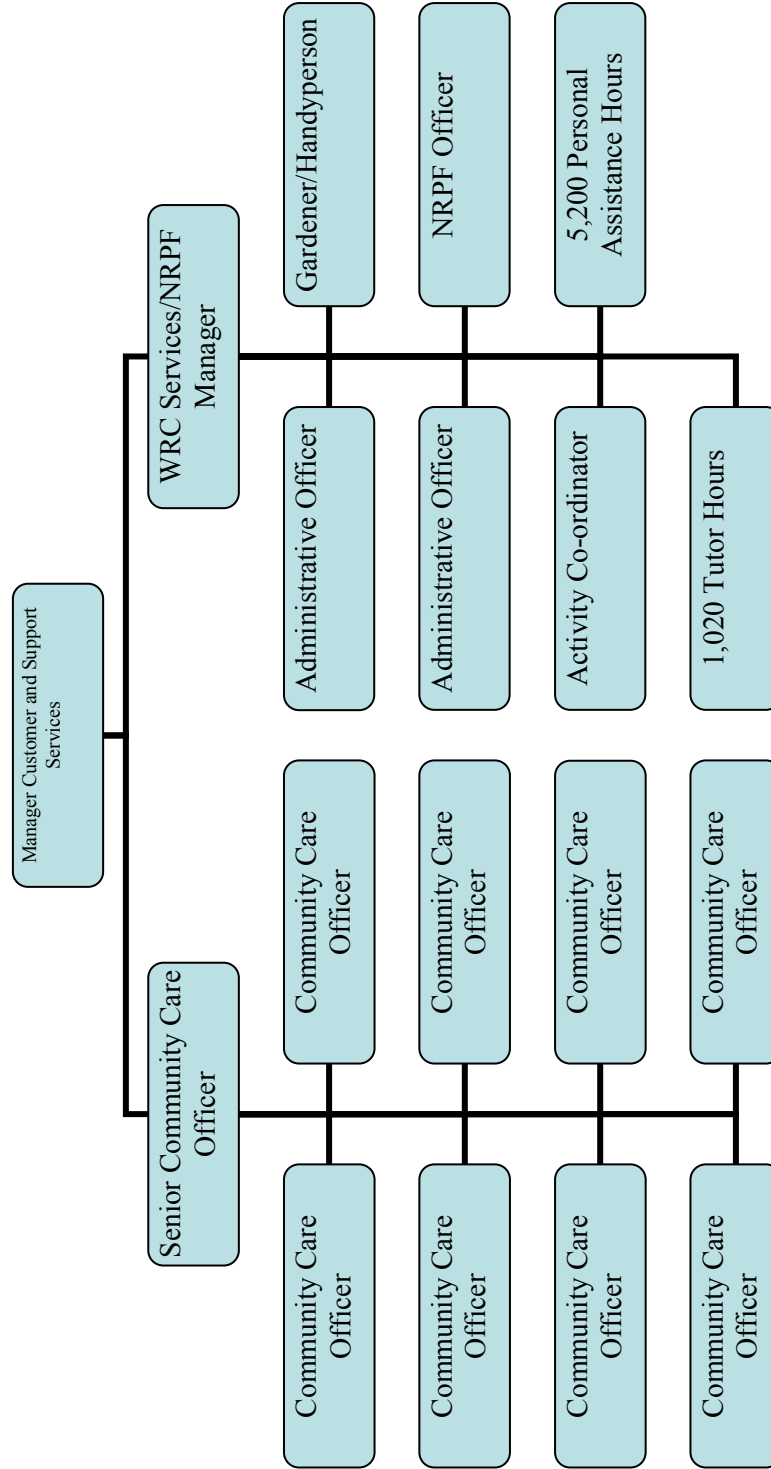


# Appendix 1 Personalisation and Assessment Service



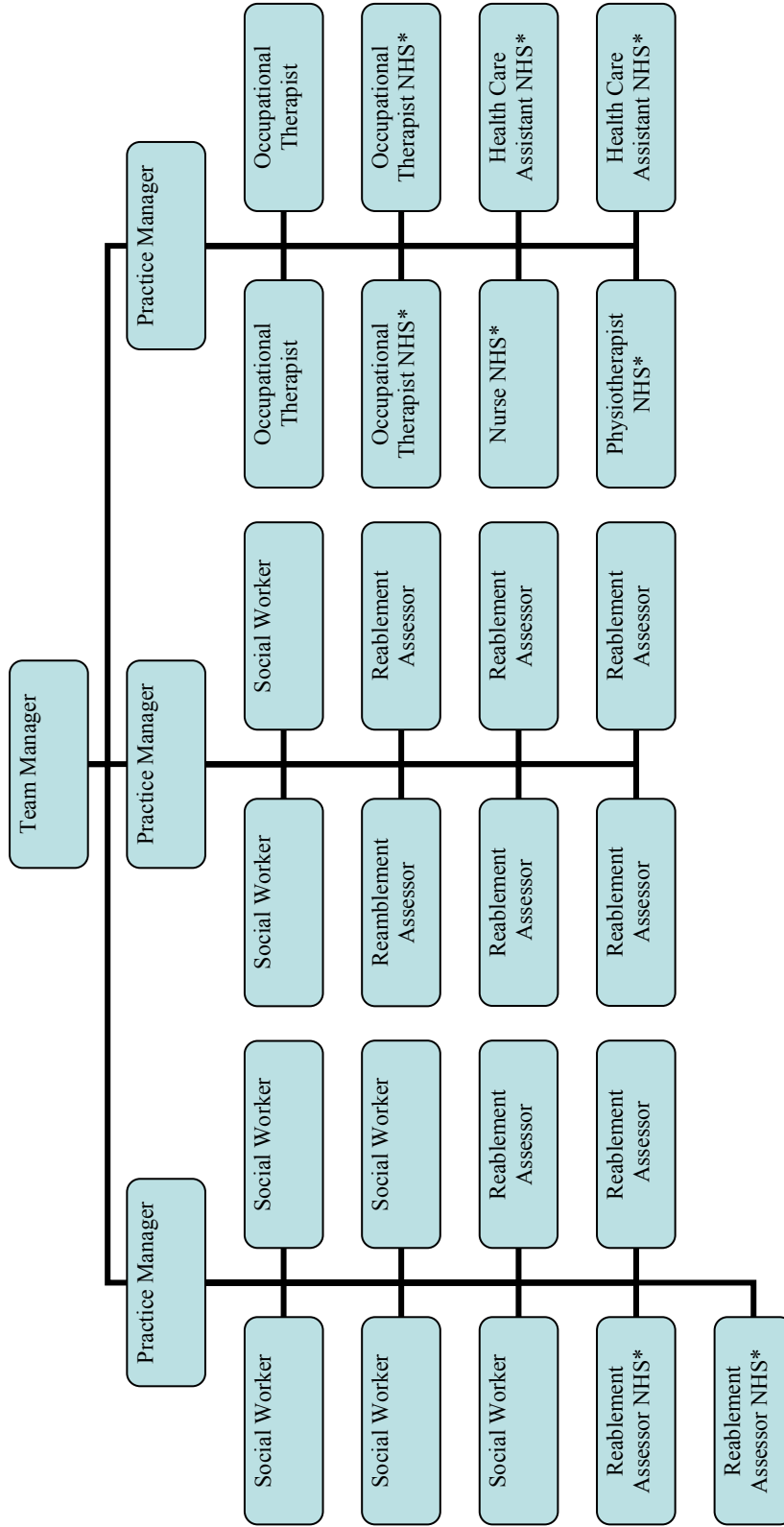
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**Appendix 2**  
**Integrated Access / NRPF / Winkfield Resource Centre**



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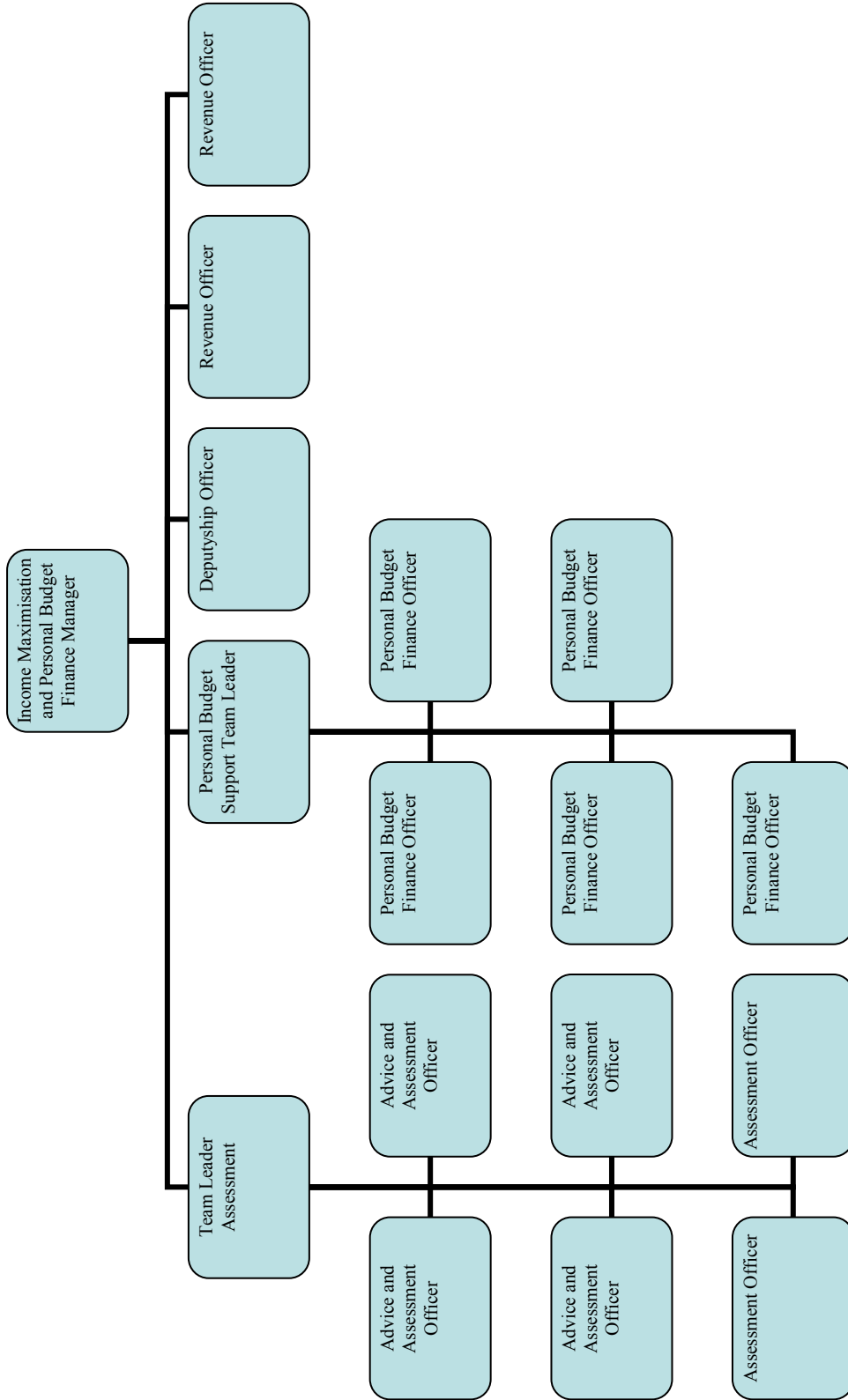
**Appendix 3  
Hospital Discharge and Reablement Service**



\* NHS Funded

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**Appendix 4**  
**Income Maximisation and Personal Budget Finance Service**



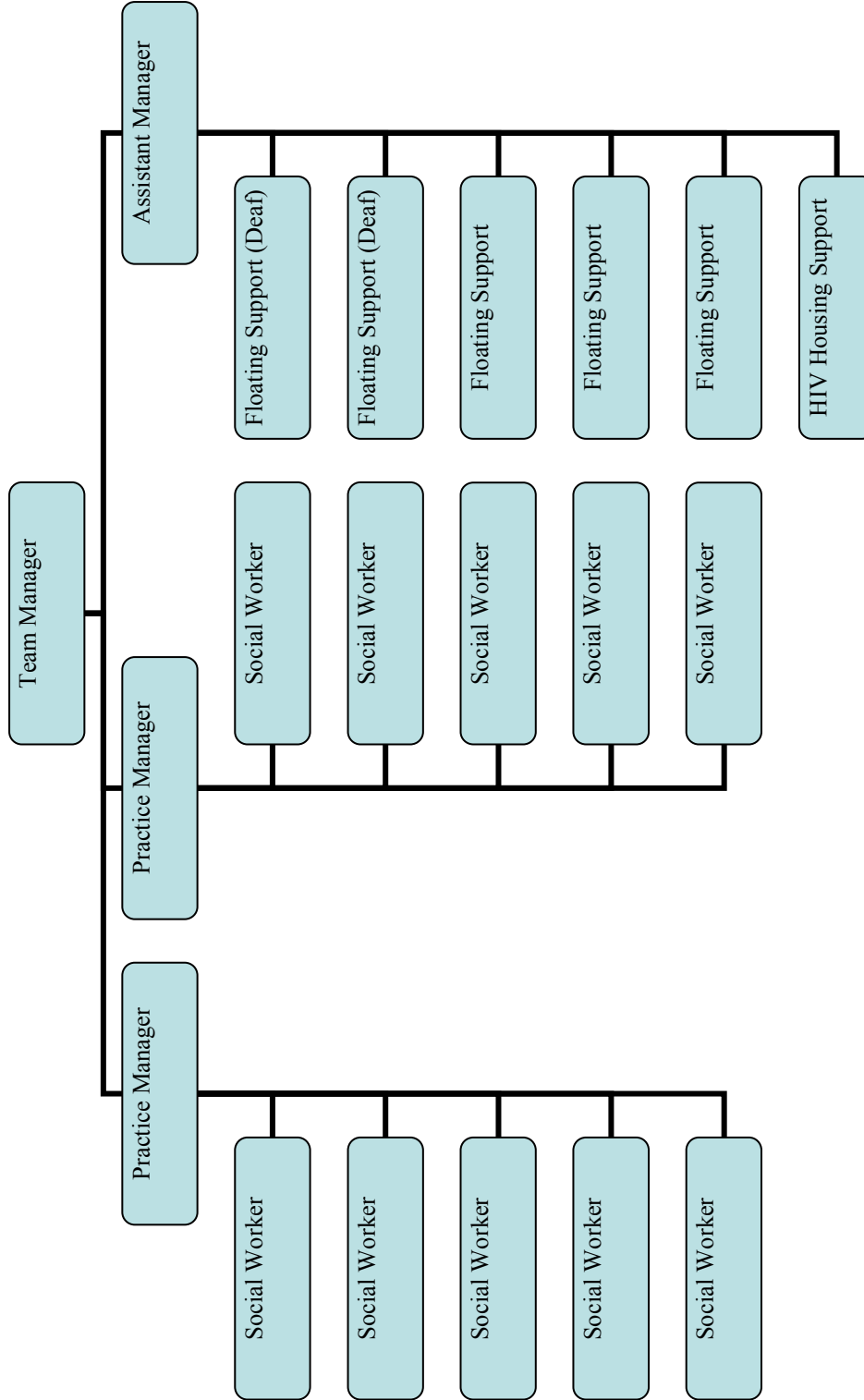
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**Appendix 6  
Younger Adults and Floating Support Service**



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## Appendix 7

### UNISON RESPONSE TO ADULT SOCIAL CARE RESTRUCTURE

**DECLARATION OF INTEREST:** *The trade union official who completed this response is employed as a Reviewing Officer in the Learning Disabilities Team and is therefore affected by this restructure. As a result, the comments have been checked by a second trade union official.*

#### **Redundancies**

The number of potential redundancies contained in these proposals is low, and we also 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.

#### **Consultation**

The letter to staff states that there has been informal discussion with staff over the last year about these proposals. Staff have actually raised concerns with us about the level and quality of communication from management. They have felt that what management call “discussion” has actually taken the form of conversations and unminuted meetings that created anxiety amongst staff without actually containing any useful information. This led to rumours spreading about possible job losses, which was very worrying for staff. In the case of the Brokerage Team, this approach has led to more serious consequences, which are discussed below.

We have put these concerns to management, and the response was that it is important to let staff know what is going on at the earliest possible stage, before formal consultation begins. We recognise that there is a balance to be struck; it would be unfair and unreasonable for staff to only find out about a restructure when they receive a formal letter containing the proposals. Also, where there are potential job losses, there is a requirement to consult at the earliest possible stage. Therefore, early and informal consultation is something that we are in agreement with. However, such consultation needs to be open and transparent.

#### **Brokerage Team**

This team is being deleted in the new structure. The reason given is that grant funding has ceased. Please clarify which grant this is, and the basis on which it was being used to fund this team.

The staff affected by this have expressed deep unhappiness at the way they have been treated. They have said that they were told verbally that they would be moved to jobs in the Service Finding Team, and they actually started to undertake some training for this role. They were then told that they would not be considered for these posts. No explanation was given and nothing was ever provided to them in writing. Therefore, they believed that they would be made redundant, and they were also told at the end of 2010 that redundancy pay was going to be cut, which was untrue. Because they believed that they would be made compulsorily redundant, and that they would receive less redundancy pay if this happened, almost all of them applied for voluntary redundancy in December 2010. Despite the fact that this was technically “voluntary”, they felt that they had been “forced” into doing this.

This is perhaps the most serious example of the poor communication and lack of transparency referred to above. There should have been open and frank discussions with the members of this team about their situation and management's proposals at the earliest possible stage. They should have been given full details in writing of why management changed their minds about moving them into the posts in the Service Finding Team. There may have been genuine reasons for this, but the lack of detail makes it difficult to establish this.

The result of this is that a group of staff feel that they have been treated extremely badly and unfairly. Although most of the staff have now left the council, they wanted their views made clear.

### **Integrated Access Team**

The letter to staff states that two members of this team are currently on secondments and that "if acceptable it is proposed that these two individuals are assimilated into these posts." The proposed implementation strategy states next to the two members of staff: "Delete this role – substantive postholder has requested redeployment." Please clarify what the proposal actually is for these posts.

Please clarify whether the posts that either of the staff are seconded to are at a higher grade than their substantive post.

We recognise that management are proposing this in order to avoid redundancies. However, they need to ensure that this will not create a redundancy elsewhere, either in the services that the staff are seconded to or by removing a possible redeployment opportunity for someone else who is at risk of redundancy.

On the proposed implementation strategy, it is stated that the job description of the Business Manager is "under review." Please provide further clarification about what will happen to this post.

On the structure chart, there appears to be an Integrated Access/NRPF/Winkfield Resource Centre manager. Please clarify how this post will be recruited to and provide the job description.

### **Reablement Service**

The proposal for recruitment to the Reablement Assessor posts is a closed ringfence interview. Given that there are sufficient posts for the number of staff involved, and that this is a closed ringfence, these posts should be filled by assimilation rather than interview. It would serve no purpose to put staff through an unnecessary interview when it is guaranteed that they will be appointed. We accept that management may want to have an informal interview/discussion with staff to explain the purpose of the role and respond to any questions/concerns that staff may have, but it should be made clear that this is not a formal interview. If there are genuine reasons why any staff members feel that this role is not a suitable offer of employment for them as individuals, then management should give some consideration to this and not automatically decide that any right to redundancy pay will be forfeited.

### **Personal Budget Support and Review Service**

The proposal for recruitment to the Direct Support Officer posts is a closed ringfence interview. Given that there are sufficient posts for the number of staff involved, and that this is a closed ringfence, these posts should be filled by assimilation rather than interview. We accept that management may want to have an informal interview/discussion with staff to explain the purpose of the role and respond to any

questions/concerns that staff may have, but it should be made clear that this is not a formal interview. If there are genuine reasons why any staff members feel that this role is not a suitable offer of employment for them as individuals, then management should give some consideration to this and not automatically decide that any right to redundancy pay will be forfeited.

How will the Practice Manager post be recruited to? Please provide a copy of the job description for this post.

The proposal is to include Learning Disabilities Reviewing Officers in this team. I understand that there are some concerns about this from a professional/practice point of view, which to some extent are outside the scope of this response. However, our experience is that LD (and mental health) assessment and care management services are usually separate from those for other service user groups. There are a variety of reasons for this, including the way that LD and MH services work with health, the complex needs (including significant health needs) of a large proportion of the client group and the fact that the issues with LD and MH service users are often significantly different to those of other groups. It appears that there has been very little discussion with LD staff and management about this proposal, and that it has not been fully thought through. Even at the last minute before the consultation document was issued, this proposal still seemed to be changing. We are concerned that moving LD staff in to the new team is being done to increase its financial viability, not to improve outcomes for service users. This is not to say that we object to having a generic service, as staff may have different views on this. However, it is a concern that this proposal does not seem to have been thought through and properly planned, and consideration should perhaps be given to the alternatives: 1) Having a specific team to carry out these functions within the LD team, or 2) Having an LD specialism in the new team.

The job description refers to working with mental health service users. Assessment and Care Management for MH is provided in partnership with the NHS, and council staff are seconded to the Mental Health Trust. Therefore, please clarify what role the new service will have in supporting MH service users, and what discussions there have been with managers in (and staff seconded to) the MHT.

If staff in this service are going to be working with service user groups that they have little or no experience of, then an appropriate level of training will need to be provided.

### **Care Managers**

There appears to be two different grades for Care Managers in the current structure, scale 6 and old PO1. This has had an impact on the ringfencing, as those on the higher grade have been ringfenced for jobs at PO1, and those on the lower grade have been ringfenced for jobs at SO1. Please clarify the reason for the difference in grades, whether there are different job descriptions and whether staff do actually carry out different tasks based on their grade.

It should be noted that some staff members have expressed concern about being excluded from the PO1 ringfence. We understand that individual approaches have been made to management about this.

### **Winkfield Resource Centre**

Please provide the Personalisation Development Officer job description. How will these posts be recruited to?

**Job descriptions**

The Personal Budget Support and Review Officer makes several references to supporting service users in their responsibilities as employers, including:

- Ensuring that they are aware of their responsibilities in terms of tax and national insurance
- Ensuring that they have access to payroll and other support.
- Advising service users on employment law and promoting good employment practice.

Management need to give some thought as to what support they are envisaging will be given, particularly in terms of its complexity, and whether this is appropriate to the level of this role. Relevant training should be provided. For example, providing general advice on good employment practice may be reasonable, but it may not be reasonable to expect staff to go as far as advising on employment law. Employment law is extremely complex and advising on it requires a significant level of knowledge and perhaps even a qualification. Consideration also needs to be given as to whether individuals or the council will be liable if wrong advice is given and a service user takes action as a result. Therefore, management may want to consider whether this requirement needs rewording. Some of the same concerns apply to the requirement to give advice on tax and national insurance.

*To identify actual or potential risk situations and report these to the line manager, making recommendations for action as necessary.* It will be reasonable for the postholder to identify risk and highlight this. However, it will not always be the case that the postholder will be able to make recommendations for action, and this should not be a general expectation. This will be appropriate in some situations, and it will sometimes be possible for the postholder and line manager to decide together what should happen through discussion, but the ultimate responsibility for deciding on a course of action when a risk has been identified lies with the manager. We strongly oppose any attempt to move ultimate responsibility for risk from managers to front line workers, whether they are qualified or unqualified. Managers receive greater remuneration for having this responsibility, and that is where it should stay.

*To assist and participate in the Training Plan for local authority social workers / appointed assessors and where appropriate to service users, and to personal assistants employed through direct payments/individual budgets.* Please clarify what this means the postholder will be expected to do.

*To help develop and support forums to facilitate peer support for existing and potential users of direct payments/individual budgets and through these forums to promote and disseminate good practice regarding direct payments/individual budgets and independent living.* Please clarify what this means the postholder will be expected to do.

*To propose and present ideas for the development of the Direct Payment Service to the line manager.* Please clarify to what extent the postholder will be required to do this, and what exactly they will be expected to do. This role is not a strategic/management role, so the expectations in terms of this need to be realistic. This is a rather full job description, and it is difficult to see how staff will have the time and space to be considering matters such as this. Staff should not suffer any detriment because they have supposedly failed to do this.



**Single Status**

We are aware that posts in the current structure have not been subject to single status evaluations. In some cases this may have an impact on inclusion or exclusion from ringfences. We are concerned that such inconsistencies may leave the authority open to challenge, both on Equal Pay and/or unfair selection for redundancy grounds. In particular, the Care Manager posts have not been evaluated despite the fact that are deemed to be "high risk" with regard to Equal Pay. All posts in the current structure (apart from qualified social worker posts) should be evaluated before the structure is implemented, and if necessary ringfences may need to be revised.

Please clarify whether staff are will be given a right of appeal on their new roles.

**Chris Taylor**  
**Assistant Branch Secretary/Adults and Culture Convenor**  
**UNISON**

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## **Appendix 8 Management Response to UNISON Comments**

### **Redundancies**

The intention of this restructuring has always been to optimise the skills and expertise of the current workforce. It furthermore has attempted to facilitate individual requests from staff affected through the use of the voluntary redundancy facility. Should any staff wish to request a reduction in working hours or a pattern of flexible working which would result in another colleague not being faced with compulsory redundancy then of course this would be taken into consideration. At the time of writing this report there have been no such offers forthcoming from the workforce. The issue of 'bumping' will also be considered should an appropriate opportunity arise.

### **Consultation**

The development of the Self Directed Pathway to Adult Social Care Services was undertaken in collaboration with staff, users, carers and voluntary sector organisations. The partnership was an iterative process which not only developed the processes but also defined the stages of the pathway and therefore the different roles of staff to deliver a transformed social care system. Unfortunately any change brings with it a degree of anxiety for the people affected. Management tried to ameliorate this through working in partnership with all stakeholders through the Pilot Programmes and this organisational restructuring.

### **Brokerage Team**

The funding of the Brokerage Service was reduced through the Budget Planning Processes of 2008/9 and 2009/10. The service was temporarily funded through the Transforming Social Care Grant while the pilot programme developed the Self Directed Care Pathway. This grant ceased to exist with effect from April 2011.

Management can confirm there have been consultation meetings with the staff from this service.

### **Integrated Access Team**

There have been some recent changes in this service which now mean that there will be a recruitment to stay interview process to appoint to eight posts from eleven employees. The three displaced members of staff will be subject to the Council's redeployment procedures.

The Business Manager has been issued with a new Job Description that more accurately reflects the range of duties being undertaken. The Trade Union has participated in the Job Evaluation of the post. This post already manages the Integrated Access Service, the No recourse to Public Funds Service and the Winkfield Resource Centre.

### **Reablement Service**

Management are in a position to respond positively to the suggestion of the Trades Unions given that there are no persons are displaced. In accordance with the Council's procedure this has been approved by the Head of Human Resources.

**Personal Budget Support Service**

Management are in a position to respond positively to the suggestion of the Trades Unions given that there are no persons are displaced. In accordance with the Council's procedure this has been approved by the Head of Human Resources.

All vacant posts will be filled in line with the Council's redeployment, recruitment procedure.

Issues relating to Learning Disabilities and Mental Health in relation to the Personal Budget Support Service are recognised and reflected in the proposed phasing of the transfer of any staffing resources from these services to the new service.

**Care Managers**

There are two distinct separate types of Care Manager in the current organisational structure each with different Job Descriptions and undertaking different duties. On this basis separate ring fencing has been applied.

**Winkfield Resource Centre**

All vacant posts will be filled in line with the Council's redeployment, recruitment procedure.

**Job Descriptions**

Comments in respect of the Personal Budget Support functions are noted and management will of course provide all appropriate support and training to staff moving to this service. There has been a small team of three individuals delivering this service over the last three years. The Direct Payments Support Service has been operating successfully for several more years.

**Single Status**

All posts affected by these proposals will be subject to re-evaluation.

Service Finding Restructure													
Team	Total	Adaptations £	Assess and Pers £	Brokerage £	East £	Finance, Assess and Payments £	Integrated Access £	Integrated Care £	Learning Disabilities £	OP Mental Health £	Physical/ Sensory Impairment £	West £	Winkfield £
Proposed Structure	£6,679,187	£1,862,446	£179,327	£0	£640,317	£544,405	£460,742	£871,881	£158,265	£318,810	£668,424	£376,057	£598,514
Budget	£6,150,384	£2,016,684	£177,900	£22,300	£686,100	£552,700	£390,700	£540,600	£141,800	£320,900	£597,800	£425,400	£277,700
Budget (Shortfall)/ Surplus	£528,803	£154,238	£1,427	£22,300	£45,783	£8,295	£70,042	£331,281	£16,665	£2,090	£70,624	£49,343	£320,814
SP Funding Not Yet in SAP	£220,000												
Revised Budget (Shortfall)/ Surplus	£308,803	£154,238	£1,427	£22,300	£45,783	£8,295	£70,042	£331,281	£16,665	£2,090	£70,624	£49,343	£100,814
Other available Budgets													
OP ASS & Care	£4,900												
NRPF	£63,500												
Rapid Response	£171,000												
Funding from NHS	£69,403												
Overall Budget (Shortfall)/ Surplus	£0												

**Assumptions:**

- 1) All posts have been costed based on post hrs in pension scheme
- 2) Vacant posts have been costed at midpoint in pension scheme
- 3) Assumes no inflationary increase
- 4) Adjustments have been made for natural progression within spinal points for 11/12
- 5) All HESP savings are reflected in budget
- 6) Any VR over and above HESP is assumed as still being left in the 11/12 SAP budget
- 7) Posts from LD Combined team have been costed at maximum SP.
- 8) Funding from NHS for re-ablement service of £69k has been factored in above costing
- 9) SP Funding has been assumed at 10/11 level and doesn't include the £100k reduction proposed for 11/12
- 10) Additional costs included in the above for Winkfield are PA & Tutors £88k and Community Development Officers £87k

**Financial Comments:**

The proposed structure will be funded as follows:

	£ m
Proposed Structure cost	6.679
SAP Budgets	6.610
Funding from NHS	0.069
Budget Shortfall/ Surplus	0.000

The proposed structure will be fully funded.

There is SP funding of £220k within SAP budgets and if this funding decreases the new structure will have to reduce to stay within budget.

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## Haringey Council

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

<p><b>Date:</b> 18 February 2011</p>
<p><b>Department and service under review:</b></p> <p>Adult Services and Commissioning, ACCS</p> <ul style="list-style-type: none"> <li>• Equipment and OT reductions</li> <li>• Assessment and care management</li> </ul>
<p><b>Lead Officer/s and contact details:</b></p> <p>Lisa Redfern AD Adult Services and Commissioning ACCS.</p> <p>Tel: 0208 489 2326    <a href="mailto:lisa.redfern@haringey.gov.uk">lisa.redfern@haringey.gov.uk</a></p>
<p><b>Contact Officer/s (Responsible for actions):</b></p> <p>Mr Bernard Lanigan Head of Younger &amp; Older People's Assessment and Personalisation Service</p> <p>0208 489 2326    <a href="mailto:bernard.lanigan@haringey.gov.uk">bernard.lanigan@haringey.gov.uk</a></p>
<p><b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)</p> <p>The service users affected are in all protected categories. There will also be no change to Haringey Council's eligibility criteria to access adult social care services, so if a vulnerable adult is assessed as needing services s/he will continue to receive services.</p> <p>Although the services are restructuring, the change will not result in a negative impact for service users - service users will continue to be assessed and provided with a personal budget or alternative service in the same way they now receive a service. Moreover, this change will result in a positive move towards increased freedom, greater choice and control about the service they receive.</p> <p>In terms of the future composition of the personalized care service, we believe from</p>

our analysis of the current staff profile that the proposal is not likely to change significantly the current equalities profile of the service (+/- 10% of the size of any of the equalities groups in the service). This means that it is not likely that any particular group of employees in the service (persons sharing a protected characteristic within the meaning of the Equality Act 2010) will be disproportionately affected either in terms of benefit or detriment.

The full picture will be determined after the restructure has been completed and the new structure is in place and Part 2 of assessment has been completed.

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?

In line with the *Putting People First* programme, the Council is committed to delivering personalised care through self-directed support, with the aim of ensuring that vulnerable adults have greater choice, control over their care, and over their lives. The proposed changes are designed to respond to the changing needs of older people and those with mental health issues by providing more cost effective, individualised care and support packages, with the aim of ensuring they are able to live more independently in the community.

Full implementation by the end of Financial Year 2012/2013.

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

The occupational therapy service will undergo a 10% reduction in employee costs and equipment expenditure. This will equate to a saving of £154,000 in 2012/13.

The assessment and care service will be realigned to deliver safe, personalised services in the new transforming social care era. Two vacant care managers' posts will be deleted.

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

Clear and tight project planning; social work review process; the budget monitoring process; and quarterly review of the equalities impact for both staff and users of services once the changes have been implemented.

## 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? [Restructuring the Equipment and OT service](#)

- 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. ([see below](#))
- 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.

[We believe from our analysis of the current staff profile that the proposal is not likely to change significantly the current equalities profile of the service \(+/- 10% of the size of any of the equalities groups in the service\).](#)

[We have a process in place to identify those staff who want to leave on a redundancy basis and those staff who want to remain working in Adult Social Care either for LBH or an alternative employer. We are scoping transferable skills, identifying funded vacancies within LBH and working with partners in the NHS, voluntary and private sector to identify linkages and maximise deployment or employment opportunities.](#)

## Race

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

Area Profile										HGY & Borough Profile	
Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Total No of Staff	White Staff	% of Total No of Staff	White Other Staff	% of Total No of Staff	BME Staff	% of Total No of Staff	BME % in Grade Group	BME% Borough Profile
SC1-SC5	7	0	0%	2	29%	1	14%	4	57%	66	
SC6-SO2	39	0	0%	13	33%	8	21%	18	46%	57	
PO1-PO3	40	0	0%	11	28%	8	20%	21	53%	47	
PO4-PO7	40	2	5%	14	35%	5	13%	19	48%	39	
PO8+	3	0	0%	1	33%	1	33%	1	33%	20	
TOTAL	129	2	2%	41	32%	23	18%	63	49%	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.

[White staff PO8+, BME staff in grade sc1-5 and sc6-so2](#)

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? [Not known at this stage](#)

- If No, go to question 8.
- If Yes, how many of these staff might be displaced?

6. By how much does this staff change the % (percentage) of BME staff in the structure? Show start and end %. [Not known at this stage](#)

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.? [Not known at this stage](#)

- 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

Area Profile						HGY & Borough Profile	
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group	No of Female Staff	% Females in Borough
SC1-SC5	7	4	57%	3	43%	1164	
SC6-SO2	39	12	31%	27	69%	867	
PO1-PO3	40	11	28%	29	73%	410	
PO4-PO7	40	11	28%	29	73%	401	
PO8+	3	1	33%	2	67%	139	
TOTAL	129	39	30%	90	70%	2981	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 at grades po1-3 and PO8+ and females at sc1-5](#)

10. Do any ring fences disproportionately impact on impact on female or male staff?  
[Not known at this stage](#)

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

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

[Not known at this stage](#)

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.? [Not known at this stage](#)

- 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

Area Profile													
	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	7	0	0%	0	0%	5	71%	1	14%	0	0%	1	14%
SC6-SO2	39	0	0%	15	38%	11	28%	9	23%	4	10%	0	0%
PO1-PO3	40	0	0%	2	5%	15	38%	15	38%	8	20%	0	0%
PO4-PO7	40	0	0%	3	8%	9	23%	18	45%	10	25%	0	0%
PO8+	3	0	0%	0	0%	0	0%	2	67%	0	0%	1	33%
TOTAL	129	0	0%	20	16%	40	31%	45	35%	22	17%	2	2%
Council Profile	4460	117	3	784	18	1108	25	1574	35	821	18	56	1
Borough Profile	225600	29779	13	49858	22	31736	19	44669	20	16694	7	21206	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.  
[25-35 year old po1-3, 45-54 year old sc1-5.](#)

15. Do any ring fences disproportionately impact on staff from one age group only? [Not known at this stage](#)

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

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole? [Not known at this stage](#)

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.? [Not known at this stage. Employment opportunities will be limited.](#)

- 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:

Area Profile				HGYProfile	
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group	Total No of Staff Disabled in Band	% of Staff Disabled in Grade Group
Sc1-5	7	0	0%	121	7
Sc6-SO2	39	6	15%	110	9
PO1-3	40	3	8%	47	7
PO4-7	40	5	13%	43	7
PO8+	3	1	33%	7	3
TOTAL	129	15	12%	328	7
Borough Profile					

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. [Not known at this stage.](#)
- 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.? [Not known at this stage.](#)

- 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

[No data currently available.](#)

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 realignment of the assessment and care service and the reduction in funding of the OT service should have no negative impact for service users.

**Date Part 1 completed -**

**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).

There is no public consultation as these changes are to internal staffing, structures and processes and do not adversely affect the public (see Summary Assessment and Aims and Objectives).

The staff consultation meetings are underway. These include Team briefings, together with one-to-one meetings. There is a special Directorate Consultative Committee (DCC) and a second series of staff briefings planned for April 2011 and a 'close off' DCC in May ready for final reports to go to Cabinet and General Purposes Committee. All briefings have been designed to lead people to decide if they want voluntary redundancy at some point, or if they want deployment in Haringey somewhere – and for us to know for planning purposes. Unions will be provided with packs and have had the significance of the DCC dates explained to them in order that they can input formally into the process.

**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?

This will be taken forward as part of the formal consultation with staff.

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

Consultation is ongoing.

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

This will be answered when staff consultation is complete.



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?

The change will not result in a negative impact for service users as outlined above - service users will continue to be assessed and provided with a personal budget or alternative service. For some, this change will result in a positive move towards increased freedom, greater choice and control about the service they receive. This is about improved re-organisation and staff re-configuration.

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

The outcome and equalities impact for service users will be monitored routinely following implementation of the new structures.

**Date Steps 3 & 4 completed –**

## **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.

We will do this once the selection process has happened.

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

The outcome and equalities impact for service users will be monitored routinely following implementation of the new structures.

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

From 1 April 2011 or as soon as possible thereafter. Monitoring systems will be put in place from the moment the new structure is operational and reporting will be quarterly to management boards and quality/performance monitoring regimes.

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?

Staff consultation has taken place, comments from all parties have been responded to with the Trade Union comments and responses included in a General Purposes Committee Report to be considered on the 19<sup>th</sup> May 2011

5. Identify the timescales and actions for review of the restructure to ensure it achieves the expected benefits/outcomes.

Monitoring procedures will be put in place as soon as changes have been made (varying timescales). We will report findings, including equalities performance indicators to management board and equalities board quarterly.

## 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: Bernard Lanigan

DESIGNATION:

SIGNATURE:

DATE: 18 February 2011

### QUALITY CHECKED BY (Equalities,)

NAME: Eve Featherstone

DESIGNATION: Principal Equalities Officer

SIGNATURE:

DATE:

### SIGNED OFF BY Director/ Assistant Director

NAME: Lisa Redfern

DESIGNATION: Assistant Director, Adult Services and Commissioning

SIGNATURE:

DATE: 21 February 2011

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:

DESIGNATION:

SIGNATURE:

DATE:

**Note** - Send an electronic copy of the EqIA to [equalities@haringey.gov.uk](mailto:equalities@haringey.gov.uk); it will then be published on the council website

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Equalities Impact Assessments (EqIA) Screening Tool			
1.	Name of the policy/project/function/major development/planning application: Restructuring of Frameworkki Team, Finance Assessment Team ,and Safeguarding Team		
2.	Brief summary of the above: (include main aims and proposed outcomes) To make efficiencies by reducing 2 posts in Frameworkki /2 posts in Finance Assessment Team and 1 in Safeguarding Team		
3.	Lead Officer contact details: (name, job title, email, phone no.) S Barter		
4.	Date 26/1/11		
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* for NOT undertaking a full EqIA
5.	Could the proposed policy/project/function/staff restructuring/major development/planning application 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?		no <ul style="list-style-type: none"> <li>• FWi officers manage the computer system supporting adults and children’s social workers. The current team have been in place since 2007. Reconfiguration of the team to support existing users and new requirements will be managed by a change in some team roles to a generic job description.</li> <li>• <b>Finance Assessment Team:</b> . The reconfiguration of the team maintains the existing frontline service – particularly with regard to benefits advice and supporting the broader anti poverty and income maximisation activity across adults services.</li> <li>• <b>Safeguarding:</b> The management of the team will be reconfigured so there will be no disruption or impact to the service – ergo, no risk to the management of the service. Discussions will also take place with the Deputy Director of adults and other service heads as to how best to manage safeguarding referrals with the reconfigured safeguarding adults team.</li> </ul>
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/		no <ul style="list-style-type: none"> <li>• <b>If different needs are identified please explain what action you will take to meet these.</b> <ul style="list-style-type: none"> <li>• FWI – The user base for Frameworkki is increasing. Volumes of users should not adversely impact on the service provided, however, reconfiguration and generic job descriptions will address this.</li> </ul> </li> </ul>

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

<b>Equalities Impact Assessments (EqIA) Screening Tool</b>			
	planning application? Or do you need more information?		<ul style="list-style-type: none"> <li>• <b>Finance Assessment Team</b>-front line services are protected by the restructure.</li> <li>• <b>Safeguarding:</b> The increase in safeguarding adults referrals to the Council is partly the result of raised awareness of the issues but also includes some inappropriate reporting. The method of addressing these issues has been to work with colleagues both internally and externally to feedback arising issues and carry out prevention work to address trends in safeguarding alerts. This work will continue but, as above, will need to be considered as part of the team reconfiguration. So, we have demonstrated that we are effectively able to manage this.</li> </ul>
7.	If there is or will be an adverse impact, could it be reduced by taking particular measures?	no	<p><b>If adverse impact is identified please explain what action you will take to mitigate this.</b></p> <ul style="list-style-type: none"> <li>• <b>FRAMEWORK:</b> – we are looking at alternative methods of delivering services to users such as e learning packages which will reduce the need for class room training.</li> <li>• <b>Finance Assessment Team</b> -Improvements to software allow for the FA officer to be deleted as a result of semi automated reviews and will not impact on service delivery</li> <li>• <b>Safeguarding:</b> In April 2010 a new specialist safeguarding adults team was set up. This has brought efficiencies. This change will require the team processes to be reviewed and ways explored to reassign work that has up to now been actioned by the safeguarding manager.</li> </ul>
8.	By taking particular measures could a positive impact result?	no	
9.	As a result of this screening is a full EqIA necessary?	no	<p><b>If answering NO please explain* why not.</b></p> <p>The reduction of staff in Frameworki /Finance Assessment Team and Safeguarding will be mitigated by management through restructuring the teams and therefore will not have a major impact on service delivery to our service users. The restructuring process will be carried out using the councils restructuring procedures which take due account of any equalities issues relating to staff.</p>

Checked and agreed by Eve Featherstone, Principle Equalities Officer, 4/2/2011



Agenda item:

**[No.]****General Purposes Committee****19<sup>th</sup> May 2011**

Report Title. Proposed Restructure of Frontline Services

Report of Anne Lippitt **Director of Urban Environment (interim)**

Signed :

Contact Officer : Stephen McDonnell Interim Assistant Director Frontline Services

Wards(s) affected: All

Report for: Key

**1. Purpose of the report**

- 1.1. On 25<sup>th</sup> January 2011, Cabinet agreed to the amalgamation of Frontline Services together with elements of services provided by Safer Stronger Communities business unit into a new Single Frontline Service.
- 1.2. A report setting out the details of the reorganisation was presented to General Purposes Committee on 29<sup>th</sup> March 2011. Where Members considered and agreed in principle the proposed Single Frontline Business Unit structure for consultation. Agreeing that following formal consultation that a further final report on the proposed reorganisation, would be presented to the General Purposes Committee on 19<sup>th</sup> May.
- 1.3. This report sets out the proposals for reorganisation of these services into a new Single Frontline Service, which will deliver £3.6 Million savings. A proportion of these savings, £1.4 Million has been predicated on the disestablishment of the Neighbourhood Management service which was considered at General Purposes Committee meetings on the 15<sup>th</sup> February, and again following consultation, on 10<sup>th</sup> March 2011.

1.4. The proposed restructure within this report seeks to deliver the remaining savings, a net reduction of £2.2m from the existing Frontline Services structure.

## **2. Introduction by Cabinet Member**

Not required as a Non Executive Committee

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

3.1. Council Plan Priorities are:

- A Greener Haringey – becoming one of London’s greenest boroughs.
- A Better Haringey – cleaner, greener & safer places.
- A Thriving Haringey – encouraging lifetime well being at home, work, play and learning.
- Driving change, improving quality – customer focussed, cost effective services achieving high levels of satisfaction.

## **4. Recommendations**

4.1. That Members approve the proposed new Single Frontline Structure.

4.2. That, in coming to the decision in recommendation one above, Members take into account the outcome of consultation with staff and trades unions outlined in the appendices and have due regard to the Authority’s public sector duties including the consideration of the attached Equalities Impact Assessment.

4.3. That Members note the time table for the implementation of the new Single Frontline Business Unit.

## **5. Reason for recommendation(s)**

5.1. Due to budgetary pressure the Council was required to make savings of £42 million in 2011/12, the proposals set out within this report seeks to deliver £2.2 million of this total, whilst still looking to minimise the impact on services for residents and traders.

## **6. Summary**

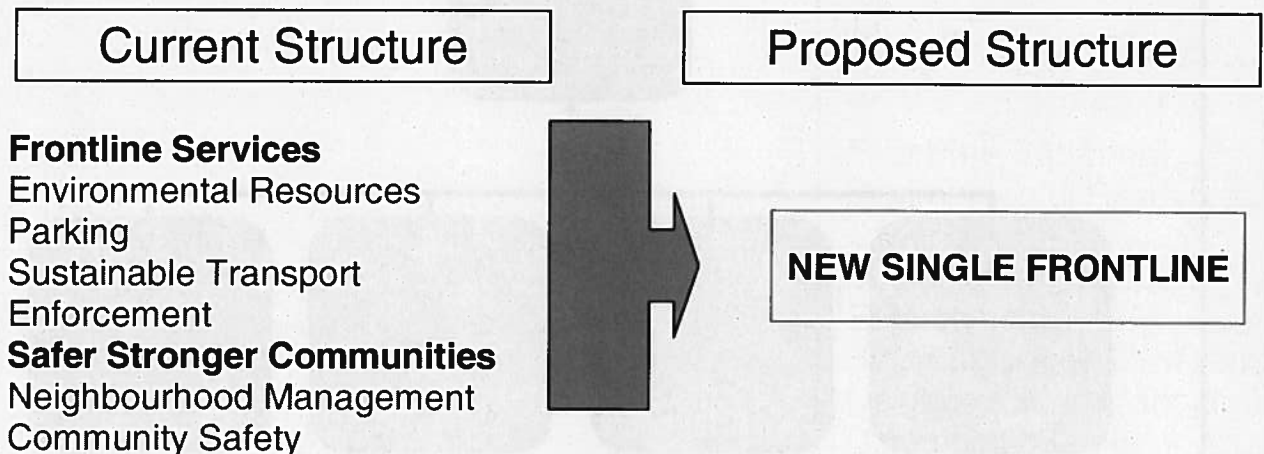
6.1 On the 25th January Cabinet and General Purposes Committee agreed to the



recommendations within the Rethinking Haringey report. This report set out the future shape of the Council and was presented and agreed by Full Council on 24<sup>th</sup> February.

6.2 The Rethinking Haringey paper proposed a two phase transformation of the Urban Environment Directorate, resulting in the creation of a new 'Place and Sustainability Directorate'. The new Single Frontline service will be a key business unit with this new Directorate.

6.3 Also on 25<sup>th</sup> January, Cabinet gave their in principle agreement to the formation the new Single Frontline Service. The new service will be a combination of the following existing services:

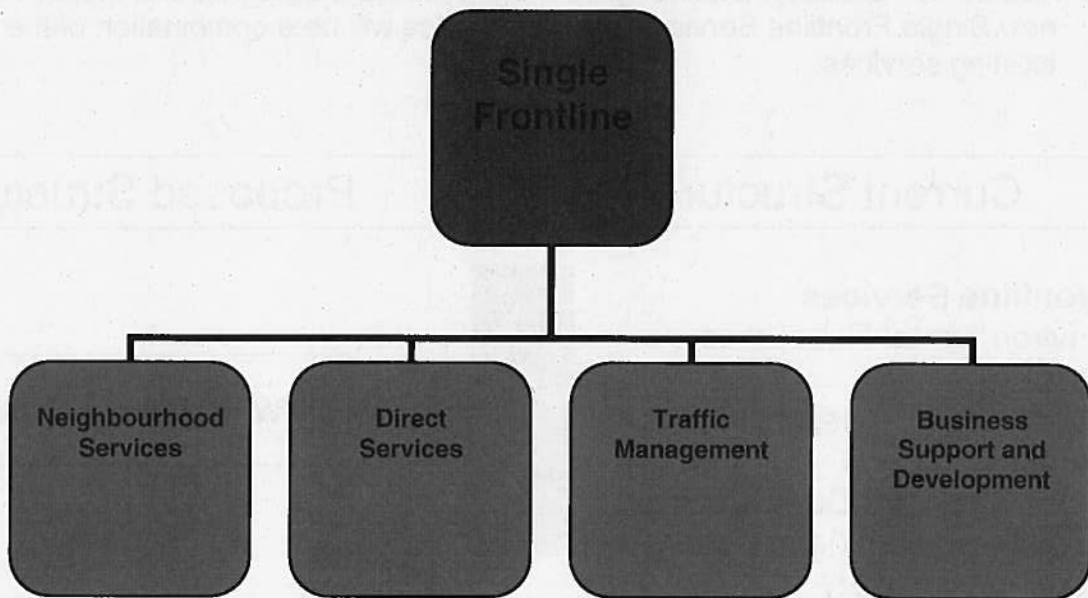


6.4 The key outcomes of the new service will include:

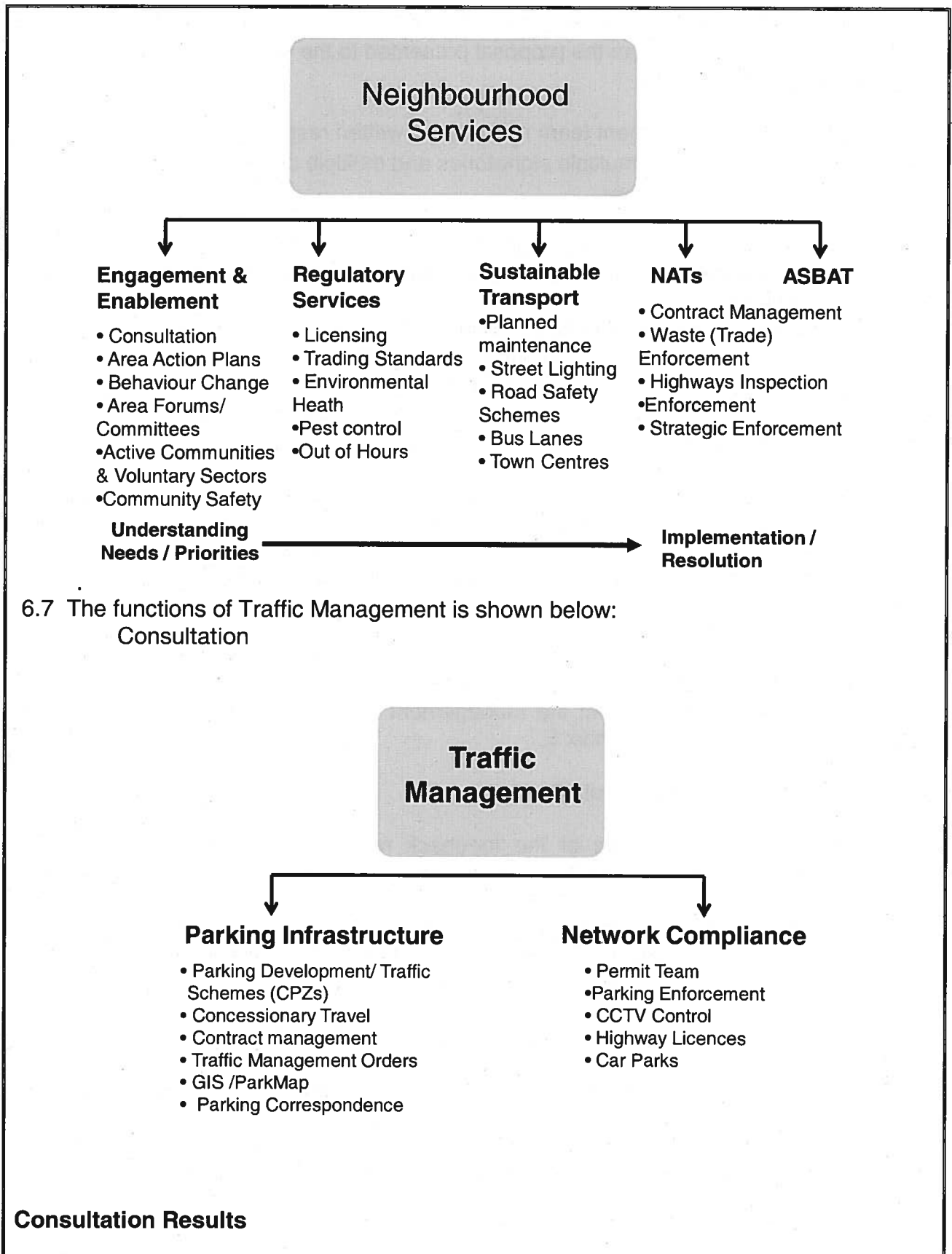
- the creation of an instantly recognisable on-street presence;
- flexibility in how resources are deployed to address and resolve local community needs that will vary by locality and/or over time;
- to deliver responsive and quality local services;
- to reduce congestion and improve road safety;
- to maintain and where possible improve the quality of the Council's Highway's infrastructure;
- to have a transparent financial model that will show how street management income is reinvested back into Council services;
- to empower, facilitate and work with residents and businesses to identify local priorities;
- to tackle environmental problems together, encouraging resident involvement in delivery of services and co-production of outcomes;
- to work more effectively with partners, i.e. Safer Neighbourhood Teams, contractors and voluntary sector to commission services that will deliver local outcomes and priorities; and
- to integrate the customer interface, invest in the use of appropriate IT solutions to

engender a single working platform across the frontline.

6.5 The Single Frontline will consist of four main elements, Neighbourhood Services, Traffic Management, Direct Services and Business Support and Development. Direct Services has been subject to a review in Children and Young People Services and consists of the SEN Transport and Catering. It is anticipated that Direct Services will transfer over to the new Single Frontline in June / July 2011. It is proposed that Pest Control will form part of Direct Services. A Business Case to support this change will be completed in the summer and if agreed implemented by October 2011.



6.6 The functions of Neighbourhood Services is shown below:



6.8 Following consultation the proposed service outcomes and overall structure shape has not changed from the proposal presented to the General Purposes Committee on the 29th March.

6.9 In total the management team received 67 written responses to the consultation (note some of these had multiple signatories and multiple queries), which can be summarised as follows:

- 3 Voluntary Redundancy requests.
- 13 Expressions of Interest for posts that are not permanently filled or subject to a ring fence.
- 12 enquiries relating to how individuals have been ring fenced.
- Comments relating to the proposed organisational change, clarification of roles and future line management arrangements.
- 1 petition from engineers requesting that they should retain their recruitment and retention payment of £4,000.
- 19 queries on existing and new job descriptions.
- A number of requests for information on redeployment and recruitment processes.
- In total 12 responses were referred to a Review Panel ( Members of the Frontline SMT and HR for decision). The type of referrals included requests for VR, assimilation and members of staff asking that they be considered within other ring fences.

6.10 A number of follow up 1:2:1 meetings were held to fully understand the issues and concerns raised, and where possible resolve queries. All members of staff have received feedback from the management team and a summary of the responses can be found at appendix E.

#### **Changes Following Consultation**

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

- To reinforce the revenue collection team within Traffic Management by the inclusion of a Senior Revenue Officer. Cost will be offset by the removal of one vacant Correspondence Officer post and a vacant 0.5 FTE Concessionary Travel post.
- Moving the NLWA Officer post to report directly to the Assistant Director as this is a specific time bound role to support the AD and members in achieving the desired outcomes, linked to NLWA's waste treatment / disposal and fuel use procurement.
- Creation of two Contract Development Officer posts at the same grade, whilst replacing the proposed Contract Development Manager and Contract Support Officer post. These posts are required to ensure that Single Frontline contracts, continue to provide value for money for the Council.

- 6.12 The proposed top line organisational structure for Single Frontline Services is attached at Appendix A and the Neighbourhood and Traffic Management functions structure charts are set out in the attached Appendices B (Neighbourhood Structure) and C (Traffic Management).
- 6.13 The Business support structure which will include contract development, service improvements, dealing with service requests, and overall technical support is attached as Appendix D.
- 6.14 In developing the structure a number of assumptions have been made about resource needs which will be reviewed after 12 months to ensure that value for money services continue to be provided to the Council.

### **Staff Implications**

- 6.15 This restructure would create savings of £2.2 million by reducing administration, cutting out duplication, reducing management cost through de-layering and increased functional responsibility, maximising income and by reducing resources for some services.
- 6.16 The existing Full Time Equivalent (FTE) posts within Frontline Services is 315, this excludes posts identified to transfer to other service areas, Finance, Policy and Performance, Carbon Management and Veolia as part of the new Waste Service Contract. It also includes the 17 posts recently transferred from the ASBAT and Community Safety Teams.
- 6.17 Currently, there are 226 FTE (244 staff) permanently employed and 89 FTE vacancies of which 44 are filled with agency staff with the remaining 45 FTE posts remaining vacant. The majority of agency staff are within Parking Services.
- 6.18 The proposed structure will have 269.5 FTE posts reducing the current establishment by 45.5 post. All posts that are currently not filled permanently or are new posts within the proposed structure without a ring fence situation have been made available for expressions of interest, to try and minimise the potential number of compulsory redundancies. However, the opportunity to redeploy all permanent staff affected by this restructure will be limited as the majority of posts that have been reduced relate to 3<sup>rd</sup> and 4<sup>th</sup> tier (SM1/PO8) officers, whilst the majority of available posts which have been retained are at Scale 3 (Civil Enforcement Officers) and Scale 6 (Parking Correspondence Officers). It is envisaged that a level of agency staff will be retained in specialist engineering roles to reflect the temporary nature of funding for these posts, which includes Council Capital Receipts or external funding from TfL (LiP) schemes. As Table 1 below shows, the posts mostly effected are at PO4 – PO7 and PO8+ level which is consistent with outlined approach to reducing management costs.

Table 1 – Comparison of FTE Current to Proposed Structures

	Current FTE Posts	Proposed FTE Posts	Variation	Vacancies Carried Forward
SC1-SC5	98	94.5	-3.5	38.5
SC6-SO2	71	52	-19	9
PO1-PO3	96	85	-11	6
PO4-PO7	31	27	-4	
PO8+	19	11	-8	
	315	269.5	-45.5	53.5

6.19 Of all the staff (244) affected by the proposed changes for the new structure, 67% will be assimilated into posts, 29% (70) will be ring fenced (mixture of open and closed) to new posts and the remaining 4% consisting of a mixture of voluntary redundancies (8) early retirement (1) and displaced (1).

## 7. Chief Financial Officer Comments

7.1 The budgeted savings agreed by Council assume a £3.6m reduction in those budgets that are largely staffing based within the scope of Single Front Line. This consists of;

- £1.75m of savings attributed to the Single Front Line (split £1.25m in 11-12 and £0.5m in 12-13)
- £530k of savings within Enforcement
- £1.4m of savings from the Disestablishment of Neighbourhood Management

7.2 Neighbourhood Management has been dealt with in separate reports to this Committee and thus the measures within this report will deliver the remaining £2.2m of savings.

7.3 However, it should be noted that within the scope of Single Front Line other significant savings are being delivered relating to Parking Income, Street Lighting Contractual Payments and the new Public Realm contract. These amount to another £1.5m over and above the pre-agreed savings and the resulting staff structure must be robust enough to deliver both these savings and significant levels of income within Parking and Sustainable Transport.

7.5 The future staffing budget has been calculated based on transfers out of the scope of Single front line relating to;

- Finance Staff included within the Strategic Finance Review

- Policy and Performance staff included within that Strategic Service Review
- Carbon Management Staff within Environmental Resources transferring to the Carbon Management Service along with staff from Transport Planning and Planning enforcement teams.
- Staff transferring to Veolia as part of the new Public Realm Contract

7.6 It has also allowed for transfers into the service from areas previously within Safer, Stronger and Communities such as ASBAT and Community Safety, and it can be confirmed that the total cost of the new structure is broadly within the staffing budget available and hence delivers the savings required.

7.7 At this point budgets for SEN Transport and Catering have not been included within the budget envelope and thus it is assumed that the staffing costs for these functions are fully funded when they transfer from CYPs.

- 7.8 However it will be necessary to continually monitor the actual costs in relation to;
- Exact grade staff are appointed to.
  - Timing of any appointment and redundancies.
  - External Grant Income (mainly from TfL) that fund some posts.
  - Impact of any future Strategic Service Reviews.

To ensure that savings are delivered in full.

## **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 and its outcome set out in Appendix E.

8.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the two attached equality impact assessments attached as Appendices F and G.

8.3 The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes should be considered under the Council's policies regarding redeployment and redundancy.

## **9. Equalities & Community Cohesion Comments**

**Service**

9.1 In the development of the service EQIA the service has taken account of existing data on resident's priorities to develop the service offering. However it is recognised within the EQIA, that there is no data from an equalities monitoring perspective on who contributed to these plans.

9.2 The EQIA action plan includes clear actions to capture this data and review the service offering. In further recognition resource has been identified within the new structure to undertake this engagement activity with the community and ensure that services are developed and delivered to meet local priorities.

9.3 However the following has been identified from the EQIA;

**Age**

- Overall age does not appear to have a significant impact on perceptions of these service areas.
- There is some indication that 18-24 age group may be less satisfied about the response environmental crime (although younger people in general are more satisfied on other measures).
- The importance of pavement replacement and pothole repairs as well as more controlled crossing points increases over the age of 45 and particularly for the 75+ age group.
- Both children and elderly people are more likely to trip on uneven pavements due to lifting their feet less when walking.

**Disability**

- Higher levels (5%) feeling that litter and refuse on the streets is a concern.
- No data available on highways issues. Although pavement condition and the need for dropped kerbs has frequently been raised through mobility forum and transport forum meetings.

**Ethnicity**

- Numbers of survey respondents are insufficient to give robust data about perception of services by ethnicity.
- Resident's survey from 10/11 shows that Asian and African people have higher personal concerns about litter/dirt on streets.
- Language can be an issue in accessing services.
- BME population experience a disproportionate amount of road traffic accidents.

**Gender**

- Generally slightly higher levels of concern about litter, refuse and fly-tipping.
- Road safety education and controlled crossing points tend to be a higher priority with women than men.
- Women are less likely to cycle than men.

**Religion or Belief**

- Survey data availability is not based on a big enough samples to be analysed in relation to religion.



- However initial analysis does indicate that different religious groups have different perceptions of how effectively the Council are at addressing environmental quality issues.

#### **Sexual Orientation**

- We currently have no data on how groups of different sexual orientation experience services.

#### **Staffing**

9.4 The selection and recruitment process is being undertaken in accordance with the Council policy, staff have been given an opportunity to comment on the proposals and to express interest in vacant roles.

9.5 The staffing EQIA shows that only one group is potentially significantly impacted, BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal. The EQIA shows that the proposed ring fencing arrangements for this group have been reviewed, however it has been determined that the skill requirements for this role (merging of 3 disciplines) that the proposed selection process is appropriate.

9.6 However, ring fencing and assimilation proposals show that all other arrangements have no impact on the protected groups.

9.7 The Service and Staffing EQIA's are attached as appendices G and F respectively.

### **10. Consultation**

10.1 Prior to the circulation of the consultation documents meetings were held with staff and Trade Unions to advise them of the proposed restructure.

10.2 Following the issue of the consultation documents the following meetings were held;

- Trade Unions – 6<sup>th</sup> April
- Staff events 11<sup>th</sup> April and two events on the 13<sup>th</sup> April (note Trade unions were also invited to these events).

10.3 As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox was set up and in addition a web page , to enable staff to provide anonymous comments. One to one meetings were also made available where requested.

10.4 All comments have been reviewed and responded to accordingly. Any changes that were identified have been included in the revised structure.

10.5 A Review Panel was established, members of the Senior Management Team with

HR Advisors, to review any challenges or changes requested as part of the ring fencing and assimilation process, to ensure consistency of application.

10.6 A summary of the results of the consultation with staff are detailed at appendix E

### **11. Service Financial Comments**

11.1 See chief Financial Officers comments

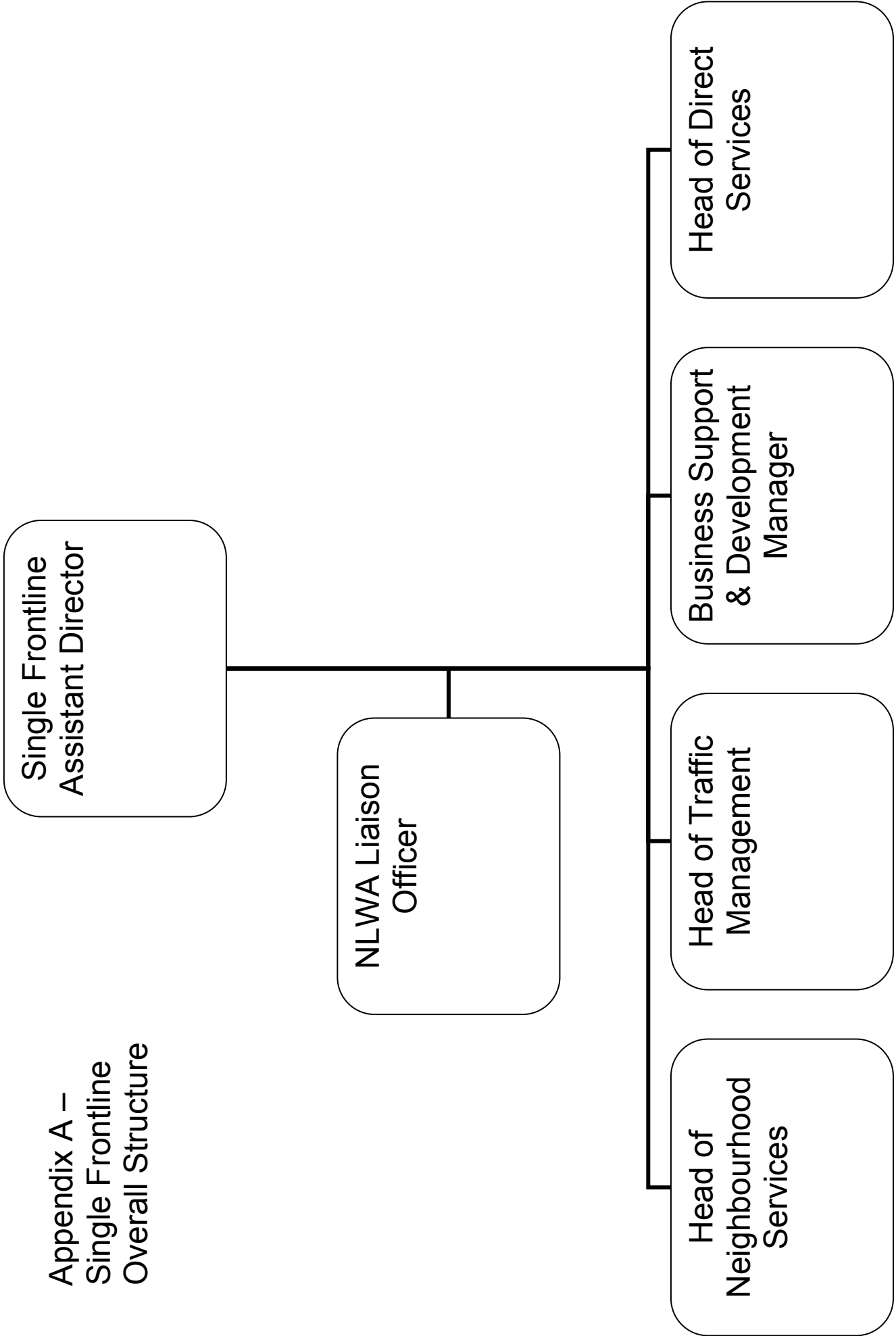
### **12. Use of appendices /Tables and photographs**

- 12.1. Appendix A – Single Frontline – Overall structure
- 12.2. Appendix B – Single Frontline – Neighbourhood Services
- 12.3. Appendix C – Single Frontline – Traffic Management
- 12.4. Appendix D – Single Frontline – Business Support and development
- 12.5. Appendix E – Summary of Consultation Responses
- 12.6. Appendix F – Equalities Impact Assessment - Staffing/Employment
- 12.7. Appendix G – Equalities Impact Assessment - Service
- 12.8. Appendix H – Key Milestones

### **13. Local Government (Access to Information) Act 1985**

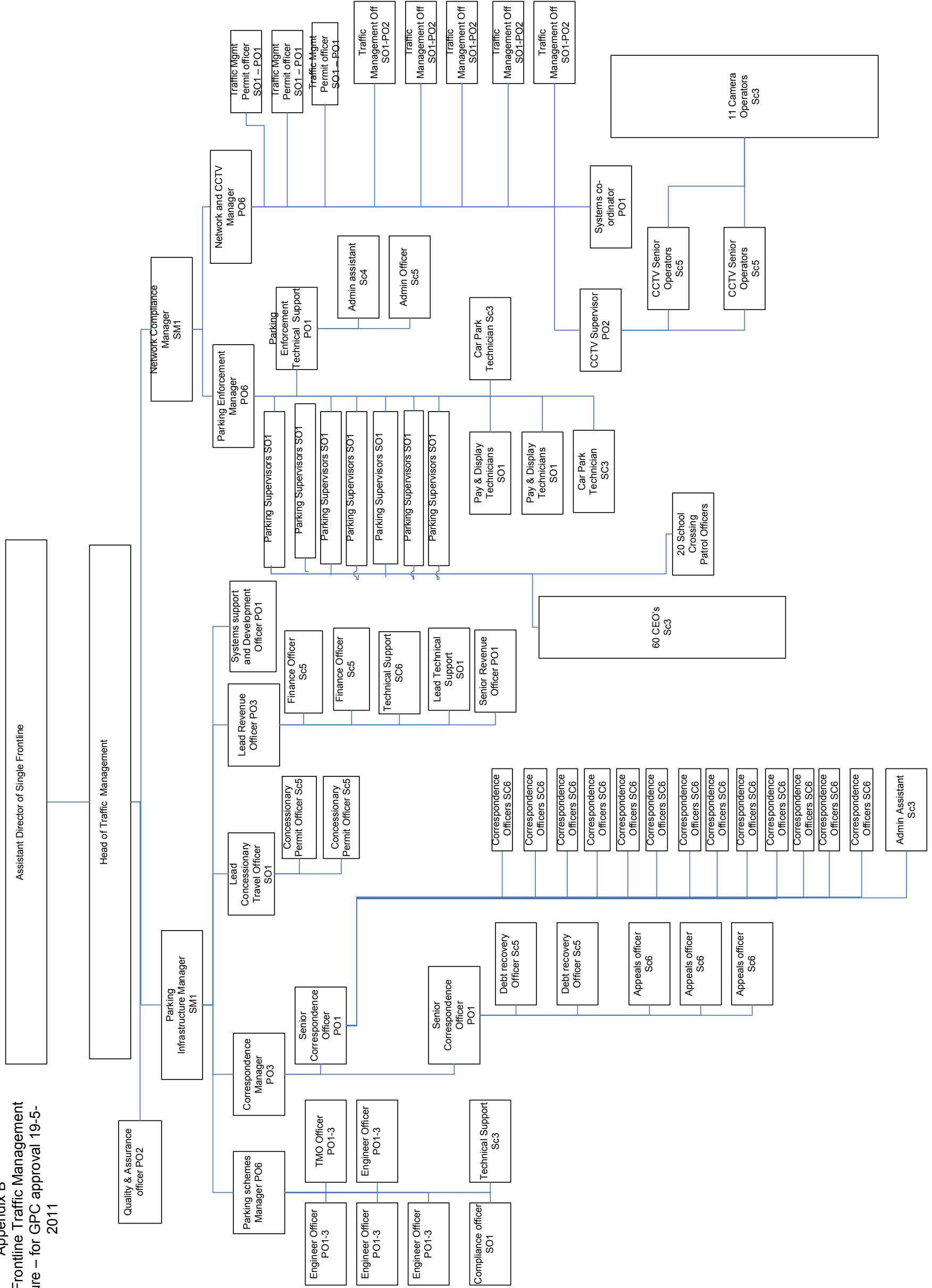
- 13.1. [List background documents]
- 13.2. [Also list reasons for exemption or confidentiality (if applicable)]

Appendix A –  
Single Frontline  
Overall Structure



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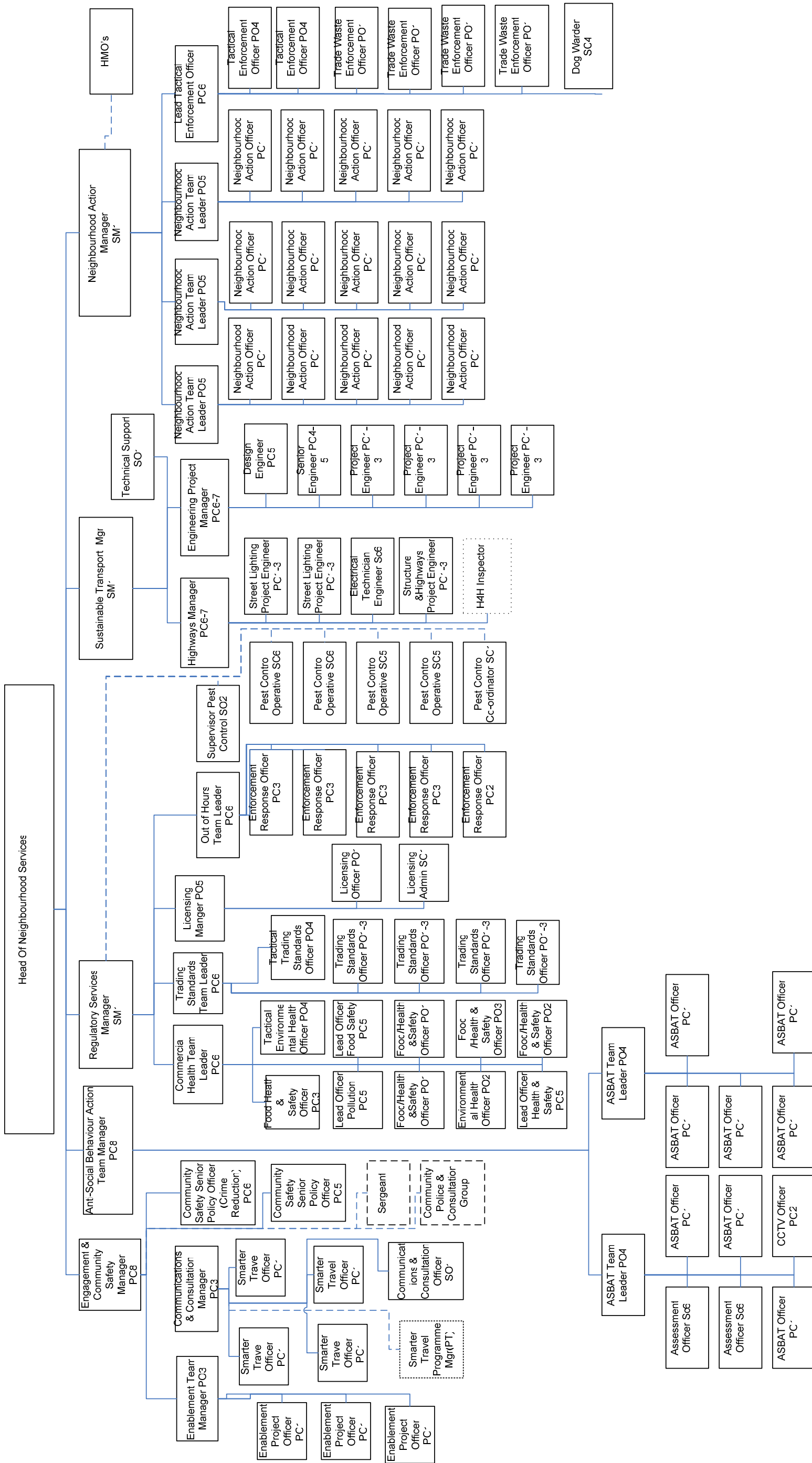
Appendix B  
Single Frontline Traffic Management  
Structure – for GPC approval 19-5-  
2011



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Appendix C  
Single Frontline Neighbourhood  
Services Structure – for GPC  
approval 19-5-2011

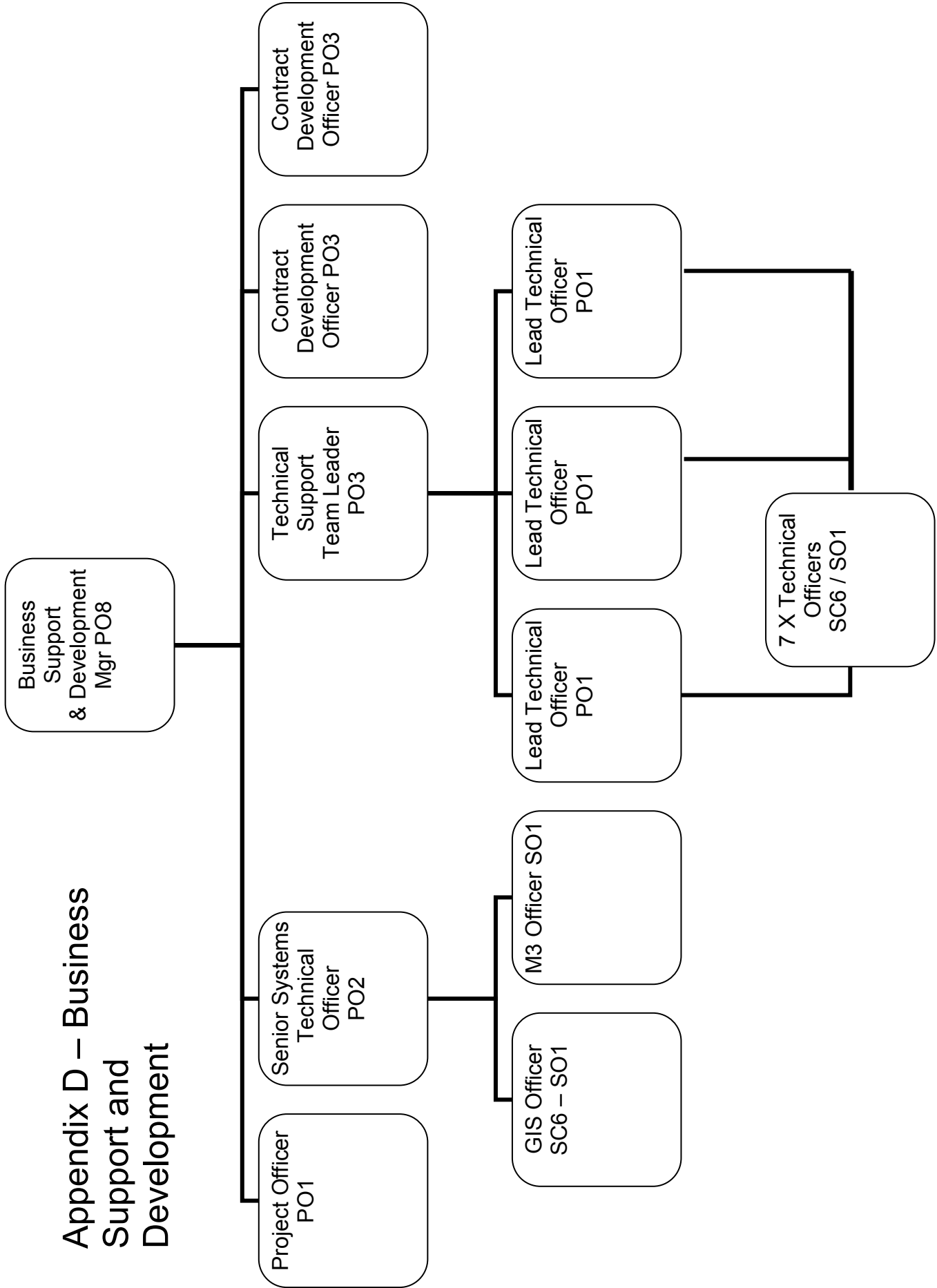
Assistant Director Single Frontline  
Assistant Director Single Frontline



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# Appendix D – Business Support and Development



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## Appendix E – Summary Consultation Responses

Query Type	Query	Response
<b>Process queries</b> Trade Union query	<p>Could you confirm will posts be evaluated in advance of ring-fencing taking place? I am aware a number of the attached have already been subjected to the process so obviously they would not need to be done again.</p> <p>Separately I note there appears to be a substantial number of vacant posts in the ring-fences, could you confirm how and when these will be recruited to in view of the current level of redeployees and for that matter staff across the Public Sector who are facing redundancies as a result of the cuts</p>	<p>We have issued as part of the pack initial ring-fencing based on expected grades. These will of course be revised in light of final evaluations and consultation feedback. In addition we have identified about 6 roles that have not been reviewed as part of single status and these are also being re-evaluated, this of course could also potentially have an impact on ring-fencing. I can confirm the final ring fencing will be based on the final evaluations and the completed single status evaluations.</p> <p>In regards to the vacancies as part of the consultation we have invited expressions of interest from staff affected for vacant posts for roles within one grade of their substantive grade. It is intended that once the consultation is completed and subject to approval from the General Purposes Committee, posts that are not ring-fenced or have no expressions of interest will be made available to the Council wide redeployment pool and then follow the usual process. On completion of the Single Frontline recruitment process (ring fenced posts and expressions of interests) all posts not appointed to will again be made available to the redeployment pool.</p> <p>Subsequently the expression of interest was widen to allow individuals to put expressions of interest for posts more than one grade below their substantive grade.</p>
HR query	HR raised concerns in regards to the ring fencing arrangements for the Neighbourhood Action Team Manager and requested that the review panel placed this as an open ring fence	On reviewing the concerns raised the Review Panel determined that to reflect the rationale of the three discipline requirements as outlined for the whole of the Neighbourhood Action Team that an open ring fence would be appropriate.
Existing Job Description Review	A number of requests regarding current job description not being reflective of existing duties and for evaluation under single status.	Job descriptions were identified and have been evaluated. There have no implications for the ring fencing.
Ring fencing and evaluation	Questioned the pay grade increase for certain roles in the NAT's ring fence.	This was part of re-evaluation under Single Status & copy of single status document was provided.

<p>queries</p>	<p>Request that temporary promotions or secondment grades be used as part of the ring fencing criteria.</p> <p>Will Assimilation rights be open to the Neighbourhood Action Team role if the number of applicants reduces to the number of roles?</p> <p>Queries why the Neighbourhood Action Team officer's JD' graded at PO1 ? (reduction from Street Enforcement PO2+10% from certain roles within ringfence )</p> <p>Why has a +1/-1grade boundary been adopted?</p>	<p>In accordance with the Restructure and Redeployment policy this is based on substantive grade.</p> <p>The skill sets are deemed sufficiently different for the three areas that assessment is required to determine if the skill sets can be met. Asked to provide further evidence if deemed that assimilation was appropriate.</p> <p>Job description is designed to represent a merging of three distinct functions: Contract Monitoring, Street Enforcement &amp; Highways Inspection. Under Single Status 10% is only paid for 11+ hour shifts. The job description has been evaluated following the appropriate procedure.</p> <p>The Restructure and redeployment policy states that an application of one grade is appropriate. Following feedback we reviewed the expressions of interests to align further with redeployment in that individuals could do expressions of interests for posts more than one grade below their substantive grade.</p>
<p>Appointment process</p>	<p>Concerns raised on the impartiality of interview panel where functions are merging.</p>	<p>There is a clear policy and guidelines in how appointment processes are undertaken in the Council and we will be adhering to these. It is entirely appropriate that managers responsible for an area will be conducting the relevant interviews in accordance with these guidelines. Whilst do not support the view that managers would act inappropriately or impartiality there is a requirement to ensure that all any panel is compromised of individuals that understand the full requirements of the roles. In arranging the recruitment process we will take account of these requirements and ensure that an equitable process is in place.</p>
<p>Redeployment</p>	<p>Expresses concern that vacant roles within parking will be given to redeployees in the first instance, thereby jeopardising opportunities for staff within Parking. Advocates that these roles will need candidates with suitable experience of Parking services and states that in current role the respondent performs 75% of that role</p>	<p>The council's Restructure and Redeployment Policy requires any opportunities to be made available to those who are at risk of loosing their jobs and therefore the expressions of interest are only open to those that are potentially displaced by the restructure. We also recognise the contribution and continued hard work of staff during these difficult times, however the council policy is very clear that the appointment process</p>

		<p>within a restructure is based on an individual's substantive grade and role. Concerns in regards to the skills and knowledge requirements for these roles area understood and any appointment process will be required to be designed so that the key skill sets for the roles are tested for. If no one is appointed as a result of expression of interest or from the redeployment pool then these posts will be advertised for internal recruitment where the normal recruitment process will apply.</p>
<p><b>Service Queries</b></p>		
<p>Road Safety</p>	<p>Concerns raised regarding placing the line management of school crossing patrol officers under the Traffic Management Service.</p> <p>Concerns raised in regards to the road safety agenda being fulfilled by separating the responsibilities across the service.</p>	<p>With any structure there will be boundaries created and it will be all of our responsibilities to ensure that we work effectively together to overcome these.</p> <p>A key responsibility of the Traffic Management function is road safety and plays a key part in achieving our objectives in this area, therefore the focus and responsibility will not be lost in the new structure. The education aspect of road safety will be with the newly formed Smarter Travel Team and they will be working across the service areas to ensure that key relationships and contributions are maintained.</p>
<p>Parking Enforcement</p>	<p>Parking Enforcement Manager role very broad and lack of deputy in case of Leave etc.</p>	<p>The span of control is wide, but not dissimilar to other areas. The post will loose responsibility for CCTV and gain car parks, pay &amp; display and school crossing patrol. The post will be assisted by one senior support officer and 7 supervisors. In terms of car parks and pay &amp; display this involves 4 staff and from experience requires much less management attention than CCTV (which involved up to 14). The school crossing patrol is new and it is expected that this will be managed by the supervisors who are out on street. In cases of absence it is anticipated that the Network Compliance Manager will cover duties.</p>
<p>Role specific query</p>	<p>Is having a car essential to Trade Waste Officers JD?</p> <p>Asked for clarification regarding the proposed shift working for the Neighbourhood Action Team, asked for a finalised rota.</p>	<p>Ability to move around the borough is required but owning a car or having a licence is not essential.</p> <p>Further information provided and two further potential rotas provided for comments. It was explained that the rotas are draft and designed to show how the proposed operational hours could be covered and were seeking feedback from Officers. Confirmed officers will not be expected to do 8</p>

	<p>Will NAT's Officers be assigned to a specific area and will car permits and mileage be provided?</p> <p>Where will NAT Officers be located and will they be co-located with TET Officers?</p> <p>Where will cover for the Stray Dog Service be allocated from?</p> <p>If the Administration support to Street Enforcement is removed, who will be responsible for supporting their work load?</p>	<p>days in a row.</p> <p>It is intended that Officers will be allocated lead responsibility for specific locations, subject to operational needs. Permits and mileage will continue to be allocated in line with corporate policy.</p> <p>Accommodation will be reviewed subsequently but is not yet determined.</p> <p>It is anticipated that it will be the responsibility of the Neighbourhood Action Team Manager to determine the most appropriate service cover.</p> <p>A central administration team is being established for the whole of the Single Frontline and administration support will be provided from here. The prioritisation of this support will be agreed with the Senior Management team.</p> <p>To be reviewed as part of the Planning and Regeneration restructure.</p>
<p>Transport Planning</p>	<p>Request to reconsider relocating Transportation Planning/Smarter travel team to new Carbon Management and Sustainability service. Due to the close working relationship with other aspects of Single Frontline and in particular the Sustainable Transport Group.</p> <p>A number of comments and observations were raised by staff;</p> <p>Concerns regarding the anticipated support and expectations in regards to the Area assemblies</p> <p>Concerns regarding the expected span of management control.</p> <p>Planned and reactive maintenance States that the two</p>	<p>It is noted and we are working to ensure that a clear remit is understood and agreed.</p> <p>It is recognised that this will be challenging but a clear guiding principle has been the protection of Frontline Services. We have raised this with OD&amp;L and are looking to develop a suitable programme to support managers. We will also review the structure accordingly.</p> <p>It is expected that the Neighbourhood Action Team members to work</p>
<p>Engagement and Enablement</p>		

	<p>teams working together will reduce duplication of work. Also queries why there is only one post for the Structures and Highways Engineer, believes that delivering such a broad remit can not be done by only person and react to queries from the public/ HfH.</p>	<p>closely with the Sustainable Transport Team in identifying issues. In addition the new Engagement and Enablement Team will be working with the local communities to identify their resurfacing priorities. The concerns regarding the workload are noted; however it is important to note that queries relating to reactive maintenance will be undertaken by the Neighbourhood Action Team.</p>
<p>Trading Standards</p>	<p>A number of request regarding Trading Standards were received as follows;</p> <p>Requests that the structure continues to have the flexibility to maintain officers either as Trading Standards Officers on PO1-2, Senior Trading Standards Officers on PO3 or Senior Enforcement Officers on PO2. Because of varied nature of work and to reflect professional qualifications.</p> <p>Also requests reinstatement of Lead Officer post.</p> <p>That the Licensing service should report into the Trading Standards arm of the service.</p>	<p>Trading Standards is a responsible authority under the Licensing Act 2003, which is a separate function to that of the Licensing Authority. Whilst there is some joint working on matters such as underage sales of alcohol, the stronger connection is with the Enforcement Response Team that already undertake inspection across a range of licence types and which responds to most complaints already.</p> <p>It is believed that the range grade for the role provides flexibility in appointment.</p> <p>Having reviewed the comments the arguments are understood as to the added value this post could bring, however the view remains that the Lead Officer post is not essential to the continued delivery of the service, and has to be viewed in the context of the financial pressures that we are facing. Therefore it is not proposed to reinstate the post.</p>
<p>Engineering pool</p>	<p>Concerns raised regards transfer of Project Engineer Roles to new Traffic Management Service and doubts raised over flexibility for officers working in Traffic Engineering disciplines to gain further experience in other areas and the lack of professional development that this may entail.</p>	<p>The Heads of service will work together to still operating an 'engineering pool' arrangement. Therefore at the start of the financial year they will jointly agree the work programme and allocate resources to projects accordingly. However it must be recognised that this will be driven by service needs primarily.</p>
<p>Traffic Management (NRSWA)</p>	<p>Concerns raised in regards to the deletion of the Senior Traffic Officer role and impact on workload and team morale. Also concerned whether the new structure will have enough staff to fulfil statutory duties, currently some of the duties of the Senior Traffic Manager</p>	<p>Considerable consideration has been given in regards to the issues and concerns raised.</p> <p>It is recognised that training can take up considerable officer time; however this would be the case if an existing member of staff was to be replaced.</p>

	<p>undertaken by staff on a 'good will' basis.</p> <p>Concerns raised that the amount charged for Permit Fees set according to current establishment figures.</p> <p>Request that senior role within Permit Officers to be added to the structure and concerns that training a third Permit Officer will impact on the performance of the team.</p> <p>Concerns that the team responsible for issuing licences should be in a position to coordinate with other teams in Council e.g. Utility Works.</p> <p>Raised concerns that 0 other LA's will be creating Permit Officer teams and highlights impact this could have on staffing levels as new opportunities created elsewhere in London.</p>	<p>By adding the third officer capacity is being created to share this commitment.</p> <p>With any structure there will be boundaries created and it will be up to those in post to overcome these as effectively as possible. It is understood the close working relationship between the team that will be processing the licenses and this team, however do not accept that these responsibilities need to be managed together.</p> <p>It is recognised the vital role and contribution that this team plays, however given the limited resources that we have available to us it has been essential to review these in the context of the services as a whole and not in isolation and apply the same principles across service areas.</p> <p>We will be closely monitoring the impact of the proposed changes and also of other authorities coming on line and the impact of the Olympics and will review by Christmas 2011. These decisions are being based on the current situation.</p> <p>In regards to the permit charges it is believed that the service responsibilities in this area are in accordance with the stipulated requirements and we will continue to review.</p>
<p><b>Proposal queries</b></p>		
<p>New job descriptions</p>	<p>Comments and suggestions were raised in regards to the following Job Descriptions</p> <ul style="list-style-type: none"> <li>• Lead Technical Officer</li> <li>• Highways Manager</li> <li>• Engagement and Enablement Manager</li> </ul>	<p>All comments were reviewed and responded to. Where changes were deemed appropriate these have been made and shared as appropriate.</p>



<p>Market supplement To note the full petition points have been included due to the issues raised and number of signatories.</p>	<ul style="list-style-type: none"> <li>• Administration Team Leader</li> <li>• Neighbourhood Action Team Manager</li> <li>• Sustainable Transport Manager</li> <li>• Parking Supervisor</li> <li>• Parking Enforcement Manager</li> </ul> <p>A petition received from engineers regarding the proposed removal of Market Supplement points raised as follows;</p> <ol style="list-style-type: none"> <li>1. The market supplement is justified as since the introduction of this provision there have been a reduction of employees across the service that has directly affected the workload of existing staff receiving MS.</li> <li>2. There doesn't appear to be any published benchmarking data to indicate MS is no longer appropriate. Appendix 8 talks about the market changing considerably due to recent pressures. This analysis is not unique to Engineering positions and the assertion that the number of people looking for roles exceeds the roles available can equally apply to most industries. Also there is no evidence in reduction of basic salary of Engineers. In fact the salary survey carried out by Institution of Civil Engineers in 2010 indicate that the mean basic salary of Engineers increased by 2.8% compare to the previous years. In comparison to the 2009 findings, the average total salary increased by 4.0%. It is not therefore appropriate to remove MS on the basis explained.</li> <li>3. The General Purposes Committee report of 11 March 2008 set out several reasons why it was appropriate to consider the introduction of a market</li> </ol>	<p>Key points made in response to the points raised;</p> <p>Market Supplement is paid in recognition of hard to recruit roles and areas where a skills shortage has been identified and workload is not a suitable justification.</p> <p>The revised restructure and available funding is based on permanent salaries and it is the intention to follow the Council's recruitment procedures in regards to these roles, subject to approval from the General Purposes Committee.</p> <p>All Council employees' terms and conditions are covered by the Local Agreement, known as the Single status agreement. This clearly states all the relevant terms and conditions in which it states that recruitment and retention payments can be made where market and recruitment conditions justify this. This is to be reviewed and no greater than 3 years.</p> <p>The market conditions are not unique to engineers and there are a number of areas where recruitment and retention is in place are being reviewed across the Council.</p> <p>You state that the demand for engineers 'will pick up' and therefore you appear to acknowledge that the market demand for engineers is reduced. The market supplement should reflect the market conditions that apply at that time, particularly in these austere times. If conditions change then they will be reviewed again at this time.</p> <p>It is a requirement to justify the requirement and retention of any</p>
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	<p>supplement. The report also talks about needing to attract and retain the calibre of staff. This rationale surely still stands.</p> <ol style="list-style-type: none"> <li>4. The MS did not come into place until April 2009 almost a year after it was agreed by Committee.</li> <li>5. MS represents over 10% of affected employee's wages. This has a massive direct impact. Examples of the consequence of the removal of MS are the non payment of pensions, Mortgage implications, travel expenses</li> <li>6. It is appreciated that cuts must be made however it seems that permanent employees are being made to bear the financial brunt of the cuts. Has for example any consideration been given to reevaluate wages for agency staff where it is widely acknowledged that agency staff are paid considerably more than permanent employees.</li> <li>7. The demand for engineers will pick up again. To remove MS is against the sound original principles of wanting to retain the calibre of staff required to ensure the successful delivery of the councils agenda and reduce reliance on agency staff. The purpose of MS was to retain staff and its removal may lead to officers leaving.</li> <li>8. A number of engineers have indicated that prior to starting employment within Haringey Council it was not explained in their contracts or by managers that the market supplement could potentially be removed from engineering posts within the council.</li> <li>9. The original offer letter and subsequent contract of</li> </ol>	<p>recruitment and retention payment. Having reviewed the points made it is the conclusion of the Review Panel that there is no justification for the continued payment of the market supplement for engineering staff.</p>
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	<p>employment did not make any reference to the fact that the MS could be withdrawn at any time with or without notice.</p> <p>10. It was widely known and discussed when the original offer was made that the date of review for MS was 2013 but again this was not reflected in any offer or subsequent contract.</p>	
NLWA	<p>It was proposed that due to the specific nature of the NLWA authority role that it would be more appropriate for it to report directly to the Assistant Director. Also questioned the anticipated grade.</p> <p>In the light of current strategic context that restructures should focus on reducing management posts, why have the NATS team been given two additional Team Leader posts over the current SET.</p>	<p>It is agreed that the post does not benefit from sitting under the Business Support and Development Manager and therefore has been moved to report directly to the Assistant Director. The evaluation will be determined by the appropriate process.</p> <p>Neighbourhood Action Team is an amalgamation of 3 different teams and structure reflects the range of responsibilities and expertise requirements. This will also meet the required hours of operation. The proposed restructure removes 11 management posts from across the business unit, 8 of these at PO8 and above, there a substantial number of management posts have been achieved overall.</p> <p>This was discussed with the relevant officers and agreed and circulated for comment.</p>
Contract Development	<p>Feedback received is that the original proposal regarding responsibility split was unclear and would be limited in meeting the requirements across the service and would not provide the capacity and support. The proposal has been that would be better placed to have two roles of a same level that could develop and provide this function more effectively. Also that no benefit was to be achieved from extra line of management.</p>	
Traffic Management (Revenues)	<p>Concerns were raised in regards to the risk within the proposed Revenues Team within Traffic Management.</p>	<p>In light of this it is proposed that the structure is changed so that the NLWA role will report directly to the Assistant Director and that the proposed contract development area be changed to two Contract Development Officer roles (anticipated grade PO3) reporting directly to the Business Support and Development Manager. The revised job description is being drafted however will be an adaptation of the previously submitted JD's.</p>

		<p>We have discussed this with the staff that provided the comments and directly affected and they are in agreement with the proposal as outlined above and would appreciate any comments that you may have.</p>
<p><b>Recruitment</b> Expressions of Interest</p>	<p>A number of expressions of interests have been received for vacant posts from individuals that are potentially displaced.</p> <p>Requests made to open expression of interests to all staff.</p> <p>Requests to open expression of interest to posts that are subject to an open ring fence.</p> <p>Request to open expressions of interest to vacant posts more than one grade below their substantive grade.</p> <p>How does the process of limiting expressions of interest in regards to the one up of substantive grade align with the Councils Equal Opportunities policy?</p>	<p>These have been acknowledged and process will be issued following GPC approval.</p> <p>All expressions of interest are for individuals that are potentially displaced as a result of the restructure. If not appointed to these will be made available to the redeployment pool and then internal advert where no restrictions will apply.</p> <p>If open ring fences are not appointed to then they will be open to expressions of interest, however at this time this is not deemed appropriate and the appropriate recruitment process is to be followed.</p> <p>The expressions of interest was widen to include any roles less than the substantive grade, but does not apply to more than one grade above. This aligns with the redeployment policy.</p> <p>Equal opportunity is about ensuring that all receive fair and equitable treatment. The Restructure and Redeployment policy and approach is agreed with the Trade Unions and equal opportunity is implicit within the policy. That is what is being applied here in accordance with the agreed policy, a copy of the policy was provided.</p>

**Appendix F****Haringey Council**

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

<b>Date: 11<sup>th</sup> May 2011</b>
<b>Department and service under review: Single Frontline Service</b>
<b>Lead Officer/s and contact details: Caroline Humphrey (x1174).</b>
<b>Contact Officer/s (Responsible for actions):</b>  <b>Caroline Humphrey</b>
<p><b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)</p> <p>This is a report at the stage of completion of consultation in regards to the proposed Single Frontline restructure.</p> <p>In regards to the current Business Unit profile females are under represented as a group compared to the council profile. However many of the service that are provided within the Business Unit such as engineering and parking are traditionally more male dominated industries and it is believed that this is reflective of the relevant market.</p> <p>It is difficult to determine at this stage if any one group is likely to be more effected then others as in addition to the ring fencing there are a number of vacancies that management have held and these have been made available to staff that are potentially displaced as expressions of interest, in accordance with the redeployment policy of one grade above their substantive and any below. Therefore whilst an individual may not be successful at the ring fencing stage they may secure a role in through the selection process following expressions of interest.</p> <p>In regards to the restructure at this time the group that are most likely to be effected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.</p> <p>As part of the consultation there have been no specific issues raised in regards to the</p>

equality strands, however there was one request for job share that is being considered as part of the appointment process. There are however a number of staff on maternity leave and will be discussing with each one of them on an individual basis specific needs and issues in regards to the selection process.

The selection process will be undertaken in accordance with the council procedures and will pay attention to any specific needs and the impact will be fully assessed following the selection process. The EQIA will be completed at this time.

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?**

This EqIA considers a restructure to create the Single Frontline Service which affects 244 members of staff in the Urban Environment Directorate. The 244 staff excludes those posts that are due to transfer over to Planning, Regeneration and Economy and those staff subject to TUPE transfer as a result of the award of the new waste contract to Veolia. The main aim of the restructure is to achieve £2.2m of savings whilst continuing to provide key frontline services, by minimising the impact on residents and other customers, ensuring that the Council fulfils its statutory responsibilities.

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

The proposals set out to deliver the required savings and to minimise the impact of the Frontline Services. The key benefit is to deliver the required savings whilst protecting services as much as possible and ensuring the council fulfils its statutory responsibilities.

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

A project board sponsored by the interim Assistant Director for Frontline services is in place to manage this restructure and the associated reorganisation of services required to achieve the necessary savings. The project board is meeting weekly, and is carefully managing the necessary actions to ensure key milestones and outcomes are achieved.

## 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, however, the restructure will result in redundancies within the services to achieve the necessary levels of savings.

	Total	%
Ring fencing arrangements		
assimilation	164	67%
closed ring fence	21	9%
Displaced	1	0%
Early Retirement	1	0%
Open ring fence	42	17%
Open ring fence / Closed ring fence	7	3%
Voluntary Redundancy	8	3%
Grand Total	244	

*Note some staff are in more than one ring fence.*

At this stage (post consultation and pre recruitment) of all the staff (244) affected by the proposed changes for the new structure, 67% will be assimilated into posts, 29% will be ring fenced (mixture of open and closed) to new posts and the remaining 4% consisting of a mixture of voluntary redundancies (8) early retirement (1) and displaced (1).

- *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.*



In order to protect posts which work directly with residents and traders the proposed reorganisation has focused on reducing management roles, administrative support and redesigning elements of service delivery. As a result certain roles are impacted greater than others.

In recognition of the financial pressures and impending service restructure the services have been holding a number of vacancies and filling key roles with agency staff as a result there are a number of opportunities for redeployment within the new service.

Table 1 below sets out the current structure posts and vacancies, both for posts and FTEs as the service has a number of part time roles.

Table 1 Current structure posts and vacancies

	Current Structure Posts	Current Structure FTE Posts	Current Structure Vacant Posts	Current Structure Vacant FTE Posts
SC1-SC5	114	98	45	42.5
SC6-SO2	71	71	16	14
PO1-PO3	97	96	23	23
PO4-PO7	31	31	3	3
PO8+	19	19	2	2
	332	314	89	84.5

Table 2 below sets out the FTE position impact by considering the number of posts to be deleted compared to the number of vacancies within the current establishment for different range grades.

Table 2 FTE posts and vacancies

	Current FTE Posts	Proposed FTE Posts	Variation	Vacancies Carried Forward
SC1-SC5	98	94.5	-3.5	38.5
SC6-SO2	71	52	-19	9
PO1-PO3	96	85	-11	6
PO4-PO7	31	27	-4	
PO8+	19	11	-8	
	314	269.5	-45.5	53.5

The total number of staff that will be affected by the deletions of posts from the existing Frontline service structure is 80. Table 3 below sets out the proposed ring fencing and assimilation by grade.

Table 3 Proposed assimilation and ring fencing arrangements by salary band.

Count of Ring fencing arrangements		
Salary Band	Ring fencing arrangements	Total
SC1-SC5	Assimilation	71
	Voluntary Redundancy	2
SC1-SC5 Total		73
SC6-SO2	Assimilation	37
	Open ring fence	15
	Voluntary Redundancy	1
	closed ring fence	8
SC6-SO2 Total		61
PO1-PO3	Assimilation	41
	Open ring fence	12
	Voluntary Redundancy	3
	closed ring fence	8
	Open ring fence / Closed ring fence	2
	Displaced	1
PO1-PO3 Total		67
PO4-PO7	Assimilation	14
	Open ring fence	6
	Early Retirement	1
	closed ring fence	1
	Open ring fence / Closed ring fence	4
PO4-PO7 Total		26
PO8+	Assimilation	1
	Open ring fence	9
	Voluntary Redundancy	2
	closed ring fence	4
	Open ring fence / Closed ring fence	1
PO8+ Total		17
Grand Total		244

Table 4 shows overall indicative impact on posts within grade ranges by comparing the proposed posts with the staff being assimilated and shows the potential opportunities of the proposed new restructure.

Table 4 – Proposed structure potential available posts.

	Proposed Posts	Staff Assimilating	Posts available
SC1-SC5	110.5	71	39.5
SC6-SO2	52	37	15
PO1-PO3	85	41	44
PO4-PO7	27	14	13
PO8+	11	1	10
	285.5	164	121.5

Table 5 shows the available posts against the staff that are involved in ring fencing arrangements.

Table 5 Posts available by salary band against staff displaced by salary band.

	Posts available	Staff displaced	Posts available
SC1-SC5	39.5	0	39.5
SC6-SO2	15	23	-8
PO1-PO3	44	23	21
PO4-PO7	13	11	2
PO8+	10	14	-4
	121.5	71	50.5

Whilst there is not a direct correlation between the posts available and the gradings due to the bandings shown (ring fencing opportunities are limited to +/- 1 grade), a key fact is that the posts that are mostly affected are the senior roles (PO8+) and administrative roles within the SC6 to SO2 range. Inevitably there will be fewer opportunities for those on higher grades. In addition it is important to note that comparable grading in itself does not necessarily mean an appropriate match.

The majority of the existing opportunities for redeployment will be within the Traffic Management service relating to CEO's (28 x SC3) and Parking correspondence officers (3 x SC6).

All appointments will be made following the Councils Restructure and Redeployment policy. In addition due to the current level of vacancies staff were given an opportunity to express an interest in vacant posts as well as to comment on the outlined ring fences. We provided an opportunity for an expression of interest in existing vacant posts that are within one grade above of their substantive post or any below. This was only made available to staff that are subjected to ring fencing.

**Race**

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

**Racial Group Analysis**

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		White Other		Not declared		TOTAL	BME % in Council	BME % Borough Profile
	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	STAFF		
Sc1-5	11	15%	32	44%	4	5%	3	4%	50	68%	13	18%	10	14%	0	0%	73	23.10%	
Sc6-SO2	9	15%	25	41%	2	3%	1	2%	37	61%	13	21%	11	18%	0	0%	61	11%	
PO1-3	8	12%	24	36%	2	3%	2	3%	36	54%	22	33%	9	13%	0	0%	67	4.80%	
PO4-7	1	4%	6	23%	1	4%		0%	8	31%	15	58%	3	12%	0	0%	26	4.30%	
PO8+	0	0%	2	12%	1	6%	1	6%	4	24%	11	65%	2	12%	0	0%	17	1.10%	
TOTAL	29	12%	89	36%	10	4%	7	3%	135	55%	74	30%	35	14%	0	0%	244	44.30%	51%

**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.**

No grade groups are under-represented when compared to the council profile.

However BME within the SC6 to SO2 group are significantly over represented.

**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?**

**Note this analysis does not take account of expressions of interest as these will be subject to a different assessment process.**

Count of Eth Group		Eth Group					Total
Salary Band	Ring fencing arrangements	ASIAN	BLAC K	MIXE D	OTHER	WHITE	
SC1-SC5	assimilation	11	31	4	3	22	71
	Voluntary Redundancy		1			1	2
SC1-SC5 Total		11	32	4	3	23	73
SC6-SO2	assimilation	6	17		1	13	37
	Open ring fence	1	5	1		8	15
	Voluntary Redundancy					1	1
	closed ring fence	2	3	1		2	8
SC6-SO2 Total		9	25	2	1	24	61
PO1-PO3	assimilation	6	18		1	16	41
	Open ring fence	1	3	1	1	6	12
	Voluntary Redundancy		1			2	3
	closed ring fence	1	2	1		4	8
	Open ring fence / Closed ring fence					2	2
	Displaced					1	1
PO1-PO3 Total		8	24	2	2	31	67
PO4-PO7	assimilation		5	1		8	14
	Open ring fence		1			5	6
	Early Retirement					1	1
	closed ring fence					1	1
	Open ring fence / Closed ring fence	1				3	4
PO4-PO7 Total		1	6	1		18	26
PO8+	assimilation			1			1
	Open ring fence		2			7	9
	Voluntary					2	2

	Redundancy closed ring fence				4	4
	Open ring fence / Closed ring fence			1		1
PO8+ Total		2	1	1	13	17
Grand Total		29	89	10	7	109
					109	244

- *If No, go to question 8.*
- *If Yes, how many of these staff might be displaced?*

From the table above it is possible to see that due to the ring fencing in the groups that the only group that is significantly impacted is the BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal.

The table show that no other group is significantly impacted.

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

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

**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.?**

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

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

**Gender**

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

**Gender Analysis**

Grade Group	Female		Male		TOTAL	% Females in Council	% Females in Borough
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF		
Sc1-5	24	33%	49	67%	73	68	
Sc6-SO2	30	49%	31	51%	61	74	
PO1-3	28	42%	39	58%	67	62	
PO4-7	9	35%	17	65%	26	64	
PO8+	6	35%	11	65%	17	52	
<b>TOTAL</b>	<b>97</b>	<b>40%</b>	<b>147</b>	<b>60%</b>	<b>244</b>	67	49%

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

- Females at Sc1-5 are under-represented in the service compared to the Council.
- Females at Sc6-SO2 are under-represented in the service compared to the Council.
- Females at PO1-3 are under-represented in the service compared to the Council.
- Females at PO8+ are under-represented in the service compared to the Council.

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

**Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.**

Count of Ring fencing arrangements	Gender Key
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Salary Band	Ring fencing arrangements	Female	Male	Grand Total
SC1-SC5	assimilation	23	48	71
	Voluntary Redundancy	1	1	2
SC1-SC5 Total		24	49	73
SC6-SO2	assimilation	17	20	37
	Open ring fence	5	10	15
	Voluntary Redundancy	1		1
	closed ring fence	7	1	8
SC6-SO2 Total		30	31	61
PO1-PO3	assimilation	19	22	41
	Open ring fence	2	10	12
	Voluntary Redundancy	1	2	3
	closed ring fence	5	3	8
	Open ring fence / Closed ring fence	1	1	2
	Displaced		1	1
PO1-PO3 Total		28	39	67
PO4-PO7	assimilation	7	7	14
	Open ring fence	1	5	6
	Early Retirement		1	1
	closed ring fence		1	1
	Open ring fence / Closed ring fence	1	3	4
PO4-PO7 Total		9	17	26
PO8+	assimilation		1	1
	Open ring fence	2	7	9
	Voluntary Redundancy	1	1	2
	closed ring fence	3	1	4



	Open ring fence / Closed ring fence		
		1	1
PO8+ Total		6	11
Grand Total		97	147

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

- *If No, go to question 13.*
- *If Yes, how many female / male staff might be displaced?*

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

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

**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.?**

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

- *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:**

Age Analysis

	16-24		25-34		35-44		45-54		55-64		65+	% of Grade Group	
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	8%	STAFF
Sc1-5	2	3%	12	16%	22	30%	18	25%	13	18%	6	2%	73
Sc6-SO2	1	2%	14	23%	21	34%	16	26%	8	13%	1	1%	61
PO1-3		0%	15	22%	20	30%	21	31%	10	15%	1	0%	67
PO4-7		0%	4	15%	11	42%	8	31%	3	12%		0%	26
PO8+		0%	1	6%	4	24%	10	59%	2	12%		3%	17
<b>TOTAL</b>	<b>3</b>	<b>1%</b>	<b>46</b>	<b>19%</b>	<b>78</b>	<b>32%</b>	<b>73</b>	<b>30%</b>	<b>36</b>	<b>15%</b>	<b>8</b>		<b>244</b>
Council Profile	3.80%		20.30%		26.80%		32.40%		15.50%		1.20%		
Borough Profile	13.90%		26.60%		22.80%		15.50%		9.50%		11.70%		

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

- 16-24 are under-represented in the service compared to the Council profile.
- 65+ are over -represented in the service compared to the Council.

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

**Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.**

Count of Age Band		Age Band							
Salary Band	Ring fencing arrangements	16<2	25<3	35<4	45<5	55<6	65+	Total	
SC1-SC5	Assimilation	2	11	22	18	12	6	71	
	Voluntary Redundancy		1			1		2	
SC1-SC5 Total		2	12	22	18	13	6	73	
SC6-SO2	Assimilation	1	11	12	8	4	1	37	
	Open ring fence		3	4	6	2		15	
	Voluntary Redundancy					1		1	
	closed ring fence			5	2	1		8	
SC6-SO2 Total		1	14	21	16	8	1	61	
PO1-PO3	Assimilation		8	13	14	6		41	

	Open ring fence	2	4	4	1	1	12	
	Voluntary Redundancy closed ring fence	1			2		3	
	Open ring fence / Closed ring fence	4	3	1			8	
	Displaced			2		1	2	
							1	
PO1-PO3 Total		15	20	21	10	1	67	
PO4-PO7	assimilation	2	7	4	1		14	
	Open ring fence	1	2	2	1		6	
	Early Retirement closed ring fence				1		1	
	Open ring fence / Closed ring fence		1				1	
		1	1	2			4	
PO4-PO7 Total		4	11	8	3		26	
PO8+	assimilation			1			1	
	Open ring fence		3	5	1		9	
	Voluntary Redundancy closed ring fence			1	1		2	
	Open ring fence / Closed ring fence	1	1	2			4	
					1		1	
PO8+ Total		1	4	10	2		17	
Grand Total		3	46	78	73	36	8	244

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

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

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

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

**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.?**

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

- *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	No. Disabled Staff	% of Grade Group	Council profile
Sc1-5	7	10%	7%
Sc6-SO2	5	8%	7%
PO1-3	2	3%	3%
PO4-7		0%	7%
PO8+		0%	9%
<b>TOTAL</b>	<b>14</b>	<b>6%</b>	<b>7%</b>

**19. Do any ring fences disproportionately impact on disabled staff?  
Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.**

Count of Ring fencing	Disability status
-----------------------	-------------------

arrangements					
Salary Band	Ring fencing arrangements	N	Y	Total	
SC1-SC5	assimilation	8	57	6	71
	Voluntary Redundancy		1	1	2
SC1-SC5 Total		8	58	7	73
SC6-SO2	assimilation	13	21	3	37
	closed ring fence	1	6	1	8
	Open ring fence	4	10	1	15
	Voluntary Redundancy		1		1
PO1-PO3	assimilation	13	27	1	41
	closed ring fence	1	7		8
	Displaced		1		1
	Open ring fence	2	9	1	12
	Open ring fence / Closed ring fence		2		2
	Voluntary Redundancy		3		3
	PO1-PO3 Total		16	49	2
PO4-PO7	assimilation	4	10		14
	closed ring fence	1			1
	Early Retirement	1			1
	Open ring fence		6		6
	Open ring fence / Closed ring fence	2	2		4
PO4-PO7 Total		8	18		26
PO8+	assimilation		1		1
	closed ring fence		4		4
	Open ring fence	1	8		9
	Open ring fence / Closed ring fence	1			1
	Voluntary Redundancy		2		2
PO8+ Total		2	15		17
SC6-SO2 Total		18	38	5	61
Grand Total		52	178	14	244

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

- *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.?**

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

- *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

Six women are, or will be, on maternity leave during this restructure.

Count of Maternity		
Salary Band	Ring fencing arrangements	Total
PO1-PO3	assimilation	2
	closed ring fence	2
PO1-PO3 Total		4
PO4-PO7	assimilation	1
PO4-PO7 Total		1
PO8+	closed ring fence	1
PO8+ Total		1

As can be seen in the above table all are subject to assimilation or closed ring fence arrangements.

All those on maternity have been kept in contact with by their line managers. At the assessment stage we will seek to put in place a suitable assessment process for each individual depending on their own situation and the requirements of the role.

**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.**

This will be considered as part of a separate Equalities Impact Assessment.

**Date Part 1 completed - 11<sup>th</sup> May 2011**

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

**Step 3 – 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?

As part of the consultation we invited comments from staff in regards to the proposals.

There has only been one request in regards to shared working and this option is being considered as part of the assessment process.

As part of the process we have included an opportunity for expressions of interest for posts that are not permanently filled. The criteria on this was within one grade above an individuals substantive grade or any below their substantive grade. A number of expressions of interest were received and the recruitment and assessment process is being developed to take account of these.

The only group that is potentially significantly impacted is the BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal.

There have been no other request at this stage. If during the recruitment and assessment phase further approaches are made these will be considered.

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

Whilst there will be a number of job losses as a result of the restructure, there are also a number of opportunities.

In regards to the BME SC6 to SO2, we have reviewed the proposed ring fencing arrangements for this group. However the role that they are ring fenced against is a merger of three disciplines and it is essential that the skill sets and aptitude for meeting the skill sets is met. Therefore it is decided that the open ring fence approval is appropriate. However in completing the assessments we will ensure that all development needs are identified and suitable training provided.



However we are trying to minimise this by making available to staff through expressions of interest the opportunity to go for a number of roles that are currently not filled permanently.

This is providing staff the opportunity to apply for new roles in a new field if they so choose.

There have been some specific issues raised in regards to job descriptions and changes have been made where deemed appropriate.

We have also had queries raised in regards to ring fencing arrangements and these have been reviewed by a Review Panel. This has resulted in changes been made as deemed appropriate.

It is recognised that there will be a number of training and development needs as a result of the restructure. These will be assessed as part of the restructure and a suitable development and training programme developed and implemented.

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

Changes have been made as detailed above.

4. Do the ring fence 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?

The focus of this restructure has been to minimise the impact on service delivery and community groups, by focussing on back office and management responsibilities.

Within the service there is a proposal for the creation of an Engagement and Enablement team. This team will be working with the local communities to identify priorities for the Single Frontline Services. They will be required to understand the communities we serve and determine if all groups are appropriately represented , if not under take actions to address any gaps. They will be working with services to determine the best way to deliver services to meet the priorities of the local community within the financial constraints.

The Neighbourhood Action Team will be area based and will be working with the Engagement and Enablement Team to deliver the local priorities. They will provide

- an instantly recognisable on-street presence

- flexibility in how resources are deployed to address and resolve local community needs that will vary by locality and/or over time.
- to deliver responsive and quality local services;
- to tackle environmental problems together, encouraging resident involvement in delivery of services and co-production of outcomes;

It is believed that this will further support improved links with the local communities and support delivery of the outcomes the communities' priorities.

A separate service EQIA has been produced that provides further detail.

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

As stated above the focus of this restructure has been to minimise the impact on service delivery and community groups, by focussing on back office and management responsibilities.

It is recognised that there are a number of areas that as a service we need to gain better understanding. Also that whilst we have developed the services in order to deliver the identified outcomes, we further recognise that we will need to monitor and review these.

As part of the assessment and recruitment process we will also be identifying the development and training needs for staff.

A key part of the proposal is the removal of a number of management roles. We are working with OD&L to identify a suitable training and training programme.

The Service EQIA will be monitored and an action plan is being produced that will ensure that .

## **Step 4 – Consultation**

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

Prior to the circulation of the consultation documents meetings were held with staff and Trade Unions to advise them of the proposed restructure.

Following the issue of the consultation documents the following meetings were held;

- Trade Unions – 6<sup>th</sup> April
- Staff events 11<sup>th</sup> April and two events on the 13<sup>th</sup> April (note Trade unions were also invited to these events).

As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox and web page were set up, in addition an opportunity to provide anonymous comments was provided. 1:2:1 meetings were also made available where it was deemed appropriate.

All comments have been reviewed and responded to accordingly. There have been minor amendments to specific service areas to take account of comments and suggestions from staff. These are;

- To reinforce the revenue collection team within Traffic Management by inclusion of a Senior Revenue Officer. Offset by removal of one vacant Correspondence Officer post and vacant 0.5 Concessionary Travel officer post.
- Moving the NLWA Officer post to report directly to the Assistant Director as this is a specific time bound role to support the AD and members in achieving the desired outcomes.
- Creation of two Contract Development Officer posts at the same grade replacing the proposed Contract Development and Contract Support Officer post

None of the changes have a negative impact on staff and in fact as a result of the changes has created a ring fencing opportunity for a member of staff who was originally displaced in the original proposal.

No issues in regards to the equalities strand were raised as part of the consultation

**Date Steps 3 & 4 completed – 11<sup>th</sup> May**

## 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: Caroline Humphrey  
DESIGNATION: Business Support and Development Manager  
SIGNATURE:  
DATE: 14<sup>th</sup> March 2011

QUALITY CHECKED BY (Equalities,)

NAME: Zakir Chaudhry  
DESIGNATION: Principal Policy Officer  
SIGNATURE:  
DATE: 13<sup>th</sup> May 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](mailto:equalities@haringey.gov.uk); it will then be published on the council website

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**HARINGEY COUNCIL**  
**EQUALITY IMPACT ASSESSMENT FORM**



**Service:** Single Frontline Service

**Directorate:** Urban Environment

**Title of Proposal:** Restructure to create the new Single Frontline Service

**Lead Officer (author of the proposal):** Joan Hancox

**Names of other Officers involved:**

Kate Dalzell – Head of Director's Office

Caroline Humphrey – Business Development Manager

Stephen McDonnell – Acting AD Frontline Services

Zoe Robertson

## 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.*

### **Services affected and scope of EqlA**

The services affected by the proposed Single Frontline Restructure covers

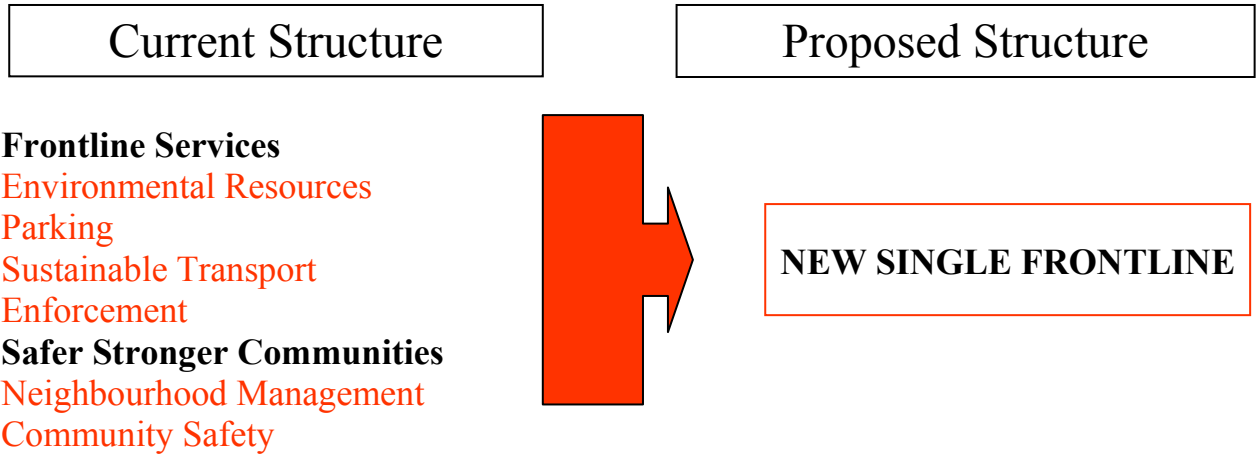
- part of the Community Safety, ASBAT (Anti-Social Behaviour) team and a change community engagement role from the Safer, Stronger Communities Business Unit
- Enforcement Services, including commercial environmental health services, street enforcement and enforcement response as well as technical support
- Environmental Services – waste, recycling and street cleaning services
- Sustainable Transport - highway services, traffic management and transport schemes
- Parking Services, including parking enforcement, abandoned vehicles, concessionary travel and CCTV
- Business Improvement and Support

The Single Frontline Service is being created in 2011/12 to secure more efficient ways of delivering frontline services, whilst delivering £3.6m worth of savings. This will be achieved from:

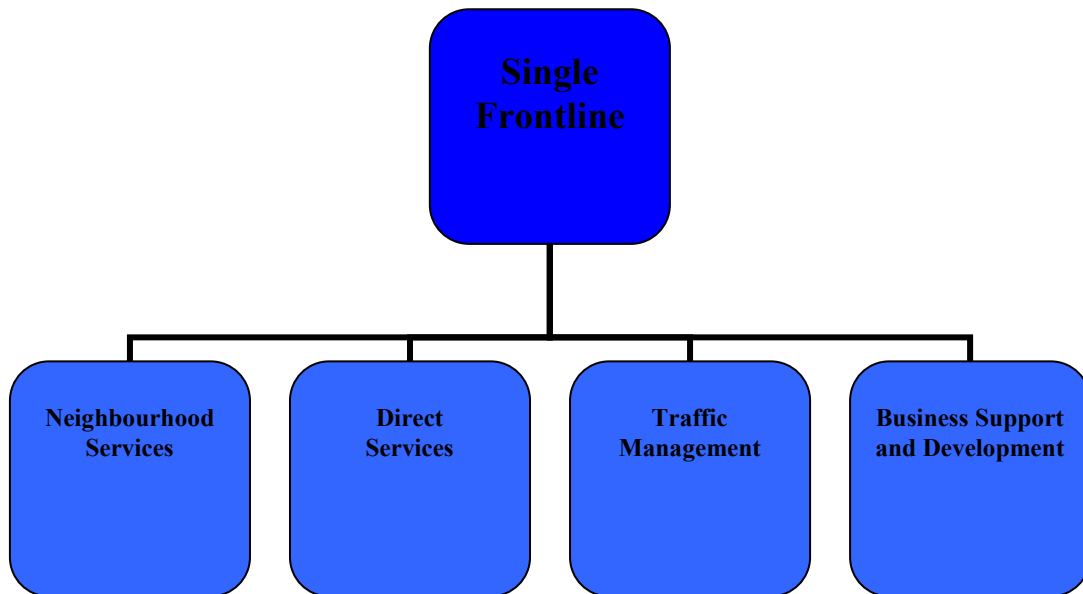
- Disbanding Safer, Stronger Communities Business Unit, Enforcement, Sustainable Transport and Environmental Resources services
- Amalgamation of Highways Inspection, Street Enforcement and Contract Monitoring functions to form three Neighbourhood Action Teams;
- Combining tactical enforcement, trade waste enforcement and dog warden services into a further Neighbourhood Action Group
- Creating a Regulatory Services Group through combining some services within the current Enforcement Service
- Creating a Sustainable Transport Group to delivery planned maintenance, planned and reactive street lighting service and transport schemes
- Maintaining the existing ASBAT team
- Creation of an Engagement and Enablement Group, combining some of the community safety roles and some of the Neighbourhood Management roles from the Safer, Stronger Communities Business Unit as well as consultation and behaviour change from Sustainable Transport and communications from Environmental Resources
- Moving some functions from Sustainable Transport to Parking Services to create a Traffic Management Service
- De-layering of management roles and extension of responsibilities;
- Reduction in support staff and centralising IT support and contract management support to the Business and Support function;



The existing and proposed service is shown in the diagram below:



It is envisaged that the Single Frontline will consist of the following service areas:

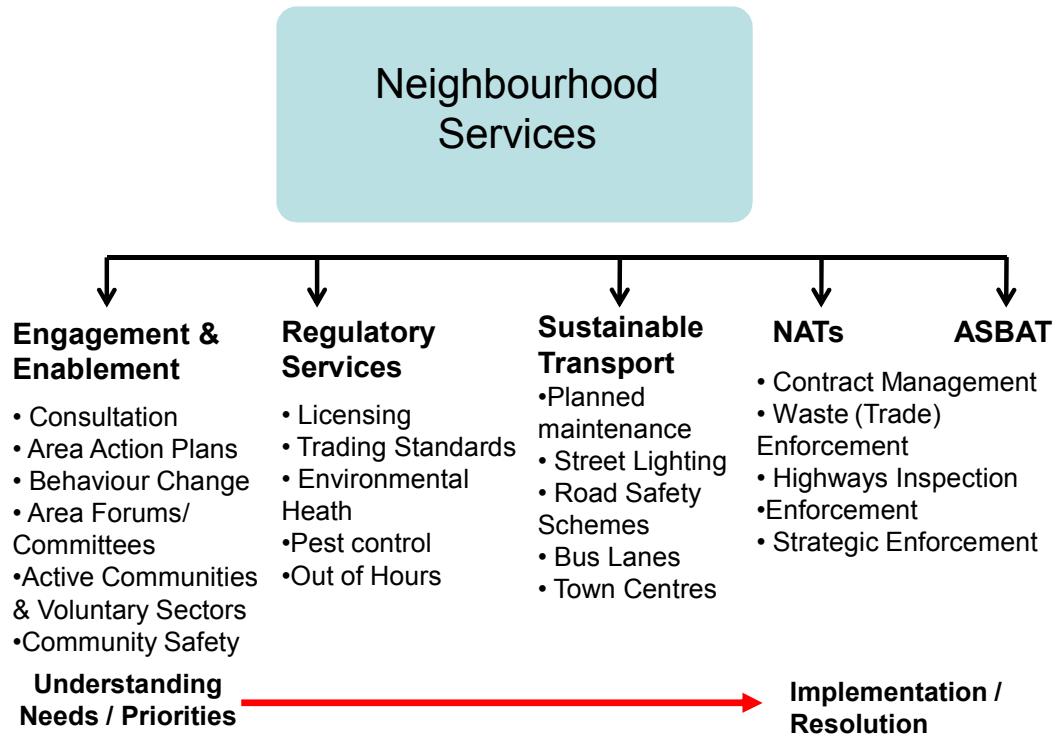


Single Frontline from the cleanliness and safety of streets to movement of traffic through the borough, affect all of Haringey’s residents and businesses. This EqlA will focus on the areas of change in the service proposed from September 2011 which will result in an impact to our customers. An assessment has been made of all the service changes and staffing changes proposed as part of this restructuring and these are set out in Appendix A.

This proposal will have an impact on staff, with anticipated losses of approximately 40 posts, which has been examined through a separate staffing EqlA for the Single Frontline restructures.

**Neighbourhood Services**

The services to be provided by Neighbourhoods is set out below:



There will be changes to service provision in Neighbourhood Services and this will mainly be the creation of an Engagement and Enablement Group and the creation of the Neighbourhood Action Teams Group. These changes are set out in more detail further on in this section.

Service changes regarding the disestablishment of the Neighbourhood Management Service and the procurement of a new Waste Services Contract have been subject to separate EqlA's, and thus these service aspects are not covered in this assessment.

EqlA screenings were undertaken for ABG funded community safety projects which identified there was not a need to carry out a full EqlA. The largest impacts on equalities groups will be as a result of changes in the overall reduction for resources for community safety and are outside the scope of this EqlA.

**Direct Services**

Although Single Frontline will also include a Direct Services Business Unit this is not part of this restructuring exercise and hence is not included in this EqlA.

**Traffic Management**

The new Traffic Management service will be created by the transfer of network management, highways licenses, parking scheme delivery and traffic management orders from Sustainable Transport to Parking Services. It is not envisaged that there will be changes to the delivery of these services and hence no further impacts of the Traffic Management service are considered.

## **Business Support and Development**

This service will change through bringing together a range of technical support roles but also due to an overall reduction in the number of support and business improvement staff. It will take on IT/GIS support for the business unit, where this is currently located within services. In addition, it will provide a new role in supporting contract management and development of the waste (public realm) and highways contracts due to the reduction in management capacity. The officer supporting the North London Waste Authority will also be based on this section.

## **Services moving out from Single Frontline**

Some teams, Planning Enforcement, Transportation Planning and Carbon Management from Frontline Services, are due to move to Planning, Regeneration and Economy and the EqIAs for that restructure cover the impact on those services and staff.

The Coroner, coroner support and mortuary are proposed to move to the new Public Health Directorate from Enforcement. However, it is not envisaged that there will be any change to that service as part of this move and so no equalities impacts are considered.

## **Proposed changes – Neighbourhood Services**

One of the key changes to service delivery will be the creation of multi-disciplinary Neighbourhood Action Teams, which will bring together and integrate frontline service delivery for highways inspection, street enforcement and public realm contract monitoring functions achieving efficiencies and reducing duplication of street-based effort. These teams will be closely aligned to the new governance arrangements for the borough, working in Area Assembly areas and tackling local priorities as identified by the Area Committees and through the Area Action Plans. This joined-up approach should mitigate against service reductions as it will enable continued service provision (albeit more targeted and prioritised to agreed and identified local needs) whilst utilising reduced levels of resources.

The primary areas of service change are the creation of the new neighbourhood action and engagement and enablement groups.

The new neighbourhood action group encompasses

- three teams dealing with reactive highways maintenance, street enforcement and waste, litter and street cleaning contract compliance operating 8am to 8pm Monday to Saturday and 9am to 5pm on Sundays.
- One team to deal with more difficult issues covering tactical enforcement, trade waste enforcement and dog control issues operating as and when required

This is an extension to the existing operating hours for inspecting highway condition and waste contract monitoring as well as a slight increase to the Saturday operation of street

enforcement. In addition, all the on-street staff will wear a similar uniform, to increase awareness of the presence of Council officers on Haringey streets.

The engagement and enablement group will cover:

- residual community safety responsibilities linked to the preparation and delivery of the Community Safety Strategy
- road safety education, which is to be incorporated into a new Smarter Travel Team
- school travel plan and travel awareness work, also to be incorporated into the new Smarter Travel team
- consultation on sustainable transport schemes and planned works
- communications on waste, recycling and street cleaning
- a new enablement team to engage with the community, undertake research on an area's needs and develop area action plans to be agreed by the Area Committees

This group will be established to bring together officers from community safety, neighbourhood management community development, Sustainable Transport and Environmental Resources involved in consultation as well as staff involved with road safety education. This is to combine all roles that perform a significant amount of consultation, engagement or enablement with residents, traders or other organisations. It will also encompass a new Smarter Travel Team, working to increase the number of journeys undertaken by sustainable modes and to reduce the number of casualties through road accidents.

The Business Support and Development will deliver a reduced technical support service but combine GIS/IT support, contract development and support as well as the officer supporting the North London Waste Authority.

## 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](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?***

All residents in the borough use Frontline Services, as these are universal services. Unfortunately, there is limited data on who uses these services more. Whilst there has been extensive consultation on resident priorities to develop Neighbourhood Action Plans, there is no data from an equalities monitoring perspective on who contributed to these plans.

This analysis focuses on the areas which will experience a change in frontline service or service reduction as a result of restructure proposals as set out in section 1.

- ***are significantly under/over represented in the use of the service, when compared to their population size?***

### **Neighbourhood Services**

#### **Engagement and Enablement Group**

We know through national research that the groups which are most likely to participate in some form of dialogue with local authorities are either white (34%) or mixed race (30%) compared to Asian (24%), Black (26%), Chinese/Other (20%). (National Statistics from the Citizenship Survey April – Dec 2010.).

This data also shows that men (34%) are slightly more likely than women (32%) to engage in some form of civic participation. For age groups it shows that those most likely to participate are in the 35-49 (38%) and 50-64 (39%) age bands compared to young people (20%) in the 16-25 age band. Interestingly, a higher proportion of disabled people (35%) are likely to participate.

We do not have similar data for local participation or responses to consultations.

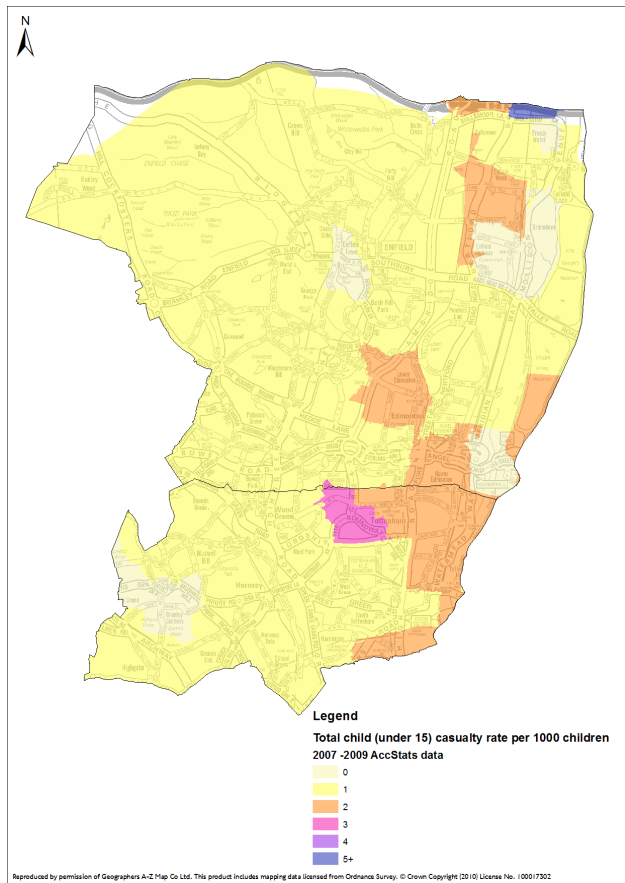
However, our own quantitative research often shows a marked difference in priorities when split down by age, gender or race e.g. Road to Improvement results 2007, the Place Survey and Residents Survey.

The creation of the Enablement Team means that there will be a dedicated resource to assess an area's needs and that their role will be to ensure that the views are representative of the population as a whole. One of the key roles of this team will be to devise Area Action Plans and it will be essential to ensure that the priorities identified reflect the views of all sections of Haringey's population and not just the most vocal or articulate ones. This will mean that there will need to be a variety of methods used to determine and assess an area's needs using quantitative as well as qualitative data. Whilst there is a risk that views from black or asian ethnic groups, young people, women and people with disabilities may be under-represented in the planning of Single Frontline Services, more resources are planned to represent their views than was previously available to the service.

### **Smarter Travel Team**

This will be a new team within the Engagement and Enablement Service. Its programme will be addressing child casualties as one of its main objectives. This is underlined by a significant amount of data, including looking at the home postcode of people and children involved in accidents as the location of accidents.( Analysis of Road Accident Data : London Borough of Haringey 2010). National and London wide research has repeatedly demonstrated that children from ethnic minority communities and from deprived areas are much more likely to be involved in accidents, including road accidents, than other children. The data on ethnic origin for accidents in Haringey is not a reliable source as many people either do not provide details or these are guessed by the Police and thus more indepth research at national and London wide levels has been relied upon in terms of impacts. We know from the Road to Improvement survey (2007) that more women than men regard road safety education as a priority and that this is also higher for younger age groups, up to the age of 29.

The programme is likely to be more focused on those areas which show the highest concentrations of child casualties and these correspond with the areas in Haringey of highest proportions of children, deprivation and high proportions of ethnic minorities. The picture below shows the concentrations of child casualties in both Haringey and Enfield and shows that the concentration is the highest in the eastern parts of both boroughs.



Another objective of the team is the promotion of cycling. This is predominantly a male activity and one which is also more frequently used by more affluent people as a means of transport (Fairness in a Car Dependent Society: Sustainable Development Commission 2011).

The information below sets out the data on cyclists in Haringey from the Council's Biking Borough Strategy 2010.

#### **How often?**

In "*Haringey Current Cycling Borough Level Analysis*" (from LTDS data), 8% of Haringey residents describe themselves as 'regular' cyclists (3+ days a week), whilst 4% describe themselves as 'occasional' (1-2 days a week) and 10% describe themselves as 'irregular' (less than once a week). 7% have 'not cycled recently' and 71% never cycle.

#### **Access to Bicycles**

49% of Haringey residents have access to a bike compared to 42% for London, so bike availability is higher than London average, though use is slightly below

#### **Gender**

Three and a half times more men cycle than women. Of those in the 'regular' category, 77% are male whilst 23% are female. 'Occasional' cyclists see a gender split of 69% male and 31% female. 'Irregular' cyclists have a gender split of 52% male and 48% female.

#### **Ethnicity**

Similar proportions of black and white and mixed ethnic groups cycle

regularly, though Asians less so. However, the white group is more likely to cycle occasionally or irregularly and a higher proportion of black and Asian ethnic groups never cycle.

## **Income**

There are no significant differences for regular cyclists across different incomes, but mid/higher incomes are more likely to be occasional / irregular cyclists whilst low income are more likely to never cycle..

## **Age**

The most frequent cyclists are in the 5 - 19 years age range. Cycling then declines through ages 20 - 29 years and 30 - 39 years , before a small peak in the 40 - 49 category, before declining again with a dramatic drop over in the over 60 category.

Those who have `never used a bike` are 44% male and 56% female. Spot counts carried out in two locations as part of this study confirmed that cycling is predominantly a male activity. However, it showed that the relative predominance of males is different in different areas. In Green Lanes, the ratio was 4:1, whilst in Stroud Green Road, the ratio was 2:1.

The risk is that considerable effort could be exerted to encourage more people to cycle and this could disproportionately benefit affluent males in Haringey rather than other groups. However, from a health perspective, cycling is a good way of reducing heart disease and middle-age men are one of the groups at most risk of developing heart disease.

The impacts of road traffic are disproportionately felt by the poorest sections of society (Sustainable Development Commission 2011) and the programme to encourage the use of walking, cycling and public transport, rather than car use, has the potential to bring more benefits in deprived areas than affluent areas.

## **Neighbourhood Action Team**

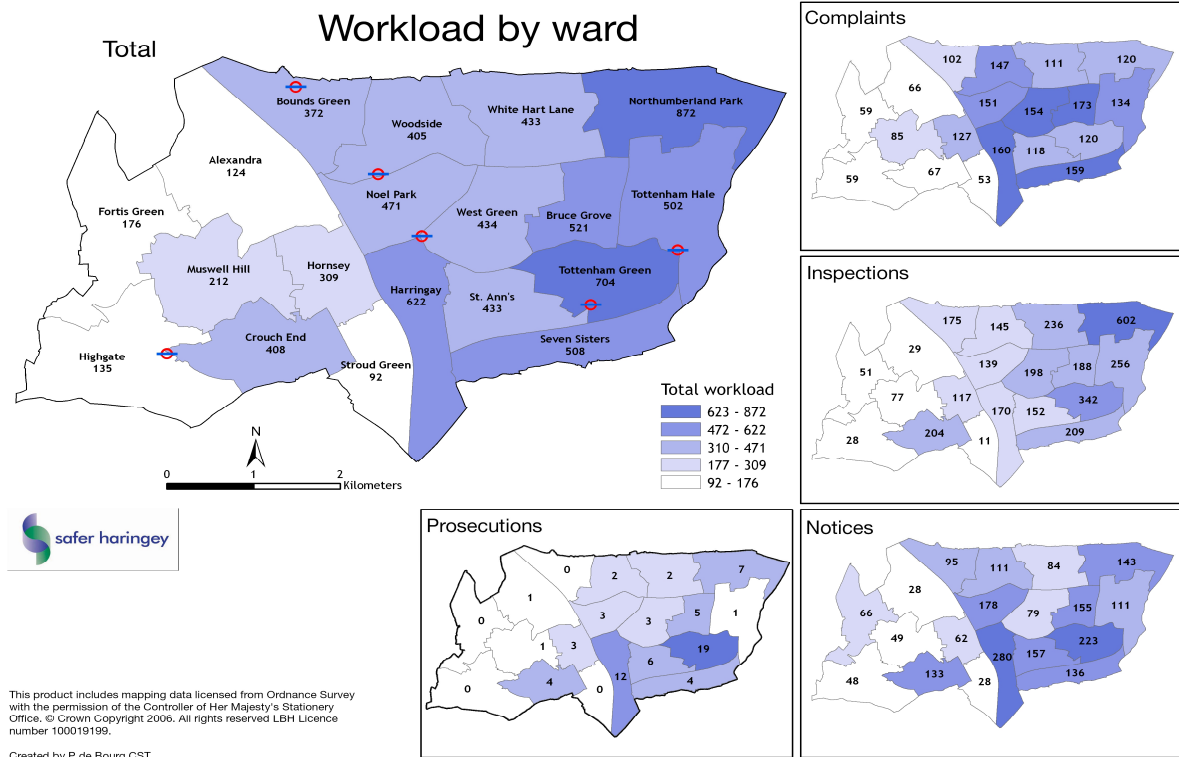
The Neighbourhood Action Team will bring together highways inspection, waste and street cleaning monitoring and street enforcement including tactical enforcement, trade waste enforcement and the dog warden.

Enforcement services, which covers activities in the street enforcement teams and regulatory services, have attempted to gather information using customer feedback forms about service users and their experience of and satisfaction with services. Feedback forms have been distributed to businesses and clients receiving licensing, trading standards, health and safety, food safety and duty of care inspections, as well as following enforcement action relating to pest control, noise enforcement and street enforcement. Unfortunately there has been an extremely low level of response. In the last six months approximately 50 forms have been returned across all service areas. Of these, many have not provided requested information about ethnicity or disability. As a result the data provided does not provide meaningful information about whether certain groups are under or over-represented in the use of the service, or in their experience of access, quality or outcomes relating to these services. Asking for this data at the point of enforcing (for example at the time of issuing a fixed penalty notice) is also



problematic because a lack of trust by users of officers reasons for asking for the information.

Some information about service users can also be inferred from geographical patterns of use. The map below shows the level of Environmental Crime enforcement activity within the borough based on data from early 2009. As can be seen from the map activity has clustered in certain areas, targeted due to levels of need.



Heaviest service use is in Northumberland Park, Tottenham Green, and high workload is also experienced in Bruce Grove, Tottenham Hale and Seven Sisters. These are areas of the borough with higher percentages of the population who are of black and minority ethnic origin, and higher proportions of people aged 0-19.

**Service used n this area have;**

- have raised concerns about access to services or quality of services?
- appear to be receiving differential outcomes in comparison to other groups?

One of the roles of the Neighbourhood Action Team will be to monitor street cleanliness and also tackle dumping and graffiti. Analysis of survey data from the Resident Survey 2010/11 has been undertaken to explore whether different equalities groups have different experiences and perceptions of conditions and services in the borough in this area. Quotas are set on gender, age, ethnic origin, housing tenure . The key findings are:

- **Which of these are you most concerned about?: litter and dirt in the street**

Of the 1032 people answering this question in the Residents Survey, 79% said that litter and dirt in the streets was not an area of personal concern, and 31% said that it was. This was an increase in concern above 09/10 and the greatest increases in concern were in the Tottenham Hale/Seven Sisters Area Committee area and amongst those who lived in Council rented property or other forms of tenure. Satisfaction for owner occupiers showed hardly any change.

Of those who felt this was of personal concern, this was greatest for people of Asian (40%) and African ethnicity (39%).

Respondents were broken down into age bands of ten years, which uncovered that results did not vary more than +/- 3% according to age.

Previous resident and place surveys have shown that litter and dirt on streets is of more importance to women and disabled people. In 2009/10 survey, for disabled respondents, 30.1% said that litter in the street was an area of personal concern, and 69.9% said it was not. On the basis therefore of the responses of 146 disabled people, this is more significant for disabled residents.

- **How well do you think the council do the following? Respond to residents' concerns about litter, fly-tipping and other environmental crimes?**

53.5% of Place Survey 2010 respondents felt the council did very well or fairly well in responding to these concerns, and 27% felt the council did not do very well, or at all well. Among women, 53.9% felt the council did very/ fairly well, while among men only 46.1% of women felt they did.

Broken down into age bands, most clusters were within +/-5% of this, excepting the 18-24 year old age-group. Of this group 35.5% felt that the council was not good at responding to these issues, and only 46% felt that they did well.

Of disabled respondents, 59.6% felt that the council did well in responding to these concerns, and 40% felt that they did not.

Broken down by faith and ethnicity samples sizes are too small to be meaningful. However, it can be noted that 86.1% of the 385 Christian respondents felt the council did very/ fairly well in this area, and that of 150 Muslim respondents, only 32.8% felt the council did very/ fairly well in this area. This suggests that it would be useful to undertake further exploration of this area.

- **Satisfaction with keeping public land clear of litter and refuse.**

28.3% of Place Survey 2009/10 respondents overall were dissatisfied/ very dissatisfied with efforts to keep public land clear, and 50.1% were fairly/ very satisfied. Younger people tended to be more satisfied than older people, however the variance was only +/- 5%. Dissatisfaction was highest among those aged 25-34 (33.6%) and those aged 35-44 (36.2%).

Of disabled people, 43.81% were satisfied and 23.35% were dissatisfied. In relation to gender, the breakdown did not reveal variation above +/-2%. There were not sufficient numbers of respondents for breakdown by ethnicity to be meaningful.

**Other research.**

In July 2009 Keep Britain Tidy undertook research in the area enclosed by Broad Lane, Tottenham High Road and Monument Way sometimes referred to as the Gyratory Garden Village, to explore perceptions in Haringey of environmental quality and waste services. This work uncovered that improving environmental quality was particularly emphasised by the non-English speaking residents, who associated such issues directly with their health. The research report recommended that efforts be made to ensure all residents are included in communication, including liaising with local communities where possible to ensure all black and minority ethnic residents are catered for.

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

As noted above this learning is based on Resident and Place survey responses, recent research, analysis of service delivery patterns, and consideration of available data about service users.

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

As is intended in plans for the new service, there will be a need for full consultation and engagement with service users about the development of area action plans to ensure that residents are able to highlight priorities and influence the direction of resources.

The research above suggests that it would be valuable to work with disabled groups and with different faith groups to uncover any specific issues which may have led to greater concerns or dissatisfaction with public realm services.

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

Areas where enforcement activities have historically been high tend to be areas experiencing multiple deprivation, for example with lower proportions of owner occupation and higher levels of unemployment. Language has been identified as one potential barrier to accessing service.

**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)**

**Enablement and Engagement Team**

<del>Increase barriers?</del>	Reduce barriers?	<del>No change?</del>
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**Neighbourhood Action Team**

<del>Increase barriers?</del>	Reduce barriers?	<del>No change?</del>
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**Comment**

**Enablement and Engagement Team**

The creation of an Engagement and Enablement Group within the new Single Frontline Service will ensure that a wide range of residents, businesses and partners are engaged in identifying areas of priority for service provision, but there is a risk that with the resources available it may be difficult to engage hard to reach groups.

**Neighbourhood Action Teams**

The Single Frontline proposal to create Neighbourhood Action Teams which will deliver area priorities and be closely aligned to Area Assemblies and Area Committees. This should result in the service provision being more focused to local priorities and areas of need. In addition, the extended hours of operation and the increased uniformed presence on street may provide additional reassurance.

However, the Single Frontline model will rely on doing more with less, and it will be necessary to carefully plan work priorities that are realistically aligned to available resources. As such, the service may be less responsive to ad-hoc requests than it has been in the past.

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

The Enablement and Engagement Team will need to plan how to engage hard to reach communities and how to ensure that views of all sections of the community are taken into account when developing Area Action Plans and planning consultations. Participation by all sections of the community in developing Area Action Plans will need to be monitored to assess if there are any gaps in knowledge of the priorities for different sections of the community as well as gaps in data to be able to assess service take up. However, this will have to be accommodated within the resources available.

The Smarter Travel team are looking to target specific areas and sections of the community. Whilst this includes work on child casualties which will target families in deprived areas of the borough, it also includes work with affluent communities to reduce car use. The team need to be aware of the equalities impact of their work and ensure this is taken into account in planning their work.

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

N/A at this time. As stated, engagement with user groups will be an ongoing element for the service, and development of actions to identify issues raised will be a mainstreamed part of service delivery.

A key issue would appear to be the higher amount of dissatisfaction with some services by people who are either Council tenants or not owner occupiers. This would seem to suggest that there is higher satisfaction for services which the Council provides on public roads, rather than the services provided by Homes for Haringey or registered social landlords. The provision of consistent service provision for all of Haringey's residents, according to need, is an aspiration but delivery is outside the scope of this restructure.

## 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?***

There has been no specific consultation on the restructuring proposals with residents, traders or other organisations in the borough. However, it will be important to communicate the service changes to ensure that residents are able to easily access services.

The existing neighbourhood action plans identify priorities for residents in the 7 Area Assembly Areas, which were developed in consultation with communities. It is clear that many of these relate to a cleaner, greener, safer Haringey. The proposals for Single Frontline seek to safeguard the services which residents have said are most important to them. Although there are widespread changes proposed to staffing arrangements as part of this restructure, the range and level of many services will remain unchanged.

Several existing consultations have been carried out which have addressed issues relevant to this proposal and have been considered as part of this EqIA. This includes evidence discussed in section two. Key issues are summarised in the table at 'step 7' below.

Ongoing consultation is very much embedded in the service model for the Single Frontline, as a critical driver in the development of area action plans.

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

The proposals for the Single Frontline have been developed to minimise the impact to frontline service provision, and thus reduce the impact on residents and businesses.

The creation of the Engagement and Enablement Team ensures that there will be a variety of ways for residents, traders and organisations to engage with the Council on Single Frontline Services. The combination of the changes to Single Frontline and the Council's governance structure create an opportunity for services to be delivered differently between the 7 Area Committee areas depending on resident's priorities.

The proposal to create Neighbourhood Action Teams will ensure that local needs and priorities are identified and addressed, and thus areas of greatest concern receive the greatest level of possible resourcing. The process of the Area Assemblies and

Committees leading through to the Area Action Plans will ensure these priorities are community-led, and thus reflect the priorities of the local community. A small dedicated team of officers will be put in place to engage residents and ensure the efficacy of this process. This team will take responsibility for ensuring that further consultation with specific equalities takes place in response to the issues identified in this EqlA and on an ongoing basis.

***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?***

A summary of the annual Residents' Survey is provided on the Haringey website.

Going forward, the Area Action Plan approach to service delivery will be more consultative than previous service models and will be fed back to residents through the Area Assemblies and Area Committees.

## 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?***

It is planned to provide training to staff as part of the mobilisation of the new Single Frontline Service, prior to full service launch in January 2012. This will include new ways of working, new operating systems, and any equalities implications identified.

A specific guide to the results of the Resident's Survey 2010 has been provided for Single Frontline and this will be disseminated to ensure staff are aware of the variety in responses from different groups in the population.

It is recognised that there will be a number of training and development needs as a result of the restructure. These will be assessed as part of the restructure and a suitable development and training programme developed and implemented.



## 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?***
- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***
- ***Are there monitoring procedures already in place which will generate this information?***
- ***Where will this information be reported and how often?***

The annual residents' survey will continue to be of value to monitoring the equalities impacts of frontline service delivery.

The EqIA process has identified that extensive data on the equalities strands of frontline service users is not currently widely captured. The new Engagement and Enablement Group will work with the corporate centre to establish the most effective and resource efficient way to collect more extensive equalities data. This could be captured through the engagement process for the development of the Area Action Plans, or through the Community Hubs model explored in the Rethinking Haringey proposals.

In addition, we will need to monitor the service impacts of the changes. Whilst it has been assumed that many of the staffing changes will not result in equality impacts, this will need to be monitored to assess whether there will be unforeseen impacts.

## 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>Overall age does not appear to have a significant impact on perceptions of these service areas.</p> <p>There is some indication that 18-24 age group may be less satisfied about the response environmental crime (although younger people in general are more satisfied on other measures).</p> <p>The importance of pavement replacement and pothole repairs as well as more controlled crossing points increases over the age of 45 and particularly for the 75+ age group.</p> <p>Both children and elderly people are more likely to trip on uneven pavements due to lifting their feet less when walking.</p>	<p>Higher levels (5%) feeling that litter and refuse on the streets is a concern.</p> <p>No data available on highways issues. Although pavement condition and the need for dropped kerbs has frequently been raised through mobility forum and transport forum meetings.</p>	<p>Numbers of survey respondents are insufficient to give robust data about perception of services by ethnicity.</p> <p>Resident's survey from 10/11 shows that Asian and African people have higher personal concerns about litter/dirt on streets.</p> <p>Language can be an issue in accessing services.</p> <p>BME population experience a disproportionate amount of road traffic accidents.</p>	<p>Generally slightly higher levels of concern about litter, refuse and fly-tipping.</p> <p>Road safety education and controlled crossing points tend to be a higher priority with women than men.</p> <p>Women are less likely to cycle than men.</p>	<p>Survey data availability is not based on a big enough sample to be analysed in relation to religion.</p> <p>However initial analysis does indicate that different religious groups have different perceptions of how effectively the council are at addressing environmental quality issues.</p>	<p>We currently have no data on how groups of different sexual orientation experience services</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
Lack of equalities data on service users	Better capture of equalities data through new consultative approach to developing local Area Action Plans	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Include all residents in communication exercises	Effective liaison with local community groups to ensure BME residents are catered for and that data is captured on participation	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Large discrepancy between satisfaction with Council's response to litter, fly-tipping and environmental crimes with different faith groups	Further exploration of discrepancy between satisfaction levels with cleanliness and faith	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Need to identify newly arising issues	Ongoing monitoring of user satisfaction through Residents Surveys	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Road safety education higher priority for women	Need for equalities impacts to be considered in planning and carrying	Smarter Travel Team (part-time Programme Manager in post)	June 2011 onwards	This will be established into the mainstream working of the Engagement &

<b>Issue</b>	<b>Action required</b>	<b>Lead person</b>	<b>Timescale</b>	<b>Resource implications</b>
and road safety accidents higher for BME populations	out smarter travel work			Enablement Team.
Focus on promoting cycling may disproportionately benefit men	Need for equalities impacts to be considered in planning and carrying out smarter travel work	Smarter Travel Team (part-time Programme Manager in post)	June 2011 onwards	This will be established into the mainstream working of the Engagement & Enablement Team.
Uncertain equalities impact as a result of overall reductions or changes to community safety	Consideration should be given to an EqIA on the overall revised Haringey Community Safety Strategy to take into account changes in resourcing from the Council, Police and other services	Engagement and Enablement Manager	Mid 2011/12 onwards	Dependent on future community safety resources
Assumption that will be no equality impacts where there are changes to staffing arrangements but no planned changes to service delivery	Services delivery will need to be monitored to assess whether equality impacts are occurring due to these changes	To be addressed by the Single Frontline Management Team through the People Plan changes	Mid 2011/12 onwards	
Differences in satisfaction of services between owner-occupiers and non owner-occupiers	Liaison with Homes for Haringey and registered social landlords on service provision	Head of Neighbourhoods	Mid 2011/12 onwards	Dependent on resources

**Step 9 - Publication and sign off**

*There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also to make the whole process and its outcome transparent and have a wider community ownership. You should summarise the results of the assessment and intended actions and publish them. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.*

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

This document will be published as part of the public report on the Single Frontline restructure which will be determined at the Council's General Purposes Sub-Committee on 19<sup>th</sup> May 2011.

**Assessed by (Author of the proposal):**

**Name:** Joan Hancox

**Designation:** Head of Sustainable Transport

**Signature:**

**Date:** 12 May 2011

**Quality checked by (Equality Team):**

**NAME:** Zakir Chaudhry

**DESIGNATION:** Principal Policy Officer

**SIGNATURE:**

**DATE:** 13th May 2011

**Sign off by Directorate Management Team:**

**Name:**

**Designation:**

**Signature:**

**Date:**

The table below sets out the services covered by the restructure and the type of change which they will be going through.

<b>Service changes already covered by EqIA</b>	<b>No change to service or staff</b>	<b>No change to service and change to staff</b>	<b>Change to service and change to staff</b>
Waste, recycling and street cleaning	ASBAT		<b>NEW – Engagement and Enablement Group</b>
Neighbourhood Management – effects some services to be provided by Single Frontline proposals	Dog warden	Regulatory Services	Community Safety
Planning, Regeneration and Economy restructure – will affect Transportation Planning Planning Enforcement Carbon Management	Out of Hours	Street lighting	Sustainable Transport Road safety education
	Licensing	Planned highways maintenance, inc structures and bridges	Sustainable Transport - School travel plan
	Commercial environmental health team	Delivery of transport schemes	Sustainable Transport consultation
	Trading standards team		Environmental Resources – communications
	Pest control		NEW - Enablement Team
	Parking engineering schemes	Parking correspondence	<b>NEW – Neighbourhood Action Group</b>
	Traffic Management Orders	Concessionary travel	Tactical enforcement
		Parking services – revenue	Trade waste
		Systems support and development officer	Street Enforcement
		Parking enforcement	Reactive highways maintenance
		School crossing patrol service	Street cleaning, waste and recycling contract monitoring
		Car parks	<b>Business Support and Development</b>
		CCTV	Technical support
		Traffic Management	NEW Contract development

Service changes already covered by EqIA	No change to service or staff	No change to service and change to staff	Change to service and change to staff
		Systems support	

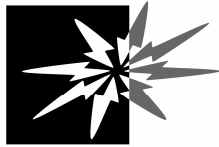
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## Appendix H

Milestone(s) / Deliverables	Target Date
Report to Cabinet	25 <sup>th</sup> January
Briefings on initial proposals undertaken for affected staff and managers of affected staff	11 <sup>th</sup> , 15 <sup>th</sup> and 16 <sup>th</sup> February 2011
Formal consultation	21 March to 6 May 2011
Respond to consultation, including any amendments	13 <sup>th</sup> May
General Purposes Committee	19 <sup>th</sup> May
Develop new working arrangements (implementation plan)	Traffic Management June - July Neighbourhood Services June – July
Recruitment process / Redeployment Process	Traffic Management June / July / August Neighbourhood Services June / July/ August
Go-live of new working arrangements	Traffic Management – Sept ‘11 Neighbourhood Service – Jan ‘12

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**Haringey** Council

Agenda item:

**[No.]**

<b>General Purposes Committee</b>		<b>On 19 May 2011</b>
Report Title: <b>Recreation Services Reshaping</b>		
Report of: <b>Anne Lippitt, Interim Director of Places and Sustainability</b>		
Signed: Contact Officer <b>John Morris, Assistant Director, Recreation Services</b>		
Wards(s) affected: <b>All</b>	Report for: <b>Key Decision</b>	
<p><b>1. Purpose</b></p> <p>1.1 To present proposals for the reorganisation of Recreation Services.</p> <p>1.2 To seek Member approval to the new structure and establishment for Leisure Services.</p>		
<p><b>2. State Link(s) with Council Plan and Actions and or other Strategies</b></p> <p>2.1 The Service focus, priorities and action are primarily linked to the Council Plan priorities of :</p> <ul style="list-style-type: none"> <li>• Delivering a greener borough</li> <li>• Encouraging lifetime wellbeing at home, work, play and learning.</li> <li>• Delivering excellent customer focussed cost effective services.</li> </ul> <p>2.2 The proposals set out in this report are designed to both implement the Councils agreed budget strategy, and reflect the principles established in the 'Rethinking Haringey' blueprint.</p>		
<p><b>3. Recommendations</b></p> <p>3.1 That Members:</p> <p>3.1.1 Note that the proposals are based upon the need to achieve initial budget savings</p>		

of £1.53m from 1 April 2011.

- 3.1.2 Note that the proposed Parks related changes/reductions only relate to Parks management and maintenance, and not the ongoing delivery of grounds maintenance services to Homes for Haringey and Highways.
- 3.1.3 Agree the focus and shape of the new structure for Leisure Services i.e. Client, Operations and Commissioning.
- 3.1.4 Agree the specific changes and reduction in the establishment taking into account the outcome of consultation set out in the report and having due regard to the Authority's public sector equality duty.
- 3.1.5 Agree the area based deployment of Parks Operations staff.
- 3.1.6 Agree the permanent staffing structure at Broadwater Farm Community Centre.
- 3.1.7 Note that completion of the current planned leisure externalisation programme over the next 2 -3 years will require further organisational review.

#### **4. Reasons for Recommendations**

- 4.1 In planning for and implementing service organisational change we need to:
  - Reduce cost and improve value for money.
  - Develop greater 'fitness for purpose'.
  - Ensure appropriate 'spans of control' and related management/supervisory ratio's.
  - Engage new Support Service arrangements
  - Support our change programme/projects
  - Maintain core service delivery.

#### **5. Other Options Considered**

- 5.1 The proposals set out in this report are based upon the options considered by Cabinet, in determining:
  - Sports and Leisure – Strategic Direction.
  - Parks Services – Change Proposals.

#### **6. Summary**

- 6.1 The agreed programme of change includes action to:
  - Improve operational efficiency
  - Reduce and redirect use of subsidy.
  - Withdraw from service delivery.

6.2 The 'reshaping' proposals set out in this report seek to:

- Tackle base budget pressure.
- Support service externalisation
- Embrace new ways of working
- Contribute to achieving an agreed budget saving of £2.7m over the next 3 years.

6.3 The Service currently has an establishment of 218.8 FTE posts, and a net reduction of 48.5 FTE posts is proposed, with a new establishment of 170.3 posts (excluding Bereavement Services and now Broadwater Farm posts).

6.4 The key changes between the current (see appendix 1) and proposed (see appendix 2) structures are:

- Integrated Parks and Sports operational and client functions.
- Reduced management and increased spans of control.
- Amended frontline supervisory ratio's in Parks
- Reduced Grounds Maintenance operational staff
- Closure of Tottenham Green catering function.

6.5 The proposed reshaped Leisure Services will be made up as follows:

<b>Service Unit</b>	<b>Number of Staff</b>
• Client services	13 FTE
• Operational services	145.3 FTE
• Commissioning Services	12 FTE
<b>Total</b>	<b>170.3 FTE</b>

6.6 The Client Service will manage both internal/external partnerships/agreements/contracts, and the delivery of Allotments and Arboricultural Services, whilst the Commissioning Service will lead on service development, commissioning and investment programme.

6.7 The Operational Services will manage day to day service delivery covering:

- Sports and Leisure Centres (x5)
- Parks Maintenance and Management
- Wolves Lane Nursery
- Bereavement Services (prior to transfer).

6.8 The most significant changes are linked to the reductions in parks, with the following key features:

- 2 Operational Areas (see appendix 3) each with a Manager Assistant Manager and 4 x Team Leaders.
- Each Operational Area will have 3 generic Operational Zones/Teams, with a

- Team Leader, Senior Operative, and 4 x Operatives (36 staff in total).
- Each Operational Area will also lead a Taskforce Team, with a borough wide remit, and a Team Leader and 6 x Senior/Operatives. These teams will cover hygiene, gate locking, gang mowing, tree works, and machinery/play/general maintenance. (14 staff in total).
- Teams will operate out of 6 depots and use 5 sub depots. Four depots (Priory, Muswell Hill, Finsbury, Markfield) will be shared with Veolia, whilst a further four will be exclusively used by Veolia (Stationers, Bruce Castle, Woodside, Chestnuts). (See Appendices 4 &5)

6.9 A reduction of 38 posts can be achieved through Voluntary Redundancy (21) and deletion of vacancies (17), leaving a remaining net reduction of 10.5 posts/staff made up as follows: (see appendix 6)

Functions/Posts		Method of Selection
Tottenham Green Catering	1.5	Unit Closure (1.5)
Broadwater Farm Development Officer	1	Closed Ringfence (2)
Park Operatives	9	Recruit to Stay (31)

6.10 Following Voluntary Redundancy and the deletion of vacancies, no further changes are proposed in Sport and Leisure (except those shown at 6.9 above), Wolves Lane or Bereavement Services.

6.11 The service is currently progressing internal recruitment to 7 Parks Operations vacancies (Scale 4/5), considering a further reduction in planned agency use (pending further staff retirement over the next 6 months), and holding 3 Gardener vacancies in Bereavement Services. This will significantly reduce or eliminate the need to progress the 'recruit to stay' and related compulsory redundancies in this area.

6.12 Formal consultation was undertaken between 28 March 2011 and 6 May 2011, and is set out in more detail at paragraph 11.

## 7. Chief Financial Officer Comments

7.1 The proposed restructuring supports what was agreed in the HESP staffing/operational efficiency savings for 2011-12. It is noted that the slight shortfall in savings as a result of delayed implementation of the new structure will be compensated through reduced planned agency spend and holding vacancies

## 8. Head of Legal 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 and its outcome set out in paragraph 11.

8.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the equality impact assessment Appendix 7 to follow.

8.3. The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes should be considered under the Council's policies regarding redeployment and redundancy.

## **8 Head of Procurement Comments**

9.1 Not Applicable

## **10. Service Finance Comments**

10. The proposed restructuring in addition to containing base budget pressure, underpins the agreed operational efficiency and staff related savings £1.2m in 2011-12. Although there is a slight delay in its implementation, the Service is holding back agency spends and vacancy hires to compensate any potential shortfall in savings. Additionally, the Service has reduced staffing in Bereavement Services through voluntary redundancies in order to reduce the adverse effect of continuous under performance in income. The proposed restructure assumes the redundancy costs are funded through central provision/reserve

## **11. Consultation**

11.1 The formal staff consultation document was issued on 28 March 2011, and followed up by:

- 5 staff mass staff meetings across Recreation Services, and a further follow up meeting for Parks staff.
- 3 follow up meetings with Branch Officials and related feedback/queries.
- Feedback /queries from individual employees.

11.2 The key action and resulting changes to the original proposals include:

- Further requests for Voluntary Redundancy, and vacancy deletions due to retirement/leavers.
- Development and agreement on 'Recruit to Stay' Management Assessment selection process, relating to Parks Operations staff.
- Recruitment to vacancies (due to retirement, leavers, voluntary redundancy) to reduce or eliminate need for compulsory redundancy in Parks Operations.
- Move from the use of 'closed ringfences' to 'slotting in' where there is no net reduction in posts/staff, and subject to evaluation and employee agreement.
- Amended the Broadwater Farm Community Centre Development Officers

‘Open’ to ‘Closed Ringfence’.

- Base the new Development Officer (following implementation of Broadwater Farm ‘closed ringfence’) in the Commissioning Unit.
- Deleted 2 Apprentice Gardener vacancies to offset Parks Operatives reduction need.
- Planned ‘agency’ budget provision already reduced, and further temporary reduction proposed.
- Piloting delivery of summer bedding through volunteering managed by British Trust for Conservation Volunteers.

## **12. Equalities and Community Cohesion Comments**

12.1 An Equalities Impact Assessment has been undertaken, and will be completed following implementation of the new structure. The deletion of vacancies and use of Voluntary Redundancy has significantly limited impact, with the exception of:

- The 3 Catering staff at Tottenham Green are all female, black and minority ethnic, and lower paid staff. These staff are in a ‘Unit Closure’ ring fence and thus face Compulsory Redundancy. The Service is exploring alternative opportunities both within Leisure Services and through the Council’s wider redeployment process.
- A significant proportion of Voluntary Redundancy applicants in Parks were male, white and 55+.

## **12 Use of Appendices/Tables and Photographs**

12.1 The following appendices are attached:

Recreation Services – Current Organisational Chart -	Appendix 1
Proposed Leisure Services Organisational Chart -	Appendix 2
Parks Area Map -	Appendix 3
Grounds Maintenance Operations Teams Depots West -	Appendix 4
Grounds Maintenance Operations Teams Depots East -	Appendix 5
Section Process to New Structure -	Appendix 6
Equalities Impact Assessment – Recreation Services Restructure	Appendix 7

## **13 Local Government [Access to Information] Act 1985**

13.1 The following background papers have been used in the preparation of this report:

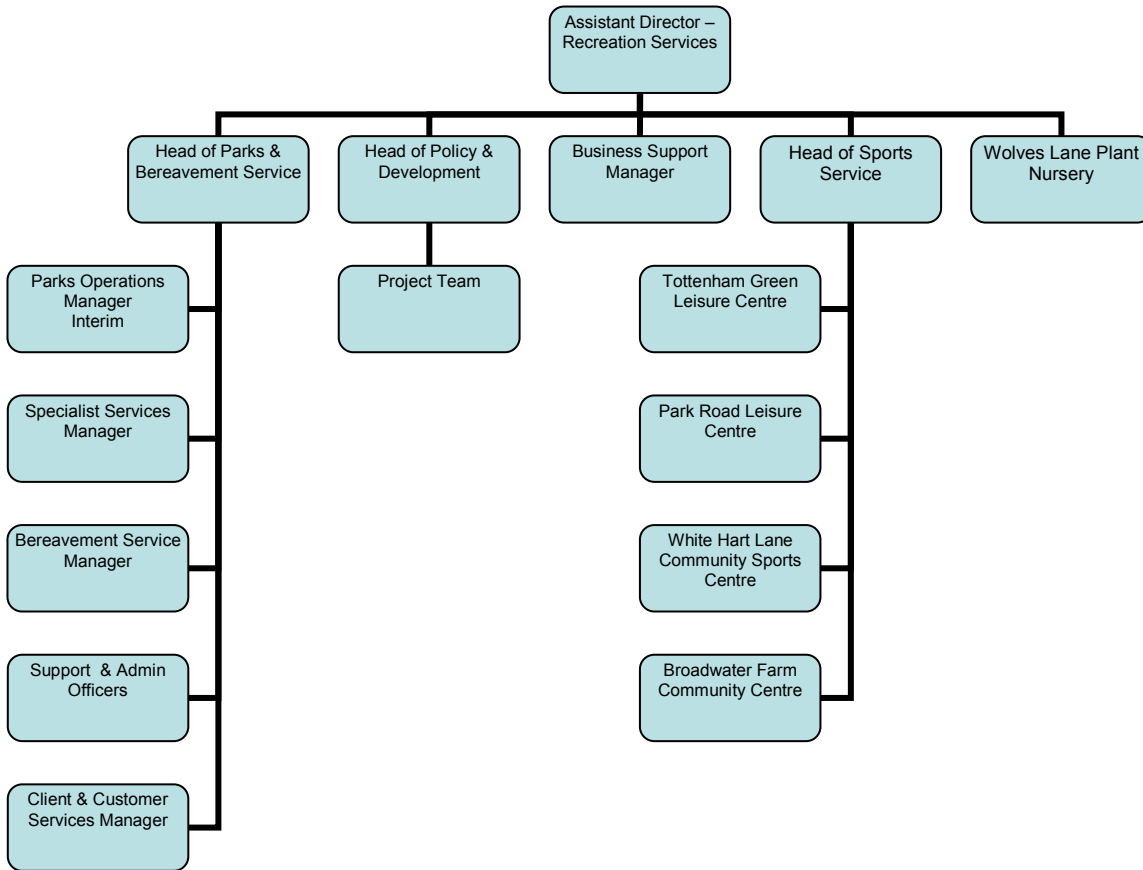
- Sports and Leisure – Strategic Direction (Cabinet Report February 2011)
- Parks Services – Change Proposals (Cabinet Report March 2011)
- Staff Consultation Document.





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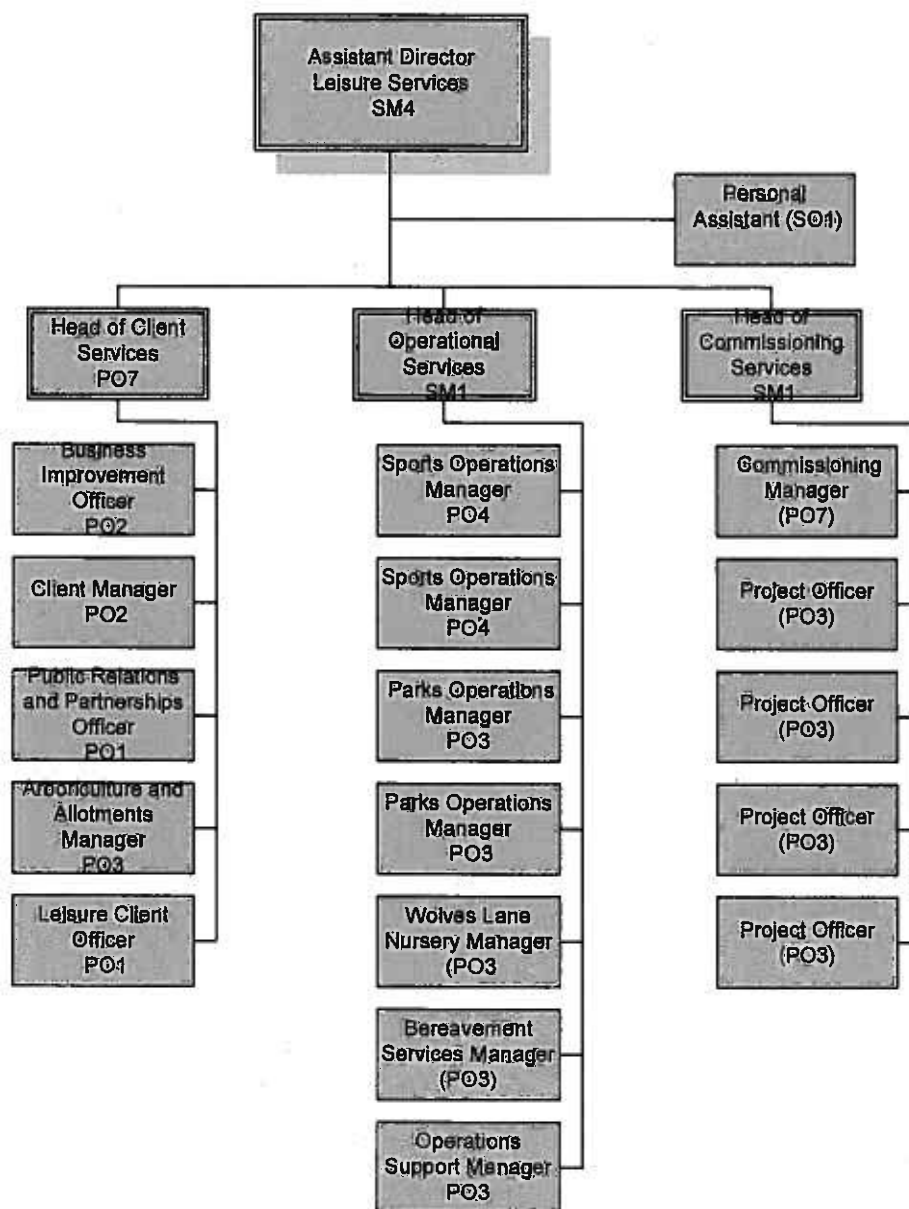
Recreation Services – Organisational Chart



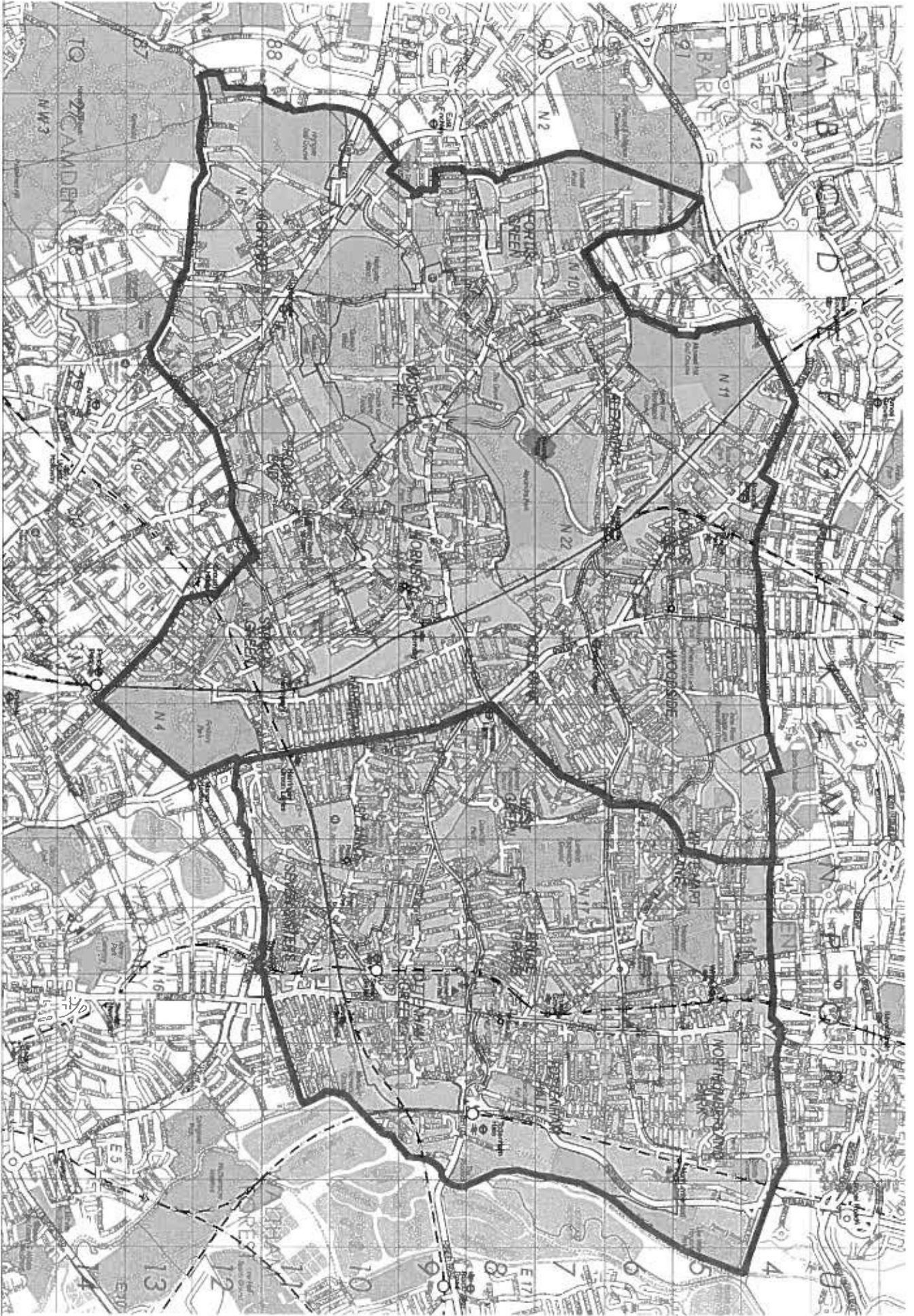
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# Proposed Leisure Services Organisational Chart

Friday, May 13, 2011



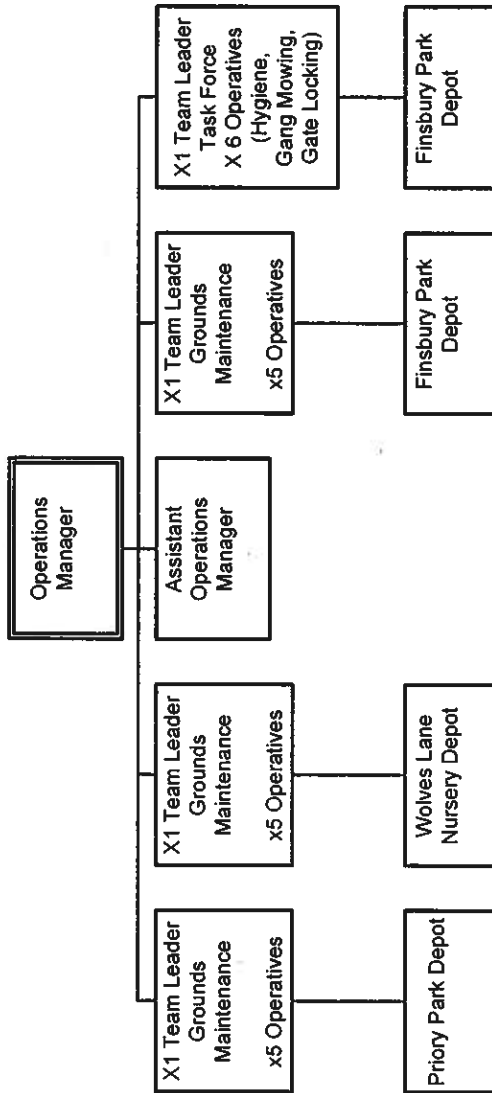
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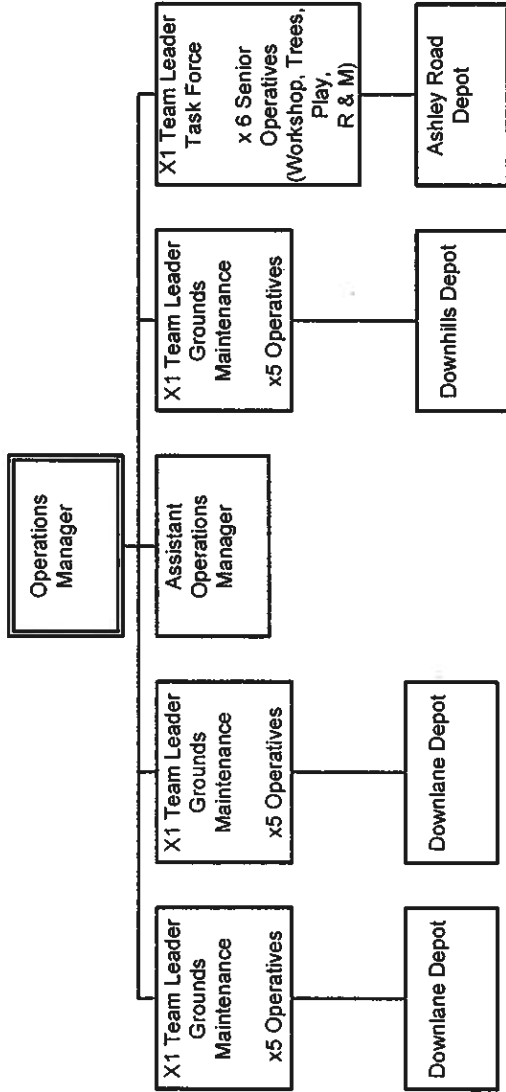
Haringey Parks Service  
Grounds Maintenance Operations West Area



**Satellite Sub Depot Sites**  
WHLCS  
Albert Rec  
Muswell Hill Playing Fields

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Haringey Parks Service  
Grounds Maintenance Operations East Area



Satellite Sub Depot Sites  
Markfield Park  
Lordship Rec

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## Selection Process to New Structure

Current Post	New Post	Method of Selection	Grade
Assistant Director	No Change	Slot in	SM4
Head of Sports	Head of Operational Services	Slot in	SM1 *
Business Development Manager	Head of Client Services	Slot in	PO7 *
Business Development Support Officer	Business Improvement Officer	Slot in	PO2 *
Programming & Promotions Officer	Quality and Improvement Officer	Slot in	PO1 *
Senior Administrative Officer	Senior Support Officer	Slot in	SO1
Business Support Assistant	Operational Support Officer	Slot in	Sc 4/5
Operations Manager	Sports Operations Manager	Slot in	PO4 *
Assistant Manager	Assistant Manager	Slot in	PO1
Assistant Manager (Operations)	Assistant Manager	Slot in	PO1
Sales Advisor/Receptionist	Events Officer	Slot in	Sc 5
Cook	Unit Closure	Compulsory Redundancy	n/a
Food Service Assistant	Unit Closure	Compulsory Redundancy	n/a
Food Service Assistant	Unit Closure	Compulsory Redundancy	n/a
Assistant Manager	Assistant Manager	Slot in	PO1
Manager (WHLCSO)	Sports Operations Manager	Slot in	PO4 *
Assistant Manager	Assistant Manager	Slot in	PO1
Partnerships Development Manager	Development Officer	Closed Ringfence	PO1 *
Sports Development Officer			
Creche Worker	Administrative Assistant	Slot in	Sc 2
Sales Advisor (7)	No Change	N/A	Sc 4
Sales Advisor	Deleted	Retirement	Sc 4
N/A	Operational Support	Vacancy	PO3

	Manager			
Casual Leisure Attendant	Aquatics Instructors 5 FTE	Closed Ringfence	SO1	
Instructor				
Instructor				
Casual Leisure Attendant				
Instructor				
Casual Leisure Attendant				
Casual Leisure Attendant				
Instructor				
Casual Leisure Attendant				
Casual Leisure Attendant				
Leisure Attendant				
Casual Leisure Attendant				
Casual Leisure Attendant				
Instructor				
Instructor				
Duty Managers (8)	No Change	N/A	SC6	
	Duty Manager	No Change	Voluntary Reducdancy	Scale 6
	Senior Leisure Officers (4)	No Change	N/A	SC4
		Senior Fitness Instructors (2)	No Change	N/A
	Senior Fitness Instructor	Group Exercise Co-ordinator	Slot In	SC5
	Fitness Instructors (5)	No Change	N/A	SC3
	Fitness Assistant	Fitness Instructor	Slot in	SC3
	Fitness Assistant	Fitness Instructor	Slot in	SC3

Fitness Officer	Fitness Instructor	Slot in	SC3
Leisure Attendants (20)	No Change	N/A	SC3
Sales Advisors (14)	No Change	N/A	SC4
Cashiers (3)	Sales Advisor	Slot In	SC4
Cleaners (6)	No Change	N/A	SC1A
Manager (Specialist Services)	Parks Operations Manager	Slot in	PO3 *
Neighbourhoods Parks Manager	Parks Manager Operations	Slot in	PO3 *
Neighbourhoods Manager	Parks Operations 2 x Assistant Managers and 1 x Client Manager	Closed ringfence	PO1 *
Neighbourhood Manager			PO1 *
Neighbourhood Area Officer			PO2 *

Current Post	New Post	Method of Selection	Grade
Parks Chargehand/team leader	Deleted	Voluntary Redundancy	Scale 5
Parks Charge Hand/ Team Leaders (8)	No Change (except team/base)	Slot In (8 to 8)	Scale 5
Parks Charge Hand/Team Leader	Deleted	Voluntary Redundancy	Scale 5
Senior Operative	No Change	V.Redundancy	Scale 4
Senior Operatives (5)	No Change	Slot in	Scale 4
N/A	Senior Operative	Vacancy	Scale 4
N/A	Senior Operative	Vacancy	Scale 4
Aborist	No Change	Slot in	Scale 4
Playfitter	No Change	Voluntary Redundancy	Scale 4
Playfitter	No Change	Slot in	Scale 4
Semi skilled Mechanic	No Change	Slot in	Scale 4
Semi skilled Mechanic	No Change	Vacancy	Scale 4
Maintenance Operative	New Post	Vacancy	Scale 4
Gardeners/Operatives (31)	Gardeners/Operatives	Recruit to stay (31 to 22)	Scale 3



Current Post	New Post	Method of Selection	Grade
Gardener/Operative	Deleted	Voluntary Redundancy	Scale 3
Gardener/Operative	Deleted	Retirement	Scale 3
Trainee/Apprentice	Deleted	Vacant	Scale 1
Trainee/Apprentice	Deleted	Vacant	Scale 1
Trainee/Apprentice	No Change	N/A	Scale 1
Trainee/Apprentice	No Change	N/A	Scale 1
Mobile/Dog Hygiene Operatives (4)	Taskforce Operatives	Slot in	Scale 1
Public Relations Officer	Public Relations and Partnerships Officer	Slot in	PO1 *
Administrative Support Officer	Client Services Officer	Slot in	Scale 5*
Customer Service Assistant	Client Services Officer	Slot in	Scale 5*
Business Support Officer	Client Services Officer	Closed ringfence	Scale 5*
Business Support Assistant	Operational Support Officer		Scale 5*
Principal Arborticultural Officer	Arboriculture and Allotments Manager	Slot in	PO3 *
Senior Arboriculture Officer	Senior Arboriculture and Allotments Officer	Slot in	SO2 *
Assistant Arboriculture Officers	Arboriculture and Allotments Officers	Slot in	Scale 6*
Policy & Development Manager	Head of Commissioning Services	Slot in	SM1*
Senior Leisure Projects Officer	Commissioning Manager	Slot in	PO7*
Open Space Programme Officer	Project Officer	Slot in	PO3
Senior Client Projects Officer	Project Officer	Slot in	PO3
Project Officer (Nature Conservation)	Project Officer (Nature Conservation)	Slot in	PO3
Play Development Officer	Commissioning Support Officers (5 posts)	Closed ringfence	SO1/2 *
Club/Coach/Volunteer Development Officer			
Sports Hub Officer			
Project Support Officer			
Community Outreach Officer			
Bereavement Services Manager	No Change	n/a	PO3
Administrative Officer	No Change	n/a	Scale 4
Business Support Officer	No Change	n/a	Scale 4
Training & Health/Safety Officer	No Change	n/a	Scale 5
Memorial Officer	No Change	n/a	Scale 4
Officer Manager	No Change	n/a	Scale 6

<b>Current Post</b>	<b>New Post</b>	<b>Method of Selection</b>	<b>Grade</b>
Chapel's Supervisor	No Change	n/a	Scale 4
Crematory Operative	No Change	n/a	Scale 4
Driver/Gardener	No Change	n/a	Scale 4
Site Maintenance Officer	No Change	n/a	Scale 4
Driver/Gardener	No Change	n/a	Scale 4
Gardener	No Change	n/a	Scale 4
Gardener	No Change	n/a	Scale 4
Gardener	No Change	n/a	Scale 3
Gardener	No Change	n/a	Scale 3
Gardeners x 3	No Change	Recruit to stay	Scale 3
Team Manager	No Change	n/a	PO3
Senior Keyworker	No Change	n/a	Scale 6
Nursery Worker	No Change	Voluntary Redundancy	Scale 4
Gardener	No Change	n/a	Scale 3
Driver	No Change	n/a	Scale 3
Schools Liaison	No Change	n/a	Off Scale
Horticultural Supervisor	No Change	n/a	Off Scale
Training Manager	No Change	n/a	Off Scale
Support worker	No Change	n/a	Scale 3
Personal Assistant	No Change	n/a	SO1
Head of Parks & Bereavement	Deleted	Voluntary Redundancy	SM3
Senior Support Officer	Deleted	Voluntary Redundancy	SO2
Parks Area Officer	Deleted	Voluntary Redundancy	SO1
Parks Area Officer	Deleted	Voluntary Redundancy	SO1
Support Officer	Deleted	Voluntary Redundancy	Scale 6
Parks Chargehand	Deleted	Voluntary Redundancy	Scale 5
Parks Senior Operative	Deleted	Voluntary Redundancy	Scale 5
Parks Senior Operative	Deleted	Voluntary Redundancy	Scale 4
Parks Senior Operative	Deleted	Voluntary Redundancy	Scale 4
Gardener	Deleted	Voluntary Redundancy	Scale 3
Parks Senior Opreative	Deleted	Voluntary Redundancy	Scale 4
Gardener	Deleted	Voluntary Redundancy	Scale 3
Gardener	Deleted	Voluntary Redundancy	Scale 3
Project Officer	Deleted	Voluntary Redundancy	PO2
Project Officer	Deleted	Voluntary Redundancy	SO1

<b>Current Post</b>	<b>New Post</b>	<b>Method of Selection</b>	<b>Grade</b>
Manager	Deleted	Voluntary Redundancy	PO4
Technical Manager	Deleted	Voluntary Redundancy	PO2
Parks Project Officer	Deleted	Vacancy	PO1
Parks Chargehand	Deleted	Vacancy	Scale 5
Parks Operative	Deleted	Vacancy	Scale 1
Grave Digger	Deleted	Vacancy	Scale 1
Hygiene Operative	Deleted	Vacancy	Scale 3
Hygiene Operative	Deleted	Vacancy	Scale 1
Wolves Lane Nursery Grower	Deleted	Vacancy	Scale 5
Parks Operative	Deleted	Vacancy	Scale 3
Business Support Officer	Deleted	Vacancy	SO1
S & L Fitness Instructor	Deleted	Vacancy	Sc 3
S & L Fitness Instructor	Deleted	Vacancy	Sc 3
S & L Leisure Attendant	Deleted	Vacancy	Sc 3
S & L Leisure Attendant	Deleted	Vacancy	Sc 3
S & L Senior Tech Officer	Deleted	Vacancy	Sc 5
N/A	Duty Manager	Vacancy	Scale 6
N/A	Duty Manager	Vacancy	Scale 6
N/A	Sales Advisor (0.5)	Vacancy	Scale 4
N/A	Sales Advisor (0.5)	Vacancy	Scale 4
N/A	Sales Advisor (0.5)	Vacancy	Scale 4
N/A	Sales Advisor (0.5)	Vacancy	Scale 4
N/A	Leisure Attendant (0.5)	Vacancy	Scale 3
N/A	Leisure Attendant (0.5)	Vacancy	Scale 3
N/A	Leisure Attendant (0.5)	Vacancy	Scale 3
N/A	Cleaner (0.25)	Vacancy	Scale 1a
N/A	Cleaner (0.25)	Vacancy	Scale 1a
Cematoria Supervisor	Deleted	Voluntary Redundancy	Scale 5
Crematoria Chargehand Gardener	Deleted	Voluntary Redundancy	Scale 6

\* **Subject to Evaluation**

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Agenda item:

**[No.]****General Purposes Committee****On 19 May 2011**

Report Title. Restructure of Corporate Property Services

Report of The Director of Places and Sustainability

Signed :

Contact Officer : Dinesh Kotecha, Head of Corporate Property Services – 020 8489 2101

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

- 1.1. To approve the restructure of the council's Corporate Property Service in order to meet a council approved level of savings of £250k in 2011/12.

**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 the committee:

- 4.1 Approve the proposed establishment changes to Corporate Property Services resulting in 15 posts deleted, 2 posts changed and four posts created.

**4. Reason for recommendation(s)**

- 4.1. Following the phase 1 reshaping and downsizing of the service in response to reduced budgets and change of emphasis for the service, this second phase relates to the review and reshaping of the operational and support functions within the Corporate Landlord Team of the business unit. It is unrealistic to expect that

any of the FM services can be stopped. However, there is a need to reduce the service level and at the same time achieve additional efficiencies.

## 5. Other options considered

5.1. The proposals that have been developed provide the most realistic option for service delivery at this point in time to meet budget reduction requirements.

## 6. Summary

6.1 The role of Corporate Property Services (CPS) in the future will focus on corporate asset planning, core landlord functions and services (both internal and external) and ensuring the council receives competent and adequate professional advice. In addition the provision of essential building management services with continuing emphasis on health and safety, compliance and good use of resources, including facilities management.

6.2 Having combined a number of teams and functions operational and support roles have been reviewed to seek opportunities for efficiency savings and reducing the number of posts. The following changes will therefore be made to reshape the service to be able to focus on the above priorities and reduce the establishment with effect from 1<sup>st</sup> July 2011:

1. Integrated management support to Technopark within the Corporate Landlord Team, Hard FM team.
2. A change of focus to the Hard FM function by adopting stronger commissioning and client roles and further developing the relationship with our Managing Agents and specialist property consultants.
3. Revising the soft FM management structure to concentrate resources on leading operational delivery, combining the reception and building support teams. This to provide supervision during extended day on a rota basis (7am-9pm).
4. Bringing together administrative and database related soft FM functions (room bookings, ID, staff parking, stationery and requests) to provide a responsive and flexible response to service requests accessed through a Facilities Support team
5. Re-design of the reception and building support service, increasing the mobility of BSO's and reducing provision. Continue providing a responsive but less reactive service. Deletion of the River Park House Duty Officer post, revised, extended, shift pattern for River Park House reception and supporting a reception/concierge facility at other buildings.
6. Cease the provision of the Building Maintenance Helpdesk function and route calls direct to the Managing Agent (Europa) to eliminate duplication.

6.3 List of Positions affected

### Posts Deleted [15 posts]

Designation	Grade
Support Services Officers (4 posts) 3.08 fte (50012026, 50085685, 50088330 & 50012051)	Grades Range Sc 5 plus 1x S01
Admin Officer (1 post) 1 fte (50012052)	Grade Sc 6
Senior Helpdesk Officer (1post) 0.64 fte	Grade SO2

(50012025)	
Helpdesk Officer (2 posts) 2 fte (50110554 & 50092773)	Grade Sc6
Senior Building Support Officers (1 post) 1 fte (50012044)	Grade Sc3
Building Support Officers (Est 5 posts) 4 fte (TBA following recruitment to stay)	Grade Sc2
Evening Duty Officer (1 post) 0.88 fte (50086980)	Grade Sc6

**Posts Changed [2 posts]**

Current Designation and Grade	New Designation	New Grade
Facilities Officer (2 posts) 2 fte P01/P010 (50083459 & 50012024)	Building Support Team Leader	P01

**New Posts [4 posts]**

New Designation	New Grade
FM Support Officer ( 3 posts)	Grade Sc 6
Receptionist (1 posts)	Grade Sc5

**7. Chief Financial Officer Comments**

7.1 The savings outlined within this report will enable Corporate Property Services to achieve the savings agreed by Council as part of the 2011-12 budget, and thus enable a balanced budget position to be achieved in 2011-12. It is assumed any associated redundancy costs will be picked up Corporately

**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 and its outcome set out in Appendix C.

8.2 Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duty before such a final decision, taking into account the content of the attached equality impact assessment attached as Appendix D.

8.3 The detailed arrangements for the selection arrangements for the posts within the new structure must comply with the Council's policies regarding restructuring. The position of employees displaced as a result of the selection processes

should be considered under the Council's policies regarding redeployment and redundancy.

## **9. Equal Opportunities Implications**

- 9.1 The design of a much reduced staffing establishment has been based on changing business needs and functions and posts deleted to reflect priorities, as described above. The implications are widespread and likely to affect all employees in terms of significant changes to their job requirements and in some cases being placed at risk as the roles they occupy are deleted.
- 9.2 In order to facilitate staff reductions, the Chief Executive wrote to all council employees in November 2010 asking them to put themselves forward if they were interested in applying for voluntary redundancy/early retirement. The Council-wide deadline calling for applications for voluntary redundancy has now closed.
- 9.3 Where staff is affected by this organisational review and would like an opportunity to discuss with management, any further applications for VR these have been considered by management on a case by case basis. Employees were made aware that there are no guarantees that VR applications will be approved.
- 9.4 Attached is an Equalities Impact Assessment of the proposals, completed to Part 2- step 4. Once approved and changes implemented this will be signed off and published.

## **10. Consultation**

- 10.1. The proposals in this report have been the subject of consultation and discussion with affected staff in the service and the unions since November 2010. The Head of Service has carried out extensive team briefings in relation to the emerging challenges from the Comprehensive Spending Review and likely impact on the Council's budgets.
- 10.2. On 15/16 February 2011 an initial briefing on the emerging changes was sent to all affected employees in the service with a call for comments and questions. This was followed up by further informal team meetings and individual discussions.
- 10.3. On 18th March 2011 two informal briefing sessions were held with affected staff to confirm the proposed structures and posts and enable feedback and discussion prior to commencing formal consultation.
- 10.4. A period of formal consultation was undertaken from 26th March until Tuesday 3rd May 2011 (extended from Tuesday 26 April 2011 at the request of Unison). During this period both employees and trade union representatives were invited to submit comments, views and any alternative suggestions. All such comments were provided collectively through the Trade Unions and by a few individuals.



Team and individual meetings were held to include all affected staff and questions raised have been captured and responded to.

- 10.5. Unison and Unite trade union comments on the restructure proposals are contained at appendix C
- 10.6. As a result of the consultation, in particular the very constructive comments and concerns made regarding the quantity and speed of Building Support Officer (BSO) reduction, management have agreed to reduce the deletion of BSO posts by one post. This recognises the importance of the role in supporting services and will be periodically reviewed as the building portfolio changes.
- 10.7. The implementation of the changes to the service will be conducted in accordance with the Council's organisation change policy. Appointments to positions will be determined by closed ring fences and assimilations. All the affected employees will be considered using these arrangements unless they indicate otherwise.
- 10.8. Wherever reasonable and in line with Council policy, following the ring fence selection process, if there are vacant positions employees will have an opportunity to apply for these vacancies, prior to any external recruitment so as to maximised opportunities for existing staff.

#### **11. Service Financial Comments**

- 11.1 All 15 posts to be deleted are fully funded from the Property Services Revenue budget and will generate savings of £352,000. Taking account of the 4 new posts and changes in the grades of some of the posts, at a cost of £95000, this results in a net saving of £250,000.
- 11.2 This reduction meets the required pre-agreed staffing savings target of £50,000 for rationalisation of the helpdesk, along with the two items agreed as part of HESP, approved at Cabinet on 21/12/2010, namely the reduced FM specification of £50,000 and the Soft FM reductions of £150k.

#### **12. Use of appendices**

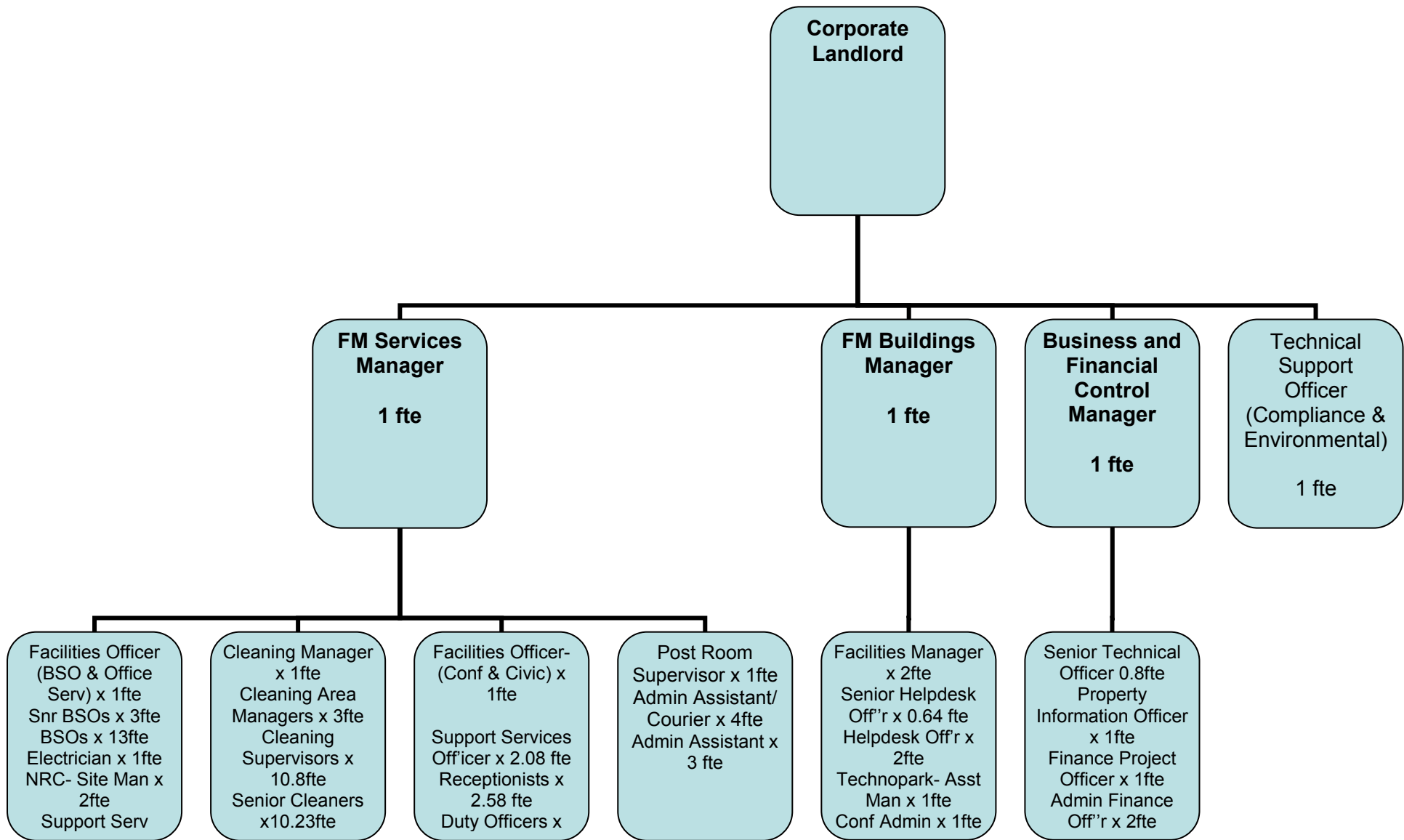
- 12.1. Appendix A – Structure chart of current service as at April 2011
- 12.2. Appendix B – Structure chart of proposed service from July 2011
- 12.3. Appendix C - Unison and Unite Consultation comments
- 12.4. Appendix D – Equalities Impact Assessment of the CPS restructure

#### **13. Local Government (Access to Information) Act 1985**

- 13.1. [List background documents]
- 13.2. [Also list reasons for exemption or confidentiality (if applicable)]

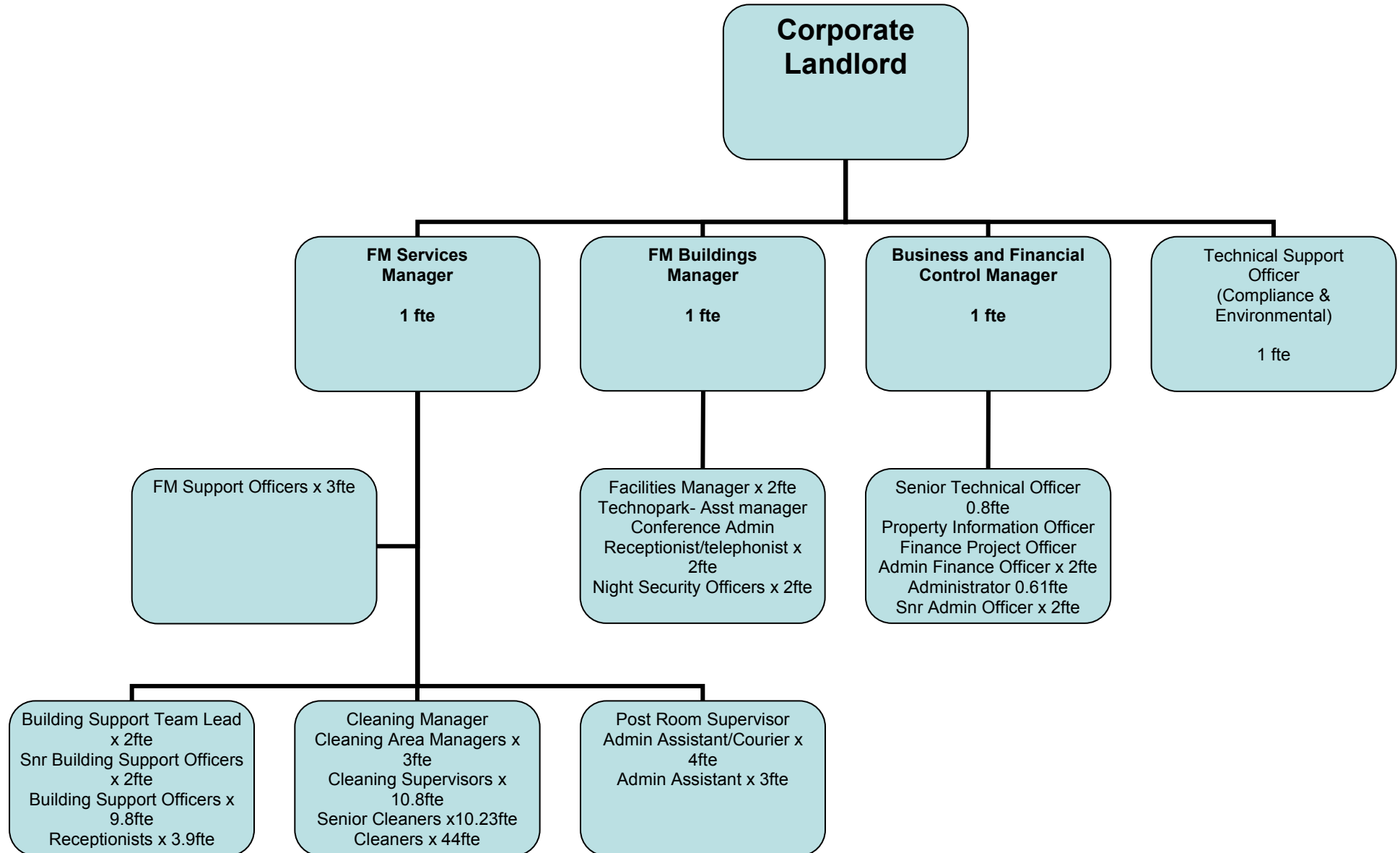
**APPENDIX A**

Current Structure as at April 2011



# APPENDIX B

Proposed Structure from July 2011



## Appendix C

Unison and Unite Trade Union comments:

Due to National Government implementing Public Spending Reductions over the next three years.

Meaning all directorates having to accommodate budget savings for 2010 / 11 /12-

It has to be accepted that the tabled restructure has to be implemented, along with restructuring the Services to still be able to provide a workable delivery of service. On behalf of Unison and T.&G.Unite. We and our members were fully consulted during the consultation period, and accept the final information pack to be a true reflection of what will be implemented, in the affected areas within the service.

Reference the selection process we would if possible request that a trained Equalities Officer be included in the assessment panel. And full support is given to staffs who wish to be redeployed.

And training given where needed for staff to fulfil their new role-

Also we request that management have a three / six and nine month review of workloads, and if the need to fine tune, due to downsizing the work force.

Steve Coles  
Unison

**APPENDIX D**

**Haringey Council**

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

<b>Date: 21 March 2011</b>
<b>Department and service under review: Corporate Property Services/ Places and Sustainability</b>
<b>Lead Officer/s and contact details: Dinesh Kotecha ext 2101</b>
<b>Contact Officer/s (Responsible for actions): Dinesh Kotecha 2101 Malcolm Greaves 2900</b>
<b>Summary of Assessment</b> (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?
  - a. Reduce service budget as a consequence of reduction in funding in accordance with HESP savings proposals.
  - b. Resource a revised service specification and delivery model for FM and building support services.
2. What are the main benefits and outcomes you hope to achieve?
  - Budget reductions and changing demands managed more systematically with a proactive customer focused approach to FM services.
3. How will you ensure that the benefits/ outcomes are achieved?
  - On-going consultation, staff engagement and monitoring.
  - Supporting teams and individuals in changing work processes to adapt to new and changed roles.

**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? Yes**

- 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.

**Please see Appendix 1 attached.**

- 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.

**No information available**

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

**Yes**

- 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.

**See organisational change spreadsheet attached.**

6 x Administrative/Helpdesk/Duty Officer support type post holders will be ring fenced to 3x FM Support and 1 x vacant Receptionist posts.

3X Senior Building Support Officers will be ring fenced to 2x Senior Building Support Officer posts.

13x Building Support Officers will be ring fenced to 10x Building Support Officer posts.

**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	BME% Borough Profile
Sc1-5	168	1	0	13	22	3	0	151	78	67	
Sc6 - SO2	22	0	0	7	13	4	25	11	63	57	
PO1-3	14	0	0	6	43	0	0	8	57	46	
PO4-7	10	0	0	6	60	1	10	3	30	39	
PO8+	6	0	0	4	67	0	0	2	33	19	
TOTAL	220	1		36		8		175			

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.

PO4-7

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?

**No-** staff within the ring fences are proportionate to the borough profile.

- If No, go to question 8.
- 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.?

- 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	% Females in Borough
Sc1-5	168	55	33	113	67	68	
Sc6 - SO2	22	7	32	15	68	74	
PO1-3	14	12	86	2	14	62	
PO4-7	10	7	70	3	30	64	
PO8+	6	4	67	2	33	52	
TOTAL	220	85		135			



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

PO1-3
PO4-7
PO8+

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

**No** - staff within the ring fences are proportionate to the borough profile.

- If No, go to question 13.
- If Yes, how many female / male staff might be displaced?

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

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

- 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+		TOTAL
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	2	1	18	11	29	17	65	39	46	27	8	5	168

Sc6 - SO2	0	0	1	5	9	41	8	36	3	14	1	5	22
PO1-3	0	0	0	0	2	14	7	50	4	29	1	7	14
PO4-7	0	0	0	0	3	30	2	20	5	50	0	0	10
PO8+	0	0	0	0	0	0	4	67	2	33	0	0	6
TOTAL	2	0	19		43		86		60		10		220
Council Profile													
Borough Profile	138	3	812	18	1124	25	1600	35	831	18	56	1	4561

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

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

**No** - staff within the ring fences are proportionate to the borough profile.

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

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

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

- 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:

<b>Disabled employees</b>			
Grade Group	No. Staff	% of Grade Group	Council profile
Sc1-5	13	8	6.87
Sc6 - SO2	2	9	6.80
PO1-3	3	21	2.62
PO4-7	0	0	6.92
PO8+	1	17	9.47
<b>TOTAL</b>	19		
<b>Borough Profile</b>			

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

**No** - staff within the ring fences are proportionate to the borough profile.

- 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.

Date Part 1 completed - 21<sup>st</sup> March 2011

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

**Step 3 – Consultation**

Since November 2010 the Head of Service has carried out extensive team briefings in relation to the emerging challenges from the Comprehensive Spending Review and likely impact on the Council's budgets.

On 16<sup>th</sup> February an informal briefing note was sent to all affected staff and immediate colleagues confirming the emerging priorities and areas for restructuring.

On 18<sup>th</sup> March 2011 two informal briefing sessions were held with affected staff to confirm the proposed structures and posts and enable feedback and discussion prior to commencing formal consultation.

A period of formal consultation was undertaken from 26th March until Tuesday 3rd May 2011 (extended from Tuesday 26 April 2011 at the request of Unison). During this period both employees and trade union representatives were invited to submit comments, views and any alternative suggestions. All such comments were provided collectively through the Trade Unions and by a few individuals. Team and individual meetings were held to include all affected staff and questions raised have been captured and responded to.

**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?

Yes as a result of the consultation, in particular the very constructive comments and concerns made regarding the quantity and speed of Building Support Officer (BSO) reduction, management have agreed to reduce the deletion of BSO posts by one post.

In addition one application for voluntary redundancy has been agreed which reduces the numbers in the FM Support Officer ring fence by one post.

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

The above changes reduce the competition within a ring fence and reduces the risk of compulsory redundancy.

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

N/A

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?

The changes will reduce our ability to be responsive with the soft FM services due to the reduced resources and not always react at the same speed, however will endeavour to provide a reasonable response.

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

The service requests will be prioritised and demand met by the greater flexibility of mobile support and the planning of work requests reported through the FM Support Officer team.

**Date Steps 3 & 4 completed 12<sup>th</sup> May 2011**

## Step 5 – Implementation and Review

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

## Step 6 – Sign off and publication

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

### COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Malcolm Greaves  
 DESIGNATION: Corporate Landlord Manager  
 SIGNATURE:  
 DATE: 21.03.11

### 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](mailto:equalities@haringey.gov.uk); it will then be published on the council website

Haringey Equalities Impact Assessment - Organisational Restructure

CPS phase 2- affected staff only

Insert the numbers of staff in each grade group. The % and totals will be calculated automatically

Do not change the formulas or Yellow highlighted Total bars!

Racial Group Analysis

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		White Other		Not declared		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	0	0%	15	0%	2	9%	1	4%	18	78%	5	22%	0	0%	0	0%	23
Sc6-SO1	1	100%	4	100%	0	0%	0	0%	5	63%	1	13%	2	25%	0	0%	8
PO1-3	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
PO4-7	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
PO8+	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
<b>TOTAL</b>	<b>1</b>		<b>19</b>		<b>2</b>		<b>1</b>		<b>23</b>		<b>6</b>		<b>2</b>		<b>0</b>		<b>31</b>

Gender Analysis

Grade Group	Female		Male		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	6	26%	17	74%	23
Sc6-SO1	5	71%	2	29%	7
PO1-3	1	100%	0	0%	1
PO4-7	0	0%	0	0%	0
PO8+	0	0%	0	0%	0
<b>TOTAL</b>	<b>12</b>		<b>19</b>		<b>0</b>

Disabled %

Note - uses Gender analysis totals for % calcs

Grade Group	No. Disabled Staff	% of Grade Group
Sc1-5	1	4%
Sc6-SO1	1	14%
PO1-3	1	100%
PO4-7	0	0%
PO8+	0	0%
<b>TOTAL</b>	<b>3</b>	

Age Analysis

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
Sc1-5	0	0%	2	9%	5	22%	8	35%	7	30%	1	4%	23
Sc6-SO1	0	0%	1	17%	1	17%	3	50%	1	17%	0	0%	6
PO1-3	0	0%	0	0%	0	0%	2	100%	0	0%	0	0%	2
PO4-7	0	0	0	0	0	0	0	0	0	0	0	0	0
PO8+	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>		<b>3</b>		<b>6</b>		<b>13</b>		<b>8</b>		<b>1</b>		<b>31</b>





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Agenda item:

**[No.]**

**Special General Purposes Committee  
19 May 2011**

Report Title. Delegated Decisions on Staffing

Report of the Assistant Chief Executive (People & Organisational Development)

Signed :

Contact Officer : Ayshe Simsek

Telephone: 020 8489 2929

Wards(s) affected: **Not applicable**

Report for: **Information**

**1. Purpose of the report**

1.1 To inform the General Purposes Committee of delegated decisions taken in relation to staffing matters.

**2. Introduction by Cabinet Member (if necessary)**

2.1. Not applicable

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

3.1. These are contained in the individual action forms.

**4. Recommendations**

<p>4.1. That the report be noted</p>
<p><b>5. Reason for recommendation(s)</b></p> <p>5.1. Not applicable.</p>
<p><b>6. Other options considered</b></p> <p>6.1. Not applicable</p>
<p><b>7. Summary</b></p> <p>7.1 To inform the General Purposes Committee of delegated decisions taken by Directors in Consultation with the Chair of General Purposes Committee on staffing matters. At the General Purposes Committee meeting on the 15th February 2011, Members agreed that the committee could be kept informed of the decisions taken by delegated authority , by the chair and directors, in relation to staffing restructures by the means of a summary report being considered at a committee meeting when a sufficient number had been completed.</p> <p>7.2 This report updates the Committee on the number of decisions taken by Directors in consultation with Chair of General Purposes over the last 6 months.</p> <p>7.3 These decisions would have involved changes to the establishment , affecting 20 posts or less, where the relevant employee's side are in agreement, or have not raised objections within the agreed timetables( Council Constitution, Appendices, Section E , Delegations to Officers, page 85.)</p>
<p><b>8. Chief Financial Officer Comments</b></p> <p>8.1. Where appropriate these are contained in the individual delegations.</p>
<p><b>9. Head of Legal Services Comments</b></p> <p>9.1. Where appropriate these are contained in the individual delegations.</p>
<p><b>10. Head of Procurement Comments – [Required for Procurement Committee]</b></p> <p>10.1. Not applicable</p>

**11. Equalities & Community Cohesion Comments**

11.1. Where appropriate these are contained in the individual consultation forms.

**12. Consultation**

12.1. Where appropriate details are contained in the individual consultation forms.

**13. Service Financial Comments**

13.1. Where appropriate details are contained in the individual consultation forms.

**14. Use of appendices /Tables and photographs**

14.1. Not applicable

**15. Local Government (Access to Information) Act 1985**

15.1 Background Papers

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929

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## DIRECTOR OF Urban Environment

### Delegated Actions taken in relation to Staffing Changes 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	12.01.11	Establishment change in Planning Enforcement	To reduce expenditure in Planning Enforcement by reducing administration support to half of a post
2.	18.02.11	Dis-establishment of the Safer Stronger Communities business unit	<p>The following posts will be deleted:</p> <ul style="list-style-type: none"> <li>• Admin Officer post in the Community Safety Team</li> <li>• Admin Officer post in the Drug &amp; Alcohol Action Team</li> <li>• Data and Performance Co-ordinator post in the Drug &amp; Alcohol Action Team</li> <li>• Service Support Officer post in management team of Safer Stronger Communities Service</li> <li>• Corporate Head of Safer Stronger Communities Service post</li> <li>• The Neighbourhood Resource Centre Site Manager and Deputy Site Manager and Deputy Site Manager posts will be transferred to Property Service.</li> </ul>
3.	29.03.11	Establishment of an Enablement Team of four Officers	Paper proposes that eleven Community Development and Project Officer posts from the Neighbourhood Management Service are placed in an open ringfence against these posts.
4.	15.04.11	Restructure of Strategic & Community Housing Service	<p>Changes in order to achieve 2011/12 budget savings and to deal with the impact of voluntary redundancy, Rethinking Haringey and Support Functions Reviews. In summary the changes mean;</p> <ul style="list-style-type: none"> <li>• Deletion of 11.5 posts, in addition to the 12.3 posts deleted as a result of voluntary redundancy and Rethinking Haringey</li> <li>• Addition of 12 posts to replace the 11.5 deleted posts</li> <li>• Transfer of 1 post from property service</li> <li>• Transfer of 4 posts from the dis-established Special Needs Team to other teams within the service.</li> </ul>

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## DIRECTOR OF CYPS

### Delegated Actions taken in relation to Staffing Changes 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	4.2.11	Reorganisation and realignment of Core Statutory Services with School Standards and inclusions	Chair of General Purposes Committee to sign off amendments and proceed to implementation following formal consultation
2.	20.4.11	Restructure of Behaviour Team in CYPS	Chair of General Purposes Committee to be delegated authority to sign off amendments to the restructure and re-alignment of the Behaviour Support Teams following formal consultation.
3.	23.3.11	Children and Families Admin Review	Chair of General Purposes Committee to be delegated authority to sign off amendments to the restructure and re-alignment of Children and Families Administration
4.	1.4.11	Youth Offending Team Restructure	Chair of General Purposes Committee to be delegated authority to sign off amendments to the restructure of the Youth Offending Team.
4.	4.4.11	Extended Services Restructure – C&YP	Chair of General Purposes Committee to be delegated authority to sign off curtailment of provision of support to schools to deliver Extended Services, following formal consultation.

Submission authorised by:



Director, CYPS

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## DIRECTOR OF Adults ,Culture, & Community Services

### Delegated Actions taken in relation to Staffing Changes 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	April 2011	Delete post of System Trainer based in the Systems Development Service of the Safeguarding and Strategy Business Unit.	
2.	March 2011	Delete 3 vacant posts of Assistant Manager based at Osborne Grove Nursing Home and replace them with 1 care assistant role and 3 Staff Nurse Posts.	
3.	January 2011	Delete 4 Business Manager roles based in Adults Business Unit and Safeguarding and Strategy Business Unit.	
4.	January 2011	Delete the role of Supported Living Manager based in Learning Disabilities Service	
5.	January 2011	Delete 3 admin roles in Learning Disabilities Service	
6.	February 2011	Delete Independent Chair of Safeguarding based in Safeguarding and Strategy Business Unit	
7.			

**DIRECTOR OF Adults ,Culture, & Community Services**

Delegated Actions taken in relation to Staffing Changes 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
8.			
9.			
10.			
11.			



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**DIRECTOR OF (Corporate Resources)**

Delegated Actions taken in relation to Staffing Changes 2010/11

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	21.01.2011	Restructure of IT Services	The Director of Corporate Resources and the Chair of General Purposes Committee be delegated authority to sign off amendments to the restructure following formal consultation up to a limit of 19 posts, the net reduction in the IT services establishment.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

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