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## General Purposes Committee

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TUESDAY, 29TH MARCH, 2011 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Meehan (Chair), Khan, Waters, Whyte, Wilson, Rice (Vice-Chair) and Bloch

### AGENDA

**1. APOLOGIES FOR ABSENCE (IF ANY)**

**2. URGENT BUSINESS**

The Chair will consider the admission of any of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 6 & 15 below).

**3. DECLARATIONS OF INTEREST**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

**4. DEPUTATIONS/PETITIONS**

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

**5. MINUTES AND MATTERS ARISING (PAGES 1 - 26)**

To consider the minutes from the meetings held on: 11<sup>th</sup> January, 25 January, 07 February, 15 February 2011, 22 February . **The minutes from the meetings held on the 10 March and 22 March are to follow.**

**6. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 2 above

**7. STAFFING RESTRUCTURE REPORT FROM ADULTS, COMMUNITY AND CULTURE SERVICES (PAGES 27 - 46)**

To provide an overview of the proposed restructuring of Adult Services & Commissioning business unit and Safeguarding & Strategic Services' business unit and seek agreement for some restructure decisions in this service to be made by delegated authority by the Director in consultation with the Chair of the General Purposes Committee following consultation and consideration of the equality impact assessments.

**8. LOCAL DEMOCRACY AND MEMBER'S SERVICES REVIEW (PAGES 47 - 72)**

The report will propose a revised support service to elected Members and set out the reorganisation of staffing in Local Democracy & Member Services for agreement.

**9. HUMAN RESOURCES RESTRUCTURE (PAGES 73 - 110)**

The committee will be asked to approve the restructure of the Council's Human Resources service.

**10. YOUTH OFFENDING TEAM RESTRUCTURE (PAGES 111 - 120)**

The attached report sets out the proposals for re-structuring the Youth Offending Service to achieve financial savings and remain within budget.

**11. ESTABLISHING A SHARED ECONOMIC DEVELOPMENT SERVICE (PAGES 121 - 156)**

Agreement will be sought from the committee to begin the process of establishing a new shared economic development service for Haringey and Waltham Forest.

**12. PROPOSED RESTRUCTURE OF FRONTLINE SERVICES (PAGES 157 - 204)**

The report will set out proposals for the reorganisation of services into a new single frontline service to deliver the allocated budget savings. The services that form part of this restructure are Frontline services and elements of services provided by the Safer Stronger Communities business unit.

### **13. ITEMS OF EXEMPT BUSINESS**

That the press and public be excluded from the meeting for consideration of item 14 and 15 as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1&2: namely information relating to any individual, and information likely to reveal the identity of an individual.

### **14. MINUTES OF GENERAL PURPOSES COMMITTEE SUB-BODIES (PAGES 205 - 214)**

Exempt minutes of General Purposes Committee meetings

07 February 2011

Minutes of Staff Disciplinary Appeals and Grievance Hearings :-

15 Feb & 04 March 2011

01 March 2011

### **15. NEW ITEMS OF URGENT EXEMPT BUSINESS**

The committee to consider any new items of exempt urgent business.

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Member Services  
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**MINUTES OF THE GENERAL PURPOSES COMMITTEE  
TUESDAY, 11 JANUARY 2011**

Councillors Meehan (Chair), Whyte, Wilson and Rice (Vice-Chair)

Apologies Councillor Khan, Waters,

Also Present: Councillor Stennett, Strickland

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>GPCO47.</b>	<p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>Apologies for absence were received from Cllr Khan and Cllr Waters. Councillor Strickland and Councillor Stennett substituted.</p> <p>We were notified of Cllr Davies resignation from the committee and noted that the vacancy would be appointed to at Full Council on the 17<sup>th</sup> January 2011.</p>
<b>GPCO48.</b>	<p><b>URGENT BUSINESS</b></p> <p>There were no items of urgent business submitted.</p>
<b>GPCO49.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>There were no declarations of interest submitted.</p>
<b>GPCO50.</b>	<p><b>DEPUTATIONS/PETITIONS</b></p> <p>There were no deputations or petitions to consider.</p>
<b>GPCO51.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p>The minutes of the 23 September 2010, 28 October 2010 and 21 December 2010 were agreed as an accurate record of the meeting.</p>
<b>GPCO52.</b>	<p><b>TREASURY MANAGEMENT 2010/11- 3RD QUARTER REVIEW</b></p> <p>We considered the Council's Treasury Management activity and performance during the third quarter of 2010/11 which showed compliance against the Prudential Indicators and the Treasury Management Strategy Statement. We noted that during this quarter £40m of long term borrowing had matured and was repaid to the PWLB (Public Works Loan Board). This had resulted in a reduction in cash balances, which had been invested short term only in money market funds, and an instant access call account. It was explained to the committee that money market funds operated with a wide diversification of investments and therefore were a good vehicle for investing money in. They also allowed instant access to funds when needed.</p>

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Members were advised that the Council were operating 3 money market fund accounts and further, to a detailed selection exercise involving the Lead Finance Officer, Head of Finance, treasury & pensions(supported by Arlingclose Ltd the Council's treasury management advisers) , four further money market funds were recommended for investment in. Clarification was sought on whether any alternative money market funds had been researched, other than those set out in the report, and in response it was noted that this list of funds were on the recommendation of treasury advisors.

**RESOLVED**

- i. That members note the Treasury Management activity undertaken during the third quarter of 2010/11 and the performance achieved.
- ii. That the following selection of additional Money Market Funds, for the lending list, be approved:
  - J.P Morgan Asset Management Sterling Liquidity Fund - £20m limit
  - Invesco Short Term Investments Company Sterling Liquidity Portfolio - £5m limit
  - BlackRock Institutional Sterling Liquidity Fund – £20m limit
  - BlackRock Institutional Government Sterling Liquidity Fund - £12m limit

**GPCO53. 2011/12 TREASURY MANAGEMENT STRATEGY STATEMENT**

Members considered this report which set out the proposed Treasury Management Strategy for financial years 2011/12 to 2013/14 in accordance with the CIPFA Treasury Management Code of Practice. The Strategy was draft pending approval of the budget. It would progress to Cabinet on 25<sup>th</sup> January 2011 and would also progress to Audit committee on the 3<sup>rd</sup> February 2011. The draft included current estimates of the current capital programme and therefore was subject to change before progression to these latter meetings.

Members were asked to note that short term interest rates were expected to remain at low figures, and this meant that there would be a “cost of carry” if funds were borrowed in advance of capital expenditure being incurred. Therefore the Council's strategy was to keep cash balances low, and invested short term, and only borrow when required.

The report outlined the following key changes for the committee to note:

- Addition of Nat West and Standard Chartered to the list of UK banks available to invest with( Nat West was the Council's banker)
- UK Treasury Bills issued by the Debt Management Office
- Deposits with non UK Banks - Rabobank(Netherlands), Nordea bank(Finland), BNP Paribas(France), Credit Agricole CIB(France), Credit Agricole SA(France), Svenska Handelsbanken(Sweden), Deutsche bank(Germany), Credit Suisse(Switzerland), Societe Generale(France), ING Bank(Netherlands).

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	<p>Members were advised that the above listed banks were all at least A+ rated. Investments would be under constant review and swift action could always be taken should the creditworthiness of the banks invested in become questionable. Proposals to add deposits to non UK banks had been looked at carefully with only banks in triple A rated countries chosen. It was clarified that these would be sterling deposits to be deposited via the London offices of these non UK banks. The creditworthiness and past performance of these non UK banks had been scrutinised and would continue to be monitored and reviewed following deposits of funds.</p> <p><b>RESOLVED</b></p> <p>That the proposed Treasury Management Statement for 2011/12 be recommended to Cabinet and Council for approval.</p>
<p><b>GPCO54.</b></p>	<p><b>PROPOSED RESTRUCTURE OF IT SERVICES</b></p> <p>Members considered the proposals for the second stage of the IT Value for Money review, which encompassed a proposed restructure of the teams beneath the new senior management structure in IT (implemented in April 2010). The proposed restructure would result in a net reduction of 19 posts in the service and realise savings of £880K.</p> <p>The main elements of change to the service were set out in Appendix 3 of the report which the committee considered. Statutory staff consultation period had been extended from four to six weeks to allow staff, that had been on leave during the recent Christmas break, the opportunity to respond, although no comments had been received since the end of December.</p> <p>The committee considered the written representation of the Employee Side which recommended that the final sign off of the restructure return for decision to the committee instead of being delegated to the Director of Corporate Resources to agree with the Chair of the committee. The Employee Side also requested a longer consultation period due to the number of staff affected by the changes in the service. In response to these concerns, it was noted that the consultation period had already been extended by a two week period and there had not been significant feedback from affected staff since the end of December. The chair advised that there would be further special meetings of the committee scheduled in February and March to consider forthcoming service function reviews and therefore any key issues arising from the restructure could be reported to report these back to the committee if necessary.</p> <p>The committee discussed the recent report on IT cost considered at the Homes for Haringey Board meeting and recommended that the Head of IT discuss the benchmarking results, informing the value for money review, with this organisation. The committee were assured that the selection of posts for deletion were not in areas of contractual expertise as this knowledge was likely to be called upon in future. The committee were further informed that there would be a phased renewal of the IT structure which was already underway and the main project work of the IT service would be supporting the efficiency agenda and delivery of the savings programme of the Council.</p>

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	<p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the proposed restructure of IT Services and the associated efficiencies be agreed.</li> <li>ii. That 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.</li> <li>iii. That the timetable for delivery be noted.</li> </ul>
<p><b>GPCO55.</b></p>	<p><b>POLICY FOR LICENSING SEX ESTABLISHMENTS</b></p> <p>Following public consultation the draft sexual entertainments venue policy was attached for agreement by the committee. The policy would provide members of the Miscellaneous Functions Committee a framework for considering all future relevant applications. The policy identified and included sensitive locations in the borough where the proximity of a sexual entertainment venue would be considered inappropriate. These were set out on paragraph 13.2 of the report and page 83 of the policy. It was on this basis that the policy recommended that there was no ward in the borough where sexual entertainment venue was appropriate, although all applications would be considered on their merits, with due regard to the policy. Following a benchmarking exercise on application fees, where charges from across the country were examined, the committee were further asked, as part of the policy, to increase the application fee from £2500 to a maximum of £6000. Account had been taken of the full cost of dealing with an application and also setting a price which was not a deterrent to any would be applicant.</p> <p>Concerns were expressed by some members about the policy as it could be open to challenge by allowing applications for sexual entertainment licenses but having a nil policy per ward. It was further felt by some members that thought should also be given to the impact of a nil policy potentially being implemented by a number of boroughs as there would be less opportunity to regulate these establishments. In response it was reiterated that applications would be assessed on their individual merits, however there was a need to provide the decision making body, Miscellaneous Functions Committee, with a framework for considering these applications and therefore map out the areas, that were inappropriate to have a sex establishment in close proximity to, such as: schools, colleges, safe houses for vulnerable adults, children's centres. The policy responded to the further need to be transparent with the concerns that would be considered by the committee when making their judgements. In relation to the wider issues of regulation discussed, it was noted that this would be the responsibility of government to provide legislation on.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the comments from the consultation exercise be noted.</li> <li>ii. That the policy as set out in Appendix 2 of the interleaved report be adopted.</li> </ul>



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	<p>iii. That an application fee of £6,000 for licenses be adopted.</p> <p>iv. Councillor Whyte and Wilson requested that their dissent to resolution GPO55 be recorded.</p>
<p><b>GPCO56.</b></p>	<p><b>ADOPTION OF REVISED RULES OF PROCEDURES FOR NON EXECUTIVE LICENSING HEARINGS</b></p> <p>The report set out the reasons for revising the rules of procedures for non – executive licensing hearings. These were applicable to hearings before the Miscellaneous Functions Sub-Committee in cases where the Sub-Committee is considering applications for the grant, renewal transfer, variation, or revocation of a licence under the Council’s non- executive licensing functions. These non – executive licensing functions included street trading and special treatment premises (for example, ear piercing and tattooing establishments).</p> <p>The committee noted that in 2003, following adoption of licensing legislative changes, it was agreed that ward councillors would not be a member of the committee hearings of licence applications. This was to guard against a perceptions developing that the ward councillor was biased in their decision and therefore also to protect the reputation of the Council. Ward councillors were only permitted to make representations at the committee hearings. The committee debated the current position of this rule taking into account the new localism agenda and ward boundaries, where it would still be possible for a councillor to sit on a committee and be in a neighbouring ward where there was close contact with the application. It was noted that there was added protection with the members code of conduct which councillors were required to adhere to and notify the Council and all its meetings of any prejudicial interests. This already guarded against members which had a perceived bias being involved in the licensing hearing. Taking into account the above points the committee agreed that rule 2 be amended to reflect involvement of ward councillors in non executive licensing hearings with the following provision and wording– <i>A sub committee shall not include a councillor who declares a prejudicial interest in, or who has expressed a firm and final view on, the application to be considered.</i></p> <p><b>RESOLVED</b></p> <p>That subject to the amendment of rule 2, the rules of procedures at hearings relating to non executive licensing functions as set out in the appendix to this report is agreed.</p>
<p><b>GPCO57.</b></p>	<p><b>ALCOHOL CONTROL ZONE EVALUATION AND POTENTIAL EXTENSION</b></p> <p>Members of the committee were provided with an evaluation on the use and effectiveness of street drinking control zones within the borough. There had been consultation with stakeholders on the effectiveness of the zones. This included discussions with the Police, Neighbourhood Managers and councillors where no</p>

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	<p>increased concerns had been reported. Therefore there were no recommendations to extend the controlled street drinking zones.</p> <p>Members noted on going work to improve the interpretation of controlled street drinking signs.</p> <p><b>RESOLVED</b></p> <p>That members noted the findings of the report and the evidence that street drinking control measures in place continue to be a valuable control measure and that there was no evidence to support any variations or extensions to the current arrangements.</p>														
<p><b>GPCO58.</b></p>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>No new items were considered.</p> <p>The committee agreed to meet on the following dates to consider the Chief Executive's report on the restructure of the Council and subsequent service function reviews &amp; restructuring reports.</p> <table data-bbox="284 1014 890 1496"> <tr> <td>Tuesday 25th January 2011</td> <td>7.00pm</td> </tr> <tr> <td>Monday 7th February 2011</td> <td>7.00pm</td> </tr> <tr> <td>Tuesday 15th February 2011</td> <td>7.00pm</td> </tr> <tr> <td>Tuesday 22nd February 2011</td> <td>7.00pm</td> </tr> <tr> <td>Monday 28th February 2011</td> <td>7.00pm</td> </tr> <tr> <td>Thursday 10th March 2011</td> <td>7.00pm</td> </tr> <tr> <td>Tuesday 22 March 2011</td> <td>7.00pm</td> </tr> </table> <p>The committee agreed that the meetings will only be held if there is sufficient business to warrant them and that due notice would be given should they require to be cancelled.</p>	Tuesday 25th January 2011	7.00pm	Monday 7th February 2011	7.00pm	Tuesday 15th February 2011	7.00pm	Tuesday 22nd February 2011	7.00pm	Monday 28th February 2011	7.00pm	Thursday 10th March 2011	7.00pm	Tuesday 22 March 2011	7.00pm
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Thursday 10th March 2011	7.00pm														
Tuesday 22 March 2011	7.00pm														
<p><b>GPCO59.</b></p>	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>The following items were subject of a motion to exclude the press and public from the meeting as they contained exempt information as defined in Section 100a of the Local Government 1972; namely information likely to reveal the identity of an individual, and information relating to any individual.</p>														
<p><b>GPCO60.</b></p>	<p><b>NEW ITEMS OF EXEMPT URGENT BUSINESS</b></p>														

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	No items of urgent exempt business were considered.
<b>GPCO61.</b>	<b>MINUTES OF GENERAL PURPOSES COMMITTEE SUB-BODIES</b>  The committee noted the minutes of the following meetings.  9 <sup>th</sup> September 2010 11 <sup>th</sup> October 2010 18 <sup>th</sup> October 2010 20 <sup>th</sup> October 2010 17 <sup>th</sup> November 2010 24 <sup>th</sup> November 2010 29 <sup>th</sup> November 2010 13 <sup>th</sup> December 2010 16-21 December 2010

Councillor George Meehan

Chair

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**UNRESTRICTED MINUTES OF THE GENERAL PURPOSES COMMITTEE  
TUESDAY, 25 JANUARY 2011**

PRESENT:

\* indicates attendance

Councillors \*Meehan (Chair), Khan, \*Waters, \*Whyte, \*Wilson, \*Rice (Vice-Chair)  
and \*Bloch

Also present:-

Mr Kevin Crompton – Chief Executive  
Mr Stuart Young – Assistant Chief Executive  
Mr Steve Davies – Head of Human Resources  
Mr Dave Burn – Principal Lawyer – Legal Services  
Mr Clifford Hart – Committee Manager

MINUTE NO.	SUBJECT/DECISION
GPCO62.	<p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>An apology for absence was received on behalf of Councillor Khan.</p> <p><b>NOTED</b></p>
GPCO63.	<p><b>URGENT BUSINESS</b></p> <p>The Chair advised that there were no additional reports to accompany the already circulated report.</p>
GPCO64.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Bloch declared a personal interest in Agenda 5 as he was a non Executive Director of the PCT and reference was made within the report the matter of Public realm, and the post of Director of Public health.</p> <p>The Assistant Chief Executive – Mr Young advised that the report made reference to his post, and that of Mr Davies – Head of Human Resources. Mr Young commented that if required both Mr Davies and himself would leave the proceedings and any comments would be answered by the Chief Executive.</p> <p><b>NOTED</b></p>
GPCO65.	<p><b>DEPUTATIONS/PETITIONS</b></p> <p>There were no deputations or petitions.</p> <p><b>NOTED</b></p>
GPCO66.	<p><b>RETHINKING HARINGEY : IMPLEMENTING ONE BOROUGH ONE FUTURE</b></p>

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The Chair asked for an introduction of the report.

The Assistant Chief Executive – Mr Young advised that the circulated report had been late in its circulation due to officers being keen to commence consultation with staff and unions at the same time as proposals became public.

Mr Young informed the meeting that the report before it was being jointly considered this Committee, and by Cabinet that evening. The covering report had appended to it the 'Rethinking Haringey ' document which set out the current challenges facing the Council, the plans for transforming the Council's approach to delivering services, and the adoptions of the plans to meet the changing needs of residents, and targeting services to those who needed them most.

(Councillor Whyte arrived at 19.05hrs)

Mr Young advised that the process of consultation would now commence with staff. In terms of the involvement of the General Purposes Committee, Mr Young referred to the Committee to paras 7.7 – 7.12 which outlined the process and he highlighted the role and function of the proposed Appointments panels, the 5 options for each individual post namely, a. deletion, b. assimilation, c. closed ring-fence, d. open ring fence, and e. Internal/external advert, . In giving a brief explanation of each of the options, he commented on the role of the appointments panel either where it was a straightforward assimilation affecting one individual, or when there was competition for particular jobs. Mr Young stressed that given the urgent need to progress the restructure the Panel would consider appointments on the basis of recommendations of the Chief Executive, and only in cases where it was necessary the appointments panel would meet to interview.

(Councillor Wilson arrived at 19.08hrs).

Mr Young advised that in terms of reduction of management posts the estimated reduction at 2<sup>nd</sup> and 3<sup>rd</sup> tier would be by approx 1/3, and an overall reduction in the workforce by a ¼. The report was being put to the Cabinet this evening for noting and it was envisaged that Full Council would consider and adopt this report on 24 February 2011. Any significant changes to the report would then be brought back to the Committee to sign off.

In terms of the changes to 2<sup>nd</sup> and 3<sup>rd</sup> tier posts Mr Young advised that he intended to circulate to the Committee exempt information relating to the post by post changes – giving details of individuals in the next couple of weeks, as those concerned were to be notified the week commencing 31 January 2011. The implementation of the changes would be in the latter part of March to early April 2011.

Mr Young went on to advise that the report had received both legal and financial comments , and outlined page 14, para 13 which set out the thinking, outcomes and principles of redesigning services, and page 15 which detailed the development of the new Council structure. Mr Young also referred to the two phasing proposals with Phase 1 from April 2011 to March 2012, and Phase 2 from 2012 onwards. In order to reduce costs by approx £46 million in 2011/12 Phase 1 would be implemented which largely contained the existing organisational shape

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with a smaller workforce, as detailed in Appendix 2 of the report. Phase 2 of the process from 2012 onwards was shown in appendix 3.

Mr Young concluded that in terms of customer focus and what people in Haringey had indicated what they want from Council services, and with the phased development of community hubs there would be a better spread of services on offer and in time transform how residents use services.

The Chief Executive – Mr Crompton advised the Committee that the reshaping report recognised the complexity and enormity of the current situation. It was now the case that the detail of the scale of the budget reductions was now known publicly and the proposals to reduce the budget by approx £46 million and run services accordingly was in outline, and the Committee would appreciate this complexity, with there being room for discussion on the proposals.

The Committee then undertook a wide ranging discussion on the reshaping proposals – the main points being:

- concerns at some encountered negativity of employees affected by the reshaping and this affecting outcomes of projects or service delivery, and also concerns regarding demoralisation of the work force in light of the budget reductions and how this would be handled effectively, and confirmation that thus far officers professionalism had stood out in the vast majority of cases, and that in areas where there were projects proceeding, there would be a clear line of who would be responsibility for function. Also the review of the HR Service would not commence until the Autumn of 2011 in order for support and advice to be given to the workforce during the coming months;
- comments on the detail of the redundancy packages on offer and whether there were individual enhanced severance packages involving 'added years' and confirmation that the redundancy package was a transparent one with a published formulae for calculation, being dependent only on length of service and age, and that unlike previous severance packages there were no additional added benefits;
- the likely reduction in 2<sup>nd</sup> and 3<sup>rd</sup> tier posts and what this actually meant in real terms, and being advised that it meant an approx 1/3 of the current work force at 2<sup>nd</sup> and 3<sup>rd</sup> tier. There was currently finalisation of how each post at 2<sup>nd</sup> and 3<sup>rd</sup> tier would be affected, and this could be circulated to Members of the Committee for comment., Following further discussion it was agreed that this detail be reported to the next Special General Purposes Committee on 7 February 2011 as an exempt item;
- Comments in relation to details of manager responsibility of staff at 2<sup>nd</sup> and 3<sup>rd</sup> tier shown as a 1:8 to a 1:5 ratio, and in the case of Director a management reporting ratio of 1:2, and in response to member perceived in-balance, members were advised that this figure was arrived at following assessment of a range of existing and proposed reporting lines, of the practices in other London Boroughs;
- Clarification was sought, and given, of role of the appointments panel where either it was a straightforward assimilation affecting one individual, or when there was competition for particular jobs, and in accordance with the urgent need to progress the restructure the Panel would be considering appointments on the basis of recommendations of the Chief Executive,

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and only in cases of disagreement/concern where it was necessary the appointments panel would meet to interview

- Comments raised and responded to in relation to the pyramid management effect, that as such the pyramid management effect was a common one allowing for a strategic and operational mix as was the case in service areas such as Children Services and the need for getting the correct balance of strategic leadership and operational management wherever possible;
- Reference to the newly created Public Health Structure in light of changes to the current PCT arrangements, and points clarified regarding the impending transfer of services from the NHS subject to confirmation of transfer funding from the NHS, ring fenced budgets until 2013, and also the reporting lines and set up of the new service, with assurances that further reports would be required detailing the outcome of the funding situation and possible revisions to proposed service delivery and structures;
- Comments in relation to the 'naming' of new positions i.e. the position of Director of Adults and Housing Services, and the positioning of certain services within one Directorate as opposed to another, and assurances that some services had been inadvertently placed, e.g. ASBAT, but the placing of Emergency Planning within the Public Health Structure would be likely to remain;

In drawing the discussions to a close the Chair referred to the circulated comments of Staff side and advised that the views should be noted and taken account of in terms of:-

- commissioning services rather than providing them directly, and the proposed structure for Place and Sustainability and posts of Head of Parks and Head of Commissioning but no Head of Leisure, and staff side concern that a decision in principle may already have been taken to outsource the Leisure Service
- staff side comments that it was always preferable to retain service provision in the public sector and that private suppliers would always seek to maximise their return from providing a service rather than giving priority to quality of service delivery to the public, together with there being democratic accountability involved in direct provision that would disappear once an Authority was bound into a contract for a prolonged period.
- that all proposals for alternative models of service delivery were fully negotiated with the trade unions at all stages and that there was full transparency about such proposals.

The Chair then summarised and it was:-

**RESOLVED**

- i. That the proposed restructure of the top three tiers of Council staff as detailed in appendix 1 of the report be noted;
- ii. That the process as detailed in para 7.7 to 7.12 of the report in respect of the appointment of Chief and Deputy Chief Officers in accordance with Part K4 of the Council's Constitution be noted, together with the comments of Members as detailed during discussions of the



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	<p>appointment panel process;</p> <p>iii. That following current finalisation of how each post at 2<sup>nd</sup> and 3<sup>rd</sup> tier was to be affected, the details be reported to the next Special General Purposes Committee on 7 February 2011 as an exempt item</p> <p>iv. That approval be given to the timescale for implementation including the receipt of any references back following endorsement by Full Council, and once consultation was complete; and</p> <p>v. That the comments of Staff-side as outlined be noted and taken account of during the reshaping of services as detailed.</p>
<b>GPCO67.</b>	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>The Chair advised that there would now not be an exempt item for consideration in respect of 'Rethinking Haringey: Implementing One Borough, One Future', therefore it would not be necessary to resolve to exclude the public and press.</p> <p>The Chair advised that as there was no other business to discuss the meeting was closed.</p> <p>The meeting ended at 20.10hrs.</p>

Councillor George Meehan

Chair

Councillor .....

Chair

**SIGNED AT MEETING.....DAY**

**OF.....**

**CHAIR.....**

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**MINUTES OF THE GENERAL PURPOSES COMMITTEE  
MONDAY, 7 FEBRUARY 2011**

Councillors Meehan (Chair), Khan, Waters, Whyte, Wilson, Rice (Vice-Chair) and Bloch

Apologies None received

Also Present: Ian Bailey, Stuart Young, Dave Burn, Steve Davies

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>GPCO68.</b>	<p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>Apologies for lateness were received from Cllr Rice.</p>
<b>GPCO69.</b>	<p><b>URGENT BUSINESS</b></p> <p>This being a special meeting of the committee and in accordance with Part 4, Section B paragraph 17 of the Council's Constitution there were no items of urgent business considered.</p>
<b>GPCO70.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>The Assistant Chief Executive signalled to the committee that the report on the schedule of staffing (Item number 7) made reference to his post, and that of the Head of Human Resources. He advised that should the committee wish to discuss these roles then they would individually leave the meeting at the required point to allow a private discussion.</p> <p>Cllr Wilson declared a personal interest in agenda item 5 by virtue of his position as a primary school governor.</p>
<b>GPCO71.</b>	<p><b>DEPUTATIONS/PETITIONS</b></p> <p>There were no deputations or petitions.</p> <p><b>NOTED</b></p>
<b>GPCO72.</b>	<p><b>PROPOSAL TO CEASE THE OPERATIONS OF THE EDUCATION ICT TEAM</b></p> <p>We were asked to consider proposals for the closure of the Education ICT team. The primary reason being that the unit was no longer able to be funded by external Government grants or by the Council. The current cost of funding the unit was £516k, it had an overspend of 35k and its overheads were funded by the Council. The team of 9 staff had been formed over a period of 10 years and provided traded ICT support to schools. They had been funded by a range of ICT Government</p>

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grants and initiatives, core Council revenue budget and income from schools. It was strongly anticipated that the main Harnessing Technology Grant would no longer be available from 2011/12. We noted that the option of maintaining the service but increasing the charges made to users of the service, schools, had been explored with head teachers. However, there had not been a strong indication given from schools that they were prepared to increase payments to continue use of this service. This was understandable as school budgets were as yet unconfirmed and only likely to be finalised at the end of March. Confirmation could only be provided in July of the services to be purchased by schools which meant funding the unit at a loss with no guarantee of income. It was widely felt that due to the economic climate and cuts in public spending it would be unlikely that schools would have the extra income to continue to purchase this service at a required increase of 28% in cost and it was unclear if there would be a ready market for the provision of this service. In essence, there was a financial risk to the Council with the continuation of the service.

In terms of responsibility for the employees and clients that would be affected by the closure of this service, we noted that, since the compilation of the report, six of the total nine staff, of the unit, had been granted voluntary redundancy. Some of these staff were contemplating setting up their own enterprise and offering private ICT support services to schools and would obtain advice and support from the directorate on this. Information on alternative providers for this service would also be provided to schools to assist them in this transition period.

Concern was expressed by some members about the withdrawal of this support service to schools when there was felt to be a need and market for this provision. Clarification was sought on what had been done previously to address the financial viability of the service and whether any benchmarking exercise had been undertaken. Also understanding was sought on whether the service could continue to be provided and the ways in which this could be achieved. The level of communication with head teachers was queried and information sought on whether the impact of withdrawing this service had been fully acknowledged by them. In replying to the committee's concerns the context around the proposals to cease this service were outlined. This was the enforced change in working and funding relationship between schools and local authorities which would have an initial impact for both parties, such as the withdrawal of support provisions, as currently being experienced. Members were assured that meaningful discussion had been undertaken with head teachers but it was inevitable that the enormity of the changing relationship between the local authority and schools would not be immediately realised. The requirement for the Council to make savings in the next two financial years coupled with reductions in managerial capacity had an impact on the time allowed to investigate and examine alternative options for this service. The committee acknowledged that the Council were obliged to not risk public funds by continuing this service which was likely to operate at a loss. This conclusion was following no substantial reassurance given by schools of their continuation to use and pay for this service together with the withdrawal of all government funding for this service.

In considering this report the chair expressed concern about the lack of information provided in staffing reports, received so far by the committee from individual services, on the context of the decisions being sought. It would be important for the committee, when taking decisions on staffing matters, to have a concept of how

**MINUTES OF THE GENERAL PURPOSES COMMITTEE  
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the proposed individual changes to the service fitted in with the overall plans for the directorate and in turn Council reorganisation. It was proposed that individual reports be compiled from directorates outlining where the change structures will be and advising how they relate to the overall Council reorganisation. These reports should be considered by the committee and further accompany directorates reports on staffing decisions to the committee when needed.

**RESOLVED**

- i. That it be noted that the formal consultation on these proposals began on the 13 December 2010 and was concluded on 21 January 2011.
- ii. That the comments of staff and trades unions and the management response to these as set out in appendix 3 be noted.
- iii. That the equalities impact assessment relating to this area as set out in Appendix 2 be noted.
- iv. That the unit closure of the ICT team and the deletion of posts set out in section 5 of the consultation document and in appendix 1 be agreed.
- v. That individual reports be compiled from directorates outlining where the change structures will be and advising how they relate to the overall Council reorganisation.

**GPCO73. EXCLUSION OF THE PUBLIC AND PRESS**

**GPCO74. RETHINKING HARINGEY – SCHEDULE OF STAFFING**

Following consideration of the Chief Executive's report on the reorganisation of the Council, which was considered on the 25 January 2010, the committee had asked for further details on how senior manager posts would be affected. This information was enclosed and noted.

The Chief Executive's report on the reorganisation of the Council, was currently subject to staff consultation. The report was due to be adopted at Full Council on the 24 February and the General Purposes committee would be responsible for agreeing the final report after the staff consultation process. Members agreed that there was a need to have early consideration of the likely equalities impact issues before final consideration of this report. It was agreed that the Assistant Chief Executive provide, for information purposes only, the first part of the equalities impact assessment completed on the staffing changes and submit this information to a forthcoming meeting.

**RESOLVED**

- i. That the contents of the report be noted.

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	ii. That an information report be received by the committee on the first phase of the equalities impact assessment conducted on the staffing changes.
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Councillor George Meehan

Chair

**MINUTES OF THE GENERAL PURPOSES COMMITTEE  
TUESDAY, 15 FEBRUARY 2011**

Councillors Meehan (Chair), Waters, Whyte and Bloch

Apologies Councillor Rice, Khan and Wilson

Also Present: Councillor Gibson, Ian Bailey, Jean Croot, Steve Davies, Dave Burn, and Aeres Howell

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>GPCO75.</b>	<p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>Councillors Rice, Wilson and Khan submitted apologies to the meeting. Cllr Gibson substituted for Cllr Rice. This was in accordance with the Constitution rules on substitutions as set out in part 4, rules of procedures, section B, committee rules, and paragraph 55.</p>
<b>GPCO76.</b>	<p><b>URGENT BUSINESS</b></p> <p>There were no items of urgent business submitted.</p>
<b>GPCO77.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>None were declared.</p>
<b>GPCO78.</b>	<p><b>DEPUTATIONS/PETITIONS</b></p> <p>There were none received.</p>
<b>GPCO79.</b>	<p><b>FUTURE OF NEIGHBOURHOOD MANAGEMENT SERVICE</b></p> <p>Following Cabinet endorsement, on the 25 January 2011, to dis-establish the Neighbourhood Management Service, the enclosed report set out the proposals for closing down the service to achieve the associated financial savings.</p> <p>The committee were aware that due to the scale of spending cuts being imposed on Local Government there would be 42 million less for the Council to spend on services in 2011/12. The Council priority was to protect services for the most vulnerable residents. The Council was no longer in a financial position to maintain the Neighbourhood Management Service as it was neither statutory nor an essential service. The closure of the service would achieve £1.4m with some funds set aside for the continued operation of Area Assemblies, which would become Area Forums, and the establishment of the Area Committees which would facilitate local decision making. The Making the Difference funds (this was a funding pot which local groups could apply for funding from, in each of the 7 area assembly catchments) would remain but at a reduced level. The community engagement function of the Neighbourhood Management team would be facilitated by the new Single Frontline service later in the year.</p>

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The committee noted that consultation with staff was currently underway and would complete on the 27<sup>th</sup> February. Following this an equalities impact assessment would be completed. The beginning of the assessment was enclosed as part of the report for the committee's information. Members noted that a total of 12 staff from the service had been accepted for voluntary redundancy, leaving 16 staff that would enter the redeployment pool. Members were advised that four community engagement posts were likely to be created in the autumn and be located in the Single Frontline service. This was after the period in which the staff would be placed in the redeployment pool and also likely to be after the expiry of their notice period, Unfortunately, it was not possible to dovetail these exercises in order for these new positions to be available before the autumn. This was due to the need to make the financial saving of 1.4m, by the end of the financial year (April) by closing the Neighbourhood Management service. Significant work on the creation of the Single Frontline service was underway. This involved co-ordinating the required services that would form this service and undertaking the necessary staff consultations. This exercise was expected not to be completed until May.

In noting, that the payment for the redundancies would be financed by the reserves of the Council, clarification was sought on the total cost of the redundancy payments across the Council. The committee learned that the total cost of redundancy to the Council's reserves would not be fully known until the redundancy process was complete. The committee noted that there was still another cohort of staff applications, for voluntary redundancy, to be considered after the finalisation of further staff structures.

Clarification was sought on the impact of the overall reduction in Council staff, in terms of contribution levels to the pension fund. It was noted that no increases were planned for pension contribution levels at present and central government was the vehicle, in future years, to provide clarity and guidance on this matter.

Further to considering this report, the committee expressed concern at the limited number of staffing restructure reports being considered at the special committee meetings. The committee were expecting the majority of staffing restructures to require agreement before the end of the financial year, hence the agreement to hold extra committee meetings. The committee agreed the need for individual reports to be compiled from directorates detailing where their change to staffing structures will be and advising how they relate to the overall Council reorganisation. The committee further agreed that these reports be scheduled to forthcoming meetings as a matter of importance. With the aid of these reports, the committee could then further decide if any of the directorate's individual service restructures would need to come back to committee, after staff consultation, or if they could be agreed by delegated authority by the chair of the committee and the required director. The committee could be kept informed of the decisions taken by delegated authority, by the chair and directors, by the means of a summary report being considered at a committee meeting when a sufficient number had been completed.



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**RESOLVED**

- i. That in principle the Neighbourhood Management Service be deleted, which would include the potential deletion of 28 staff posts. That it be noted that twelve of the twenty eight Neighbourhood Management staff have applied and been accepted for voluntary redundancy.
- ii. That the staff consultation which started on 26<sup>th</sup> January 2011 involving officers affected is completed, in line with the Council's policy and procedure, and comments received will be considered and responded to accordingly.
- iii. That the Director of Urban Environment with the Chair of the General Purposes Committee be delegated authority to agree the deletion of the service following the consultation process and providing nothing of a substantive matter arises during or from the consultation period and process. The final decision will take into account the authority's public sector equality duties following completion and consideration of the equality impact assessment.
- iv. That individual reports be compiled from directorates detailing where their change to staffing structures will be and advising how they relate to the overall Council reorganisation. That these reports be scheduled to forthcoming meetings as a matter of importance.
- v. That the committee be kept informed of decisions taken by delegated authority by the chair on staffing matters, when a sufficient number have been completed, by the means of a summary report.

**GPCO80. PROPOSALS TO REDUCE PA SUPPORT TO SENIOR MANAGERS IN THE CHILDREN AND YOUNG PEOPLE'S SERVICE**

The committee were informed that the Business Support and Development Business unit, of the Children and Young People's service was in the process of being wound up. As a consequence there would be one fewer Deputy Director post based at Station Rd and other reductions in the overall numbers of senior managers. In conjunction with the reduction in management, it was proposed to the committee, that there be a further reduction in the directorate support team from 6 members of staff to 3. The deletion of these posts was part of the implementation towards the overall Council savings targets.

**RESOLVED**

- i. It be noted that formal consultation on these proposals began on 23 December 2010 and was concluded on 28 January 2011.
- ii. The comments received from staff and trades unions and the management response to these enclosed in (Appendix 2) be noted.
- iii. That the proposed reduction in staff as set out in the enclosed consultation document (Appendix 1) be agreed.

Councillor George Meehan

Chair

**MINUTES OF THE GENERAL PURPOSES COMMITTEE  
TUESDAY, 22 FEBRUARY 2011**

Councillors Meehan (Chair), Khan, Waters, Whyte and Rice (Vice-Chair)

Apologies Councillor Wilson and Bloch

Also Present: Ian Bailey, Dave Burn

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>
<b>GPCO81.</b>	<p><b>APOLOGIES FOR ABSENCE (IF ANY)</b></p> <p>Apologies for absence were received from Cllr Bloch and Wilson.</p>
<b>GPCO82.</b>	<p><b>URGENT BUSINESS</b></p> <p>No items of urgent business were submitted.</p>
<b>GPCO83.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>There were no declarations of interest</p>
<b>GPCO84.</b>	<p><b>DEPUTATIONS/PETITIONS</b></p> <p><b>NONE</b></p>
<b>GPCO85.</b>	<p><b>PROPOSALS FOR THE DELETION OF MANAGEMENT POSTS AS A CONSEQUENCE OF THE DECOMMISSIONING OF THE BUSINESS SUPPORT AND DEVELOPMENT BUSINESS UNIT</b></p> <p>The committee considered proposals for the deletion of 3 management posts in the Business Support and Development Business unit. This was part of the Children and Young People's reduction in business units from 4 to 2 and contribution to the implementation of the Council's budget strategy. The committee were advised that the current functions of the Business Support and Development unit would either be: discontinued, dispersed to another business unit in the Children and Young People's service, or be incorporated into functions located elsewhere in the Council.</p> <p>Members noted that the Special Projects Manager post was funded by capital funding which was due to end at 31 March 2011. The second and third post which was the Head of Commissioning and Head of Administration would be deleted and the employees would be subject to the Councils re- deployment and redundancy scheme.</p> <p>Clarification was sought on whether the Council were open to potential claims for breach of contract, from these displaced employees, under single status rules. It was explained to the committee that should the employees be required to leave the Council after their redeployment period ends, their previous posts would be evaluated, according to single status rules, and compensation provided, if required.</p> <p>With regards to the post of Head of Commissioning and Business Management,</p>

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	<p>the committee asked if this post holder would be eligible to participate in the service function review of Procurement .The committee noted that the outcomes of the service function review of Procurement were expected before the postholder's likely last day of service .There could then be an assessment to ascertain if there were any senior posts, in the new structure, that could be applied for.</p> <p>Details of the composition of ethnicities classed as white other was sought in order to understand if this category was representative of the composition of ethnicities residing in the borough and if there was a disproportionate impact on some ethnicity groups as a result of this restructure and saving. In response it was noted that this detailed information on ethnicity was not available to hand. To understand if there was an unequal impact on a particular ethnic group, contained in the white other category, there would need to be comparisons made with the detailed information on ethnicity collated from across the directorate. The committee noted that the initial priority of the Council would be to ensure that the most capable staff was employed whilst also ensuring that the borough's workforce was reflective of the ethnic composition of the borough.</p> <p>The committee noted the independent role of equalities officers in checking and signing off the equalities impact assessments and enquired whether it was appropriate for the Assistant Director, who was also the Chair of the Directorate Equalities Forum, to sign the equalities impact assessment. For example, would this leave the service open to scrutiny or lead to questions around the independence of his view. The Principal Employment, Corporate and Education Lawyer, advised the committee that there was no conflict of interest with the Assistant Director who also held the position of Chair of the Directorate Equalities Forum, signing off the Equality Impact Assessment. The Assessment was subject to a quality check by one of the Council's Equality Officers and was signed off after that had occurred.</p> <p><b>RESOLVED</b></p> <ul style="list-style-type: none"> <li>i. That the committee note that formal consultation on these proposals began on 04 January 2011 and was concluded on 04 February 2011.</li> <li>ii. Note the comments received from staff and trades unions and the management response to these as set out in Appendix 2.</li> <li>iii. That the proposal to delete three posts in the current management structure for the Business Support and Development Business unit be agreed.</li> </ul>
GPCO86.	<p><b>NEW ITEMS OF EXEMPT URGENT BUSINESS</b></p> <p>None</p>

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TUESDAY, 22 FEBRUARY 2011**

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Councillor George Meehan

Chair

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Agenda item:

**[No.]****General Purposes Committee****On 29 March 2011**

Report Title: Summary of Adult and Community Services Restructuring Proposals

Report of: **Mun Thong Phung, Director of Adult, Culture and Community Services**

Signed:

Contact Officers: Helen Constantine, Head of Business Improvement

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

- 1.1. To provide an overview of the proposed restructuring of Adult Services & Commissioning business unit and Safeguarding & Strategic Services' business unit.
- 1.2. To seek agreement from the General Purposes Committee (GPC) to the recommendations set out in section 3 below.

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

- 2.1. ACCS Council Plan Priorities are:
  - Encouraging lifetime well-being at home, work, play and learning;
  - Promoting Independent living while supporting adults and children in need; and
  - Delivering excellent customer focused cost effective services.
 Full Council Plan Priorities can be found on the left hand side of the page at <http://harinet.haringey.gov.uk/index.htm>.
- 2.2. The proposals summarised in this report are designed to implement the council's budget strategy.

**3. Recommendations**

3.1. That members:

- Note the overview of the current and proposed future shape of the service and summary of proposed restructures set in Appendix 1 of this report.
- Note the delegation of authority to the Director of Adult, Culture and Community Services as outlined in table contained in section 4 of Appendix 1, taking into account of the appropriate Equality Impact Assessment.
- Note the requirement for further reports on the conclusion of staff and public consultation on the following proposed closures:
  - Adult Services Residential Care Homes;
- Note the requirement for further reports on the conclusion of staff consultation on the following proposed restructures:
  - New Reablement Service (to be formed by ring-fencing existing Home Carers);
  - Assessment, care management, equipment and occupational therapy (re-alignment to match self-directed support pathway).
- Note the progress of reductions in administration and business support that are being actioned via Delegated Authority.

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

- 4.1. To ensure that GPC is briefed on the overall shape of organisational changes as they affect Adult & Community Services and Safeguarding & Strategic Services, and is able to confirm the most appropriate route for decision-making on elements of these changes, as set out in section 4 of Appendix 1.
- 4.2. The proposed changes are designed to create services that are more flexible, more personalised and give greater choice and control whilst delivering financial savings to contribute to the £84 million savings the Council must find over the next three years.
- 4.3. To minimise the delay in realising savings towards the council's overall targets.

**5. Other options considered**

- 5.1. Where applicable, reports on specific changes will detail other options considered.

**6. Summary**

- 6.1. Adult Services & Commissioning and Safeguarding & Strategic Services be restructured in response to three key drivers:
- To promote a healthier Haringey where every adult has an equal chance of having a healthy, safe and fulfilling life.
  - The current financial challenges placed on adult social care, which involves considerable reductions in grant funding and core budgets.
  - The need to respond to changes within a framework of new policy directives from central government.



- 6.2. The proposals set out in this paper seek to respond to these challenges, that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty; in summary, the development of a clear balance, within available resources, of universal, targeted and specialist provision, including the introduction of personalisation.
- 6.3. The strategic direction and priorities for future Adult Social Care service delivery are as follows:
- [Putting People First](#) (Department of Health Transformation of Adult Social Care Agenda) and the delivery of personalised care through personal and individual budgets. The aim of personalised care is to give vulnerable adults more choice, control and independence through a personal budget.
  - Continue to enhance Adult Safeguarding;
  - Developing early intervention and prevention; develop volunteering, social capital and enablement, working in partnership with Haringey's residents and other internal and external agencies such as: Housing, Health and the Voluntary Sector. We need to work closely with our residents and with other key partners to develop good prevention services with the wider community in recognition that this is wider than a Council responsibility.
- 6.4. Different types of services are needed to take forward the strategic direction and deliver the priorities for Adult Social Care for example:
- **Reablement** – this means that a person will receive a very short intensive burst of rehabilitation, using a combination of focused 'reabling' home care which is about doing 'with' and not 'for' someone, occupational therapy and physiotherapy, either following a hospital admission or preventing admission to get a person back on their feet and functioning independently again without the need for long-term care.
  - **Extra-care** – this means very sheltered care. It can be alternative to residential care as there is 24 hour on-site care. The difference being that people have their own front door and some independence and the extra dignity this affords.
  - **Personal budgets** – those assessed and eligible for care can have a personal budget which can give greater choice and control over their care arrangements and help people have more flexibility terms of when and where they want to arrange their care. Adult Services are still there to help and support people and risk assessments and safeguarding practice applies, as per usual procedures.
  - **Neighbourhood Well-being Networks** – work with the voluntary sector and stimulate the development of social capital to deliver early intervention and prevention, including 'good neighbour' schemes, volunteering and time bank.
- 6.5. The organisational restructuring of the two business units recommended in this report has been developed to ensure the structure is fit for purpose. The revised organisational structure has been developed within the cash envelope available,

whilst delivering the required Council reductions.

- 6.6. In doing so, we have taken available opportunities to review business efficiencies by reviewing the use of administrative and management resources, with a view of streamlining them and taking into account the Corporate Support Function Reviews.
- 6.7. A table setting out the proposed restructures and unit closures is included in section 4 of Appendix 1. For those still to conclude staff consultation, we propose that this committee agree to either delegate the final decision to the Director of Adult, Culture and Community Services (for those affecting under 20 staff) or require a report to a future meeting of the committee as set out in the table. In all cases the final recommendations will be accompanied by a full account of the consultation, a response to points raised in consultation and an Equalities Impact Assessment.

**7. Chief Financial Officer Comments**

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

**8. Head of Legal Services Comments**

- 8.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business reorganisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.
- 8.2. In each of the separate proposals outlined in this report due consideration will need to 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 equalities duties before such a final decision, taking into account the outcome of an appropriate equality impact assessment.

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

- 9.1. Not applicable.

**10. Equalities & Community Cohesion Comments**

- 10.1. For each saving proposal, an Equalities Impact Assessment (EqIA) screening document has been completed to identify whether a full EqIA was needed.

- 10.2. Where the screening document identified potential impacts on service users, 'service delivery' EqIAs are being conducted – this is the case for the majority of the savings proposals.
- 10.3. Staffing EqIAs are being undertaken for each proposed restructure or service closure.
- 10.4. final decisions whether made by the GPC or by delegated authority will have full regard to the findings of full EqIAs being conducted on service delivery and on staffing (the proposed restructures and unit closures are detailed in section 4 of Appendix 1).

**11. Consultation**

- 11.1. There is a formal period of consultation for each of the proposed restructures or unit closures. During this period meetings are held with staff and trade union representatives. Consultation with service users and other stakeholders also forms part of the 'service delivery' EqIA process.
- 11.2. The consultation is designed to identify those people who wish to request voluntary redundancy as a means of minimising disruption to services and staff.

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

- 12.1. Appendix 1: Overview of the Proposals for the Future Shape and Role of Adult and Community Services
- 12.2. Appendix 2: Organisation Charts

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

- 13.1. Not applicable

## **Overview of the Proposals for the Future Shape and Role of Adult and Community Services**

### **1. The Current Position**

Adult, Culture and Community Services is currently organised into four delivery Business Units as follows:

- Adult Services and Commissioning;
- Safeguarding and Strategic Services;
- *\*Recreation Services; and*
- *\*Culture, Libraries and Learning.*

*\*Recreation Services and Culture, Libraries & Learning have been excluded from this report, as has Community Housing Services. This has been covered in the Rethinking Haringey proposals that have previously been submitted to GPC.*

Within Adult Services & Commissioning and Safeguarding & Strategic Services, there are a number of services as outlined below.

#### ***Adult Services and Commissioning Business Unit***

##### ***Assessment and Personalisation and Occupational Therapy***

This service assesses the personal care needs of adults and the support needs of their carers. Each assessment is carried out by a care manager in consultation with the service user. Following the assessment, and within agreed eligibility criteria known as Fair Access to Care Services, the service may provide support ranging from help within the user's home, such as assistance with personal care tasks, to residential or nursing care for people with more complex needs. This includes ensuring a safe and sustainable discharge from hospital.

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.

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. The pilot programme has developed a new social care system for delivery of a range of services to vulnerable residents and their carers. This service includes a

single point of access to Adult Social Care through the Integrated Access Team. 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 which are generic and specialist; as well as, a contact screening service for people who are likely to be entitled to services funded by the Council in line with its eligibility criteria.

The Council in partnership with the NHS intend to establish a reablement assessment 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 the 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. The new service will also include an income maximisation assessment to ensure residents are claiming their full entitlement to welfare benefits.

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.

Integral to the development of the service offer to residents is the development of a Personalisation/Self Directed Care Hub. It is proposed to reconfigure the current day service (Winkfield Resource Centre), into a user led group service where staff are available to organise and procure group activities.

The development of local social capital is integral to the development of a transformed social care system. The pilot programme has been operating a number of small social media and volunteering schemes (Neighbourhood Connects and Time Bank).

Staff in this service will be re-aligned in accordance with the above. This will be implemented using the council's reorganisation procedures. The proposals will affect 124 staff. Given the number of staff that are covered by these changes, it is proposed that a specific report is referred to GPC in April 2011. It is envisaged that a very small number of staff will be displaced by this re-alignment.

### Learning Disabilities

The service consists of social workers and health workers working in Partnership, and provides health and social care services for people with learning disabilities and their carers. These may include issues around a person's housing, occupation, recreation and/or emotional needs. The user's choice, independence, rights and inclusion is maximised in their care plan. The team works with people from the age of 16, helping to facilitate their transition into adult services.

Closure of Whitehall Residential Care Home for People with Learning Disabilities – the proposal is to re-provide this service to enable people through personal and individual budgets to access more ordinary living options. The move from institutionalised care to supported living arrangements offers residents: improved choice, flexibility, freedom

and control, whilst offering greater value for money with the added benefit of access to housing benefits. This will affect 30 employees and therefore a specific report will be provided to GPC in June/July 2011.

We have also taken the opportunity to rationalise administrative and management functions which has led to a reduction in posts. This is being achieved via Delegated Authority.

### Provider Services

There are three in-house residential homes for Older People in the Borough. The proposal is to close The Red House, Cranwood and Broadwater Lodge residential homes. There will be no change to Haringey Council's eligibility criteria to access adult social care services. It is worth noting that two-thirds of all residential care is already purchased from the independent sector. The cost of running residential care that is owned and run by the Council is approximately 40% more than that for those owned by other sectors, partly due to higher administration and labour costs. A higher percentage of older people's social care budget is spent on residential care, which means that there is less available to spend on more personalised services, which are tailored to the needs of individuals.

The number of staff affected at The Red House is 43.

The total number of staff affected at Cranwood is 40 and Broadwater Lodge is 44.

It is proposed that specific reports are referred to GPC in June/July 2011.

The proposed Mental Health Unit closure, Alexandra Road is a 24/7, 365 days/year service that provides care and support to people with mental health problems and are in crisis. People usually stay there for a maximum of one week, as an alternative to hospital care and provides a crisis service to 8 people when at full capacity. The number of staff affected is 16.

It is proposed that, given the number of staff involved and the fact that funding is ceasing in July 2011, this change will be implemented by delegated authority once the Council has taken its final decision on the future of this service following the public consultation which ends on the 30 April 2011.

Woodside Day Centre, The Haven and the Six8Four Centre provide care and support to more frail and/or vulnerable people living in the community who have been assessed by a social worker as needing such a service and who do not require more intensive long-term care e.g. in a residential care home. People who attend are financially assessed to determine how much they contribute towards the cost of their support in the community, including any day care element.

The number of staff affected at Woodside Day Centre is 8.

The number of staff affected at Six8Four Centre is 7.

The number of staff affected at The Haven is 6.

It is proposed that this change is implemented by delegated authority once the Council has taken its final decision on the future of these services following the public consultation which ends on the 30 April 2011.

The Grange in Tottenham and the Haynes Centre in Hornsey provide services specifically for older people who are still living in the community with varying degrees of dementia. The closure of a centre and merging on one site will result in savings in the form of staffing efficiencies. There should be no reduction in levels of care and support to service users and their carers. It is proposed that this is actioned via delegated authority.

There are four Council funded drop-in centres for Older People: Abyssinia Court, Willoughby Road, The Irish Centre and Woodside House (separate building from Woodside Day Centre). The drop-in centres are used solely by people who do not meet threshold into care services criteria. They are 'walk-in', non-assessed services which are not charged for. The Council has no legal obligation to provide such a service. The number of staff affected is 7. It is proposed that this change is implemented by delegated authority once the Council has taken its final decision on the future of these services following the public consultation which ends on the 30 April 2011.

The in-house Home Care Service is small and of good quality, but relatively expensive service providing short-term intensive and long-term continuing domiciliary care for people over 50 years. It currently consists of 82 staff. The new reablement service will provide service users a very short intensive burst of rehabilitation, using a combination of focused, 'reabling' home care, occupational therapy and physiotherapy, either following a hospital admission or preventing admission to get a person back on their feet and functioning independently again without the need for long-term care, thus reducing pressure on commissioning budgets. This proposal will not adversely impact service users, as it has been demonstrated that having a period of reablement, prior to agreeing a longer term package/personal budget, results in improved outcomes for people by enabling them to live more independently for longer in their own homes. However, it is anticipated that a significant number of displaced home care workers will be recruited to the new reablement service on adjusted job descriptions and contracts. The aim is to select as many reablement workers as possible from our pool of home carers. A specific report will be prepared for GPC with regard to the detailed arrangements of this new reablement service.

### Commissioning Services

Commissioning value for money personalised services is core to the work of the strategic commissioning unit in order to transform adult services and deliver the required efficiencies. Market development and better market management is also central to the work of the unit. Joint strategic planning and commissioning will continue to be informed by the work of internal and external partners such as the third sector and NHS London (and good practice learning from other areas), in relation to developing systems around joint planning and commissioning which will be flexible to meet the needs of the local population, and to respond to the [DH World Class Commissioning programme](#). This work will affirm that most commissioning will be

driven locally and involve all stakeholders in the health and wellbeing agenda. Strategic policy and planning support inform the strategic commissioning function council as well as directorate-wide. This function will transfer to Corporate Centre as part of the Support Function Review. Reviewing the Directorate's plans, supporting the reporting mechanism to external assessors and Central Government and working on specific aspects of the personalisation agenda are also active elements of the team's remit. The service also supports the Research Governance Framework (a statutory requirement), which has been developed in such a way as to effectively link with Health and academic ethics committees, and the council's consultation framework.

This division is responsible for the strategic development of carers' services. There are currently 16,000 carers in the Borough and services offered are: respite, support, advice and information.

Posts have been deleted as part of the efficiency savings via delegated authority.

### ***Safeguarding and Strategic Services Business Unit***

Safeguarding and Strategic Services manages and co-ordinates a range of services that manage and/or deliver infrastructure and back office functions for the department. These include: Social Care Finance, Safeguarding, Supporting People programme, contract management, complaints, system development and service/business improvement.

Given the nature of this business unit a great number of the posts have been covered by the Corporate Support Functions Review. This and other drivers referred to earlier have led to the remaining services in this business unit being merged with services currently in Adult Services and Commissioning business unit to form the new Adult and Community Services.

This has provided the opportunity to delete one Assistant Director role as set out in the *Rethinking Haringey* proposals, which have been previously presented to GPC.

### ***Management, Administration and business support staffing rationalisation***

Adult Social Care has had to set the strategic direction and priorities for the service over the next three years in the context of budget challenges. This proposal is part of the re-organisation of Adult Social Care against this background. The aim is to make savings and contribute to the £41 million savings requirement for 2011/12.

With this in mind, there has been an administration and business support review within Adult Services & Commissioning and Safeguarding & Strategic Services, in order to contribute to the overall savings. In the course of the review, administrative resources have been reassessed to ensure that any duplication/multi-handling is eradicated; and, that appropriate structures are in place to support the delivery of core business and have greater consistency across the division.

This comprises of a number of staffing restructures, including:



- Reconfigure the two business units and bring together services into revised groupings that will see a reduction in the number of Assistant Director posts from two to one, as set out in *Rethinking Haringey* and referred to earlier;
- Deletion of the Independent Chair of Safeguarding post;
- Staffing efficiencies at middle manager level (four posts) as referred to earlier and being implemented via delegated authority;
- Deletion of two admin officer posts and one administrative manager post within the Learning Disability Partnership, as referred to earlier and being implemented via delegated authority;
- Deletion of four Business Manager posts, as referred to earlier and being implemented via delegated authority;
- Deletion of two posts in the Systems Development (Framework-i) service; this will be implemented via delegated authority;
- Deletion of two posts in the Financial Assessment Team; this will be implemented via delegated authority;
- Deletion of one post in the Safeguarding Team; this will be implemented via delegated authority; and

All proposals for the deletion of the above-mentioned posts have followed the provisions of the Council's policies regarding organisational restructuring and redundancy, and taken due account of any equalities issues relating to staff.

## **2. The challenge**

The need to reorganise the structure is in response to three key drivers:

- To promote a healthier Haringey where every adult has an equal chance of having a healthy, safe and fulfilling life.
- The current financial challenges placed on adult social care, which involves considerable reductions in grant funding and core budgets.
- The need to respond to changes within a framework of new policy directives from central government.

The proposals set out in this paper seek to respond to these challenges, that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty; in summary, the development of a clear balance, within available resources, of universal, targeted and specialist provision, including the introduction of personalisation.

## **3. The Overall Shape of Change**

In brief, the proposal is that the Service reduces from two business units to one – Adult and Community Services - with a commensurate reduction in the number of Assistant Director posts from two to one Deputy Director post. The two reconfigured business units bring together services into revised groupings that see further reduction in the number of managers, effectively de-layering the current arrangements. These business

units are described below.

### Assessment and Personalisation

This service will deliver the following functions:

- Delivery of the personalisation agenda including personal care, budgets and comprehensive information and advice;
- Care management and assessment for older people and adults with physical and mental health disabilities; and
- No recourse to public funds.

*Putting People First*, a shared vision and commitment to the transformation of adult social care, was published in December 2007 and set out the shared aims and values for transforming social care. Personalisation is a new way of providing support to all users of adult social care in a much wider range of ways to help them achieve what they want to do with their lives. A number of key features of personalisation have already been put in place, including self-directed support, self assessment, and personal budget and personalised support plans.

The new Government continues to support the personalisation agenda which is a key principle specified in their Vision for Adult Social Care. The Vision states that individuals not institutions should take control for their care. Personal budgets, preferably as direct payments, should be provided to all eligible people. The Vision also states that information about care and support should be available for all local people, regardless of whether or not they fund their own care.

This service will be key to the continued successful delivery of the personalisation agenda.

### Adult Commissioning

This service will deliver the following functions:

- Value for money commissioning of adult care services;
- Market development and management;
- Council lead for the integration with the NHS;
- Mental health care for Adults and Older People;
- Strategic planning, development and management of the council wide voluntary sector; and
- Managing Supporting People programme.

*The Adult Commissioning Service* will be integral to delivering priorities outlined in the new *Vision for Adult Social Care* and the *Putting People First* concordat. The commissioning service will need to ensure it does this within strict financial constraints in order to achieve the most cost effective, personalised services. The Government propose a vision for a thriving social market in which innovation flourishes, with councils playing a key role in stimulating, managing and shaping the market. Councils will need to support communities, voluntary organisations, social enterprises and

mutuals to flourish and develop innovative and creative ways of addressing care needs. The first step in market shaping is for councils, in partnership with the NHS, to move away from traditional block contracts and support growth of a market in services that people want. Commissioners need to work with suppliers in the independent and voluntary sectors to better understand market capacity and capability, and decide how innovation and best value can be incentivised effectively. The *Vision for Adult Social Care*, NHS white paper and public health white paper all set out the Government's requirement for councils to work closely with the NHS to pool budgets and jointly commission services.

- *Health:* A number of recent policy directives from the Government, including the *Vision for Adult Social Care*, NHS white paper and public health white paper, have stressed the importance of joint working between the NHS and local authorities. This service will support partnership working with health colleagues, including joint commissioning and working with GP collaborative, the new Health and Wellbeing Board and the integration of health improvement functions within the local authority. The service will also take a lead role in revising the [Joint Strategic Needs Assessment](#) (JSNA), as outlined in the *Vision for Adult Social Care*.
- *Mental Health:* The Adult Commissioning Service will be responsible for the mental health assessment and care management teams, and mental health commissioning budgets.
- *Supporting People:* This service will continue to manage the Supporting People programme which delivers a range of support services, including housing related support, to over 9,000 people in Haringey. The new Government's *Vision* recognises that the Supporting People programme helps to avoid more costly interventions, improves outcomes for individuals and returns savings to other areas. The programme is thought to save at least double what it invests by preventing access to more expensive services.
- *Voluntary Sector:* The importance of the voluntary sector in achieving excellent health and social care outcomes is emphasised in all of the Government's new policy directives. It is recognised that the voluntary sector is essential in delivering the personalisation and prevention agendas. Emerging direction from the Government is designed to open up public services to ensure that charities, social enterprises and co-operatives have a much greater role in the running of services. Councils will work with the voluntary sector to stimulate the development of social capital to deliver early intervention and prevention, including strong neighbourhood wellbeing networks. The Comprehensive Spending Review stated that paying and tendering for services will be by results rather than the Government being the default provider. The Government will look at setting proportions of services to be delivered by independent providers, such as the voluntary sector. Key areas to be explored include the provision of adult social care and community health. The Council currently invests over £12 million in the voluntary sector through a combination of grants and commissioned projects to improve the health and wellbeing of residents. It is inevitable that there will be less funding available for the voluntary sector due to local authority cuts and reduction in grant aid. The revised [Voluntary Sector Strategy](#) will provide a revised commissioning and funding framework which sets out the core principles for how the Council will support and work with the voluntary sector, including how the Council will fund and commission

services. The strategy applies to all voluntary sector services funded by the Council and its strategic partners that currently receive grant aid or provide commissioned services. This service will play an essential role in developing and implementing the new strategy and commissioning framework and ensuring there is a thriving, innovative range of services delivered by the local voluntary sector.

### Prevention Services

A proposal is being made to establish, and register with the Care Quality Commission, a new short-term (6 week maximum duration) community reablement service to deal with provision of reablement and rehabilitation to mainly older people post hospital discharge, with a view to restoring them to independence. This service will be working in partnership with the new multi-disciplinary reablement assessment service, managed within Occupational Therapy.

Recruitment for all new posts in the reablement service will be by application and interview, drawing initially from the pool of home care staff and managers whose employment is threatened by the proposed closure of the home care service. The selection process will be on the basis of an open-ring fence which means the applicant will have to demonstrate that they meet the requirements of the post. Following a two-week period of induction and training in June 2011, it is anticipated that the new service will go live in July 2011.

Prevention Services will deliver the following functions:

- Reablement;
- Community alarm;
- Supported housing;
- Day opportunities;
- Integrated Community Equipment and Major Adaptations; and
- Occupational Therapy.

Prevention is one of the seven principles of the *Vision for Adult Social Care* published by the new Government. The *Vision* states that empowered people and strong communities will work together to maintain independence. Where the state is needed, it will support communities and help people to retain and regain independence. The *Vision* expects councils to commission a full range of appropriate preventative and early intervention services such as reablement and telecare. The new Early Intervention and Prevention Service will ensure the Council delivers against the prevention principle in the vision.

The *Vision* has a significant focus on reablement which covers a range of short-term interventions which help people recover their skills and confidence after an episode of poor health, admission to hospital or bereavement. Reablement can help people to continue to live independently in their own homes, avoiding expensive readmissions to hospital and ongoing social care packages. The Government is supporting the expansion of reablement.

### Learning Disabilities Partnership

This service will deliver the following functions:

- Health and social care services for people with learning disabilities and their carers;
- Service planning, including identification of housing, leisure, employment and learning opportunities; and
- Transition from Children's to Adults' Services.

The Learning Disability Partnership contributes to the delivery of *Putting People First* and *Valuing People Now* by providing a range of personalised services to people with learning disabilities. This unit will play a key role in continuing to deliver personal budgets to all adult social care users. The *Vision for Adult Social Care* recognises that people with learning disabilities, autism, disabled people and those with complex needs require person-centred planning to maximise choice and control, and appropriate help in cases where a direct payment is not chosen. The service contributes to this objective through the provision of advocacy to help people express views and receive the services they want. The service also plays a role in monitoring compliance with the CQC's essential standards of quality and safety at its registered locations.

### Safeguarding Services

This service will deliver the following functions:

- Promoting awareness of adult safeguarding and risk assessment;
- Management and governance of the safeguarding process;
- Setting the strategic direction of safeguarding through the Safeguarding Adults Board; and
- Management of the Deprivation of Liberty Safeguards process.

The protection of vulnerable people forms one of the key principles underpinning the *Vision for Adult Social Care*. With effective personalisation comes the need to manage risks to maximise people's choice and control over their care services. Individual risk assessment enables the safeguarding of vulnerable adults against the risk of abuse or neglect while allowing for individual freedom.

The CQC's risk-based approach supports the safeguarding agenda by monitoring provider compliance with the essential standards of quality and safety and identifying where standards are at risk of failing. Targeted inspections will be carried out where a significant risk is identified. Inspections may also be triggered through performance information reported in the Quality and Outcomes Data Set, local intelligence or feedback from service users. In the context of localism, the local HealthWatch and other neighbourhood groups will become the eyes and ears of safeguarding, highlighting and reporting suspected neglect and abuse. The Adult, Commissioning and Safeguarding Quality Board oversees compliance against the essential standards of quality and safety to ensure robust practices are in place. This service will be key to continuing the successful delivery of the safeguarding agenda and risk management.

### Business Improvement

This service will deliver the following functions:

- Business planning;
- Service improvement;
- Compliance monitoring;
- Interface with regulators e.g. CQC;
- Management of internal and external audits;
- Supporting partnership working, including the Health and Wellbeing Board;
- Risk management;
- Co-ordination of health and safety, including policy development and safety liaison officer role;
- Business continuity;
- Emergency planning; and
- Oversight of administration and business support.

The Business Improvement Service will be integral to the successful delivery of the strategic objectives of the Adult and Community Services business unit. The service will do so via: business planning; service improvement; monitoring and evaluation of services; and partnership working. Performance monitoring by the Care Quality Commission is currently undergoing a series of significant changes; this service will manage the implementation and delivery of these changes. This will include monitoring compliance against the new essential standards; producing the new local account; supporting risk based inspections and service reviews; and monitoring delivery against the new outcomes framework for adult social care.

### Systems Development

This service supports Adult and Children's Directorates and will deliver the following functions:

- Supporting users of Framework-I;
- Delivering training and technical support to Framework-I users;
- System design, monitoring and evaluation;
- Data quality monitoring;
- Commitment validation for budget management in relation to adult care purchasing and personalisation; and
- Overseeing new IT developments for the business unit.

Strong IT systems are crucial in the context of the increasing flexibility of service provision through personalisation. Good system support and development enables adult social care staff to maintain accurate records, ensure appropriate processes are followed and monitor quality and performance. This service will contribute to the delivery of Haringey's Information Management Strategy, which sets out the framework for improved information management across the Council.

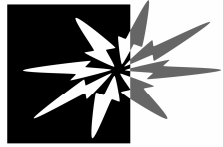
#### 4. Detail of staffing changes

In order to implement the changes outlined in the previous section, a number of proposals are being put forward. These are summarised in the table below.

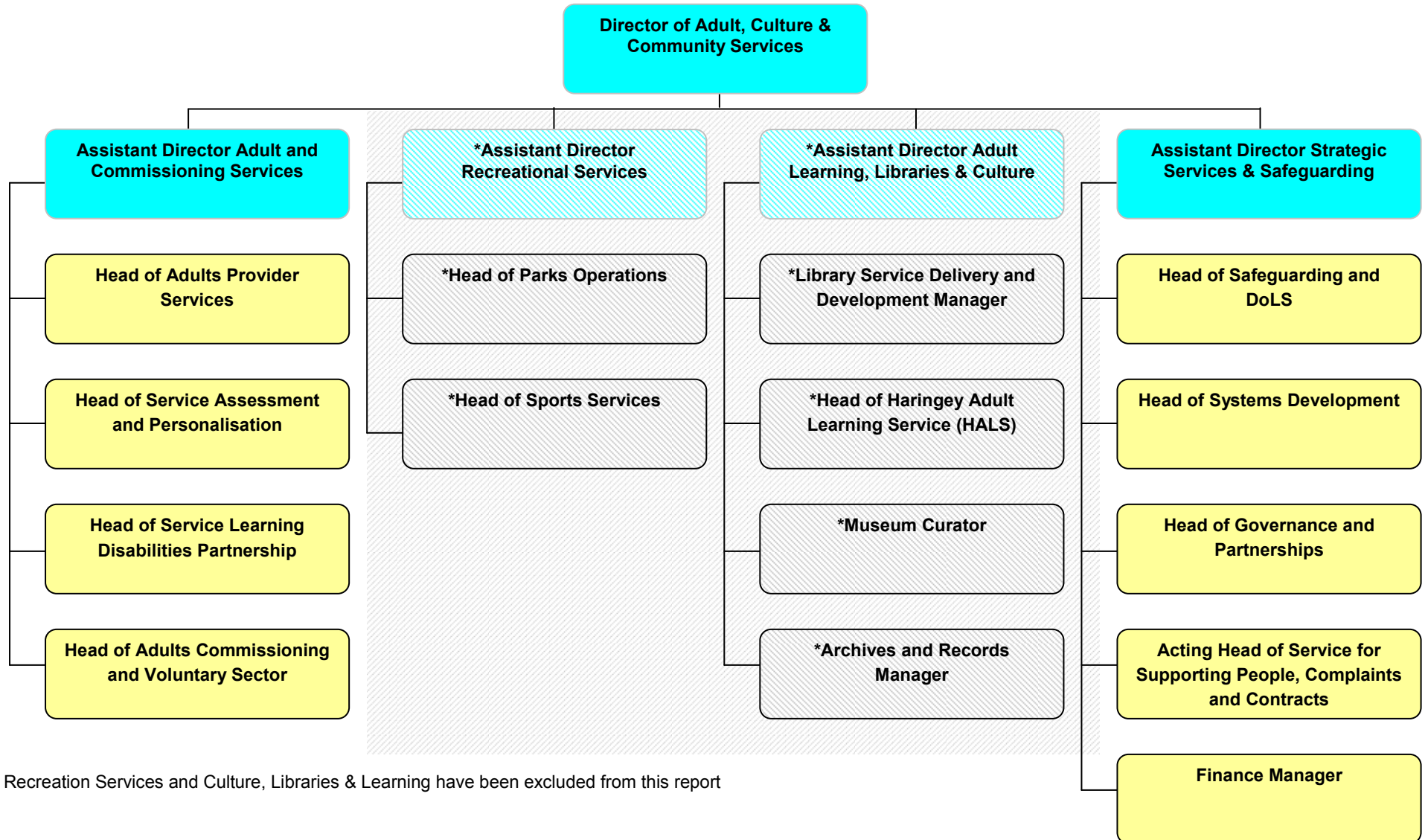
Proposal	Restructure or unit closure	No. of Staff Affected	Proposed no. of posts in new structure	Status	Decision Route
Alexandra Road Crisis Unit	Unit Closure	16	0	Consultation taking place from 31 January 2011 until 30 April 2011	DA
Adult Services Drop-in Centres	Unit Closure	7	0	Consultation taking place from 31 January 2011 until 30 April 2011	DA
<b>Adult Services Day Centres</b>					
The Haven	Unit Closure by March 2012	6	0	Consultation taking place from 31 January 2011 until 30 April 2011	DA
Woodside Day Centre	Unit Closure by March 2012	8	0	Consultation taking place from 31 January 2011 until 30 April 2011	DA
Six8Four Centre	Unit Closure by March 2012	7	0	Consultation taking place from 31 January 2011 until 30 April 2011	DA
<b>Adult Services Residential Care Homes</b>					
Cranwood	Unit Closures by March 2013	40	0	Consultation taking place from 31 January 2011 until 30 April 2011	GPC
The Red House	Unit Closures by March 2013	43	0	Consultation taking place from 31 January 2011 until 30 April 2011	GPC
Broadwater Lodge	Unit Closures by March 2013	44	0	Consultation taking place from 31 January 2011 until 30 April 2011	GPC
Whitehall Street	Unit Closures by March 2012	30	0	Consultation taking place from 31 January 2011 until 30 April 2011	GPC
Close Home Care and establish new Reablement Service	Restructure	82	45 (TBC)	Consultation taking place from 31 January 2011 until 30 April 2011	GPC
Realign the Assessment and Personalisation service	Restructure	124	TBC	Timetable and process being planned and report being	GPC

Proposal	Restructure or unit closure	No. of Staff Affected	Proposed no. of posts in new structure	Status	Decision Route
in view of self directed support				prepared	
<b>Management, Administration and Business Support rationalisation</b>					
a) Delete one Assistant Director post b) Delete Independent Chair of Safeguarding c) Middle management d) LDPB admin officers e) LDPB admin manager f) Business Managers g) Systems Development h) Financial Assessment i) Safeguarding	Restructure	[a] 2 [b] 1 [c] 4 [d] 5 [e] 1 [f] 4 [g] 2 [h] 1 [i] 1	[a] 1 [b] 0 [c] 0 [d] 3 [e] 0 [f] 0 [g] 0 [h] 0 [i] 0	These have all been implemented via delegated authority	DA

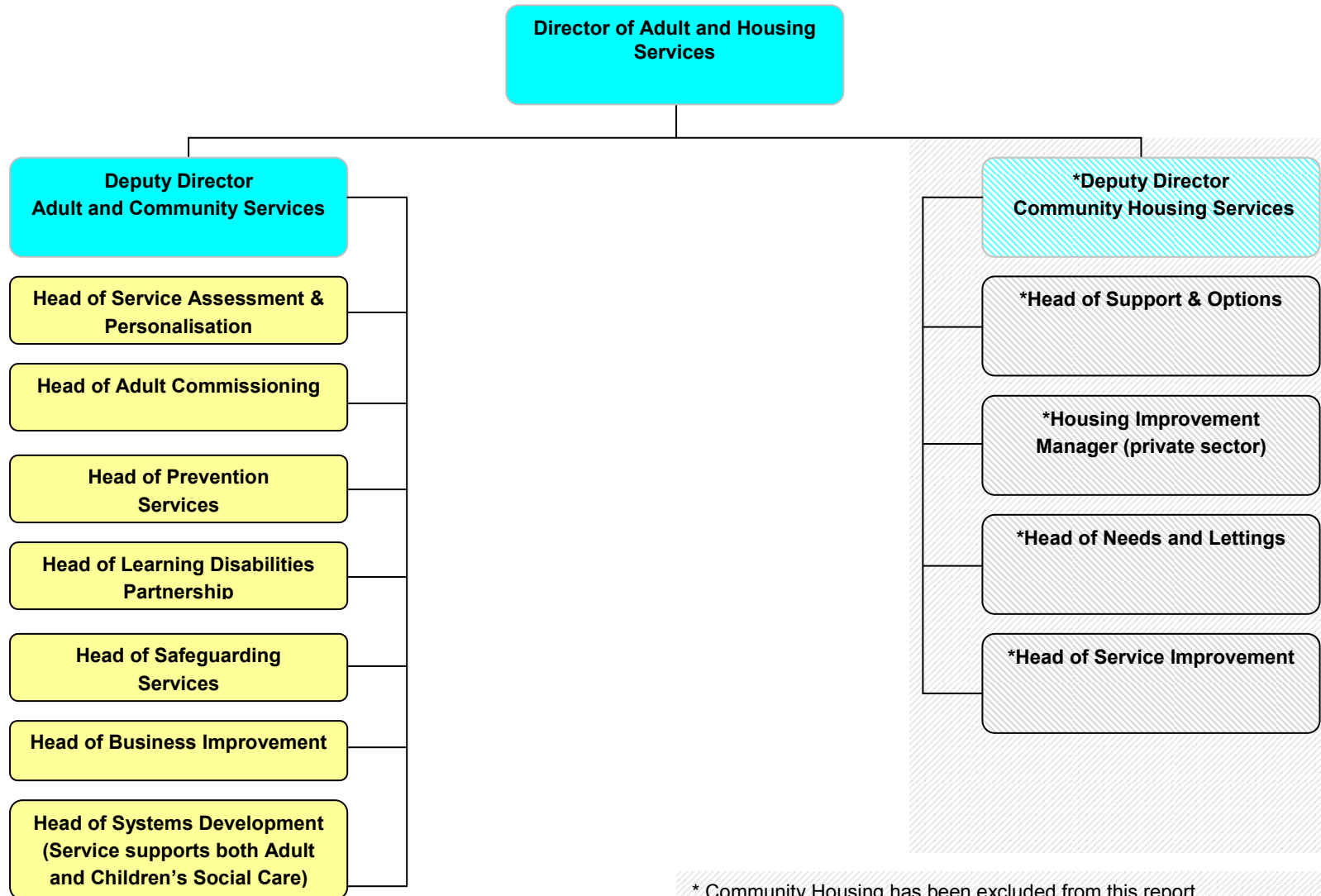




# Current Adult Culture & Community Services Structure



## Proposed Adult and Housing Services Structure Phase 1 & 2



\* Community Housing has been excluded from this report 20


**General Purposes Committee**
**on 29<sup>th</sup> March 2011**

Report Title: Review of Local Democracy & Member Services

Report of **Assistant Chief Executive**

Signed :

Contact Officer : Stuart Young

Wards(s) affected: **[All / Some (Specify)]**

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

**1. Purpose of the report**

- 1.1. To propose revised support service to Elected Members
- 1.2. To reorganise the staffing of Local Democracy & Member Services (LDMS)

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

- 2.1. This report proposes a review of support to Members and our system of governance. The review is necessary to bring about staffing changes arising from a reduction in budget.

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

- 3.1. n/a

**4. Recommendations**

- 4.1. That the Member support service offer from LDMS at appendix 3 be noted;
- 4.2 That the staffing structure at appendix 2 be agreed taking into account the responses to formal consultation detailed at paragraph 11 and Appendix 5 and also paying due regard to the authority's public sector equalities duties.

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

- 5.1. The Council faces a challenging budget position from 2011/12 onwards. A review of all services is required to reassess the level of service in the light of reduced budget provision.
- 5.2. Reviews of all support functions are being undertaken to ensure that the Council provides efficient support to the provision of frontline services. The recommendations in this report are in line with the principles adopted in other such reviews and accord with the Council's employment policies.
- 5.3. The proposals accord with a review of governance arrangements, separately reported to Members.

**6. Other options considered**

- 6.1. Alternative options include – cessation of service; partnering with another local authority to deliver; outsourcing to a market provider. Shared service options remain a possibility in the medium term, and will be the subject of further consideration. In order to deliver efficiencies within the current financial year, the recommendations at paragraph 4 are proposed.

**7. Summary**

- 7.1. Local Democracy & Member Services is currently resourced as described at appendix 1. The service provides support to Cabinet Members, the Mayor, non Executive Members, political groups and the Council's committee structure.
- 7.2. The budget for the service is proposed to reduce by 35% with effect from 1<sup>st</sup> April 2011. It is necessary therefore to redesign the services that will be offered and to adjust the staffing provision accordingly.
- 7.3. A proposed service offer to Members is attached at appendix 3. *(to be developed)*
- 7.4. Currently 30 full time equivalent posts are funded in LDMS. Under the revised offer it is proposed to reduce this resource to 17 FTE posts. The proposed structure is attached at appendix 2. The current and future deployment of staffing resource is as follows:

Current resources		Proposed
Grade	FTE	FTE
SM	2	1*
PO	20	14*
Sc-SO	8	2

\* some posts subject to competition may effect the balance of grades.

7.5. The process and timetable for reorganisation will be:

- 23<sup>rd</sup> December 2010 – 25<sup>th</sup> February 2011 = Consult on proposals
- 29<sup>th</sup> March 2011 - Report to GP Committee
- 1<sup>st</sup> April 2011 - Deadline for expressions of interest/preference for those in more than one ringfence
- 4-15<sup>th</sup> April 2011 - Recruit to stay interviews
- 18<sup>th</sup> April 2011 - Notification of outcomes

7.6. The proposals involve deleting 13 posts. The remaining structure provides 17 posts – with greater or lesser degrees of change to job descriptions. Where there is minimal change it is proposed to simply confirm existing postholders. Where change is significant or where the numbers of posts are reducing it is proposed to operate recruitment to stay (RTS).

7.7. The posts proposed for deletion are:

- Mayor's Driver
- Principal Support Officer (Cttee).
- Political Admin Asst (Lab Group).
- Committee Strategic Manager or Leader & Cabinet Manager (subject to RTS)
- Member Learning & Development Officer
- Political Admin Asst (L/D Group)
- PA to Head of Service
- Leader's PA.
- Civic Support Officer
- Policy Support Officer
- Mayor's PA
- Member Support Manager
- Cabinet Support Officer × 1
- Business Support Co-ordinator
- Team Leader

7.8. The posts being created are:

- Leader's Support Officer
- Mayor & Business Support Officer

7.9. Ringfences for recruit to stay were provided as a part of the consultation with staff and unions.

7.10. A review of governance arrangements was noted at full Council on 24<sup>th</sup> February 2011, which recommended reductions to the number of committees. Once the governance review is implemented it is proposed to revisit the staffing structure for this area of work.

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

8.1. The Chief Financial Officer confirms that the proposed new structure will deliver

both the pre-agreed and new HESP savings totalling £523k in a full year.  
8.2. As highlighted in section 7, given that the overall interview process will not complete until towards the end of April and notice periods will have to be worked out, there will be some slippage in delivering the full saving in 2011/12. This will be monitored carefully and compensating savings will be looked for.

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

9.1. The Head of Legal Services has been consulted on the content of this report. The report confirms that statutory consultation has been undertaken with the recognised trades unions and that affected employees have also been consulted. The outcome of that consultation, which is set out in Appendix 5, should be taken into account by the Committee in considering Recommendation 4.2. Further, the Committee should also pay due regard to the authority's public sector equality duties in considering that recommendation, taking into account the information set out in the equality impact assessment at Appendix 4.

9.2. The arrangements for selection of staff and the consideration of the position of staff displaced should comply with the Council's policies and procedures regarding organisational change, redeployment and redundancy.

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

10.1. The proposals have been the subject of an initial Equality Impact Assessment. This is attached at appendix 4 and will be completed once the new structure is implemented.

10.2. The Council's arrangements for organisational change ensure that selection for the revised staffing structure is based on merit. Once recruitment selection is finished the EIA can be completed and impact fully assessed.

### **11. Consultation**

11.1. The proposals in this report have been the subject of individual, informal and formal staff consultation. A period of consultation was undertaken with staff and their representatives between 23<sup>rd</sup> December 2010 and 25<sup>th</sup> February 2011. During this period job descriptions, evaluations, and ringfence proposals were issued. The Council's recognised trades unions have been informed of the review and appraised of progress to date.

11.2. Consultation with some elected Members has been carried out in the formation of the proposals. The recent Governance review included workshops with Cabinet, Scrutiny and non-Executive functions. In addition the Assistant Chief Executive has spoken with a number of Executive and non-Executive portfolio holders to discuss the current and proposed range of support.

11.3. There are no significant changes to the proposals arising from consultation which is summarised at appendix 5.

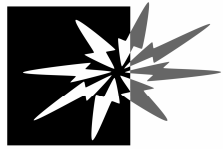
**12. Service Financial Comments**

- 12.1. LDMS operates with a controllable net budget of £1.5 million. A savings target of 35% has been set by CEMB to address the shortfall in budget provision from 2011/12. This represents £521K.
- 12.2. The proposals in this report generate a reduction in full year spend of £535K. It is proposed that the new working arrangements will be implemented from 18<sup>th</sup> April 2011. Certain of the changes will be achieved by the deletion of posts and some will involve recruit to stay, resulting in a range of timescale to achieve the required budget reduction.

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

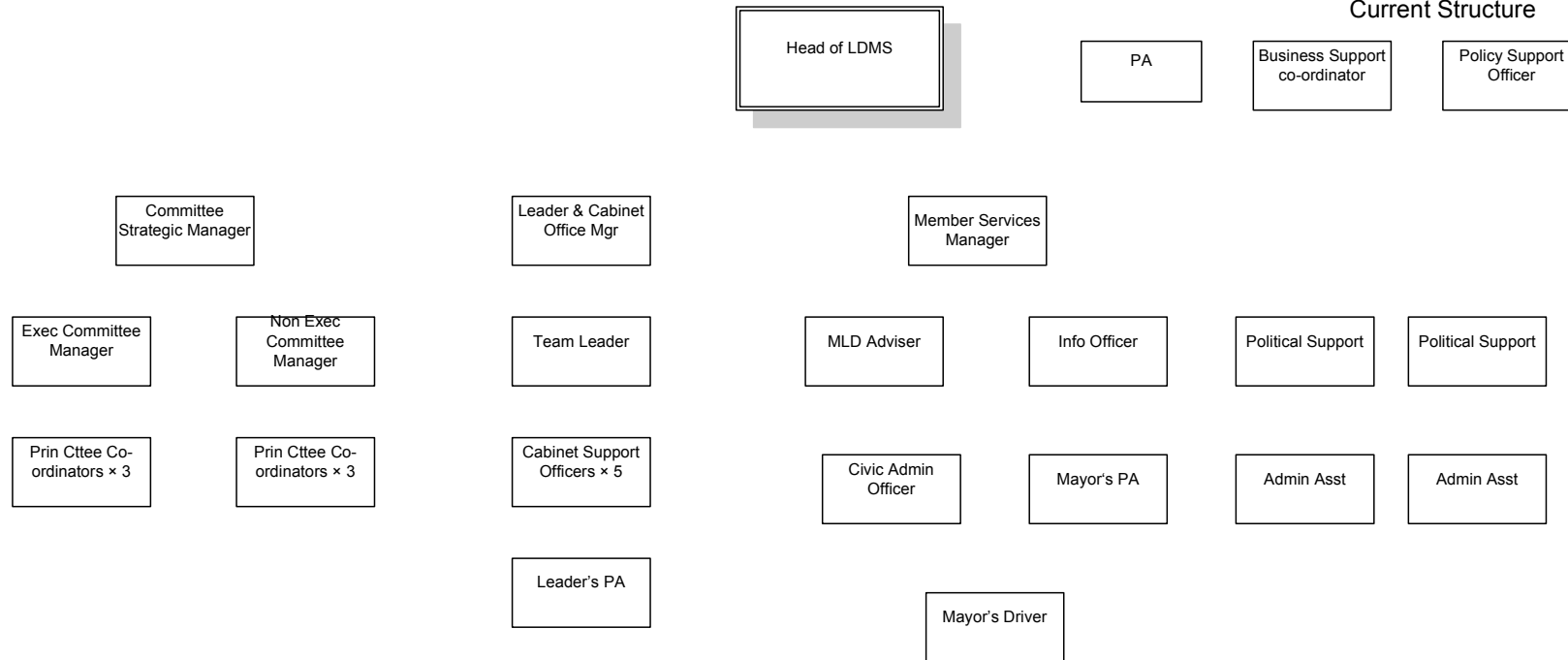
- 13.1. Appendix 1 = current LDMS structure
- 13.2. Appendix 2 = proposed LDMS structure
- 13.3. Appendix 3 = revised service offer
- 13.4. Appendix 4 = EqIA
- 13.5. Appendix 5= Consultation response.

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



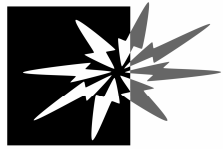
Haringey Council

### Appendix 1 Current Structure



Staffing 30 FTE

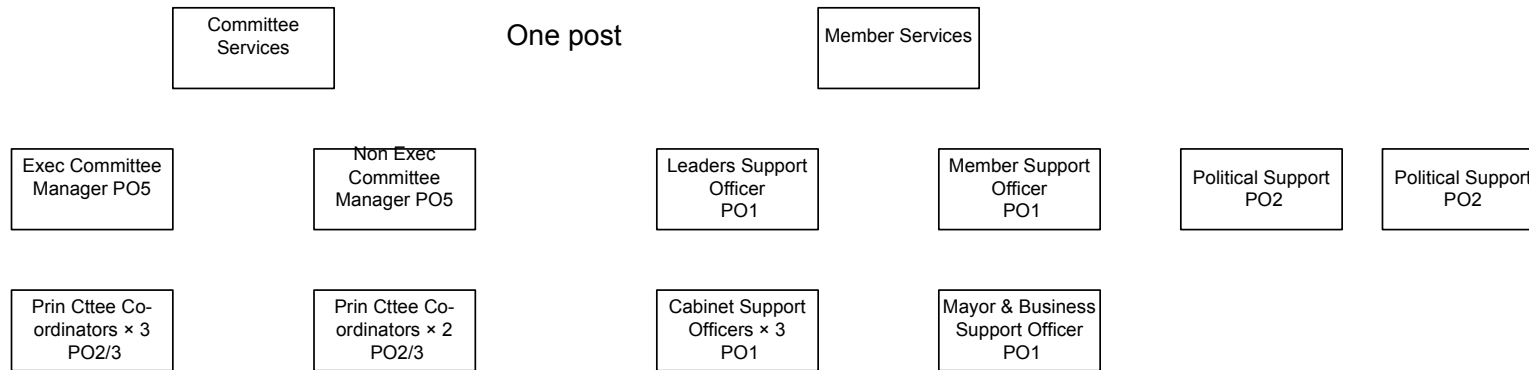




**Haringey** Council

Head of LDMS  
SM2

Appendix 2  
Proposed Structure



All grades provisional subject to evaluation

Staffing 17 FTE

Draft Service Offer – LDMS  
(this service offer to be refined with staff)

Committee - we will provide administrative support to the Council's formal governance structure. This is those meetings governed by the Local Government Act 1972 (as amended). Administrative support means agenda preparation, dispatch, clerking and production of minutes.

Cabinet & Leader – we will provide research and information to enable Cabinet Members to fulfil their roles. We will assist with portfolio related case work. We will provide basic administrative support.

Mayor – we will provide a diary and basic administrative support service. We will co-ordinate mayoral transport and administration for major engagements. Please note there will be a requirement for the Mayor to provide some transport.

All Members – we will co-ordinate access to training & development for role related Member needs. We will provide information and support for Member surgeries. We will co-ordinate Member IT facilities.



## Haringey Council

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

<b>Date: 21<sup>st</sup> March 2011</b>
<b>Department and service under review: Local Democracy &amp; Member Services</b>
<b>Lead Officer/s and contact details:</b>  <b>Stuart Young, Asst CE- 020 8489 3174</b>
<b>Contact Officer/s (Responsible for actions): As above</b>
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)  <p>14.1. The proposals have been the subject of an initial Equality Impact Assessment. This is attached at appendix 4 and will be completed once the new structure is implemented.</p> <p>14.2. The Council's arrangements for organisational change ensure that selection for the revised staffing structure is based on merit. Once recruitment selection is finished the EIA can be completed and impact fully assessed.</p>

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

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

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

**Step 1 – Aims and Objectives**

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

The Council has identified the need to make significant efficiencies in the period 2011- 2013 to meet an identified funding gap as set out in its Financial Strategy for 2011-2014. All Support services, including support to elected Members are to be reviewed as part of the Haringey Efficiency and Savings Programme and deliver agreed efficiencies. Cabinet Members gave asked officers to explore the potential to make 50% saving from reviews of support functions.

Local Democracy & Member Services provides a support function and it is appropriate therefore to consider what services might be offered from a smaller staffing establishment.

The Council commissioned a review of governance. That review which has yet to be implemented, provides proposals requiring less staffing resource in support of Member decision making. Full Council at its meeting on 24<sup>th</sup> February noted the principles of the review and commended it for implementation.

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

A reduction in budget of £500K+ is the main outcome of the review.

A smaller team of staff focussed on those services that best enable Members to fulfil their roles.

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

By making the necessary staffing reductions and deleting posts. Of the remaining posts job descriptions have been rewritten to focus on a core service offer to Members. A delivery group has been established to take forward the recommendations arising from the review of governance.

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

**1. Are you closing a unit?**

No, there will remain a LDMS service with a service offer to Members. Within the proposals there are deletions of posts some of which do not involve ringfenced opportunities.

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

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

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

**Race**

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council	BME% Borough Profile
Sc1-5	2	0	0	2	100	0	0	0	0	23.1	
Sc6 – SO1	7	0	0	4	57	0	0	3	43	11.0	
PO1-3	11	0	0	9	82	0	0	2	18	4.8	
PO4-7	3	0	0	3	100	0	0	0	0	4.3	
PO8+	2	0	0	2	100	0	0	0	0	1.1	
TOTAL	25	0	0	20	80	0	0	5	20	44.3	

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.

Significant differences may be identified at scale1-grade SO1.

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, ringfencing where deployed is drawn in broad proportion to the staff at each tier.

- 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	2	1	50	1	50	78.9	
Sc6 – SO1	7	1	14	6	86	73.8	
PO1-3	11	3	27	8	73	68.2	
PO4-7	3	3	100	0	0	71.5	
PO8+	2	2	100	0	0	59.9	
TOTAL	25	10	40	15	60	74.4	

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.

Significant differences exist at Grades PO4-8+ where there are 5 posts all occupied by males.

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

The ringfences for Member support staff are entirely female because the workforce is female in these jobs.

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

5 female staff will take part in ringfenced selection for 5 jobs. As the ringfences are open, all five might be appointed or any proportion to none of the five.

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

12.

60% female currently could change to 40% female if none of the 5 staff were appointed

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 %.

There are five opportunities set out in the ringfence proposals so all of the staff could be accommodated within the structure.

## Age

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

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL STAFF
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
Sc1-5	1	50	0	0	0	0	0	0	1	50	0	0	2
Sc6 – SO1	0	0	1	14	1	14	3	43	2	29	0	0	7
PO1-3	0	0	8	73	2	18	1	9	0	0	0	0	11
PO4-7	0	0	0	0	0	0	2	67	1	33	0	0	3
PO8+	0	0	1	50	0	0	0	0	1	50	0	0	2
TOTAL	1	4	10	40	3	12	6	24	5	20	0	0	25
Council Profile		3.8		20.3		26.8		32.4		15.5		1.2	
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.

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

LDMS is in general a younger workforce than the Council norm.

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:

Disabled employees			
Grade Group	No. Staff	% of Grade Group	Council profile
Sc1-5	0	0	165
Sc6 – SO1	0	0	122
PO1-3	0	0	54
PO4-7	0	0	56
PO8+	0	0	11
TOTAL	0	0	408
<b>Borough Profile</b>			

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

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

No.

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

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

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

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

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

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

Date Part 1 completed - 3<sup>rd</sup> Feb 2011

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

**Step 3 – Consultation**

Consultation commenced on 23<sup>rd</sup> December 2010. A consultation paper was issued and meetings with staff held. Job descriptions, job evaluations, and ringfence proposals were issued on 3<sup>rd</sup> February 2011. Further meetings with staff were held on 10<sup>th</sup> & 11<sup>th</sup> February 2011. The unions were provided with the relevant papers and Unison provided written comment on 24<sup>th</sup> February 2011. Written and verbal comments were provided by staff throughout the consultation period. These were responded to by way of a written paper dated 21<sup>st</sup> March.

**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?

The proposals involve a reduction in posts due to less budget being made available for the service. In overall terms therefore there will be a reduction in staffing resource. Within that reduction I have sought volunteers for selection for redundancy and approved those that met the corporate Council criteria for consideration. As a result of this action it is possible that all currently employed staff might be appointed to jobs, ie the numbers of remaining jobs and postholders are in the correct proportion to enable this as a possibility. There are significant changes to a number of jobs and it is appropriate that the Council's organisational change procedures are applied. This determines that open ringfences should be used to determine future staffing. The effect of open ringfences is that no individual in a ringfence is guaranteed a job. Instead appointment is based on merit.

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

See above, it is possible that all currently employed staff might be appointed to jobs, i.e. the numbers of remaining jobs and postholders are in the correct proportion to enable this as a possibility.

3. If you are not able to make changes – why not and what actions can you take?  
I was not able to change open ringfences to closed ringfences. This was because the degree of change in the new jobs is such that skills are required which are new to the configuration of jobs as compared with the current structure. In this circumstance it is correct that the candidates have those new requirements considered objectively and that appointments are made on merit – hence open ringfences.

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

Yes. I propose to use interviews.

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

I believe that a different service offer will be made to elected Members as a result of the changes in the report/proposals. That offer will focus more upon the provision of information and research to Cabinet Members rather than the administrative service currently provided; a Mayoral service that continues to support major engagements but that requests the Mayor to support local events without such access to staff; continuation of training & development but against a smaller budget meaning greater focus of development on priority for role and more informal development over external conference/course attendance; and committee support to a revised governance structure once a review of committees is completed.

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

Changes to the service offer will be implemented by communicating clearly with Members; providing a written summary of the service offer; and dealing with any arising issues of concern.

**Date Steps 3 & 4 completed – 21<sup>st</sup> March 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 EqlA)

NAME: Stuart Young  
 DESIGNATION: Asst Chief Executive, POD  
 SIGNATURE:  
 DATE: 21<sup>st</sup> March 2011 (parts 1-4)

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



**Haringey Local Government Branch, 14a Willoughby Rd, London N8 OHR**  
**Tel : 0208 482 5104, 0208 482 5105, 0208 482 5106, Fax 0208 482 5108,**  
**E-Mail:branchsecretary@haringeyunison.co.uk**

#### Comments on LDMS Proposals For Change

##### Redundancies

While we recognise the Council's current financial position we must restate our complete opposition to any Compulsory redundancies across the Council. We note that a number of voluntary redundancy request have been received and accepted which is a welcome step to mitigating the effects of these proposed cuts. We have been advised that since the process commenced an additional two VR requests have been accepted but note that revised ring-fences have yet to be issued.

##### Job evaluation

We note that provisional grades have been attached to revised posts however under the Single Status procedure it is a requirement that job evaluations are carried out by two independent HR Officers. While we have no reason to doubt the capabilities of the ACE to carry out job evaluation the process there is a clear conflict of interest in the budget holder doing so alone. As such another HR officer should sign off the finalised descriptions.

It appears that only new or revised posts have been evaluated, clearly this has the potential to cause inconsistencies within the grades for posts. Additionally we still await the revised job descriptions for the following posts: Member Services Manager, Head of LDMS, and Political Support Officer. Similarly there are no job evaluations for these posts.

##### Workloads

It is unclear to what extent the reduced structures can accommodate demands on the Council structures, this is something which will need to be kept under close observation, particularly with respect to the need for occasional evening working to support meetings etc. Could it be confirmed to what extent the staff concerned will be required to work outside "office" hours?

##### Ring-Fences

We are concerned at the proposal for an open ring-fence arrangement around what are a group of essentially similar posts. The majority of the job descriptions provided require a generic skill set, which all current post-holders could reasonably be expected to fulfil. In some cases staff are open ring-fenced where they would represent a downgrading for the staff effected. It would be our view that a preferable solution would be to consider a closed ring-fence.

Are staff to be allowed to express a preference for one or more posts? One alternative approach to take would be to allow them to do so and only apply a selection process where more than one member of staff expressed the same first preference.

The document supplied indicated an open ring-fence containing six post holders competing for four posts however we are advised one of the six has opted for voluntary redundancy. Additionally the ring fence showed another officer was to be assimilated into the second Cabinet Support Officer post, which would now be vacant as a result of this individual being granted VR. Could you confirm the status of this post as it would appear to be funded in the proposed structure and should therefore be available to include in the above ring-fence options?

In essence therefore it would appear there are sufficient posts to accommodate all of these officers without detriment if the closed ring-fence option were utilised.

#### Selection Methods

The document indicates that a combination of methods will be utilised to select candidates where ring-fences are required. We would request further details of the processes so as to ensure we are satisfied they are appropriate. Staff should also be provided with details if anything other than interviews are proposed and be offered appropriate support and preparation time where needed. Reasonable time will need to be allowed for completion of application forms, please confirm how these will be utilised as part of the selection process?

#### Equality Impact Assessment

We would appreciate a copy of the completed assessment at the conclusion of implementation so as to see the final effect.

#### Governance Review

Please confirm what impact the governance review will have of service demands, also how work which is likely to be reallocated following the disestablishment of Neighbourhood Management Services will be supported within the reduced staffing structure. In particular we are aware of assumptions that the newly formed Area Committees will need support.

#### Job Descriptions

It has been suggested by some officers that point 20 in the member support officer should be replicated in the other job descriptions so as to ensure that this work can be distributed as necessary.

#### Staff On Secondment

Please confirm the status of any staff who's substantive post is currently in LDMS but who is seconded elsewhere. If their posts are effected in this process how have they been consulted and what options are available?

#### SFR

We note one post-holder is included both in the SFR FOR Finance and in this process , please clarify how this will be dealt with: Will they if successful in this process automatically be removed from the Finance one?

Yours sincerely

**Seán Fox**  
**Branch Secretary**

## Review of LDMS – Responses to consultation

### 1. Introduction

This document aims to provide responses to a range of issues raised during the consultation process for LDMS. A review of LDMS was proposed as a part of the budget setting process for 2011/12. The rationale for the review was that the Council needs to significantly reduce its budget for 2011/12, and the following two years, in response to the local government financial settlement.

Faced with a reduction of more than £40 million for 2011/12, the Council has had little alternative other than to examine all areas of spend including staffing. Each Directorate was asked to bring forward proposals against savings targets. For the Chief Executive's Service the overall target for budget reduction was 35%.

The Chief Executive's Service comprises the following services:

- Policy, Intelligence & Partnerships
- Communications & Consultation
- Local Democracy & Member Services
- Human Resources
- Organisational Development & Learning
- Electoral Services

Each area has been asked to make significant cuts to budget.

One of the challenges of the local government finance settlement is the timescale for achieving budget reductions. In Haringey approximately 50% of savings in the three year settlement are scheduled for year one (2011/12). This means that immediate action has been required in order to set a lawful budget. Unfortunately such immediate action tends more towards staffing budgets than longer term reviews of commissioned spend through procurement for example. Such reviews are proposed for 2012/13 and 2013/14.

### 2. LDMS Review

Proposals for a review of LDMS were issued to staff on 23<sup>rd</sup> December 2010. These were supplemented by a pack of information sent on 3<sup>rd</sup> February, and 18<sup>th</sup> February 2011. The information supplied was:

- Memo from Stuart Young to all LDMS staff explaining process and timescale
- Consultation paper entitled: Review of LDMS
- Job descriptions for:
  - Leader's Support Officer
  - Member Support Officer
  - Mayor & Business Support Officer
  - Cabinet Support Officer
  - Member Services Manager
  - Political Support Officer
  - Head of LDMS



- Job Evaluation scores for the posts were provided to the unions
- Ringfence/Assimilation proposals
- An Equality Impact Assessment
- A description of the process and methods of selection

### **3. Consultation**

Responses were received in a variety of formats. Some staff came to see me on a one to one basis; others provided written observations and questions; one team asked to see me together; and two open sessions were held on 10<sup>th</sup> & 11<sup>th</sup> February. Unison requested that the consultation period be extended to 25<sup>th</sup> February 2011 which was agreed.

The remainder of this paper is devoted to providing responses to the issues that were raised. I have attempted to theme responses rather than to specify each item.

### **4. Ringfences**

I have been asked to review the use of open ringfences and to clarify the situation when staff are in more than one ringfence.

My basis for the use of open ringfences is that each of the jobs that are proposed is different from current practice. By the nature of the review I have put forward proposals for the LDMS service to reduce its service offer and for that which remains to be delivered differently. I believe that open ringfences are the right method by which to select staff because the new jobs all contain significant elements that were not in the predecessor roles. In this circumstance I believe that it is right to assess staff against new requirements and for all concerned to enter into new working arrangements having discussed and actively weighed up the new requirements.

I am hopeful that we will be able to fill the jobs from the talented staff group that we currently employ. I remain available to discuss with any staff the process. Aeres & HR colleagues are also available if anyone wants to talk about preparation for interview. Also some of the support offer on Harinet is focussed on preparing for interviews.

I am proposing that where staff are in a ringfence for more than one job, to assess the various jobs in a single interview. I am happy to do this differently if any staff would rather be interviewed separately for each job. I would advise staff to take the opportunity if they are in multiple ringfences, however I recognise that staff may wish to also express a preference. I am happy to receive such preferences either before or at the interview.

I was also asked about changes to the staffing establishment since the consultation paper was launched. I will pick up these issues under

### **5. Job Evaluation & Grades**

Job evaluation should be conducted by trained staff acting as a panel, and I received comments about the process. I also received some queries about the proposed grades.

Job Evaluation sheets have been provided to the union for each of the proposed. They have been evaluated by myself and Janette Francis from HR. Both of us are trained and experienced in the operation of the GLPC job Evaluation Scheme. I am happy to discuss further any issues arising from the grading of jobs.

## **6. Workload/Structure**

I have received a number of comments from staff concerned that LDMS will not be able to provide the same services and capacity given the scale of job reduction. I agree with this and I am committed to developing service standards that reflect our new size and shape. I am eager for staff to contribute to this discussion and whilst I understand that staff may have been reluctant to participate in advance of the recruitment to stay process, I am hopeful that such discussion will be more forthcoming as we move to implement the new structure. I am happy to lead discussions with the various customers of LDMS, primarily Members about the capacity of the service moving forward. My thoughts about service offer are as follows:

- We will provide committee support to a streamlined process following implementation of the governance review;
- We will provide Cabinet Members including the Leader with basic administrative support and research capacity;
- We will provide political offices to each of the Groups;
- We will support the Mayor by co-ordinating events and providing basic administrative support;
- We will provide general administrative support to Members, including training;

I appreciate that each point will warrant discussion and refinement. I was asked about the requirement to work outside of normal office hours. I have included a general requirement in the job descriptions to cover such eventuality. I will be able to discuss with greater clarity the demand on evening attendance once the Governance Review is closer to implementation in the new municipal year. I continue to be grateful to staff for their flexibility and commitment to covering work be it during normal office hours, evenings or weekends.

## **7. Method of selection**

I intend to rely on interviews as the method of selection to the various jobs in LDMS. I will provide an indicative timescale below.

## **8. Equality Impact Assessment**

An initial Equality Impact Assessment was completed and included in the Job Descriptions. As a part of this consultation I have updated the relevant section of the document. Once we have completed the recruitment to our new structure I will be able to complete the form and re-circulate it.

## **9. Relationship with other reviews (SFR)**

There are a number of other organisational reviews ongoing at present. Some staff are within the scope for these and as far as I am aware I have met all such staff. My advice is that inclusion in other reviews offers opportunities and should be viewed by staff as such. The process in these cases will be that if staff are successful in another review

and move job that HR will process the result as normal. On the matter of savings assumptions I will discuss with the relevant director any issues arising.

#### **10. Terms & Conditions Review**

I was asked whether any review of terms and conditions would be likely to impact on the LDMS review. The answer is no.

#### **11. Voluntary Redundancy**

Some staff have asked if they may still apply for voluntary redundancy. I am not planning to issue another blanket invitation across the Council at present. However, should any member of staff wish to discuss their future employment options, I am happy to meet with you and consider any requests.

#### **12. Governance Review**

A number of staff want to know how the governance Review might impact on LDMS. The review was adopted at full Council on 24<sup>th</sup> February 2011 and referred to a Delivery Group comprising Members from both parties for implementation. At the moment this group is drawing up a set of protocols for how the various committees might work. The easiest way to ensure that you are kept up to date on this is to copy those protocols to you for both information and comment. The underlying point raised is about our capacity to support a changed governance arrangement. I am a part of the Delivery Group and I can confirm that there is a high degree of awareness of the reduction in resources for governance. The issue of area for a and committees was raised with me. I can confirm that LDMS will be required in an administrative capacity only for the area committees. I believe that this is manageable particularly as resourcing forms part of the consideration in the Place & Sustainability Directorate proposals.

#### **13. References**

I was asked if references would be provided for any staff displaced on a generic basis. If such references would be useful I am happy to oblige. I suggest that we write references for any staff displaced and hold these on file. In my experience it looks more impressive if a reference is tailored to the employer/job sought. So both are possible.

#### **14. Redeployment**

Any staff displaced from the LDMS review will be considered in the redeployment pool during their period of notice. Notice will be served once a skills assessment has taken place, which will be shortly after decisions are taken from the recruitment interviews. If a redeployment placement is identified, notice will be paused whilst the employee undertakes the placement.

#### **15. Pensions**

I was asked what the impact would be on pensions if staff were made redundant. I am not proposing to provide financial or pensions advice in this response, simply that for staff aged 55 years and above it is possible to access pension benefits if you are a member of the local government scheme and made redundant. For those aged below

55 years, benefits are held in the scheme until your normal retirement age. More advice is available from the Council's pensions service via Harinet.

**16. Management**

It is suggested by some staff that further reviews of management might be useful. This will happen as a part of the preparation for budgets in 2012 and beyond.

**17. Specific comments**

I have received a number of questions and comments specific to individuals, the replies to which I have addressed to those staff.

**18. Timetable for recruit to stay**

The remainder of the timetable for the reorganisation is as follows:

29/3/11	General Purposes Committee
29/3/11	Head of LDMS Member Appointment Panel
1/4/11	Deadline for expressions of interest/preference for those in more than one ringfence
4-15/4/11	Recruit to stay interviews
18/4/11	Notification of outcomes



Agenda item:

**[No.]****General Purposes Committee****On 29 March 2011**

Report Title. Restructure of the HR Service

Report of Assistant Chief Executive

Signed :

Contact Officer : Steve Davies, Head of Human Resources – 020 8489 3172

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

- 1.1. To approve the restructure of the council's Human Resources service in order to meet a council approved level of savings of £884k for the HR and schools personnel services in 2011/12.

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

- 2.1. The service are responsible for supporting and helping to deliver the following priorities and strategies
- Council's People Strategy.
  - Management of the Voluntary Redundancy scheme and Redeployment scheme
  - Supporting service and directorate reviews across the council

**3. Recommendations**

- 3.1. The committee approves the revised post changes and deletions detailed in Appendix B, taking into account the outcome of the consultation outlined in Appendix E and paying due regard to the authority's public sector equalities duties.
- 3.2. The committee note the revised service offer outlined in Appendix A.
- 3.3. The committee to note that the revised structure will predominantly be implemented with effect from 1 October 2011 in recognition of the considerable people change work that HR are supporting across the council. Where posts can be deleted in advance of 1 October without impacts on service delivery support these will be actioned earlier.
- 3.4. The committee notes the level of savings levels to be achieved from the review in 2011/12 outlined in paragraph 11.

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

- 4.1. The coalition government's policy agenda combined with reduced levels of funding mean that the council has to fundamentally rethink services. The range and type of services that HR provides are those that any good large employer provides. It is unrealistic to expect that any of the HR services can be stopped. However, given that the council will employ less staff directly 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 for the benefit of the council. Partnership working with Waltham Forest has been explored and will be implemented for pay control and recruitment services. Further opportunities for service sharing will be explored with Waltham Forest over the next 12 months, but at this stage the service offer developed is the best option for the authority.

**6. Summary**

- 6.1. As a result of the finance and HR support functions reviews and the Children's business support & development review it has been identified that the best configuration for HR related services is to bring them together and report to the Head of Human Resources. As a result the Head of HR will be responsible for the following additional service areas –
  - the Schools' Personnel service
  - the payroll work of various officers working in Leisure, Catering, Transport

and Parking/ Enforcement services.

- schools health & safety work
- SAP establishment maintenance work from the financial systems team in Corporate Finance.

6.2. The aim of these reviews is to help achieve the council's budget reduction targets.

6.3. Outlined in Appendix A is a summary of the current services provided including levels of full time equivalent staff and the proposed level of services that will remain.

6.4. Outlined in Appendix B is a detailed list of the post changes and deletions.

6.5. Outlined in Appendices C and D are the current structure charts and proposed structure charts for the new service.

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

7.1. The Chief Financial Officer confirms that total savings to be achieved from HR budgets in 2011/12 are £822k which includes pre-agreed savings and the cessation of the corporate admin apprenticeship scheme.

7.2. The proposed structure set out in Appendix D will deliver a reduction in FTE of 17.5 against the existing numbers within HR and the devolved schools personnel and health and safety teams. This will deliver the bulk of the savings however, there is an expectation that some of this will be achieved from increased income, largely from delivering some services for Waltham Forest such as pay control and recruitment. This combined approach should enable the delivery of the savings in a full year.

7.3. As outlined in section 3.3, will predominantly be implemented with effect from 1 October 2011 in recognition of the considerable people change work that HR are supporting across the council. Where posts can be deleted in advance of 1 October without impacts on service delivery support these will be actioned and compensating savings from non-staffing budgets will be sought to remain within the reduced budget. There is also some risk around the assumed income figures as not all have formally been agreed and furthermore, the relationship with schools is a new one for the current HR business unit to manage.

7.4. Progress will be carefully monitored as part of the Council's monthly budget monitoring process.

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

- 8.1. The Head of Legal Services has been consulted on the content of this report. The report confirms that statutory consultation has been undertaken with the recognised trades unions and that affected employees have also been consulted. The outcome of that consultation, which is set out in Appendix F, should be taken into account by the Committee in considering Recommendation 3.1. Further, the Committee should also pay due regard to the authority's public sector equality duties in considering that recommendation, taking into account the information set out in the equality impact assessment at Appendix E.
- 8.2. The arrangements for selection of staff and the consideration of the position of staff displaced should comply with the Council's policies and procedures regarding organisational change, redeployment and redundancy.

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

- 9.1. The proposals have been the subject of an initial Equality Impact Assessment. The assessment is attached at Appendix E.
- 9.2. The Council's arrangements for organisational restructure ensure that selection for the revised staffing structure is based on merit. The process of assessment is a mix of current employment record, assessment against future job, and general skills analysis. Using a mix of assessment techniques is generally recognised as the most objective form of selection. Once selection is complete the EIA can be completed and impact fully assessed

## **10. Consultation**

- 10.1. The proposals in this report have been the subject of consultation and discussion with affected staff in the services and the unions since the beginning of January 2011. A period of formal consultation was undertaken with staff and their representatives between 21 February and 21 March 2011.
- 10.2. Appendix F outlines UNISON comments on the restructure proposals which helped to pull together comments made by individual staff during the consultation process. The Head of HR's response has been incorporated within this document against each section of comment. The other unions did not supply comments



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

- 11.1. A budget reduction target of £822k (£759k new + £63k pre-agreed savings) for HR services will be achieved by a review of HR services posts as outlined in these papers along with the cessation of the corporate admin apprenticeship scheme.
- 11.2. As part of the HR service review there is an expectation that some of the budget target will be achieved through Increased income from providing services to Waltham Forest.
- 11.3. It should be noted that the Schools Personnel Service are a traded service and that the costs for this service are recouped through charges to schools who buy the service. Any adjustments to their budget and income targets have been identified by the Children & Young People's Service (CYPS) prior to transfer to HR and have already been accounted for by other reports on service change in CYPS.

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

- 12.1. Appendix A – Outline of current service and proposed service
- 12.2. Appendix B – Summary of post changes and deletions
- 12.3. Appendix C - Structure charts of current service as at February 2011
- 12.4. Appendix D – Structure charts of proposed service dated April 2011
- 12.5. Appendix E – Equalities Impact Assessment of the HR restructure
- 12.6. Appendix F – Consultation comments

### **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 and Proposed HR services

Current Teams/ services	List of main areas of work	Staff FTE	Restructure Comment	New staff FTE
<b>HR Management</b>	Management, leadership and direction for service Head of HR and Head of HR Shared Service	1 x SM3/4 1x SM1 = 2.0	These management posts will be retained in the new structure. Note the Head of HR Shared Services also undertakes HR service improvement activities and undertakes contract management work for the service.	1 x SM3/4 1x SM1 = 2.0
<b>HR Support (incl Mgr for Support &amp; Recruitment)</b>	Payroll input and admin, plus Employee terms & conditions advice and personal file admin	1 x PO7 2.5 x PO2/3 2.8 x SO1 4.9 x Sc6 = 11.2	Payroll and employee admin services will absorb the work of devolved payroll staff (see below).	1x PO7 1x PO2/3 2 x SO1 4 x Sc6 = 9.0
<b>Devolved payroll officers</b>	Various staff in Leisure, Catering, Transport, Parking/ Enforcement services undertaking elements of payroll admin work as part of their work.	No. of Sc6 & SO1 staff = 1.0	See comment above	0
<b>Recruitment</b>	Processing Advert campaigns, starting new appointments, CRB checks etc.	1x PO3 1 x PO2 5 x Sc6 0.7 x Sc3 = 7.7	Recruitment activity has reduced significantly in the council and also to a degree in Schools. Propose to integrate Schools and HR teams together and include Redeployment activity and Temp Resource Centre contract management (see below).  We will also provide Recruitment processing for Waltham Forest.	1 x PO4 1 x PO2 1 x PO1/2 1 x PO1 3 x Sc6 1 x Sc4 = 8.0
<b>Schools Recruitment</b>	Schools recruitment and CRB processes	1 x PO4 1 x PO2 1 x SO1/2 1 x Sc3/4 = 4.0	See comment above	0

Current Teams/ services	List of main areas of work	Staff FTE	Restructure Comment	New staff FTE
<b>HR Specialists</b>	Temp Resource Centre contract mgt, HR intranet support, Redeployment	1 x PO2 1 x PO1 1 x Sc6 = 3.0	Temp Resource Centre contract management and Redeployment will be integrated and covered by the officers and managers responsible for the recruitment service – see above.  HR intranet support will be provided by the HR Metrics team – see below.	0
<b>Pay Control</b>	Tax returns, Payroll systems maintenance	1 x PO4 1 x PO3 1 x Sc6/SO1 = 3.0	It is not viable to have less than 3 staff in this team. However, we will also provide Pay control services to Waltham Forest for a fee - approx £20k.	1 x PO4 1 x PO3 1 x Sc6/SO1 = 3.0
<b>HR Business Partners</b>	Advising Directorate Mgt teams on HR strategy, planning, organisational design, HR/ Employee Relations issues	4 x PO8 = 4.0	The HR BP's are highly valued by directors.  However, given the smaller organisation we will lose one post.	3 x PO8 = 3.0
<b>HR Strategy &amp; Policy</b>	HR Policy & Strategy work	1.9 x PO6 1 x PO2 = 2.9	We will exploit the natural working synergy between the strategy and policy team and HR advice and merge these teams and include special projects work.  HR advisors will provide more guidance and do less direct support to managers. Managers will be able to buy additional ad hoc investigation support from an approved list of suppliers.  Managers will be given the tools to do job evaluations themselves with sign off by HR.  We will investigate closer working arrangements with Waltham Forest.	1 x PO7 1 x PO6 1 x PO5 1 x PO2 4 x PO1/2 1 x Sc6/SO1 = 9.0
<b>HR Advice</b>	Advising managers on people management	1 x PO5 4 x PO3/4 3 x PO1/2 1 x Sc6/SO1 = 9.0	See above comment	0

<b>Current Teams/ services</b>	<b>List of main areas of work</b>	<b>Staff FTE</b>	<b>Restructure Comment</b>	<b>New staff FTE</b>
<b>HR Metrics</b>	HR management info, surveys, etc.	1 x PO7 3.4 x PO1-4 = 4.4	This team will absorb all the HR metrics work across HR. The team will also handle the considerable Intranet work for the HR  The officers undertaking establishment control work on the SAP system will transfer from Finance Corporate Systems team.  We will explore the opportunity to provide management information and HR metrics to Waltham Forest.	1 x PO7 3.4 x PO3/4 2 x PO2 = 6.4
<b>Corporate Finance - Financial Systems Team</b>	Maintaining establishment control on the SAP system	1 x PO4 1 x PO2 = 2.0	See above comment	0
<b>Pensions</b>	Pension Scheme Admin.	0.7 x PO7 1 x PO3 2 x PO2 1 x SO2 1 x Sc5 1 x Sc4 = 6.7	Pension Scheme Admin work is not getting less. Changes to pensions legislation and the volume of work being generated by people changing jobs or retiring will place an additional burden on this team. However, we will reduce the team by 0.7 FTE.	0.7 x PO7 1 x PO3 2 x PO2 1 x SO2 0.3 x Sc5 1 x Sc4 = 6.0
<b>Health &amp; Safety</b>	Employment health and safety advice and H&S management systems audit and support.	1 x PO6 3 x PO2 = 4.0	Merge with the Schools H&S team and provide employment health and safety for schools and the council and reduce by one post.  Going forward explore potential opportunities for working with Waltham Forest.	1 x PO6 4 x PO2 = 5.0
<b>Schools Health &amp; Safety</b>	Health & safety in schools	1 x PO6 1 x PO2 = 2.0	See above comment	0
<b>Occ Health &amp; Welfare - note FTE excludes Doctor time</b>	New start medical assessments, Medical referrals, Health promotions, employee counselling referrals	1 x PO8 2 x PO4 1 x Sc6 1 x Sc4 = 5.0	Explore opportunity to provide OH services for other organisations including Waltham Forest and reduce by one post.	1 x PO8 2 x PO4 1 x Sc6 = 4.0

<b>Current Teams/ services</b>	<b>List of main areas of work</b>	<b>Staff FTE</b>	<b>Restructure Comment</b>	<b>New staff FTE</b>
<b>HR Bus Support team</b>	Service admin, invoicing, filing, PA support, etc.	1 x SO1 0.7 x Sc5 = 1.7	Not viable to reduce this support to any less	1 x SO1 0.7 x Sc5 = 1.7
<b>Schools HR Advice &amp; Policy (including Manager)</b>	Schools HR Advice, employee relations, policy development, Schools HR manager	1 x SM1 1 x PO4/5 5 x SO2/PO1 1 x Sc6 = 8.0	Retain – this is a traded service and the costs are directly recharged to schools who buy the service.  Potential sharing of expertise and knowledge with the council HR Advice service to the mutual benefit of both teams.	1 x SM1 1 x PO4/5 5 x SO2/PO1 1 x Sc6 = 8.0
<b>Schools Payroll &amp; Employee Admin</b>	Schools pay & admin team	1 x PO1 1 x SO2 5 x Sc6/SO1 1 x Sc4 1 x Sc3 = 9.0	This is a traded service recharged to schools but it is proposed to delete a vacant post to help cover the budget reduction of £125k identified for the schools personnel service.	1 x PO1 1 x SO2 4 x Sc6/SO1 1 x Sc4 1 x Sc3 = 8.0
	<b>TOTAL</b>	<b>90.6</b>		<b>73.1</b>

## APPENDIX B

### Summary list of changed posts including deleted posts

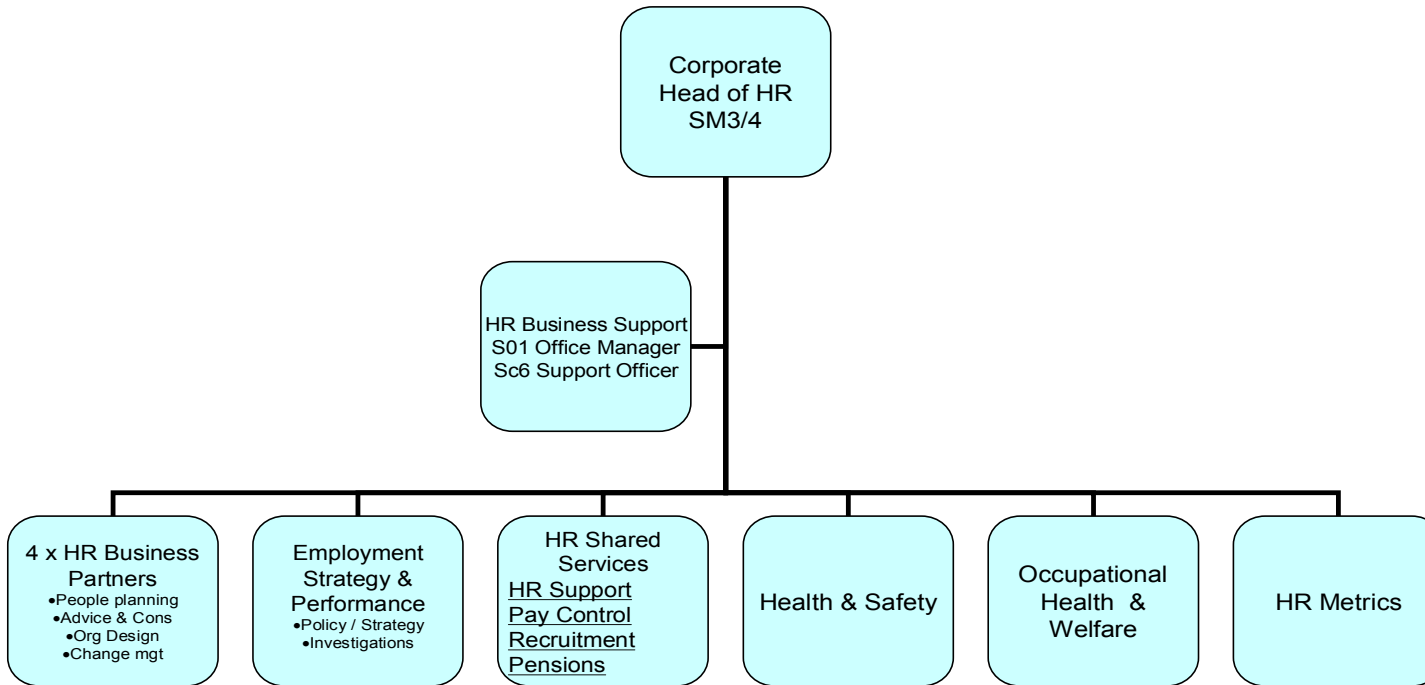
HR Team	Current post	Grade Fr	Grade To	FTE	Team	Changed / Deleted posts	Grade To	FTE
Policy & strategy	HR Strategy/Policy Consultant	PO6	PO6	1.00	HR Strategy & Advice	Head of Emp Strategy & Advice	PO7	1.00
Policy & strategy	HR Strategy/Policy Consultant	PO6	PO6	0.92	HR Strategy & Advice	HR Strategy / Policy Consultant	PO6	1.00
Policy & strategy	HR Business Support Officer	SC6	SC6	1.00	HR Strategy & Advice	HR Business Support Officer	SC6	deleted
HR Advice Team	Principal HR Advisor	PO3	PO4	4.00	HR Strategy & Advice	Principal HR Advisor	PO4	deleted
					HR Strategy & Advice	HR Advisor	PO1/2	1.00
Schools Hlth & Safety	Prin H&S Officer		PO6	1.00	Health & safety service	Prin H&S Officer	PO6	deleted
HR Support	HR Support Team Leader	PO2	PO3	0.50	HR Support	HR Support Team Leader	PO3	deleted
HR Support	HR Support Officer	SC6	SC6	1.00	HR Support	HR Support Officer	SC4	1.00
HR Support	HR Support Officer	SC6	SC6	0.90	HR Support	HR Support Officer	SC6	deleted
HR Support	HR Support Team Leader	PO2	PO3	1.00	HR Support	HR Support Team Leader	PO3	deleted
HR Support	HR Support Senior Officer	SO1	SO1	1.00	HR Support	HR Support Senior Officer	SO1	deleted
Recrtnmt & Retntion	HR Recruitment Team Leade	PO3	PO3	1.00	Recrtnmt & Retntion	HR Recruitment Team Leade	PO3	deleted
Recrtnmt & Retntion	HR Recruitment Officer	SC6	SC6	1.00	Recrtnmt & Retntion	HR Recruitment Officer	SC6	deleted
Recrtnmt & Retntion	HR Recruitment Officer	SC6	SC6	1.00	Recrtnmt & Retntion	HR Recruitment Officer	SC6	deleted
Recrtnmt & Retntion	HR Recruitment Assistant	SC3	SC3	0.67	Recrtnmt & Retntion	HR Recruitment Assistant	SC4	deleted
Recrtnmt & Retntion	Recruitment Contract Offi	PO2	PO2	1.00	Recrtnmt & Retntion	Recruitment Contract Offi	PO2	deleted
Sch Recruitment strategy section	Recruitment and Retention Manager	PO4	PO4	1.00	Recrtnmt & Retntion	Recruitment & Retention Mgr (note managing council as well as schools service recruitment)	PO4	1.00

HR Team	Current post	Grade Fr	Grade To	FTE	Team	Changed / Deleted posts	Grade To	FTE
					Recrmtnt & Retntion	Recruitment & Retention Officer (note combination of 2 roles below)	PO1/2	1.00
Policy & strategy	Retention & Redeployment	PO1	PO1	1.00	HR Strategy & Advice	Retention & Redeployment	PO1	Deleted
Sch Recruitment strategy section	Recruitment Officer (schools)	PO2	PO2	1.00	Recrmtnt & Retntion	Recruitment Officer (Schools)	PO2	deleted
Pensions section	Pensions Officer	SC3	SO2	1.00	Pensions section	Deleted 0.7 FTE of vacant Pensions Officer post.	Sc5	0.33
HR BPs	HR Business Partner	PO7	PO8	1.00	HR BPs	HR Business Partner	PO8	deleted
Occ Health & Welfare	Administrative Assistant	SC4	SC4	1.00	Occ Health & Wellbeing	Administrative Assistant	SC4	deleted
Sch Payroll & administration section	Payroll Coordinator	SO2	SO2	1.00	Sch Payroll & administration section	HR Support Officer - Schools	Sc6/SO1	1.00
Sch Payroll & administration section	Senior Payroll Coordinato	PO10	PO10	1.00	Sch Payroll & administration section	HR Support Team Leader - Schools	PO2/3	1.00
Sch Payroll & administration section	HR Data Administrator	SC6	SO1	1.00	Sch Payroll & administration section	HR Support Officer - Schools	Sc6/SO1	deleted
Sch Employee relations section	Snr. Personnel Off. (Empl	PO4	PO5	1.00	Sch Employee relations section	Schools Personnel Manager	PO4	1.00
Sch Employee relations section	Personnel Adviser	SO2	PO1	5.00	Sch Employee relations section	HR Advisor - Schools	PO1/2	5.00
						Total Changes		11.3
						Total New posts		2.1
						Total post deletions		19.8

APPENDIX C

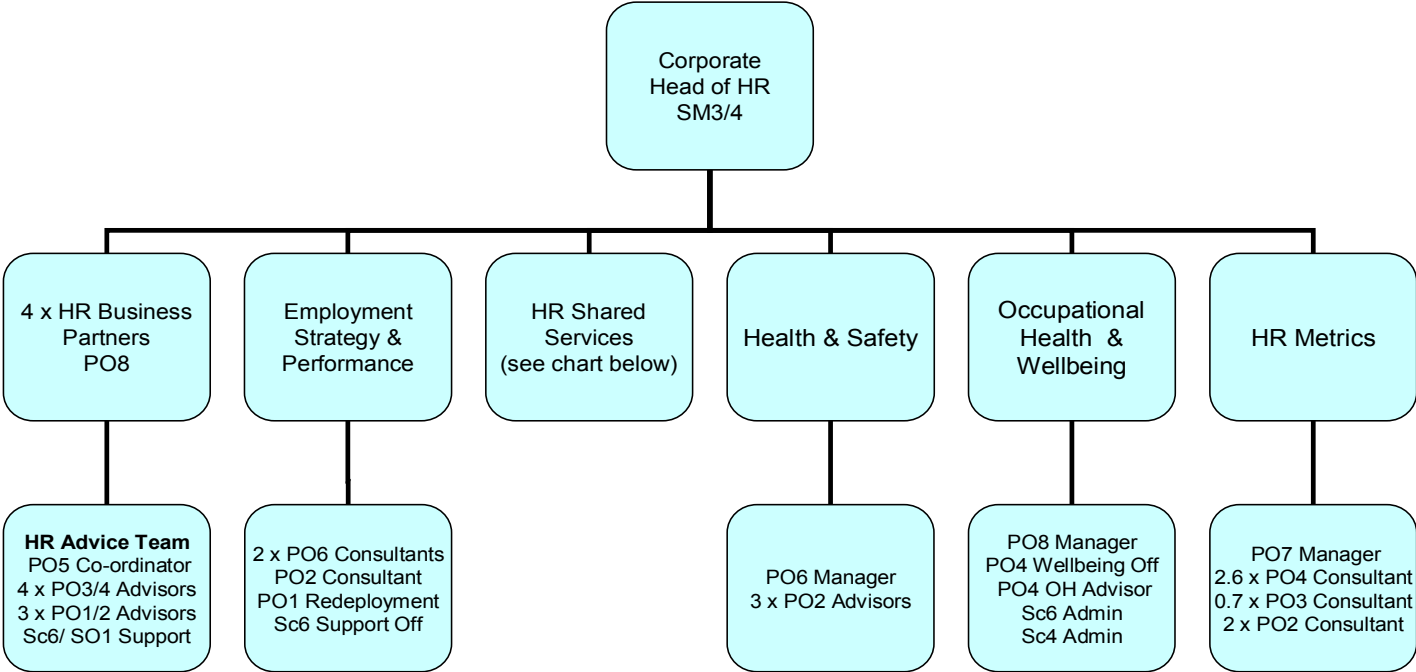
Current Structure

# Human Resources service Feb 11

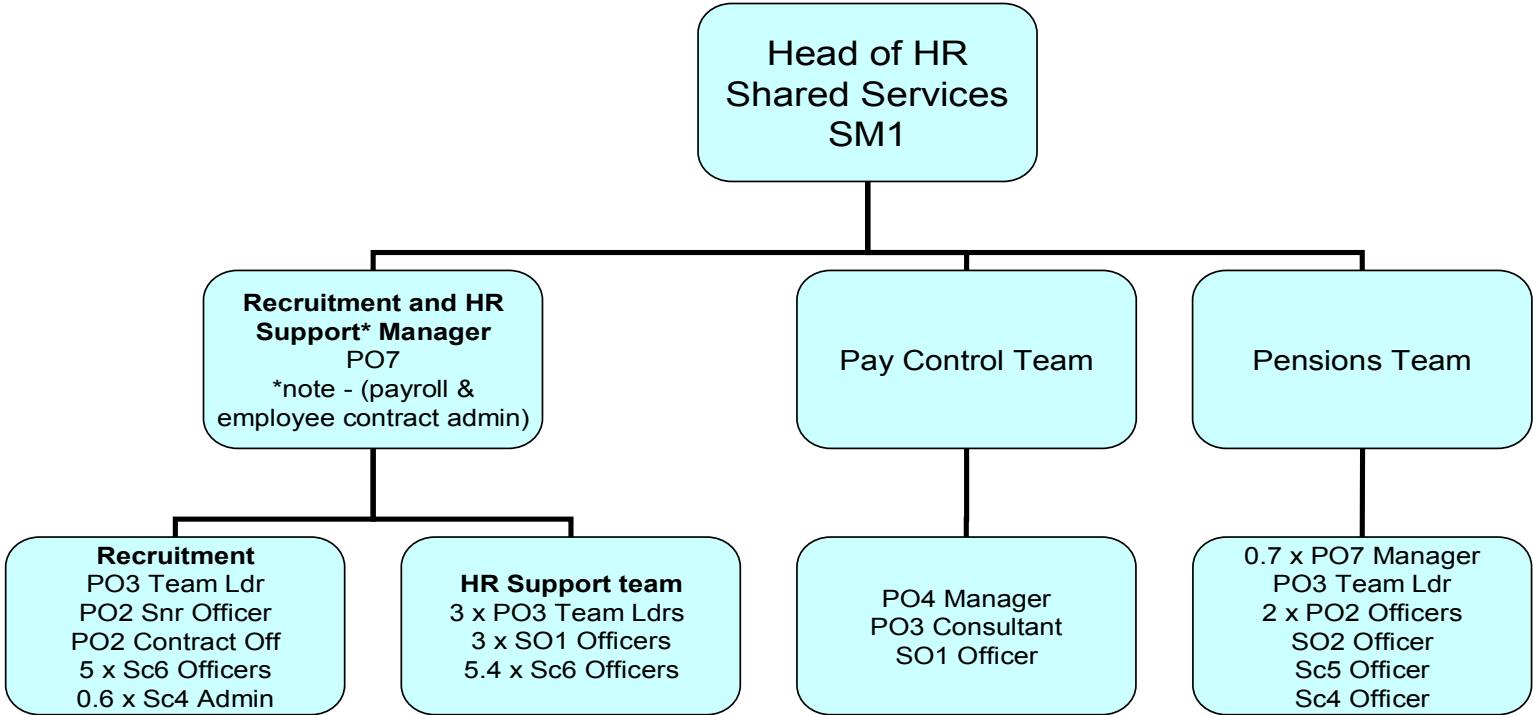




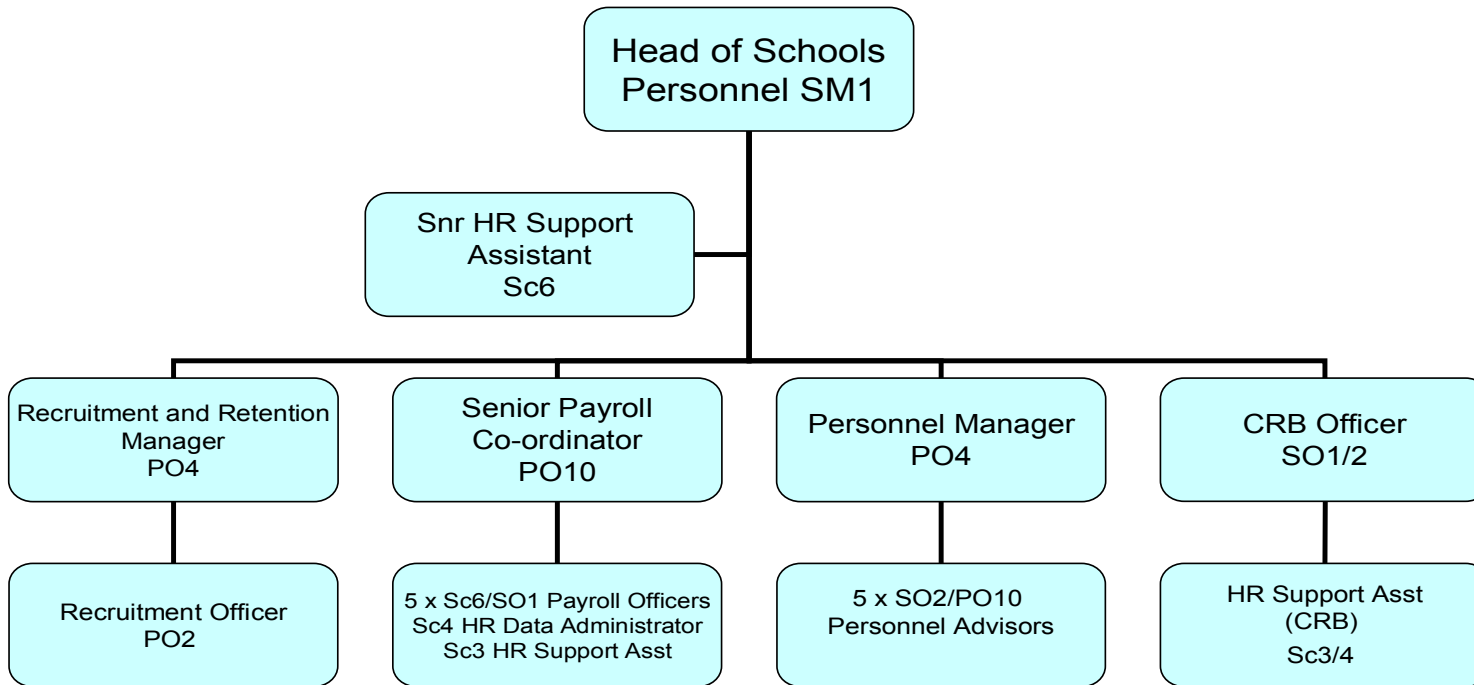
# Human Resources service Feb 11



# Human Resources service Feb 11



# Schools Personnel service



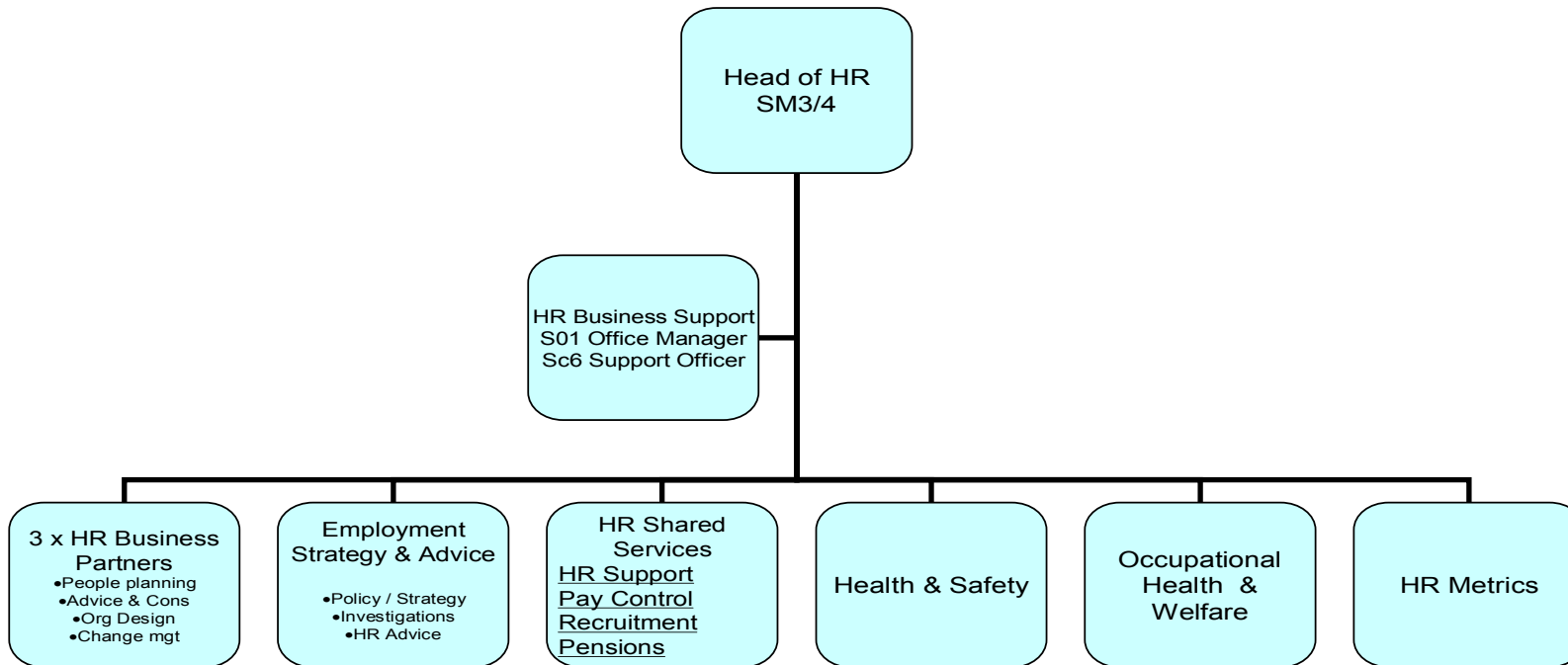
Feb 2011

Haringey Council

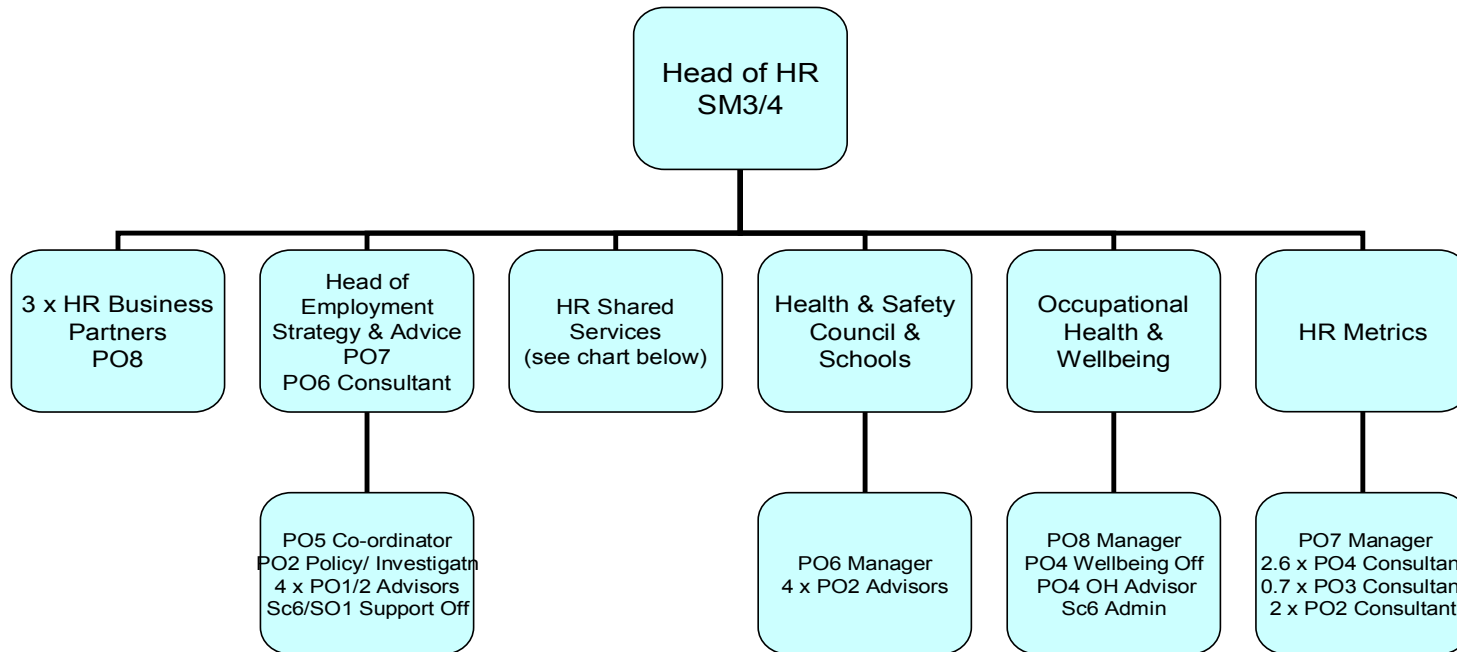
APPENDIX D

Proposed Structure

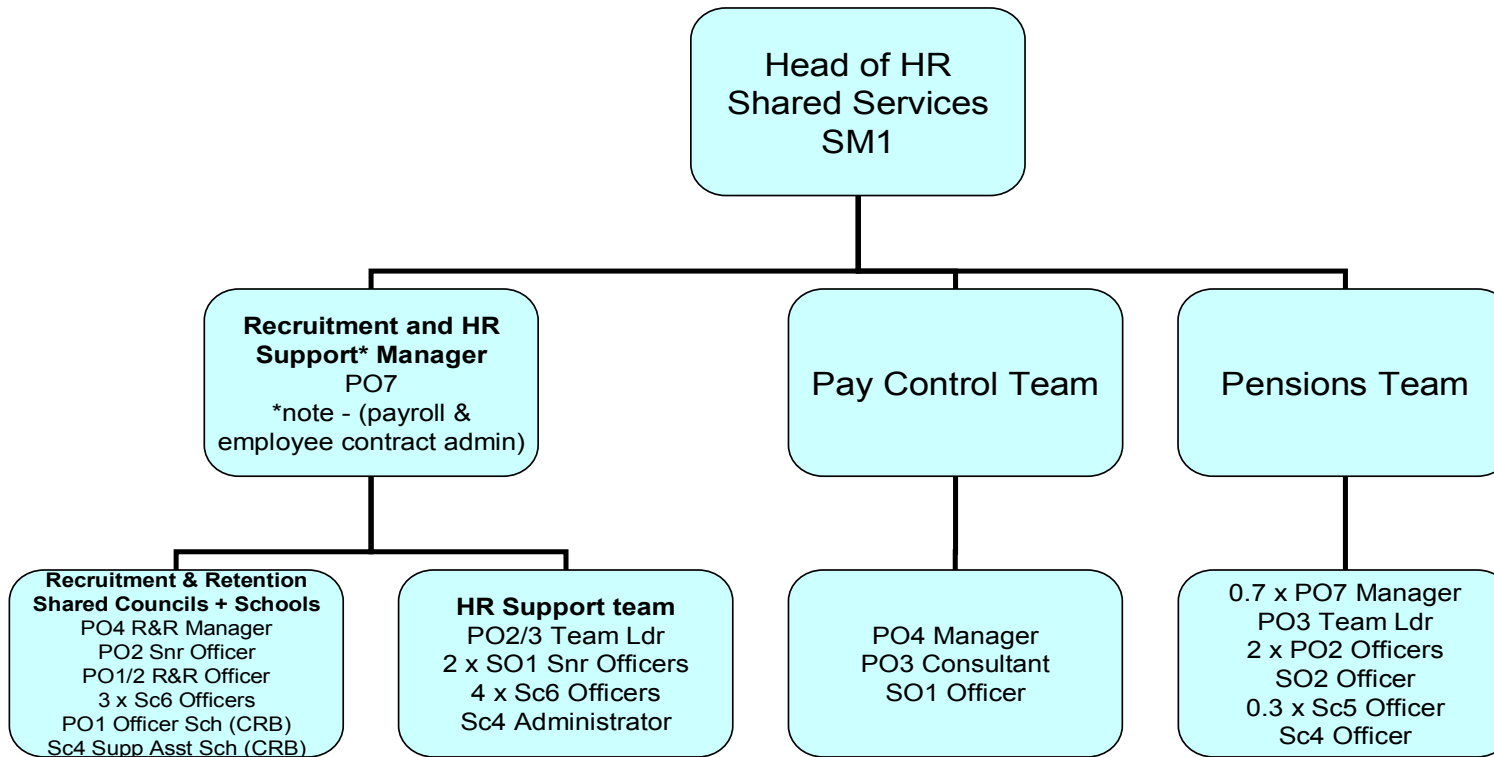
# Human Resources service Apr 11



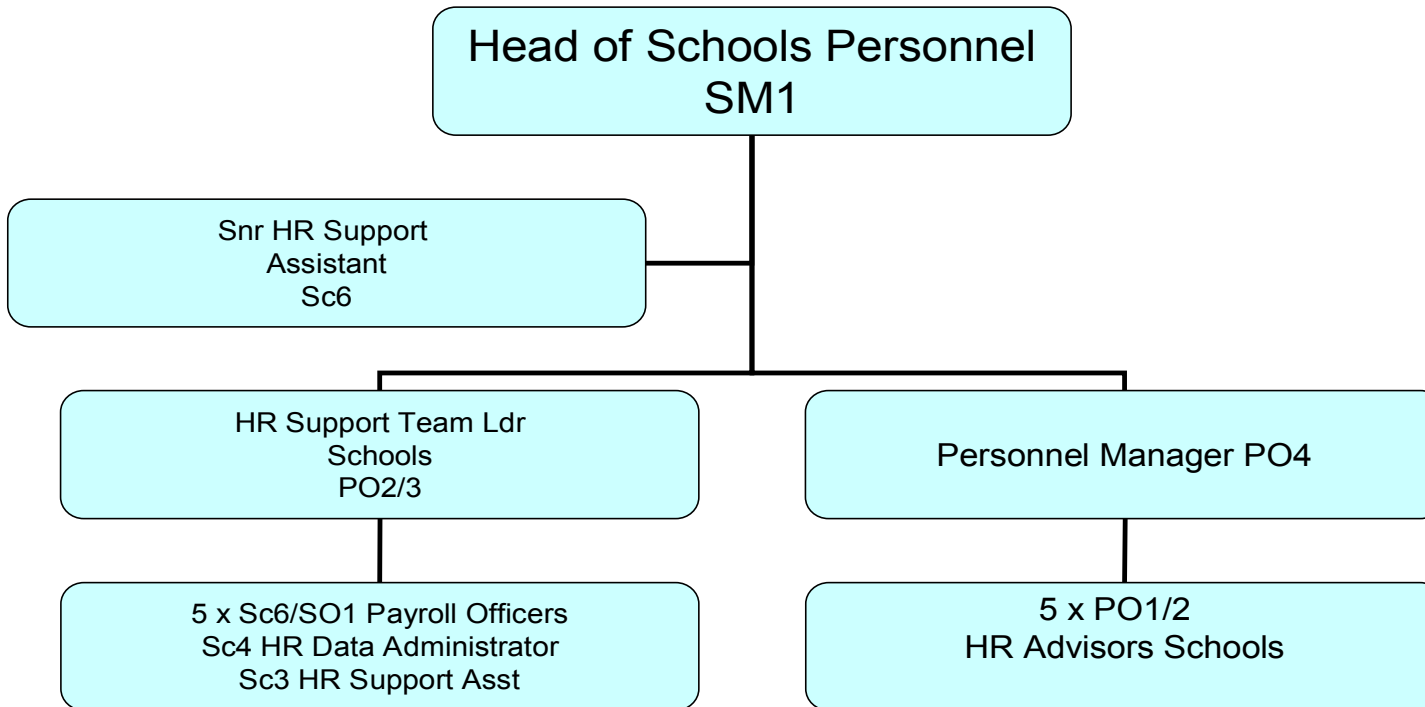
# Human Resources service Apr 11



# Human Resources service Apr 11



# Schools Personnel service



April 2011

Haringey Council

APPENDIX E

**Haringey Council**

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

<b>Date: 17 February 2011</b>
<b>Department and service under review:</b>  <b>Human Resources, People &amp; OD</b>
<b>Lead Officer/s and contact details:</b>  <b>Steve Davies, Head of Human Resources</b>
<b>Contact Officer/s (Responsible for actions):</b>  <b>Steve Davies, Head of Human Resources</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?

CEMB identified the level of savings required within directorates and HR were asked to find a total saving of £759k in 2011/12. In addition it has been agreed that schools personnel will also become part of the HR service and they have a saving of £125k to find. Therefore a total saving of £884k needs to come from a review of HR services.

The aim of the review is to achieve this saving.

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

The review of HR services will provide a revised service offer that will deliver the support and service that the organisation needs to manage its people resource within the constraints of a reduced and limited cash budget.

The scope includes current centralised HR service, plus Schools Personnel service, Schools Health & Safety and devolved payroll staff.

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

Proposals for a review of the staff and service provision are being consulted upon with staff and appropriate stakeholders. Staff will be appointed to the revised service in accordance with the final approved staffing structure. The revised service will achieve the required saving of £884k in expenditure.

Once the revised structure has been appointed to a revised service offer will be communicated to various stakeholders.

**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.

**HR & Schools Personnel Racial Group analysis**

Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Grade Group	White Staff	% of Grade Group	White Other Staff	% of Total No of Staff	BME Staff	% of Total No of Staff
SC1-SC5	5	0	0	1	20	1	20	3	60
SC6-SO2	28	0	0	5	18	7	25	16	57
PO1-PO3	28	0	0	7	25	7	25	14	50
PO4-PO7	16	0	0	5	31	7	44	4	25
PO8+	8	0	0	4	50	3	38	1	13
TOTAL	85	0	0	22	26	25	29	38	45

**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.

- White staff in grades Sc6 and above.
- BME staff in grades PO4 and above.

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

Service 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	% Female in Grade Group	No of Male Staff	% Males in Grade Group	% Females in Borough
SC1-SC5	5	2	40	3	60	1164	68	558	32	
SC6-SO2	28	4	14	24	86	867	74	311	26	
PO1-PO3	28	10	36	18	64	410	62	255	38	
PO4-PO7	16	4	25	12	75	401	64	229	36	
PO8+	8	1	13	7	88	139	52	126	48	
TOTAL	85	21	25	64	75	2981	67	1479	33	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 compared to the % of females/males in the council.

- Males at grades PO8 and above.

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

Grade Group	TOTAL	16-24		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	No. Staff	% of Grade Group
SC1-SC5	5	1	20	1	20	1	20	1	20	1	20	0	0
SC6-SO2	28	0	0	7	25	7	25	9	32	5	18	0	0
PO1-PO3	28	0	0	2	7	6	21	15	54	5	18	0	0
PO4-PO7	16	0	0	2	13	5	31	7	44	2	13	0	0
PO8+	8	0	0	0	0	1	13	4	50	3	38	0	0
TOTAL	85	1	1	12	14	20	24	36	42	16	19	0	0
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.

- PO1-3 Age 45-54

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:

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	5	1	20	121	7
Sc6-SO2	28	0	0	110	9
PO1-3	28	2	7	47	7
PO4-7	16	1	6	43	7
PO8+	8	0	0	7	3
<b>TOTAL</b>	<b>85</b>	<b>3</b>	<b>4</b>	<b>328</b>	<b>7</b>

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.**

**Note - Consultation due to end Fri 11 March. Part 2 to be completed soon after this date.**

**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).

**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?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

**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.
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 EqlA)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### QUALITY CHECKED BY (Equalities.)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Director/ Assistant Director

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

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

APPENDIX F

**Head of HR response to UNISON comments on the HR restructure proposals**

**Head of HR comments after each section**

**UNISON Comments on Proposals for Re-organisation of Human Resources**

These comments are based upon both our officers' review of the proposals and discussions with UNISON members within the service. As one would expect when sections are being brought together there were some areas where a single viewpoint was not formed due to competing views. We have also encouraged individuals to submit individual comment where there are specific concerns effecting them as we do not feel it would be appropriate to put such comments in a collective and public response.

**General Comments**

We remain concerned at the extent of the cuts being proposed, it is recognised that the Council is facing unique funding challenges this year as a result of the ConDem governments cuts in 2011/12. However cuts of this magnitude to key services that are required to support change appears to be short sighted and reckless. In particular reductions in HR advice, Health and Safety and Occupational Health Services may lead to higher levels of sickness absence, stress and riskier work environments. The whole premise that key tasks can be delegated to managers to deal with effectively has repeatedly been shown across organisations to lead to more failures to deal with issues. This point is particularly pertinent at a time when management capacity in the majority of service is also being reduced significantly.

The proposal to delegate job evaluations to managers is contrary to the contents of the Single Status agreement. It is also likely to lead to higher levels of appeals and a greater risk of unequal pay re-emerging as an issue due to inconsistencies in grading. If nothing else we seek an absolute guarantee that proper and appropriate training will be afforded to managers and that Trade Unions will continue to receive job evaluation score sheets. Equally to comply with the agreement all first time evaluations will need to be carried out centrally. There is a very real risk of the independence of the job evaluation process being compromised by the approach suggested.

**Head of HR comments** - The review of HR is proportional and in line with cuts across all council services and in particular in support of the aim of the council to mitigate the impact on frontline services through support service reviews.

The proposal to delegate job evaluations to managers is to be reviewed following a number of concerns raised by various officers during the consultation process.

### **Communication Of Changes**

UNISON would wish to express its concerns about the consultation process followed to date. While we recognise early informal consultation with staff is welcome in generating ideas and proposals it is not helpful when it includes ring-fence proposals that are contrary to established Council policy or provides incomplete or contradictory signals. Particularly the overuse of email to communicate risks losing the personal touch, it would certainly be preferable that staff did not see charts with their posts deleted in advance of being spoken to about such sensitive matters.

**Head of HR comments** - The consultation process has been followed in line with council processes. It is acknowledged that communication can always be improved, but what is a concern for one person can be viewed as a good communication process by someone else. I have also met with all staff to explain the thinking behind the structure and met with individuals and groups of staff to hear their concerns.

### **Management Tiers**

UNISON is concerned that in spite of a general approach to reduce management (or review spans of control as it is rather grandly titled) that the new structure concentrates reductions at lower graded posts. For example bringing the two services together might have been expected to identify some synergies from posts at PO8 and above. While we note the proposal to reduce Business Partners by one FTE there is no reduction proposed within the three existing SM graded posts. A saving of any sort at this level would have realised significant saving which could have potentially been recycled to retain additional posts at an operational level. We are making an assumption that this will be reviewed at an early opportunity to see if savings can be made that can be redirected into additional operational resources.

**Head of HR comments** - The reduction in services and senior officers are proportional to the reduction in staff and relate to the number of functions, staff and services that will continue to be delivered and managed. It needs to be acknowledged that the SM graded staff are also professional officers that undertake a significant amount of HR work themselves and are not just managerial posts.

### **Redundancies**

We recognise the difficult financial situation the Council is currently in; however in all such proposals we are formally restating our complete opposition to compulsory redundancies as a way of achieving reductions. It is our belief that the Council should be operating a joined up approach to managing change this should include creative use of "bumping" to facilitate Voluntary redundancy applications and avoid compulsory redundancies. Allied to this proactive consideration of options such as voluntary reductions in hours, flexible working etc should be considered where staff support these the normal business case process should not be applied. The presumption as a family friendly good employer should be that the manager is required to make a business case AGAINST the staff's proposals. We are concerned that the current approach in this respect may in fact cause unnecessary redundancies rather than preventing them. In essence it requires staff to be appointed then to apply for reductions in hours rather than allowing them true creative and meaningful consultation on alternatives to the cuts.

We are advised a number of staff currently work less than full time and would seek clarity on how they will be dealt with in the recruitment process?

**Head of HR comments** – The council restructuring policy and recruitment to stay process will be followed which accommodates staff working less than full time at present. The recruitment to stay process is not detrimental to staff working part time hours and I am happy to consider any proposals from staff for part time working going forward.

### **Recruitment Methods**

Clear information needs to be provided to all staff on how posts will be recruited to in a timely fashion so as to allow them maximum preparation time. Tests or presentations requested should have direct relevance to the posts applied for. We are conscious that part of the proposals indicates a delay in implementation so a clear timetable for enacting any ring-fences or internal recruitment needs to be provided.

Please confirm who will be on the interview panels for the various roles, in terms of the Schools roles will there be any representation from the client side as it is a traded service?

Please confirm the order in which the ring-fences will occur. One potential issue concerns the HR Support Team Leader ring-fences as if a person were successful in obtaining one of the two posts for team leaders could they opt to apply for the Corporate HR vacancy (PO1-PO2) still thus freeing up the role as a team leader for a colleague?

**Head of HR comments** – The council restructuring policy and recruitment to stay process will be followed and details will be provided will in good time to staff for them to be able to prepare for the interview process.

### **Advice Team (corporate)**

We note this post includes a proposed slot in for the advice Coordinator (PO5) please confirm when this post was originally created and how it was recruited to as we do not recall it being established previously. Please provide a copy of the delegated authority form or restructure document that established it. We would also request a copy of the job description for the role.

In the light of the proposed level of reductions in advice roles there seems to be an argument for the remaining substantive PO4 post-holder to be offered an opportunity to apply for this role in a ring-fence, this would be consistent with the Council's ring-fence policy and may prove a better match than the Schools role.

Within the staff we consulted there was some concern that the team was top-heavy in having a PO6 and a PO5 to manage advice. This was not however a consensus view so we do not represent it as being such.

We are concerned that the reduced service levels will have a longer term knock effect on staff since managers do not possess the expertise to deal with complex issues, which often arise in the course of individual casework such as disability discrimination, race discrimination. We are also concerned that a move away from dedicated officers dealing with Services may lead to a less consistent and comprehensive advice service. This should be considered in the context of the EIA to be carried out.

**Head of HR comments** – The appropriate process for the establishment and recruitment to of the advice co-ordinator role was undertaken in 2007. There is no proposed change to this role under this review therefore the post and assimilation is the appropriate process to be followed.

I note the other comments made about service provision.

### **Business Partners**

Please clarify what the new role for BP's will be: On the structure it appears that they will no longer have management responsibility for any staff which would appear to be a substantive change to their current role. Such a change may have implications on the grade for the role. How will they interact with the Directors and how will it be decided what they will deal with in comparison to what will remain within the advice team. For example will all responsibility for restructuring or changes to service delivery rest here? Will B.P's be expected to cover individual casework or to advise Senior Managers hearing for example disciplinaries?

**Head of HR comments** – The role of the HR business partners will not change substantially in terms of responsibility and level of engagement in the council. They currently provide high level support and planning to directorate management teams on all aspects of HR people management, including restructuring advice, workforce planning and support on casework for senior people. Although they will not have line management responsibility for the advisors they will see an increase in the volume of work since 3 business partners will share the work of four.

### **Schools Personnel Service**

We are aware that a number of staff have made representations with regard to the inclusion in the ring-fence of a person who was seconded to Schools Personnel some time ago. The policy appears to be silent on such an approach but it is of concern since in effect there has been a slot in to a post, which doesn't exist as a vacancy. This was compounded by the decision not to carry out a similar approach in respect of the acting Schools Personnel Manager who's post the person has effectively been slotted into. We recognise the complexities of taking either approach but feel this has disadvantage staff who were recruited as Schools Personnel advisors by putting them at risk of redundancy.

While the policy is explicit that staff should be considered only at their substantive grades it seems unfair that staff in Schools Personnel have been disadvantaged as a result of a failure to resolve a collection of acting up and interim arrangements that have been in place since 2008.

It appears that some staff have been included as FTE when they do not work at this level of hours.

Staff have also asked for clarity as to whether the role as to why the Deputy Head of Schools Personnel has not been reflected in the current structure although it is currently vacant. It is our understanding that there was an intent to recruit to this so that as such funding must have existed within the income available from traded services.

We are aware that staff have expressed concern with regard to the content of the revised Job description in that it omits certain key tasks delivered by the Schools team but includes a number of references to Corporate policies and activities. The misunderstanding in this disregard may have caused some mixed messages to be received by Schools who currently buy the service. We would request that at this point the contents of the existing job description for Schools staff is maintained and is subjected to a Single Status evaluation.

Please confirm whether the Schools Personnel manager post has been evaluated under Single Status.

**Head of HR comments** – The restructuring policy is silent on the issue of temporary roles and secondments in terms of how they should be treated in ringfencing and I have therefore determined the schools personnel advisor ringfence based on the fact that the seconded officer has been in the role for over 2 years.

The policy is clear on the treatment of staff acting up and therefore the officer who has been acting into the Schools Personnel Manager role has been ringfenced against their substantive post of schools personnel advisor.

The Deputy Head of Schools Personnel role no longer exists and has not been on the structures for some time. The Schools Personnel manager will be reviewed under single status arrangements.

### **HR Support**

We are concerned at the level of reductions in this team in particular the 50% reduction in team leaders posts combined with a merger with Schools services. There will be a need to ensure there is a transparent recharge for the Schools element so as to ensure value for money can be evidenced. The absence of such transparency may lead to Schools feeling they are cross subsidising the Council 's Corporate services with consequent risks that they will opt to purchase their services elsewhere.

While we would accept that the number of posts in the team might diminish as reductions in the Council reduce the reduction proposed seems excessively drastic. It will obviously be some time before the Council reduces its size completely so it may be the case that some of these reductions should be deferred for a period of time.

In addition we are concerned that there has been a lack of consultation and explanation regarding the intent to centralise previously devolved payroll provision. UNISON has requested clarity on this point in separate consultation but has yet to

receive a response. Clearly if these changes were to impact on posts held within Services either in terms of duties and responsibilities or numbers of posts then staff affected should have been consulted. In effect this team will be taking on more work while reducing the number of staff available to undertake it.

**Head of HR comments –** There is no intention to merge the schools and corporate HR teams under this review.

I note the comments on service provision and funding but can assure you that no cross subsidisation is proposed.

In terms of the devolved payroll staff I have met separately with these staff and their managers and it has been agreed that these staff will be covered within service reviews in their respective areas.

### **Health & Safety**

We are concerned that the reductions in this team (while achieved without compulsory redundancies) will leave the Council with very minimal resources to perform what are extensive statutory duties. As Schools Health and Safety have been brought into the scope of the Corporate Team there may be a need to review jobs and responsibilities in this area. Please confirm how the Schools team was historically funded and whether there will be any transfer of income as a result of this centralisation.

We would wish to place on the record that Employeeside take Health and Safety very seriously and we will not tolerate a reduction in its enforcement across the Council in order to save money. In any case such a failure to enforce H&S effectively would be a short term saving as inevitably there would be an increased risk to the Council in respect of Personal injury or negligence claims from both staff and the public. Additionally there would be a clear risk of adverse publicity in the event of a major incident occurring in for example a School.

**Head of HR comments –** I have discussed the proposed service provision with the head of corporate health and safety and he is confident that the revised service is sufficient to fulfil the council's health and safety responsibilities.

### **Recruitment/Deployment**

As with payroll functions please confirm how schools currently buy into this service and how the income will be accounted for. In terms of deployment will officers now be offering a joined up service across both the Council and areas covered by LMS. Clearly there will be significantly increased demand on this area of work over the next year and a proactive and persuasive resource is vital.

**Head of HR comments –** I note the comments on service provision and funding but can assure you that no cross subsidisation is proposed.



### **Job Evaluations**

Please confirm which of the posts within the new service have been evaluated under the GLPC Scheme. We would seek an assurance that all roles that have been amended or created are evaluated at this point in time. Any posts that are currently on the PO10 will also need to be resolved. In the case of amended posts consideration will have to be given as to whether backdating is appropriate in line with the Single Status agreement where upgrades result.

There is a requirement where range grades are adopted for there to be distinct duties at each level of the role so there would be a requirement to review this in any roles with range grades.

**Head of HR comments – Posts that need to be evaluated under single status will be.**

### **Voluntary redundancies**

We are aware a number of staff have opted for VR as part of the corporate scheme, which was concluded earlier this year. Please confirm whether any person who applied was declined at this point and whether any new applications have been received since the details of the proposals emerged. We would seek an assurance that any such applications will be considered and responded to in advance of RTS being implemented. Please confirm when any VR applicants will be issued with their notice.

**Head of HR comments – The process for voluntary redundancy has followed council policy and any future requests for VR will be considered on a case by case basis.**

### **Vacant Posts**

Please confirm when the posts identified as not being part of ring-fences will be released for internal advert. If possible we would request that this occurs in advance of any RTS taking place as it may reduce or avoid the need for it to occur. We would have an expectation that these posts could all be filled from within the existing service, however if they are not please confirm they will be made available to corporate redeployees.

Similarly where open ring-fences exist will these posts be opened up to other candidates in the event that they are not successfully filled as this may reduce the need for compulsory redundancies through staff movement?

**Head of HR comments – I am happy to actively consider the proposal for vacant positions to be offered in advance of the recruitment to stay process. I will confirm the approach to be taken nearer the time.**

### **Location of Services**

We note an intent to centralise the services in Alexandra House in order to increase the level of integration. While we have no in principle objection to this proposal there will need to be full consultation with both staff and the Trade Unions in line with the Accommodation Code of Practice. Particular concern has been expressed with regard to the need for adequate meeting space for one to one interviews and CRB checks. It

should be noted that the vast majority of staff within Schools settings are required to have these which will significantly increase the demands for confidential space to carry out these. Additionally there is a significant need for filing space, which will need to be readily accessible in order to ensure an efficient and timely Personnel service. While it is recognised that such facilities exist in the current location there will be a need for significantly more secure file space to cover the Schools members.

**Head of HR comments – I note the comments made.**



**Haringey** Council

Agenda item: **DRAFT**

**[No.]**

**General Purposes Committee**

**On 29<sup>th</sup> March 2011**

Report Title: Future Structure of the Youth Offending Service

Report of: Anne Lippitt, Interim Director of Place & Sustainability

Signed :

Contact Officer: Linda James, YOS Strategic Manager  
Email: linda.jamesYOS@haringey.gov.uk

Wards(s) affected: **All**

Report for: **Key Decision]**

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

1.1 The attached report sets out the proposals for re-structuring the YOS to achieve financial savings and remain within budget.

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

2.1 N/A

**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 in principle the Youth Offending Service be restructured subject to the outcome of consultation and consideration of the authority’s public sector equality duties. Seven of the YOS staff have applied for and been accepted for voluntary redundancy.

4.2 That the staff consultation which started on 1<sup>st</sup> March 2011 involving staff members affected be completed, in line with the Council’s policy and procedure, and comments received will be considered and responded to accordingly.

4.3 That agreement be given for delegated decision making to the Chair of the Committee in consultation with the Director of Urban Environment, taking into account the consultation process and the authority’s public sector equality duties, and providing nothing of a substantive matter arises during or from the consultation period and process.

**5. Reason for recommendations**

5.1 To achieve the reductions in Council funds and resources required in order to set a legal budget in 2011/12.

**6. Summary**

6.1 Given the current need to identify the biggest cuts to council services experienced in local government, it is no longer possible to maintain the current staffing levels within the Youth Offending Service.

6.2. Several projects end by the end of March 2011 due to the expiry of external grants and there is no alternative funding to continue these projects. The staff involved are on fixed term contracts. The Youth Justice Grant for 2011/12 has been reduced and the new structure has been drawn up to reflect these reductions.

6.3 The re-structure has been designed to have the least effect as possible on services to young offenders and their families and to achieve the Youth Justice Board indicators in relation to reducing the number of first time entrants to the criminal justice system, reduce re-offending and reduce the use of custody.

6.4 Posts affected by redundancy are listed below

Posts	Total	Leaving	Number
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	number	through Voluntary redundancy	remaining
Operational Managers	3	1	2
Team Managers	5	1	4
Social workers & probation officers	14	1	13
Accommodation Officer	1	1	0
Outreach workers	8	3	5
Total	31	7	24

6.5 The other posts affected by the restructure are:

- Merger of one casework team (from total 5 teams to 4) and the movement of staff between teams to equalise line management responsibilities
- Reduction from 2 to 1 resettlement and aftercare provision worker and re-name “support worker – resettlement”.
- deletion of Volunteer co-ordinator post and reparation officer post and replaced with one Reparation and Volunteer co-ordinator post
- deletion of group worker post
- deletion of accommodation officer post and replacement with “support worker-accommodation “ post
- establishment of “support worker – youth violence”
- establishment of Prevention Team outreach worker post
- change of title of Prevention Team Co-ordinator post to senior outreach worker post
- change of titles of 5 relevant staff to support workers with lead responsibilities in relation to court, bail and remand, reparation, weapons awareness, education, training and employment
- Prevention Team administrator post to be reduced to scale 5 as no longer any involvement with schools and young people
- Casework team administrator post to be increased from scale 4 to scale 5 to bring all admin posts to same level and to reflect tasks undertaken.
- Finance and performance manager post to revert to PO4 to reflect changes by dis-establishment of the Safer, Stronger Communities business unit
- Add 2 support workers for Intensive Supervision and Surveillance (ISS) to establishment to enable previous ISS contract being brought in-house
- Add 4 sessional workers for ISS to establishment due to in-house service delivery

The above changes will ensure that the YOS is within budget for staffing costs.

6.6 To achieve these savings for 2011/12, the timetable is quite tight; a copy is attached at Appendix A.

6.5 If the General Purposes Committee is minded to accept the recommendations of this report, as will be noted in the timetable, notice cannot be given to staff until 15<sup>th</sup> April 2011 at the earliest, and providing no controversial matters arise during the consultation period. However, if this matter has to come back to the full General Purposes Committee for a final decision after the consultation period, this will add a

further two weeks minimum before notices can be issued to the remaining staff. This will take their final leaving day well into the new financial year, with the related salary costs.

6.6 The Equalities Impact Assessment Statement, which will be completed following the end of the consultation period, is attached at Appendix B.

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

7.1 The total funding for the Youth Offending Service in 2010-11 amounted to £3.3m. However, the service was largely dependant on external funding, both Area Based Grant and specific youth justice grants, and only £863,000 of funding came from the Council's Core budget.

Notification of the grant to be awarded for 2011-12 was received exceptionally late at the end of February 2011. This reduced the specific Youth Justice funding from around £1.4m to £813k, thus significant savings are required in order to achieve a balanced budget.

The total Council funding following the 'grossing-up' of amounts previously funded by ABG is now £1,749,000. With the addition of the revised grant allocation and £87,000 of funding from the Children and Young Peoples this would give a total budget for the service of £2,649,000. The structure outlined within this report is within that budget.

However it should be noted that the grant funding is not ring-fenced and could be allocated to other Council priorities.

It is still unclear whether the service will receive an allocation of Supporting People money or funding from the PCT as in previous years.

Matthew Gaynor

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

The Head of Legal Services has been consulted on the content of this report. No final decision regarding the restructuring of the Youth Offending Service can be taken before consideration is given to a completed equalities impact assessment and the outcome of consultation is taken into account. In such circumstances it would be appropriate for the Committee to delegate the final decision to the Chair of the General Purposes Committee in consultation with the Director of Urban Environment in the manner set out in Recommendation 4.3.

The Council's policies and procedures should be applied to the restructuring, including policies and procedures on redundancy and redeployment in respect of staff subject to displacement.

Legal advice should be sought on the implications of the proposed transfer of service from ISS particularly in relation to the TUPE transfer of staff carrying out that service.

## **Appendix A**

## Youth Offending Service: Consultation Process & Timetable

(Draft at this stage – dates may change as time elapses; other tasks may similarly be added)

<b>Action</b>	<b>Date</b>	<b>Leads</b>
Informal discussion with YOS staff re proposals	2/3/2011	Head of Service/strategic manager
General Purposes Sub-Committee	29/3/2011	YOS strategic manager
Consultation period – 1 month	1/4/2011	Staff/Unions
Issue formal consultation packs [including EqIA]	2/3/2011	YOS strategic manager ; HR Advisor
Deadline for receipt of staff/TU comments on consultation	1/4/2011	YOS staff/Unions
Management response to consultation	8/4/2011	YOS strategic manager ; HR Advisor
Delegated decision by chair of General Purposes Committee and Director of CYPS	13/4/2011	GP Chair and CYPS Director
Outcome of process including issuing of letters to staff confirming notice/redeployment	15/4/2011	HR Advisor



## Haringey Council

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

<b>Date:</b> 24/01/2011
<b>Department and service under review:</b>  Safer and Stronger Communities, Youth Offending Service
<b>Lead Officer/s and contact details:</b>  Linda James, YOS Strategic Manager – Linda.jamesYOS@haringey.gov.uk/02084891146
<b>Contact Officer/s (Responsible for actions):</b>  Linda James
<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. To provide YOS services within the annual budget, this has been reduced for 2011/12. 8 staff members have applied for voluntary redundancy which will assist in this re-structure, but further adjustments are still required
2. What are the main benefits and outcomes you hope to achieve?
  - To ensure as high a quality of service as possible is provided with the least reduction in staffing possible. The YOS will continue to monitor indicators in relation to the number of first time entrants into the criminal justice system, rates of re-offending and levels of custody. It will, therefore, require staff in the prevention team, but at reduced levels and reductions in the staffing levels of the intervention teams, with concentration on higher risk cases being supervised by qualified social workers and probation officers and lower risk by support workers.
3. How will you ensure that the benefits/ outcomes are achieved?
  - It is expected that the YOS will continue to report to the Youth Justice Board on the above indicators. The YOS will ensure that it recruits the correct staff for the ring fenced posts or from re-deployees where necessary. Supervision and induction of staff into new roles will take place in due course. Costs will be within budgetary constraints.

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

1. Are you closing a unit? No

Race

**Racial Group Analysis**

Grade Group	Asian		Black		Mixed		Other		BME sub 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
Sc1-5		0%	1	17%	3	50%		0%	4	67%
Sc6-SO2	2	13%	5	31%	1	6%		0%	8	50%
PO1-3		0%	9	47%	1	5%		0%	10	53%
PO4-7		0%	12	55%	3	14%	1	5%	16	73%
PO8+		0%		0%		0%		0%	0	0%
<b>TOTAL</b>	<b>2</b>	<b>3%</b>	<b>27</b>	<b>42%</b>	<b>8</b>	<b>13%</b>	<b>1</b>	<b>2%</b>	<b>38</b>	<b>59%</b>

White		White Other		Not declared		TOTAL
No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
1	17%	1	17%		0%	6
4	25%	4	25%		0%	16
8	42%	1	5%		0%	19
5	23%	1	5%		0%	22
1	100%		0%		0%	1
<b>19</b>	<b>30%</b>	<b>7</b>	<b>11%</b>	<b>0</b>	<b>0%</b>	<b>64</b>

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

- Staff with white ethnicity are under-represented against both the Council staff profile and Borough profile

3. 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?

- Agreed voluntary redundancies result in 5 current staff members affected by the restructure, 4 of whom are BME; there could be 2 staff to be Tupted when a current contract ends, one of whom is BME. This will not affect the overall under-representation of the YOS. This indicates that a larger percentage of BME staff will be affected by redundancy albeit voluntary in comparison to non BME staff.

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

- 59% to 57.5% should all BME staff be unsuccessful in obtaining positions in the new structure

5. 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.?

- All options were considered when investigating the new structure due to budget constraints and all applications for voluntary redundancy have been submitted.

## Gender

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

Gender Analysis					
	Female		Male		TOTAL
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	6	100%		0%	6
Sc6-SO2	13	81%	3	19%	16
PO1-3	9	47%	10	53%	19
PO4-7	14	64%	8	36%	22
PO8+	1	100%		0%	1
<b>TOTAL</b>	<b>43</b>	<b>67%</b>	<b>21</b>	<b>33%</b>	<b>64</b>

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

- Males are under-represented in relation to the Borough profile (50.6%), but this is common amongst the caring professions. It is noted that males are under-represented in all grades except PO1 – PO3.

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

7. No

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

- N/A

10. 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.?

- All options were considered when investigating the new structure due to budget constraints and all applications for voluntary redundancy have been submitted.

## Age

11

Age Analysis								
	16-24		25-34		35-44		45-54	
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5		0%	4	67%	1	17%		0%
Sc6-SO2		0%	9	60%	5	33%	1	7%
PO1-3		0%	5	28%	7	39%	5	28%
PO4-7		0%	4	17%	8	33%	9	38%
PO8+		0%		0%		0%		0%
<b>TOTAL</b>	<b>0</b>	<b>0%</b>	<b>22</b>	<b>34%</b>	<b>21</b>	<b>33%</b>	<b>15</b>	<b>23%</b>
55-64		65+						
No. Staff	% of Grade Group	No. Staff	% of Grade Group					
	0%	1	17%					
	0%		0%					
1	6%		0%					
3	13%		0%					
1	100%		0%					
<b>5</b>	<b>8%</b>	<b>1</b>	<b>2%</b>					

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

- Those aged 25-34 years represent 34% of YOS staff and 20.3% council staff

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

- No

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

- No

### 15. Disability

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

Disabled %		
Grade Group	No. Disabled Staff	% of Grade Group
Sc1-5		0%
Sc6-SO2	2	13%
PO1-3	2	11%
PO4-7	3	14%
PO8+		0%
<b>TOTAL</b>	<b>7</b>	<b>11%</b>

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

- No

18. 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 - no details
- Religion/ Belief - no details
- Sexual Orientation – no details
- Maternity & Pregnancy - 3 members of staff are pregnant but are not in any at risk posts/

19. 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.

A reduction in YOS services could adversely affect the Borough's residents in the following ways:

- Minimal service reduces multi-agency working on which the success of YOS has been built
- There has been an increase in serious youth violence over the years in Haringey and young black men continue to be over-represented in the youth justice system Haringey 47.4% of the offending population are African/Caribbean compared to 26.9% estimated population 09/10,
- There has been an increase in involvement of young people in gangs/post code tensions- again young black men are overrepresented in relation to street crimes. 70% of Robberies during 2010 were committed by male black youths.
- Performance in the forthcoming inspection and annual audits is likely to be reduced
- Inability to continue with specific BME and gender based group work due to insufficient staffing.
- Inability to respond to changing make-up of local population in relation to BME represent 89% of the Haringey YOS caseload (Jun 10). Particularly prevalent are young people from Somalia, Congo, the Caribbean, Romania, Turkey & Bulgaria.
- Unknown effect on work within the courts
- Inability to improve direction of travel on KPI's set by YJB.
- Inability to offer support to mothers of sons with absent fathers in an effort to set and maintain appropriate boundaries for their sons – 34% of African/Caribbean clients live in single parent households.

It will be necessary to prioritise work, taking into account statutory duties, to attempt to address these issues.

**Date Part 1 completed – 14/02/2011**

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

**Step 3 – Consultation**

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

**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?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

**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.
2. If there are adverse impacts how will you aim to address these in the future?
3. Identify actions and timescales for implementation and go live of your new service offer.
4. If you are not in a position to go ahead on elements of your action plan – why not and what actions are you going to take?
5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

## Step 6 – Sign off and publication

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

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

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### QUALITY CHECKED BY (Equalities,)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Director/ Assistant Director

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

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



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Agenda item:

**[No.]****General Purposes Committee****29 March 2011**

Report Title. Establishing a Shared Economic Development Service

Report of **Director, Urban Environment**

Signed :

Contact Officer : Martin Tucker, Regeneration Manager

[Martin.tucker@haringey.gov.uk](mailto:Martin.tucker@haringey.gov.uk)

02084892932

Wards(s) affected: ALL

Report for: **Non-Key Decision****1. Purpose of the report**

1.1 To get approval to begin the process for establishing the new Shared Economic Development Service for Haringey and Waltham Forest including the 30 day consultation period with staff and their Trades Unions. The outline service description, and proposed organisational chart and ring fenced recruitment schedule are appended.

**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 Rethinking Haringey – 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

home which offer quality, affordability and sustainability

3.2 [Sustainable Community Strategy](#) outcome – Economic vitality and prosperity shared by all

3.3 **Regeneration Strategy** - To put People, Places and Prosperity at the heart of regeneration in Haringey.

#### **4. Recommendations**

- 4.1. To agree the ongoing work on developing the new shared service including the reduced Haringey Guarantee Delivery, Programme Management and core Economic Development service teams.
- 4.2. To have due regard to the authority's public sector equality duties in relation to the agreement of Recommendation 4.1.
- 4.3. Following the completion of consultation it is recommended that this proposal is the subject of a further report to the General Purposes Committee for final decision. Should there be no objections raised by the relevant employees' side a final decision concerning the structure of the service may be delegated to the Interim Director of Place and Sustainability in consultation with the Chair of General Purposes Committee.

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

- 5.1. Haringey and Waltham Forest Councils have already agreed to develop a shared Economic Development Service – to be established by the summer of 2011. This recommendation will enable ongoing work and consultations on creating the service to proceed to schedule and secure the efficiencies and savings outlined in 2011/12.

#### **6. Other options considered**

- 6.1. Other options considered were maintaining separate services but these would not deliver the scale of efficiencies needed and will not facilitate greater sub-regional working and linkages.

#### **7. Summary**

- 7.1. Haringey and Waltham Forest Councils are working to establish a Shared Economic Development Service which will involve collapsing both current services into a single reconfigured service.
- 7.2. The new service will include the reconfigured Haringey Guarantee Delivery Team, Programme Management and core Economic Development teams.
- 7.3. This report sets out the establishment of the new shared service and required proposed changes to the current establishment.
- 7.4. The current establishment includes 20 staff including 1 fixed term post (after 4

have taken voluntary redundancy) with 9 in the core Economic Regeneration service funded through council revenue, 2 in Programme Management funded through LDA grant and 9 in current direct delivery teams families into Work and Employment Action Network funded through ABG and LDA grant plus the Future Jobs fund Co-ordinator funded through ABG. A proposed ring fenced recruitment schedule to these posts is appended at Appendix 3.

7.5. The proposals for a shared service will see a reconfigured Haringey Guarantee Delivery Team of 6 posts, Programme Management team of 2 posts, 1 Film Officer post and core shared Economic Development service of 8 posts to cover both boroughs.

7.6. Additional delivery and programme management posts may be created if and when sub-contracts for local delivery of the Work programme are secured.

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

8.1. The draft budget proposals for 2011-12 assume a £75,000 saving from the creation of a Shared Services model for Economic Development. This is based on the new structure being implemented around June/July 2011 and thus three quarters of the full year saving of £100,000 is achievable. The reductions in post numbers are consistent with this level of saving being achievable, although the exact level of saving will only be known once Jobs have been evaluated.

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

9.1. A decision by the Committee with implications for the staffing establishment of this service can only be taken in principle pending the outcome of statutory consultation with the trades unions and consultation with the staff affected. It is noted that this consultation is yet to commence.

9.2. The decision in principle must pay due regard to the authority's public sector equalities duties, including consideration of the attached equalities impact assessments.

9.3. The carrying out of this proposal must comply with the Council's procedures concerning restructuring. The position of staff who may be displaced as a result of this reorganisation will need to be considered under the terms of the Council's procedures regarding redeployment and redundancy.

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

10.1. Not Applicable

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

11.1. Equality Impact Assessments on the reduced Haringey Guarantee programme

and teams and on the shared service re-organisations have been carried out and are appended to this report (Appendices 2 and 3).

## **12. Consultation**

- 12.1. Informal consultations have been undertaken with staff in Economic Regeneration at team meetings in January, February and March 2011
- 12.2. 30 day statutory and formal consultations will be undertaken with staff and trades unions.

## **13. Service Financial Comments**

- 13.1. As per the Chief Financial Officer comments above. Furthermore, any expenditure incurred in the setting up of the shared service will be contained within the existing revenue budget

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

- 14.1. Appendix 1 – Shared Service outline
- 14.2. Appendix 2 – Shared Service Reorganisation EqIA
- 14.3. Appendix 3 – Haringey Guarantee reduced service EqIA.

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

- 15.1. Not Applicable

## **Appendix 1**

### **A Shared Economic Development Service for Haringey and Waltham Forest**

#### **Background**

Local authorities are facing substantial spending reductions which will impact on service delivery especially on non-statutory services. Further following Total Place initiatives and the development of the Coalition Government's "Big Society" approach combined with the current efficiency agenda puts shared service delivery in the centre ground of Government policy. No longer can public bodies automatically take the stance that undertaking any activity on a standalone basis is the most cost effective way of going forward. A new Shared Services approach is needed to release efficiencies across the system and support delivery more focused on customer needs. Shared services provide public service organisations with the



opportunity to reduce waste and inefficiency by re-using assets and sharing investments with others.

Following agreement at Cabinets in February 2011 work on sharing Economic Development services in both boroughs is progressing.

## **The Shared Service**

Economic Development covers work areas and priorities around employment and skills focussing on tackling worklessness, and attracting investment for business and enterprise with the overall objective of enabling economic prosperity for residents of both boroughs through supporting job creation and local enterprise.

Work programmes and streams covered by a shared economic development service include:

### **Strategy**

- Develop agreed shared strategy and high level outcomes and KPIs
- Implementation and reporting on strategy and outcomes
- Cross-borough partnerships – enterprise, business, employment
- Liaising with and linking sub-regional and regional priorities, initiatives

### **Tackling Worklessness**

- local programme delivery and programme management
- links with the Work Programme
- commissioning and contract management
- external funding
- cross-borough partnerships and delivery
- partnership working with JCP/DWP
- policy and strategy developments and responses
- procurement/contracts and local labour

### **Working with local businesses**

- understand and address skills gaps in the labour market
- broker relationships with private sector businesses to secure job opportunities for local people
- develop and link to local enterprise initiatives
- inward investment
- encourage, support and promote an enterprising culture
- develop business support initiatives leading to job creation
- establishing apprenticeship opportunities
- policy and strategy developments and responses
- procurement/contracts and local businesses

### **Developing and establishing a social enterprise**

- Outsourcing operational delivery of interventions and programmes of activity focussing on tackling worklessness, social inclusion and promoting youth employment initiatives into a new social enterprise.

### **Location**

The Shared Service will have a physical presence in both boroughs with both Joint Head of Service and Economic Development Manager dividing their times between the boroughs and each borough having access to Economic Development Officers.

**Milestones**

Phase 1 - Development of service and model via Compatibility Analysis and the Implementation and Engagement Process - January 2011- March 2011

Staff consultation – March/April 2011

Recruitment to Shared Service – May 2011

Phase 2 - Shared Service established with Joint Head of Economic Development - June 2011

Develop agreed shared strategy and high level outcomes – May 2011

Develop agreed shared KPIs and reporting mechanisms - May 2011

Service work programme agreed – May 2011

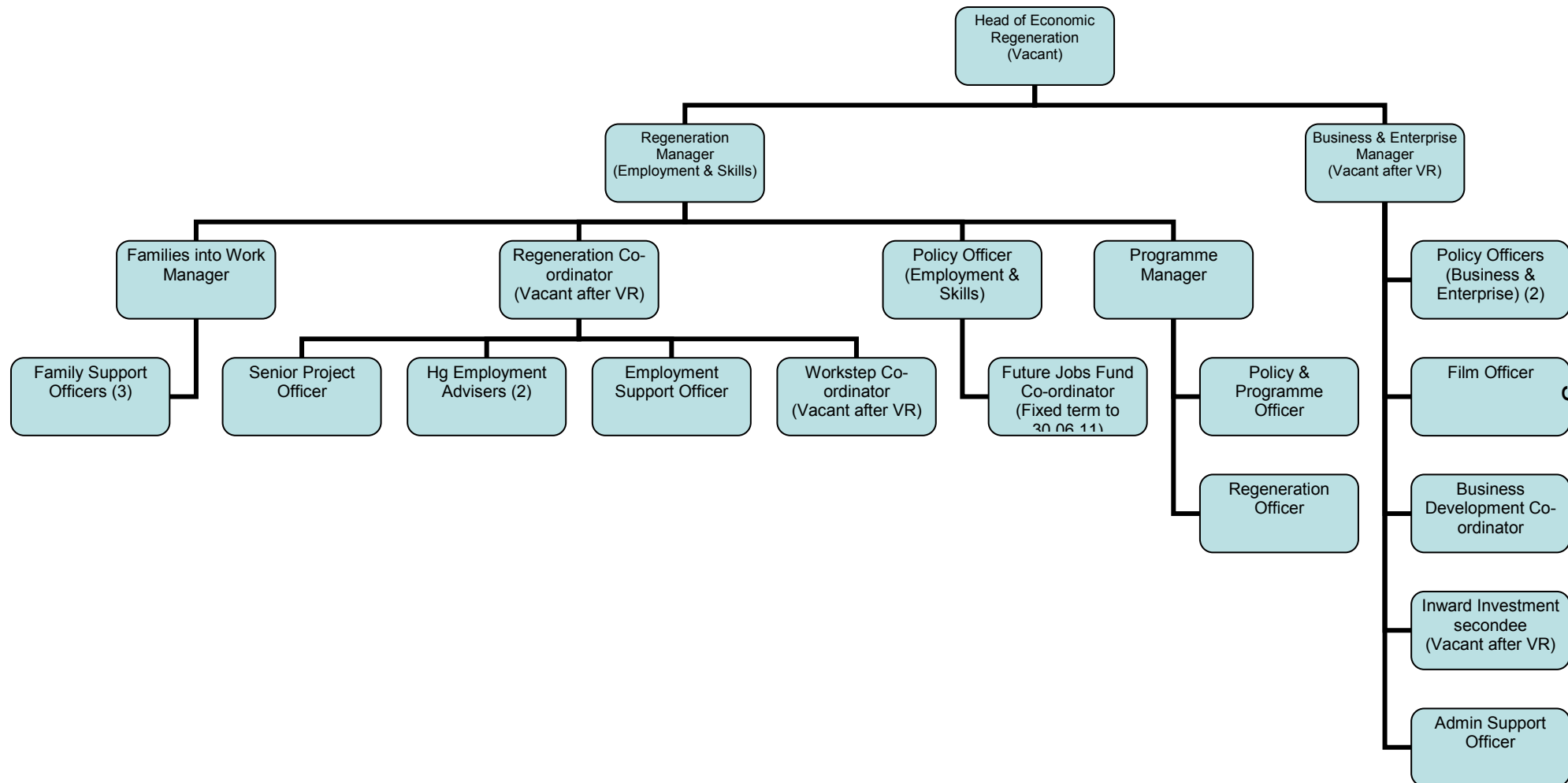
Work Programme sub-contracted delivery in boroughs – July/August 2011

Ongoing work on developing a social enterprise – December 2010 – December 2011

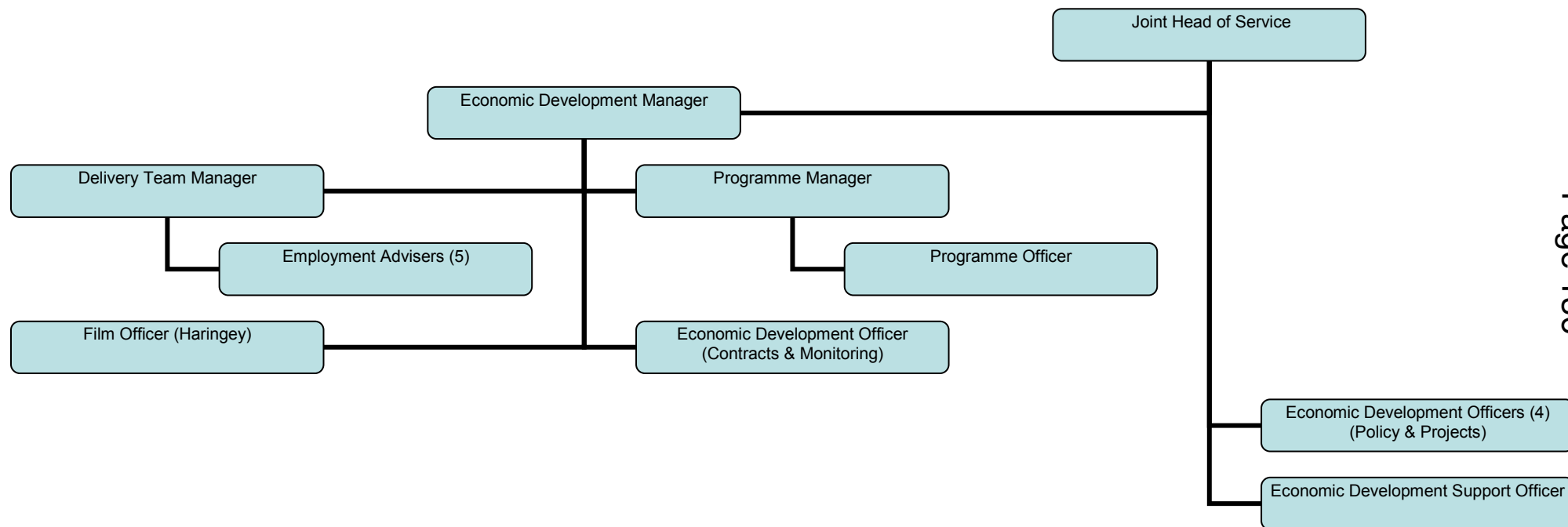
Papers to respective boroughs on Social Enterprise – December 2011

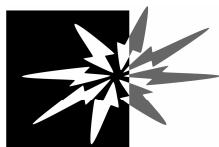
Phase 3 – Development of social enterprise - 2012

# Current Economic Regeneration Organisational Chart March 2011



**Shared Economic Development Service  
Proposed Organisational Structure**





**Haringey** Council

### Proposals For Ring Fenced Recruitment

Joint Head of Economic Development	Head of Economic Development (LBWF) Assimilated into post
Economic Development Manager	Regeneration Manager (LBH) Assimilated into post
Economic Development Officer (Policy & Projects) x 4	Open ring fence Policy Officers (LBH) x3 Project Manager (LBWF)
Economic Development Officer (Contracts & Monitoring)	Open ring fence Business Development Co-ordinator (LBH) Regeneration Officer (LBH) Employment & Skills Officer (LBWF) Employment Support Officer (LBH)
Economic Development Support Officer	Administrator (LBH) Assimilated into post
Film Officer (Haringey)	Film Officer (Haringey) Assimilated into post
Delivery Team Manager	FiW Team Manager Assimilated into post
Employment Adviser x 5	Closed ring fence HG Employment Adviser x 2 Senior Project Officer Family Support Officer x 3
Programme Manager	LDA Programme Manager Assimilated into post
Programme Officer	Policy & Programme Officer Assimilated into post

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



**Service:** Planning, Regeneration, Economy

**Directorate:** Urban Environment

**Title of Proposal:** Haringey Guarantee budget reduction

**Lead Officer (author of the proposal):** Martin Tucker, Regeneration Manager

**Names of other Officers involved:**

**Ambrose Quashie, Policy Officer (Employment & Skills),  
Paul Clarke, Programme Manager – Employment & Skills**

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

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

The Haringey Guarantee and Business & Enterprise programmes are the Enterprise Board's ABG programmes tackling worklessness and supporting enterprise in the borough. It is proposed to reduce funding in 2011/12 by £700K – funding in 2010/11 is £1.2m.

Current Enterprise ABG programmes of activity in 2010/11 are:

- Haringey Guarantee
- Families into Work
- Business support and enterprise

These programmes of activity contribute to the following LAA outcomes:

- NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 171 – New business registration rate
- NI 79 – Achievement of a Level 2 qualification by the age of 19
- NI 116 - Proportion of children in poverty
- NI 117 – 16 to 18 year olds who are not in education, employment or training (NEET)

Plus local indicators on:

- Number of registered Haringey Guarantee participants with a completed better off calculation

- Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
- Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

The Haringey Guarantee is the main vehicle for delivering employment outcomes, Established in 2006 the Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people (including under 16's). This will form part of a Young Haringey Guarantee programme that will be reported on separately (but still be part of) the main Haringey Guarantee programme.
- Support for local businesses by providing a local committed and skilled workforce

We offer a guarantee in three parts:

1. That our **local residents** will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
2. That **delivery partners and providers** will deliver high quality, focused and professional services to jobseekers and employers.
3. That for **businesses** we will produce committed trained workers to meet recruitment and skills needs.

Since the Haringey Guarantee's establishment the programme has been successful in engaging with over 4,000 residents and supporting over 900 into employment.

**Families into Work is a special project of the Haringey Guarantee** and the Enterprise Board agreed a 3 year pilot programme, delivery plan and funding for the project in June 2008.

The project has engaged with 140 workless families in Northumberland Park who have multiple barriers to taking up employment and training and supported over 30 individuals into employment.

### **Business Support and Enterprise**

Haringey's business community consists of over 8000 businesses, the majority of which are SMEs employing less than 4 people, with the biggest employers being the Council and Haringey NHS.

The Business and Enterprise programme strove to improve and develop outward facing services to local businesses, making their interaction with the council as effective and efficient as possible, maintaining an up to date website, encouraging businesses to stay and grow in the borough, and understanding and meeting employers' training and employment needs.



In 2011/12 following the CSR in October 2010 and the Government's Local Government funding settlement in December 2010 substantial savings are being made across the Council. £700,000 savings from the 2010/11 programme of £1.2million have been agreed and following changing priorities as set out in Rethinking Haringey it is proposed to run a reduced core Haringey Guarantee programme in 2011/12. This core programme will be based around core teams and projects offering employment support and advice, work placements and job brokerage; this will enable the programme to engage with and win sub-contracts for local delivery from the Government's new national programme to tackle worklessness – the Work Programme.

Working to Outcome 1 Thriving of Rethinking Haringey to provide employment opportunities and reduce poverty and low income the core programme will focus on supporting local residents into employment.

## 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?**

### EMPLOYMENT AND SKILLS PROGRAMMES

In terms of our employment and skills agenda – people from BME communities, women, and people with disabilities are heavily represented in delivery and use of services. These are groups identified as a national priority through our principle funders, the LDA and DCLG, but also through local measures of deprivation such as IMD2007. There are 39 super output areas (SOAs) in Haringey that demonstrate severe levels of deprivation in terms of economic activity, employment levels, access to housing, health and education attainment.

### Age

The Job Seekers Allowance (JSA) claim rate for young people aged 18-24 in Haringey is currently (January 2011) 9.7%, higher than any other age group. The remaining age group claim rates are set out below:

- 25 to 34 – 5.6%
- 35 to 44 – 6.0%
- 45 to 54 – 7.4%
- 55 to 59 – 5.6%
- 60+ - 1.0%

The JSA claim rate for 18-24 year olds in Haringey is higher than the London and England averages of 6.4% and 6.8% respectively.

### Ethnicity

There are high concentrations of BME groups in the deprived communities (45% of the Tottenham population were classified as 'non white' at the 2001 census compared to the national average of 9%) and the majority of the non-working population are classified as 'non-white'.

In the year to June 2010 the ethnic minority employment rate in Haringey was 47.5% compared to a rate of 68.5% for white Haringey residents. The ethnic minority employment rate in Haringey is lower than the national average of 58.6%.

At December 2010 50% of JSA claimants in Haringey were from a BME background compared to the national average of 18%.

### Gender

The female employment rate in Haringey is currently (year to June 2010) 51% for females as opposed to 69.5% for males.

Women, specifically women as lone parents are over-represented in certain unemployment support programmes. Up to August 2010 4,040 people started on the New Deal for Lone Parents programme in London. Of these 4,040 people, 3,810 were women and approximately half of them entered employment.

### Disabilities

The employment rate for disabled people in Haringey is currently (year to June 2010) 29.4% compared to 60.5% for the total population aged 16-64. The employment rate for disabled rate in Haringey is lower than the national average of 49.1%

There are currently 12,120 people claiming the Employment Support Allowance (ESA) or Incapacity Benefit (IB). Reducing the number people claiming ESA or IB is an important target. This involves engaging people with disabilities in supporting them back to the workplace, where this is a viable option. This is in line with the governments Welfare to Work agenda.

### BUSINESS AND ENTERPRISE

Business start up and growth is targeted at all SMEs, but there are certain groups that are under-represented. 5.6% of the female working age population are self employed, compared to 12.6% of men. BME and people with disabilities are under-represented in business start up rates.

### FACTORS FOR OVER-REPRESENTATION

#### **Geography**

These SOAs are amongst the 10% most deprived areas nationally and therefore justify our attention. Geographically they correspond strongly to the Northumberland Park and White Hart Lane wards. Northumberland Park has the highest JSA (Job Seekers Allowance) claim rate in London and the current employment rate in the Tottenham Parliamentary Constituency of 61.4% still remains significantly below the rate in the Hornsey and Wood Green constituency area, which at 76.7% is above the England average of 74.3%.

#### **Funding priorities**

On the Haringey Guarantee there are challenging equalities targets – 50% of all participants and outcomes need to be from BAME communities, 50% Women and 10% people with disabilities.

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

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

Increase barriers?	Reduce barriers?	No change? <input checked="" type="checkbox"/>
--------------------	------------------	--

**Comment**

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

In tackling worklessness, we directly tackle the levels of inequality in our most deprived communities and therefore the geographic factors and barriers. With a specific focus on key equalities groups (the Haringey Guarantee has 50% BME, 50% Women and 10% Disabled targets) our impact is more marked – to date we have achieved 86% BME, 52% Women and 8% Disabled.

Reducing the level of funding in 2011/12 will impact on the overall programme in terms of maximum outputs and outcomes but the reduced programme will still maintain its equalities targets and will still predominantly focus on deprived wards and thereby lessen the equality impact. The reduced programme in 2011/12 will be a programme focussed on employment support leading to sustained employment and will include delivery partners with the best strategic fit, best performance, value for money plus local presence and connection – this will include the 4 Star rated EAN based in Northumberland Park combined with innovative Families into Work, the successful work placements provision, the NHS led Working for Health focussing on health conditions, IB and disability, and a local job brokerage based in Tottenham with excellent links to BME businesses.

Business and enterprise related interventions will focus on employer engagement and job creation activities (including apprenticeships).

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

The Haringey Guarantee aims to support local workless residents into employment. The highest concentrations of worklessness are in the east of the borough with the highest numbers of BME communities. The Guarantee has been very successful in engaging and supporting BME residents. However it has struggled to meet the particular needs of enough people with disabilities access sustained employment. Initiatives around Condition Management, employment support in GP surgeries and other health settings have been developed to address this. It is proposed to maintain this work even with reduced resources and a smaller programme.

Maintaining the NHS led Working for Health project focussing on people with health conditions and disability providing condition management and employment advice, support and brokerage. As part of this was the launch of the new Health & Employment Network. This should lead to an improvement in numbers of people with disabilities accessing sustained employment.

We will continue to work with key partners such as the Children's Service, Jobcentre Plus and the College of Haringey, Enfield and North East London to secure apprenticeship opportunities for young people.

Additional support to these groups could also be provided subject to any Work Programme contracts being secured.

#### Step 4 - Consult on the proposal

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

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

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

A series of regular meeting with Haringey Guarantee partners and providers has been held to discuss changing priorities and impending and real budget reductions. These were held in July and October 2010 and on 14 February 2011.

All partners were informed about a possible future reduced programme engaging and sub-contracting with the Government's Work Programme and that reduced programme will focus on employment support leading to sustained employment.

Business and enterprise project leads were consulted during a number of visits over the course of December 2010.

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

Clear criteria developed to establish the makeup of the reduced programme with delivery partners with the best strategic fit, best performance, value for money plus local presence and connection.

Consultation letters sent to all partners in February 2011. One month's consultation period will end on 14 March 2011.

#### 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?***

There are no direct training requirements arising from this proposal. However there is an established programme of training focussing on best practice, updates on relevant legislation and equalities including Disability Awareness

delivered by a local social firm of people with disabilities. This programme will continue in 2011/12 and will be available to Haringey Guarantee contractors as well as Council staff.

## 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 Haringey Guarantee has an established independent monitoring system which includes monitoring and verification of all outputs and outcomes including equalities targets. This includes an online Client Management System – Meganexus – managed by UCL and independent verification of all records by GLE.

Equalities targets of 50% BAME, 50% Women and 10% Disability are included in all contracts/SLAs and payment is based on results including meeting equalities targets.

The Haringey Guarantee produces quarterly performance reports.

## 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
Youth unemployment is disproportionately high in Haringey	Disability has been identified as a potential barrier to accessing employment opportunities within the borough. Welfare to work agenda also seeks to bring people off incapacity benefit and into employment.	Ethnicity has been identified as a potential barrier to accessing employment opportunities within the borough.	Gender has been identified as a potential barrier to accessing employment opportunities within the borough.	No legal or service level barriers identified	No legal or service level barriers identified



## Step 8 - Summarise the actions to be implemented

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

Issue	Action required	Lead person	Timescale	Resource implications
Ensuring equalities targets met	Robust contracting and monitoring	Martin Tucker Regeneration Manager	Throughout 2011/12	N/A
Raise take up of services by people with disabilities	Establishment and maintenance of Health & Employment Network	Martin Tucker Regeneration Manager	Throughout 2011/12	tbc
Evaluation	Evaluation of impact of programme	Martin Tucker Regeneration Manager	Throughout 2011/12	tbc
Ensuring provision of apprenticeship opportunities to young people	Continuing the work of the apprenticeship delivery steering group	Martin Tucker Regeneration Manager	Throughout 2011/12	tbc

**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?*

On Haringey Council website.

Assessment distributed to partners.

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

**Name: Martin Tucker**

**Designation: Regeneration Manager**

**Signature:**



**Date: 18 February 2011**

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

**Name:**

**Designation:**

**Signature:**

**Date:**

**Sign off by Directorate Management Team:**

**Name:**

**Designation:**

**Signature:**

**Date:**

## Haringey Council

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

<b>Date: 18 February 2011</b>
<b>Department and service under review: PRE – Economic Regeneration</b>
<b>Lead Officer/s and contact details: Martin Tucker, Regeneration Manager, 0208489 2932</b>
<b>Contact Officer/s (Responsible for actions): Martin Tucker, Regeneration Manager,</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?

It is proposed to establish a new Shared Economic Development Service for the boroughs of Haringey and Waltham Forest.

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

Shared services between the two boroughs can deliver services at reduced costs in a time of reduced resources.

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

The move to a shared service would be a phased process with:

Phase 1 - Development of full business case following Compatibility Analysis and Implementation and Engagement process by March 2011.

Phase 2 – shared joint economic development service with joint Head of Economic Development overseeing the service and strategic commissioning with commissioning leads for each borough and a soft split between commissioning and operational delivery by June 2011

Phase 3 – single strategic commissioning economic development service with operational delivery outsourced into a social enterprise established by December 2011.

The first phase of developing alternative models for delivery will be closer collaborative working between the two borough services with Phase 2 being the establishment of the new shared service. Phase 3 will include the establishment of a social enterprise for operational delivery.

**Phase 1 - Development of full business case and model via Compatibility Analysis and the Implementation and Engagement Process**

In the last quarter of 2010/11 January – March 2011 work on developing the full business case and model for the shared service based on the approach and

processes set out in the agreed Memorandum of Understanding between Haringey and Waltham Forest on Shared Services will be undertaken.

This work will include a **Compatibility Analysis** – high level evaluation - looking at Strategic Fit, IT systems, Processes, Staff arrangements, Governance, Service standards, Cost Sharing, Risks, and Organisational Arrangements and once this is completed progressing through **the Implementation and Engagement Process** including a full business case and design of the new shared service.

### **Phase 2 – a Shared Service**

This service would see the collapsing of current provision in both boroughs to be replaced by a new slimmer service.

### **Phase 3 - A Social Enterprise**

As local authorities retract and refocus on core statutory services over the next few years it is inevitable that more non-statutory services will be delivered by organisations external to local councils.

Economic development and regeneration is currently and will remain a priority for both boroughs as they recognise the importance of tackling worklessness and supporting local businesses in order to deliver economic prosperity through job creation and enterprise. However in light of changing policy priorities and spending reductions it is not a requirement of local authorities to deliver economic development delivery services themselves and this can be outsourced to a local provider through establishing a new social enterprise based on the operational delivery elements of the shared service in Phase 2.

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

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

### **1. Are you closing a unit? NO**

- If No, go to question 3.

- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

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

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

**Race**

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council	BME% Borough Profile
Sc1-5	0										
Sc6 - SO2	3	0	0	0	0	0	0	3	100	57	
PO1-3	12	0	0	4	33	1	8	7	58	46	
PO4-7	6	0	0	3	50	1	17	2	33	39	
PO8+	2	0	0	1	50	0	0	1	50	19	
TOTAL	23	0	0	8	35	2	9	13	57	54	34.2

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.

NONE

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

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							
Sc6 - SO2	3	0	0	3	100	74	
PO1-3	12	4	33	8	67	62	
PO4-7	6	5	83	1	17	64	
PO8+	2	2	100	0	0	52	
TOTAL	23	11	48	12	52	67	50.6

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

Grades PO4-7 and PO8+ in the service show significant under representation of women compared to the council figures

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

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL STAFF
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	
Sc1-5													
Sc6 - SO2			1	33					2	67			3
PO1-3			4	33	6	50	2	17					12
PO4-7			3	50	2	33			1	17			6
PO8+							1	50	1	50			2
TOTAL	0	0	8	35	8	35	3	13	4	17			23
Council Profile	138	3	812	18	1124	25	1600	35	831	18	56	1	4561
Borough Profile		13.9		26.6		22.8		15.5		9.5		11.7	

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

Staff in the age group 25-34 are almost twice the council profile 35% compared to 18% while staff in age group 45-54 are half of the council profile 13% compared to 35%.

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? NO

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

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

**Disability**

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

<b>Disabled employees</b>			
Grade Group	No. Staff	% of Grade Group	Council profile
Sc1-5			
Sc6 - SO2			
PO1-3			
PO4-7			
PO8+			
<b>TOTAL</b>	0	0	7%
<b>Borough Profile</b>			7.6%

19. Do any ring fences disproportionately impact on disabled staff? **N/A**

- 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

None of the current staff within Economic Regeneration characterise themselves within these groups.

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.

Part of the current Economic Regeneration service, which will be reduced to accommodate the new shared service, focuses on operational delivery of employment & skills interventions and programmes of activity to Haringey residents.

13 of the current staffing establishment are directly involved in this service delivery through the Haringey Guarantee programme. The Haringey Guarantee is externally funded and reductions in that funding will result in reductions in staffing (2 have taken VR) and a reduced programme. However the reduced programme will still maintain its equalities targets and will still predominantly focus on deprived wards and thereby lessen the equality impact. The reduced programme in 2011/12 will be a programme focussed on employment support leading to sustained employment and will include delivery partners with the best strategic fit, best performance, value for money plus local presence and connection – this will include the 4 Star rated EAN based in Northumberland Park combined with the innovative Families into Work project, the successful work placements provision, the NHS led Working for Health focussing on health conditions, IB and disability, and a local job brokerage based in Tottenham with excellent links to BME businesses.

A full Equality Impact Assessment is being undertaken on budget reductions affecting the Haringey Guarantee programme.

**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).

### **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?

2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

**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.
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: Martin Tucker  
DESIGNATION: Regeneration Manager

SIGNATURE: 

DATE: 18 February 2011

### 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

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Agenda item:

**[No.]****General Purposes Committee****29<sup>th</sup> March 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. The Cabinet also agreed that a report setting out the details of the reorganisation be presented to General Purposes Committee on 29<sup>th</sup> March 2011.
- 1.2. 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.
- 1.3. 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**

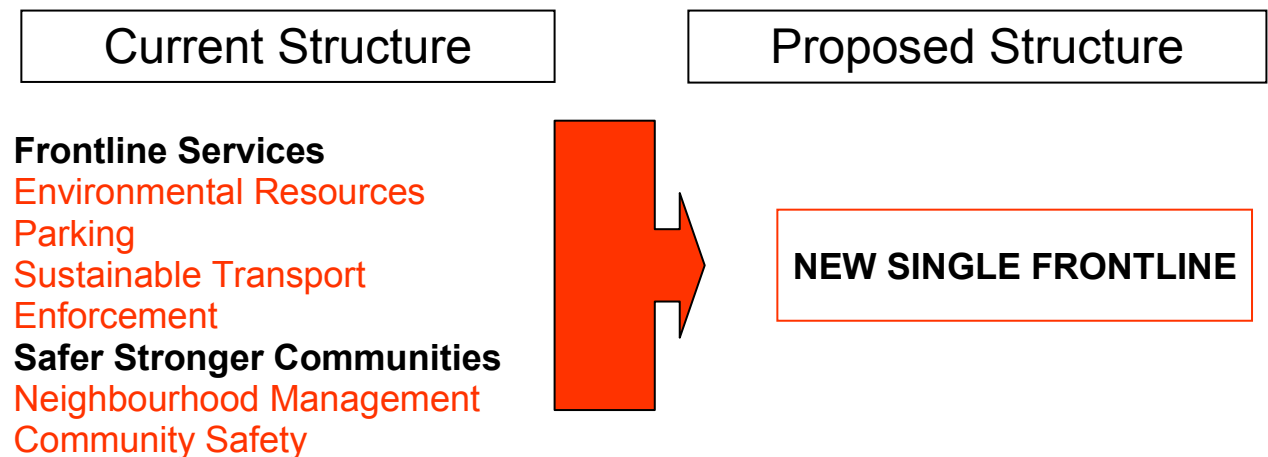
- 4.1. That Members consider and agree in principle the proposed Single Frontline Business Unit structure for consultation as set out in Appendix B, taking into account the attached draft equalities impact assessment.
- 4.2. That Members note that formal consultation with staff started on the 21<sup>st</sup> March and will be completed in line with the Council’s policy and procedures. All comments received will be considered and responded to accordingly.
- 4.3. That Members note a further final report on the proposed reorganisation, following formal consultation with staff , will be presented to the General Purposes Committee on 19th May.
- 4.4. That Members note the timetable for the delivery of the new Frontline Services.

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

- 5.1. Due to budgetary pressure the Council is 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 proposes 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:

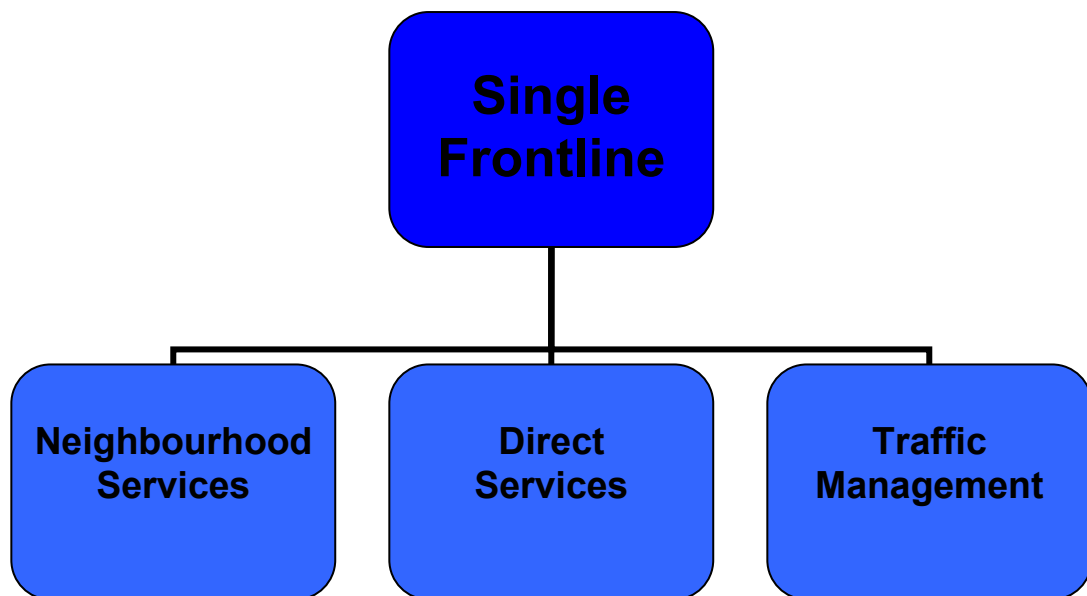


6.4 The key outcomes of the new service will include:

- 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 the 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

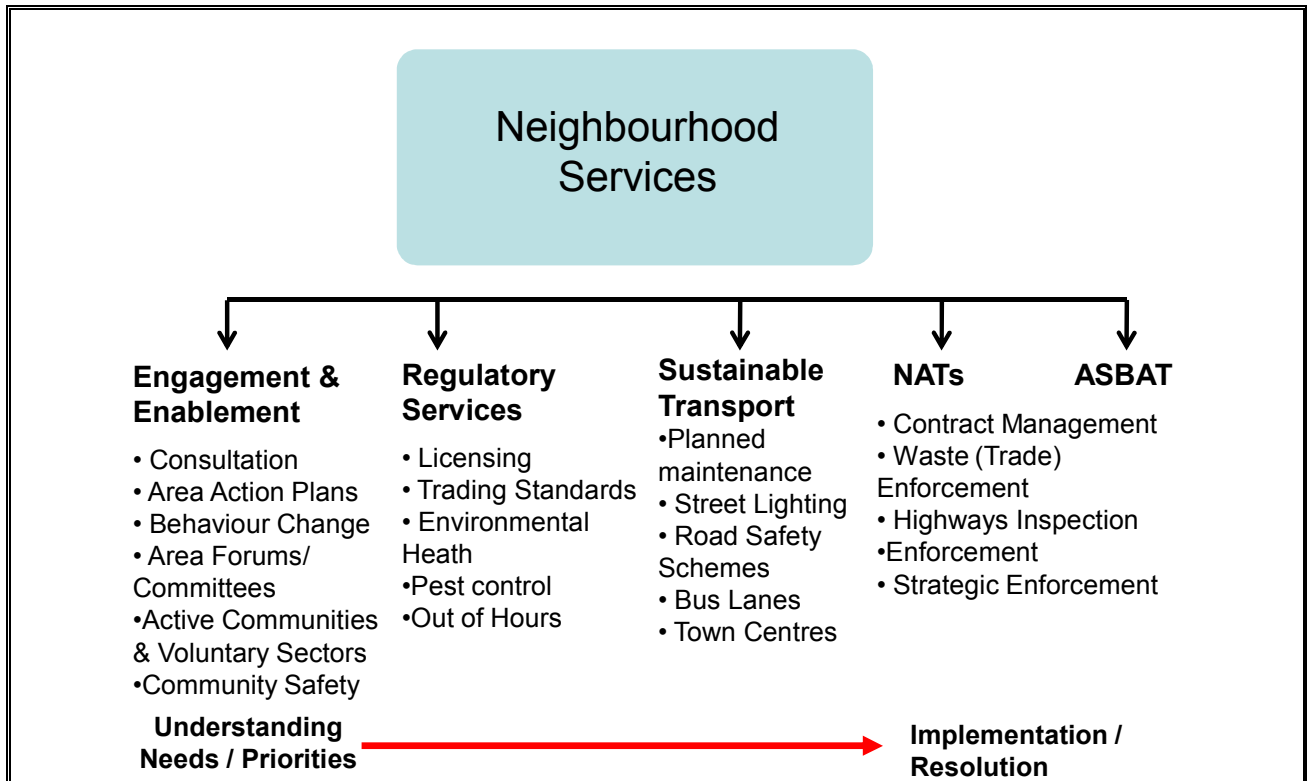
- to integrate the customer interface, invest in the use of appropriate IT solutions to engender a single working platform across the frontline.

6.5 The Single Frontline will consist of three main elements, Neighbourhood Services, Traffic Management and Direct Services. Direct Services has been subject to the review in Children and Young People Services and consists of the SEN Transport and Catering. It is proposed to bring the services over as is with an anticipated transfer date of June. It is intended to review other services that may be appropriate to this service and at this time Pest Control is being considered.

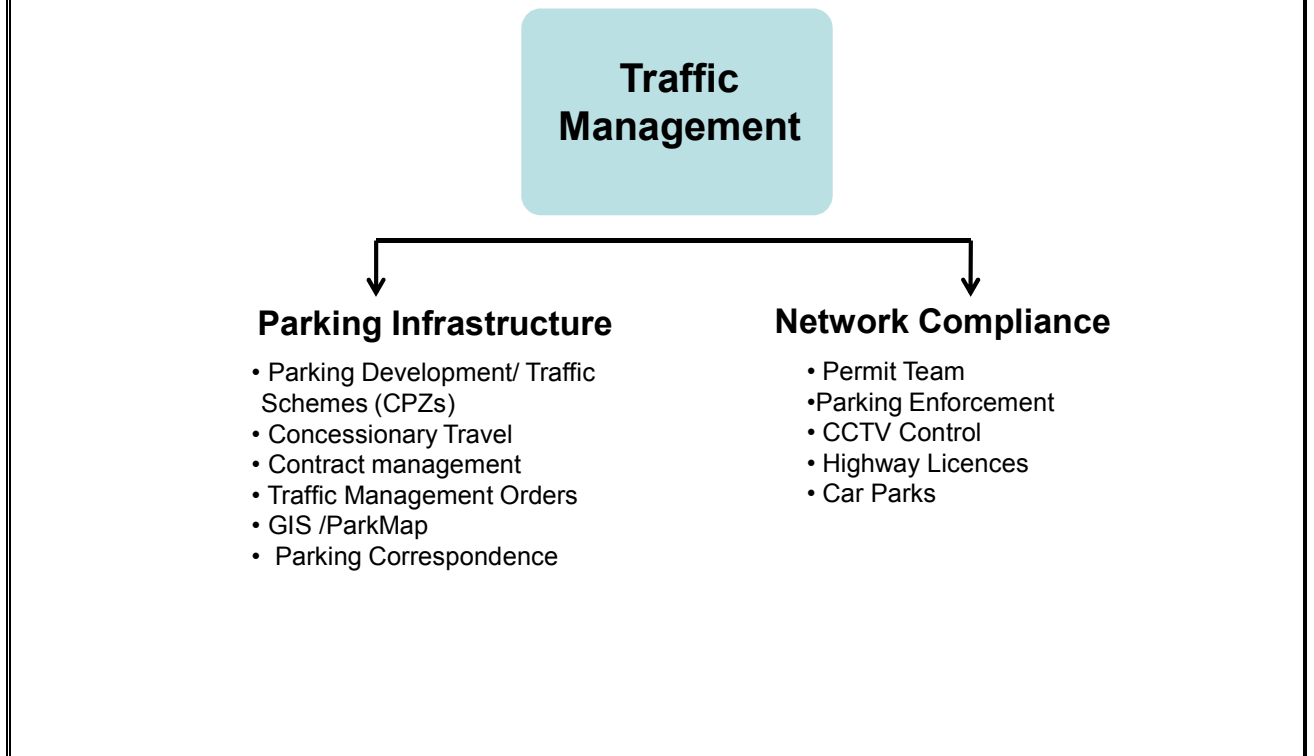


6.6 This report is only considering the reorganisation changes resulting with the formation of Neighbourhood Services and Traffic Management. The Direct Services function will include at a later date Catering, SEN Transport and Facilities Management services.

6.7 The functions of Neighbourhood Services is shown below:



6.8 The functions of Traffic Management is shown below:



6.9 The current and the proposed organisational structures to support the

Neighbourhood and Traffic Management functions are set out in the attached Appendices A (current structure), B (Neighbourhood Structure) and C (Traffic Management).

6.10 The Business support structure which will include contract development, dealing with service requests, NLWA and overall technical support is attached as Appendix D.

**Staff Implications**

6.11 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.

6.12 The existing Full Time Equivalent (FTE) posts within Frontline Services is 314, this excludes posts identified to transfer to other service areas, Finance, Policy and Performance, Carbon Management and Veolia as part of the new Public Realm Contract. It also includes the 17 posts due to transfer from the ASBAT and Community Safety Teams.

6.13 Currently, there are 225 FTE (243 staff) permanent 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.

6.14 The proposed structure will have 270 FTE posts reducing the current establishment by 44 post. Where appropriate those post which will be subject to compulsory redundancy will be ring fenced (open) to vacant posts or posts currently filled by agency staff. 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 vacant 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 overleaf 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	95	-3	39
SC6-SO2	71	53	-18	10
PO1-PO3	96	84	-12	6
PO4-PO7	31	28	-3	
PO8+	19	11	-8	
	314	270	-44	55

6.15 Of all the staff (243) affected by the proposed changes for the new structure, 65% will be assimilated into posts, 33% will be ring fenced (open) to new posts and the remaining 2% consisting of a mixture of Voluntary Redundancies and Early retirement.

6.16 As part of the formal consultation all honorarium or recruitment and retention packages will reviewed to assess the need for these additional payments within the proposed new structure.

## 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.

7.4 The precise staffing budget available for the Single Front Line cannot be calculated at this point, due to the impact of both ongoing Strategic Service Reviews and complementary reviews within the existing Urban Environment directorate such as the creation of the Carbon Management Service.

7.5 However, allowing for known 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 Also, allowing for transfer into the service from areas currently within Safer, Stronger and Communities such as ASBAT and Safer Communities, 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 As part of the ongoing process 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 other Strategic Service Reviews

7.8 In order to ensure that the saving required can be delivered in full, but at this point the structure outlined is affordable within the reduced budget available.

**8. Head of Legal Services Comments**

8.1 The Committee is recommended to make a decision in principle subject to the consideration of the outcome of consultation and having due regard to the authority’s public sector equality duties. The final decision must take into account the outcome of the consultation and the completed equalities impact assessment.

8.2 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**



9.1. Following a screening exercise (see attached as Appendix E) it has been established that a full Equalities Impact Assessments (EqIA) will have to be completed to reflect the proposed changes to the service and for the implications for staff resulting from the proposed reorganisation. An initial EqIA has been completed to assess the staffing and employment implications (see attached as Appendix F) and a service EqIA will be developed during formal consultation to be presented to General Purpose Committee on 19<sup>th</sup> May 2011.

9.2. The EqIAs will be reviewed and completed and changed to reflect comments received during formal consultation. Full analysis will be undertaken at this point and presented as part of the 19<sup>th</sup> May report.

## **10. Consultation**

10.1 A number of events have already been held to advise staff about the proposed restructure and a web page has been set up to provide updates and allow staff to access information and make comments accordingly. Meetings have also been held with trade union officials to make them aware of the proposed restructure arrangements and they have also been invited to the relevant staff events.

10.2 As part of the formal consultation all staff affected will be given the opportunity to comment on the proposals during the consultation period. The purpose of this is to allow trade unions and staff to make suggestions or proposals to mitigate the impact of changes on staff. Management will consider the comments received at the end of the consultation period and will confirm the outcome to each affected employee. This will include final confirmation of the new structure, together with details of the recruitment methods to be applied.

10.3 The consultation timetable and key milestone dates is set out in Appendix G.

## **11. Service Financial Comments**

11.1 See chief Financial Officers comments

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

12.1. Appendix A – Current Frontline Organisational 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

12.5. Appendix E – Equalities Impact Assessment – Screening

12.6. Appendix F – Equalities Impact Assessment - Staffing/Employment

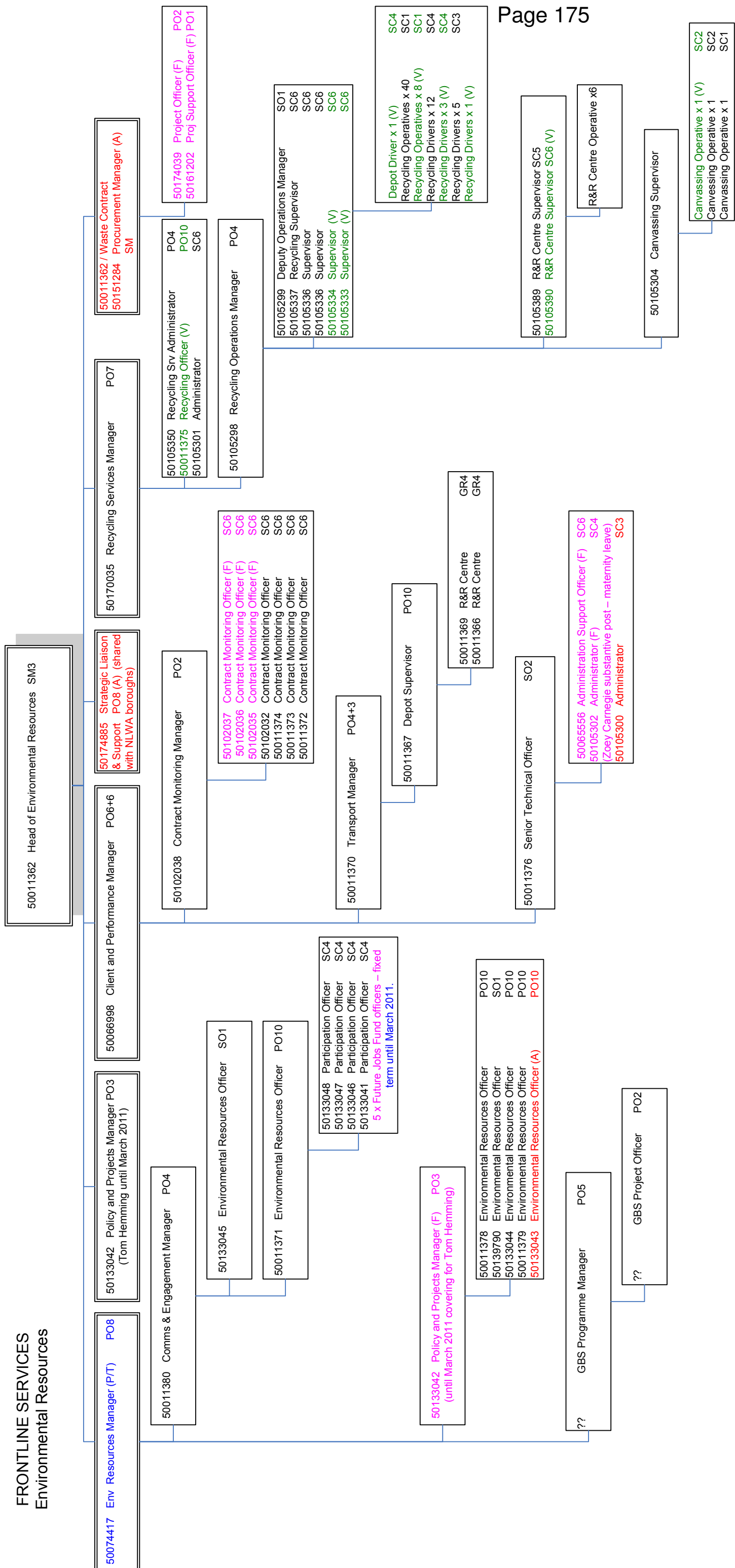
12.7. Appendix G – Consultation & Key Milestones Time Table

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

13.1. [List background documents]

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

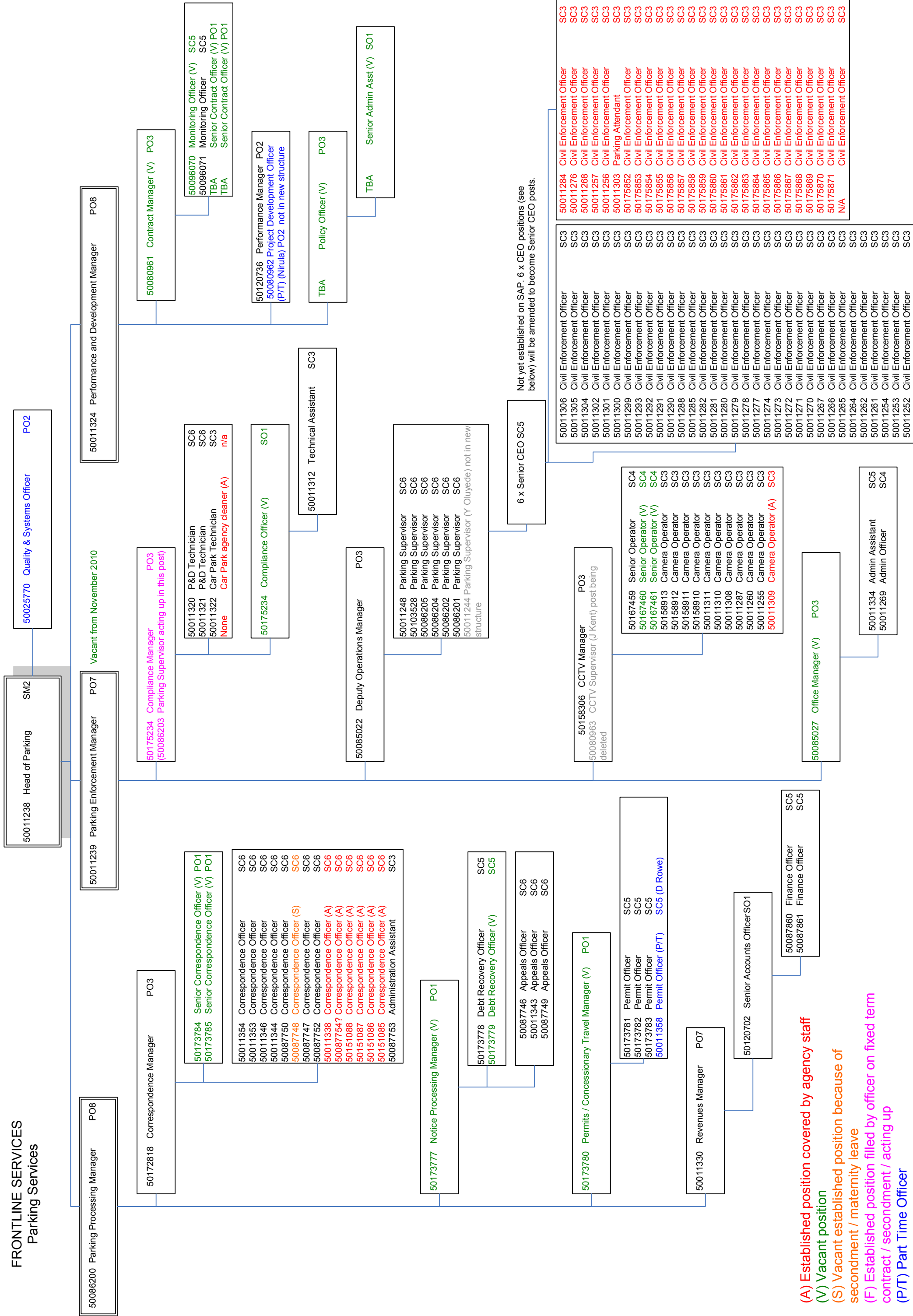
FRONTLINE SERVICES  
Environmental Resources



- (A) Established position covered by agency staff
- (V) Vacant position
- (S) Vacant established position because of secondment / maternity leave
- (F) Established position filled by officer on fixed term contract or secondment
- (P/T) Part Time Officer

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FRONTLINE SERVICES  
Parking Services

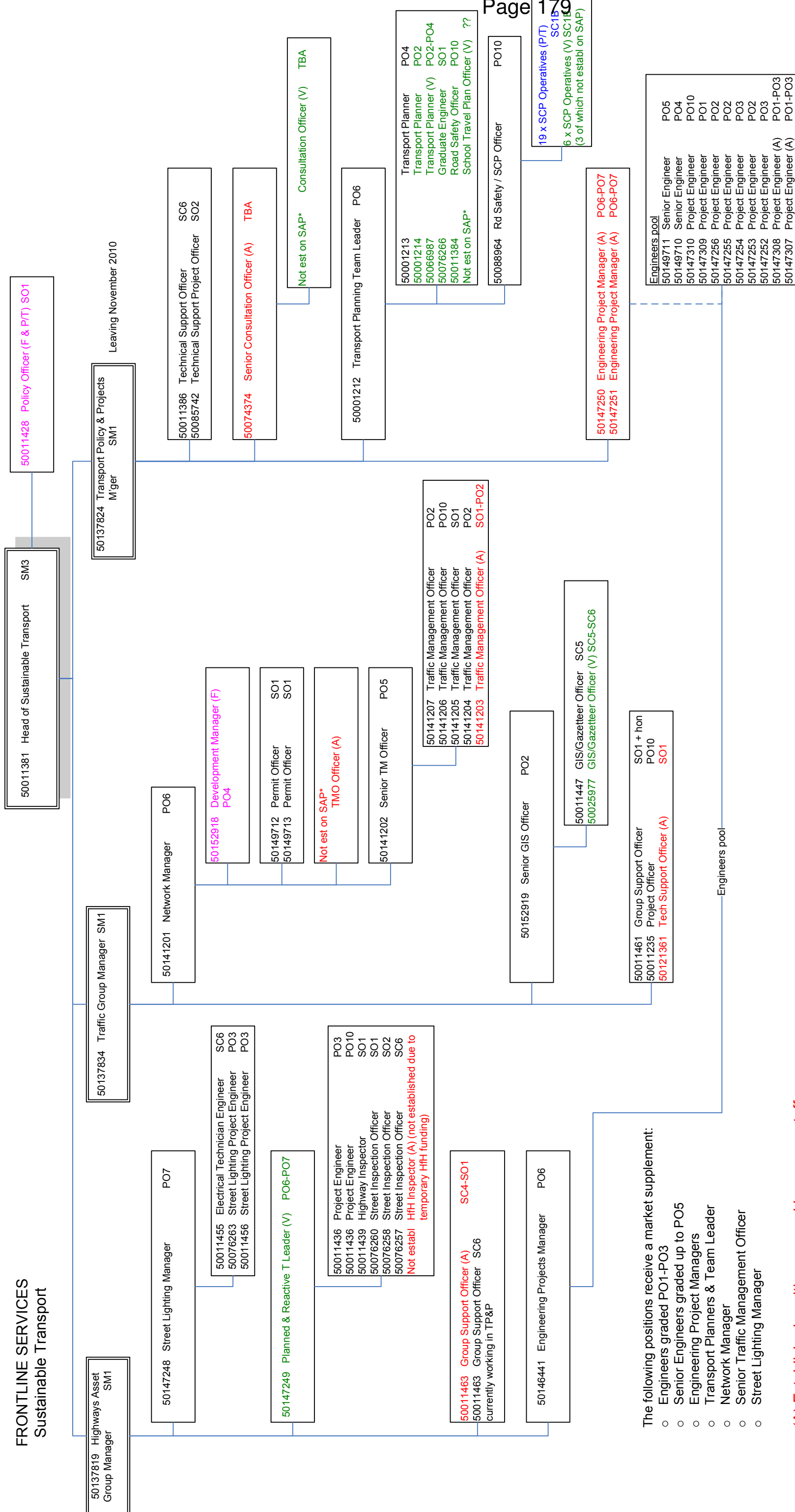


Not yet established on SAP. 6 x CEO positions (see below) will be amended to become Senior CEO posts.

(A) Established position covered by agency staff  
 (V) Vacant position  
 (S) Vacant established position because of secondment / maternity leave  
 (F) Established position filled by officer on fixed term contract / secondment / acting up  
 (P/T) Part Time Officer

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**FRONTLINE SERVICES**  
Sustainable Transport



The following positions receive a market supplement:

- Engineers graded PO1-PO3
- Senior Engineers graded up to PO5
- Engineering Project Managers
- Transport Planners & Team Leader
- Network Manager
- Senior Traffic Management Officer
- Street Lighting Manager

- (A) Established position covered by agency staff
- (V) Vacant position
- (S) Vacant established position because of secondment / maternity leave
- (F) Established position filled by officer on fixed term contract
- (P/T) Part Time Officer

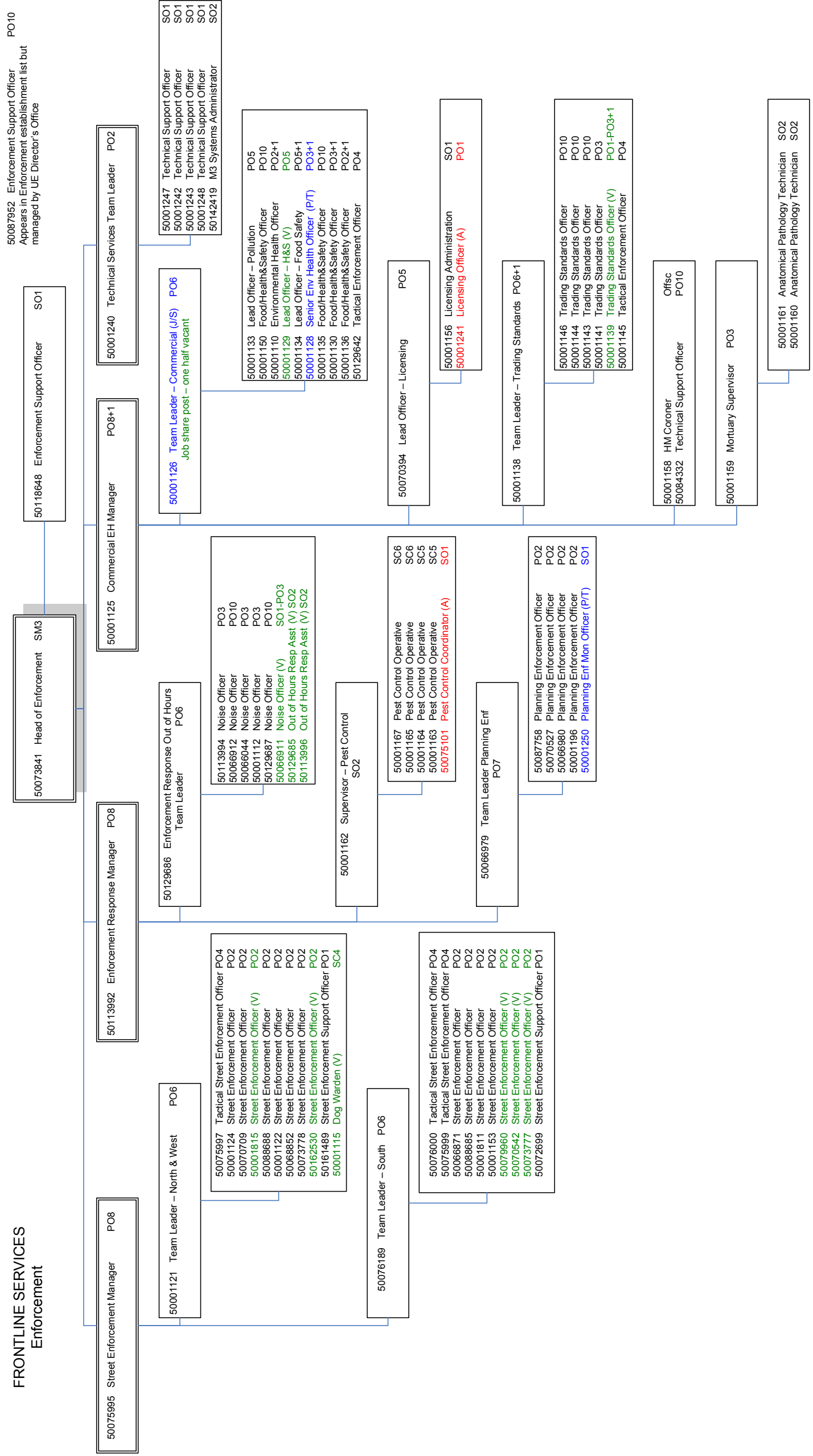
Not est on SAP\* - these positions are part of the Sustainable Transport structure agreed by General Purposes Committee in 2008 but the positions are not established on SAP.

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50075952 Enforcement Support Officer  
Appears in Enforcement establishment list but  
managed by UE Director's Office

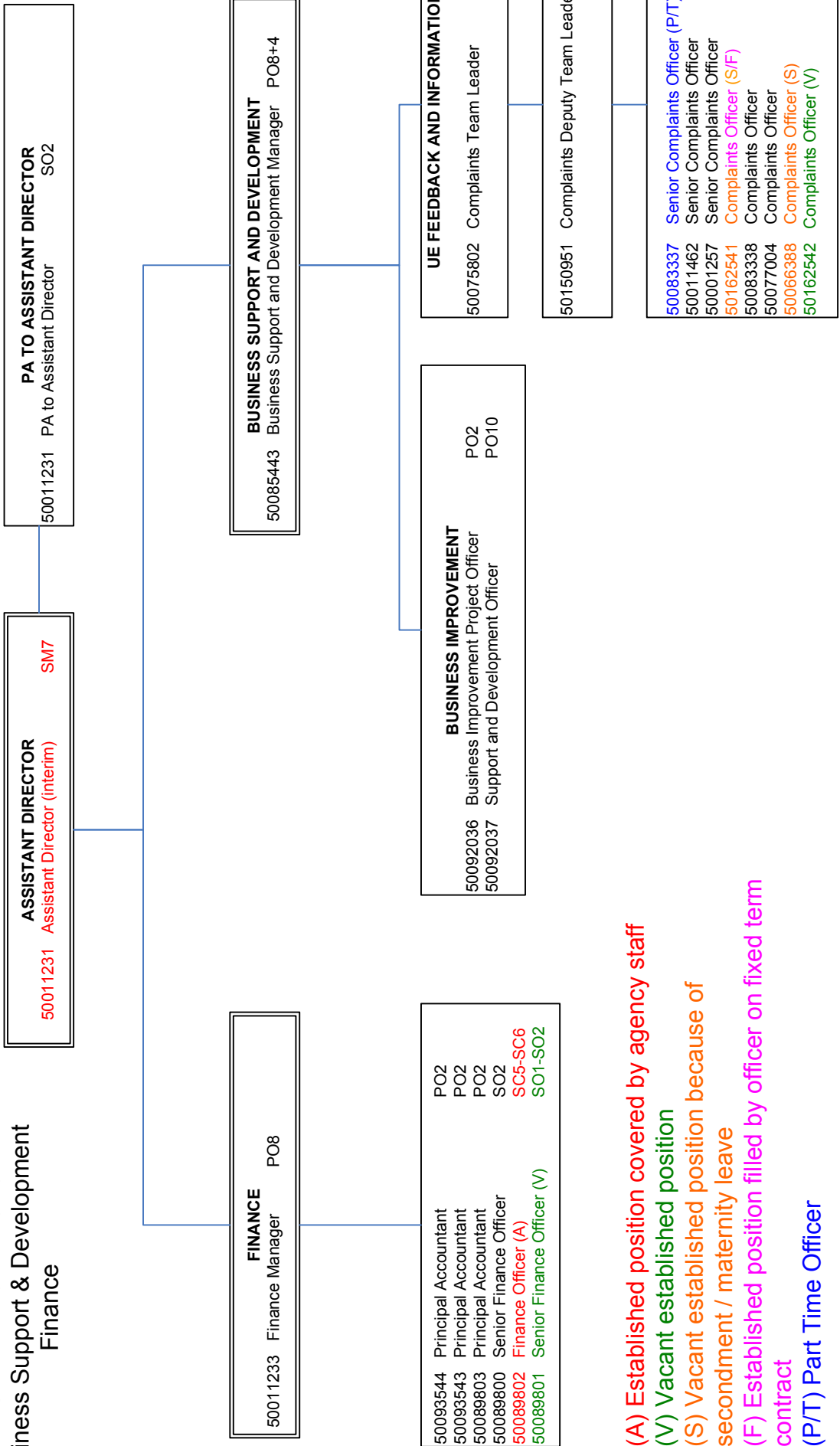
FRONTLINE SERVICES  
Enforcement



(A) Established position covered by agency staff  
 (V) Vacant position  
 (S) Vacant established position because of secondment / maternity leave  
 (F) Established position filled by officer on fixed term contract  
 (P/T) Part Time Officer  
 (J/S) Job Share Officer

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**FRONTLINE SERVICES**  
**Business Support & Development**  
**Finance**

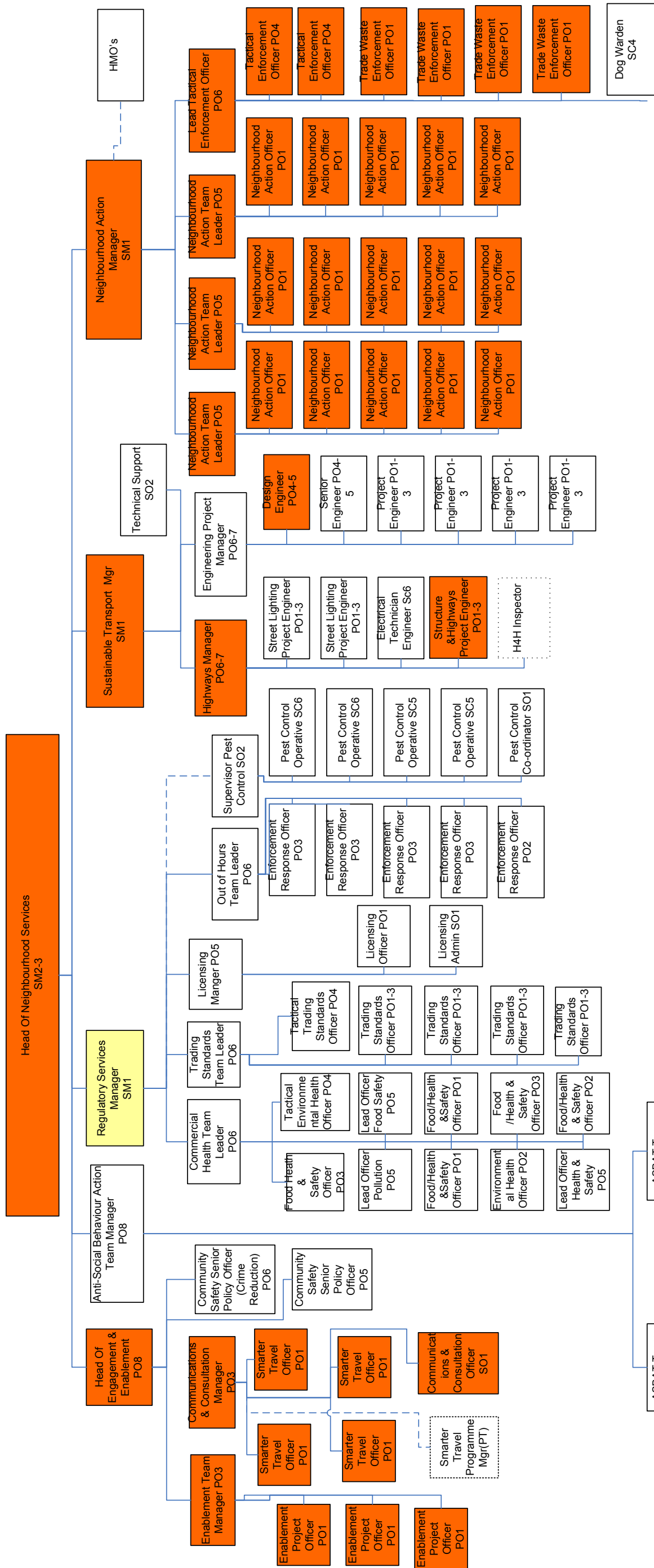


(A) Established position covered by agency staff  
 (V) Vacant established position  
 (S) Vacant established position because of  
 secondment / maternity leave  
 (F) Established position filled by officer on fixed term  
 contract  
 (P/T) Part Time Officer

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Assistant Director Single Frontline

Appendix B  
Single Frontline Neighbourhood  
Services Structure – Draft 18-3-2011

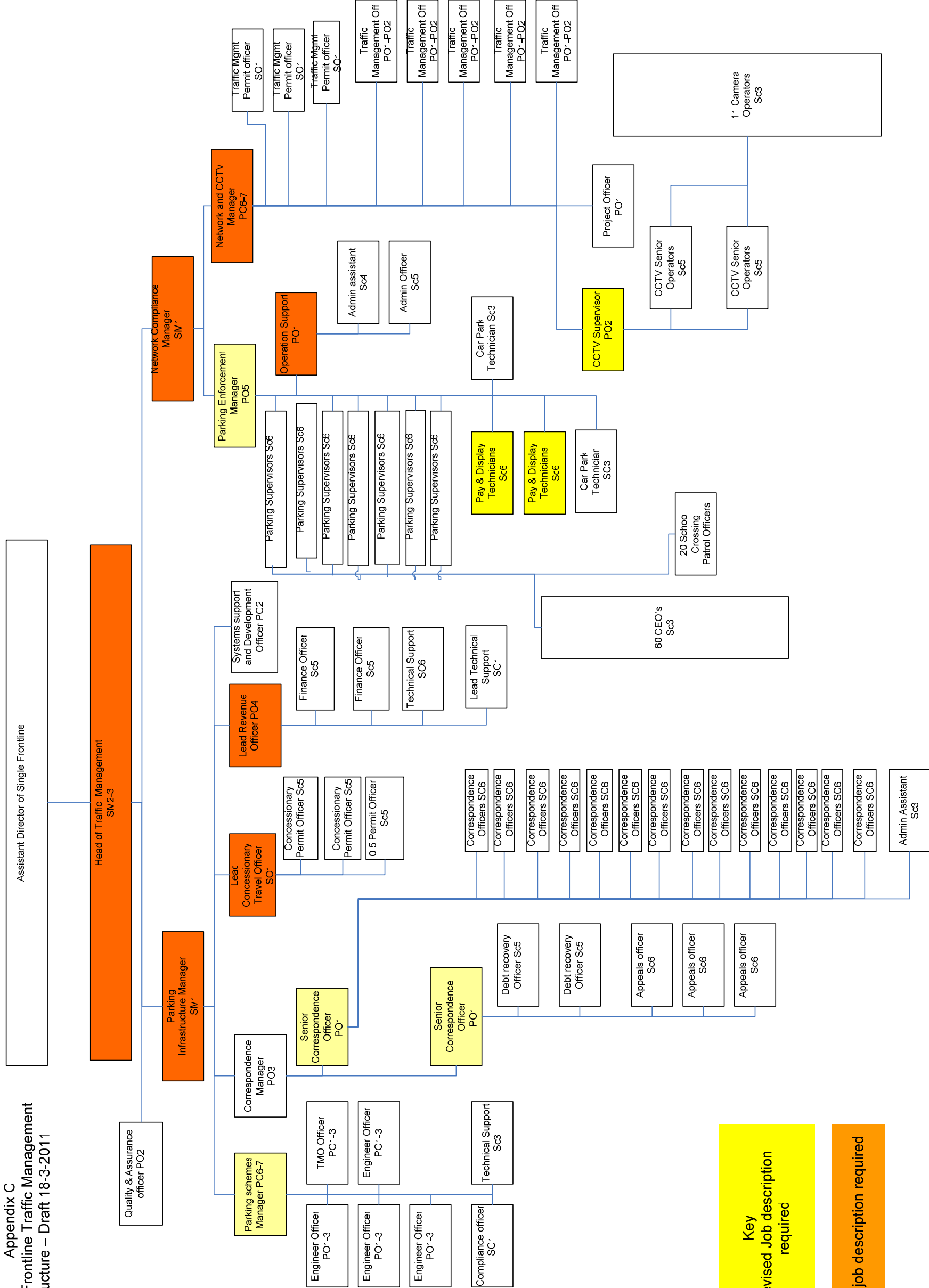


Key  
Revised Job description  
required

New job description  
required

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Appendix C  
Single Frontline Traffic Management  
Structure – Draft 18-3-2011



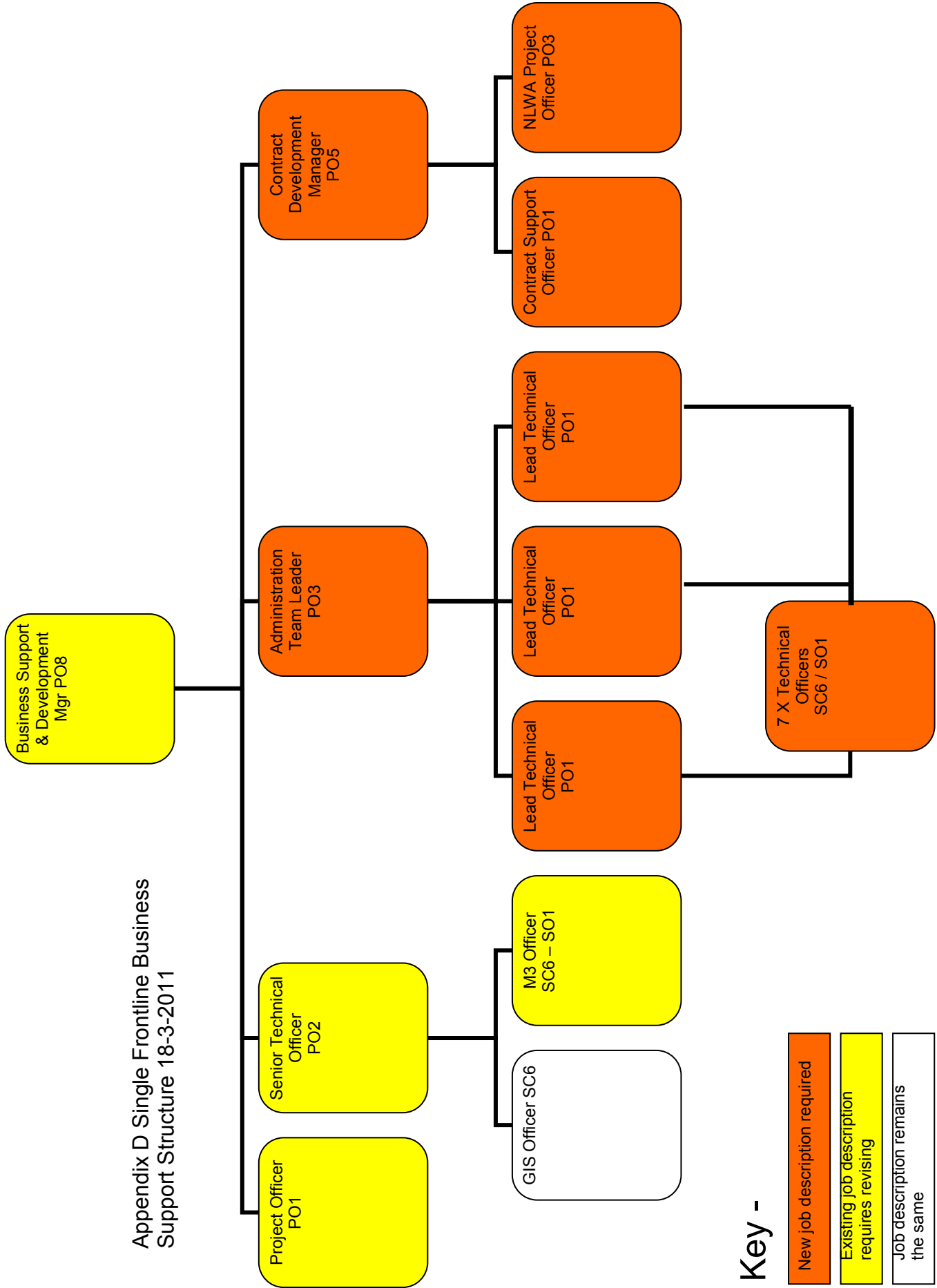
Key  
Revised job description  
required

New job description  
required

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Appendix D Single Frontline Business Support Structure 18-3-2011



Key -

- New job description required
- Existing job description requires revising
- Job description remains the same

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**Haringey Council**

<b>Equalities Impact Assessments (EqIA) Screening Tool</b>			
<b>1.</b>	<b>Name of the policy/project/function/major development/planning application:</b>	Single Frontline Service Restructure	
<b>2.</b>	<b>Brief summary of the above: (include main aims and proposed outcomes)</b>	<p>Creation of a Single Frontline Service that will meet the current financial challenges and requirements to make significant savings and maximise income, whilst minimising the impact on frontline services by:</p> <ul style="list-style-type: none"> <li>• Reducing administration;</li> <li>• Avoiding duplication;</li> <li>• Reducing management costs, through de-layering and increased functional responsibility.</li> <li>• Stopping and reducing certain services.</li> <li>• Creation of a multi disciplinary team of frontline officers.</li> </ul>	
<b>3.</b>	<b>Lead Officer contact details: (name, job title, email, phone no.)</b>	Zoe Robertson, Environmental Resources Manager, <a href="mailto:zoe.robertson@haringey.gov.uk">zoe.robertson@haringey.gov.uk</a> , ext 4948	
<b>4.</b>	<b>Date – 1<sup>st</sup> February 2011</b>		
<b>Response to Screening Questions</b>		<b>Yes</b>	<b>No</b>
<b>5.</b>	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?	Yes	
		<p>The proposal to create a Single Frontline Service will result in a reduction or cessation in some services and thus it is likely that it will have an equalities impact. However, the service will seek to minimise the impact felt as a result of the restructure and effect on services.</p> <p>The full impact will be determined by the full EqIA.</p>	
<b>6.</b>	Is there any indication or evidence	Yes	
		<b>If different needs are identified please explain what action you will</b>	

**\*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>			
			<p>take to meet these.</p> <p>We will seek to align available resources to areas of greatest need, including the most vulnerable. It is intended that the Single Frontline Service will work closely with the Area Assemblies and Area Committees, and contribute to the design and delivery of the Area Action Plans (as outlined in the recent Governance Review). Therefore, this process will allow resources to be directed to identified areas of local need and local priorities.</p> <p><b>If adverse impact is identified please explain what action you will take to mitigate this.</b></p> <p>As above – services will be directed as per local needs and priorities, as identified through the Area Action Plan process.</p> <p>The service will use prioritisation to ensure the diverse needs of the community are met.</p> <p><b>If answering NO please explain* why not.</b></p>
(including from consultation with relevant groups) that different groups have or will have different needs, experiences, issues and priorities in relation to the particular policy/project/function/major development/ planning application? Or do you need more information?			
7. If there is or will be an adverse impact, could it be reduced by taking particular measures?	Yes		
8. By taking particular measures could a positive impact result?	Yes		
9. As a result of this screening is a full EqIA necessary?	Yes		

Signed off by Lead Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Date: \_\_\_\_\_

Signed off by Policy, Equalities and Partnerships Team: \_\_\_\_\_

Name: Christine A Joseph \_\_\_\_\_

Designation: \_\_\_ Equalities Officer \_\_\_\_\_

Date: \_\_\_\_\_ 10 February 2011. \_\_\_\_\_

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

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

<b>Date: 18th March 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>
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)  This is a draft document and will be completed further. The document undertakes the analysis of existing staff under the relevant equality strands. The final report will come to the General Purposes Committee on the 12 <sup>th</sup> or 19 <sup>th</sup> May (date to be confirmed) and it is at this time that we will present the potential implications of the ring fencing arrangements following the expression of interest for other opportunities.

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 243 members of staff in the Urban Environment Directorate. The 243 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.

Ring fencing arrangements	Total	%
Assimilation	159	65%
Early Retirement	1	0%
Open ring fence	79	33%
Voluntary Redundancy	4	2%
Grand Total	243	

At this stage (prior to consultation) Of all the staff (243) affected by the proposed changes for the new structure, 65% will be assimilated into posts, 33% will be ring fenced (open) to new posts and the remaining 2% consisting of a mixture of voluntary redundancies and early retirement.

- *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	43
SC6-SO2	71	71	16	15
PO1-PO3	97	96	23	23
PO4-PO7	31	31	3	3
PO8+	19	19	2	2
	332	314	89	86

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	95	-3	39
SC6-SO2	71	53	-18	10
PO1-PO3	96	84	-12	6
PO4-PO7	31	28	-3	
PO8+	19	11	-8	
	314	270	-44	55

The total number of staff that will be affected by the deletions of posts from the existing Frontline service structure is 79. 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
	Open ring fence	1
	Voluntary Redundancy	1
SC1-SC5 Total		73
SC6-SO2	assimilation	35
	Open ring fence	24
	Voluntary Redundancy	1
SC6-SO2 Total		60
PO1-PO3	assimilation	40
	Open ring fence	24
	Voluntary Redundancy	2
PO1-PO3 Total		66
PO4-PO7	assimilation	12
	Early Retirement	1
	Open ring fence	14
PO4-PO7 Total		27
PO8+	assimilation	1
	Open ring fence	16
PO8+ Total		17
Grand Total		243

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	111	71	40
SC6-SO2	53	35	18
PO1-PO3	85	40	45
PO4-PO7	28	12	16
PO8+	11	1	10
	288	159	129

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	40	1	39
SC6-SO2	18	24	-6
PO1-PO3	45	24	21
PO4-PO7	16	14	2
PO8+	10	16	-6
	129	79	50

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 meet 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 (4 x SC6).

The consultation is intended to run from 21<sup>st</sup> March until 6<sup>th</sup> May and it is at this time that we will have a better understanding of the impact on the different groups. The final report will come to the General Purposes Committee in May and it is at this time that we will present the potential implications of the ring fencing arrangements.

All appointments will be made following the Councils redeployment policy. In addition due to the current level of vacancies it is proposed that in addition to the outlined ring fences that staff will have an opportunity to comment on as part of the consultation. We will also provide an opportunity for an expression of interest in existing vacant posts that are within one grade of their substantive post. This will only be 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.**

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-SQ2	9	15%	25	42%	2	3%	1	2%	37	62%	12	20%	11	18%	0	0%	60	11%	
PO1-3	8	12%	23	35%	2	3%	2	3%	35	53%	22	33%	9	14%	0	0%	66	4.80%	
PO4-7	1	4%	7	26%	1	4%		0%	9	33%	15	56%	3	11%	0	0%	27	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	37%	10	4%	7	3%	135	56%	73	30%	35	14%	0	0%	243	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.

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

Count of Eth	Eth
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Group		Group							
Salary Band	Ring fencing arrangements	ASIAN	BLA CK	MIX ED	OTH ER	BME Total	WHI TE	WHITE OTHER	Grand Total
SC1-SC5	assimilation	11	31	4	3	49	12	10	71
	Open ring fence		1			1			1
	Voluntary						1		1
	Redundancy								
SC1-SC5 Total		11	32	4	3	50	13	10	73
SC6-SO2	assimilation	6	16		1	23	6	6	35
	Open ring fence	3	9	2		14	6	4	24
	Voluntary								
	Redundancy							1	1
SC6-SO2 Total		9	25	2	1	37	12	11	60
PO1-PO3	assimilation	6	17		1	24	11	5	40
	Open ring fence	2	6	2	1	11	9	4	24
	Voluntary								
	Redundancy						2		2
PO1-PO3 Total		8	23	2	2	35	22	9	66
PO4-PO7	assimilation		5	1		6	5	1	12
	Open ring fence	1	2			3	9	2	14
	Early Retirement						1		1
PO4-PO7 Total		1	7	1		9	15	3	27
PO8+	assimilation			1		1			1
	Open ring fence		2		1	3	11	2	16
PO8+ Total			2	1	1	4	11	2	17
Grand Total		29	89	10	7	135	73	35	243

- *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 %.**

Given the available opportunities and the proposal to offer staff that are ring fenced the opportunity to have an expression of interest for posts within one grade of their substantive post it is felt that this analysis would be more appropriate once the consultation process is completed.

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.

**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 will be given an opportunity to have an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These will be 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	29	48%	31	52%	60	74	
PO1-3	27	41%	39	59%	66	62	
PO4-7	9	33%	18	67%	27	64	
PO8+	6	35%	11	65%	17	52	
<b>TOTAL</b>	<b>95</b>	<b>39%</b>	<b>148</b>	<b>61%</b>	<b>243</b>	<b>67</b>	<b>49%</b>

**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.
- Males and 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		
Salary Band	Ring fencing arrangements	Female	Male	Grand Total
SC1-SC5	assimilation	23	48	71
	Open ring fence		1	1
	Voluntary Redundancy	1		1
SC1-SC5 Total		24	49	73
SC6-SO2	assimilation	15	20	35
	Open ring fence	13	11	24
	Voluntary Redundancy	1		1
SC6-SO2 Total		29	31	60
PO1-PO3	assimilation	18	22	40
	Open ring fence	8	16	24
	Voluntary Redundancy	1	1	2
PO1-PO3 Total		27	39	66
PO4-PO7	assimilation	7	5	12
	Open ring fence	2	12	14
	Early Retirement		1	1
PO4-PO7 Total		9	18	27
PO8+	assimilation		1	1
	Open ring fence	6	10	16
PO8+ Total		6	11	17
Grand Total		95	148	243

- *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 %.**

Given the available opportunities and the proposal to offer staff that are ring fenced the opportunity to have an expression of interest for posts within one grade of their substantive post it is felt that this analysis would be more appropriate once the consultation process is completed.

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.

**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 will be given an opportunity to have an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These will be 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**

Grade Group	16-24		25-34		35-44		45-54		55-64		65+	% of 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	8%	
Sc1-5	2	3%	12	16%	22	30%	18	25%	13	18%	6	2%	73
Sc6-SO2	1	2%	13	22%	21	35%	16	27%	8	13%	1	2%	60
PO1-3		0%	14	21%	20	30%	21	32%	10	15%	1	0%	66
PO4-7		0%	4	15%	11	41%	8	30%	4	15%		0%	27
PO8+		0%	1	6%	4	24%	10	59%	2	12%		3%	17
<b>TOTAL</b>	<b>3</b>	<b>1%</b>	<b>44</b>	<b>18%</b>	<b>78</b>	<b>32%</b>	<b>73</b>	<b>30%</b>	<b>37</b>	<b>15%</b>	<b>8</b>		<b>243</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						Grand Total
Salary Band	Ring fencing arrangements	16<25	25<35	35<45	45<55	55<65	65+	
SC1-SC5	assimilation	2	11	22	18	12	6	71
	Open ring fence		1					1
	Voluntary Redundancy					1		1
SC1-SC5 Total		2	12	22	18	13	6	73
SC6-SO2	assimilation	1	11	11	7	4	1	35
	Open ring fence		2	10	9	3		24
	Voluntary Redundancy					1		1
SC6-SO2 Total		1	13	21	16	8	1	60
PO1-PO3	assimilation		8	12	14	6		40
	Open ring fence		6	8	7	2	1	24
	Voluntary Redundancy					2		2
PO1-PO3 Total			14	20	21	10	1	66
PO4-PO7	assimilation		1	6	4	1		12
	Open ring fence		3	5	4	2		14
	Early Retirement					1		1
PO4-PO7 Total			4	11	8	4		27
PO8+	assimilation				1			1
	Open ring fence		1	4	9	2		16
PO8+ Total			1	4	10	2		17
Grand Total		3	44	78	73	37	8	243

- *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?**

Given the available opportunities and the proposal to offer staff that are ring fenced the opportunity to have an expression of interest for posts within one grade of their substantive post it is felt that this analysis would be more appropriate once the consultation process is completed.



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.

**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 will be given an opportunity to have an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These will be 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 Disability status		Disability status			
Salary Band	Ring fencing arrangements	Not declared	N	Y	Grand Total

SC1-SC5	assimilation	8	57	6	71
	Open ring fence		1		1
	Voluntary Redundancy			1	1
SC1-SC5 Total		8	58	7	73
SC6-SO2	assimilation	12	20	3	35
	Open ring fence	6	16	2	24
	Voluntary Redundancy		1		1
PO1-PO3	assimilation	13	26	1	40
	Open ring fence	3	20	1	24
	Voluntary Redundancy		2		2
PO1-PO3 Total		16	48	2	66
PO4-PO7	assimilation	4	8		12
	Early Retirement	1			1
	Open ring fence	3	11		14
PO4-PO7 Total		8	19		27
PO8+	assimilation		1		1
	Open ring fence	2	14		16
PO8+ Total		2	15		17
SC6-SO2 Total		18	37	5	60
Grand Total		52	177	14	243

- *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.?**

Given the available opportunities and the proposal to offer staff that are ring fenced the opportunity to have an expression of interest for posts within one grade of their substantive post it is felt that this analysis would be more appropriate once the consultation process is completed.

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.

- *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

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

*“Only employees who have already commenced a period of statutory maternity or family leave and who have received their letter of dismissal due to redundancy must be offered suitable alternative employment (\*) in preference to any other employee who is similarly affected by redundancy. A failure to do so will make any dismissal as a result of the redundancy programme automatically unfair.*

*(\*) Suitable alternative employment means the work to be done is suitable in relation to the employee and appropriate for her to do in the circumstances, and the provisions of the contract as to the capacity and place in which she is to be employed and the other terms and conditions are not substantially less favourable than they would have been if the employee had continued to be employed under the previous contract.”*

**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 - 18<sup>th</sup> March 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).

**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?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

**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.
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:  
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

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	27 May
General Purposes Committee	12 <sup>th</sup> / 19 <sup>th</sup> May TBC
Develop new working arrangements (implementation plan)	Traffic Management June - July Neighbourhood Services June - July
Recruitment process / Redeployment Process	Traffic Management July / August Neighbourhood Services July/ August
Go-live of new working arrangements	Traffic Management – Sept '11 Neighbourhood Service – Jan '12

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