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# Special General Purposes Committee

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THURSDAY, 10TH MARCH, 2011 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON 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 late reports in relation to the items shown on the agenda.

(Please note that under the Council's Constitution - Part 4 Section B paragraph 17 – no other business shall be considered).

### 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. SUMMARY OF THE CHILDREN & YOUNG PEOPLE'S SERVICE RESTRUCTURING PROPOSALS**

The report will provide an overview of the proposed restructuring of the Children & Young People's Service and seek agreement for some restructure decisions in this service to be made by delegated authority by the Chair of the General Purposes Committee and the appropriate director following consultation and consideration of the equality impact assessments. **Report to follow**

**6. PROPOSALS FOR REORGANISATION AND RE-ALIGNMENT OF CORE STATUTORY SERVICES WITHIN THE SCHOOL STANDARDS AND INCLUSION SERVICE (PAGES 1 - 22)**

The committee will consider proposals for the reduction in staff at the Professional Development Centre (PDC) Administration Team following the cessation of a range of funding and the restructuring of the school improvement team.

**7. PROPOSALS TO DELETE THE POST OF PUPIL AND FAMILY MEDIATION OFFICER (PAGES 23 - 54)**

The report will propose a deletion of the Pupil and Family Mediation Service officer.

**8. FINANCIAL MANAGEMENT SUPPORT FUNCTIONS REVIEW**

The committee will be asked to agree the proposed centralised finance structure. **Report to follow**

**9. FUTURE OF NEIGHBOURHOOD MANAGEMENT**

The committee to consider the feedback from the staff consultation on the future of the Neighbourhood Management Service and the revised proposals concerning the deletion of some posts. **Report to follow**

**10. RETHINKING HARINGEY - EQUALITY IMPACT ASSESSMENT (PAGES 55 - 72)**

To provide members of the committee with the Equality Impact Assessments, as at February 2011, relating to Rethinking Haringey.

**11. RETHINKING HARINGEY - MEMBER APPOINTMENTS PANELS (PAGES 73 - 76)**

To establish Member appointment panels for staffing changes arising from Rethinking Haringey.

## 12. NEW ITEMS OF EXEMPT URGENT BUSINESS

The Chair will consider the admission of any late reports in relation to the items shown on the agenda.

(Please note that under the Council's Constitution - Part 4 Section B paragraph 17 – no other business shall be considered).

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Wednesday 02 March 2011

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Agenda item:

[No.]

General Purposes Committee

On 10 March 2011

Report Title: **Proposals for Reorganisation and Re-alignment of Core Statutory Services within the School Standards and Inclusion Service (PDC Administration)**

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

Signed :   
Peter Lewis

Contact Officer : Bob Garnett, Interim Deputy Director, School Standards and Inclusion

Wards(s) affected: All

Report for: [Key / Non-Key Decision]

**1. Purpose of the report**

1.1. To propose the reduction in staff at the Professional Development Centre (PDC) Administration Team following the cessation of a range of funding and the restructuring of the School Improvement Team. The attached consultation document sets out the background and lists the posts that have had to be placed "at risk", together with the processes designed to ensure the minimum number of redundancies ensue.

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

2.1 The Council faces unprecedented reductions in the resources available for its work with schools. The majority of staff within the SSI division are funded through Government grants. Much of this funding is due to cease in March 2011 or to be redirected to schools. In order to ensure the Council is able to fulfil its statutory duties in the most cost effective way it is necessary to reduce the numbers of staff employed in this division.

**3. Recommendations**

That Members:

3.1 Note that formal consultation on these proposals began on 18 January 2011 and was concluded on 18 February 2011.

3.2 Note the comments received from staff and trades unions and the management

3.3	<p>response to these (Appendix 2)</p> <p>Agree the proposed reduction in staff as set out in the consultation document. (Appendix 1)</p>
<b>4.</b>	<b>Reason for recommendation(s)</b>
4.1	<p>The Council faces unprecedented reductions in the resources available for its work with schools. The majority of staff within the SSI division are funded through Government grants. Much of this funding is due to cease in March 2011 or to be redirected to schools. In order to ensure the Council is able to fulfil its statutory duties in the most cost effective way it is necessary to reduce the numbers of staff employed in this division.</p>
4.2	<p>The attached consultation document (Appendix 1) sets out the background to this specific change and lists the posts affected.</p>
<b>5.</b>	<b>Other options considered</b>
5.1	<p>Various levels of staffing were considered and that recommended is considered to be the minimum practicable.</p>
<b>6.</b>	<b>Summary</b>
6.1	<p>A number of grants that fund posts within the SSI Service are being terminated with effect from March 31<sup>st</sup> 2011. In other cases grants will be paid direct to schools. The general reduction in resources for the Council also has to be taken into account in planning future service provision.</p>
6.2	<p>The White Paper "The Importance of Teaching" was published before Christmas and sets out a much reduced future role for local authorities in relation to schools.</p>
6.3	<p>As a result of reductions in funding and the changing role of the LA in relation to school improvement, it is necessary to change and reduce the staffing structure at the PDC.</p>
<b>7</b>	<b>Chief Financial Officer Comments</b>
7.1	<p>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.</p>
<b>8</b>	<b>Head of Legal Services Comments</b>
8.1	<p>The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.</p>
8.2	<p>Due consideration should be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. The criteria adopted for redundancy selection must be fair, objective and non-discriminatory.</p>
8.3	<p>The process by which the restructuring exercise is to be achieved must comply with the</p>

<p>Council's procedures regarding organisational change. Further the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment.</p>	
<p><b>9</b></p>	<p><b>Head of Procurement Comments</b></p>
<p>9.1</p>	<p>Not applicable</p>
<p><b>10</b></p>	<p><b>Equalities &amp; Community Cohesion Comments</b></p>
<p>10.1</p>	<p>An Equalities Impact Assessment of the PDC Administration is attached as Appendix 2.</p>
<p><b>11</b></p>	<p><b>Consultation</b></p>
<p>11.1</p>	<p>Informal consultation has included a team meeting at which the proposals were explained to staff.</p>
<p>11.2</p>	<p>Formal consultation took place between 18 January 2011 and 18 February 2011. Further meetings with staff and unions were held during this period.</p>
<p><b>12</b></p>	<p><b>Use of appendices /Tables and photographs</b></p>
<p>12.1</p>	<p>Appendix 1: Consultation Document</p>
<p>12.2</p>	<p>Appendix 2: Equalities Impact Assessment</p>
<p>12.3</p>	<p>Appendix 3: Comments received during consultation, with management responses.</p>
<p><b>13</b></p>	<p><b>Local Government (Access to Information) Act 1985</b></p>
<p>Not applicable</p>	

**Proposals for the Cessation of School Standards and Related Activity within the Professional Development Centre**

**Date: 18 January 2011**

**1. Introduction**

The effect of the proposals outlined in this consultation is to reduce School Standards and related activity at the PDC and to consider the possible relocation of a smaller team that will carry out the statutory responsibilities of the LA. The future use and purpose of the building currently known as the PDC will be considered.

The members of staff affected by these proposals are those currently concerned with the administration, maintenance and running of activities within the PDC for the School Standards and Inclusion Service and other parts of Haringey Council.

The posts concerned are mainly based at the PDC.

A copy of these proposals will be provided to all affected members of staff and the relevant recognised trade unions as part of the consultation process. Formal written responses from all affected staff and the trade unions including any counter-proposals or concerns around the proposal from individual or groups of affected staff should be sent to Bob Garnett, Interim Deputy Director, by 18 February 2011.

Requests from staff affected by these proposals, who wish to discuss the matter with their line manager or with myself during the consultation period, will be accommodated.

Subject to the results of the consultation and the consideration of counter-proposals, it is intended to formally ratify the proposals by the end of February 2011 with full implementation of the proposals involving deletion of posts by no later than 1 April 2011.

**2. Background – The Need for Change**

As a result of Government policy in relation to Local Authorities (LAs) and schools and a reduction in available resources, the role of the LA in School Improvement is continuing to change. LAs are faced with large reductions in their available resources and a consequence of this is the need to make reductions in expenditure.

At the same time, a number of grants are ceasing with effect from 31<sup>st</sup> March 2011 and there will be a much smaller LA team to fulfil its role in relation to school improvement work.

The majority of staff within the Standards Service have already been placed “at risk” and whilst a number of posts will be identified as necessary to carry out the statutory duties of the LA, it is clear that these will be significantly fewer than at present.

**3. Purpose of Consultation**

The purpose of this consultation is:

- to listen to your comments and suggestions;
- to consider alternatives that meet the identified objectives;
- to understand where there may be negative impact for staff that has not previously been considered and find ways of reducing that impact to a minimum;
- to find possible ways of avoiding or reducing redundancies.



#### 4. The Objectives of this Consultation

The objectives of this consultation are:

- to achieve savings in the cost of Council services
- to enable consideration to be given to converting the PDC into a primary school to help meet the need for additional primary school places
- to reduce the number of staff involved in supporting the work of the Standards Service, in line with the reduced role and size of that service.

#### 5. Staffing implications from these proposals

The Government has published its Comprehensive Spending Review, making it clear that local authorities have to achieve very high levels of savings. At the same time, the Government has made it clear that there is a reduced statutory role for local authorities in relation to school improvement. These developments mean that the Council can no longer maintain the current levels of expenditure and staffing in the Standards Service, nor can it justify expenditure on the PDC.

The school improvement function currently fulfilled by the Council is passing to schools, which will be expected to carry out this function for and between themselves. Very few members of staff will be required by the Council for activities related to school improvement. Consequently, far smaller staff numbers will be required to support this work and to facilitate training courses.

As a result of the above changes and uncertainty related to the funding and the reduction of resources the following posts are proposed for possible deletion.

Title	Grade
Centre Co-ordinator	SO2
Office Co-ordinator	SO2
Technician	Sc5
Receptionist	Sc 6
Admin Assistant	Sc 5
Admin Assistant	Sc 5
Admin Assistant (ICT)	Sc 5
Admin Assistant	Sc 5
Admin Assistant	Sc 5
Administrator	Sc 6
Admin Assistant 0.5	Sc 5

#### 6. Future Structure of Support Roles

Title	Grade
PDC Manager	PO3
PA/Administrator	SO2
2 x PDC Administrator	Sc5
Site Manager	Sc 5
Assistant Caretaker	Sc 4

Details of the new and current structure are attached.

## 7. Selection Process/Ring Fence Arrangements

To minimise uncertainty, if a post in the proposed structure has substantially similar duties and responsibilities to a post in the existing structure then that post is offered to the current post holder subject to there being no other person with an equal degree of 'match'. This is referred to as 'assimilation'.

To ensure fairness, competitive interviews will be held for posts which can be matched to more than one person under ring fencing. The ring fence arrangements will determine which post holders can apply for which posts in the new structure and will be the subject of local consultation. Ring fences will be declared to be open or closed dependent upon any change in skills, knowledge or experience required for the restructured posts. In an open ring fence posts will only be filled where it is judged that applicants adequately satisfy the candidate specification. Consequently, although the number of applicants may exceed the number of posts not all posts will necessarily be filled. In a closed ring fence all posts will be filled where the number of applicants equals or exceeds the number of posts within the ring fence. Any unfilled posts may then be advertised on an unrestricted basis internally/externally. Details of the ring fence arrangements are attached.

## 8. Proposed Implementation Timetable

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

The proposed timetable is outlined below:

<b>Dates</b>	<b>Action</b>
18 January 2010	Commencement of formal consultation. Proposals issued to affected staff and Trades Unions. Staff notified of formal consultation via email and post. Individual meetings offered where desired by members of staff.
18 Jan – 18 Feb 2011	Individual meetings with staff and expression if not involved or redeployed
During week 31 Jan 2011	Consultation meeting with TUs
During week beg 31 Jan	Consultation meeting with staff + TUs
18 Feb 2011	End of formal consultation period and any formal responses to have been submitted to Bob Garnett by 4pm, Friday 18 February 2011.
25 Feb 2011	Consider any responses / counter-proposals received.
25 Feb 2011	Confirm the outcome of consultation / amendments and any changes to the proposals.
End of Feb 2011	Ratification of proposals. Commence implementation of the proposals.
From 1 March 2011	Ring Fence interviews to be held.
Mid March 2011	Unsuccessful employees referred to formal redeployment pool, skills assessment and then redundancy notices issued.
1 April 2011	Implementation of new structure.

## **9. Redundancy Notices**

Under these proposals the earliest date of issue of redundancy notices would be mid March 2011. However, every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

## **10. Voluntary Redundancy**

To facilitate staff reductions the Chief Executive wrote to all Council employees asking them to put themselves forward if they are interested in volunteering to take redundancy/early retirement. In response to this letter, applications should have been submitted by 31 December 2010. Notwithstanding this deadline, following receipt of this consultation document, any employees wishing to be considered for voluntary redundancy may discuss the matter directly with Bob Garnett. Staff may also wish to consider different options under the Council's flexible working arrangements, eg. part time working, flexible retirement.

## **11. Opportunities with CYPs**

It is proposed that affected staff will be considered for any suitable alternative opportunities within CYPs, including vacant posts/posts being covered by agency workers, during the consultation period whilst taking into account service delivery needs at the PDC.

## **12. Formal Redeployment**

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

## **13. Provision for Trial Periods**

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

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

#### **14. Redundancy**

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

#### **15. Support**

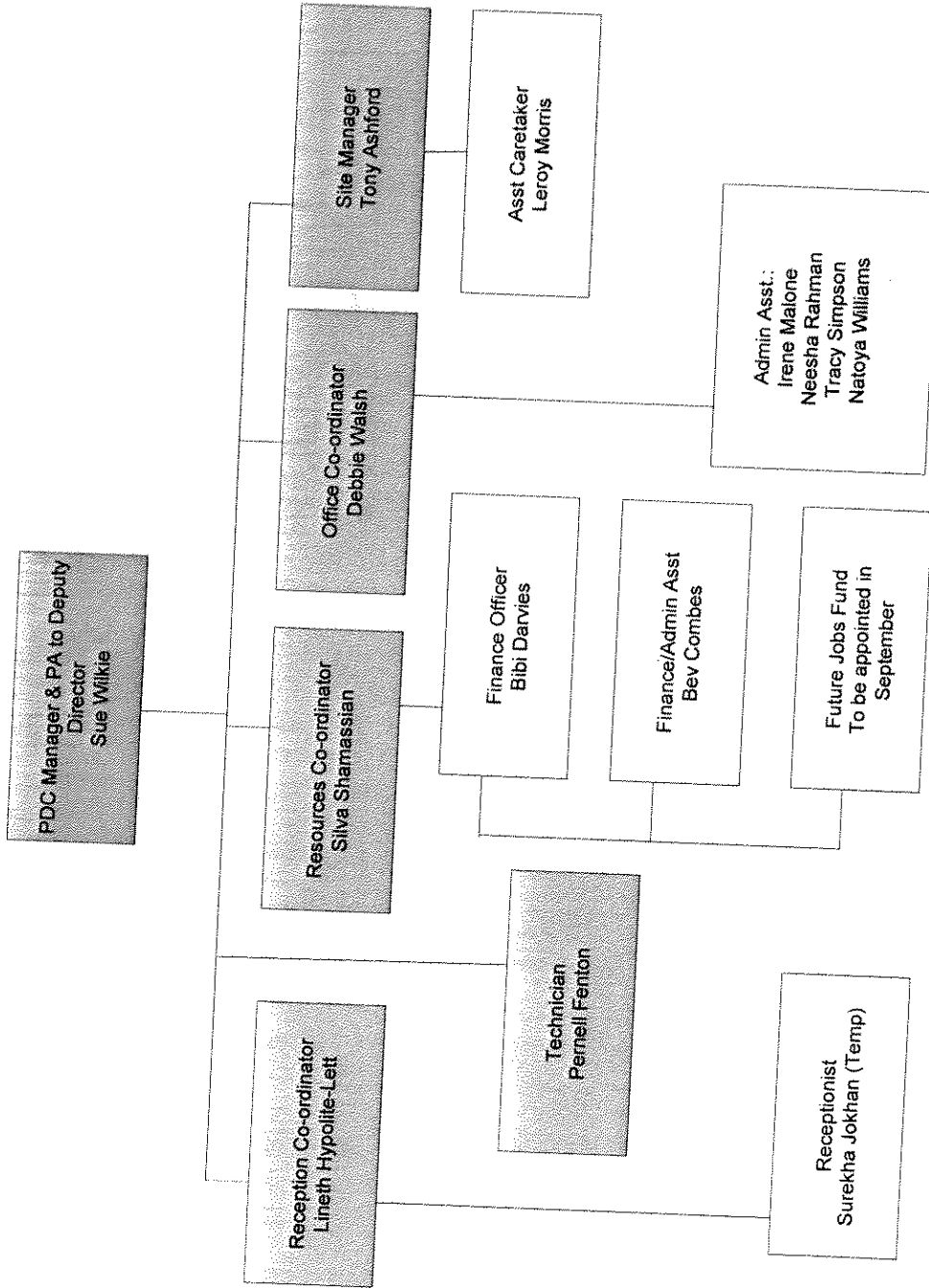
The Council is running a series of workshops to support staff during this change period including careers advice and assistance with applying for jobs. Details of these can be found on Harinet, 'Support', as well as Frequently Asked Questions and other useful information/links.

**Bob Garnett**

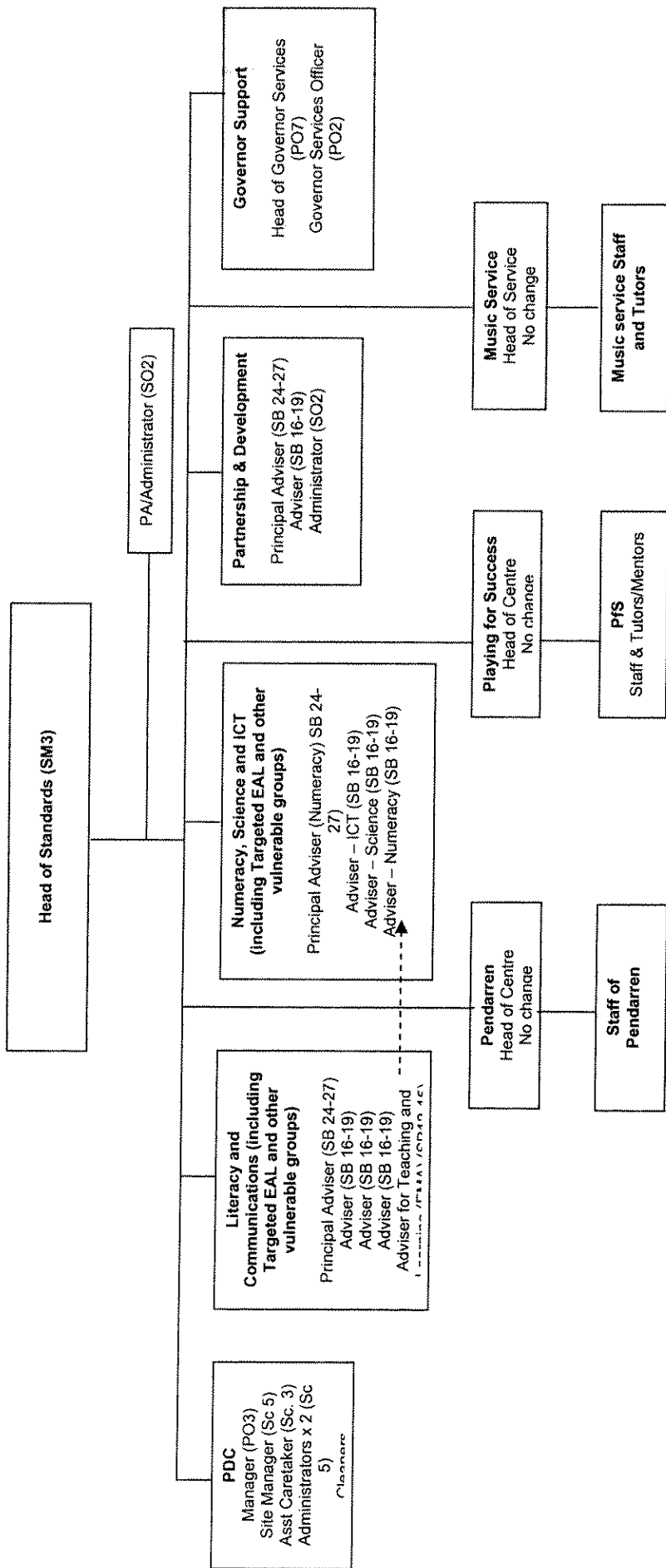
**Interim Deputy Director for Standards**

18 January 2011

School Standards and  
Inclusion  
PDC ADMINISTRATION



LBH School Standards Service – Draft Outline





## Haringey Council

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

<b>Date:</b> 18/01/11
<b>Department and service under review:</b> School Standards and Inclusion (PDC Administration)
<b>Lead Officer/s and contact details:</b> Bob Garnett <a href="mailto:Bob.garnett@haringey.gov.uk">Bob.garnett@haringey.gov.uk</a> 020 8489 5519
<b>Contact Officer/s (Responsible for actions):</b> Bob Garnett <a href="mailto:Bob.garnett@haringey.gov.uk">Bob.garnett@haringey.gov.uk</a> 020 8489 5519
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)  This assessment considers the impact on staff of the proposal to restructure the School Standards and Inclusion (PDC Administration) Service in relation to the protected equalities groups of ethnicity, gender, age and disability. 10 members of staff are affected by this restructure, there will be two posts in the new structure. It does not consider issues relating to sexual orientation, gender reassignment, pregnancy and maternity, and religion or belief, as the relevant data is not available for these groups.  Staffing profile data used in this EqIA for comparison purposes is from December 2010.  Ethnicity – BME staff in post are under represented in this staff group and proposals for restructure would not disproportionately impact on this group.  Gender - Overall, females are significantly overrepresented in this staff group as compared to the wider Council profile.  Age - There is no representation of staff in age groups 16-24, 35-44 or 65+. Staff in

post from the 45-54 age group are overrepresented compared to the overall council profile.

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

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

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

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

**Step 1 – Aims and Objectives**

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

As a result of Government policy in relation to Local Authorities (LAs) and schools and a reduction in available resources, the role of the LA in School Improvement is continuing to change. LAs are faced with large reductions in their available resources and a consequence of this is the need to make reductions in expenditure. A number of grants are also ceasing with effect from 31<sup>st</sup> March 2011 and there will be a much smaller LA team to fulfill its role in relation to school improvement work. The members of staff affected by these proposals are those currently concerned with the administration, maintenance and running of activities within the PDC for the School Standards and Inclusion Service and other parts of Haringey Council.

The aim of this restructure and realignment is to achieve savings in the cost of Council services by reducing the number of staff involved in supporting the work of the School Standards and Inclusion Service, in line with the reduced role and size of the service and reduced statutory requirements.

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

The main benefit of the restructure and realignment will be a reduction in the cost of the School Standards and Inclusion (PDC Administration) Service.

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



This restructure and realignment will reduce the size of the School Standards and Inclusion admin service and therefore reduce the associated staffing costs. The wider consultation will also consider the future use and purpose of the building currently known as the PDC. This EIA will focus on the staffing restructure only.

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

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

1. Are you closing a unit? No
2. Can any staff be accommodated elsewhere within the service, business unit or directorate? N/A
3. Race

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

Grade Group	Total Staff	Not declared		Asian		Black		Mixed		Other		BME sub total		White		White Ot	
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
MANUAL	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Sc1-5	6	0	0%	0	0.00%	2	33.30%	0	0%	0	0%	0	0%	0	0%	0	0%
Sc6-SO2	4	0	0%	1	25.00%	1	25.00%	0	0%	1	16.70%	3	50.00%	2	33.30%	1	16.70%
PO1-3	0	0	0%	0	0.00%	0	0.00%	0	0%	0	0.00%	2	50.00%	1	25.00%	1	25.00%
PO4-7	0	0	0%	0	0.00%	0	0.00%	0	0%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
PO8+	0	0	0%	0	0.00%	0	0.00%	0	0%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>TOTAL of team</b>	<b>10</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>10.00%</b>	<b>3</b>	<b>30.00%</b>	<b>0</b>	<b>0%</b>	<b>1</b>	<b>10.00%</b>	<b>5</b>	<b>50.00%</b>	<b>3</b>	<b>30.00%</b>	<b>2</b>	<b>20.00%</b>

\*BME in Borough 34.40%

Grade Group	Total Staff	% Grade Group	% in Council
MANUAL	0	0%	2.4%
Sc1-5	6	60%	37.1%
Sc6-SO2	4	40%	26.2%
PO1-3	0	0%	14.7%
PO4-7	0	0%	13.9%
PO8+	0	0%	5.9%
<b>TOTAL</b>	<b>10</b>	<b>100%</b>	<b>100%</b>

**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.**

The posts in this staff group are concentrated in the lower grades, with 60% of the staff in the grade group SC1-5 and 40% in SC6 –SO2 as compared with 37.1% and 26.2% respectively in the Council. There are no staff from this service in grades MANUAL or PO1 – PO8+ compared to 36.90% of the wider Council Staff Profile.

The overall proportion of BME staff affected by this reorganisation is lower than the proportion of BME staff in the wider Council profile for these grade groups (50% compared to 54%) and significantly higher than the Borough profile (34.4%). When broken down by grade, this is 50% compared to 67% for SC1-5 and 50% compared to 57% for SC6-SO2. The BME staff in post are therefore under represented in this staff group and proposals for restructure would not disproportionately impact on this staff group.

**5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? If Yes, how many of these staff might be displaced?**

The SSI PDC Administration Reorganisation and Restructure consists of one ring fence, containing 10 people. There are two posts in the new structure and 5 BME staff in this ring fence, therefore between 3-5 BME staff will be displaced.

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

Currently 50% of the staff in the structure are BME. Depending on whether 0,1 or 2 BME staff were recruited to stay this proportion would change to 0%, 50% or 100% of the service. The other relevant consultation in Schools Standards and Inclusion has yet to be fully implemented and the structure as a whole and therefore the impact on the wider structure cannot be determined as yet. This will be captured in an overarching CYPs EqIA.

**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.?**

Where posts can be matched to more than one staff member under ringfencing, staff will be subject to a competitive interview process conducted in line with the Council's Equal Opportunities Policy. It is also proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs at the PDC. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

## Gender

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

Grade Group	TOTAL STAFF	Male		Female			
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	% Females in Council	% Females in Borough
MANUAL	0		0%	0	0%	49%	
Sc1-5	6	1	16.7%	5	83.3%	68%	
Sc6-SO2	4		0%	4	100%	74%	
PO1-3	0		0%	0	0%	62%	
PO4-7	0		0%	0	0%	64%	
PO8+	0		0%	0	0%	52%	
<b>TOTAL</b>	<b>10</b>	<b>1</b>	<b>10%</b>	<b>9</b>	<b>90%</b>	<b>67%</b>	<b>49.80%</b>

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

Males are very under represented in this reorganisation pool, representing only 16.7% at Sc1-5 compared to 32% in the council profile and there are no male staff in the Sc6-SO2 grade group, compared to 26% in wider council profile. Overall, females represent 90% of this service, compared to 67% of the wider Council. Females in both grade groups are overrepresented compared to the wider council profile (83.3% as compared to 68% and 100% as compared to 74% respectively).

**10. Do any ring fences disproportionately impact on female or male staff? If Yes, how many of these staff might be displaced?**

Two posts are to be recruited to stay and therefore potentially 1 (100%) of the male staff may be displaced and between 7-8 female staff may potentially be displaced.

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

Females account for 90% of this restructure pool, if 2 female staff were recruited to stay, this would result in an increase to 100%, if one male and one female member were recruited to stay, this would result in a reduction to 50% of the service. The other relevant consultation in Schools Standards and Inclusion has yet to be fully implemented and the structure as a whole and therefore the impact on the wider structure cannot be determined as yet. This will be captured in an overarching CYPS EqIA.

**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.?**

Where posts can be matched to more than one staff member under ring fencing, staff will be subject to a competitive interview process conducted in line with the Council's Equal Opportunities Policy. It is also proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs at the PDC. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

**Age**

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

Grade Group	16-24		25-34		35-44		45-54		55-64		65+	
	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		0%	2	33%		0%	4	67%		0%		0%
Sc6-SO2		0%		0%		0%	2	50%	2	50%		0%
<b>TOTAL</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>20%</b>	<b>0</b>	<b>0%</b>	<b>6</b>	<b>60%</b>	<b>2</b>	<b>20%</b>	<b>0</b>	<b>0%</b>
Council Profile	3%		18%		25%		35%		18%		1%	
Borough Profile	14%		27%		23%		16%		10%		1%	

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

There is no representation of staff in age groups 16-24, 35-44 or 65+. Staff in post from the 45-54 age group are overrepresented compared to the overall council profile (60% compared to 35%), there is also a small overrepresentation in the 25-34 and 55-64 age groups (20% compared to 18% in both cases).

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

There is only one ringfence in the proposals. In this ringfence, 6 members of staff aged 45-54 years old may potentially be displaced compared to 2 in the 25-34 and 55-64 age groups.

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

As there will be a reduction from 10 to 2 posts and only three age groups are currently represented, the new structure will only have representation of staff from either one or two of the six age groups. The other relevant consultation in Schools Standards and Inclusion has yet to be fully implemented and the structure as a whole and therefore the impact on the wider structure cannot be determined as yet. This will be captured in an overarching CYPS EqIA.

**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.?**

Where posts can be matched to more than one staff member under ring fencing, staff will be subject to a competitive interview process conducted in line with the Council's Equal Opportunities Policy. It is also proposed that affected staff will be considered for any suitable alternative opportunities within CYPS during the consultation period whilst taking into account service delivery needs at the PDC. The formal redeployment period runs concurrently with an employee's notice period, during which the Council is committed to trying to redeploy staff facing redundancy into suitable alternative posts, however in the current financial situation, opportunities are likely to be limited.

**Disability**

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

Grade Group	TOTAL STAFF	No. staff declared disabled	No. staff declared not disabled	No. staff disability not stated	% of Grade Group declared disabled	Council profile
MANUAL	0				0%	2.8%
Sc1-5	6		1	5	0%	6.9%
Sc6 - SO2	4			4	0%	6.8%
PO1-3	0				0%	2.6%
PO4-7	0				0%	6.9%
PO8+	0				0%	9.5%
<b>TOTAL</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>0%</b>	<b>7.2%</b>
<b>Borough Profile</b>						<b>7.6%</b>

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

No there are no staff affected by this re-organisation that have declared themselves as disabled.

**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.?**

N/A

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

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

The Council do not collect or record data on Gender Reassignment; Religion/belief or Sexual Orientation with regards to staff, and therefore informed consideration of the potential impact is not possible.

**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 - 17/02/11

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

### **Step 3 – Consultation**

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

Formal consultation with staff and unions on the restructure of the SS&I PDC Administration Service commenced on 18<sup>th</sup> January 2011 and was completed on 18<sup>th</sup> February 2011. No consultation responses were received.

## 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?**

None of these changes were suggested by staff during the consultation. Managers will consider requests to change individual working arrangements on a case by case basis.

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

None – no responses were received from staff or unions during the consultation.

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

N/A

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

Yes

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

There is no impact on service delivery/community groups as this EqlA relates to staff carrying out back office functions.

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

N/A

Date Steps 3 & 4 completed - 25/02/11

## **Step 5 – Implementation and Review**

*To be completed following implementation of the proposed new structure*

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: Jen Johnson  
 DESIGNATION:  
 SIGNATURE:  
 DATE:


QUALITY CHECKED BY (Equalities,)

NAME: Arleen Brown  
 DESIGNATION:  
 SIGNATURE:  
 DATE:

SIGNED OFF BY Director/ Assistant Director

NAME: Bob Garnett  
 DESIGNATION: Deputy Director (Interim) School Standards and Inclusion  
 SIGNATURE:  
 DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME: Ian Bailey  
 DESIGNATION: Deputy Director, Business and Development  
 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

**Appendix 3**  
**Comments received during consultation, with management responses**

Trade Union Comments on CYPs PDC Admin Proposals	Response
What is the scope for job sharing?	In line with council policy, any proposal would be considered on its merits.
What is the application process/interview process? Who will be carrying out interviews?	An interview will be held with Sue Wilkie and two other CYPs officers
What are consequences if they do not apply for posts?	A straight refusal to apply might be considered as a refusal to cooperate and place the person at risk of dismissal. However, applications for voluntary redundancy can still be considered.
Will the grades for the job descriptions be likely to be lower once the single status review has been completed.	The job descriptions have been evaluated under the single status agreement.
Why has a Scale 3 post been included in the ring fence for the Scale 5 Administrative posts?	This was agreed at one of the consultation meetings but has subsequently been removed from the ringfence following further representations and discussion with unions. Haringey Unison also added that in relation to this post that does not fit into the proposed structure, they hope that they can continue to work with management to secure redeployment for this employee.
Will unsuccessful candidates be able to take Voluntary Redundancy instead of going in the redeployment pool	This will be a decision made by Bob Garnett, Interim Deputy Director
Will ringfenced candidates be required to submit a statement of interest before the interviews	No - candidates will only be required to attend an interview.

**Further comments from Haringey Unison**

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

Haringey Unison are in agreement with the proposed post assimilations and scale 5 ring fence arrangement that are being suggested, as well as the Voluntary Redundancy applications that have been agreed during the process.



Haringey Council

Agenda item:

**[No.]****General Purposes Committee****On 10 March 2011**Report Title: **Proposals to delete the post of Pupil and Family Mediation Officer**

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

Signed :

Peter Lewis

Contact Officer : Heather Johnston, Head of Alternative Provision

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

1.1. To propose a deletion of the Pupil and Family Mediation Service (equivalent one officer).

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

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

**3. Recommendations**

That Members:

- 4.1 Note that formal consultation on these proposals began on 20<sup>th</sup> January 2010 and concluded on 21<sup>st</sup> February 2011
- 4.2 Note the statement from Pupil and Family Mediation Officer
- 4.3 Take due account of the attached Equalities Impact Assessment (Appendix 2).
- 4.4 Agree the proposed reduction in staff as set out in the consultation document (Appendix 1).

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

4.1. The unprecedented scale of spending cuts imposed on local government means that the Council will have around £50million less to spend on services in 2011/12 but its priority will

be to protect services for the most vulnerable residents. The Council's annual general budget is approximately £245million and of this about 60% funds staff. The Council has taken measures to reduce non-staffing spend as far as possible. However, the size and timing of the cuts mean there is no alternative than to consider wholesale job reductions. In this context the Council issued a statutory notice of consultation with the trades unions on 18<sup>th</sup> November 2010 on a reduction in the workforce of more than 1,000 posts.

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

#### **5. Other options considered**

5.1. Adding supplementary responsibilities to this post was considered given the current volume of work. However those additional elements are already addressed or would be addressed in a reduced and more cost effective service.

#### **6. Summary**

6.1. Alternative Provision is being restructured. The remit of the Pupil and Family Mediation Officer will be subsumed into new streamlined services which are seeking to develop and embed good practice around working with parents and children. Mediation is also an integral remit of posts within the new structure which will contribute towards the council's savings

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

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

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

8.1 The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.

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

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

redundancy selection must be fair, objective and non-discriminatory.
<b>9. Head of Procurement Comments</b> 9.1. Not applicable
<b>10. Equalities &amp; Community Cohesion Comments</b> 10.1. An Equalities Impact Assessment of the proposal is attached as Appendix 2.
<b>11. Consultation</b> 11.1. Consultation has included one to one meetings at which the proposal was explained to the officer concerned. 11.2. Formal consultation took place between 20 <sup>th</sup> January 2010 and 21 <sup>st</sup> February 2011. The staff member declined a formal consultation meeting scheduled for February 18 <sup>th</sup> 2011. 11.3. Appendix 3 sets out the comments raised by the officer a statement of his view on both the process as a whole as well as the proposed deletion of the post
<b>12. Use of appendices /Tables and photographs</b> 12.1. Appendix 1: Consultation Document 12.2. Appendix 2: 'Service Delivery' and 'Staffing' Equalities Impact Assessments 12.3. Appendix 3: Statement by the Pupil and Family Mediation Officer and management response
<b>13. Local Government (Access to Information) Act 1985</b> Not applicable

**Appendix 1: Consultation Document**

**Proposals for the Closure of the Pupil and Family Mediation Service**

**Date: 20 January 2011**

**1. Introduction**

The effect of the proposal outlined in this consultation is to cease the delivery of a Pupil and Family Mediation Service and therefore delete the role of the Pupil and Family Mediation Officer whose position comprises the service. This role resides in the Children and Young People's Service and is based at the Haringey Professional Development Centre.

A copy of these proposals will be provided to the affected member of staff and the relevant recognised trade unions as part of the consultation process. Formal written responses from the affected staff member and the trade unions including any counter-proposals or concerns around the proposal from the affected member of staff should be sent to Heather Johnston by 20/02/2011.

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

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

**2. Background – The Need for Change**

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

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

As part of this, the Children and Young People's Service is restructuring in order to reduce expenditure by £9.8m; this rationalisation will include the closure of the Pupil and Family Mediation Service which will achieve a saving of £53,371.

The Service, in effect, comprises one member of staff – the Pupil and Family Mediation Officer. Those aspects of the role perceived to be vital will be carried out by other staff members.

An Inclusion Manager will ensure that children who are at risk of exclusion are identified and supported at school, alternative strategies to exclusion are implemented, parents are informed and aware of their rights and responsibilities and are aware of partner agencies able to support families.

A Pupil Placement Officer will ensure that parents and children understand exclusion procedures. The primary and secondary pupil support centres will assist with managed moves and support

children back into mainstream education after exclusion. Work with families and the wider community will be carried out by the Inclusion Manager and the Pupil Support Centres.

In light of this, it is appropriate to delete the post of Pupil and Family Mediation Officer. The information in this pack contains more details of the proposed service closure and role deletion.

### 3. Purpose of Consultation

The purpose of this consultation is:

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

### 4. The Objectives of this Consultation

The objectives of this consultation are:

- To achieve savings of £53,371.

### 5. Staffing implications from these proposals

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

Title	Grade
Pupil and Family Mediation Officer	Soulbury point 6

### 6. Proposed Implementation Timetable

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

The proposed timetable is outlined below:

Dates	Action
20/01/2011	Consultation pack for the Pupil and Family Mediation Service issued to affected staff and Trades Unions.
20/01/2011 – 20/02/2011	Individual meetings with staff
As required	Consultation meeting with TUs
As required	Consultation meeting with staff and TUs
20/02/2011	End of consultation period. Final submission for written responses from staff/TUs
25/02/2011	Management response to comments/counter proposals. Deadline for completion of EIA
End of February	Formal ratification of proposals. Staff advised. Commencement of implementation of the proposals.
01/03/2011	Displaced employees referred to corporate redeployment pool
01/03/2011	Commencement of formal redeployment period, skills assessment and issue of notices of redundancy.

## **7. Redundancy Notices**

Under these proposals the earliest date for the issue of redundancy notices would be 01/03/2011. Every effort will be made to minimise dismissals on the grounds of redundancy through the measures detailed in the following paragraphs.

## **8. Voluntary Redundancy**

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

## **9. Opportunities with CYPS**

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

## **10. Formal Redeployment**

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

## **11. Provision for Trial Periods**

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

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

## **12. Redundancy**

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

## **13. Support**



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

**Manager: Heather Johnston**

**Title: Head of Alternative Provision**

**Date: 20 January 2011**

**HARINGEY COUNCIL**



**Haringey Council**

**EQUALITY IMPACT ASSESSMENT FORM**

**Service: Pupil & Family Mediation**

**Directorate: Children's Networks**

**Title of Proposal: Closure of Pupil & Family Mediation Service**

**Lead Officer (author of the proposal): Heather Johnston, Head of Alternative Provision**

**Names of other Officers involved: Deborah Tucker, Tom Fletcher**

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

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

The unprecedented scale of spending cuts imposed on local government means that the Council will have around £50million less to spend on services in 2011/12. As part of C&YPS contribution to the savings required, the post of Pupil & Family Mediation Officer is proposed for deletion.

This service provides mediation and conflict resolution approaches to pupils at risk of exclusion or who have been excluded, their families, and schools. This can involve supporting Managed Moves and Parenting Contracts as strategies to prevent exclusion. The officer also works with parents & community groups to address concerns that might lead to children and young people being excluded from school, and with partner agencies to enable parents/ carers to support their children's behaviour, attendance and learning.

The proposal is for deletion of this role, with the key aspects of the work being undertaken by other staff members. The intended benefit of the proposal is to achieve a saving of £53,000 to the budget of C&YPS.

## Step 2 - Consideration of available data, research and information

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

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

[http://harinet.haringey.gov.uk/index/news\\_and\\_events/fact\\_file/statistics/census\\_statistics.htm](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?**

As of February 2011 the Pupil & Family Mediation Officer currently has 13 open cases. Equalities information about these cases is included in the sections below. It should be noted that a population size of 13 means that it may not be possible to draw reliable conclusions about over or underrepresentation as each young person forms a significant percentage of the total of service users.

The key outcome for this service is school exclusions – equalities data for the 112 permanent exclusions that took place in the last three academic years (2007-08, 2008-09, 2009-10) is also included in sections below.

The data presented below relates to young people accessing the mediation service or who are permanently excluded. It is worth noting though that the impact is not only on the young person themselves but also on their family.

### ***Ethnicity***

Service user data shows that 77% (10 out of 13) of pupils worked with are of African or African Caribbean backgrounds, compared to 29.8% of the Haringey school population.

### ***Service Use Data by Ethnicity***

<b>Ethnic Group</b>	<b>Number of students</b>
Black Caribbean	6
Black African	3
White British	2
Black European	1
Mixed Race Other	1
<b>Total</b>	<b>13</b>

Analysis of exclusion data shows high levels of exclusions for children and young people from African and African Caribbean backgrounds. They account for over half of all permanent exclusions but only make up 29.8% of the school population.

Nationally, there is a similar picture – data for 2008/09 shows that the rate of exclusions for pupils of African and African Caribbean backgrounds was double that of White British pupils (0.28% versus 0.14%)<sup>1</sup>.

*Permanent Exclusions by Ethnicity, 2007/08, 2008/09, 2009/10*

<b>Ethnic Group</b>	<b>Number of excluded pupils</b>	<b>Excluded pupils as % of total</b>	<b>Haringey school population</b>
White UK	15	13.4%	18.4%
White Other	16	14.3%	24.6%
Asian	0	0.0%	6.5%
Black	58	51.8%	29.8%
Mixed	12	10.7%	10.2%
Other	10	8.9%	7.3%
Not declared	1	0.9%	3.2%
<b>Total</b>	<b>112</b>	<b>100.0%</b>	<b>100%</b>

### **Gender**

The service works predominantly with males – it is currently working with 10 male pupils and 3 female.

Of the 112 permanent exclusions made by Haringey schools in the last 3 academic years, 91 were for boys and 21 were for girls. This is in line with the national picture - in England in 2008/09, 5090 boys and 1440 girls were permanently excluded<sup>2</sup>.

School census information shows that (as would be expected) there is a fairly even gender split amongst young people in Haringey (51.2% male, 48.8% female).

### **Age**

10 of the pupils that the service works with are of secondary age and 3 are of primary age.

*Service Use Data by Age*

<b>Year Group</b>	<b>Number of pupils</b>
Reception	2
YR6	1
YR9	3
YR10	1
YR11	6
<b>Total</b>	<b>13</b>

<sup>1</sup> Source: Department for Education - <http://www.education.gov.uk/rsgateway/DB/SFR/s000942/index.shtml>

<sup>2</sup> Source: Department for Education - <http://www.education.gov.uk/rsgateway/DB/SFR/s000942/index.shtml>

The table below shows that permanent exclusions are much more prevalent at secondary school level (years 7-11) than at primary (years 1-6). This is to be expected and is in line with the national picture.

*Permanent Exclusions by Age, 2007/08, 2008/09, 2009/10*

Year Group	No. of permanent exclusions
1	0
2	2
3	2
4	7
5	6
6	3
7	5
8	14
9	26
10	26
11	21
Grand Total	112

### **Disability**

Data on disability is not collected however we do know the Special Educational Needs (SEN) status of pupils who have been permanently excluded.

The SEN Code of Practice defines Special Educational Needs as follows: “Children have special educational needs if they have a learning difficulty which calls for special educational provision to be made for them”<sup>3</sup>. The Equality Act 2010 definition of disability is that a person has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

From these definitions it is clear that whilst there will be an overlap between ‘Children with SEN’ and ‘Children with Disabilities’, these cannot be taken to mean the same thing. In particular, children with lower levels of SEN would not be classed as disabled according to the Equality Act 2010<sup>4</sup>. The overlap is likely to be greatest amongst children with Statements of SEN (those with the highest need). In any case, these children constitute a vulnerable group for whom provision must be made.

9.8% (11 out of 112) of pupils excluded in the past 3 academic years had a Statement of Special Educational Needs compared to 3.1% of the Haringey school population<sup>5</sup>.

<sup>3</sup> Source: SEN Code of Practice, <http://www.teachernet.gov.uk/docbank/index.cfm?id=3724>

<sup>4</sup> There are a number of stages to the SEN assessment process. The majority of children with SEN have their needs met either within their school (School Action) or by their school in conjunction with some support from external agencies (School Action Plus). Statutory Assessments of SEN (which generally lead to the issuing of a Statement of SEN) are only carried out for the small minority of children who have SEN of a severity or complexity that requires the Local Authority to determine and arrange the special educational provision their learning difficulties call for.

<sup>5</sup> School population figure is for January 2010. Source: <http://www.education.gov.uk/rsgateway/DB/SFR/s000939/index.shtml>

**Gender Reassignment**

**Religion/ Belief**

**Sexual Orientation**

**Maternity & Pregnancy**

Neither service user data nor exclusions data is available for these equalities characteristics. No particular concerns been raised in relation to them.

Overall the data shows an overrepresentation of secondary school age boys of African and African Caribbean backgrounds both in the use of the Pupil & Family Mediation Service and in the figures for permanent exclusions. The exclusion figures also show an overrepresentation of children with Statements of Special Educational Needs.

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

Pupil & Family Mediation Service data on service use  
Haringey permanent exclusions data 2007-08, 2008-09, 2009-10  
Haringey Pupil Level Annual Schools Census October 2011  
Department for Education Permanent exclusion data for England, 2008-09  
Department for Education: Special Educational Needs in England: January 2010

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

No further data is necessary.

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

The aim of the Pupil & Family Mediation is to work with pupils at risk of exclusion or who have been excluded. Therefore, the overrepresentation of secondary school age boys of African and African Caribbean backgrounds in the use of the service is at least in part accounted for by the high levels of permanent exclusions for this group of young people.

This is a longstanding issue and as the data shows, not one that is confined to Haringey. Addressing it will need to remain a priority for C&YPS.

### Step 3 - Assessment of Impact

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

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

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

#### Comment

Whilst the loss of the Pupil & Family Mediation Officer will not be without impact, it is judged that this can be mitigated through the work of other staff members, so that the overall impact will be minimal.

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

A number of staff are able to take on (or are already undertaking) aspects of the work of the Pupil & Family Mediation Officer so that the overall impact of the loss of the post will not be significant.

The Inclusion Manager will ensure that children who are at risk of exclusion are identified and supported at school, alternative strategies to exclusion are implemented, and parents are informed and aware of their rights and responsibilities and are aware of partner agencies able to support families.

A Pupil Placement Officer will ensure that parents and children understand exclusion procedures. The primary and secondary pupil support centres will assist with managed moves and support children back into mainstream education after exclusion. Work with families and the wider community will be carried out by the Inclusion Manager and the Pupil Support Centres.

Supporting young people who are at risk of or subject to exclusion will also form part of the core work of the proposed new Behaviour Intervention Service. This will include working in partnership with schools, parents/carers and pupils using a 'team around the child' model.

**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?**

Whilst the measures outlined above will mitigate the impact of the loss of the Pupil & Family Mediation post, disproportionately high levels of exclusions of boys of African and African Caribbean backgrounds is likely to persist. Therefore new structures will need to explicitly target these groups, ensuring that training (for school staff, parents and children) in regards to rights and responsibilities for building and sustaining positive relationships is at the fore.

The exclusion figures in relation to children with Statements of SEN show that work to address exclusions needs to focus on this group. It is worth noting however that these children are already the subject of a higher level of support, and that much of this work is aimed at supporting children to remain in mainstream educational provision.



#### 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?**

Given the low number of service users and the assessment that the impact of the proposal would be minimal on the wider school population, it is not proportionate to consult with service users. Schools have been informed of the proposal to delete the post and have not raised particular concerns.

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

N/A

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

N/A

#### Step 5 - Addressing Training

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

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

The dissemination of guidance in regards to the rights and responsibilities of parents, schools, children and other stakeholders is a shared undertaking, and most effective when good practice is embedded in 'whole team' systems. New structures will encompass training programmes which will enable schools to develop proactive mediation and behaviour management techniques which are not reliant on external support.

## **Step 6 - Monitoring Arrangements**

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

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

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

The Head of Behaviour and Alternative Provision will have overall responsibility for monitoring work undertaken around exclusions.

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

Levels of exclusions will be the main outcome indicator.

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

The Pupil Placement Officer is already responsible for collating data on permanent and fixed-term exclusions, including equalities information.

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

Information will continue to be reported to the Overview and Scrutiny Committee, to councillors via senior managers every half term and to senior managers every half term.

**Step 7 - Summarise impacts identified**

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

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
<p>Impact will be on children and young people, mainly those of secondary school age – but also on their families.</p>	<p>Potential impact on children with SEN – some correlation between this and disability</p>	<p>Impact will be greater on young people of African and African Caribbean background but actions in place to mitigate.</p>	<p>Impact will be greater on boys but actions in place to mitigate.</p>	<p>No issues identified</p>	<p>No issues identified</p>

### Step 8 - Summarise the actions to be implemented

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

Issue	Action required	Lead person	Timescale	Resource implications
Ensure focus on children vulnerable to exclusion at tier three and four (according to the Haringey Threshold)	Schools will be supported to develop/enhance robust systems for analysing data allowing for timely identification and intervention and to identify key areas for de escalation away from potential exclusion. Schools will be supported to ensure that disproportionate exclusions of black and ethnic minority children are addressed in their policies and strategies and that parents and children play an instrumental part planning and implementation	Heather Johnston	Spring 2011 and ongoing	Identified in revised structures
Improve mechanisms for preventative intervention and reduction of repeat exclusions by developing a revised Pastoral Support Plan, Multi Agency SMART Planning and Restorative Reintegration	Review and evaluate current systems. Implement and improve on strategies which reduce risk	Deborah Tucker	Autumn 2010 and ongoing	None
Develop mechanisms by which schools can share concerns for children at risk of or at the point of permanent exclusion (at tier three and four) through collaboration with the staff identified in revised structures and the primary and secondary pupil support centres	Review and evaluate current systems. Implement and improve on strategies which reduce risk	Heather Johnston	Autumn 2010 and ongoing	Identified in revised structures

<p>Address teaching and learning and raising achievement via effective engagement techniques for children with challenging behaviour.</p>	<p>Haringey will lead on the development and implementation of a sustainability plan, including specialist behaviour management training and discussion/problem solving groups for teaching staff in order that internal organisational capacity improves and is subsumed into the mainstream. This will include work with those children (and their parents) most at risk of exclusion.</p>	<p>Heather Johnston</p>	<p>Summer 2011 and ongoing</p>	<p>Identified in revised structures</p>
<p>Improve involvement of relevant stakeholders in those key issues which lead to a reduction of exclusions</p>	<p>Develop targeted training for school governors which encourages their early involvement and contribution to a reduction in exclusions. Deliver training to schools, voluntary groups and other stakeholders with key roles in support at risk groups</p>	<p>Deborah Tucker</p>	<p>Summer 2010 and ongoing</p>	<p>None</p>

**Step 9 - Publication and sign off**

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

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

The assessment will be published on the Haringey Council website.

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

**Name: Heather Johnston**

**Designation: Head of Behaviour and Alternative Provision**

**Signature:**

**Date: 02/03/2011**

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

**Name:**

**Designation:**

**Signature:**

**Date:**

**Sign off by Directorate Management Team:**

**Name: Ian Bailey**

**Designation: Deputy Director, Business Support & Development**

**Signature:**

**Date: 02/03/2011**



## Haringey Council

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

<b>Date:</b> 25/02/2011
<b>Department and service under review:</b>  Pupil and Family Mediation Service
<b>Lead Officer/s and contact details:</b>  Heather Johnston Head of Alternative Provision <a href="mailto:heather.johnston@haringey.gov.uk">heather.johnston@haringey.gov.uk</a> 020 8489 5083
<b>Contact Officer/s (Responsible for actions):</b>  Heather Johnston Head of Alternative Provision <a href="mailto:heather.johnston@haringey.gov.uk">heather.johnston@haringey.gov.uk</a> 020 8489 5083
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)  This assessment is to consider the impact on staff of the deletion of the post of Pupil & Family Mediation Officer, in relation to the protected equalities groups of ethnicity, gender, age, disability, and pregnancy and maternity. It does not consider issues relating to sexual orientation, gender reassignment, and religion or belief, as the relevant data is not available for these groups.  This service area consists of one staff member. Therefore, much of the analysis required as part of the EqIA process, such as whether there is a disproportionate impact on a particular group relative to the council profile, is not possible. An overarching EqIA is being carried out to consider the combined impact of all of the staffing changes within the Children & Young People's Service resulting from the 2011/12 budget-setting process, and this post will be considered as part of that EqIA.

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

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

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

**Step 1 – Aims and Objectives**

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

The unprecedented scale of spending cuts imposed on local government means that the Council will have around £50million less to spend on services in 2011/12. As part of C&YPS contribution to the savings required, the post of Pupil & Family Mediation Officer is proposed for deletion.

This service provides mediation and conflict resolution approaches to pupils at risk of exclusion or who have been excluded, their families, and schools. This can involve supporting Managed Moves and Parenting Contracts as strategies to prevent exclusion. The officer also works with parents & community groups to address concerns that might lead to children and young people being excluded from school, and with partner agencies to enable parents/ carers to support their children's behaviour, attendance and learning.

The proposal is for deletion of this role, with the key aspects of the work being undertaken by other staff members.

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

The intended outcome is a saving of £53,000 to the budget of the C&YPS.

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

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



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

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

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

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

Grade group: PO4-7

Ethnicity: Black

Gender: Male

Age band: 55-64

Disability: Not stated

Pregnancy/Maternity: N/A

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

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

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

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

**Race**

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

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

**5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? If Yes, how many of these staff might be displaced?**

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

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

**Gender**

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

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

**10. Do any ring fences disproportionately impact on female or male staff? If Yes, how many of these staff might be displaced?**

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

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

**Age**

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below
14. Highlight any grade groups with a high level of staff from a particular age group compared to the compared to the council profile.
15. Do any ring fences disproportionately impact on staff from one age group only? If Yes, how many of these staff might be displaced?
16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?
17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

**Disability**

18. Identify the total number of disabled staff in the service following the format below:
19. Do any ring fences disproportionately impact on disabled staff?
20. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?
21. In addition to the above analysis of race, sex, age and disability you will need to consider the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation. Please ask HR for help with the data on:
  - Gender Reassignment
  - Religion/ Belief
  - Sexual Orientation
  - Maternity & Pregnancy
22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

Date Part 1 completed - 09/02/2011

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

**Step 3 – Consultation**

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

Formal consultation with staff and unions on the deletion of the post of Pupil & Family Mediation Officer commenced on 20<sup>th</sup> January 2011 and was completed on 21<sup>st</sup> February 2011. A number of issues were raised and are detailed alongside the management response in Appendix 3 of the report to the General Purposes Committee meeting of 10<sup>th</sup> March 2011.

**Step 4 – Address the Impact**

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

No, as this is a unit closure.

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

The consultation responses did not include any proposed changes in terms of benefits for staff, rather they focused on the impact on service users (see service delivery EqIA for details).

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

It is not possible to make changes in terms of benefits for staff affected because the proposal is for unit closure.

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

N/A

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

Please see the service delivery EqIA for an assessment of the impact on service users.

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

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

**Date Steps 3 & 4 completed – 25/02/11**

## **Step 5 – Implementation and Review**

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

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

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

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

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

As it is a unit closure, there is no new service offer.

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

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

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

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

**Step 6 – Sign off and publication**

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

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME: Heather Johnston  
 DESIGNATION: Head of Alternative Provision  
 SIGNATURE:  
 DATE:


QUALITY CHECKED BY (Equalities,)

NAME: Arleen Brown  
 DESIGNATION:  
 SIGNATURE:  
 DATE:

SIGNED OFF BY Director/ Assistant Director

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

SIGNED OFF BY Chair Directorate Equalities Forum

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

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

### **Appendix 3: Statement by the Pupil and Family Mediation Officer and management response**

The Pupil and Family Mediation Officer declined to present a formal response to the consultation document at a consultation meeting but wished to present a written statement of his concerns. He stated clearly that he was not seeking a response to his statement but wanted it on record.

His statement 'Grounds for Appeal' is attached as Appendix 3 with comments, as a response, in **bold**.

#### GROUND OF APPEAL

##### GROUND OF APPEAL AGAINST UNFAIR CLOSURE OF MEDIATION SERVICE ARE:

1. The LA failed to spell out in its proposals how it 'will ensure that children who are at risk of exclusion will be identified and supported at school', when its proposal to withdraw the expertise and Mediation in Education specialism within the Children's and Young People's Service has been withdrawn (**see Job Description**)

**The Equalities Impact Assessment outlines that children at risk of exclusion will be supported within revised structures. Targeted staff will work strategically with schools to identify and intervene with those children most at risk of exclusion**

2. The LA has failed in its consultation document to identify the resource(s) which will support pupils at risk of exclusion at school and the programmes which the mediation service has developed, provided, and delivered over time to specifically targeted pupils at risk of exclusion.

**The LA has identified (through new structures) resources and specific programmes which will support pupils at risk of exclusion. Highly trained staff will advise and work with targeted schools, children and parents using programmes and methods which are evidenced based and where impact is measured and sustained.**

3. The LA has erred in that it has failed to act on its own analysis on the disproportionate number of Black and minority ethnic pupils excluded from its own schools, but instead has sought to compound the situation by closing down the mediation service which for the past years following the underachievement, high exclusions and tensions in the community following the situation in the 1980s targeted these groups of pupils (**Exclusion statistics**).

**Identification and awareness of the number of black and ethnic minority pupils subject to exclusion necessitates the need for a multi disciplinary/strategic approach which will be evidenced in the revised structures.**

4. The LA has improperly argued in its consultation document that it would continue to provide support to pupils who are at risk at exclusion without linking this to its own statistics on the significant number of pupils from African and African Caribbean backgrounds who achieve below the national expectations and that the specialism within the mediation service has over the years sought to target this which would be without such extra provision once the service is closed in accordance with the LA's proposals (**Examination statistics**)

**The link between low achievement and exclusions continues to be acknowledged in revised structures. Identified professionals will support**



**schools to develop and improve on SMART plans for children which encompass their academic as well as behaviour targets. The interventions will be monitored for impact on academic as well as behavioural achievement.**

5. The LA has failed to take into account the race equality impact the abolition of the service would have on individual schools as per the example of a school the mediation service is currently supporting where a group of Year 11 African and African Caribbean Pupils who are underachieving and at risk of exclusion receiving targeted support on an individual basis **( school statistics)**

**As above**

6. In all the prevailing circumstances the LA proposals to close down the mediation service is unsafe and unsatisfactory and without any justification.

**The proposed deletion of the Pupil and Family Mediation Officer Post comes due to the unprecedented cuts imposed by budgetary constraints. The loss of this post is mitigated by new and revised structures which will ensure that children will not be put at additional risk of exclusion but also that systems and interventions are better able to meet their needs**

Dr. Paul C Boyd, C.Ed, B.Ed, MA, PhD.FRSA  
The Pupil and Family Mediation Officer.  
17.02.11





Agenda item:

**[No.]****General Purposes Committee****On 10<sup>th</sup> March 2011**

Report Title. Rethinking Haringey – Equality Impact Assessment

Report of **Assistant Chief Executive**

Signed :

Contact Officer : Stuart Young, Asst CE - 020 8489 3174

Wards(s) affected: **All**

Report for:

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

- 1.1. To provide Members of the General Purposes Committee with the Equality Impact Assessment as at February 2011, relating to Rethinking Haringey.

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

- 2.1. Rethinking Haringey is a fundamental review of the management of the Council and therefore links to each of the Council Plan priorities. It particularly addresses the need for an efficient Council.

**3. Recommendations**

- 3.1. Members are asked to note the Equality Impact Assessment as at February 2011, and to note that a full assessment will be brought back to the Committee should any further decisions on Rethinking Haringey be required.

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

- 4.1. To provide the EqlA to Members for information.

<p><b>5. Other options considered</b> 5.1. N/A</p>
<p><b>6. Summary</b> 6.1. The Council uses a standard approach to organisational reviews. This ensures that information about the impact of any review is known and planned into its implementation. 6.2. The Equality Impact Assessment is completed at various stages during an organisational review. Analysis is undertaken at the outset and then the results of consultation fed in at the appropriate stage. At the end of the reorganisation, a review of impact is made. The Council's approach is in accordance with the legislation and relevant guidance .</p>
<p><b>7. Chief Financial Officer Comments</b> 7.1. N/a to this information report</p>
<p><b>8. Head of Legal Services Comments</b> 8.1. Not applicable at this stage. Once the results of consultation are available it will be important that the committee when reaching its decision pays due regard to any equalities implications outlined in the completed EqIA and legal advice will be provided at that point.</p>
<p><b>9. Equalities &amp; Community Cohesion Comments</b> 9.1. This report provides a copy of the Equality Impact Assessment to date. The assessment enables action to be taken as reorganisations progress with a view to addressing any detrimental effect identified.</p>
<p><b>10. Consultation</b> 10.1. Rethinking Haringey is currently the subject of consultation.</p>
<p><b>11. Service Financial Comments</b> 11.1. N/A as information report</p>
<p><b>12. Use of appendices /Tables and photographs</b> 12.1. Equality Impact Assessment attached</p>
<p><b>13. Local Government (Access to Information) Act 1985</b> 13.1. Rethinking Haringey report, Employment Profile</p>

## Haringey Council

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

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

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

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

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

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

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

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

### **What does it mean for Haringey?**

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

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

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

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

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

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

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

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

Our **aim** is:

**Aim**

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

**1. Our outcomes**

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

**Outcomes**

**Outcome 1 Thriving**

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

**Outcome 2 Healthier**

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

**Outcome 3 Safer**

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

**Outcome 4 Sustainable**

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

**Outcome 5 Empowered**

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

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

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



### **A council which**

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

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

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

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

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

### **Phase 1**

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

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

- **A Corporate services directorate** including finance, IT, legal, benefits, customer services
- **A Chief Executive's service** providing the policy, business intelligence, transformational change capacity, support for democracy, Human Resources
- **A Public Health directorate** focused on health improvement, health protection, commissioning health services

### Phase 2 (April 2012 onwards)

The longer term organisational design is shown in Appendix 3.

#### Phase 2

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

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

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

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

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

- If No, go to question 3.
- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.

- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

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

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

## Race

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

### Council Top 3-4 tiers of management

Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Grade Group	White Staff	% of Grade Group	White Other Staff	% of Grade Group	BME Staff	% of Grade Group
SC1-SC5									
SC6-SO2									
PO1-PO3									
PO4-PO7	6	0	0%	5	83%	0	0%	1	17%
PO8+	99	1	1%	67	68%	19	19%	12	12%
TOTAL	105	1	1%	72	69%	19	18%	13	12%

### Council & Borough racial group comparison figures

Grade Group	No of White in Grade Group	White % in Grade Group	No of White Other in Grade Group	White Other % in Grade Group	No of BME in Grade Group	BME % in Grade Group	BME% Borough Profile
SC1-SC5	364	21	202	12	1137	66	
SC6-SO2	281	24	218	19	669	57	
PO1-PO3	225	34	128	19	310	47	
PO4-PO7	244	39	134	21	243	39	
PO8+	168	63	39	15	52	20	
TOTAL	1282	29	721	16	2411	54	34

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

4. Highlight any grade groups that are very under represented compared with the council profile and where relevant the borough profile.

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

5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only? **NO**

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

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

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

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

## Gender

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

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

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

9. Highlight any grade groups that are very under represented compared to the % of females/males in the council.

None

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

NO

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

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

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

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

### Age

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

Council top 3-4 tiers of management

	TOTAL	25-34		35-44		45-54		55-64		65+	
Grade Group	STAFF	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
SC1-SC5											
SC6-SO2											
PO1-PO3											
PO4-PO7	6	1	17%	1	17%	2	33%	2	33%		
PO8+	99	2	2%	10	10%	58	59%	29	29%		
TOTAL	105	3	3%	11	10%	60	57%	31	30%		
Council Profile	4460	784	18%	1108	25%	1574	35%	821	18%	56	1%
Borough Profile	225600	49858	22%	31736	14%	44669	20%	16694	7%	21206	9%

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

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

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

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

NO

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

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

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

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

### Disability

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

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

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

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

NO

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

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

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

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

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

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

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

N/A

**Date Part 1 completed - 18 February 2011.**

**Note - Consultation due to end Mon 28 February. 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 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****On 10<sup>th</sup> March 2011**

Report Title. Rethinking Haringey – Member Appointment Panels

Report of **Steve Davies, Head of Human Resources**

Signed :

Contact Officer : Steve Davies

Wards(s) affected: **all**Report for: **non key****1. Purpose of the report**

- 1.1. To establish Member appointment panels for staffing changes arising from Rethinking Haringey

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

- 2.1. none

**3. Recommendations**

- 3.1. Members to note that consultation is yet to complete on the proposed changes in Rethinking Haringey.
- 3.2. That Members establish appointment panels as described at paragraph 6.3 and 6.4 of the report.

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

- 4.1. To appoint to the new organisational structures as proposed in the Rethinking Haringey paper.

**5. Other options considered**

5.1. N/A

**6. Summary**

- 6.1. Rethinking Haringey proposes changes to the Council's organisational structure. The proposals are currently out to consultation with staff and there is a possibility of some changes. Nonetheless it is prudent to plan for implementation of the proposals by identifying Member appointment panels for those jobs at Chief Officer and Deputy Chief Officer.
- 6.2. The Council constitution at Part 4 section K4 provides that Member appointment panels should be determined by the Leader and Chair of General Purposes Committee.
- 6.3. The Committee is therefore asked to establish panels for the following jobs:

<b>Job</b>	<b>Ringfence comment</b>	<b>Candidate(s)</b>
Deputy Director Adult & Community Services	Closed ringfence	2
Head of Benefits, Local Taxation & Customer Services	Open ringfence	1
Assistant Director Finance	Advertisement required	None
Assistant Chief Executive	Open ringfence	1
Head of Local Democracy Services	Open ringfence	2
Director of Place & Sustainability	Advertisement out early March	None
Assistant Director One Frontline	Advertisement required	None

6.4 The Committee is also asked to establish a Member panel to authorise the recommendations of the Chief Executive for the following closed ringfences.

<b>Job</b>	<b>Ringfence comment</b>	<b>Candidate(s)</b>
Director of Adult & Housing Services	Closed ringfence	1
Deputy Director Prevention & Early Intervention	Closed ringfence	1

6.5 The timetable for ringfence posts is being determined by officers and will need to proceed as soon as practicable following the close of consultation this month. For those jobs due to be externally advertised, timetables will be as determined by the relevant services.

**7. Chief Financial Officer Comments**

7.1. There are no financial implications arising from this report, that have not been the subject of comment in Rethinking Haringey

**8. Head of Legal Services Comments**

8.1. The proposals in this report accord with the Council's constitution, which requires the appointment of designated officers at the level of Chief Officer and Deputy Chief Officer to be at a Member level. This provision takes account of the statutory restriction regarding appointments that can be made by Members.

**9. Equalities & Community Cohesion Comments**

9.1. Members should attempt to ensure that appointment panels are balanced certainly in respect of race and gender. Appointment should be based on merit and the standard Council recruitment/reorganisation processes used.

**10. Consultation**

10.1. Rethinking Haringey is currently subject to consultation

**11. Service Financial Comments**

11.1. There are no financial implications arising from the appointment of staff to Rethinking Haringey. All salary commitments and recruitment costs will be met from existing service budgets.

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

12.1. none

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

13.1. Rethinking Haringey

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