

## NOTICE OF MEETING

# OVERVIEW AND SCRUTINY COMMITTEE

**Thursday, 17th December, 2015, 7.00 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**Members:** Councillors Charles Wright (Chair), Pippa Connor (Vice-Chair), Eugene Ayisi, Kirsten Hearn and Adam Jogee

**Co-optees/ Non Voting Members** Kefale Taye (Parent Governor), Chukwuemeka Ekeowa (Church Representative (RC)), Yvonne Denny (Church Representative (CofE)) and Luke Collier (Parent Governor)

Quorum: 3

### **1. FILMING AT MEETINGS**

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **2. APOLOGIES FOR ABSENCE**

### **3. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 12 below).

#### **4. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

#### **5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

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

#### **6. MINUTES**

To receive the minutes of the meeting held on 30 November 2015.  
***TO FOLLOW***

#### **7. MINUTES OF SCRUTINY PANEL MEETINGS (PAGES 1 - 8)**

To receive and note the minutes of the following Scrutiny Panels and to approve any recommendations contained within:

- a) Environment and Community Safety Scrutiny Panel, 16 November 2015.

#### **8. CABINET MEMBER QUESTIONS - CABINET MEMBER FOR RESOURCES AND CULTURE**

Question and answer session with the Cabinet Member for Resources and Culture, Councillor Jason Arthur, including updates on libraries and culture.

#### **9. WORKFORCE PLAN (PAGES 9 - 130)**

To consider and note the summary details in relation to the Workforce Plan, and the equalities action plan.

#### **10. BUSINESS INFRASTRUCTURE (PAGES 131 - 136)**

To consider and note the summary details provided in relation to the Business Infrastructure programme.

**11. UPDATE FURTHER TO THE SPENDING REVIEW (PAGES 137 - 144)**

To consider the report further to the Government's spending review.

**12. NEW ITEMS OF URGENT BUSINESS**

**13. WORK PROGRAMME UPDATE (PAGES 145 - 178)**

To note the proposed scrutiny programme for the remainder of the municipal year.

**14. FUTURE MEETINGS**

25 January 2015  
8 March 2015

Felicity Foley  
Tel – 020 8489 2919  
Fax – 020 8881 5218  
Email: felicity.foley@haringey.gov.uk

Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 9 December 2015

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**MINUTES OF MEETING ENVIRONMENT AND COMMUNITY  
SAFETY SCRUTINY PANEL HELD ON Thursday, 12th November,  
2015, 6.30 - 9.00 pm**

**PRESENT:**

**Councillors: Adam Jogee (Chair), Patrick Berryman, John Bevan,  
Barbara Blake, Sarah Elliott and Bob Hare**

**27. APOLOGIES FOR ABSENCE**

An apology for absence was received from Cllr Peacock.

**28. ITEMS OF URGENT BUSINESS**

None.

**29. DECLARATIONS OF INTEREST**

None.

**30. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

**31. LICENSEES**

Daliah Barrett, Lead Officer – Licensing, reported on joint action by the Council and the Police to improve engagement with licensees and, in particular, address problems associated with the sale of high strength lager, which could be a factor in violent incidents. Efforts had been undertaken to promote engagement on-line but this approach had not proven to be successful. Attempts had therefore been taken to encourage them to attend meetings. The initial meeting in Tottenham had not attracted representation from any off licenses. A number of licensees nevertheless attended, including several from premises that had been involved in Pubwatch. The meeting had been useful as it had provided an opportunity for the licensees to air their concerns. A slightly different and more proactive approach had been undertaken for the meeting in Wood Green and this had produced slightly better results with improved attendance and representation from some local off licences. Of particular significance was the fact that one off licence had said that they would consider no longer stocking high strength lager once their current stock was exhausted.

Licensees had been made aware that they were being monitored. This was undertaken through regular visits and test purchasing. A licensing forum had been set up on-line for them to share information and guidance. Pubwatch was also being revived in Tottenham and elsewhere within the borough.

Members of the Panel suggested that local Pubwatch representatives could be linked into Safer Neighbourhood Ward Panels. Officers agreed to investigate if this was feasible. Councillor Barbara Blake asked for further information regarding the area covered by the Wood Green Pubwatch and it was agreed that details would be sent to her.

It was noted that it was not possible to require attendance by licensees at Pubwatch meetings and a number were not involved in it. However, there was a lot of communication with licensees. New licensees were given two days of training including reference to responsible trading and they should therefore be aware of expectations. Appointments were also made with all new applicants to go through their responsibilities should they be successful.

Acting Detective Superintendent Paul Trevers felt that the Safer Communities Partnership could consider improving the sharing of information regarding anti social behaviour. Sharing such data with licensees as this could help them be better informed about local issues and encourage them to respond accordingly should any instances be linked to their business.

Panel Members suggested that a video could be used to communicate with licensees. In addition, they felt that the Licensees Forum should obtain feedback from licensees on what they felt would be the most effective means of communication with them. They also felt that the Forum should consider how best to address the training needs of new staff in off licenses.

**AGREED:**

1. That officers give further consideration to the comments and suggestions of the Panel, as outlined above;
2. That information regarding the area covered by Wood Green Pubwatch be shared with Councillor Barbara Blake; and
3. That a report on progress be made to the Panel in due course.

**32. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR COMMUNITIES**

The Panel questioned Councillor Bernice Vanier, the Cabinet Member for Communities, regarding developments concerning her portfolio.

The Panel noted that progress had been made with the development of the forum of local businesses and crime reduction partners and a senior partner from Metro Bank had been appointed as Chair.

The Cabinet Member stated that a large amount of reassurance work had been undertaken with the Muslim community, including visits to local mosques. This had been done with the assistance of Haringey Racial Equality Council (HREC). The Council participated in the Prevent programme and outreach was an integral part of this. Data had been analysed to determine whether there had been any recent increase in hate crime against the Muslim community and it had been determined that

there had only been one additional incident in the period examined. It therefore appeared that any perceived increase in Islamophobia might not be reflective of the actuality. However, it was possible that there was under reporting.

Mr Trevers reported that he had attended a meeting with Leon Joseph, Senior Co-ordinator (Prevent) and HREC where some communities had indicated that they were unsure of when they should call 999. It was possible that Islamophobia was similar to how domestic violence had been historically in respect of under reporting. The perception was that attacks were commonplace. A greater focus on reassurance would help to address this. In particular, information on action that had been taken against perpetrators could be shared better, via social media in particular. It was noted that further work was taking place in respect of the data and agreed that an update would be provided to the Panel once this was completed, which was likely to be in two months time.

The Panel noted that £600,000 over 3 years had been used to fund additional Police officers for the borough. Mr Trevers commented that the funding gave the Police a clear partnership focus. In the absence of this, the deployment of officers might be led by other priorities. In particular, it gave the Council greater influence over where Police were used. A report was being prepared on the impact of the additional officers in the last 12 months.

A Panel Member asked whether guidance was given to Police officers about informing victims of burglaries that they were at risk from being a repeat victim. It was not uncommon for people had been burgled to be burgled again soon after. Mr Trevers stated that officers should be aware of this and, if this had not been relayed to residents, it was an issue that needed to be taken up as part of training. Officers normally undertook a thorough assessment following a burglary, which included calling at neighbouring houses. It was noted that the levels of burglary had been coming down and that this was one of the positive aspects of the most recent crime statistics.

It was noted that there were a number of performance targets in respect of community safety in order to monitor the effectiveness of action taken. Quarterly returns were required to be made to the MOPAC. Targets were now fewer in number but tighter. Community safety was mainly funded by grants, particularly from the MOPAC. Of particular note was the funding that had been obtained for a project focussed upon mental health and gangs. Funding from the MOPAC was not more strategically focussed and was set for a period of 4 years, renewable annually. Additional funds could be obtained by pooling resources and match funding. Additional funding had also been obtained for a joint project with Enfield Council focussed on accident and emergency at the North Middlesex Hospital.

Action was being undertaken to join together all enforcement activities. This would align services, improve communication and assist in the prioritisation of action. In particular, it would assist in addressing a range of issues arising from houses in multiple occupation (HMOs). There was a desire to encourage residents to complain when necessary so that action could be taken.

Panel Members felt that there was a need for quicker and more robust action to be taken. It was noted that joint enforcement would mean that one officer was able to deal with a number of different matters.

**AGREED:**

That the issue of Islamophobia be considered as an agenda item at a future meeting of the Panel.

**33. CRIME PERFORMANCE STATISTICS**

The Panel received a presentation regarding the latest crime statistics. It was noted that burglary levels were down but it was hoped that significant further reductions would be achieved with the introduction of MetTrace traceable liquid. There was a dedicated team rolling this out in Haringey.

In addition to violence with injury and robbery, there were also issues with confidence levels and the re-emergence of knife enabled crime. Confidence was now a priority issue in 7 different wards within Haringey. The presence of Police officers on the street and where they could be seen would make a difference to this. However, there had been an overall reduction in MOPAC 7 crimes of 20.1%

Mr Trevers reported that there was a Haringey wide plan for the Police to address the issue of confidence and the target was to achieve a borough wide figure of 70%. It was agreed that he would report on plans to address this issue to a future meeting of the Panel. Communication of successful action to residents was one way in which confidence levels could be increased as they were currently not always aware that particular crimes had been cleared up.

In respect of violence with injury, Mr Trevers reported that there had been an overall increase of 40% in it last year. However, the MOPAC had earlier accepted that much of this was due to an increased efficiency in reporting of violent crime following a report by Her Majesty's Inspectorate. The result of this was that incidents had been being recorded where previously they would not have been. The figures were now levelling out. The actual incidence of violence with injury had not changed markedly though.

On terms of theft from the person, these figures could be inflated by events at Alexandra Palace and Finsbury Park where the loss of mobile phones often occurred. These were recorded as stolen if this was alleged by individuals and the Police were obliged to record it as such.

Councillor Elliott raised the issue of the increase in burglaries in the Crouch End area. Mr Trevers felt that it was likely that it had been caused by displacement from the Ladder area, where MetTrace had been promoted. In addition, burglars often returned to premises which they have already burgled.

It was noted that there had been an increase in knife enabled crime. This category referred to any sharp instrument. There had been 25 victims in an 18 week period. None of the injuries had been life changing in nature. There had been massive

reductions in some other forms of crime, such as theft from a motor vehicle but Panel Members felt that it would be preferable if these reductions had been for knife crime. The issues that residents were most concerned about were robbery and violent crimes. Whilst the reduction in theft from a motor vehicle was welcome, much of this was due to cars now being more difficult to break into.

Reference was made to a number of violent incidents that had taken place in parks recently. Mr Trevers reported that there was a higher risk of crime anywhere groups of people gathered. Plain clothes officers regularly patrolled parks. Tasking was based on available data and officers could be deployed in parks in response to any increase in offences.

Panel Members also raised the issue of diversionary activities, which could play a useful role in engaging with groups of young people. Mr Trevers reported that the Police were trying to bring diversionary activities together and were hoping to go live with a specific programme in January.

**AGREED:**

That the Police Service be requested to report to a future meeting of the Panel on their plans to improve confidence levels amongst residents within the borough.

**34. NEIGHBOURHOOD POLICING MODEL**

Mr Trevers reported that there were currently no plans in place to reduce Police numbers or amend the Neighbourhood Policing Model pending the outcome of the upcoming Public Spending Review.

In respect of Tottenham Police Station, there were currently two options;

- To refurbish it; or
- To find alternative accommodation.

The Police were sensitive to its symbolic status and local sensitivities but the current accommodation was regarded as not fit for purpose. In particular, access was poor and there were very few private areas. However, leaving Tottenham could be viewed as a negative move by the local community. Funding would be sought to address this issue from the MOPAC.

**AGREED:**

That the Panel be kept informed on further developments.

**35. COMMUNITY ENGAGEMENT AND CONFIDENCE**

Claire Kowalska, Community Safety Strategic Manager, reported that action was being taken to develop plans to address the low levels of confidence that there were locally. This was to increase levels of reporting and provide reassurance. There was still some way to go before a strategy was developed but progress was being made.

Of particular note was the work being undertaken in schools to address hate crime. The Police were filling the void over what had previously been undertaken by the

Council but resources were still considerably reduced. Specific work was being done to address violence against women and girls. In addition, the Police were currently putting together a public engagement plan.

Eubert Malcolm, Head of Community Safety and Regulatory Services, reported that work to improve confidence was being undertaken in 7 high crime wards. This included joint work to reduce violence with injury and the deployment of the SOS bus in agreed locations. It was currently a trial programme but would be rolled out further if successful.

In answer to a question, it was noted that the current Noel Park programme had been funded from a successful lottery bid. Joined up enforcement was currently being developed and it was hoped that this would lead to a range of officers picking up and addressing a range of issues and more joined-up activity. It was noted that the Overview and Scrutiny Committee would be doing specific work on this issue.

In respect of the SOS bus, it was noted that this brought together a range of health professionals and was not aimed at enforcement but more focussed on alcohol reduction. Haringey Advisory Group on Alcohol (HAGA) had reported that they had undertaken the equivalent of 6 months work in the 8 nights they had worked on the SOS bus.

**AGREED:**

That updates on progress to improve confidence levels be provided to the Panel in due course.

**36. MINUTES**

In reference to item CSP17 – Cabinet Member Questions - of the minutes of the meeting of 13 October, it was noted that the issue in respect of the recycling of glass was that it was necessary to recycle it separately rather than mingled with other items. The current arrangements led to a loss of both energy and glass. In addition, although it had been stated that re-use of items left at recycling did not currently take place, NLWA had not stated that it was not possible.

**AGREED:**

That the minutes of the meeting of 13 October be approved.

**37. WORK PROGRAMME UPDATE**

The Chair proposed that the work plan be amended to include a piece of work on crime in parks. Cllr Wright, the Chair of the Overview and Scrutiny Committee reported that there were a number of issues that needed to be addressed, including drugs, rough sleepers and people feeling unsafe. Other potential issues that were raised by Panel Members were closing of parks at night and by-laws, which differed from park to park. It was agreed that initial scoping for this piece of work would be undertaken before Christmas.

**AGREED:**

That a short piece of work on crime in parks be added to the work plan and that the Overview and Scrutiny Committee be asked to endorse this amendment at its next meeting.

The meeting ended at 21:00 hrs.

CHAIR: Councillor Adam Jogee

Signed by Chair .....

Date .....

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**Report for:** Overview and Scrutiny Committee, 17<sup>th</sup> December 2015

**Item number:**

**Title:** Key Achievements of the Workforce Plan

**Report authorised by :** Jacquie McGeachie, Assistant Director Human Resources

**Lead Officer:** Carole Engwell, HR Quality Assurance Manager,  
[Carole.engwell@haringey.gov.uk](mailto:Carole.engwell@haringey.gov.uk) 0208 489 3377

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Non-key

## **1 Describe the issue under consideration**

The Workforce Plan, attached as Appendix 1, sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It is a three year plan which was developed alongside the Council's Corporate Plan and Medium Term Financial Strategy (MTFS) 2015-18.

The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. The Workforce Plan has been in place for six months and this report provides an overview of the key components and achievements so far.

A more detailed review along with agreed proposals for year 2 and 3 of the plan has been scheduled for the March 2016 committee. This information is also being presented to the Staffing and Remuneration Committee in March 2016.

In line with the request from Scrutiny and Overview Committee much of this report focuses on the work aligned to equalities.

## **2 Cabinet Member Introduction**

Not applicable.

## **3 Recommendations**

**3.1** That the Committee note the summary details provided in relation to the Workforce Plan.

**3.2** That the proposed equalities action plan attached at Appendix 4 be noted.

## **4 Reason for decision**

The equalities report has been completed and the next stage will be to begin work on finalising the action plan, timetabling the activities and implementing the recommendations over the next three years.

## 5 Alternative options considered

As the Council is committed to improving equality practices there are no alternatives to consider as this report will be used as the starting point for making changes in the workplace culture and supporting Equality Act compliance.

## 6 Background information

6.1 The workforce plan is managed as a corporate programme with Senior Leadership Team (SLT) representation on the board. The plan impacts on the areas of pay, career management, wellbeing, performance and skills. The five main themes of the Plan are -

- 1) My Pay - Ensuring that your pay and benefits are fair and transparent
- 2) My Career - Opportunities to build your career in the direction you choose
- 3) My Performance - Conversations about the value you bring, where you are now and where you want to be
- 4) My Skills - Developing your skills and abilities through learning
- 5) My Wellbeing - Supporting you to keep healthy and well in the workplace

A review of the key deliverables for year one as published in the Workforce Plan is appended to this document at Appendix 2. Of the 22 activities identified 9 have been completed, 9 have been started but further work to embed change is required and 4 have not started. The latter will be part of the year 2 plan and probably in a different guise as our intention is to capitalise on the new learning technology platform (Haringey FUSE) implemented in October 2015.

## 6.2 Summary of key achievements

**The launch of new values and brand** (September 2015) – based on input from 500 staff. The values set an expectation that every employee will demonstrate these in everything they do. They are a key element in describing how the organisation works, how it responds, and provides a language to enable feedback as part of the performance management process. The values are not a standalone product and need to be embedded into the governance and business processes; for example the recruitment and selection process, Haringey STARS (staff recognition scheme), and threaded into our procurement strategy so partners and suppliers understand our expectations when delivering a service to our residents.

**My Conversation:** launched in April this new approach simplifies the appraisal process, refocusing the attention on having continuous quality conversations. My Conversation Map (see Appendix 3 for illustration), complements the new form and will be used to plot individual performance based on achievement of objectives and values and behaviours exhibited. The Map is currently being piloted by 400 plus staff in Public Health, Customer Services, Communications

and the Shared Services Centre. My Conversation Map will be introduced to all staff in April 2016.

**Fuse is our new online learning platform** (launched October 2015) and represents a new way of learning for Haringey by making use of social media type tools to share and discuss ideas. Fuse is a key enabler to a number of planned workforce initiatives in year 2 and 3 as it has the potential to offer a range of new and interesting ways to engage with staff such as polls, sharing videos and giving immediate feedback through online comments/likes which lets others and us know about the usefulness of the learning resources available.

Fuse also supports our current thinking around modern workplace learning and the principles of 70-20-10, which tells us that 70% of our development comes through experience, 20% from sharing and observing and 10% from formal courses.

**Career support for staff** that stay and leave: access to career tools available from smart devices and in-house career coaching for individuals.

**Senior Manager Pay and Grading Review consultation** completed in October 2015 and as a result whole system change will be implemented to the way reward is governed for this group. Generic role profiles for all tier two and three roles have been created and evaluated using Hay Group Guide Chart methodology.

**Head of Service Review** is in progress which has involved a complete review of all managerial tier 3 roles within the organisation with an aim to create a strongly defined group of managers with generic accountabilities. Seventy managers have taken part in a development programme which included development workshops and a 360 performance review in preparation for taking on the newly defined roles with increased accountability ....

**Ethical entry schemes** attracting 8 apprentices and 5 interns into paid employment for a fixed period. A further 9 apprentices are to be employed in November 15. As per the decision by Staffing & Remuneration Committee (January 2015), Interns are paid on a Scale 4 rate, and Apprentices are paid at National Minimum Wage (£6.50 per hour) for the first 6 months of their contract, rising to London Living Wage (£9.15 per hour) for the remainder of their apprenticeship. It should be noted that Apprentice pay rates will need to be revised in line with the newly instituted National Living Wage from April 2016.

We have also partnered with Haringey Education and Business Partnership in an Interview Skills programme, which gave more than 100 Year 11 students from Woodside and Northumberland Park schools the opportunity to experience and learn from a mock interview, which offered individual feedback to each student.

**Developing the capability** of our staff through the Haringey Academy which includes Faculties led by corporate leadership group (CLG) members. Each Faculty will offer and will provide career pathways linked to job families and professional development opportunities in skills we need in the future. We have

launched three faculties for Social Care, Programme and Project Management and Leadership and Management. There are three aspects to a faculty: follower, developer and fellow. Staff can browse (follow) faculty content on Fuse, apply for specific development (developer) and learn from experts (fellows). For example as part of the Leadership & Management Faculty we have developed 24 First Line Managers and trained 12 staff drawn from all levels of the organisation to become career coaches.

### **6.3 The Review of Equalities & Inclusion**

The review was carried out following a request from Staffing & Remuneration Committee in September 2014.

The Council had identified that

- 1) it had an ageing workforce in middle and senior management levels;
- 2) there were very few young employees and few new recruits who were under 24;
- 3) that whilst BAME (Black, Asian and Minority Ethnic) employees occupy roles up to PO3, they were underrepresented in more senior roles at PO8 and over.

As a result, an external company – Employers Network for Equalities and Inclusion (ENEI) was procured with the remit of undertaking an equality & inclusion audit with recommendations regarding the Council's compliance to the Equality Act 2010, and then to present their findings and recommendations to the Committee.

The remainder of this report details the work that has been undertaken so far and provides the draft action plan for implantation of the recommendations. A copy of the final report provided by ENEI is attached at Appendix 5.

The recommendations and action plan attached at Appendix 4 were also considered by the Staffing & Remuneration Committee at their meeting on 14<sup>th</sup> December 2015.

### **6.4 The Equality & Inclusion Review Process**

A small project team was set up to oversee the work of the review. The team comprised HR managers, Policy and Strategy officers and Trade Union representatives. Councillor Vanier also attended in her capacity as Cabinet Member for Communities. There were six main strands to the review

- 1) Stakeholder interviews with members of the Senior Leadership Team; with officers and with trade unions
- 2) A document review included policies, equality impact assessments, both completed documents and template guidance,
- 3) A review of the information on the Intranet
- 4) Details of training provided and numbers attending courses
- 5) Benchmarking against neighbouring councils
- 6) Survey of a random sample of staff from across the council

The work was carried out between May – August 2015 and the final report was presented to Staffing & Remuneration Committee on 14 September 2015. It was agreed that a draft action plan and details of the recommendations outlined in the report would be presented to the Committee's next meeting in December.

## 6.5 Workforce Data at 30 September 2015

The quarterly Equalities Scorecard is attached as an excel document at Appendix 6. The scorecard outlines the workforce profile as follows

- 1) The age, gender, disability and working time of employees
- 2) The number of employees within grade bands by age, by disability and by ethnicity
- 3) Recruitment and retention data, promotion, training and formal procedures data of employees by age, ethnicity and disability.

A summary of the data is as follows

### Gender

The percentage of women in the Council's workforce has remained stable at 67%, (1809 people) of the workforce. The target of 50% of women in the top 5% of earners has been slightly exceeded as they form 51.1% of this group. This target has been achieved due the reduction of the workforce not as a result of recruiting more women to jobs in this category.

The ratio of women applying for Council jobs compared to men is 60/40 and this ratio follows through to the appointment stage, as the ratio of new starters is 64/36. Women are more likely to be promoted, attend training courses and take out a grievance. However, men are more likely to be disciplined with 51% of men being subject to disciplinary action compared to 49% of women.

### Age

The average age of a council employee has remained stable at 47. Employees in the age range 45-54 are still the largest group in the workforce at 36%. The number of young people in the workforce reduced by two during the last quarter and employees under 24 are only 1.2% of the workforce. The Apprenticeship Programme may help to increase the number of young employees next year as the first cohort finish their apprenticeships in May 2016 and will then be able to apply for suitable vacancies across the Council.

### Disability

Employees with a disability are currently 10.2% of the workforce. Over the last year 29 disabled employees left the Council's employment, the largest number (11 people) left due to redundancy although whether this was due to voluntary or compulsory redundancy is not recorded in these figures. 9 employees choose to resign with the remaining 9 leaving either due to retirement, dismissal or for another reason. Three people with a disability are in the top 5% of earners of a total disabled population of 274 employees.

### Ethnicity

The number of BAME employees as a percentage of the total workforce is currently 53%. There continues to be a large drop in the BAME population

when the level of PO8 is reached as the percentage reduces from 41% of the workforce at PO7 to only 20% at PO8 or above. BAME employees are more likely to take out a grievance compared to other groups and to be the subject of disciplinary action. BAME employees are the subject of 74% all of disciplinary cases held. The action plan arising from the Equalities Audit will address these issues over the coming months.

## 6.6 Next Steps

The recommendations detailed in the final report have been grouped into themes to assist in the action planning progress. Grouping the areas will also assist in implementation, effective monitoring and will ensure that the actions are allocated to the correct business area.

The common themes used to collate the recommendations are:

- 1) Cumulative Analysis techniques and data
- 2) Equality Impact Assessments – process and support
- 3) Procurement processes and Contracted Out Services
- 4) Quality Improvement activities
- 5) Monitoring of progress and performance
- 6) Induction and development
- 7) Recruitment and retention

The recommendations will be formulated into an action plan to be agreed by a team of officers. The team will agree the allocation of activities, the timescale for implementation and the evaluation process.

Equality impact assessments will be used to monitor the effect of changes taking place across the organisation, either as a result of improved technology, workplace restructures or policy changes. Any adverse issues identified as a result will be identified and plans put in place to mitigate the effects where possible.

The final action plan will be monitored and regular update reports will be provided to the Workforce Board and to the Staffing & Remuneration Committee.

## 7 Contribution to strategic outcomes

The Corporate Plan, MFTS and Workforce Plan when read together describe the priorities which the council will pursue; the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to successfully meet the future challenges. The equalities review is a key element of the Inclusion & Equality Workforce Objectives for 2015 – 18.

## 8 Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

- 8.1 The Chief Finance Officer has been consulted over the contents of this report and confirms that the resources to deliver the 3 year workforce plan have

previously been identified. Funding for any additional costs arising from the Equalities & Inclusion action plan will need to be identified as and when these arise.

8.2 There are no legal implications arising from this report.

## **9 Use of Appendices**

Appendix 1- Workforce Plan

Appendix 2 - Review of Year 1 Deliverables

Appendix 3 – My Conversation Map

Appendix 4 - Draft Equality & Inclusion Action Plan

Appendix 5- Final Equalities Report from ENEI

Appendix 6 - Equalities Scorecard (July – September 2015)

## **10 Local Government (Access to Information) Act 1985**

N/A

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## Appendix 3

# The Workforce Plan

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AGILE



SKILLED



DIVERSE



MOTIVATED



THE TEAM

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April 2015 – March 2018

## Message from Nick Walkley, Chief Executive

The Workforce Plan shows how we intend to create an agile workforce that can help achieve the goals set out in the Corporate Plan. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.

The Corporate Plan sets out an ambitious agenda, and one that will require significant change to deliver. The council will be smaller than it is now and we will need different skills sets in many areas, including more commercial skills; better customer service skills, and better ways of working with our communities and families.

That is why we have included an “Offer” to staff which sets out what our main priorities are and the support that will be available in helping to achieve them.

We recognise that continual change is challenging for staff, which is why the Workforce Plan includes a clear focus on developing skills and developing careers.

For people who do leave the council, we want them to go well equipped to find alternative employment, confident that they have good career opportunities ahead. The Offer to staff shows what support will be available. It also comes with a series of “asks” in areas where we need more support in moving Haringey forward.

### We will:

- Offer staff opportunities to develop new skills over the next three years through the launch of a “Skills for the future” programme
- Be clearer about what those skills are
- Arrange a programme of events to help you understand what is needed from your role and what the new priorities are
- Increase management capability and skills to support you to do your job to the best of your ability
- Introduce a reward strategy with clearer terms & conditions and a stronger focus on rewarding and recognising high performance
- Create a more agile workforce, where people’s skills can be applied across different areas
- Support people who are leaving the organisation to find alternative employment and explore new careers

## How you can help

- Think about how the skills you have could help the council's transformation
- Identify the training and development you might need to support the council's change
- Be prepared to do things differently, learn new skills and try a fresh approach
- Ensure that the work that you do is focused on improving things for Haringey's communities
- Ensure you make the best use of your time and offer value for money to Haringey's residents

## Introduction

This Workforce Plan sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey.

It is a three year plan which was developed alongside the Council's Medium Term Financial Strategy (MTFS) 2015-2018.

The Corporate Plan, MTFS and Workforce Plan when read together describe the priorities which the council will pursue; the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to meet successfully the future challenges.

The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. Done well it will achieve a number of mutual benefits for our communities, the organisation, managers and our staff. The table below illustrates what good looks like when we are all doing the same things well.

For our staff	For our managers	For the organisation
<ul style="list-style-type: none"> <li>▪ your manager takes time to focus on your development</li> <li>▪ you are confident you are listened to</li> <li>▪ you have the right skills and support to do your job well</li> <li>▪ you understand your likely next career move and what you need to do to prepare</li> <li>▪ the organisation recognises your performance</li> <li>▪ you work in a high performing team</li> <li>▪ you are flexible about the work you do</li> <li>▪ you live our values in everything you do</li> <li>▪ you feel supported through change</li> <li>▪ you keep yourself informed and up to date</li> <li>▪ you identify ideas and issues in your day to day work</li> </ul>	<ul style="list-style-type: none"> <li>▪ you manage, motivate and lead your team</li> <li>▪ you celebrate your teams successes</li> <li>▪ you take responsibility for making change happen</li> <li>▪ you develop individuals and support their career moves</li> <li>▪ you actively seek and grow talent</li> <li>▪ you are committed to improving the performance of the whole organisation</li> <li>▪ you grip issues and resolve them</li> <li>▪ your success is measured by the contribution you make to building organisation capability</li> <li>▪ you know who may take your place when you move to another role</li> </ul>	<ul style="list-style-type: none"> <li>▪ we build our capability from across the organisation</li> <li>▪ we have cross organisation collaboration and knowledge sharing</li> <li>▪ we are confident we have developed the right skills</li> <li>▪ we have the right resources in place</li> <li>▪ we are confident that we have a pool of talent to select from</li> <li>▪ we can measure our people capability and target investment</li> <li>▪ career progression is open for all</li> <li>▪ we keep our promises</li> <li>▪ staff are proud to work here</li> </ul>

## Workforce Profile

Our workforce mirrors the complexity and diversity of the services we provide. We have a range of employment contracts including full-time, part-time, job share, term time and fixed term. In addition there are people that work for the council on an irregular or temporary basis such as agency and consultants. Some people also have more than one contract and at the same time we are increasing the number of services delivered in partnership or through commissioning arrangements. Quantifying the workforce can be complicated and good intelligence about the workforce and the skills available is required.

A snap shot below, highlights some of the characteristics taken on board when developing the Workforce Plan. This data excludes schools based employees.

### Employees

- 2,818 employees with an annual employee bill of £27.2m and average salary of £37k per annum.
- 360 (full time equivalent) agency workers employed on average over the last 12 months
- 65 consultants employed, 27 of which are covering established posts (as at September 2014)
- 67.6% of our employees are female and 32.4% male
- 27.6% of our employees work part time

### Age

Our age profile continues to be an area of significant concern, with under representation of younger people and over representation of the 45-plus age groups. The average age of an employee is 46.3 years.

1.1% is under the age of 25 years  
22.2% are in the 55+ years age group

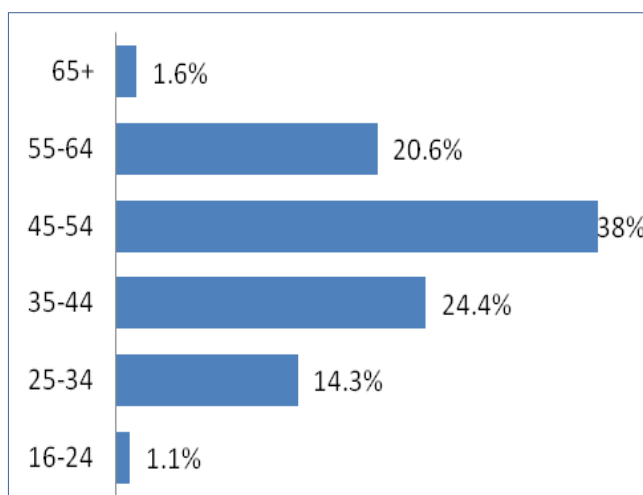


Fig 1 Haringey's workforce age profile (Sep 2014)

We know this is a trend found in many other London Boroughs. The Workforce Plan proposes a number of initiatives, including entry schemes aimed at attracting younger people into the public sector.

### Disability

Haringey is proud of its commitment to supporting staff with disabilities and this is reflected in our data. 10.4% of our staff has declared they have a disability and this is significantly higher than the London Councils average of 4.6%. We will continue to ensure that we encourage people with disabilities to apply for jobs in Haringey and will continue to support them whilst at work.

### Ethnicity

This bar chart illustrates how the ethnicity of our workforce population compares to the resident population.

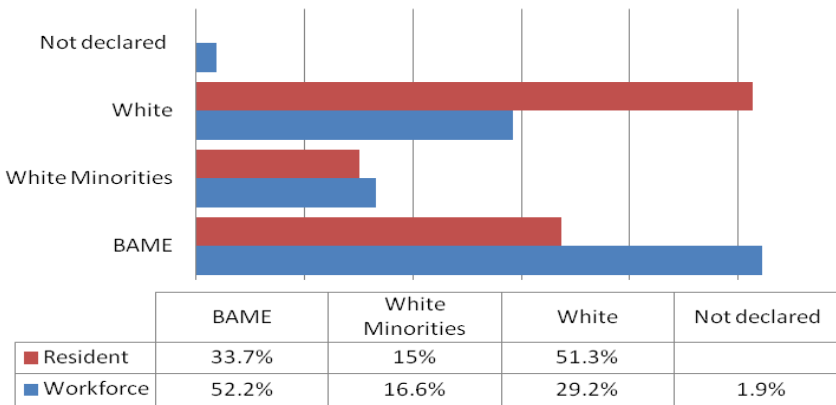


Fig 2 Comparison of ethnicity between workforce and resident population

The dynamics illustrated in the bar chart above (Fig 2) are reversed when we analyse our workforce population by grade and ethnicity as shown in bar chart below (Fig 3). Although there is over representation of BAME (black and minority ethnic) employees compared with the borough population, this changes significantly at the level of middle management. We need to explore with our employees why this is the case and what plans need to be put in place to change the profile of middle managers. Within the Workforce Plan there is a focus on diversity and inclusion across all the initiatives and products being created.

### Distribution of ethnicity

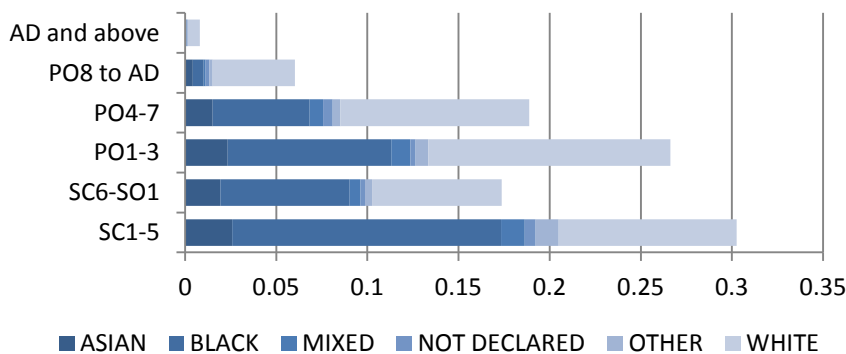


Fig 3 Distribution of workforce ethnicity by grade

## Workforce Demands

### Size of workforce

Haringey's Corporate Plan for the next three years explains our priorities for the borough and what the Council will do to help achieve these. It sets out how the Council will spend its budget in support of these priorities and how we will know what progress we are making.

The Corporate Plan sets out how to support Haringey's residents to build a stronger future through five priorities and an enabling priority.

Priority 1	Enable every child and young person to have the best start in life, with high quality education
Priority 2	Empower all adults to live healthy, long and fulfilling lives.
Priority 3	A clean and safe borough where people are proud to live
Priority 4	Drive growth and employment from which everyone can benefit
Priority 5	Create homes and communities where people choose to live and are able to thrive
Enabling	<p>Customer Services Transformation: making Haringey Council a trusted organisation, with customers having confidence that their current and future needs will be met in a timely, efficient and effective way.</p> <p>Corporate: changes to ensure that the systems and processes used by the council make it easier for staff and councillors to do their jobs better.</p>

Each priority has developed a vision, a set of objectives and a delivery plan which include the financial implications to achieve a collective saving of £70m over three years. The implication for the workforce as the organisation becomes smaller is a reduction in the number of established posts which means a reduction in headcount.

The table overleaf identifies the proposed increases and reductions in headcount by priority and is aligned to the MTFS.

Area	2015/16		2016/17		2017/18		Total
	Savings	Investments	Savings	Investments	Savings	Investments	
Priority 1	56	0	78	0	30	0	164
Priority 2	88	0	166	0	29	0	283
Priority 3	1	1	1	0	8	0	9
Priority 4	1.5	5	0	0	9	0	5.5
Priority 5	0.5	0	2	0	9.5	0	12*
Enabling (BIP) Subject to IT Investment	42	0	16	0	17	0	75
Enabling (CST) Subject to IT Investment	52	0	32	0	1	0	85
<b>Grand Total</b>	<b>241</b>	<b>6</b>	<b>295</b>	<b>0</b>	<b>103.5</b>	<b>0</b>	<b>633.5</b>

\* This figure does not include any implications for staff funded via HRA (Housing Revenue Account).

Over three years, the forecast reductions are just over 600 established posts. The headcount reductions will be achieved using multiple approaches including whole-service reviews, restructures, partnering & commissioning. Successful implementation will require a transition plan to support the organisation to achieve the structure changes in a consistent, open and fair way.

The chart below (fig 4) illustrates the proposed headcount reductions as compared to current staff-in-post figures, which excludes school based employees. The council will take a number of steps to minimise the need for compulsory redundancy and the impact on our staff. We aim to do this in a number of ways, for example ceasing temporary contracts, reviewing the use of agency workers, seeking volunteers for redundancy and issuing guidance around resourcing options.

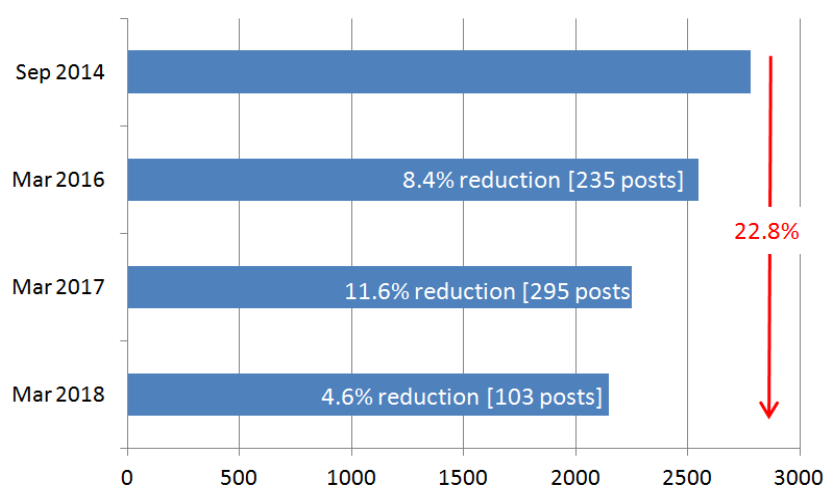


Fig 4 Proposed headcount reduction

An Equality Impact Assessment (EqIA) which analyses the impact of the changes proposed has been completed in draft and is attached as an annexe to this report. The assessment is based on a number of assumptions:

- the Corporate Plan and MTFS are proposals and subject to change
- the proposed reduction to the headcount may change during the three years
- that the posts identified within the Priorities plans may change, however it is not anticipated that this will materially affect the EqIA profile

The EqIA will be updated on a quarterly basis and reported to Staffing and Remuneration Committee as a standard report.

### Future Skills

Some of the key drivers alongside a smaller workforce which have helped to shape the Workforce Plan are:

- Doing better with less: an essential driver for doing things differently with an increased emphasis on partnership working and new ways of delivering services
- The rise of smart technology: more opportunities for workplace automation and improved access for customers
- Customer Care: delivering against our new standards, everyday, so we exceed our residents expectations
- Visible Leadership: our managers lead change and motivate our employees, building a sense of shared common purpose.

Consequently, some of the new skills our staff will need to be productive contributors in the future will include:

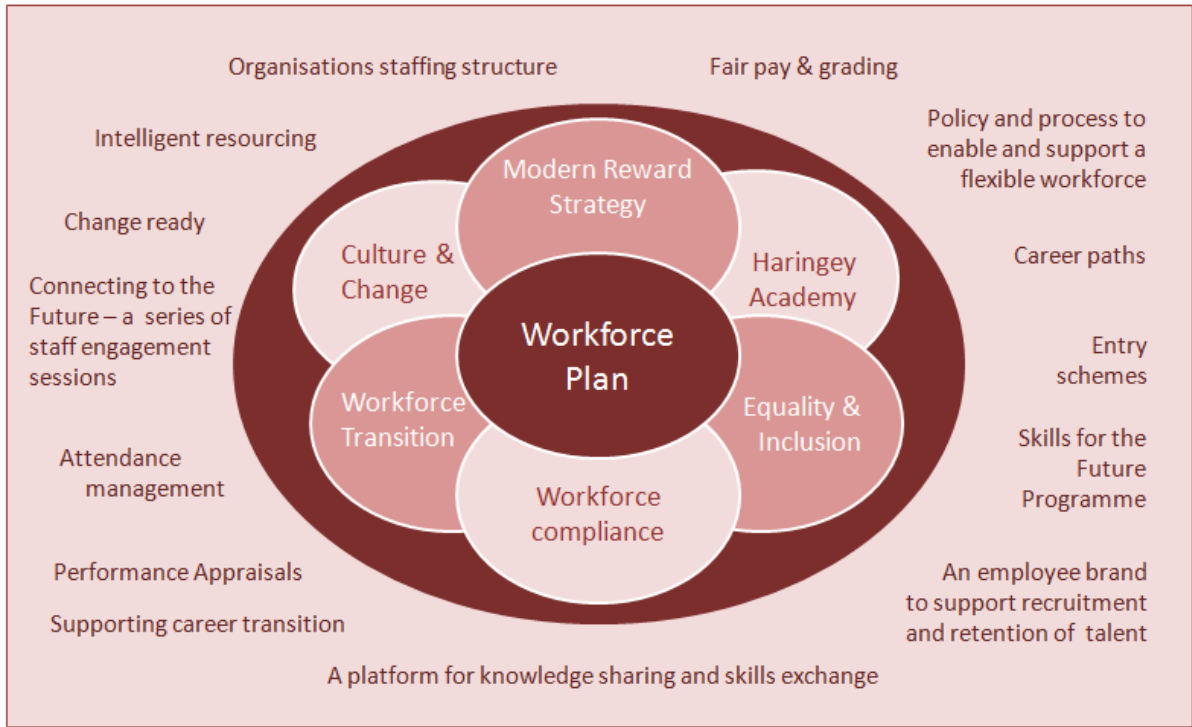
- Change capability
- Commissioning skills
- Commercial skills
- Customer services
- Data insight and analysis
- Strong first line and middle manager skills
- IT and digital skills
- Prevention and early help
- Project and programme management
- Relationship management including partnerships

The degree of change required in our skills, accompanied by a significant shift in behaviours and culture is a considerable undertaking. The corporate change programmes will provide opportunities within the organisation to create new systems and processes for service delivery, but it will be the way staff work in the future that will determine if we are successful in delivering our ambitions.

Bridging the skills gap that is emerging as part of the transformational change is as much the responsibility of the organisation as it is our staff. Staff taking accountability for their own career is a key theme in the Workforce Plan. Support will be given to explain what the organisation expectations are and how staff can get involved.

## Components of the Workforce Plan

The Workforce Plan has six interrelated components; the diagram below illustrates these along with some of the key themes and planned activities.



The Workforce Plan will be managed as a programme that reports into the Corporate Programme Board. It will adopt the council’s agreed best practice delivery approach for the successful realisation of programme benefits.

### Workforce Transition



This is about how the changes to skills, job design and structures are implemented to achieve an agile and skilled workforce.

Managing the transition to a smaller organisation and continuing to provide opportunities to staff will be a challenge.

To meet the scale of the challenge, this work stream will concentrate on a number of HR

related activities which will help achieve savings and increase the pace of change across the organisation.

Early interventions planned are:

- Redundancy: it is proposed to review the redundancy arrangements and this may include opportunities for release on current terms. This will include asking staff if they wish to express an interest in voluntary redundancy in the coming months. Staff leaving the council will be helped to find alternative employment, confident that they have good career opportunities ahead.
- Development moves (internal): the ability to rapidly redeploy individuals to needed tasks is required. The intention is to introduce a standard which requires all managers, irrespective of the circumstances, with an absolute requirement to release individuals to other departments where a selection process, in accordance with the council’s policies, has been held. The organisation will know where posts are being considered for deletion so post holders will be given priority to seek out development opportunities.
- Intelligent resourcing: with a significant reduction in headcount taking place over the next three years, how we recruit will be reviewed including the use of agency staff and consultants to ensure flexibility, value for money and equality of opportunity.
- Review of the Heads of Service role: to create a strong tier of managers who operationally deliver the corporate priorities and culture change and design their own supportive structures. To create a set of standards that clearly states what the corporate and service accountabilities are required for this role.

Other planned activities include:

- Move staff into new roles and provide development opportunities to learn new skills
- Signal what the ‘skills for the future’ will be so staff take ownership for their career and personal development
- Manage the workforce implications of the MTFs in a fair and transparent way
- Consult and engage with staff and the trade unions in a timely and meaningful way
- Review elements of our employment policies and make amendments so they facilitate change

### Haringey Academy



It is now more important than ever that we make sure we have the right people, in the right places with the appropriate skills and behaviours to work in the future organisation.

The Haringey Academy will be the delivery vehicle for the organisation to manage workforce capability. In practice this will include developing the principles and process for managing our capability and

talent, providing clear career paths as well as learning and development opportunities.

However, the academy is not just about workforce development, it's also about Haringey as an employer brand; an employer, where staff are recruited for the right behaviours and are skilled, competent and customer focused and our staff are proud to say they work for Haringey Council.

Planned activities include:

- Delivering a 'Skills for the Future' programme: that is innovative, achieves the new skills required, staff enjoy participating and can see how it adds value to them and their role
- A Heads of Service review that will revisit the progress since the development centres and put in place a further assessment period to support the new accountabilities for this role
- Creating great leaders and managers by equipping them to lead change, manage the basics well, develop their own self awareness and are accountable for their staff.
- Connecting to the Future: a series of staff engagement and development sessions so the whole workforce knows what is expected of them
- Skills Share: using technology to help and learn from one another
- Introduce a new approach to managing employee performance that drives results
- How staff can manage their personal development plans, career paths and career transition
- How development opportunities are promoted and managed
- A fair and inclusive succession planning process
- An employee brand to be proud of
- A number of entry schemes such as an apprentice programme.

## Culture and Change



Culture is the personality of an organisation, and this is something we want to cultivate in the future, because it has a direct correlation with how successful an organisation is.

Managing the mood of the organisation and ensuring that every employee is informed about and involved in change, is something that we want to work on.

This work stream is about actively trying to increase levels of motivation and engagement across the organisation by ensuring that staff have a voice which is heard and responded to. The work stream will deliver tools and support to all line managers so that they can prioritise this aspect of their role, and work with their teams to make Haringey a great place to work, where staff feel a personal commitment to making it even better as the planned changes come into effect. It

will also focus on building change expertise, and making change easier for all involved, because it is fair to say that the only certainty we have about the future is that it will continue to change, so we need to be great at dealing with it.

Deliverables will include:

- Monthly mood monitors and change questionnaires to find out what you are thinking and feeling.
- A range of culture and change indicators for managers to use with their teams, so that we have a way of tracking progress
- Launching a new set of organisational values and some ways to encourage people to start demonstrating them in action
- Being really clear about the culture we think we need, and what that actually means in practice
- Making it much easier for staff to put forward any concerns or questions, and responding/ acting on their feedback
- An ideas pipeline for people to make suggestions that the change programmes can consider and hopefully implement
- Celebrating when things go well, or when people do well
- Getting staff involved in translating our vision statements into something more compelling about what it means for them (like videos and prototypes)

### Equality & Inclusion



Equal opportunity underpins everything we do in Haringey. The effect of all of these changes are being monitored by regular council wide Equality Impact Assessments (EqIA). Planned activities include an audit of the council’s compliance with the 2010 Equality Act, early in 2015, to provide the baseline for an action plan. From this and the EqIA data a three year action plan will be developed.

### Modern Reward Strategy



This is a key work stream as it will link together all pay related activities in the council into one structured pay and grading strategy.

We will consult with trade union representatives and seek their agreement to a way forward and all employees will have an opportunity to input to this through a series of staff forums.

The Modern Reward Strategy will include:

- Developing and implementing a single pay and grading structure that is fair and transparent
- A pay structure that is competitive in the market and can attract and retain the people we need
- Roles are grouped together into ‘families’ so staff can easily recognise career paths and progression in the area they work in or other areas of the organisation
- Role are designed to promote agile working and moving staff around the organisation as and when required without going through a lengthy process
- Introducing clearer, modern terms & conditions

### Workforce Compliance



During the transformational change and the exciting initiatives the organisation is embarking on it is really important that that we don't lose sight of getting the basics right. The Workforce Plan has a role to play in ensuring managers and employees are compliant.

This table below identifies some of the proposed activities.

For our staff	For our managers	For the organisation
<ul style="list-style-type: none"> <li>▪ A new on-line staff handbook detailing all staff need to know about working for Haringey Council</li> <li>▪ Making sure staff get the best out of their appraisal</li> <li>▪ Employees take accountability to keep themselves informed and up to date</li> <li>▪ Live the Values</li> <li>▪ Protect the Council's reputation at all times</li> </ul>	<ul style="list-style-type: none"> <li>▪ A dashboard of performance indicators on how well they are managing all aspects of people management. For example attendance management, performance reviews, how many of their staff have been promoted or moved to a development opportunity</li> <li>▪ Adhere to HR policies and procedures</li> <li>▪ Comply with the Council's scheme of delegations and governance arrangements</li> <li>▪ Procurement procedures are followed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publish an annual Pay Policy statement in accordance with the Localism Act 2011</li> <li>▪ Compliance with Council Governance arrangements</li> <li>▪ Ensuring that all HR Policies and Procedures are legally compliant</li> <li>▪ To comply with service risks related regulations</li> </ul>

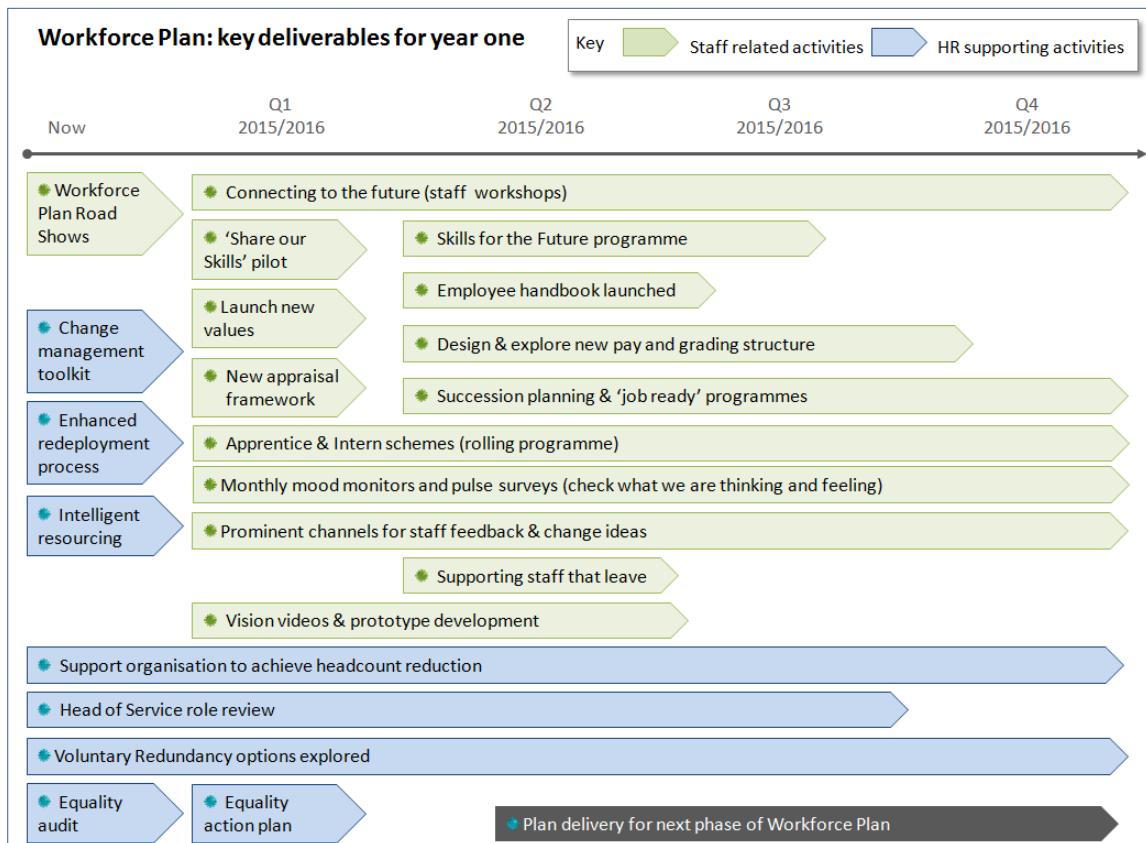
In addition, the council recognises that staff health and wellbeing is an important factor. The organisation's strategy for staff health and wellbeing has been developed to promote and encourage health and wellbeing at work. A Health,

Safety and Wellbeing board will monitor activity in this area. The strategy and board aim to draw upon good practice, recognising existing informal arrangements around the council. It is designed to create an organisational culture where negative wellbeing issues are identified, minimised and managed before they affect the health and wellbeing of staff.

### Delivery Plan

The Workforce Plan will be managed as a transformation programme that reports into the Corporate Programme Board. It will be managed and resourced using the same approach as the other corporate and transformation programmes. All existing governance arrangements will be complied with in the delivery of the Workforce Plan. Any changes to policy will be submitted to the Council’s Staffing and Remuneration Committee in line with normal practice.

Below is a high level plan of the required preparation and proposed activities for year one of the Workforce Plan.



### What do you think?

A series of road shows providing more information about the Workforce Plan and how you can get involved will begin in December with the publication of the draft Corporate Plan, MTFs and Workforce Plan.

## Equality Impact Assessment

Name of Project	Workforce Plan 2015-2018	Cabinet meeting date <i>If applicable</i>	16 December 2014
Service area responsible	Human Resources		
Name of completing officer	Jacquie McGeachie	Date EqIA created	17 October 2014
Approved by Director / Assistant Director	Tracie Evans	Date of approval	tbc

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity
- Fostering good relations

In addition the Council complies with the Marriage (same sex couples) Act 2013.

Haringey Council also has a 'Specific Duty' to publish information about people affected by our policies and practices.

All assessments must be published on the Haringey equalities web pages. All Cabinet papers **MUST** include a link to the web page where this assessment will be published.

This Equality Impact Assessment provides evidence for meeting the Council's commitment to equality and the responsibilities outlined above, for more information about the Council's commitment to equality; please visit the Council's website.

Stage 1 – Names of those involved in preparing the EqIA	
1. Project Lead – Jacquie McGeachie	5. Technical specialist – Sean Ramdin
2. Equalities / HR – Amanda Mays	6. Head of Policy and Business Management – Erica Ballman
3. Legal Advisor – Edmund Jankowski	7
4. Trade union	8

### Stage 2 - Description of proposal including the relevance of the proposal to the general equality duties and protected groups

This draft equality impact analysis has taken place to assess the impact of proposed headcount reductions across the Council based on the Corporate Plan and Medium Term Financial strategy for 2015-2018. There are many different projects included to produce this data and each project will in turn produce an equality impact analysis. This plan includes high level data only.

As at 17 October 2014, a provisional scoping of the priorities forecast 783 positions at risk and this EqIA is based on this assumption. Since then, the forecast has been reduced to 633.5 posts. The EqIA will be updated on a quarterly basis and reported to Staffing and Remuneration committee as a standard report. The next update will be published in February 2015.

Of the 783 positions proposed to be at risk over the three financial years from April 2015, there are 125 vacant positions and therefore 658 staff have provisionally been identified at risk and are included in this analysis. This detail is against proposals only and some assumptions have been made with regard to identifying those at risk. This is subject to further detailed planning at service level.

**Stage 3 – Scoping Exercise - Employee data used in this Equality Impact Assessment**

Identify the main sources of the evidence, both quantitative and qualitative, that supports your analysis. This could include for example, data on the Council’s workforce, equalities profile of service users, recent surveys, research, results of recent relevant consultations, Haringey Borough Profile, Haringey Joint Strategic Needs Assessment and any other sources of relevant information, local, regional or national.

Data Source (include link where published)	What does this data include?
EqIA Profile on Harinet	Age, gender, ethnicity, disability information – for the Council and the Borough

**Stage 4 – Scoping Exercise - Service data used in this Equality Impact Assessment**

This section to be completed where there is a change to the service provided

Data Source (include link where published)	What does this data include?
Not applicable – this assessment has been made on the impact on Haringey Council employees only and not on the impact on the service.	

Stage 5a – Considering the above information, what impact will this proposal have on the following groups in terms of impact on residents and service delivery:

Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	Not applicable for residents or service delivery			
Gender Reassignment				
Age				
Disability				
Race & Ethnicity				
Sexual Orientation				
Religion or Belief (or No Belief)				
Pregnancy & Maternity				
Marriage and Civil Partnership				

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:

Positive and negative impacts identified will need to form part of your action plan.

	Positive	Negative	Details	None – why?
Sex	No	Yes	Females are disproportionately affected compared with the Council profile. 75% compared with the Council profile of 68%.	
Gender Reassignment				Insufficient data held to make an assessment.
Age	No	No	The age profile of those affected by the headcount reductions are largely in line with	

Stage 5b – For your employees and considering the above information, what impact will this proposal have on the following groups:  
Positive and negative impacts identified will need to form part of your action plan.

			the Council profile.	
<b>Disability</b>	No	Yes	The headcount reductions relate to 14% of those who have declared a disability. This is compared to a Council average of 10% of employees.	
<b>Race &amp; Ethnicity</b>		Yes	Compared to the Council profile those employees from an Asian, White or White minority's background are less impacted. Black employees are disproportionate affected at 45% of the population compared with a Council profile of 36%.	
<b>Sexual Orientation</b>				Insufficient data held to make an assessment.
<b>Religion or Belief (or No Belief)</b>				Insufficient data held to make an assessment.
<b>Pregnancy &amp; Maternity</b>				Insufficient data held to make an assessment.
<b>Marriage and Civil Partnership</b>				Insufficient data held to make an assessment.

Stage 6 - Initial Impact analysis	Actions to mitigate, advance equality or fill gaps in information
<p>The data has highlighted that consideration needs to be given to mitigate the impact on our staff who are female, who have a disability or who are from a black ethnic group.</p>	<ol style="list-style-type: none"> <li>1. An equality audit is being commissioned by an independent external company to audit the council's compliance against all nine protected characteristics, as defined by the Equality Act (2010), across the whole Council. This will be conducted by a series of interviews and focus groups throughout the organisation.</li> <li>2. Support workshops will be provided when specific projects or programmes are being planned. Managers will be supported by a 'Change Management Toolkit' to outline their responsibilities within the EQIA process and how they can best support their staff. This will also assist managers to deal effectively and sensitively with employee relations issues.</li> <li>3. Services will complete further equality impact assessments to assess impact at that level and consider what mitigating action can be taken.</li> <li>4. Skills development will be provided through the Haringey Academy. The Academy will identify skills for the future and offer opportunities for staff to engage in development activity.</li> <li>5. The Workforce Plan has included activity to create movement and space in the workforce structures to enable the smaller organisation to emerge with minimum destabilisation. This means that staff that are identified as being at risk will have more internal opportunities, including secondments, to move within the organisation and learn new skills as an opportunity to reduce reliance on redundancy as a means of reducing headcount.</li> <li>6. HR has introduced a dedicated Policy and Equalities Manager post.</li> </ol>

	When appointed this manager will be a key member of the Workforce Project team and every quarter will produce a Council wide EQIA to monitor the impact on protected groups of the corporate plan and MTFS.
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### Stage 7 - Consultation and follow up data from actions set above

Data Source (include link where published)	What does this data include?
Outputs from the Equality Audit will be analysed to assess where specific action is necessary. This will be prioritised accordingly and actions included in the Workforce Plan.	The data will include both quantitative and qualitative analysis. It will highlight against the nine protected characteristics areas where the Council is performing well and areas where improvements are required.

### Stage 8 - Final impact analysis

Please find listed below a summary of the high level impact analysis.

#### Grade

	At Risk (%)	Council Profile (%)	Impact
Sc1 – Sc5	39	31	+8%
Sc6 – SO1	10	22	-12%
PO1 – PO3	21	24	-3%
PO4 – PO7	28	17	+11%
PO8+	2	6	-4%

#### Ethnicity

	At Risk (%)	Council Profile (%)	Impact
Asian	6	9	-3%
Black	45	36	+9%
White	23	29	-6%
White Minority	15	17	-2%
Other	3	3	0
Mixed	5	4	+1%
Not declared	3	2	+1%

#### Age

	At Risk (%)	Council Profile (%)	Impact
16>25	1	1	0
25>35	17	15	+2%
35>45	21	24	-3%
45>55	38	37	+1%
55>65	22	21	+1%
>65	1	2	-1%

Gender			
	At Risk (%)	Council Profile (%)	Impact
Female	75	68	+7%
Male	17	15	-7%

Disability			
	At Risk (%)	Council Profile (%)	Impact
Yes	14	10	+4%
No	86	90	-4%

**Stage 9 - Equality Impact Assessment Review Log**

Review approved by Director / Assistant Director

Date of review

Review approved by Director / Assistant Director

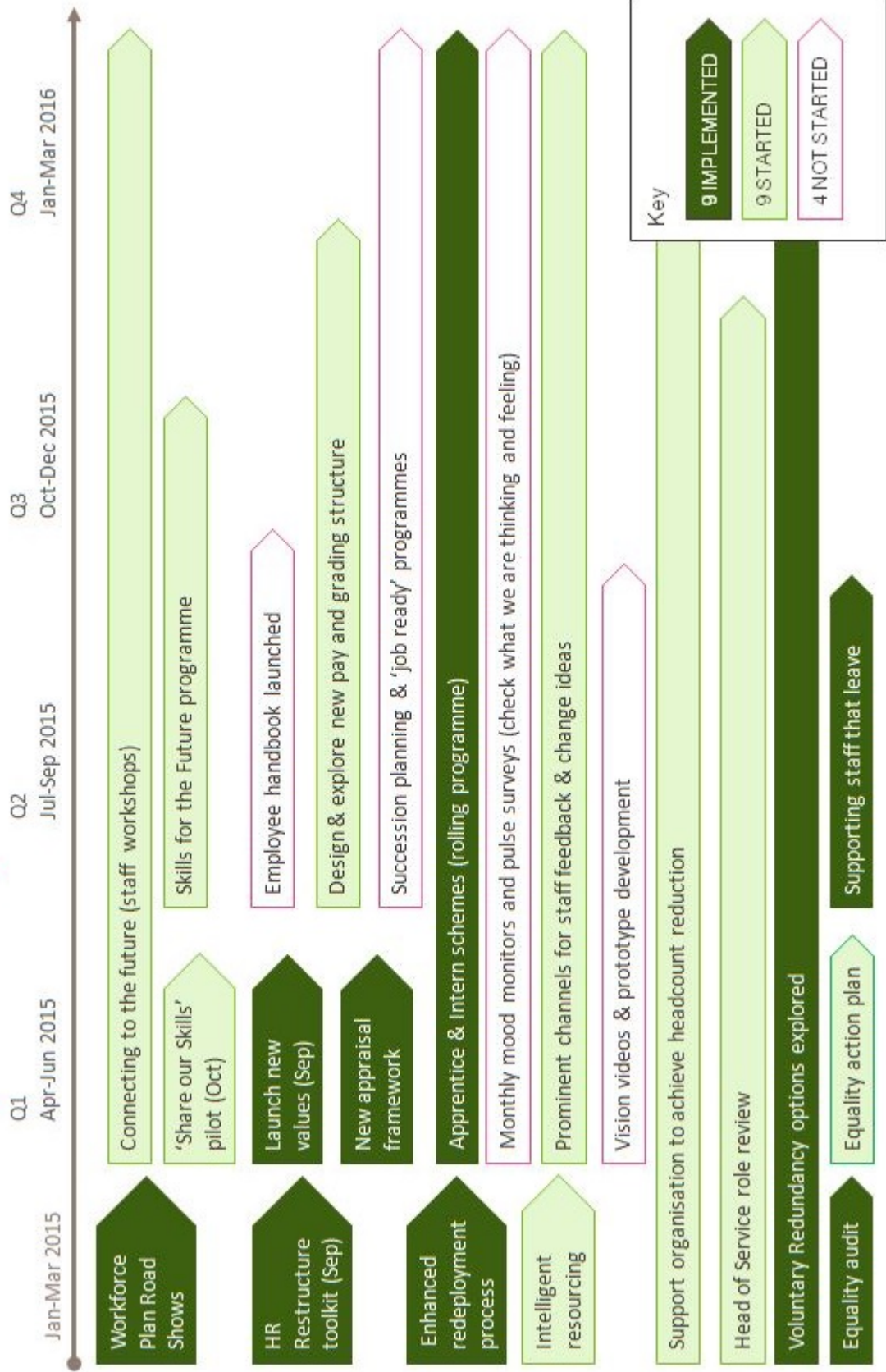
Date of review

**Stage 10 – Publication**

Ensure the completed EqlA is published in accordance with the Council's policy.

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# Review of year 1 key deliverables

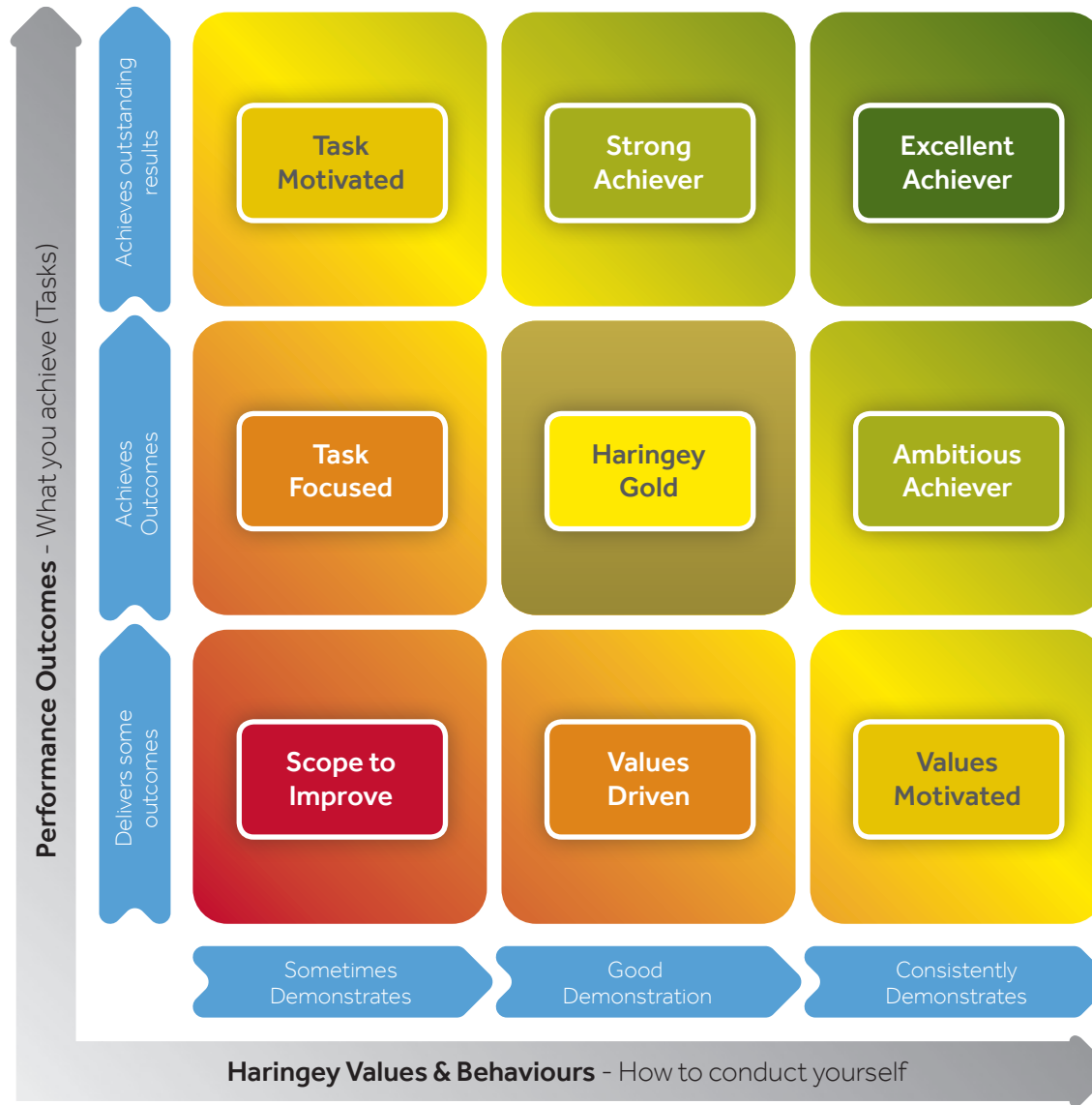


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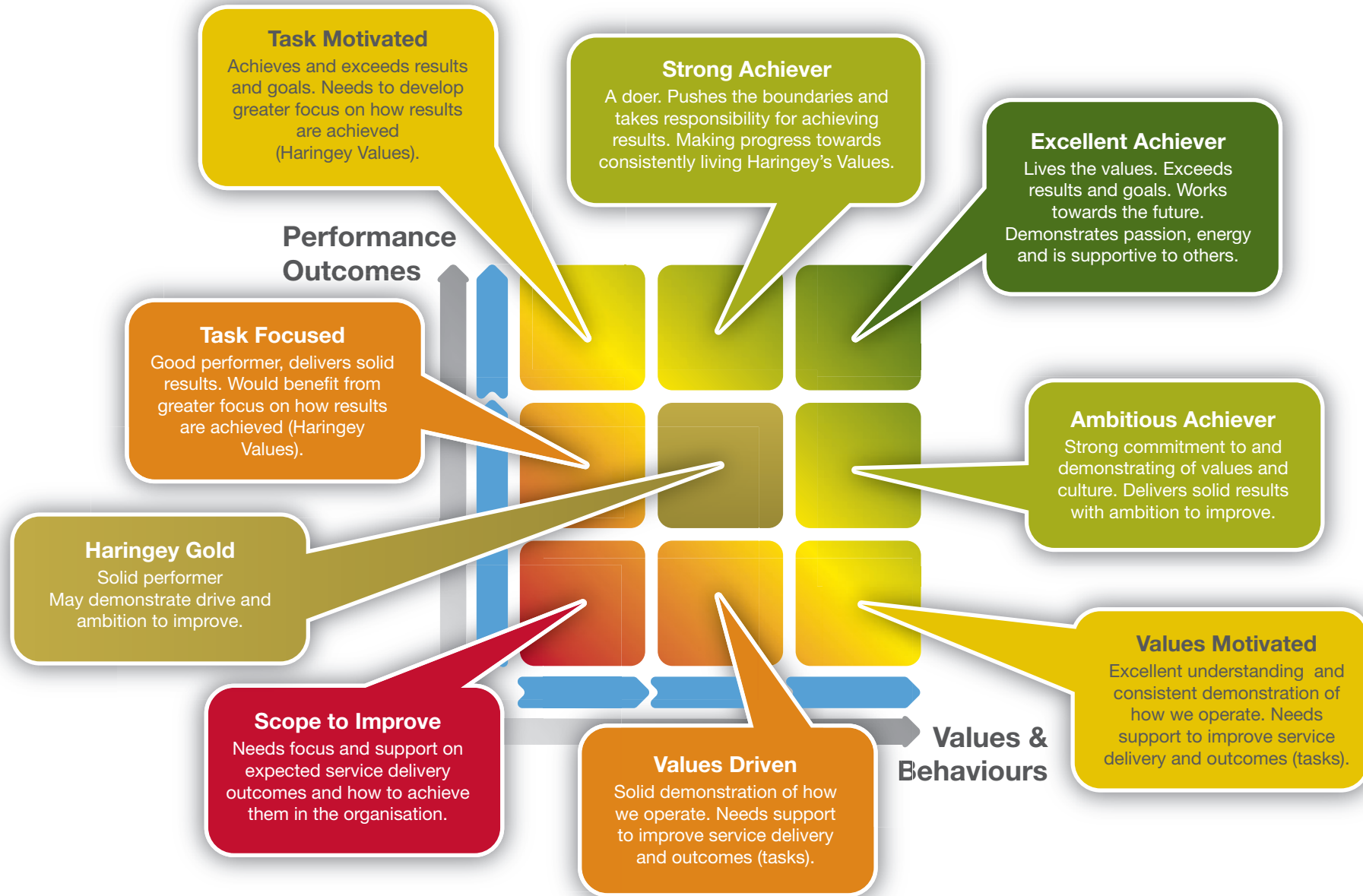
# What is the My Conversation map?

It is essentially a visual way to help you explore:

- Your current strengths and aspirations
- Current performance (objectives) and the way you achieve (values and behaviours)
- Your role
- How to maximise your potential in the future
- Your position in the map considering what and how you achieve outcomes



# My Conversation map



## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Themes						
	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
<b>Year 1 Actions 2016/17</b>							
Include equality and inclusion as a competency within the generic role profiles that are being developed as part of the Phase 2 Reward Project.						Q1 2016	
Ensure that the implementation of the Tier 3 review is subject to equality analysis.						Q1 2016	
Ensure questions are added to alert managers to stereotyping and unconscious bias to the bank of questions being developed as part of the new e-recruitment system.						Q1 2016	
Ensure inclusion and diversity issues are taken into account when designing and implementing the revised Induction Programme to be launched in 2016						Q1 2016	
Implement a council wide communications programme to engage all employees in the project and to update them on the outcome of the review.						Q1 2016	
A cumulative equality impact analysis be undertaken to identify any evidence of disproportionate adverse impact across the Delivery Plans.	Q2 2016						
Staff understand the importance of cumulative analysis and how to do this.	Q3 2016						
Ensure due regard and equality analysis is included in generic policy and project guidance, templates, review arrangements and commissioning.		Q1 2016					
Provide support to staff on identifying and interpreting data sources utilising opportunities for peer learning on equality analysis, e.g. open forums to share challenges and solutions.		Q1 2016					

## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Actions proposed for mitigating the adverse impact identified in the initial EIA are implemented and monitored.					Q1 2016		
The EqIA is updated on a quarterly basis to identify any adverse impact emerging over time and allow for mitigating action to be considered.		Q4 2016					
Where functions are contracted out ensure that there is explicit information in the contract about the obligations on the contractor to take account of the Equality Duty and have fair employment practices and ensure that service reviews take account of this requirement.				Q1 2016			
Council data is disaggregated by the Protected Characteristics and reviewed for differential impact.				Q3 2016			
Each department should integrate diversity and inclusion into its workforce planning, for example by looking at the diversity of the talent among their staff.				Q3 2016			
Stakeholder Engagement Guidance is reviewed for reference to be made to consider inclusion issues e.g. timing for people with caring responsibilities etc.				Q3 2016			
Staff survey include equality monitoring and that there is an analysis of the data against key survey questions.					Qtr 1 2016		
Equality and inclusion is both explicit and implicit within the Values, the equalities impact to be identified.							Qtr 1 2016
Update legislative equality references on the intranet.				Q2 2016			

## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Have a Home page link to the equality pages so that content is more prominent and can be accessed quickly by staff seeking information.				Q2 2016			
Improve governance to help embed equalities allied to long term staff development plans				Q3 2016			
Raise awareness of the Public Sector Equality Duty and give feedback on how equalities are being addressed in audit work and where more can be done.				Q3 2016			
Provide an update on progress against the Council's Equality Objectives				Q3 2016			
'All About Change' page - Add equality reference to the 'Risks & Issues' log (legal and reputational issues)				Q2 2016			
Customer Service Transformation page - Consider including service related equality monitoring data.				Q1 2016			
Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace in relation to recruitment and selection.					Q3 2016		
Ensure that managers are highly skilled in communication with staff and alert to their own biases and that leadership development programmes include content to support current and future leaders demonstrating leadership on tackling bullying.				Q2 2016			
Include a reference to Human Rights and links to the Harassment and Bullying policy and relevant information on the HR pages					Q2 2016		

## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Ensure all HR policies and information on the intranet is relevant and up to date					Q3 2016		
<b>Year 2 Actions 2017/18</b>							
Ensure that equality analysis is included in the development of the Haringey Academy's faculties.		2017					
The Equality Policy and the Equality Handbook 2012 are reviewed and updated to reflect the Corporate Plan				2017			
Have EIA guidance and template available on the intranet for staff to access directly rather than them having to the external website.				2017			
Inclusive leadership training for all managers				2017			
E&D Training should be mandatory for all employees especially managers to help target common development needs.				2017			
Align any equality guidance for staff and Members more closely to the key functions of the Council e.g. commissioning, partnership working, employment, residents.				2017			
Develop more positive action pathways to support staff in underrepresented groups reach their potential.						2017	
Review mentoring programmes across the Council						2017	

## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Develop 'Fair recruitment' guidance and ensure recruitment policy and procedure is explicit on how Council will demonstrate openness, transparency and fairness, benchmark practice against this.							2017
Reaffirm the Council commitment to Flexible Working. Record staff data of those who apply and its success rate by manager, department and service unit.							2017
<b>Year 3 Actions 2018/19</b>							
Equality analysis is included to enable the Procurement Strategy to be a core part of projects and programme management.		2018					
Create a Corporate Equality Group which contains a mixture of key strategy, policy and performance officers. This group should report to the Corporate Leadership Team and has oversight over the development of equality and ensures that the focus on equality is maintained.		2018					
The new Procurement strategy should outline how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).			2018				
The new Procurement strategy should include information on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including any examples of positive action.			2018				
Improve governance to help embed E,D & I allied to long term staff development plans				2018			
Ensure documents placed on the intranet are dated so that it is easy to identify content that needs to be refreshed.				2018			
Create Council Champions of Diversity & Equality to further support staff in this area.				2018			

## Appendix 2: Draft Equality Review Recommendations - mapped activity

Proposed recommendation	Cumulative Analysis techniques	Equality Analysis processes	Procurement processes and Contracted-Out Services	Quality Improvement activities	Monitoring Progress and Performance	Induction and Development of staff	Recruitment and Retention
Join membership of organisations such as Stonewall and Race for Opportunity							2018



## London Borough of Haringey

# Audit on Workforce Equality & Inclusion October 2015

**Incorporating:**

Employers  
Forum *on* Age

Employers  
Forum *on*  
Belief

Employers 4 Fathers

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## **Introduction.**

Haringey Council is facing some of the most significant challenges it has ever faced. Against this backdrop, in May 2015, enei (Employers Network for Equality & Inclusion) after a tender process were chosen by Haringey Council to:

- Provide an Equality & Inclusion Audit with recommendations on the Council's compliance with the Equality Act 2010.
- To design and facilitate staff focus groups to capture views on diversity, equality and transparency especially in relation to the Council's employee profile using the protected characteristics.
- To evaluate the Council's current Equality & Diversity learning and development products including how delegates have applied and transferred their learning into the workplace and can demonstrate their responsibilities.
- To evaluate recent and current Equality Impact Assessment or EqIAs providing feedback on the quality of their content, specifically focusing on action planning
- To audit current EqIA procedures and process including all documentations such as guidelines.
- To audit performance in relation to the Public Sector Equality Duty (PSED)
- To work with officers to develop a data set that reports the protected characteristics and provide assurance to the Senior Leadership Team and the Staffing and Remuneration committee
- To consider the impact Equality & Diversity can have on the culture of the organisation and consider this in a wider project the Council is commencing
- To produce a report that includes all the above with evidence, summary of findings, recommendation and a proposed action plan which is creative and practical within four weeks of the audit being completed
- To demonstrate that knowledge transfer has taken place with a number of key officers in relation to their understanding of the Equality Act, how to achieve compliance and how to connect to external benchmarking / networking opportunities
- To present the findings and recommendations to the council's Senior Leadership Team and Staffing and Remuneration within 8 weeks of the audit being completed or the nearest Staffing and Remuneration Committee to that date

## Context

In September 2014, Haringey Council had identified that:

- It had an aging workforce in key areas such as senior and middle management
- That it had an absence of young people working for it and fewer joining its ranks
- That Black, Asian, Minority Ethnic (BAME) predominantly occupy roles up to PO3 whilst White counterparts are overrepresented at PO8 and above.

Haringey's Salary & Review Committee signed off on commissioning this independent review.

Against a background of fiscal streamlining, Council staff need to meet increasing expectations from its residents and users while the workforce is reducing in size.

This report focuses on the council's approach to achieving an equal diverse and inclusive workforce on one hand and on the other reflecting on the Equality Impact Assessment process.

## Methodology

The audit commenced with an Inception meeting (as part of the enei tender) on 20 May 2015 with elected, executive, policy and trade union members of Haringey Council as well as an enei team.

The purpose of this meeting was to define methodology, deliberate milestones and potential outcomes. The meeting also reviewed understanding of the scope of the audit, roles and responsibilities. From this meeting a project team led by Cllr Vanier, Council HR, Policy & Strategy, Trade Unions and enei emerged.

The process continued with a document review of forty (40) policies, strategies and its Equality Impact Assessment

## Stakeholder discussions and interviews

As part of the audit enei held a series of group discussions with key stakeholders (Members, Trade Unions, SLT, CMG, and Policy and Strategy). Our aim was to gather views on the Councils' performance on equality to date and identify some of the challenges faced on making sustainable progress. Persons interviewed also had specific roles in terms of Equality, came into contact with diversity issues, managed large teams and sat at the key elements of the organisational hierarchy.

We also sought input on the design of the proposed survey of staff.

Common themes that emerged from the groups' discussion included:

- The need to strike a balance between compliance and realism in respect of the radical changes and pressures facing the Council
- A desire to 'unpick' what is really going on with regard to equality and inclusion
- Encouraging a more open culture where people feel confident about admitting what they do and do not know around equality issues and where rights and responsibilities are understood
- The need to make equality and inclusion really 'part of the day job' and not an 'add on' i.e. *'Not seeing equality and inclusion as another line in a programme'*
- The importance of developing a more nuanced understanding of Haringey's changing communities and the issues they face through more sophisticated data and partnership working
- Finding the 'hooks' for equality going forward
- Recognition that the nature of the borough necessitates that equality and inclusion need to be at the core of the Council's work.
- The importance of moving from 'talk and training' to 'action'
- An acknowledgement that there was a degree of cynicism within the Council with regard to equality and inclusion and blockages to progress due to long-term institutional failures
- The importance of small but significant symbols of change
- A view that disability may be underplayed in the Council (especially mental health)

In addition to the stakeholder discussions we also held a number of one to one interviews to gain a deeper understanding of some key developments in the Council which have E&D relevance. These included Haringey Values, The Academy, My Conversation, Tier 3 Review, Rebranding and Communication.

## Recommendations

### 1. Haringey values

Equality and inclusion is both explicit and implicit within the Values e.g. under Human is 'We are passionate about difference', under Ambitious is 'We embrace change' but we understand that there has been no specific discussion on how equality and inclusion can be advanced through the Values. This needs to be addressed.

### 2. Tier 3 Review

2.1 Include a specific reference to equality and inclusion as a competency within the generic role profiles as without this there is a risk that excellence in equality and inclusion is assumed but is difficult to measure. How will the Council know what 'effective' looks like?

2.3 Ensure that the implementation of the Tier 3 review is subject to equality analysis especially in respect of those staff who will be 'demoted'.

### 3. My Conversation

3.1 There could be equality and inclusion issues in relation to certain groups under-evaluating themselves because of lack of confidence, past experience, lack of role models in where they want to go etc. Managers will be required to be highly skilled in communication with staff and alert to their own biases.

3.2 Consider adding questions around equality and inclusion to the bank of questions to alert managers to stereotyping and unconscious bias.

3.3 Ensure that unconscious bias training is included in the training programme currently being developed for the use of 'My Conversation'

### 4. The Academy

4.1 Ensure that the ongoing development of the Academy subject to equality analysis

4.2 Explore the potential of the apprenticeships and graduate entry schemes for tackling occupational segregation in the Council and thereby demonstrating due regard to advancing equality of opportunity

## Document Review (see appendix for specific out of date references and comments)

To determine the extent to which due regard to equality has been given across a range of the Council's functions we undertook an extensive document review as part of the equalities audit.

The documents reviewed included a range of corporate strategies, employment policies and procedures along with equality specific information (policies, monitoring data and reports). Some of the documents were current (e.g. the Corporate Plan and the Workforce Plan), others dated back to 2010 or earlier and a number were not dated.

Although the majority of the documents we reviewed could be considered to be relevant to the three aims of the Equality Duty, evidence of having due regard was not always apparent.

The 3 aims of the Equality Duty are:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

### Recommendations relating to key documents and/or associated stands of work:

- Corporate Plan 2015/18

It was encouraging to see that equality and inclusion was a cross cutting theme and enabler for the Council's strategic priorities.

The challenge will be to ensure that this commitment is continued through the delivery plans and performance measures emerging from the Corporate Plan.

We recommend that:

1. A cumulative equality impact analysis be undertaken to identify any evidence of disproportionate adverse impact across the Delivery Plans?
2. Equality and inclusion measurements are developed as part of the performance management framework

- Sustainable Community Strategy 2007/16

The current strategy aligns with the Equality Duty through its focus on eliminating inequalities, promoting good relations and cohesiveness, and advancing equality of opportunity (e.g. addresses economic prosperity; poverty and disadvantage; employment, training and education).

We understand that a new community strategy is to be developed and so our recommendations are for consideration in the development of the new strategy.

We recommend that:

1. Due regard to the Equality Duty and in particular, the need to foster good relations and advance equality of opportunity, is explicit in the development process for the new strategy.
2. The Council specifies how it will monitor and analyse access, outcomes and satisfaction across the protected characteristics and vulnerable groups.

- Health & Safety & Wellbeing Policy

We found implicit reference to equality issues and felt that the policy could be enhanced to demonstrate explicit due regard to the Equality Duty.

We recommend that:

1. Further consideration be given to the Duty to make reasonable adjustments.

- Workforce Plan 2015/18

We note that the aim is to create *'an agile workforce ....that is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey'*

The Plan states that *'within the Plan there is a focus on diversity and inclusion across all the initiatives and products being created'*. There is also reference to a fair and inclusive succession planning process and to *'Monthly mood monitors and change questionnaires'* to find out how staff are feeling.

The Plan includes a draft Equality Impact Assessment (EIA) dated 16<sup>th</sup> December 2014 which identifies disproportionate negative impact on women, BME and disabled staff with actions designed to mitigate this adverse impact.

However, although equality and inclusion is one of 6 interrelated components the Plan does not expand much beyond the audit of compliance and the intention to use this and equality analysis data to develop a 3 year Action plan.

We recommend that:

1. A cumulative equality assessment is undertaken across all of the elements of the Workforce Plan to get a fuller picture of the potential for adverse impact
2. Actions proposed for mitigating the adverse impact identified in the initial EIA are implemented and monitored
3. The EIA is updated on a quarterly basis to identify any adverse impact emerging over time and allow for mitigating action to be considered
4. The Succession planning process is subject to equality analysis and ongoing monitoring
5. Equality analysis is an integral part of any restructure proposals from the onset

6. Data from the 'monthly mood monitors' is disaggregated by the Protected Characteristics and reviewed for differential impact

- Employment Policies

We reviewed a range of employment policies and procedures to check that they reflect the current requirements of the Equality Act.

We found that there were out of date references and gaps in some of the policies. For example, references to the Disability Discrimination Act, not taking full account of the scope of the duty to provide reasonable adjustments, not including details of how particular policies will be monitored for consistency and fairness, using definitions not in line with those within the Equality Act, inconsistencies between certain statements and case law.

We have been informed that all HR policies are currently under review although we are not clear on the timescale for this review.

We have been assured that due regard to the Equality Duty is incorporated into the policy review process but at this stage we cannot evidence this assurance.

Our recommendation is that there is an audit trail to indicate how due regard is being given in the review, redesign and implementation of all HR policies and procedures

- Stakeholder Engagement Guidance (v.7 Feb 2015)

We note that there is no reference to considering the diversity of the stakeholders and 'Methods of Engagement' does not refer to accessibility/reasonable adjustments.

Reference is made to considering the cultural diversity of participants but not to other inclusion issues e.g. timing for people with caring responsibilities etc

It is also unclear how the guidance aligns with other existing guidance which is relevant to equality and inclusion e.g. venue selection, access statements etc

We recommend that the guidance is reviewed in the light of the above points.

- Programme Mandate Guide (v.4 Jan 2015) & Template (v1 June 2014)

We sought to identify ways of embedding equality analysis into existing policy, programme and project management tools.

We recommend that a reference to equality analysis be included to enable this to be a core part of project and programme management

- Procurement Strategy

The strategy emphasises equality of access to local businesses and voluntary organisations and illustrates a range of good practice.

There is mention of the strategy being equality impact assessed and Assurance Checks to ensure equal opportunity is actually being considered when procuring contracts.

However, the strategy we reviewed expired in 2013 and so we assume that a new strategy is in development.

We recommend that the new strategy:

1. Outlines how the Council can diversify the Central Purchasing Bodies arrangements in order to provide opportunities to SMEs and local businesses (consortia, small scale contracts etc.).
2. Outlines how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).
3. Includes information on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including any examples of positive action.

- Equality Policy (easy read and detailed versions) April 2012

The aim is "A council which ensures the provision of services appropriate to local need, valued by all and delivered by staff who reflect the diverse communities we serve".

The policy covers residents, staff, visitors and anyone using Council services.

It refers to the Equality Objectives 2012 – 2016 and states that actions to deliver these are incorporated into key Council strategies.

The policy states that *'The Policy and its delivery will be subject to scrutiny by Members. .... Every Cabinet Member has political responsibility for the delivery of the services within their portfolios and, in keeping with this Policy, also has responsibility for delivering on equalities as it pertains to their portfolio. Similarly, Members collectively will be ultimately accountable for delivering the Policy and practice in relation to all aspects of employment and service delivery practice within the Council's control.'*

The policy refers to targets based on relevant performance measures being monitored at the Council's Corporate Equality Board and included in the Council's performance reports.

It states that every Council employee will have access to the "Equal Opportunities -Rights and Responsibilities" handbook.

The policy has a review date of Nov 2014 and so we do not know if this version of the policy remains current.

We recommend that:

1. The policy is reviewed and updated to reflect the Corporate Plan
2. References to a Corporate Equality Board and to scrutiny of the policy by Members are updated to reflect the current review mechanisms
3. The equality monitoring report dated June 2012 currently published on the website is updated

- Equalities Handbook 2012

This states that all staff receive a copy of an equality statement but does not specify how this happens (e.g. is it part of induction?).

There is an out of date information e.g. reference to Disability Equality Scheme

We recommend that the handbook is updated and the mechanism for ensuring that all staff are made aware is made explicit

- Using Images of people guidance – Jan 2010

Equality relevance is not fully expressed e.g. the section about choice of photographs from an agency could refer to considering the use of non-traditional images. This could help foster good relations by tackling stereotypes and perceptions.

There is a section '*What about equalities issues?*' but this is not comprehensive e.g. it mentions using images of different ethnic communities and positive images of disabled people but there is no reference to avoiding the use of stereotypical images of age and gender.

The guidance also refers to the Disability Discrimination Act.

We recommend that the guidance is updated

- Staff Survey report 2013

The report provides a breakdown of the findings by Directorate and Grade but not by the Protected Characteristics. We were unable to find out if staff survey data is routinely collected and disaggregated by protected characteristics.

We understand that another staff survey is proposed for January 2016

We recommend that the next staff survey includes equality monitoring and that there is an analysis of the data against key survey questions

## **EIA Tools and Guidance Review (also see appendix)**

We reviewed a range of EIAs, the EIA template and guidance.

The EIAs were drawn from across the Council's functions and were dated between 2011 and 2014. In some cases the EIAs were in draft form and we were told this was because they were subject to consultation.

As with the document review our aim was to look at how the Council demonstrated due regard to the 3 aims of the Public Sector Equality Duty (general duty) when carrying out their functions.

In reviewing the EIAs we were mindful of the other two important concepts of the Duty, Relevance and Proportionality and of the principles established by the Courts in determining the whether public bodies have had due regard. We also looked for evidence that consideration had been given to all of the protected characteristics (as applied in respect of the Equality Duty).

We developed a question template to ensure consistency of approach when reviewing EIAs. The template focused on such issues as sources of evidence analysed, reasons given for evidence gaps, consideration of intersectionality and cumulative impact, actions to mitigate adverse impact and the review arrangements.

The quality of the EIAs we reviewed varied enormously and we found that a number of common themes emerged:

- The purpose of the policy is usually made clear in the EIA and is aligned with the Corporate Priorities where relevant
- The responsible officer for the policy is named
- The intended beneficiaries of a policy are not always made clear in the EIA
- In most cases consideration of relevance to equality and proportionality is not explicit or is only partly addressed
- Evidence of giving due regard to all 3 aims of the Equality Duty is not apparent in most examples reviewed or is only partly addressed
- In all of the examples reviewed there was only a partial consideration of all 9 Protected Characteristics. Where some have been excluded the reasons for doing this are not always clear
- In most cases the evidence that has been used for the analysis is stated but where evidence gaps are identified it is not always made clear whether action will be taken to close these gaps
- Statements are made about there being no impact without providing any supporting evidence to demonstrate how this decision was made
- Statements are sometimes repeated in the EIA without explaining why the same conclusions were being reached

- Consideration of cumulative impact or consideration of intersectionality data is rarely evident
- There is little evidence of review arrangements despite statements made in the EIA that would imply a review was crucial, for example, when statements are made about assessing impact as proposals develop
- Evidence of an audit trail not always apparent
- In some instances the EIA was extremely lengthy (one example was 61 pages) which could make it inaccessible as a working document

We reviewed the exiting guidance on equality analysis to determine how staff were supported to undertake this activity. We found that the guidance placed the emphasis on the process rather than explaining the context for equality analysis.

We included questions in the random survey of staff to gather views on the extent and usefulness of equality related training (including on equality analysis). We also asked whether staff needed further support to help them undertake equality analysis. Of those staff who responded to the survey only 13% answered the question on training and around a third of these respondents said that they had received training on conducting EIAs. In addition staff were asked whether training had been offered to them in the last 2 years and of those who replied, the majority (90%) said that they had never been offered EIA training.

#### Recommendations

1. Refresh the online guidance and template on equality analysis to make it more 'user-friendly' and once developed ensure that it is widely promoted
2. Raise awareness of equality analysis and its relevance to the Council's work with a view to shifting the mind-set from focusing on process to being proactive – this could be via targeted workshops reinforced by online learning
3. Provide support to staff on identifying and interpreting data sources
4. Develop staff understanding of the importance of cumulative analysis and how to do this
5. Provide opportunities for peer learning on equality analysis, e.g. open forums to share challenges and solutions
6. Explore where due regard and equality analysis can be included in generic policy and project guidance, templates and review arrangements. This would help position equality analysis as integral to policy/project development. It could also save staff having to complete a number of different templates to ensure an audit trail.
7. Ensure that due regard and equality analysis are included in the development of the Haringey Academy's faculties, in particular in the programmes and plans to support staff excellence in commissioning, customer service and programme management.
8. Where functions are contracted out ensure that there is explicit information in the contract about the obligations on the contractor to take account of the Equality Duty and have

fair employment practices and ensure that service reviews take account of this requirement.

## E&D Training

A review was conducted on the current system and we were informed that e-learning module was completed by 77.2% of Haringey's workforce since 2012. However the Equality & Diversity e- component of this was not mandatory reflecting in just 119 employees completing it over a 3 year period (2012-15). This is a marked undersubscription onto this program.

There were 13 face to face Diversity Awareness and Undertaking your Equality Impact Assessment sessions attended by 91 staff between years 2011-15

In terms of the feedback from all the above session, it was very difficult for us to understand the scoring system used to relate to the schedule.

### Recommendations:

1. The e- program and its successor should have a classroom based format for those employees who do not have computer access. This blended format will be able to reach further into the workforce.
2. This course should be mandatory for all employees especially managers to help target common development needs.
3. That the replacement system where 'off the shelf' or bespoke should have input in its design / systems by staff who work within the various Haringey communities or staff network groups.
4. There should be more information on bespoke Equality and Diversity awareness training on specific strands. For example, Race and Cultural capability, LGB awareness, Trans awareness, Disability awareness, Deaf awareness, Gypsy, Roma and Traveller awareness, Asylum Seeker and Refugee awareness etc. All modules should include video case studies and more interactive quizzes to check learning.
5. More comprehensive feedback on the use and impact of the sessions should be undertaken.

## Intranet Review

A review was conducted of the Council's current intranet.

We found that equality and inclusion information was not prominent and that there was no obvious link from the Home page (we had to do a search to get to the equality pages).

We found that the equality pages had out of date information and some broken and/or obsolete links. For some information (e.g. EIA guidance) staff would have to go to the external website.

We were informed that there had been 758 hits on the equality section over the last 2 years. This suggests that staff do not access the content that frequently. N.B. in the random survey of staff, 32% of the respondents to the statement '*You know where to look for information and guidance on equality, diversity and inclusion*' ticked 'not confident' or 'slightly confident'.

We understand that the intranet will be redesigned in the autumn and that the intention is to have a greater focus on advice, tools and information. We have been told that the specification for the new intranet explicitly states that the design must be fully accessible.

The intranet redesign provides an opportunity to rethink how equality information is presented and to link it more directly with other strategic pages/information and to align it more closely with other tools and guidance. For example, MY Conversation guidance and online resources developed for the Academy Faculties and to generic project management information.

In advance of the redesign of the intranet we recommend the following changes to equality content on the intranet:

1. Have a Home page link to the equality pages so that content is more prominent and can be accessed quickly by staff seeking information
2. Update the content and remove out of date information and obsolete links
3. Ensure documents are dated so that it is easy to identify content to be refreshed
4. Align any guidance for staff and Members more closely to the key functions of the Council e.g. commissioning, partnership working, employment, residents
5. Have EIA guidance and template available on the intranet for staff to access directly rather than them having to the external website
6. Provide an update on progress against the Council's Equality Objectives
7. Provide a summary of equality monitoring data so that it is transparent to staff how data is used
8. If the feedback questions on the intranet pages are to be retained then these need to be reviewed at regular intervals and action taken to address comments
9. Include a reference to Human Rights and links to the Harassment and Bullying policy and relevant information on the HR pages

Recommendations for other existing intranet pages:

1. 'All About Change' page

Add equality reference to the 'Risks & Issues' log (legal and reputational issues)

Expand the reference to 'cultural diversity' currently in the 'Stakeholder Engagement Guidance' to take account of other equality issues

Add a reference equality analysis to the 'Post Implementation Review'

2. Customer Service Transformation page

Consider including service related equality monitoring data

3. HR pages

Ensure that any E&D related information cross refers to the main E&D pages and is up to date.

## Staff survey outcomes

As Haringey Council's workforce must recognise and respond to the needs of its residents in terms of deciding / reviewing policies but also provide services and where possible recommendations to address failings.

The Survey questionnaire was designed and developed by the Project Team. A 56 item questionnaire which measured respondents perceptions of cross cutting themes around equality on a range of issues. This process may be a catalyst for staff to talk about related problems or conflicts they are experiencing or have experienced in the past and offered the advantage of an effective way of reaching a large number of staff to record their views. In order to maximise this point, randomly 13% of all staff received the questionnaire. Enei hosted the survey to show the independence and the seriousness that Haringey Council viewed the survey.

Analysis of the Survey was quite comprehensive using specialists in this field for more in depth analysis than standard (see appendix).

## Equality Analysis Staff randomly selected to complete Equality Audit Survey

	<u>Headcount analysis</u>		
Analysis of the staff randomly selected to complete the survey reveals a split consistent with their profile the directorate areas of staff randomly selected to complete the survey.	Randomly selected for survey	Headcount Mar' 15	% Directorate Headcount
Directorate			
Chief Operating	155	1341	12%
Corporate Governance	15	119	13%
Deputy Chief Executive	175	1144	15%
Regeneration, Planning & Development	32	178	18%
Grand Total	376	2782	100%

The number of Haringey employees who went on to complete the survey after opening the survey email was very high (around 90%), however, the major obstacle is with employees not opening the email containing the link at all.

### Increasing Data Sets

As part of the tender specification, enei has added in the appendix section, the Guide to Equality Monitoring. This is to support Haringey Council increase reporting on Protected Characteristics by its staff.

## Benchmarking against neighbouring Councils

- Haringey is comparable in that it has an equalities section on website which provides equality information, mostly around service delivery aspects. Some good practice
- Barnet and Camden have little focus on monitoring data and in the case of Barnet it dates back to 2005/6
- Areas that it could improve on are as follows
- Barnet publish quarterly progress monitoring to keep an active focus on equalities
- Barnet publish corporate objectives that provide greater detail on workforce objectives
- Camden tie in their equality objectives to their health and well-being strategy, this is explicitly presented.
- Camden provide detail on their equality structure
- Hackney make prominent their awards (Equality framework for local government and Stonewalls diversity champions programme). Hackney have undertaken a diversity peer challenge as
- Islington demonstrate very well how they are taking EDI seriously by publishing current research
- State of equalities annual report 2015  
 (<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Information/Advice-and-information/2014-2015/%282015-01-30%29-State-of-Equalities-Report-2015.pdf>)
- Equalities review summary report  
 (<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Information/Factsheets/2014-2015/%282014-05-02%29-Equalities-Review-Summary-Report.pdf>)
- 'Equalities report 2015' on workforce analysis  
 (<http://www.islington.gov.uk/publicrecords/library/Community-and-living/Quality-and-performance/Reporting/2014-2015/%282015-02-26%29-Equalities-Report-2015.pdf>)
- Islington make EIA user friendly by reference to 'Resident Impact assessments' rather than 'equality impact assessments'
- Islington detail their equality events prominently



Appendix 1 **Selected EIA Reviews-** Equality Analysis (EA) Assessment Template - VOLUNTARY SECTOR STRATEGY 2011-16 & THE VOLUNTARY SECTOR COMMISSIONING AND FUNDING FRAMEWORK

POLICY/PROJECT NAME: Voluntary Sector Strategy 2011-16 & the Voluntary Sector Commissioning and Funding framework EA DATE: Dec 2011	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes VS Strategy and its Funding framework ' <i>aim to promote equality of opportunity</i> '. The EIA is to examine how the Strategy and framework will ' <i>ensure equality of access to Council. Support and funding</i> '
Does the EA state how the policy aligns with the Council's Strategic Priorities?	Produced before Corporate Plan
Does the EA state the intended beneficiaries and stakeholders of the policy?	Reference to HAVCO mapping document (see below) breakdown of beneficiaries and table provided Says that 'analysis of finding to VS partners in 2011/12 is presently ongoing and is a key activity in this EQIA action plan'
Is responsibility for the policy made clear?	Yes
Has relevance to equality been considered?	To some extent
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> </ul>	Evidence of consideration of each of the 3 parts of the general duty is lacking

<ul style="list-style-type: none"> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	
<p>What type of evidence has been analysed?</p>	<p>States that specific equalities information about people accessing services from the 1600 groups in Haringey is not available. Key research document is HAVCO commissioned 'Mapping of Haringey's Third Sector' 2009 ONS and GLA data also used</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage &amp; Civil Partnerships and only in respect of employment</p>	<p>Yes to varying detail</p>
<p>Are reasons given for any evidence gaps?</p>	<p>TSO mapping didn't cover all PCs in same level of detail Limitations of evidence are explained to some extent</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>States that there is no evidence to suggest any disproportionate impact (age, sex, disability, religion, LGBT) but yet limitations of the evidence are stated. Some inequality of access to VS services for BME groups Says that further work is needed to understand impact in terms of gender reassignment, race, disability Intention is that as directorates implement the Framework and develop commissioning briefs; this work will be subject to EIAs. Says that there will be continuous contract monitoring – will this include equalities data on service users?</p>
<p>Has intersectionality been considered?</p>	<p>Age and gender/ disability and age data provided</p>

e.g. impact on minority ethnic women	
Has cumulative impact been considered?	Not evident
Is there an audit trail? <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc)</li> </ul>	Yes although there is no reference to where the EIA has gone
Are the review arrangements made clear?	An action plan is provided with lead persons and timescales (only one action has a specific timescale, the rest are 'ongoing')
Is there a reference to quality assurance/ peer review?	Yes
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	3 The document is very detailed and is a report rather than a completed template. Feels retrospective. Size of the document (61 pages) makes it rather inaccessible – how was it used? Tables are not properly aligned which makes it difficult to read the data and there are some spelling mistakes in the document - could indicate that this EIA was about going through the process rather than giving due regard Did it go to Members in this form? Refers to consultation on the Strategy and Framework. How diverse were the consultees?

	Says that the Strategy and framework will promote equality of opportunity but how can this be if the aim is to rationalise finding for VCS provision?
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Appendix 2 Equality Analysis (EA) Assessment Template - HOMES AND NEIGHBOURHOODS WHERE PEOPLE CHOOSE TO LIVE AND ARE ABLE TO THRIVE

POLICY/PROJECT NAME: Priority 5 - Homes and neighbourhoods where people choose to live and are able to thrive EA DATE: Oct 2014 – this is a draft EA (appears as a draft on website)	
	COMMENTS
Is the purpose of the policy identified in the EA?	<p>This is a draft EA in respect to a package of proposals relating to the Council’s Strategic Priority 5.</p> <p>An overview of plans is provided - it is not clear whether all elements referred to are being considered for their relevance to equality and how due regard is being shown as proposals are being developed (no dates are provided). For example have the 3 work streams of the Housing Transformation Programme.</p> <p>Reference is made to HfH having responsibility for doing EA as part of its contractual obligations to the Council but it is not clear how this is measured (a quick check of HfH website showed summary report on EA dated 2009). Does the contract make specific reference to the Equality Duty?</p> <p>It is not made clear that the Duty can’t be delegated?</p>

<p>Does the EA state how the policy aligns with the Council's Strategic Priorities?</p>	<p>No evidence provided of a link Other key areas of work are mentioned e.g. Medium term Financial Strategy but no indication is given of how due regard has been considered. Has cumulative impact been considered?</p>
<p>Does the EA state the intended beneficiaries and stakeholders of the policy?</p>	<p>It refers to residents and staff</p>
<p>Is responsibility for the policy made clear?</p>	<p>The project lead is named</p>
<p>Has relevance to equality been considered?</p>	<p>Not specifically referred to</p>
<p>What evidence is there to demonstrate that all 3 aims of the General Duty been considered?</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	<p>There is no evidence that each aim of the PSED has been consciously considered. A summary table of the initial EA on each of the savings proposals is set out which refers to impact but not against the 3 aims. Where negative impact is identified this is not broken down by PC and no evidence is given to support the statement of no impact.</p>
<p>What type of evidence has been analysed?</p>	<p>Sources are listed but no information is provided on disaggregated data within each source e.g. does the Housing register break down applicants by gender, age, ethnicity etc?</p>

	When reference is made to a PC this is not disaggregated e.g. likely positive impact is stated for disabled people but no evidence of consideration of differential impact in terms of physical,, sensory, mental health etc is provided
Is there evidence against each of the protected characteristics?*	The PCs are listed but the same statements are made against each – that impact will be assessed as proposals are developed. No date is provided for this and as this overarching EA is in draft form it is not known whether consideration was given to the PSED being a continuing duty
*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment	
Are reasons given for any evidence gaps?	No
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	The draft EA is insufficiently developed to determine this
Has intersectionality been considered? e.g. impact on minority ethnic women	No evidence provided of consideration
Has cumulative impact been considered?	No evidence provided of consideration N.B. given that there are a number of proposals being developed the need to consider cumulative impact would be important

<p>Is there an audit trail?</p> <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc)</li> </ul>	<p>The template provided the names of the person completing the EA and the Director/Assistant Director. There is no named person responsible for review nor is a date provided. There is no clear audit trail. The EA was published in its draft form.</p>
<p>Are the review arrangements made clear?</p>	<p>No and yet this is crucial given the commitments made in the EA</p>
<p>Is there a reference to quality assurance/ peer review?</p>	<p>No</p>
<p>Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)</p>	<p>As it is a draft and contains little in terms of follow through it is difficult to rate. As a stand-alone document it is not easy to follow as it covers many different proposals etc. How useful is it for informing decision-makers (e.g. members) Does it demonstrate due regard? Only to a limited extent.</p>

Other Comments:

- Have commitments been followed through e.g. EA of the Homelessness Strategy consultation in Jan 2015, the commitment to assess impact on staff as proposals are developed or to address the specified data gaps?
- Statements are made but not backed by evidence
- Dates for EA on key developments e.g. Services Reviews, are not provided – impact on the audit trail?

- The EA is repetitive in places e.g. Stages 2 & 5b.
- As Stage 6 identifies potential negative impact e.g. cuts in Housing Related Support and states that actions to mitigate etc will be part of the work-stream plans being developed – did this happen?, is the information available to view by those who question the impact?

Appendix 3 Equality Analysis (EA) Assessment Template - RESTRUCTURE PROPOSALS

POLICY NAME:RESTRUCTURE PROPOSALS Revised template	
EA DATE:	
	COMMENTS
Is the purpose of the policy identified in the EA?	<p>Yes - The corporate context refers to improving the quality of parks and open space.</p> <p>Specifically achieving 16 green flag parks</p> <p>Ensuring 65% of parks inspected are graded A or B</p> <p>Investing and upgrading parks machinery</p> <p>Delivering the parks improvement plan</p>
Does the EA state how the policy aligns with the Council's Strategic Priorities?	<p>Yes – there has already been restructuring and cuts and further cuts are projected for the future so there is a need for efficiencies going forward – generating greater levels of income and through own efforts and with partners in addition to delivering responsive, high quality services whilst encouraging residents who are able to help themselves to do so.</p> <p>In addition to the financial constraints – there is a service context - the need for clearer lines of accountability and responsibility; an opportunity to bring together collective knowledge and experience into one service area and clear synergies across the service areas</p>

Does the EA state the intended beneficiaries and stakeholders of the policy?	Stakeholders are staff within the departments beneficiaries only in relation to the outcomes of the redesigned services and those who will benefit from it – on the whole the council and its community
Is responsibility for the policy made clear?	Yes
Has relevance to equality been considered?	Yes -
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	Partially in relation to the identified impacts
What type of evidence has been analysed?	Evidence sourced from workforce profile data according to grade bands and the protected characteristics of age, disability, race and sex.
Is there evidence against each of the protected characteristics?*	Only those stated above
*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment	
Are reasons given for any evidence gaps?	No - Reasons for other protected characteristics not included are not stated
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	Yes actions identified by revisiting ring-fencing arrangements, to reduce disproportion in relation to grade and race/ethnicity Also considering voluntary redundancy requests to reduce the potential for compulsory redundancy.
Has intersectionality been considered?	No

e.g. impact on minority ethnic women	
Has cumulative impact been considered?	No
Is there an audit trail? <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc.)</li> </ul>	Yes
Are the review arrangements made clear?	No
Is there a reference to quality assurance/ peer review?	No
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	3 – lack of intersectionality and lack of consideration of other protected characteristics without reasons given

Appendix 4 Equality Analysis (EA) Assessment Template - NEW PATHWAYS FOR PEOPLE WITH A PHYSICAL DISABILITY

POLICY NAME:NEW PATHWAYS FOR PEOPLE WITH A PHYSICAL DISABILITY EA DATE: 16 <sup>TH</sup> DECEMBER 2014	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes to provide a new range of provision less reliant on traditional institutions and more emphasis on reablement, independence and inclusion.
Does the EA state how the policy aligns with the Council's Strategic Priorities?	Yes it ties with their guiding principle of 'no more residential care' and the bigger picture of care nationally falling by 12% in real terms and as a result reduction in grants to fund in the way they did previously.
Does the EA state the intended beneficiaries and stakeholders of the policy?	Yes it identifies 795 people with physical disabilities support by adult social care.
Is responsibility for the policy made clear?	Yes – project lead Anne Carswell and Eamonn Dillon
Has relevance to equality been considered?	Yes
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	Yes to a certain degree through the inclusion principle within the proposal they will ensure that the beneficiaries are not treated less favourably and working in partnership with housing providers to create supported living facilities within Haringey They also will expand their Shared lives service to include more people from all service areas
What type of evidence has been analysed?	Internal information from Harinet – which include data on age, gender, ethnicity, disability for the council and the borough Adult social care information – age, gender, ethnicity, disability and religion.

	There is a statement that data will be updated and further data collected at the consultation stage
Is there evidence against each of the protected characteristics?*	No – no information available for gender reassignment, sexual orientation and pregnancy and maternity
*Only the first aim applies to Marriage & Civil Partnerships and only in respect of employment	
Are reasons given for any evidence gaps?	Regarding sex, age, race/ethnicity and religion/ belief – they currently do not have significant information at the time of submitting the assessment. Gender reassignment information is not collected by the adult social care information system and sexual orientation information is not collected
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	No adverse effect has been identified
Has intersectionality been considered? e.g. impact on minority ethnic women	No
Has cumulative impact been considered?	No
Is there an audit trail? <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc)</li> </ul>	Yes
Are the review arrangements made clear?	No

Is there a reference to quality assurance/ peer review?	No
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	<p>4 although some effort has been made to think through the impact on different groups – there is insufficient coverage of impact other than on disability and intersectionality and cumulative impact has not been considered</p> <p>There could be other means of identifying data from neighbouring boroughs or national statistics etc that could be used for comparison.</p> <p>There was mention of a consultation but not details enclosed and no findings identified</p>

Appendix 5 Equality Analysis (EA) Assessment Template - PROCESS CHANGE (PLANNING AND BUILDING CONTROL)

<b>POLICY NAME: Process Change (Planning and building control)</b> <b>EA DATE: 16/10/14 (created)</b>	
	<b>COMMENTS</b>
Is the purpose of the policy identified in the EA?	Yes [see stage 2]. (But written in a way that is difficult for a layperson to understand the purpose- uses jargon and seems to be written for those who know the internal planning process.
Does the EA state how the policy aligns with the Council's Strategic Priorities?	No.
Does the EA state the intended beneficiaries and stakeholders of the policy?	No.

Is responsibility for the policy made clear?	No.
Has relevance to equality been considered?	No. (only with very vague reference to 'communities' and very high level thought given to impact on uptake of digital services on the basis of age, disability. Not evidence of findings based on actual user data or analysis of that
<p>What evidence is there to demonstrate that all 3 aims of the General Duty been considered?</p> <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	No.
What type of evidence has been analysed?	<p>Seems to be no analysis.</p> <p>These are referenced:</p> <p>(see Stage 3)</p> <p>Reference made to the composition of the planning and building control team, but no data source referenced.</p> <p>2011 Census Data</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage &amp; Civil Partnerships and only in respect of employment</p>	<p>As in 'Has relevance to equality been considered?' above there is no evidence against PCs- just some very high level potential truisms such as [<i>Age: 'take up upon digital services can in some cases be dependent upon age with adoption differing between young and older members of the community; Disability: 'The extent to which this has a positive or negative impact depends on the nature of the disability and the support required to the individual]</i></p>

<p>Are reasons given for any evidence gaps?</p>	<p>No. Reference is made to more info being required from the BIP programme. It doesn't say what the BIP programme is, what data, the likelihood of the data being effective, when it is expected etc. There are no specific acknowledgements of gaps in data.</p>
<p>Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?</p>	<p>In a very vague way: 'The proposals are considered to have the potential for adverse impact upon those less able to engage with the Council's digital platform. No specific exploration of impacts on PCs are sub categories of PCs such as visual impairment.  They are considered to be acceptable but it's difficult to understand what evidence that conclusion is based on.</p>
<p>Has intersectionality been considered? e.g. impact on minority ethnic women</p>	<p>No.</p>
<p>Has cumulative impact been considered?</p>	<p>No.</p>
<p>Is there an audit trail?  <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc)</li> </ul> </p>	<p>No. It lists a creation date and a Cabinet meeting date but not an approval date or authorised approver name</p>
<p>Are the review arrangements made clear?</p>	<p>No</p>
<p>Is there a reference to quality assurance/ peer review?</p>	<p>No.</p>
<p>Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)</p>	<p>5</p>

Appendix 6 Equality Analysis (EA) Assessment Template - TOTTENHAM REGENERATION PLAN

POLICY NAME: Tottenham Regeneration Plan EA DATE: 6/8/12	
	COMMENTS
Is the purpose of the policy identified in the EA?	Yes.
Does the EA state how the policy aligns with the Council's Strategic Priorities?	It doesn't state this definitively, but it seems very clear that it does due to the scale, purpose and definition of the plan proposed (see Step 1)
Does the EA state the intended beneficiaries and stakeholders of the policy?	Yes
Is responsibility for the policy made clear?	Yes. Lead officer and other officer involved are stated on page 1.  (I am surprised though-given the scale of the plan- that more senior sponsorship isn't stated)
Has relevance to equality been considered?	Yes
What evidence is there to demonstrate that all 3 aims of the General Duty been considered? <ul style="list-style-type: none"> <li>• Eliminate discrimination, harassment &amp; victimisation</li> <li>• Advance equality of opportunity</li> <li>• Foster good relations</li> </ul>	This isn't specifically addressed. It's apparent that some of the outcome might positively impact all aims and some of the evidence list throughout step 2 points in that direction, but the report has not been written with any specific reference to these aims

<p>What type of evidence has been analysed?</p>	<p>Department of Communities and Local Government data such as deprivation indices; data from TfL on travel needs and diversity; information from organisation strategy (Haringey Homelessness Strategy).</p> <p>Reference is made to the plan being based on community consultation (see p14)</p>
<p>Is there evidence against each of the protected characteristics?*</p> <p>*Only the first aim applies to Marriage &amp; Civil Partnerships and only in respect of employment</p>	<p>Yes and no. The protected characteristics are listed (see for example p7) but the consideration seems very patchy.</p> <p>Under age, the EIA picks up that 48% of children live in poverty in Tottenham. This seems a very useful observation.</p> <p>Under Race, Religion and Belief. Only race is addressed (usefully picking up differentials in employment between BME and white people). Under Disability, there is a stat linking disability and economic activity.</p> <p>Under gender, employment data is referenced indicating adverse employment outcomes for women. The data is quite old (JSA 2004-09)</p> <p>For Gender Reassignment, Marriage and Civil Partnership and Pregnancy and Maternity the blanket statement 'No specific information is available for this equalities strand. That seems surprising</p> <p>No information is given for Religion and Belief under Race, Religion and Belief. And that no reason for that omission is given.</p>

	Overall it is interesting that in the report under 'Step 2' economic impact factors are listed first then reference is made to Equality information. The report reads very much like an Economic Impact Analysis with equalities impact tacked on.
Are reasons given for any evidence gaps?	Gaps in data are acknowledged on p12. For Gender Reassignment, Marriage and Civil Partnership and Pregnancy and Maternity it's simply stated that it's not collected. No reference to the gap on Religion and Belief
Has any likely or actual adverse impact been identified and if so are there actions to eliminate or mitigate this?	No. The conclusion of the EIA writer is that the plan mitigates adverse impact. Using the summary in Step 7 as evidence, there doesn't appear to have been a thorough equality analysis to support that conclusion.
Has intersectionality been considered? e.g. impact on minority ethnic women	No
Has cumulative impact been considered?	No
Is there an audit trail? <ul style="list-style-type: none"> <li>• Date/signature of person completing the EA</li> <li>• Date/signature of person authorising the EA</li> <li>• Destination of the EA (name of relevant committee etc)</li> </ul>	Yes
Are the review arrangements made clear?	No. the guiding questions in step 6 are not addressed. The response given indicates that this will be addressed in a later plan

Is there a reference to quality assurance/ peer review?	Yes. A policy officer quality checking and signing off
Rate the EA on a scale of 1 to 5 (1 being excellent and 5 being unsatisfactory)	2. (it appear to me to be more of an economic impact assessment than an equality one)

Appendix 7 SELECTED DOCUMENT REVIEWS AND COMMENTS FROM AUDIT

Corporate Documents	Relevance to equality	Evidence of due regard to equality	Comments
1. Corporate Plan 2015/18	Yes		Does not make reference to 'values' within which the commitment to diversity and inclusion could be outlined.  Maybe helpful to define concepts such as 'commercial skills' and 'better customer service'.
2. Our offer to staff	Not relevant. High level 'offer' on how Council will		

	support and develop their staff		
3. Sustainable Community Strategy 2007 - 16	Yes	<p>Strategy reinforces the public sector equality duty by a focus on eliminating inequalities, promoting good relations and cohesiveness, and advancing equality of opportunity (e.g. addresses economic prosperity; poverty and disadvantage; employment, training and education).</p> <p>Specific objectives are reflected in the Council's equality objectives.</p> <p>Focuses on the key areas of access, quality of services, outcomes, and treatment of people by the Council.</p> <p>Commitment to equality and diversity is implicit within the document.</p>	<p>The community engagement section is brief and probably doesn't give credit to the consultation and engagement work ongoing. This could be strengthened to demonstrate this key commitment and provide some examples of how Council monitor and evaluates disproportionality in access, outcomes and satisfaction across the protected characteristics and vulnerable groups.</p>

		Provides details of how to seek alternative formats.	
4. Corporate Health, Safety and Well Being statement and policy	Yes	Generally a robust generic policy with probable implicit reference to equality issues.	<p>Include the following issues explicitly to demonstrate due regard to equalities issues.</p> <p>Duty to make reasonable adjustments to manage any risks involved in an employee performing their job safely or reasonable adjustments required to manage their wider health and safety requirements e.g. visual alarm system, pager, buddy etc.</p> <p>Process of PEEPs (Personal Emergency Evacuation Plans) to ensure a disabled or a vulnerable person can leave a building safely in the event of a fire etc.</p> <p>The process for testing evacuation chairs and other such equipment.</p> <p>Information/Signage should be available in a range of accessible formats given the diversity of staff and visitors.</p>

<p>5. Workforce plan</p>		<p>Equality audit and equality action plan part of delivery framework.</p>	<p>The workforce table on page 4 could include inclusive leadership principles – listening/ drawing out diverse viewpoints.</p> <p>Should benchmarking also occur against Borough/London regional demographics in addition to benchmarking against London Councils.</p> <p>‘Haringey Academy’ and ‘Culture Change’ to refer to inclusive leadership principles.</p> <p>‘Equality and Inclusion’ section could refer to equality monitoring along with the stated EqIAs.</p>
<p>6. Procurement Policy</p>		<p>Expired.</p> <p>Policy and Strategy 2008-2012 is different to the procurement strategy reviewed below.</p> <p>Policy is robust in that it embeds equality commitments.</p> <p>The strategy encourages suppliers to provide local employment and training.</p>	<p>The same issues stated in procurement strategy section below apply here too.</p>

<p>7. Procurement Strategy</p>	<p>Yes</p>	<p>Strategy expired 2013.</p> <p>Strategy recognises its due regard to the equalities duty. Emphasises equality of access to local businesses and voluntary organisations.</p> <p>Support for SME's and voluntary sector features in the procurement outcomes.</p> <p>Evidence of good practice is noted, for e.g., Meet the buyers event; small business community forum; voluntary sector Compact; relevant equality guidance and development of specific training modules</p> <p>Strong E&amp;D section and mention of strategy being equality impact assessed.</p>	<p>Considerations for strategy as follows.</p> <p>Build in Assurance Checks to ensure equal opportunity is actually being considered when procuring contracts. To be undertaken by Corporate Procurement function.</p> <p>Outline how the Council can diversify the Central Purchasing Bodies arrangements in order to provide opportunities to SMEs and local businesses (consortia, small scale contracts etc.).</p> <p>Outline how the Council influences the Collaborative Procurement Hubs to strive for a diverse supplier base (if remit allows).</p> <p>The Review of Performance Appendix could include a section on the Council's achievements in attracting SMEs/local trade; innovation undertaken in this area including the positive action referred to in the strategy (supporting and up skilling local trade enabling them to win contracts); lessons derived from the various SME/voluntary/social enterprise forums; etc. This will demonstrate the Council's</p>
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			commitment in this regard, enable transparency, and embed equality throughout the strategy.
8. Council Leadership Qualities	Yes	Leadership qualities embed a diversity and inclusion approach by referencing areas like 'listens to understand different views', 'shows empathy for different perspectives' etc.	Reference to demonstrating 'inclusive behaviours' can be included so that the need for self-awareness of own attitudes and behaviours is emphasised given the necessity of this to achieve the qualities listed.
9. Flexible Working Policy; Flexi Time procedure; Flexible Retirement Policy	Yes	Good range of flex options which take into account the changing needs of employees.	<p>Policy and procedure is extremely wordy. In terms of accessibility this may present difficulties for people with learning disabilities (processing and understanding the information), language proficiency etc.</p> <p>Consider detailing the duty to make reasonable adjustments in Statutory Duties section - applies to all flexible working options.</p> <p>Policy refers to DDA - update to current legislation.</p>

			<p>Policy is silent on how flexibility to follow specific cultural practices and holidays; flexibility in start/end times etc will apply.</p> <p>Policy should refer to how it will be monitored for consistency and fairness and in terms of equality analysis [disparities in protected characteristics and different grades (flex working requests can drop off at higher grades especially if staff do not feel comfortable in requesting)].</p>
<p>10. Grievance &amp; Discipline Policies</p>	<p>Yes</p>	<p>Grievance procedure adheres to ACAS good practice.</p> <p>E&amp;D section refers to monitoring grievances by the protected characteristics.</p>	<p>Consider being explicit in terms of E&amp;D monitoring in terms of monitoring who is accessing the procedure, stages progressed, and outcomes.</p> <p>Will Council undertake a policy assurance exercise especially where no/few grievances are received to assess any barriers such as a lack of confidence in the process, fear of repercussions, lack of diversity of investigating officers etc.</p> <p>Timescales should allow flexibility for part time workers for example (e.g., the 5 day</p>

			<p>timescale noted in the managers' guidelines).</p> <p>The management and employee guidelines do not refer to the duty to make reasonable adjustments throughout the process to ensure that disabled staff can access and participate fully in the grievance procedure. Disabled employees should be encouraged to speak to line manager or HR if having difficulty at any stage of the procedure.</p> <p>Procedure states the right to be accompanied. Refer to the ACAS code of practice which provides the necessary caveats e.g., not normally reasonable for workers to insist on being accompanied by a companion whose presence would prejudice the hearing etc.</p>
11. Bullying and Harassment policy	Yes	Policy gives regard to confidential complaints procedure and adequately details monitoring and review process.	<p>Section 5 'what is harassment or bullying' can be made more concise and readable. Consider using the Equality Act definition of harassment for clarity.</p> <p>Policy does not mention harassment on grounds of 'association' and 'perception'.</p>

			<p>What is the position on bullying and harassment by visitors or third parties?</p> <p>In 'Key Principles' section could acknowledge that it is not the intention of the harasser, but the conduct itself and the impact on the recipient that determines what constitutes bullying and harassment.</p> <p>Policy could mention training for all staff.</p>
12. Maternity Guidance & Adoptive Leave Guidelines	Yes		<p>Could cover how time off for appointments will be managed.</p> <p>Guidance silent on shared parental leave arrangements unless covered separately.</p>
13. Maternity leave provisions	Yes	Policy follows good practice.	<p>Policy outlines reorganisation. It could also include the position on how redundancies for pregnancy &amp; maternity situations will be managed, for completeness.</p>
14. Capability at Work procedure		Capability procedures will be monitored by the protected characteristics.	<p>Be explicit in terms of purpose of E&amp;D monitoring - issues/disparities in terms of who is accessing the procedure, stages progressed, and outcomes.</p>

		<p>Capability to do job because of health/sickness is dealt with via a separate sickness policy.</p> <p>Allows for work colleague or representative to attend hearing and support employee.</p>	<p>The procedure does not refer to the duty to make reasonable adjustments. Dismissal because of a reason arising from a disability will constitute discrimination. Consider entering a clause/statement about this duty. Possibly in 6.4.</p>
15. Sickness Absence Policy & Guidelines	Yes	<p>Good practice if reflected in policy and adequate regard given to gender reassignment, pregnancy and maternity, and disability.</p> <p>Policy recognises that above characteristics may need to be treated differently when managing sickness. This would include the application of sickness policy triggers.</p>	<p>References to sympathy should be replaced with empathy.</p> <p>3.1.4 – states Council may heed OH advice. NOTE - case law emphasises that employers should take into account OH advice, but not rely on it without question (Donelien v Liberata)</p> <p>3.3.5 - states 'no preferential treatment will be given to employee off sick for an acting up position'. NOTE – Case law and EHRC suggest that a reasonable adjustment might involve a transfer to a position on a higher grade. Can consider promoting employee without putting them through a competitive interview as a possible adjustment (Archibald -v- Fife Council)</p>

			Monitor policy against protected characteristics and identify trends.
16. Stress Management Policy	Yes		Duty to make reasonable adjustments to reduce stress needs to be explicitly stated in policy.
17. Leave & Time Off Policy	Yes		<p>Caveat to be included that exceptions to policy may be made if a reasonable adjustment is required.</p> <p>How will requests for time off for religious observance/events be dealt with?</p> <p>Monitoring of policy to be considered for take up.</p>
18. Adoption leave information pack	Yes		What are the implications of shared parental leave in adoption scenarios?
19. Adoption Guidance for managers	Yes		<p>The <u>policy</u> on adoption leave should monitor the number of staff who take adoption leave, length of leave taken, returnees by protected characteristics.</p> <p>Might also want to state when adoption leave does not apply for example when a step-parent is adopting a partner's children.</p>

			Clarify how time off for adoption leave appointments will be addressed.
20. Induction/Probation/Support and Development	Yes	Policy allows for an extension of the probation period. This covers the need to consider extending probationary period due to disability related sickness, for example.	Duty to make reasonable adjustments absent. Policy refers to general support only. If an individual is having difficulty performing their role during their probation due to a disability, consider reasonable adjustments. Or Council may be aware of adjustments required upfront.  Include process for reviewing effectiveness of reasonable adjustments.
Equality Specific Documents	Dated & Review Date	Employment and/or Service focus	Comments
1. Equality Impact assessment guidance		EqIA guidance sufficiently outlines how the EqIA process should be managed.	When thinking about impact on particular groups, consider impact on intersectionality.

			<p>Guidance is silent on when EqIAs should occur i.e., when developing new policies, reviewing policies, at the outset etc.</p> <p>Council may want consider including Human Rights impact (and FREDA principles) if this is not considered in guidance elsewhere. Concepts of Equality and Human Rights overlap.</p> <p>Consider peer reviews/assurance checks.</p>
2. Equality Act 2010 – key changes			Refers to s14 of the Act (dual discrimination). This has been postponed and is not currently in force.
3. Equality public sector duties: Members briefing 2010			Update doc to remove reference to 'duty' to reduce socio economic inequalities and dual discrimination. Duties repealed. Council may do work to address socio economic inequalities but not a 'duty'.
EIAs (separate template to be used)	Dated & Review Date	Employment and/or Service focus	Comments

<p>Health and Wellbeing Strategy</p>	<p>Yes</p>	<p>Plan is an 'easy words and pictures' version. The plan identifies the priorities for the Council on health and well-being and clearly based on equality needs analysis. It identifies health inequalities and is aligned to the equality objectives.</p>	<p>The content in the plan appears to be over simplified. Can maintain easy read version but include the necessary level of detail.</p> <p>Use quantitative data from strategic needs analysis to support reasons for priorities and demonstrating evidence based approach (Equality objectives includes data). Can also include details on the process undertaken to identify the priorities.</p> <p>Due regard has been given to requesting plan in different formats but lacks details by way of helpful examples.</p> <p>Include smart objectives and actions in 'what we plan to do' section to make strategy meaningful. Example, Item 3.5 (pg. 13) is visionary not practical.</p> <p>Lacks specificity regards actions Council will take in 'what we plan to do' sections.</p> <p>Lacks details around consultation and monitoring/review of the various activity taking place.</p>
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Direct Services Restructure			
Care Act 2014	Yes	<p>Engagement and consultation built into implementation plans.</p> <p>Monitoring of under representation in access is noted in the EqIA.</p>	<p>Issues to be explored for the EqIA are as follows.</p> <p>The EqIA references 'A possibility of direct or indirect discrimination'. In the 'actions to mitigate' section, consider including unconscious bias training for staff involved. Especially given some of the concepts involved such as 'significant impact on the carer's wellbeing' are undefined in the Act and rely on staff interpreting these concepts in their 'everyday sense', hence subject to personal biases.</p> <p>Under representation in access is monitored by the key protected characteristics but no analysis shown regards which groups are underrepresented and any targeted interventions in this respect.</p> <p>Plan for monitoring for disproportionality in outcomes and quality of service in line with Councils equality policy are not noted.</p>

			<p>Consider whether any intersectionality data may be useful e.g. learning disability and female/BAME to identify any specific issues concerning these groups.</p> <p>EqIA could usefully list the qualitative issues identified for the protected characteristics/vulnerable groups as identified though the Councils own analysis and the engagement process.</p>
Housing Strategy Consultation	Yes	<p>Strategy based on needs analysis outlining the requirements in the Borough.</p> <p>Strategy refers to support options for vulnerable people, linking with employment and skills.</p>	<p>Policy does not make a big play on accessible homes. With an ageing population and increase in disability, policy could perhaps be more explicit in terms of the requirements in this area.</p> <p>Policy does not make mention of 'lifetime homes'?</p> <p>Summary of a comprehensive needs analysis would be useful identifying the requirements including whether any refuges/hostels etc were also required as part of the wider housing strategy for the Borough.</p>

			<p>The EqIA for this strategy should highlight the needs of certain faith groups for larger housing, trans people not seeking housing advice for fear of being outed or discrimination; possible higher rates of LGBT and trans in homelessness figures, etc.</p>
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Appendix 8 STAFF SURVEY FINDINGS

	Recommendation Year 1
<p>Job descriptions and selection criteria are reviewed regularly to ensure they remain relevant and free from bias.</p>	<ul style="list-style-type: none"> <li>• EIA JDs and selection criteria to identify irrelevant and biased criteria</li> <li>• Date mark all JDs to show transparency</li> <li>• Audit departmental processes to ensure consistency</li> <li>• Deliver bespoke training on 'fair recruitment' and develop fair recruitment guidance</li> </ul>

<p>Anyone involved in the selection process has been made aware of how stereotyping and personal bias can influence the process and knows how to avoid this</p>	<ul style="list-style-type: none"> <li>• Unconscious bias training in the context of recruitment and selection</li> <li>• Create several new initiatives including Unconscious Bias training for managers</li> <li>• Develop 'Fair recruitment' guidance</li> <li>• Deliver bespoke training on 'fair recruitment' and develop fair recruitment guidance</li> </ul>
<p>Opportunities for progression are open, transparent and fair?</p>	<ul style="list-style-type: none"> <li>• Ensure recruitment policy and procedure is explicit on how Council will demonstrate openness, transparency and fairness, benchmark practice against this</li> <li>• Monitor promotions for protected characteristics and identify remedial actions</li> <li>• Performance appraisals to identify development and training needs of staff around equality issues (e.g. from challenges experienced in service delivery; unhealthy attitudes etc.)</li> <li>• Recognition of the business case for greater diversity (BME, women, older people) at higher levels. Develop effective talent management programmes incorporating visible role models, more balanced teams and greater alignment with community needs</li> <li>• Programme regular EDI surveys and focus groups to assess experiences and perceptions of equality within the workplace.</li> <li>• Improve governance to help embed E,D &amp; I allied to long term staff development plans</li> </ul>

<p>Staff are recognised and supported, regardless of whatever Protected Characteristics* they may hold.</p>	<ul style="list-style-type: none"> <li>• Membership of organisations such as Stonewall and Race for Opportunity</li> <li>• Effective support to staff networks</li> <li>• Inclusive leadership training for all managers</li> <li>• Effective performance management and talent management programmes</li> <li>• Engage with equality groups on an annual basis about its programme of work</li> <li>• Consult with created relevant equality groups on performance audits which have a focus on equalities issues</li> <li>• Disaggregate future staff survey findings by protected characteristics.</li> </ul>
<p>Have you ever experienced barriers to your career progression within the Council?</p>	<ul style="list-style-type: none"> <li>• Create a Workforce Equality Plan to measure a series of targeted commitments and actions under nine headings to drive forward its equality work.</li> <li>• The Equality Plan should then be assessed on a quarterly basis, and a note of Progress Against Objectives made within the plan.</li> <li>• Deliver Inclusive leadership training for all line managers</li> <li>• Review mentoring programs across the Council</li> </ul>
<p>Thinking about your most recent performance appraisal did you... Discuss your learning and development needs?</p>	<ul style="list-style-type: none"> <li>• Review appraisal processes for fitness to address staff highlighting that the value of the performance appraisal processes.</li> </ul>
<p>My own learning and development needs are being well met</p>	<ul style="list-style-type: none"> <li>• Develop a reliable development baseline that can be cross referenced with career progression with equality information.</li> </ul>
<p>I have undertaken learning and development activities in the last 12 months?</p>	<ul style="list-style-type: none"> <li>• Create a Talent Action Plan</li> </ul>

	<ul style="list-style-type: none"> <li>• Each department should integrate diversity and inclusion into its workforce planning, for example by looking at the diversity of the talent among their staff.</li> </ul>
The learning and development activities I have done in the past 12 months have helped with my performance and career progression	<ul style="list-style-type: none"> <li>• Departments should also tailor the business case to its business outcomes and objectives.</li> <li>• The Council should continue to develop the Talent Action Plan so it targets all staff and promotes an inclusive culture.</li> </ul>
Too busy to attend any training	<ul style="list-style-type: none"> <li>• Committing time to address issues related to equality and diversity with the workforce, elected officials, trade union representatives and other stakeholders</li> <li>• The development and application of equality skills underpins the Council's improvement work.</li> <li>• There should be elements of mandatory provision in the training offer.</li> </ul>
If you undertook training did you find it useful and relevant to your work? Equality Impact assessments	<ul style="list-style-type: none"> <li>• Raise awareness of the Public Sector Equality Duty.</li> <li>• Greater communications about the importance of EIAs with staff, elected officers and other stakeholders.</li> <li>• Communicate more to give feedback on how equalities are being addressed in audit work and where more can be done.</li> </ul>
All staff are treated with fairness and respect	<ul style="list-style-type: none"> <li>• The Council should make clear how managers and officers will be held accountable for dignity at work programs across all the arms of the council</li> </ul>
The Council actively strives to have a diverse workforce at all levels	<ul style="list-style-type: none"> <li>• Use all communication tools to inform staff of data &amp; drives to improve workplace diversity</li> <li>• Monitor and analyse – continuous reflection and improvement</li> </ul>
Staff with commissioning responsibilities take account of equality and inclusion issues when commissioning services	<ul style="list-style-type: none"> <li>• Make Equality Assessments Mandatory for all staff with service and workforce responsibilities</li> </ul>

<p>Service reviews take account of equalities issues</p>	<ul style="list-style-type: none"> <li>• Create a Corporate Equality Group which contains a mixture of key strategy, policy and performance officers. This group should report to the Corporate Leadership Team and has oversight over the development of equality and ensures that the focus on equality is maintained.</li> </ul>
<p>You have not observed any incidents of unfair discrimination, bullying or harassment in the Council</p>	<ul style="list-style-type: none"> <li>• Review existing whistleblowing strategies within the Council and if not fit for purpose make more robust. Posters in Council offices should highlight whom staff can turn to if they feel bullied or harassed.</li> <li>• Dignity at Work Champions should be developed to further support staff in this area.</li> <li>• Council should explore through various means including surveys experiences of bullying &amp; harassment across all arms of the Council to detect trends which might highlight pervasive cultures within specific units.</li> <li>• Develop highly visible campaigns (e.g., Stonewall No Bystanders campaign) that tackle bullying and encourage reporting via easy and anonymous routes such as through HR, network groups, hotlines or dedicated points of contact.</li> </ul>
<p>If you reported an incident of unfair discrimination, bullying or harassment you are confident it would be dealt with appropriately</p>	<ul style="list-style-type: none"> <li>• Leadership development programmes should include content in all programmes to support current and future leaders demonstrating leadership on tackling bullying.</li> <li>•</li> </ul>

	<ul style="list-style-type: none"> <li>• Cases of resolved bullying &amp; harassment in which no confidential restraints are in place should be shared through Council comms to show transparency and willingness to tackle all examples.</li> <li>• Have high quality , well communicated and enforced policies on equality and dignity at work goals</li> </ul>
<p>'You are being treated fairly in terms of recognition of overtime, time off in lieu, flexitime etc.?'</p>	<ul style="list-style-type: none"> <li>• Reaffirm through Council comms of its commitment to Agile &amp; Flexible Working. Record staff data of those who apply and its success rate by manager, department and service unit.</li> <li>• Consult stakeholders in decisions which affect them</li> </ul>
<p>Yes, I am interested in Staff Network And Would attend Staff Network meetings</p>	<ul style="list-style-type: none"> <li>• Create Council Champions of Diversity &amp; Equality</li> <li>• Engage with created equality groups on an annual basis about its programme of work</li> <li>• Consult with relevant equality groups on performance audits which have a focus on equalities issues</li> <li>• More positive action pathways to support staff in underrepresented groups reach their potential</li> </ul>



# Equality Monitoring

A guide for employers

**Incorporating:**

Employers  
Forum *on* Age

Employers  
Forum *on*  
Belief

Employers 4 Fathers

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## Introduction

The Equality Act 2010 sets out nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. Equality monitoring is the process that employers use to collect, store and analyse data about the protected characteristics of job applicants and workers. Employers can use monitoring to:

- check how well their equality policy is working;
- analyse the effect of other policies and practices on different groups;
- highlight possible inequalities and investigate their underlying causes;
- set targets and timetables for reducing disparities; and
- make sure that job applicants and workers realise that the organisation takes equality and diversity issues seriously.

The types of inequalities that monitoring may reveal might include, for example, that:

- applicants from a particular ethnic group are not selected for promotion;
- men are concentrated in certain jobs, and women in others;
- fewer gay people apply for employment than might be expected;
- more older than younger workers are selected for redundancy.

Public sector employers may have to monitor matters such as recruitment, promotion, training, pay, grievances and disciplinary action by reference to the protected characteristics of their workers to fulfil their public sector equality duty. There is otherwise no legal requirement on employers, but doing so is highly advisable. Equality monitoring can help in:

- Providing evidence that your organisation is doing what equality law says you must do if a job applicant, worker or former worker brings a tribunal case against you;
- Winning contracts, if your organisation tenders for work in the public and private sectors, because equality has become increasingly important in procurement;

Effective monitoring is an important tool for measuring performance and progress towards equality and diversity goals and in building an inclusive working environment. Monitoring is not an end in itself and once data is collected it needs to be analysed and used to inform appropriate action.

Equality monitoring can help to:

- build reputation: the best performing organisations are those that invest most on promoting equality and diversity in their workforce;
- improve productivity: valuing and supporting the diversity of people's backgrounds and lifestyles is important in making the most of the contribution that they can make to organisational performance;
- recruit and retain the best from the widest talent pool;
- create awareness: signalling the organisation's understanding of and commitment to creating a more inclusive work environment;
- identify and address any inequalities in the application of employment policies and facilitate specific adjustments or interventions; and
- avoid risk: by helping to avoid damaging and costly employment tribunals or negative publicity

## 1. The protected characteristics

We recommend that employers collect equality monitoring data for each protected characteristic by asking job applicants and workers to select from a list of categories the group with which they associate themselves.

Where possible, to facilitate comparisons with official data, these categories should be compatible with those used in the population census and/or other survey statistics produced by the Office for National Statistics.

Employers should be aware that the way people classify themselves can change over time: therefore employees should be given an opportunity periodically to review and update their personal data, or ideally real time access via a self-service module .

The following points should be considered in relation to the protected characteristics:

### Age

Organisations which hold employee data in an electronic database or records management system should gather age data by requesting date of birth, since it will normally be possible to aggregate and analyse individual records at any point with reference to any relevant age group.

Other organisations should consider collecting age data by reference to age bands, such as:

16-17  
18-21  
22-30  
31-40  
41-50  
51-60  
60-65  
65 and above

### Disability

Some people may be reluctant to reveal information about disability and employers should make efforts to explain the purpose of monitoring to alleviate any anxieties.

Although the Equality Act 2010 generally prevents employers from asking questions about health or disability before the offer of a job is made it is not unlawful under the Act where the purpose of asking such questions is to monitor the diversity of applicants.

Some employers choose to monitor by broad type of disability to understand the barriers faced by people with different types of impairment.

The question that asks whether or not individuals consider themselves disabled should explain that the Equality Act 2010 defines someone as a disabled person if they have a physical or mental impairment

which has a long term and substantial adverse effect on their ability to carry out normal day to day activities.

It will be helpful to give some examples of the wide range of conditions that may count as a disability under the Equality Act 2010 (such examples may include progressive conditions such as HIV and cancer, mobility, sight or hearing impairments or mental health issues such as depression) and to explain that when individuals answer the question, they should not take into account the effect of any medication or treatments used or adaptations made which reduce the effects of impairments. Individuals should think about the effect their impairment would have if these were **not** being used or made.

In relation to the definition of disability above, do you consider yourself to be disabled?

- Yes
- No

## Gender reassignment

Monitoring numbers of transsexual staff is a very sensitive area and opinion continues to be divided on this issue. While there is a need to protect an individual's right to privacy, without gathering some form of evidence, it may be difficult to monitor the impact of policies and procedures on transsexual people or employment patterns such as recruitment, training, promotion or leaving rates.

Because many transsexual people have had negative experiences in the workplace, many may be reluctant to disclose or may not trust their employers fully.

Privacy, confidentiality and anonymity should be paramount. For example, diversity statistics should not be linked to IT-based personnel records that indicate grade or job title, as the small number of transsexual workers in an organisation may be identified by these or other variables, compromising confidentiality.

Employers should note that it is important to recognise that transsexual people will usually identify as men or women, as well as transsexual people. In light of this, it is not appropriate to offer a choice between identifying as male, female or transsexual.

A useful guide produced by the Scottish Transgender Alliance on the issues relating to the monitoring of transgender people can be downloaded [here](#). It recommends the following questions:

Please describe your gender identity:

- Male (including female-to-male trans men)
- Female (including male-to-female trans women)
- Non-binary (for example, androgyne people) \*
- Prefer not to say

Is your gender identity different to the sex you were assumed to be at birth?

- Yes \* (Please describe difference: \_\_\_\_\_ )
- No
- Prefer not to say

Have you ever identified as a transgender or trans person?

- Yes \*
- No
- Prefer not to say

If you are using an online form then the additional option exists to use logic rules to provide an supplementary question below which is only shown where the person selects any one or more of the previous answers indicated with a \*.

Do you consider yourself to be within any of the following categories? (you can tick more than one if you wish)

- FTM / trans man
- MTF / trans woman
- Intersex person
- Non-binary gender person
- Cross-dressing / transvestite person
- Other type of gender variant person (specify if you wish)

## Marriage and Civil Partnership

Data on marital and civil partnership status should be collected using categories which will enable comparisons to be made with census data. The 2011 census question was as follows:

What is your legal marital or same-sex civil partnership status?

- Never married and never registered a same-sex civil partnership
- Married
- Separated, but still legally married
- Divorced
- Widowed
- In a registered same-sex civil partnership
- Separated, but still legally in a same-sex civil partnership
- Formerly in a same-sex civil partnership which is now legally dissolved
- Surviving partner from a same-sex civil partnership

## Race

Race data should be gathered using categories which will enable comparisons to be made with census data. The 2011 census questions on nationality and ethnicity were as follows:

How would you describe your national identity?

- English
- Welsh
- Scottish
- Northern Irish
- British

- Other, write in

National identity means a sense of belonging to a particular country or countries. It is subjective and self-perceived, and may differ from official nationality or country of citizenship. It is also conceptually different from country of birth and was included in the 2011 census for the first time.

If a question on national identity is included it should appear immediately before any question on ethnicity. Testing of the national identity question for the census showed that British-born people from ethnic minority groups were more likely to answer the ethnic group question if a national identity question was asked first, as it allowed them to state that they were British.

What is your ethnic group?

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background, write in

Mixed / multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / multiple ethnic background, write in

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background, write in

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background, write in

Other ethnic group

- Arab
- Any other ethnic group, write in

## Religion or belief

Although it may not fully allow for the declaration of non-religious beliefs, and may tend to inflate the numbers declaring themselves as Christian, we recommend that data should be gathered using categories which will enable comparisons to be made with census data. The 2011 census question on religion was as follows:

What is your religion? (This question is voluntary)

- No religion
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Hindu

- Jewish
- Muslim
- Sikh
- Any other religion, write in

The EFB guide to monitoring religion or belief provides further discussion of the issues involved and may be downloaded [here](#).

## Sex

Data should be gathered by means of a binary choice between Male and Female.

## Sexual orientation

Although some people may regard sexual orientation as a private matter, it is relevant in the workplace, particularly where discrimination and the effectiveness of equality policies are concerned. The way in which the question is asked is very important, particularly if employers are to ensure that the monitoring process does not create a further barrier. Sexual orientation data was not collected in the 2011 census.

We recommend that job applicants and workers should be asked about their sexual orientation using a question in this form:

What is your sexual orientation?

- Heterosexual/straight
- Gay man
- Gay woman/lesbian
- Bisexual
- Other
- Prefer not to say

Transsexual or transgender status should not be included within the section on sexual orientation.

Testing by the Office of National Statistics has shown that in order to improve the accuracy of responses the question on sexual orientation should feature before that on religion. They found that if the question on religion preceded that on sexual orientation it adversely impacted the sexual orientation response.

In some monitoring exercises, such as staff engagement surveys, it may be appropriate to ask a further question about how open an employee is about their sexual orientation:

If you are lesbian, gay or bisexual, are you open about your sexual orientation? (Yes, Partially, No)

- At home
- With colleagues
- With your manager
- At work generally

Stonewall has produced a useful guide on monitoring sexual orientation which can be downloaded [here](#).

## 2. Gathering information for monitoring purposes

Monitoring will only generate meaningful and reliable results when employees feel safe and confident in disclosing personal information and when they feel assured that meaningful action will follow.

You need to tell applicants and workers the reason why you are asking them for monitoring information. If you make clear why you want the information and how it will be used, who will see it, how their privacy will be respected and so on, it will make it more likely that people will provide the information.

People may be worried about responding fully or honestly, perhaps because they are concerned the information will be used to discriminate against them or they've had a previous bad experience where the information was used in the wrong way. This may be especially true for job applicants and for particular characteristics, such as disabled people with a mental health condition.

You should provide details of the process you have in place for gathering, storing and using information in order to reassure people who give you information that you will not use their information to discriminate against them, harass them or victimise them, and gather, keep and use information in a way that ensures that this cannot be the case.

For example, monitoring forms completed by job applicants should be separated from their application forms by someone who is not involved in the decision about who to shortlist and interview.

In most cases, no-one is required to supply you with any information at all, whether they are a job applicant or an existing worker. You must not treat someone less favourably because they refuse to supply monitoring information.

## 3. What to monitor?

We recommend that employers consider monitoring the list of areas below. This list is not exhaustive and, depending on your organisation's size and resources, you may wish to consider monitoring additional areas.

### Recruitment

Knowing how many people with a particular protected characteristic apply, get interviewed and are successful at interview can help you to ensure that you are recruiting without discriminating. If you find any areas where there is under-representation of people with a particular protected characteristic, you might consider changing your recruitment methods. Such changes might include alterations to your advertising methods, your application processes and your interviewing methods. If there are no gaps or obvious areas for improvement in your recruitment processes and yet the workforce is still not representative then you could consider taking 'positive action' measures.

Data should be collected at each of the following points:

- Sources of applications for employment

- Applicants for employment
- Those who are successful or unsuccessful in the short-listing process
- Those who are successful or unsuccessful at test/assessment stage
- Those who are successful or unsuccessful at interview

## During employment

Monitoring the make-up of your workforce by the protected characteristics and monitoring various processes will tell you if people with a particular protected characteristic or characteristics are over- or under-represented and if you need to make changes to sort out any potential discrimination, which may well be unintended. It is good practice to monitor:

- Workers in post
- Workers in post by type of job, location and grade
- Applicants for training
- Workers who receive training
- Applicants for promotion and transfer and success rates for each
- Time spent at a particular grade/level
- Workers who benefit or suffer detriment as a result of performance assessment procedures
- Workers involved in grievance procedures
- Workers who are the subject of disciplinary procedures

## On termination of employment

Monitoring employees who leave the organization, and their reasons for leaving can help to identify whether there is any underlying discrimination affecting workers with a particular protected characteristic. It is good practice to monitor:

- Workers who cease employment
- Dismissals for gross misconduct
- Dismissals for persistent misconduct
- Dismissals for poor performance
- Dismissals for sickness
- Redundancies
- Resignation
- Termination for other reasons

## 4. Privacy and confidentiality

Access to equality monitoring data, especially if not anonymised, should be on a 'need to know' basis and it should be protected and securely stored in line with data protection rules.

In particular, if someone is a transsexual person (someone with the protected characteristic of gender reassignment) who has a **Gender Recognition Certificate**, it may be a criminal offence to disclose this without permission, so you should be especially careful who knows this information and what is done with it.

If there are only a small number of people working for you or in a particular workplace or department, you need to be very careful about the level of detail you provide or even whether you share or publish information at all, even if it is 'anonymised' information. This is to avoid a situation where individuals are identifiable, even if their names are not used.

If you publish equality monitoring data, it is important that you do not breach workers' or applicants' confidentiality, or reveal anything which might enable someone to work out information about another person which was provided in confidence. This is particularly important in relation to protected characteristics where there is more likely to be fear of discrimination: sexual orientation, religion or belief, gender reassignment and some disabilities which may have stigma associated with them.

A sample code of practice on the collection and use of equality monitoring data is provided in the following Appendix.

## APPENDIX

### Sample code of practice on the collection and use of equality monitoring data

This code of practice relates to the confidentiality of information gathered about all ABC employees for the purposes of equality monitoring. For the purposes of the code this covers data on age, disability status, ethnic origin, gender reassignment, marital or civil partnership status, religion or belief, sex, and sexual orientation.

Equality information obtained will be treated with the highest degree of confidentiality. It will only be used for the purpose of monitoring the effectiveness of ABC's equality and diversity policies. On no account will data in respect of any individual be used for any other purpose or made available to any other body, including government departments, except as set out in paragraph 7 below.

### Methods of collecting equality monitoring data

ABC collects the information through one of three possible routes:

1. staff self-completing their personal information details electronically through the HR Self-service function;
2. staff completing a paper questionnaire; or
3. applicants for posts completing the information on a paper or electronic questionnaire as part of the recruitment process

### Self-classification

Data on the ethnic origin, any disability status, religion or belief, sexual orientation, sex and age of ABC employees will only be collected on the basis of self-classification by individuals. On no account will line managers or any other employee provide or be asked to provide classification on diversity for any employee.

### Storing diversity monitoring data

Diversity information is held on ABC's HR database. Once the information is entered into the database, any completed paper questionnaire is destroyed. Access to the named data is limited to specific people within Human Resources who have responsibility for analysing or working with this equality data.

### Access to diversity monitoring data

Access to diversity monitoring data of individual staff is restricted to the HR Diversity and Reward and Performance Teams and the HR Business Partners.

## Use of diversity monitoring data

Neither printed nor electronic records of the diversity data of individuals set alongside their name, pay reference, National Insurance number or any other unique identifier will be produced except to enable individuals to confirm the accuracy of their record.

For disability status monitoring data, the following circumstances also apply:

1. To enable ABC to keep an accurate record of the equipment and other reasonable adjustments needed by disabled people.
2. To enable a regular review of non-financial reasonable adjustments and equipment and arrange for equipment to be updated when necessary.

Subject to the exceptions above, any output from staff records that includes information on equality monitoring data will always be in the form of counts, tabulations or other statistical summaries. These will be anonymised to ensure that if any individual from any diversity group can be identified in these summaries, exact numbers will not be published. Instead, the summaries will indicate by way of an asterisk. In all cases where there are fewer than five people from any diversity group the exact number will not be published but will be indicated by way of an asterisk.

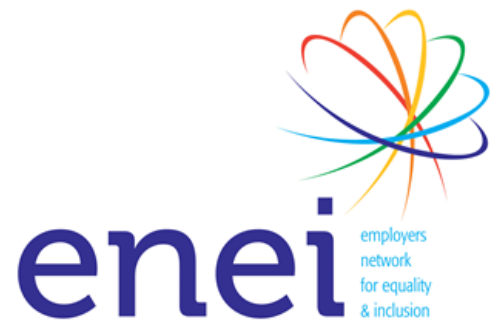
The personal data will be used solely for the purposes of informing and furthering the ABC's equality and diversity policies.

Anonymised statistical data may be produced and made publicly available, including in response to enquiries from government bodies, local authorities, the police, employment tribunals and other bodies. This would include providing data to an individual/organisation, where needed, for specific projects or research to further equal opportunities policies, under strict confidentiality agreements.



Employers Network for Equality & Inclusion (enei)  
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**Incorporating:**

Employers  
Forum *on* Age

Employers  
Forum *on*  
Belief

Employers 4 Fathers

**Equality Scorecard September 2015**  
 Period : July 2015 to September 2015

APPENDIX 2

**Data as at 30/09/2015**

**Profile by Services**

Profile by Services	Chief Operating		Corporate Governance Policy & Business Mgt		Deputy Chief Executive		Regeneration, Planning & Development		Haringey September 2015		Haringey June 2015		Targets
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	
Headcount	1285		109		1111		177		2682		2735		
Full-time equivalent (FTE)	1134.2		103.9		990.1		151.6		2379.8		2415.3		
Top 5% of earners - Female	24	46.2	4	30.8	30	66.7	10	43.5	68	51.1	68	48.9	50.0
Top 5% of earners - BAME	11	21.2	4	30.8	9	20.0	1	4.3	25	18.8	26	18.7	22.0
Top 5% of earners - Disability	1	1.9	2	15.4	0	0.0	0	0.0	3	2.3	3	2.2	3.7
Age 16 to 24	16	1.2	0	0.0	13	1.2	3	1.7	32	1.2	34	1.3	
Age 25 to 34	136	10.6	24	22.0	171	15.4	22	12.4	353	13.2	378	14.1	
Age 35 to 44	302	23.5	26	23.9	245	22.1	60	33.9	633	23.6	647	24.1	
Age 45 to 54	511	39.8	37	33.9	398	35.8	59	33.3	1005	37.5	1023	38.1	
Age 55 to 64	287	22.3	20	18.3	270	24.3	30	16.9	607	22.6	602	22.4	
Age 65 and over	33	2.6	2	1.8	14	1.3	3	1.7	52	1.9	51	1.9	
Average Age	47		46		46		45		47		46		
Disability	128	10.0	11	10.1	128	11.5	7	4.0	274	10.2	285	10.6	
BAME	711	55.3	46	42.2	591	53.2	68	38.4	1416	52.8	1455	54.3	
White Minorities	209	16.3	16	14.7	172	15.5	40	22.6	437	16.3	444	16.6	
White	344	26.8	46	42.2	315	28.4	68	38.4	773	28.8	777	29.0	
Not declared	21	1.6	1	0.9	33	3.0	1	0.6	56	2.1	59	2.2	
Female	782	60.9	67	61.5	849	76.4	111	62.7	1809	67.4	1845	67.5	
Male	503	39.1	42	38.5	262	23.6	66	37.3	873	32.6	890	32.5	
Part-time	343	26.7	14	12.8	293	26.4	43	24.3	693	25.8	729	27.2	

Ethnicity Key	
BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalites - British, English, Scottish, Welsh, and Northern Irish

\* Numbers are too small to report

**Profile by Grade Bands**

	Scale1 to Scale5		Scale 6 to SO1		PO1 to PO3		PO4 to PO7		PO8+		Other		Totals	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head	%
Age 16 to 24	11	1.5	5	0.9	9	1.4	1	0.3	0	0.0	6	2.0	32	1.2
Age 25 to 34	91	12.2	87	15.8	95	14.4	44	12.1	1	1.5	35	11.8	353	13.2
Age 35 to 44	145	19.4	113	20.5	194	29.4	94	25.8	16	24.6	71	24.0	633	23.6
Age 45 to 54	259	34.7	223	40.5	237	35.9	151	41.4	27	41.5	109	36.8	1006	37.5
Age 55 to 64	213	28.5	114	20.7	117	17.7	72	19.7	19	29.2	72	24.3	607	22.6
Age 65 and over	28	3.7	8	1.5	8	1.2	3	0.8	2	3.1	3	1.0	52	1.9
Disability	97	13.0	67	12.2	66	10.0	20	5.5	3	4.6	21	7.1	274	10.2
BAME	505	67.6	319	58.0	308	46.7	151	41.4	13	20.0	120	40.5	1416	52.8
White Minorities	95	12.7	90	16.4	136	20.6	65	17.8	11	16.9	40	13.5	437	16.3
White	130	17.4	130	23.6	207	31.4	143	39.2	40	61.5	124	41.9	774	28.8
Not declared	17	2.3	11	2.0	9	1.4	6	1.6	1	1.5	12	4.1	56	2.1
Female	466	62.4	438	79.6	444	67.3	213	58.4	41	63.1	207	69.9	1809	67.4
Male	281	37.6	112	20.4	216	32.7	152	41.6	24	36.9	89	30.1	874	32.6
Part-time	368	49.3	137	24.9	117	17.7	26	7.1	4	6.2	41	13.9	693	25.8

**Period  
Oct-2014 - Sept 2015**

**% of that group**


Recruitment & Retention						Promotions		Performance Appraisals		Training		Formal Procedures				
Applicants		Starters		Leavers		Promotions		Appraisals Completed mid year 2014/2015		Internal Training Courses		Grievance Cases		Disciplinary Cases		
Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	
Age 16 to 24	273	12.0	22	9.8	10	2.8	4	2.5			4	1.3	0	0.0	0	0.0
Age 25 to 34	805	35.2	75	33.3	65	18.3	30	18.8			35	11.8	4	13.8	6	14.0
Age 35 to 44	536	23.5	55	24.4	88	24.8	50	31.3			67	22.6	5	17.2	12	27.9
Age 45 to 54	479	21.0	54	24.0	105	29.6	59	36.9			108	36.4	11	37.9	15	34.9
Age 55 to 64	186	8.1	18	8.0	72	20.3	17	10.6			81	27.3	9	31.0	9	20.9
Age 65 and over	5	0.2	1	0.4	15	4.2	0	0.0			2	0.7	0	0.0	1	2.3
Disability	2	0.1	4	1.8	29	8.2	13	8.1			29	9.8	9	31.0	7	16.3
BAME	1279	54.4	101	44.9	156	43.9	68	42.5			147	49.5	15	51.7	32	74.4
White Minorities	343	14.6	25	11.1	58	16.3	31	19.4			55	18.5	9	31	5	11.6
White	670	28.5	82	36.4	126	35.5	58	36.3			93	31.3	4	14	5	11.6
Not declared	60	2.6	17	7.6	15	4.2	3	1.9			13	4.4	1	3	1	2.3
Female	1414	60.1	145	64.4	234	65.9	107	66.9			187	63.0	19	65.5	21	48.8
Male	938	39.9	80	35.6	121	34.1	53	33.1			110	37.0	10	34.5	22	51.2

\* Numbers are too small to report

	Leaving Reason Groups											
	Resignation		Redundancy		Retirement		Contract End		Dismissal		Other	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
Age 16 to 24	8	2.3	0	0.0	0	0.0	2	0.6	0	0.0	0	0.0
Age 25 to 34	52	14.6	10	2.8	0	0.0	1	0.3	1	0.3	1	0.3
Age 35 to 44	57	16.1	20	5.6	0	0.0	3	0.8	1	0.3	7	2.0
Age 45 to 54	56	15.8	25	7.0	0	0.0	1	0.3	2	0.6	21	5.9
Age 55 to 64	19	5.4	29	8.2	7	2.0	2	0.6	3	0.8	12	3.4
Age 65 and over	2	0.6	4	1.1	9	2.5	0	0.0	0	0.0	0	0.0
Disability	9	2.5	11	3.1	4	1.1	0	0.0	3	0.8	2	0.6
BAME	75	21.1	44	12.4	5	1.4	0	0.0	2	1	30	8.5
White Minorities	35	9.9	14	3.9	2	0.6	2	0.6	1	0	4	1.1
White	74	20.8	28	7.9	9	2.5	5	1.4	3	1	7	2.0
Not declared	10	2.8	2	0.6	0	0.0	2	0.6	1	0	0	0.0
Female	123	34.6	61	17.2	9	2.5	5	1.4	3	0.8	33	9.3
Male	71	20.0	27	7.6	7	2.0	4	1.1	4	1.1	8	2.3
Maternity												

Ethnicity Key	
BAME	Black, asian, mixed, chinese and other nationalities
White Minorities	Non British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveller & other white europeans
White	Includes all British nationalities - British, English, Scottish, Welsh, and Northern Irish

Sexuality	No.	% of all staff	% of recorded	Religion/ Belief	No.	% of all staff	% of recorded
Not recorded/known	1932	72.0		Christian	341	12.7	45.5
Bi-Sexual	8	0.3	1.1	Hindu	14	0.5	1.9
Gay Man	12	0.4	1.6	Jewish	5	0.2	0.7
Heterosexual	540	20.1	72.0	Muslim	49	1.8	6.5
Lesbian	4	0.1	0.5	None	159	5.9	21.2
Prefer not to say	186	6.9	24.8	Other ...	23	0.9	3.1
Total recorded	750	28.0	100.0	Prefer not to say	158	5.9	21.1

Not Recorded	1933	72.1	
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**Report for:** Overview and Scrutiny Committee, 17<sup>th</sup> December 2015

**Item number:**

**Title:** Key Achievements of the Business Infrastructure Programme

**Report**

**authorised by :** Tracie Evans, Chief Operating Officer

**Lead Officer:** Brett McKee, BIP Programme Manager,  
[Brett.McKee@haringey.gov.uk](mailto:Brett.McKee@haringey.gov.uk) 0208 489 2007

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Non-key

## 1 Describe the issue under consideration

### What is the Business Infrastructure Programme (BIP)?

In 2014 the Business Infrastructure Programme (BIP) was created to:

- Improve governance in central corporate units and rationalise staffing structures through the implementation of an internal shared services model
- Improve how we use technology across the Council to enable more automated, efficient and effective services
- Improve and modernise the overall customer experience for internal user of corporate services
- Deliver significant savings

The overall vision of BIP is for the corporate centre to be “best in class by doing things faster, easier and better.”

Whilst the programme is implementing a variety of technology, process and operational changes across the Council, the initial two core objectives were:

- To establish an internal shared services centre to deliver support functions to Haringey internal staff and partners;
- To put in place an internal self-service portal for staff, enabling staff to initiate requests and complete a number of transactions automatically.

Implementing the Shared Service Centre means that most Finance, Procurement, HR, IT and Revenues/Benefits back office staff will be located and operating under the one management structure. This provides a single point of contact for services, greater tracking of cases, target setting and performance management across support services and increased opportunities for staff.

By viewing these areas as one operating entity makes it easier to justify investment opportunities and ongoing continuous improvement of support services functions leading to productivity improvements, lower cost and increased quality of service.

## **2 Cabinet Member Introduction**

Not applicable.

## **3 Recommendations**

- 3.1** That the Committee note the summary details provided in relation to the Business Infrastructure Programme.

## **4 Reason for decision**

Not applicable

## **5 Alternative options considered**

There are no alternatives to consider in this report. The BIP Board carries out a strict options appraisal/investment process before commissioning any projects which takes into account value for money, return on investment and impact to the council and customers.

## **6 Background information**

- 6.1** Support services account for a large proportion of the workforce (between 30 and 35%) and are the 'oil in the machine' of the front line services. Without efficient and effective back office services, providing an effective service to customers and residents becomes more difficult and costly, diverting resources away from service delivery.

The programme aims to contribute at least £7.8m in annual budget reductions which have been built into the MTFs. The programme will also deliver a number of process and technology improvements which will not only allow the back office to be more effective but will help services to manage their businesses better and achieve better outcomes.

### **6.2 Key achievements**

#### **Realisation of £1.6m of savings by the end of 2015/16**

#### **Launch of the Shared Service Centre (SSC) (September 2015)**

- Transition of HR, IT, Finance, Revenues & Benefits and Accounts Payable services into a single management structure
- Analysis and improvement of current business processes and the implementation of a Target Operating Model for the SSC and Client Side services covering HR, Finance, Revenues and Benefits, IT and Accounts Payable.
- Appointment of a Head of Shared Services
- Staff engagement and consultation regarding the changes to structure and processes.

- Customer/Staff briefings sessions for the Council and Schools
- Re-directing of existing channels (e.g. dedicated telephone numbers, generic service email addresses) into single SSC contact points.

### **Case Management System Implemented (September 2015)**

- Case allocation, logging and tracking functionality rolled out across all SSC services.
- Performance dashboards and monitoring arrangements put in place manage performance

### **Telephony IVR System Implemented (September 2015)**

- Telephony IVR system rolled out across the SSC
- Staff arrangements and rota's put in place to ensure there is telephone coverage in all services between 8am – 6pm Monday to Friday
- All legacy telephone numbers diverted into the new call triage system
- Wall boards installed across the SSC to enable call queues to be managed more effectively

### **Re-launched SSC Intranet Pages and Customer Portal (September 2015)**

- HR, Procurement, Finance, Revenues and Benefits and IT intranet pages streamlined and re-designed to be far more customer friendly and easier to find information.
- Online portal launched for staff to log and track requests sent to the SSC which interfaces with back office services
- Campaign launched to encourage staff to online self-serve as the preferred channel for engaging with the SSC

### **Digitisation of Employee Records (July 2015)**

- Employee records have been scanned and accessible electronically to improve business resilience, enable staff within HR to relocate offices and work flexibly.

### **Self-Serve Password Reset Implemented (June 2015)**

- Password Reset solution rolled out that enables users to reset their own password by answer a series of personal questions, ultimately reducing calls to IT service desk

### **Landlord Portal Implemented (December 2015)**

- Launch of an online portal that allows both private and registered landlords to access details of their tenants that receive housing benefit payments.

## **6.3 Current Projects and Programmes on-going**

### **Procurement Target Op Model (Review to complete December 2015)**

- Service review being carried out which will result in a new target operating model being proposed as well as several recommendations for short and medium term wins for the service.

**Accounts Payable Recovery (December 2015)**

- Programme of work to reduce the amount of invoice enquiries, make key enhancements to SAP, reduce aged debt, review, develop a procurement compliance strategy and cleanse supplier database and enhance the procurement to purchase process.

**Budget Forecasting System Implementation (March 2016)**

- Launch of a budget forecasting tool that gives departments and the Council greater visibility of budgets and accurate projections which should support services to better manage finances.

**Debt Management System (March 2016)**

- Launch of a debt management system that consolidates information from multiple debt systems and presents this as a single view of debt across the organisation. This will enable services to manage debt more efficiently and reduce the amount of outstanding debts across the Council.

**Shared Business Support (October 2016)**

- To transition business administration and support functionality into a consolidated and centralised support function for the entire Council that provides core and service specific administration functions but at a reduced cost. MTFS savings have not been identified for this project as they will have been already identified in service savings lines.

**Supplier Engagement Programme (Ongoing until 2017)**

- Procurement and implementation of a Dynamic Procurement System that will provide the Council with savings of up to £2.8m by 2017 by achieving better value for money on supplier costs across the Council.

**6.4 Financial Update**

**Savings**

The overall financial benefit to the Council of BIP is approximately £7.8m by 2017/18. This is largely achieved through supporting existing MTFS service savings targets enabled through the programme.

Current projections estimate that the programme will deliver £7.3m, however several other opportunities are currently being investigated which could cover the shortfall within the following financial years.

	2015/16	2016/17	2017/18
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Projected Savings	£1.6m	£2.1m	£3.6m
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**Budget**

The programme is currently projected to deliver within its planned budget.

	Budget	Projection
Capital	£3m	£1.1m
Revenue	£1.9m	£1.8m

**7 Contribution to strategic outcomes**

BIP underpins and strengthens the Council's corporate services, which are fundamental to the running of services, getting value for money and achieving organisations priority outcomes. These services do this by ensuring that departments have access to sufficient advice, support and specialist resources to deliver current and future objectives.

**9 Use of Appendices**

N/A

**10 Local Government (Access to Information) Act 1985**

N/A

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**Report for:** Overview and Scrutiny 17<sup>th</sup> December 2015

**Item number:**

**Title:** Spending Review - update

**Report**

**authorised by:** Tracie Evans – Chief Operating Officer

**Lead Officer:** Neville Murton – Lead Finance Officer.

**Ward(s) affected:** ALL

**Report for Key/**

**Non Key Decision:** Non Key.

## **1. Describe the issue under consideration**

1.1. The Chancellor, George Osborne, made his Autumn Statement and Spending Review 2015 announcements on 25<sup>th</sup> November 2015 this report updates members of the committee on the main issues raised in that statement and in particular those affecting Local Government.

## **2. Cabinet Member Introduction**

2.1. Not applicable.

## **3. Recommendations**

3.1. The committee are asked:

- to note the outcomes arising from the government's Autumn Statement and Spending Review 2015.

## **4. Reasons for decision**

4.1. In February 2015 the Council approved its 2015/16 budget and a Medium Term Financial Strategy (MTFS) covering the period 2015 - 18. The MTFS included around £70m of approved saving proposals in order to deliver a balanced budget position in each of the three years' covered by the MTFS (2015 – 18).

4.2. Previous government Spending Reviews have provided information covering the financial years up to and including 2015/16; projections beyond that point have been made on assumptions based on national data provided by the Office for Budget Responsibility (OBR).

4.3. Following the General Election in May 2015 a new Spending Review has been necessary and in line with previous reviews it has provided summary financial data for the period up to 2020.

4.4. This is the first opportunity to review the assumptions and estimates provided in support of the 2016/17 budget and future years' of the existing MTFS.

However, at this stage the financial data provided is at a summary (national) level and it is still only possible to draw broad conclusions based on this data.

- 4.5. In mid December the Department for Communities and Local Government (DCLG) will provide the authority level detail necessary to update the information required to finalise the 2016/17 budget.

## 5. Alternative options considered

- 5.1. None at this stage; at the time of the provisional Local Government finance settlement the Council will be in a position to determine the detailed effect on its current financial assumptions. A further detailed report updating members on the changes and in particular their impact on the budget for 2016/17 will be brought to the Cabinet in January 2016.

## 6. Background information

- 6.1. The Chancellor of the Exchequer published the government's joint Spending Review 2015 and Autumn Statement on 25 November 2015, setting out public expenditure plans for the period 2016/17 to 2019/20.

### **The UK economy and public finances**

- 6.2. The changes to the underlying OBR forecasts since July 2015 show a £27 billion improvement in the level of public finances. The underlying forecast for tax receipts is stronger and debt interest is lower.
- 6.3. The government intends that the welfare cap it introduced is met by 2019/20, and has said that it will retain the welfare cap at the current level.
- 6.4. Overall the country's economic growth is stronger than previously predicted allowing some scope for changes in the government's priority areas. The Local Government settlement includes reductions to local government grant of £6.1 billion by 2019-20, although given forecast increases to other sources of local government income (e.g. Business Rates) overall local government spending is claimed to be higher in cash terms by 2019-20 than in 2015-16.

### **Local Government Revenue Funding**

- 6.5. The government has presented local government funding across two funding sources. This is summarised in Table 1 below and reflects:

#### **(i) DCLG Local Government DEL**

The 2015/16 Baseline for the DCLG RDEL is £11.5bn. It is believed to include:

- Revenue Support Grant £9.5bn
- New Homes Bonus £1.0bn
- Other DCLG supported Grants £1.0bn

#### **(ii) Locally Financed Expenditure**

- The 2015/16 Baseline for this is £28.8bn.

We understand this to be total council tax income, plus growth in business rates (RPI plus taxbase increase).

**Table 1 – Local Government Funding per SR15**

	2015/16 £bn	2016/17 £bn	2017/18 £bn	2018/19 £bn	2019/20 £bn
DCLG Local Government DEL	11.5	9.6	7.4	6.1	5.4
DCLG Local Government DEL % change		-16.5%	-22.9%	-17.6%	-11.5%
Locally Financed Expenditure	28.8	29.0	31.5	33.6	35.1
Locally Financed Expenditure % change		0.7%	8.6%	6.7%	4.5%

Note 1- The £6.1bn reduction to Local Government funding between 2015/16 can be seen in the top line of the table above.

Note 2- The overall cash increase referred to, can be seen by comparing LGDEL plus locally financed expenditure in 2015/16 with 2019/20 (£40.3bn versus ££40.5bn)

6.6. A reduction in funding of £6.1bn in LGDEL over the period equates to a 53% reduction in funding. In order to put that into perspective, it is necessary to consider in the context of current Settlement Funding Assessment (SFA) levels [SFA comprises Business Rates, Top-Up and RSG]. For 2015/16, total funding from SFA is £22.2bn. Therefore, a reduction of £6.1bn over the Spending Review period would represent a reduction of 27.5%.

6.7. However, what is unclear from the figures is the extent to which allowances have been made for the RPI growth in business rates. If the funding amounts remain as indicated in Table 1 above, it would mean that part of the £6.1bn would be offset by the RPI growth in business rates of £0.8bn i.e. a £5.3bn cut (so a 23.9%, rather than a 27.5% cut). Table 2 below gives both scenarios (i.e. taking off RPI increases from future funding amounts and assuming that local government keep the RPI increase on top).

**Table 2 - Forecast SFA Equivalent Funding 2016/17 to 2019/20**

	2015/16 £bn	2016/17 £bn	2017/18 £bn	2018/19 £bn	2019/20 £bn
2015/16 Baseline	22.2	22.2	22.2	22.2	22.2
Cumulative Cut to be applied		-1.9	-4.1	-5.4	-6.1
<b>Funding Level</b>	<b>22.2</b>	<b>20.3</b>	<b>18.1</b>	<b>16.8</b>	<b>16.1</b>
Cumulative % change		-8.6%	-18.5%	-24.3%	-27.5%
Funding Level (from above)	22.2	20.3	18.1	16.8	16.1
Forecast RPI growth in NDR Baseline		0.1	0.3	0.6	0.8
<b>Revised Funding Level</b>	<b>22.2</b>	<b>20.4</b>	<b>18.4</b>	<b>17.4</b>	<b>16.9</b>
Cumulative % change		-8.1%	-17.0%	-21.8%	-23.9%

6.8. In the absence of any Spending Review data other than that provided by the OBR, the Council's previous modelling assumed a 9% per annum reduction to

SFA over the period 2016/17 to 2018/19 (i.e. 27% reduction in total over three years). Depending on the approach adopted by the government the above shows that a reduction of between 23.9% and 27.5% over the period to 2020 is now estimated (i.e. over four years)

6.9. This suggests our current estimates are broadly based on correct assumptions although it does need to be viewed with some significant degree of caution as other changes e.g. to the level of Business Rates in the light of appeals or the New Homes Bonus might have a further impact not currently reflected in the modelling.

### **Health and Social Care**

6.10. The Spending Review:

- gives local councils the power to increase social care funding through a new 2% Council Tax precept (see 6.12)
- lays out a local-led plan to create an integrated health and social care system by 2020, backed by an extra £1.5 billion in the Better Care Fund through local authorities

6.11. The government also said that it will make savings in local authority public health spending with 3.9% average real terms saving per annum over the next five years and will also consult on options to fully fund local authorities' public health spending from their retained business rates receipts, as part of the move towards 100% business rate retention. The ring-fence on public health spending will be maintained in 2016-17 and 2017.

### **Adult social care**

6.12. The Spending Review creates a social care precept to give local authorities who are responsible for social care the ability to raise new funding to spend exclusively on adult social care. The precept will work by giving local authorities the flexibility to raise council tax in their area by up to 2% above the existing threshold for holding a referendum. ***For Haringey a 2% precept would raise c£1.7m.***

6.13. From 2017 the Spending Review makes available social care funds for local government, rising to £1.5 billion by 2019-20, to be included in an improved Better Care Fund and greater NHS and Social care integration. Every part of the country must have a plan for this in 2017, implemented by 2020. Areas will be able to graduate from the existing Better Care Fund programme management once they can demonstrate that they have moved beyond its requirements, meeting the government's key criteria for devolution.

6.14. The Spending Review includes over £500 million by 2019-20 for the Disabled Facilities Grant, which will fund around 85,000 home adaptations that year.

6.15. The government confirmed its commitment to introducing the Dilnot reforms to social care, with funding provided in 2019-20 to cover the costs of

local authorities preparing for these changes. The cap on reasonable care costs and extension of means tested support will then be introduced and funded from April 2020.

### **Opportunity and security for families**

6.16. The Spending Review and Autumn Statement:

- sets out a five point plan for housing, including delivering 400,000 affordable housing starts by 2020-21, focussed on low cost home ownership and reforms to the planning system to free up land for homes

6.17. The government has already announced significant changes to Housing Benefit at the Summer Budget. As part of the Spending Review and Autumn Statement the government has announced that it will:

- Cap the amount of rent that Housing Benefit will cover in the social sector to the relevant Local Housing Allowance.
- Limit Housing Benefit payments to 4 weeks for claimants who are outside Great Britain, from April 2016.
- Make available additional Discretionary Housing Payment funding to local authorities to protect the most vulnerable including those in supported accommodation. The amount is unknown at present.

### **Homelessness**

6.18. The government announced increased funding to invest in innovative ways of preventing and reducing homelessness, including:

- protecting Department for Communities and Local Government (DCLG) funding for targeted homelessness intervention
- devolving an increased level of funding (£10m) to local authorities while ending the current management fee for temporary accommodation. There is a risk however that there will be distributional changes to this funding and the risk of future increases has also passed to Local Authorities.

### **Investing in Britain's future**

6.19. The Spending Review and Autumn Statement announced:

- Protection for schools funding in real terms, including the national based rate per student for 16 to 19 year olds.
- Protection for the Pupil Premium at current rates.
- The introduction of a new national funding formula for schools and early years funding from 2017.
- Continuation of free school meals for all infants.
- The doubling of the free childcare entitlement from 15 hours to 30 hours a week for working families with three and four year olds from September 2017.
- From 2017-18 investment of £300 million to increase the average hourly rate that childcare providers receive.
- At least £50m of capital funding to create additional places in nurseries

- That an apprenticeship levy will be introduced in April 2017 at a rate of 0.5% of an employer's payroll.
- The maintenance in cash terms of the Department for Education's central children's services budget to help drive up social care workforce standards to improve support for vulnerable children.
- Investment of £23 billion in school buildings, opening 500 new free schools, creating 600,000 school places, rebuilding and refurbishing over 500 schools and addressing essential maintenance needs.
- Increases transport investment by 50% to £61 billion over the Parliament – including starting construction on High Speed 2, spending £13.4 billion on the Roads Investment Strategy and over £5 billion on roads maintenance.
- Sixth Form Colleges in England will also be given the opportunity to become academies, allowing them to recover their non-business VAT costs

6.20. The government has made it clear in the Spending Review and Autumn Statement that this represents the next step towards the government's goal of ending local authorities' role in running schools and all schools becoming an academy.

### **Proposed changes to Local Government funding**

6.21. The Spending Review and Autumn Statement confirmed the government's intention to enable Local Government to be financially self-sufficient.

6.22. DCLG will shortly consult on changes to the local government finance system to pave the way for the implementation of 100% business rate retention by the end of the Parliament. The consultation will take into account the main resources currently available to councils, including council tax and business rates.

6.23. As part of these reforms, the main local government grant will be phased out and additional responsibilities devolved to local authorities. For example, the government will consider transferring responsibility for funding the administration of Housing Benefit for pensioners and Transport for London's capital projects to local government and will also consult on options to transfer responsibility for funding public health. The government will consult on these and other additional responsibilities in 2016.

6.24. As part of that process councils will be given the power to cut business rates to boost growth and elected city-wide mayors will have the power to levy a business rates premium for local infrastructure projects. The system of top-ups and tariffs which redistributes revenues between local authorities will be retained.

6.25. The government has also said it will consult on reforms to the New Homes Bonus, including means of sharpening the incentive to reward communities for additional homes and reducing the length of payments from 6

years to 4 years. This review will include a preferred option for savings of at least £800 million, which can be used for social care.

- 6.26. Also announced was the extension of the doubling of small business rate relief (SBRR) in England for 12 months to April 2017. The government is undertaking a review of business rates. The review will be fiscally neutral and will report at Budget 2016

### **Local Government Efficiency**

- 6.27. The government has also said it will issue new guidance to local authorities to encourage them to rein in excessive salaries and do more to drive efficiencies for local taxpayers. The government will allow local authorities to spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects the detail of which will be set out by DCLG alongside the Local Government settlement in December.
- 6.28. The government will consult on further cross-public sector action on exit payment terms, to reduce the costs of redundancy payouts and ensure greater consistency between workforces and review sickness absence in public sector workforces. As announced at Summer Budget, the Spending Review funds public sector workforces for an average pay award of 1% for 4 years from 2016-17.

## **7. Contribution to strategic outcomes**

- 7.1. The Council's Medium Term Financial Strategy underpins delivery of all of the Council's priority outcomes set out in the Corporate Plan.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

- 8.1. This report is primarily financial in nature and no additional comments are necessary at this stage.

## **9. Use of Appendices**

None

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

- 10.1. For access to the background papers or any further information please contact Neville Murton – Lead Finance Officer

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**Report for:** Overview and Scrutiny Committee – 17 December 2015

**Item number:**

**Title:** Work Programme Update

**Report authorised by :** Bernie Ryan, Assistant Director of Corporate Governance

**Lead Officer:** Clifford Hart, Democratic Services Manager, 0208 489 2920, [clifford.hart@haringey.gov.uk](mailto:clifford.hart@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** N/A

**1. Describe the issue under consideration**

- 1.1 This report gives details of the proposed scrutiny work programme for the remainder of the municipal year.

**2. Cabinet Member Introduction**

N/A.

**3. Recommendations**

- 3.1 That the Committee considers the future work programmes for the Overview and Scrutiny Committee and its panels, which are attached at **Appendix 1**.

**4. Reasons for decision**

The work programme for Overview and Scrutiny was agreed by the Committee at its meeting on 27 July 2015. Arrangements for implementing the work programme have progressed and the latest plans for Committee and Panel meetings are outlined in **Appendix 1**.

**5. Alternative options considered**

- 5.1 The Committee could choose not to review its work programme however this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

**6. Background information**

- 6.1 The careful selection and prioritisation of work is essential if the scrutiny function is to be successful, add value and retain credibility. At its first meeting of the municipal year, on 8 June 2015, the Overview and Scrutiny Committee agreed a process for developing the 2015/16 scrutiny work programme.

- 6.2 Following this meeting, a number of activities took place, including a public survey and Scrutiny Cafe, where over 90 suggestions, including a number from members of the public, were discussed by scrutiny members, council officers, partners, and community representatives. From these activities issues were prioritised and an indicative work programme agreed by the Overview and Scrutiny Committee in late July.
- 6.3 This item gives the Overview and Scrutiny Committee an opportunity to oversee and monitor its work programme and to suggest amendments. The work programme, attached at **Appendix 1**, reflects the overall structure of Overview and Scrutiny in Haringey which includes the overarching Committee as well as its four standing panels: Adults and Health; Children and Young People; Environment & Community Safety; Housing & Regeneration.

### **Forward Plan**

- 6.4 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3 month period.
- 6.5 To ensure the information provided to the Committee is up to date, a copy of the most recent Forward Plan can be viewed via the link below:
- <http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>
- 6.6 The Committee may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

### **Recommendations, Actions and Responses**

- 6.7 The issue of making, and monitoring, recommendations/actions is an important part of the scrutiny process. A verbal update on actions completed since the last meeting will be provided by the Principal Scrutiny Officer.

## **7 Contribution to strategic outcomes**

- 7.1 The individual issues included within the work plan were identified following consideration by relevant Members and officers of the priorities within the Corporate Plan. Their selection was specifically based on their potential to contribute to strategic outcomes.

## **8 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance and Procurement**

- 8.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications then these will be highlighted at that time.

## Legal

- 8.2 There are no immediate legal implications arising from this report.
- 8.3 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.
- 8.4 In accordance with the Council's Constitution, the approval of the future scrutiny work programme and the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the Overview and Scrutiny Committee.
- 8.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

## Equality

- 8.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 8.7 The Committee should ensure that it addresses these duties by considering them within its work plan and those of its panels, as well as individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services and fair representation of all groups within Haringey;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.
- 8.8 The Committee should ensure that equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service-users views gathered through consultation.

## 9 Use of Appendices

### Appendix 1 – Work Programme

- Overview and Scrutiny Committee

- Adults and Health Scrutiny Panel
- Children and Young People Scrutiny Panel
- Environment and Community Safety Scrutiny Panel
- Housing and Regeneration Scrutiny Panel

## **10 Local Government (Access to Information) Act 1985**

10.1 External web links have been provided in this report. Haringey Council is not responsible for the contents or reliability of linked websites and does not necessarily endorse any views expressed within them. Listings should not be taken as an endorsement of any kind. It is your responsibility to check the terms and conditions of any other web sites you may visit. We cannot guarantee that these links will work all of the time and we have no control over the availability of the linked pages.

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
8 June 2015	<ul style="list-style-type: none"> <li>• Cabinet Member Q&amp;A – Leader state of the Borough report/ Council Priorities</li> <li>• Confirmation of memberships and terms of reference of scrutiny bodies</li> <li>• Work Programme development</li> <li>• Delegated Decision - Appointment of LBH reps to JHOSC</li> <li>• Scrutiny Annual Report</li> <li>• Verbal update on the scrutiny review projects from 2014/15</li> </ul>	<ul style="list-style-type: none"> <li>• To set out the Council’s priorities for the municipal year and enable strategic questioning to influence the Scrutiny work programme.</li> <li>• The report needs to be agreed to confirm the memberships and remits of the Panels. TORs would then be agreed by individual Panels.</li> <li>• To agree and develop the Committee’s work programme</li> <li>• To note the report, agreed by the CE</li> <li>• To consider and agree the draft annual report reviewing Overview &amp; Scrutiny work in 2014/15</li> <li>• To note the verbal update on continued scrutiny projects from the previous year (Housing, Worklessness and Youth Transition)</li> </ul>	<ul style="list-style-type: none"> <li>• Ben Hunt (Leader’s Office), Leader and Chief Executive or Assistant Chief Executive</li> <li>Martin Bradford (Policy Officer)</li> <li>• Christian Scade</li> <li>• To note the report, agreed by the CE</li> <li>• Martin Bradford</li> <li>• Martin Bradford, Rob Mack, Christian Scade</li> </ul>

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
27 July 2015	<p>The Council's Performance Assessment - Quarter 4 and end of year 2014/15</p> <p>Cabinet Member Q&amp;A – Resources &amp; Culture (Cllr Arthur)</p> <p>The Council's Financial Outturn 2014/15</p> <p>Budget Monitoring 2015/16 Quarter 1</p> <p>Implications for scrutiny of the Rotherham report and safeguarding</p> <p>Confirmation of OSC and Scrutiny Panel Work Programmes</p> <p>Scrutiny reviews</p>	<p>To receive a brief update on 2014/15 performance and the new performance assessment arrangements going forward and how scrutiny can influence this.</p> <p>Cllr Arthur will provide a written briefing for the Q&amp;A session focussing on the non-finance areas of his portfolio and will remain for the duration of the finance items below.</p> <p>To consider the General Fund, Housing Revenue Account (HRA), the Dedicated Schools Budget (DSB), the Collection Fund and the Capital Programme for 2014/15.</p> <p>To review financial outturn figures for Q1 <i>(Officers invited to attend for the Finance items: Katherine Heffernan, Beverley Tarka, Jon Abbey)</i></p> <p>To receive a report on the lessons learnt from events in Rotherham</p> <p>To confirm following the Scrutiny Cafe / discussions by the Panels</p> <p>a. Youth Transition (verbal update from Chair) b. Council's House Building Programme (interim) report c. Job Support market (interim) report</p>	<p>Charlotte Pomery, Margaret Gallagher</p> <p>Cllr Arthur</p> <p>Neville Murton &amp; Cllr Arthur</p> <p>Neville Murton</p> <p>Zina Etheridge</p> <p>Martin Bradford, Rob Mack, Christian Scade</p> <p>Cllr Hearn (a) &amp; Martin Bradford (both items b &amp; c)</p>

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
19 October 2015	Consultation on revised Statement of Licensing Policy for Gambling Act 2005	'The statement of Gambling Policy forms part of the budget and policy framework (see Articles para 4.01 from the Constitution).	Daliah Barrett / Stephen McDonnell
	Budget Monitoring <ul style="list-style-type: none"> <li>• Period 5 Review</li> </ul>	Standard period 5 budget monitoring report which will include first review by scrutiny of the 2015-18 MTFS.	Neville Murton
	Priority Performance Update – Q2	To review the up-to-date performance data, which will have already gone live, and whether the right indicators are being presented and if linking to the priority objectives.	Charlotte Pomery / Margaret Gallagher
	Scoping reports for 2015/16 Scrutiny Projects	To out-line the aims and objectives, methodology and timescales for the agreed scrutiny projects for 2015/16, including Cycling, Early Years, Housing Viability.	Christian Scade / Rob Mack / Martin Bradford
	Joined up enforcement  <i>Following discussion subsequent to the Scrutiny Cafe event, this issue will be considered by the OSC rather than the Environment and Community Safety Scrutiny Panel as this issue is cross cutting.</i>	To receive a report from the Community Safety Team updating on the recommendations from the previous review, including what action has been taken to date and feedback from SLT.  <i>It is suggested that scrutiny could look at a number of issues, including: how other boroughs are approaching the issue; publicity and communications with residents; how to increase the perception of risk so that people are less likely to offend; houses in multiple occupation (HMOs) and licensing; anti-social behaviour; and progress made with implementing recommendations from previous scrutiny reviews.</i>	Stephen McDonnell / Eubert Malcolm / Alison Crowe
	Finsbury Park Events Scrutiny Project	Final report	Christian Scade

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Job Support Market Scrutiny Project	Final report	Martin Bradford
	Council's House Building Programme Scrutiny Project	Final report	Martin Bradford
	Youth Transition Scrutiny Project	Progress report – verbal update	Rob Mack
30 November 2015	Welfare Reform	To consider a report on the impact of welfare reform, including Universal Credit and Benefits Cap.	Kathryn Booth/ Jim Brady (Cc in Mark Rudd / Tracie Evans)
	Social Inclusion	A report will be prepared to set the scene / highlight areas for discussion and will provide links to items included in the scrutiny work programme. Various documents to be attached to the cover report.	Kathryn Booth / Jeanelle de Gruchy (Cc in Zina Etheridge and Erica Ballmann)
	Cabinet Member Q&A <ul style="list-style-type: none"> <li>• Economic Development, Social Inclusion and Sustainability</li> </ul>	Following the item on Social Inclusion (above), at the request of the Chair, the Cabinet Member will provide an update on the following issues as part of the Q & A session: <ul style="list-style-type: none"> <li>- Economic Development</li> <li>- 40/20 and carbon reduction</li> <li>- Chicken Town (and GLA opportunities fund)</li> </ul>	Cllr Goldberg / Tom Redfearn
17 December 2015	Cabinet Member Q&A – Resources & Culture (Cllr Arthur)	Cllr Arthur to provide a briefing for the Q&A item focussing on his portfolio, including updates on libraries and culture.	Cllr Arthur / Joe McBride
	Workforce Plan	An opportunity to set the scene and for scrutiny to review work that has taken place during Year 1. In addition this is an opportunity to consider: (a) key milestones moving forward in relation to Years 2 and 3, (b) equality audit findings and draft action plan (c) data in relation to the Haringey's workforce profile.	Jackie McGeachie / Carol Engwell / Daksha Desai
	Business Infrastructure	Corporate Programme Update / Monitoring	Brett McKee / Tracie Evans / David Hunt
	Spending Review Update	General update on the spending review	Neville Murton

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
25 January 2016	Cabinet Member Q&A – Leader	Areas of discussion to be confirmed following further dialogue between the Chair of OSC and the Leader of the Council.	Cllr Kober / Ben Hunt
	Budget Monitoring	Period 8 Review	Neville Murton
	Priority Performance Update	Quarter 3	Charlotte Pomery / Margaret Gallagher / Sanjay Mackintosh
	Budget Proposals – Budget Scrutiny	As agreed by OSC in October 2015 scrutiny of the 2016/17 budget, which is part of the approved MTFS 2015 – 2018, will be undertaken by the Overview and Scrutiny Committee (only) at its meeting in January 2016.	Neville Murton
	CIL – Scrutiny in a Day	Final Report / Recommendations from the December scrutiny in a day project carried out by the Housing & Regeneration Scrutiny Panel	Martin Bradford / Cllr Ayisi
	Joint Enforcement Update	This item was requested by the Committee in October 2015 and will focus on the strategy and the joined up enforcement service.	Stephen McDonnell / Eubert Malcolm / Alison Crowe
8 March 2016	Cabinet Member Q&A Economic Development, Social Inclusion and Sustainability	Cllr Goldberg to provide a briefing for the Q&A item focussing on his portfolio. Areas of discussion to be confirmed following further dialogue between the Chair of OSC and the Cabinet Member.	Cllr Goldberg / Tom Redfearn
	Customer Services Transformation	Corporate Programme Update / Monitoring	Tracie Evans / Andrew Rostom
	Bedroom Tax Scrutiny Review Update	Monitoring of previous scrutiny recommendations	Tracie Evans / Carla Segel / Martin Bradford
	Finsbury Park Events Review Update <b>(TBC)</b>	Monitoring of previous scrutiny recommendations	Stephen McDonnell / Simon Farrow / Daliah Barrett / Christian Scade
	Scrutiny Projects 2015/16 – Final	Approval of final reports	Christian Scade / Rob

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Reports		Mack / Martin Bradford
	Council's Statement of Gambling Policy / Area Profiles <b>(Date TBC)</b>	This item relates to the "Consultation on revised Statement of Licensing Policy for Gambling Act 2005" <a href="#">item considered by OSC in October 2015.</a>	Daliah Barrett, Licensing Team Leader
	Workforce Plan	Following the December item this is an opportunity to "look ahead" to work streams for Years 2 and 3 and to consider findings from the staff survey. For further discussion at the agenda planning meeting.	Jackie McGeachie and Carol Engwell

**Items still to be scheduled:**

- **Corporate Parenting:** to review how the Council performs its corporate parenting responsibilities as requested by OSC in July 2015 – still to be scoped.
- **Monitoring of Previous Scrutiny Projects – carried out by the Overview and Scrutiny Committee**
  - o Monitoring of Finsbury Park Events Scrutiny Project Recommendations – March 2016 and/or June 2016 (TBC)
  - o Monitoring of Job Support Market Scrutiny Project Recommendations (TBC)
- **Equality Impact Assessments:** How can scrutiny use EqIAs to examine council/ partner policy changes, and how can scrutiny mainstream an understanding of equality into its own work, in order to become more effective?
- **Post-16 Education and Training** – Chair to meet with Vicky Clark to discuss and scope
- **Scrutiny Annual Report 2015/16** – June 2016
  - o With a clear focus on scrutiny work undertaken in relation to safeguarding children – requested by OSC in July 2015.
- **The Council's Financial Outturn 2015/16** – July 2016

**Appendix 1: Overview and Scrutiny Committee Work Programme 2015/16**

<b>Meeting Date</b>	<b>Agenda Item</b>	<b>Details and desired outcome</b>	<b>Lead Officer / Witnesses</b>
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- **End of Year Priority Performance Report** – July 2016
  
- **Scrutiny Self-Assessment / Peer Review** – to report back to OSC on effectiveness in December 2016
  - This request was made by OSC in July 2015 ref agenda items 12 and 16 – see minutes / agenda for full details.
  - Scoping of this review to take place during August 2016

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**Appendix 1a: Work Programme 2015/16 – Adults and Health Scrutiny Panel**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
29 June 2015	Primary Care in Haringey	<p>An update on “Primary Care in Haringey” – including the Premises Task and Finish Group.</p> <p>Using the report from <a href="#">January 2015</a> as a template this item will provide an update on (a) Access to GPs/Buildings; (b) Primary Care Models moving forward; and (c) GP Co-Commissioning.</p> <p>In addition, this is an opportunity to look at options for scrutiny involvement moving forward, for example input from / questioning of NHS England.</p>	<p>Cassie Williams, Head of Quality and Performance, Haringey CCG</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p>
Cont...PTO	The principles and methodology that will support the consultation and co-production process for proposed changes to adult care services	<p>An update on the redesign and re-provision of Adult Social Services – using the 16 June Cabinet report as a template.</p> <p>This paper informs Members of the principles and methodology that will support the consultation and co-production processes.</p> <p>The Cabinet Member for Health and Wellbeing will be in attendance for Q&amp;As.</p>	<p>Cabinet Member for Health and Wellbeing Councillor Peter Morton</p> <p>Beverley Tarka, Interim Director Adult Social Services</p> <p>Charlotte Pomery, Assistant Director Commissioning</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
29 June 2015	Quality Assurance and the Care Quality Commission in Haringey	<p>To receive an update/info on:</p> <ul style="list-style-type: none"> <li>- The LBH improvement plan in relation to <a href="#">the CQC Sevacare – Haringey Inspection Report (May 2015)</a> with information requested in relation to the strategic direction of the council as an enabler to support a diverse market place.</li> <li>- The progress that had been made in delivering the improvement plan for KLOE 5 – “<i>Is the service well led?</i>” in relation to the CQC Inspection of Haringey’s Community Reablement Service (<a href="#">Update requested by the Scrutiny Panel in March 2015</a>).</li> <li>- Options for keeping scrutiny informed of CQC inspections to ensure panel members are aware of, and are able to provide input to, trends emerging, especially in terms of safeguarding. This should include options for planned inspections and services where the inspections have already reported.</li> </ul>	<p>Beverley Tarka, Interim Director Adult Social Services</p> <p>Charlotte Pomery, Assistant Director Commissioning</p>
	Scrutiny Work Programme Development	To set out some basic principles of good work programming and to provide an update on the public survey and Scrutiny Cafe.	Christian Scade, Principal Scrutiny Officer

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
5 October 2015	Care Quality Commission Inspection Programme	<p>An opportunity for Members of the Panel to hear about the CQC's strategic approach to their regulatory and quality improvement work as well as to understand issues and trends arising from recent inspections locally as they affect Haringey residents.</p> <p>CQC to set out their future work programme and highlights from inspections already carried out.</p> <p>Martin Haines, Inspection Manager, CQC to attend.</p>	<p>Charlotte Pomery, Assistant Director Commissioning</p> <p>Martin Haines, Inspection Manager, CQC</p>
	Quality Assurance and Safeguarding	<p>Update report to include the following:</p> <ul style="list-style-type: none"> <li>- Draft QA Framework to be provided to the panel for comment before the framework is considered by SAB in October;</li> <li>- Case studies and information on roles and responsibilities;</li> <li>- Options for scrutiny involvement moving forward;</li> <li>- Report to outline how the framework will ensure links between quality assurance and safeguarding are understood and followed through.</li> </ul>	<p>Charlotte Pomery, AD Commissioning</p> <p>Beverley Tarka, Director Adult Social Services</p>
	Health and Social Care Integration	<p>This item will provide an update on the corporate programme to set the scene but will focus on the Better Care Fund.</p>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Marco Inzani Commissioning Lead for Better Care Fund</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Work Programme Update	A standing item to ensure the panel's work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer
5 November 2015	The consultation and co-production process for proposed changes to adult care services	To look at how the process was conducted	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	Mental Health and Wellbeing Updates	This item will cover: <ul style="list-style-type: none"> <li>- Monitoring of actions outlined in the Joint Mental Health and Wellbeing Framework. <a href="#">For further information please see the minutes from the March 2015 AHSP meeting.</a></li> <li>- Monitoring of the recommendations made by the Transition from Child to Adult Mental Health Service Scrutiny Project. <a href="#">The Executive Response was considered by Cabinet in June 2015.</a></li> </ul>	Dr Tamara Djuretic, Assistant Director of Public Health  Shelly Shenker, CCG  Catherine Swaile, CCG
	Access to GPs	Since the start of 2015 the Panel has received several updates concerning Primary Care in Haringey.  Moving forward, and in view of the plans for Tottenham Hale, the Scrutiny Panel have invited NHS England to attend their meeting on 5 November.	Jonathan Weaver, NHS England  Cassie Williams, Assistant Director of Primary Care Quality & Development

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		<p>With NHS England responsible for commissioning primary care (recognising there are now co-commissioning arrangements in place), and having already heard from Haringey CCG, the Panel would like an update from NHS England. The issues for discussion include (a) plans for Tottenham Hale, (b) plans being developed out of the Strategic Premises Plan, and (c) an update on the premises infrastructure fund bid.</p>	<p>Dr. Jeanelle de Gruchy Director of Public Health</p>
	<p>Work Programme Update</p>	<p>A standing item to ensure the panel's work programme is kept under review throughout the year.</p>	<p>Christian Scade, Principal Scrutiny Officer</p>
<p>18 January 2016</p>	<p>Foot Care</p>	<p>Consideration of issues discussed as part of the Scrutiny Cafe (June 2015) and Public Survey (May/June 2015).</p> <p>Panel members to meet with the Older People's Forum in December (date TBC) to gain a better understanding of various issues, raised at the Scrutiny Cafe and Public Survey.</p>	<p>Beverley Tarka, Director Adult Social Services</p> <p>Marco Inzani Commissioning Lead BCF</p>
	<p>Better Care Fund (BCF) Update</p>	<p>In October 2015 the Panel asked for an update on the BCF.</p> <p>It was agreed that this should focus on Non- Elective admissions and the deep dive / analysis taking place in relation to Care Home and Falls Outcomes.</p>	<p>Marco Inzani Commissioning Lead BCF</p> <p>Beverley Tarka, Director Adult Social Services</p> <p>Charlotte Pomery,</p>

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		Information will also be provided on the Care Home Market.	AD Commissioning
	LGA Peer Challenge <i>“Commissioning for Better Outcomes”</i>	An opportunity for scrutiny to focus on issues/actions relating to promoting a sustainable and diverse market place.  This should include the executive summary, and the recommendations, from the peer review. Charlotte Pomery will also provide information on “the market” to enable Members to have a picture and some analysis of the services residents receive from the market.	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	The Provider Market	This report will focus on the multi agency approach to safeguarding and quality assurance in relation to the provider market.	Beverley Tarka, Director Adult Social Services  Charlotte Pomery, AD Commissioning
	Cabinet Member Questions – Cabinet Member for Health and Wellbeing  <b>Item TBC</b>	Q&A session <b>(TBC)</b> with the Cabinet Member for Health and Wellbeing, Councillor Peter Morton, focusing on the process for co-production during the implementation of decisions, made by Cabinet in November 2015, in relation to changes to adult care services.	Cllr Peter Morton / Daisy Daventry
	Work Programme Update	A standing item to ensure the panel’s work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer
February 2016  (Date TBC	Budget (and Performance) Monitoring – Priority 2	In October 2015 the main Overview and Scrutiny Committee agreed each scrutiny panel could set a date, during the course of	Beverley Tarka, Director Adult Social Services

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
w/c 8 Feb or w/c 22 Feb)	<i>“Enable all adults to live healthy, long and fulfilling lives”</i>	<p>each year, to undertake a review of their areas overall service and financial performance, taking into account previous years’ performance, the current year’s estimated outturn position and future changes as set out in the Council’s MTFS. The outcome from each review will be considered by the full O&amp;S Committee at the next meeting where the Council’s overall quarterly budget performance is considered.</p> <p>To set the scene information will be provided at the start of the meeting in relation to the P2 Priority Performance Dashboard.</p>	<p>Katherine Heffernan, Head of Finance (to liaise with CCG colleagues)</p> <p>Dr. Jeanelle de Gruchy Director of Public Health</p> <p>Charlotte Pomery, AD Commissioning</p> <p>Cabinet Member for Health and Wellbeing, Councillor Peter Morton</p>
1 March 2016	Primary Care Update	To focus on Co-commissioning, the strategic direction for Primary Care in Haringey, and New Models of Primary Care	Cassie Williams, Assistant Director of Primary Care Quality & Development
	Impact / monitoring of changes to adult care services	Q4 was suggested for this item to enable consideration of suitable data / insight. KLOE will focus on whether services are delivering the required standards and whether this is in accordance with the Council’s commitments to local residents / service users.	Beverley Tarka, Director Adult Social Services
	Loneliness and isolation	On 29 June 2015 the Adults and Health Scrutiny Panel discussed a number of suggestions in relation to loneliness and isolation. Following further discussion, with the Panel Chair and officers, it’s suggested the Panel carries out a “ <i>deep dive</i> ” on Neighbourhood Connects towards the end	Beverley Tarka, Director Adult Social Services

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
		of 2015/16 (Q4) to ensure it is delivering agreed objectives / tackling issues associated with isolation and loneliness across the borough.	
	Cabinet Member Q&A	“Review of the Year” – similar format to be used as March 2015.	Cabinet Member for Health and Wellbeing Councillor Peter Morton
	Mental Health and Wellbeing Framework – Priority 2	In November 2015 the Panel agreed that an update, specifically related to Priority 2 (of the framework) and the Overview and Scrutiny CAHMS transition review recommendations should be scheduled for March 2016.	Dr Tamara Djuretic, Assistant Director of Public Health  Shelly Shenker, CCG  Catherine Swaile, CCG
	Work Programme Update	A standing item to ensure the panel’s work programme is kept under review throughout the year.	Christian Scade, Principal Scrutiny Officer

**Items still to be scoped / scheduled:**

- Adult Safeguarding
  - o A workshop will be set up to consider how the Adults and Health Scrutiny Panel can add value to adult safeguarding and quality assurance issues. Following initial scoping at the workshop this will lead to site visits, evidence gathering sessions with service users and carers, and looking at best practice from other local authorities. This work will help brief Members in relation to items already on the agenda, for 2015/16, and will also explore areas for further scrutiny moving forward.
- Men’s Health Review – from 2011/12 – monitoring of previous recommendations
- Care Quality Commission Inspection Programme – October 2016
  - o This annual item – with input from the CQC - was requested by the Panel in October 2015.

- Alcohol and Tobacco - for further discussion with the Director of Public Health based on priorities outlined in Health and Wellbeing Strategy.
- Quality Accounts: North Middlesex University Hospital NHS Trust
  - o Following the joint briefing with LB Enfield in August 2015 the Trust suggested a follow up briefing could take place in January 2016 (TBC)

**Items not taken forward:**

- Obesity
  - o Following an informal briefing on the panel's work programme, held on 9 September 2015, it was agreed that time and resources, at this stage, should be prioritised by scrutinising, and preparing for, other items listed on the work programme.
- Paediatric A&E attendances and admissions.
  - The issue of A&E attendances and admissions was picked up by the NCL JHOSC at their meeting in September 2015

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**Appendix 1b: Work Programme 2015/16 – Children and Young People’s Scrutiny Panel**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
<p><b>9 July 2015</b></p>	<p>Corporate Plan, Priority 1: Best Start in Life</p>	<p>- In order to inform the development of the work plan for 2015/16, to receive a presentation on actions to address Priority 1 within the Council’s Corporate Plan; “Enable every child and young person to have the best start in life, with high quality education”.</p>	<p>James Page - Head of Transformation and Strategy, CYPS</p>
	<p>Panel Project on Youth Transition - Interim Report</p>	<p>- To agree preliminary findings and further work to be undertaken as part of the Panel’s project on youth transition</p>	<p>Cllr Kirsten Hearn – Chair of Panel Rob Mack – Principal Scrutiny Support Officer</p>
	<p>Work Programme Update</p>	<p>- To agree items for prioritisation within the work plan for the Panel for recommendation to the Overview and Scrutiny Committee.</p>	<p>Rob Mack – Principal Scrutiny Support Officer</p>
<p><b>16 November 2015</b></p>	<p>Cabinet Member Q&amp;A</p>	<p>- To question the Cabinet Member for Children and Families on her portfolio and, particular, progress against targets under Corporate Priority 1 – Best Start in Life.</p>	<p>Councillor Anne Waters, Cabinet Member for Children and Families</p>
	<p>School places</p>	<p>- Areas for consideration; (i) Capacity building for school places in areas within the borough which are earmarked for regeneration and new housing; and</p>	<p>Anton Francic &amp; Jane Blakey – Assistant Directors for Schools and Learning</p>

		(ii). Projected changes to trends in volume of new school starters in years ahead and what this means for capacity planning.	
	Child Obesity;	- To report on progress with action to address child obesity.	Debbie Arrigon and Susan Otit – Public Health
<b>1 February 2016</b>	Child Safeguarding and preventing violence against the child.	<ul style="list-style-type: none"> <li>- The Overview and Scrutiny Committee agreed at its meeting on 27 July that the Panel would invite the Chair of the Local Safeguarding Children’s Board (LSCB) to attend to review the work of the Board and the effectiveness of partnership working</li> <li>- The Committee also agreed that the Panel would review the effectiveness of local arrangements for tackling child sexual exploitation in Haringey.</li> <li>- The Local Safeguarding Children’s Board (LSCB) have had plans to assess and scrutinise the following;                             <ul style="list-style-type: none"> <li>(i). The voice of the child in decisions affecting them;</li> <li>(ii). Neglect;</li> <li>(iii). Hard to reach groups;</li> <li>(iv). An audit of the child’s journey from the “front door” to services onwards.                                     <ul style="list-style-type: none"> <li>➤ It has been proposed that the Panel consider the LSCB’s findings on each of these topics, and work closely together.</li> </ul> </li> </ul> </li> </ul>	<p>Sir Paul Ennals – Chair of Haringey LCSB</p> <p>Neelam Bhardwaja, Assistant Director for Children’s Services - Safeguarding and Support</p>
	Educational Attainment Performance for different groups – including children	- Data on performance broken down into different groups, which would include children with SENDs, as well as ethnicity, age, household income etc	Anton Francic & Jane Blakey – Assistant Directors for Schools and Learning

	with SENDs.		
	Youth Transition Review	- To approve the final report and recommendations	Chair
<b>3 March 2016</b>	Cabinet Member Q&A	- To question the Cabinet Member for Children and Families on her portfolio.	Councillor Anne Waters, Cabinet Member for Children and Families
	Foster carers and adoption:	- Potential areas for the Panel to consider; (i). The recruitment of in-house foster carers; (ii). Gaps in the budget for foster care and adoption, arising from legacy cases of 13-17 year olds who have remained in care for 3-4 years; (iii). Planned reforms under the Education & Adoption Bill going through Parliament, which will require a more regional approach to adoption services ➤ This will need to be co-ordinated with reference to the Corporate Parenting Advisory Committee (CPAC) to ensure that there is no duplication. The Panel has a role in considering any findings and recommendations which CPAC produces plus may want to cover any gaps.	Neelam Bhardwaja, Assistant Director for Children's Services - Safeguarding and Support
	Review on Disproportionality in the Youth Justice System	- This review (as of 18 November) is still to be scoped but conclusions and recommendations will be considered by the Panel in March.	Chair

Reviews TBA: Early Years; Early Help

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**Appendix 1c: Work Programme 2015/16 - Environment and Community Safety Scrutiny Panel**

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
29 June 2015	Corporate Plan Priority 3 - Delivery Plan	<ul style="list-style-type: none"> <li>- In order to inform the development of the work plan for 2015/16, to receive a presentation on actions to address Priority 3 within the Council's Corporate Plan; "A clean, well maintained and safe borough where people are proud to live and work".</li> </ul>	Alison Crowe – Programme Manager, Environment and Community Safety
	Work Programme Update	<ul style="list-style-type: none"> <li>- To agree the items for prioritisation within the work plan for the Panel for recommendation to the Overview and Scrutiny Committee.</li> </ul>	Rob Mack – Principal Scrutiny Support Officer
13 October 2015	Cabinet Member Q&A; Environment	<ul style="list-style-type: none"> <li>- To question the Cabinet Member for Environment on current issues and plans arising for his portfolio.</li> </ul>	Cllr Stuart McNamara, Cabinet Member of Environment, and officers
	Reducing Waste	<ul style="list-style-type: none"> <li>- To consider action to change behaviour to reduce the amount of waste (including fly tipping) requiring disposal, including the balance between enforcement and encouragement and reference to approaches followed in other boroughs(Newham suggested as a particularly good example</li> </ul>	Tom Hemming – Waste Strategy Manager, Environment and Community Safety  NLWA
	Update on progress with the implementation of the recommendations of the	<ul style="list-style-type: none"> <li>- To update the Panel on progress with the implementation of the Waste and Recycling scrutiny review and bring current issues to the attention of the</li> </ul>	Tom Hemming – Waste Strategy Manager, Environment and Community Safety

Environment and Community Safety Scrutiny Panel

	Scrutiny Review of Waste and Recycling Parts I and II: New waste and recycling system and further policy options to increase recycling.	Panel.	Graham Jones – Interim Neighbourhood Action Team Manager, Environment and Community Safety  Veolia
	Finsbury Park Events Scrutiny	- To update the Panel on emerging recommendations from the review on Finsbury Park events being undertaken by the Overview and Scrutiny Committee in order that any comments/observations may be fed in.	Cllr Wright – Chair of Overview and Scrutiny Committee
	Scoping report on Cycling project.	- To agree the scope and terms of reference of the Panel's in depth piece of work on cycling.	Rob Mack – Principal Scrutiny Support Officer
12 November 2015	Cabinet Member Q&A; Communities	- To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.	Cllr Bernice Vanier, Cabinet Member for Communities, and officers
	Community Safety Partnership	- To invite comments from the Panel on current performance issues and priorities for the borough's Community Safety Partnership. To include the following: <ul style="list-style-type: none"> <li>• Crime Performance Statistics; Update on performance in respect of the MOPAC priority areas plus commentary on emerging issues.</li> <li>• Neighbourhood Policing Model; Latest developments in respect of the Neighbourhood Policing Model and its implications for Haringey and the future of Tottenham Police Station.</li> <li>• Community Engagement and Confidence; Plans by the Community Safety Partnership to engage</li> </ul>	Eubert Malcolm – Head of Community Safety and Regulatory Services  Claire Kowalska – Community Safety Strategic Manager  Amanda Dellar – Deputy Police Borough Commander

Environment and Community Safety Scrutiny Panel

		with the community and increase levels of confidence.	
	Licensees	- To report back on work undertaken by the Police to develop improved links between licensees within the borough and community safety and regulatory agencies.	Daliah Barrett – Regulatory Services Manager, Environment and Community Safety
18 January 2016	Cabinet Member Q&A; Environment	- To question the Cabinet Member for Environment on current issues and plans arising for his portfolio	Cllr Stuart McNamara, Cabinet Member of Environment, and officers
	Waste, recycling and street cleansing data	- To consider and comment on the latest recycling and street cleansing data	Tom Hemming – Waste Strategy Manager, Environment and Community Safety
	Access to waterways	- How are local waterways managed and how can the Council improve and promote access to Haringey's water features and waterways.	TBA
	Update on progress: Interim scrutiny report on strategic parking issues ahead of the Tottenham Hotspur redevelopment.	- To monitor progress with the implementation of the recommendations of the review.	Ann Cunningham – Head of Traffic Management, Environment and Community Safety.
1 March 2016	Cabinet Member Q&A; Communities	- To question the Cabinet Member for Communities on current issues and plans arising for her portfolio.	Cllr Bernice Vanier, Cabinet Member for Communities, and officers

	Violence Against Women and Girls.	- To consider the under reporting of violence against women and girls and how this might be addressed. To include reference to work in other London boroughs as well as progress with the implementation of the recommendations of previous scrutiny work on the issue.	Victoria Hill Interim Strategic Violence Against Women and Girls Lead
	Cycling project – Approval of final report.	- To approve the final report of the Panel’s review of cycling.	Cllr Jogee; Chair of the Panel  Rob Mack – Principal Scrutiny Support Officer

Reviews TBA

- Community Safety in Parks

## Appendix 1d: Work Programme 2015/16 – Housing &amp; Regeneration Scrutiny Panel

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
13 <sup>th</sup> October 2015	Cabinet Q & A	To question Cabinet Member for Planning on their portfolio.	Cllr Demirci Stephen Kelly, AD Planning Service
	Homelessness	To report back from site visit to APEX House and Housing Options Team  To decide options for any further enquiry.	Martin Bradford, Scrutiny Officer  Denise Gandy, Director of Housing Demand, Homes for Haringey
	Haringey Housing Strategy	To enable members to comment on the strategy within the consultation period (closes 18 <sup>th</sup> October) and Identify future areas for pre decision scrutiny (emerging strategies and policies)	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Homes for Haringey	An update on the future of Homes for Haringey – outline dates for future key decisions.	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Community Infrastructure Levy	To approve scoping report	Martin Bradford, Scrutiny Officer
	Viability Assessment	To approve scoping report	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
16 <sup>th</sup> November 2015	Cabinet Q & A	To question Cabinet Member for Housing & Regeneration on their portfolio.	Cllr Strickland Mustafa Ibrahim Head of Commissioned Services (Housing), Andrew Billany, Chief Officer, Homes for Haringey

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
	Tottenham Regeneration Programme	Corporate Programmes — consultation processes  Report back on site visit to 693 High Road, Love Lane and Northumberland Park (w/b 9 <sup>th</sup> November) <ul style="list-style-type: none"> <li>- Illustrative example of estate regeneration and challenges</li> <li>- Identification of major development projects</li> </ul>	Helen Fisher, Director of Tottenham Regeneration  Martin Bradford, Scrutiny Officer
	Empty Homes	To report on the nature and scale of this issue in both Homes for Haringey and private sector and what programmes are in place to bring these back in to use.	Andrew Billany/ Steve Russell
	Haringey Housing Strategy	To report back on the consultation outcomes. Identify future areas for pre decision scrutiny (emerging strategies and policies)	Mustafa Ibrahim, Head of Commissioned Services (Housing)
	Community Infrastructure Levy	To update on scrutiny in a day project	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
<b>3<sup>rd</sup> December 10.00-16.30</b>	Community Infrastructure Levy	Scrutiny in a Day - Governance arrangements for spending the community element of the CIL.	Scrutiny Officer Planning Officers Planning Officers Society London Boroughs Neighbourhood Forums Developers
<b>18<sup>th</sup> January</b>	Cabinet Q & A	To question Cabinet Member for Planning on their	Cllr Demirci

Meeting Date	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
<b>2016</b>		portfolio.	Stephen Kelly, AD Planning Service
	Community Engagement with Planning	Monitoring of implementation of recommendations of previously completed review.	Stephen Kelly, AD Planning Service (TBC)
	Improving quality of Private rented Sector	Update on plans to implement selective licensing	Steve Russell / Andrew Billany (TBC)
	Viability Assessment	To approve final report of Viability Assessment scrutiny project	Martin Bradford, Scrutiny Officer
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
<b>3<sup>rd</sup> March 2016</b>	Cabinet Q & A	To question Cabinet Member for Housing & Regeneration on their portfolio.	Cllr Strickland
	Registers Housing Providers	Update on implementation of Preferred Partnership Status, RHP performance and operation on multi-landlord estates Preparation: Site visit to multi-landlord estate Evidence gathering with RHPs – Preferred Partnership Status	Andrew Billany/ Mustafa Ibrahim (TBC)
	Older Peoples Housing*	To focus on: Independent living support / downsizing support*  To arrange site visits – Housing Commissioning Programme	Andrew Billany/ Mustafa Ibrahim (TBC)
	Work Programme Update	To monitor and review work programme	Martin Bradford, Scrutiny Officer
	Annual Panel Assessment	What has worked and hasn't worked. Items to carry forward to 2016/2017	Panel

**To schedule:**

- (1) Balance of provision for employment and housing in local development plans and local high streets – subject to meeting with Chair and Cllr Sahota (December 2015)
- (2) New Tenancy Strategy to be agreed in 2016 – date to be agreed.
- (3) Homelessness strategy -- date to be agreed.
- (4) Housing Unification & Improvement Programme - Corporate Programmes – possible focus on councils plans to reduce homelessness – covered through items on Housing Strategy and Homes for Haringey (future options) at 13<sup>th</sup> October. Further oversight of programme – to be agreed.