

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 26 th January 2011
Department and service under review: Organisational Development and Learning
Lead Officer/s and contact details: Stuart Young: Asst Chief Executive Philippa Morris: Corp Head of OD, Ext 1088
Contact Officer/s (Responsible for actions): Philippa Morris: Corp Head of OD, Ext 1088
Summary of Assessment (completed at <i>conclusion</i> of assessment to be used as equalities comments on council reports)

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

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

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

Step 1 – Aims and Objectives

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

A review of the OD services is required to reassess the function in the light of a 35%-50% reduction in the service's budget and the need to focus what remains of the council's change and developmental resources/expertise to areas of greatest organisational need e.g.

- Change support for service and directorate reviews across the council – including a) support to staff leaving the organisation and b) support to teams in the post review period trying to make sense new roles, responsibilities and ways of working.
- The retraining of managers to fulfil new responsibilities (including SAP related activities and budget management) in the wake of Support Function Reviews
- Creating opportunities for innovation and improvement (e.g. suggestion schemes; project working) and review of some of the council's major cross cutting processes e.g. budget management - and communicating and training staff accordingly
- Culture change: guiding and promoting an ethos of one council working and the behaviours that support this and the council's other values
- Developing the Children's and Adults workforce – specifically social workers (trainees, newly qualified, qualified, managers) and care workers.

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

The coalition's policy agenda combined with reduced levels of funding mean that the council has to fundamentally rethink services. The impact on our workforce will be enormous. Against this backdrop the proposal seek to:

Deliver a budget saving of 909,000. This is a 50% reduction in revenue budgets and a £35% reduction in what were ABG funding for social work/care worker development programmes.

Ensure that the council makes the most of what remains of our change and development staff and resources as we enter a period of unprecedented change. The proposed reduced and refocused service will both drive and support the people aspects of change as the organisation and its leadership rethink services (as outlined in the rethinking Haringey proposals) – whilst seeking to maintain priority services to our residents, and hold onto the commitment and good will of our workforce.

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

Changes will be delivered by:

- Refocusing the work of the service to support Organisational Development, change and transformation.
- Deleting 15 posts in the OD and L function and reducing spend on learning and development activities and schemes.
- Flattening the structure of the new OD and Change service and increasing our flexibility by working in a matrix - allocating staff to agreed HESP, cross cutting or service specific workforce and change projects and priorities.
- Creating a network of those service improvement/change managers located in Directorates – developing a service improvement job family and jd's; maintaining a strategic overview of the deployment, activities, skills, capabilities and development needs of post holders
- Continuing to facilitate change at the level of the individual, team and organisation

What we will stop doing:

- And let go of our Investor in People status and stop ...
- Graduate recruitment– both generic graduate trainee scheme (8 per annum) and social work trainee schemes (8-10 per annum)
- Aiming High/Leaders of the Future development programmes for aspiring managers (approximately 15 pa – with a 50% target for BME / women participants)
- Institute of Customer Services Awards
- Annual Achievement Lunch and Awards ceremony
- Skills for Life programmes
- Add hoc internally delivered awayday facilitation
- Reduced numbers of open access courses and tailored short courses
- Internal short course programme delivery – we will commission 90% of courses and programmes
- Council wide coaching and mentoring programmes
- Qualification programmes including those for Institute of Leadership and Management (ILM) and computer skills (ECDL).

We will continue:

- to work closely with other parts of the Chief Executive's Service – to support the transformation / change agenda working closely with colleagues in HR; Policy and Performance; Communications; and the Haringey Efficiency and Savings Programme (HESP).
- to develop the skills and focus the activities of Directorate based staff working in Service Improvement and Workforce development roles.

In the medium to longer term we will seek to:

- Centralise within OD those directorate based resources allocated to service improvement; SAP training; staff events and engagement; and competency based training in areas such as customer focus, equalities, management development.
- Take over responsibility for commissioning short courses for members
- Centralise (within Communications) resources for internal comms.
- Seek to change funding arrangements for professional qualifications. We would do this by providing loans rather than directly funding staff who wish to study for a university or professional qualification. This could be administered in much the same way as we support staff travel loans.

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

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

1. Are you closing a unit?

- No –

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Race

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council grade group	BME% Borough Profile
Sc1-5	3	0	0	1	33	0	0	2	67	23	
Sc6 – SO1	2	0	0	0	0	0	0	2	100	11	
PO1-3	2	0	0	2	100	0	0	0	0	4.8	
PO4-7	13	0	0	6	46	3	23	4	31	4.3	
PO8+	4	0	0	3	75	0	0	1	25	1.1	
TOTAL	24	0	0	12	50	3	12.5	9	38	44.3	

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

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

Overall the service is broadly representative of the council's race profile (38% of staff are BME compared to the council profile of 44%).

5. *Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?*

No. The proposed ring fences do not disproportionately impact on staff from one ethnic minority group more than any other.

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

Grade Group	Total Staff in Service	Start BME % of Service Total	End BME % of Service Total
Sc1-5	3	67	0
Sc6 – SO1	2	100	0
PO1-3	2	0	0
PO4-7	13	31	0
PO8+	4	25	0
TOTAL	24	38	TBC

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.
- If Yes, how many and what effect do they have on the BME %? Show start and end %.

Gender

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

Grade Group	Total Staff in Service	No. Male Staff	% of Service Total	No. Female Staff	% of Service Total	% Females in Council grade group	% Females in Borough
Sc1-5	3	1	33	2	67	78.9	
Sc6 – SO1	2	1	50	1	50	73.8	
PO1-3	2	1	50	1	50	68	
PO4-7	13	5	38	8	62	71	
PO8+	4	1	25	3	75	60	
TOTAL	24	9	38	15	63	74.5	

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

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

The OD service is 63% female – this is 11% below the council’s overall gender profile of 74%. The council has slightly fewer female employees compared to the council average. However, the small size of the team and the small numbers in each grade band mean that variations between grades are not statistically robust.

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

No, The proposed deletion of six (out of seven) PO4 staff will impact on male and female staff equally.

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

Grade Group	Total Staff in Service	Start Female % of Service Total	End Female % of Service Total
Sc1-5	3	2	0
Sc6 – SO1	2	1	0
PO1-3	2	1	0
PO4-7	13	8	0
PO8+	4	3	0
TOTAL	24	38	TBC

12. *Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of*

flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

- If Yes, how many and what effect do they have on the female/male%? Show start and end %.
- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Age

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

Grade Group	Total Staff	16 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65+	
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
Sc1-5	3	0	0	0	0	2	67	1	33	0	0	0	0
Sc6 – SO1	2	0	0	0	0	2	100	0	0	0	0	0	0
PO1-3	2	0	0	1	50	1	50	0	0	0	0	0	0
PO4-7	13	0	0	1	8	2	15	10	77	0	0	0	0
PO8+	4	0	0	1	25	1	25	2	50	0	0	0	0
TOTAL	24	0	0	3	13	8	33	13	54	0	0	0	0
Council Profile			3.8		20.3		26.8		32.4		15.5		1.2
Borough Profile													

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

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

The majority of staff working in the service are in the 45-54 age group (54%) and the 35-44 (33%) age group. The service has very few younger employees – indeed only 3% of staff are aged below 34 years of age, and none are less than 24 years old.

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

Redundancies are being sought from across the service – the majority coming from those aged between 34-54 because 87% of staff fall within this age range.

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

The service currently has no staff aged under 24 and no staff aged over 55. Only 13% of the service falls within the 25-34 age group.

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

Disability

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

Grade Group	Total staff	No. of Disabled Staff	% of Grade Group	Council profile
Sc1-5	3	1	33%	
Sc6 – SO1	2	1	50%	
PO1-3	2	0	0	
PO4-7	13	1	7.6%	
PO8+	4	0	0	
TOTAL	24	3	13%	
Borough Profile				

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

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

- No (go to question 21)

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

- Staff views are being sought around their willingness to reduced hours, job share etc. We will seek to redeploy staff in other parts of the council.

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

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

No staff are pregnant, are undergoing or gone gender reassignment, or have strong religious beliefs.

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

n/a

Date Part 1 completed - 4th Feb 2011

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

Step 3 – Consultation

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

Step 4 – Address the Impact

1. Are you in a position to make changes to the proposals to reduce the impact on the protected groups e.g. consideration of flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc. - please specify?
2. What changes or benefits for staff have been proposed as a result of your consultation?
3. If you are not able to make changes – why not and what actions can you take?
4. Do the ringfence and selection methods you have chosen to implement your restructure follow council policy and guidance?
5. Will the changes result in a positive/ negative impact for service delivery/ community groups – please explain how?
6. How can you mitigate any negative impact for service users?

Date Steps 3 & 4 completed -

Step 5 – Implementation and Review

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

Step 6 – Sign off and publication

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

COMPLETED BY (Contact Officer Responsible for undertaking this EqIA)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE:

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