

Agenda item:

[No.]

General Purposes Committee

On 29 March 2011

Report Title. Restructure of the HR Service

Report of Assistant Chief Executive

Signed :

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

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

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

1. Purpose of the report

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

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

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

3. Recommendations

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

4. Reason for recommendation(s)

- 4.1. The coalition government's policy agenda combined with reduced levels of funding mean that the council has to fundamentally rethink services. The range and type of services that HR provides are those that any good large employer provides. It is unrealistic to expect that any of the HR services can be stopped. However, given that the council will employ less staff directly there is a need to reduce the service level and at the same time achieve additional efficiencies.

5. Other options considered

- 5.1. The proposals that have been developed provide the most realistic option for service delivery at this point in time for the benefit of the council. Partnership working with Waltham Forest has been explored and will be implemented for pay control and recruitment services. Further opportunities for service sharing will be explored with Waltham Forest over the next 12 months, but at this stage the service offer developed is the best option for the authority.

6. Summary

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

and Parking/ Enforcement services.

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

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

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

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

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

7. Chief Financial Officer Comments

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

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

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

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

8. Head of Legal Services Comments

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

9. Equalities & Community Cohesion Comments

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

10. Consultation

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

11. Service Financial Comments

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

12. Use of appendices

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

13. Local Government (Access to Information) Act 1985

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

APPENDIX A

Current and Proposed HR services

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

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

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

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

APPENDIX B

Summary list of changed posts including deleted posts

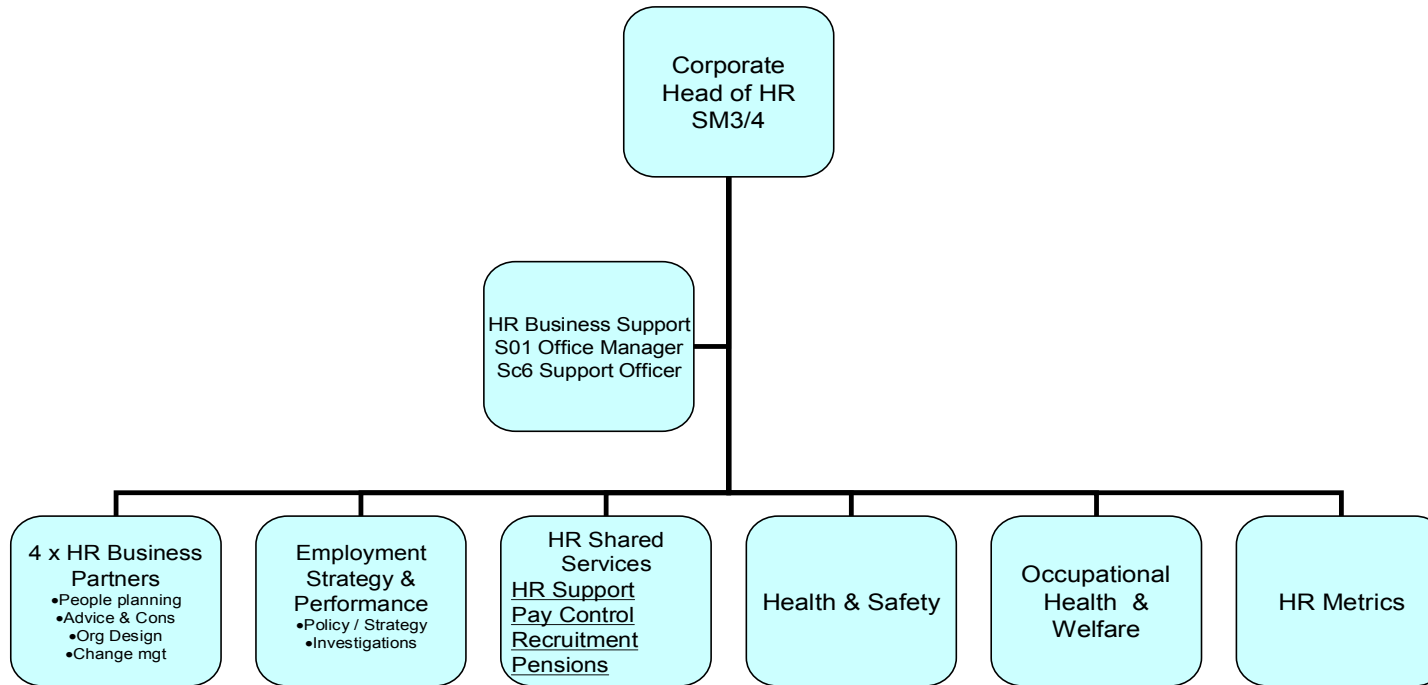
HR Team	Current post	Grade Fr	Grade To	FTE	Team	Changed / Deleted posts	Grade To	FTE
Policy & strategy	HR Strategy/Policy Consultant	PO6	PO6	1.00	HR Strategy & Advice	Head of Emp Strategy & Advice	PO7	1.00
Policy & strategy	HR Strategy/Policy Consultant	PO6	PO6	0.92	HR Strategy & Advice	HR Strategy /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

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

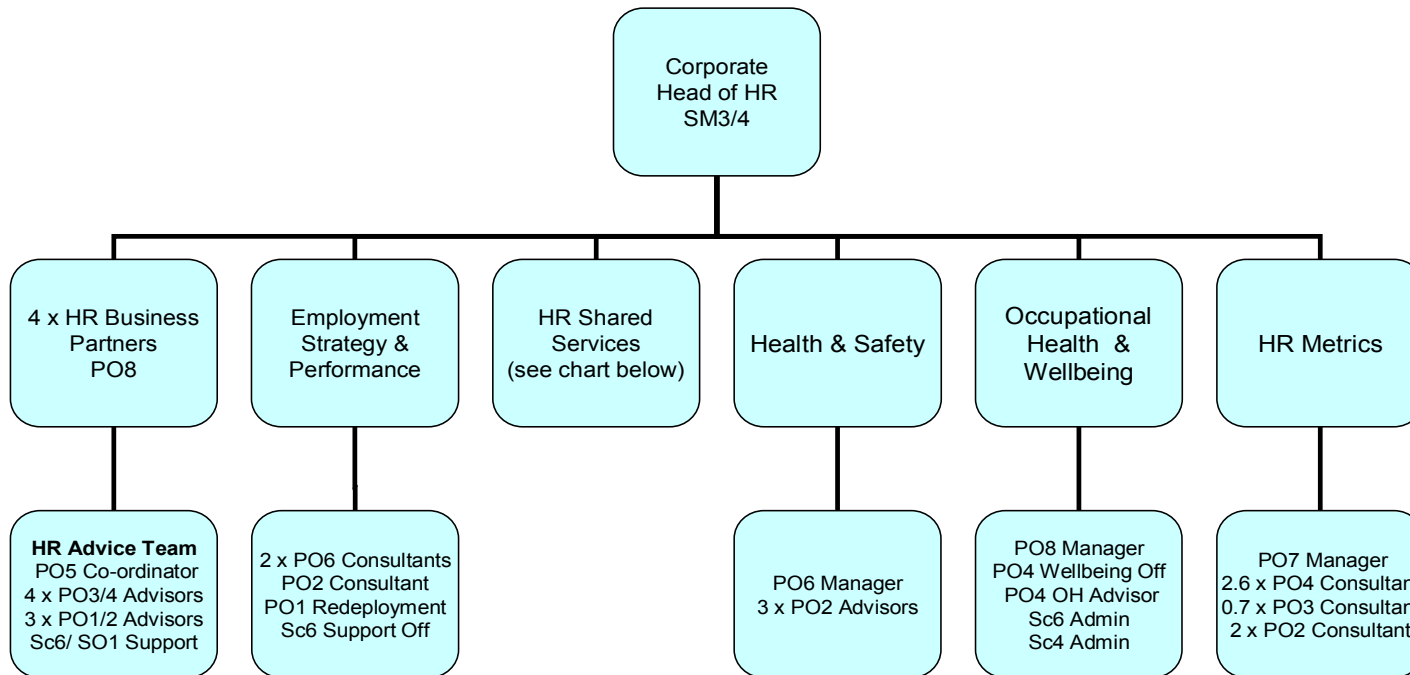
APPENDIX C

Current Structure

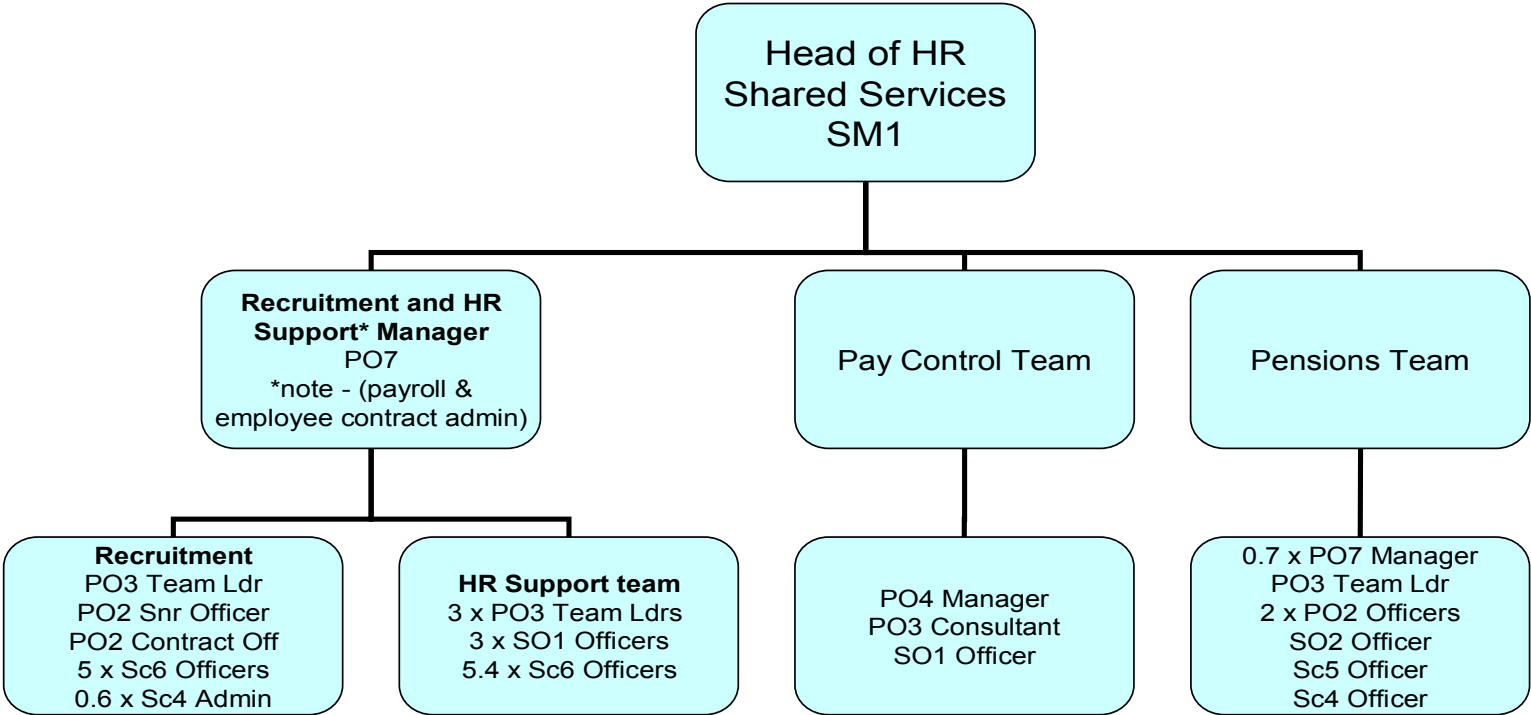
Human Resources service Feb 11



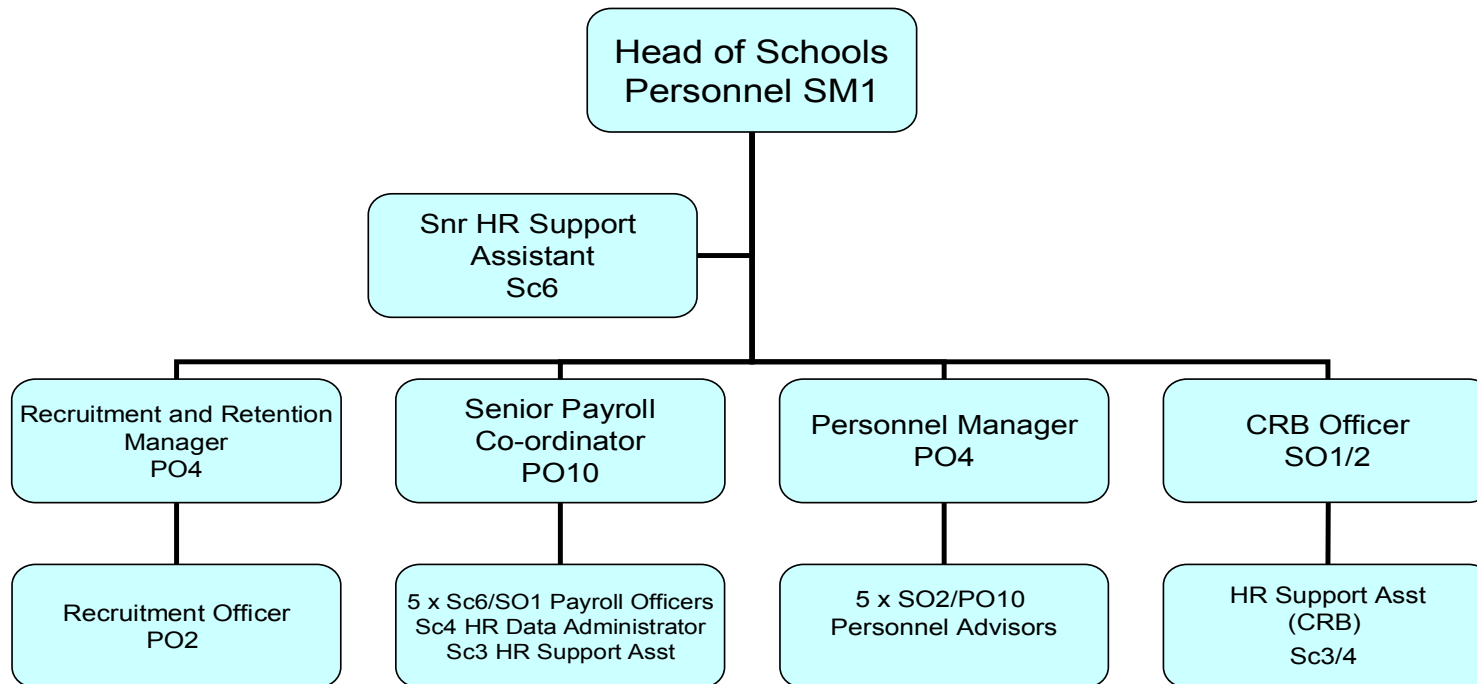
Human Resources service Feb 11



Human Resources service Feb 11



Schools Personnel service



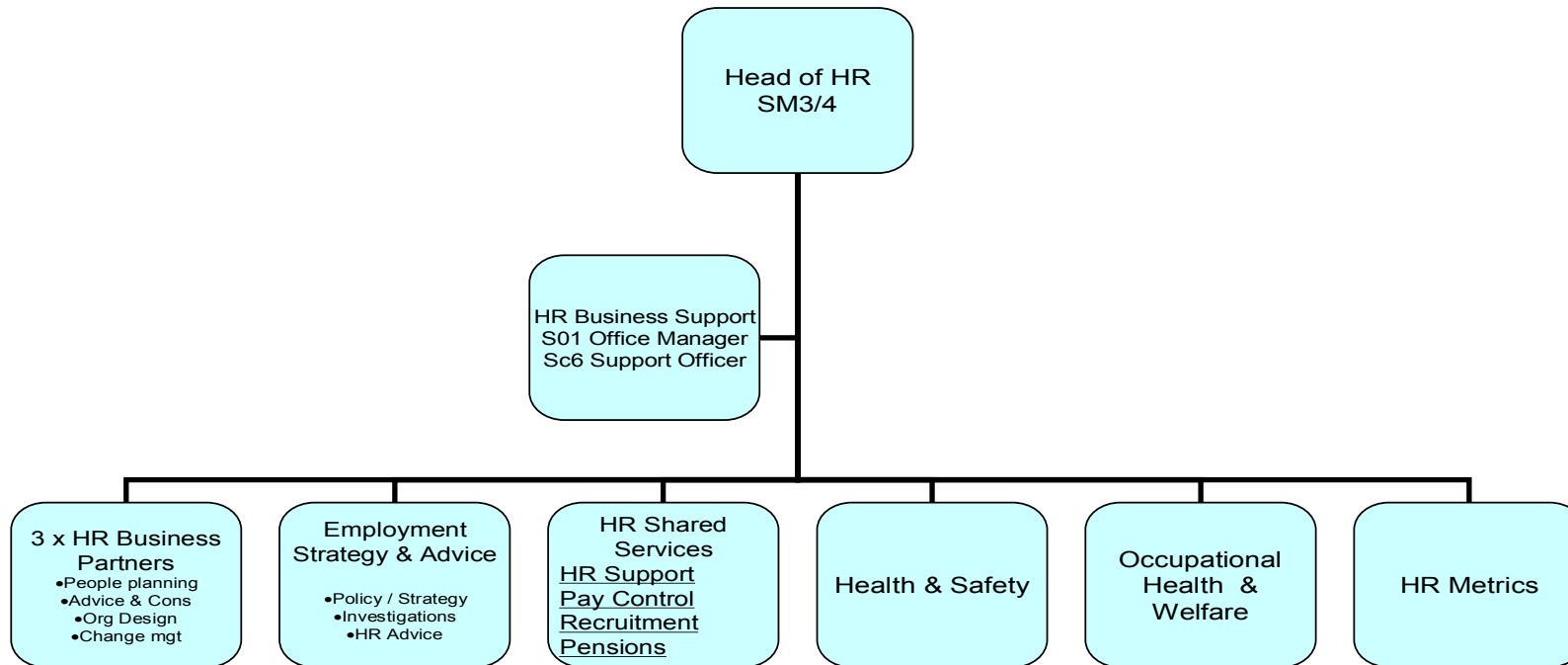
Feb 2011

Haringey Council

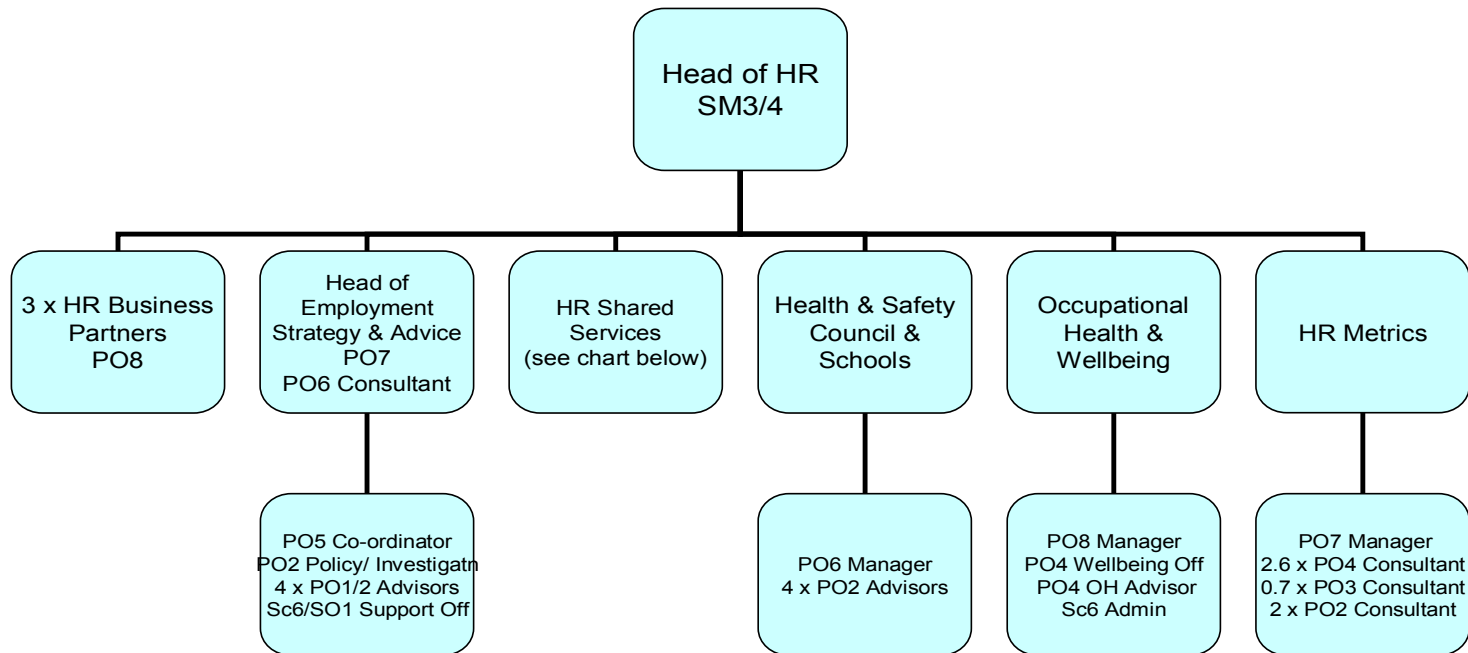
APPENDIX D

Proposed Structure

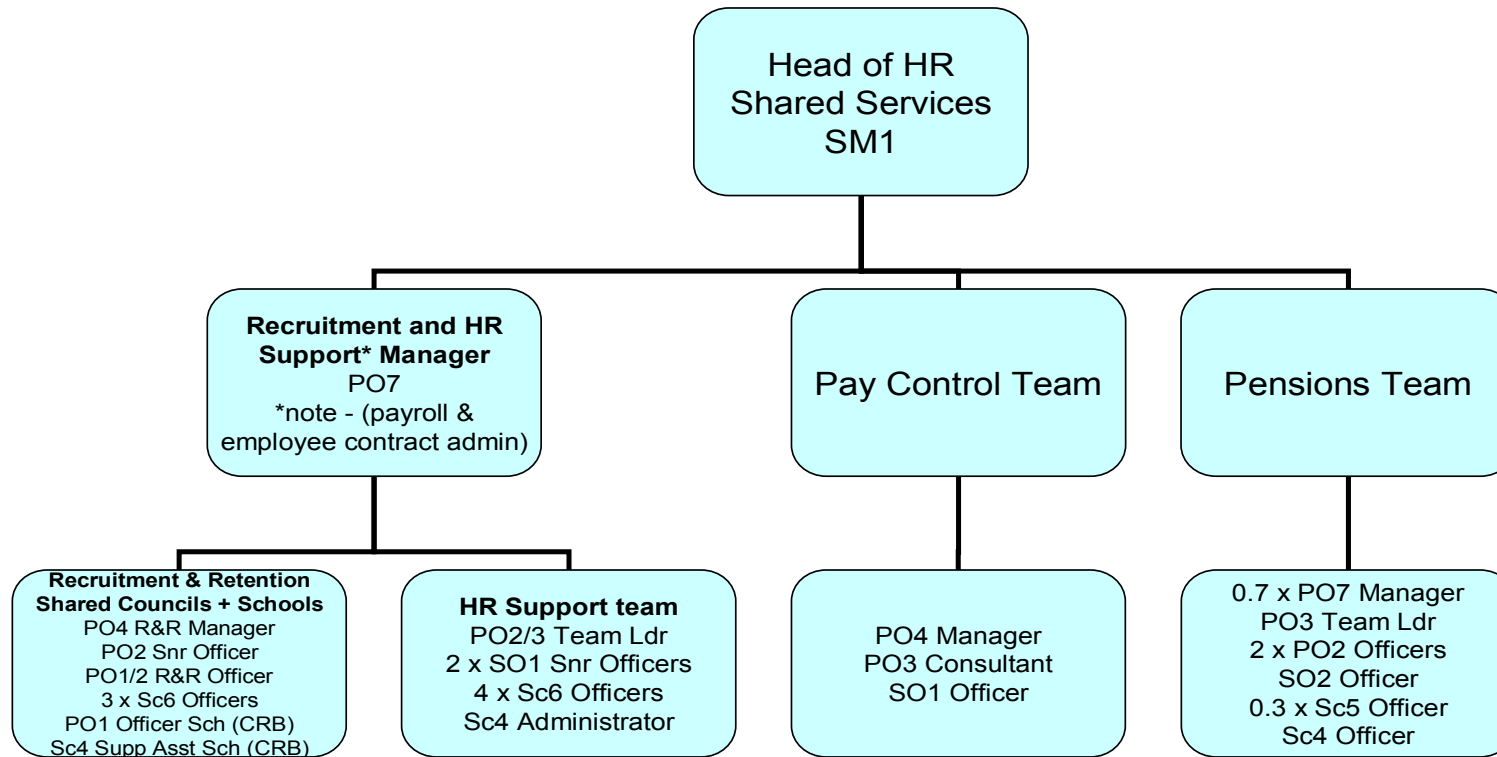
Human Resources service Apr 11



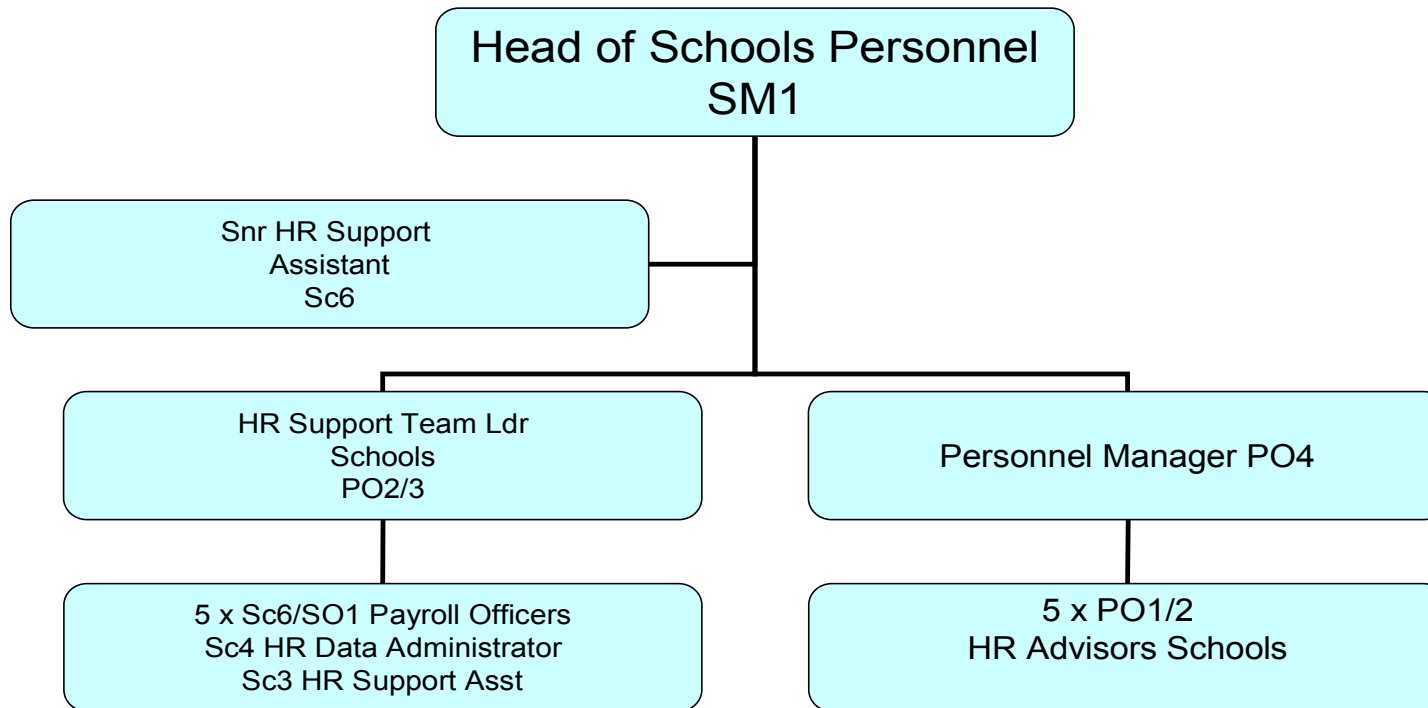
Human Resources service Apr 11



Human Resources service Apr 11



Schools Personnel service



April 2011

Haringey Council

APPENDIX E

Haringey Council

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

Date: 17 February 2011
Department and service under review: Human Resources, People & OD
Lead Officer/s and contact details: Steve Davies, Head of Human Resources
Contact Officer/s (Responsible for actions): Steve Davies, Head of Human Resources
Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

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

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

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

Step 1 – Aims and Objectives

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

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

The aim of the review is to achieve this saving.

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

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

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

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

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

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

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

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet

(based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

1. Are you closing a unit? NO

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

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

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

Race

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

HR & Schools Personnel Racial Group analysis

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

Council & Borough racial group comparison figures

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

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

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

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

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

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

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

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

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

Gender

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

Service Profile						HGY & Borough Profile				
Grade Group	Total No Staff	No. Male Staff	% of Grade Group	No. Female Staff	% of Grade Group	No of Female Staff	% Female in Grade Group	No of Male Staff	% Males in Grade Group	% Females in Borough
SC1-SC5	5	2	40	3	60	1164	68	558	32	
SC6-SO2	28	4	14	24	86	867	74	311	26	
PO1-PO3	28	10	36	18	64	410	62	255	38	
PO4-PO7	16	4	25	12	75	401	64	229	36	
PO8+	8	1	13	7	88	139	52	126	48	
TOTAL	85	21	25	64	75	2981	67	1479	33	49.9

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

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

- Males at grades PO8 and above.

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

NO

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

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

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

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

Age

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

Grade Group	TOTAL	16-24		25-34		35-44		45-54		55-64		65+	
	STAFF	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group
SC1-SC5	5	1	20	1	20	1	20	1	20	1	20	0	0
SC6-SO2	28	0	0	7	25	7	25	9	32	5	18	0	0
PO1-PO3	28	0	0	2	7	6	21	15	54	5	18	0	0
PO4-PO7	16	0	0	2	13	5	31	7	44	2	13	0	0
PO8+	8	0	0	0	0	1	13	4	50	3	38	0	0
TOTAL	85	1	1	12	14	20	24	36	42	16	19	0	0
Council Profile	4460	117	3	784	18	1108	25	1574	35	821	18	56	1
Borough Profile	225600	29779	13	49858	22	31736	19	44669	20	16694	7	21206	9

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

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

- PO1-3 Age 45-54

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

NO

- If No, go to question 18.

- If Yes, how many of these staff might be displaced?

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

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

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

Disability

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

Area Profile				HGYProfile	
Grade Group	Total No Staff	No. Disabled Staff	% of Grade Group	Total No of Staff Disabled in Band	% of Staff Disabled in Grade Group
Sc1-5	5	1	20	121	7
Sc6-SO2	28	0	0	110	9
PO1-3	28	2	7	47	7
PO4-7	16	1	6	43	7
PO8+	8	0	0	7	3
TOTAL	85	3	4	328	7

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

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

NO

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

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

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

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

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

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

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

N/A

Date Part 1 completed - 18 February 2011.

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

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

Step 3 – Consultation

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

Step 4 – Address the Impact

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

Date Steps 3 & 4 completed -

Step 5 – Implementation and Review

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

Step 6 – Sign off and publication

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

COMPLETED BY (Contact Officer Responsible for undertaking this EqlA)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME:
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE:

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

APPENDIX F

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

Head of HR comments after each section

UNISON Comments on Proposals for Re-organisation of Human Resources

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

General Comments

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

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

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

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

Communication Of Changes

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

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

Management Tiers

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

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

Redundancies

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

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

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

Recruitment Methods

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

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

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

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

Advice Team (corporate)

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

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

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

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

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

I note the other comments made about service provision.

Business Partners

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

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

Schools Personnel Service

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

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

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

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

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

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

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

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

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

HR Support

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

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

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

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

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

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

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

Health & Safety

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

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

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

Recruitment/Deployment

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

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

Job Evaluations

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

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

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

Voluntary redundancies

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

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

Vacant Posts

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

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

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

Location of Services

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

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

Head of HR comments – I note the comments made.