

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 18 February 2011

Department and service under review:

Adult Services and Commissioning, ACCS

- Equipment and OT reductions
- Assessment and care management

Lead Officer/s and contact details:

Lisa Redfern AD Adult Services and Commissioning ACCS.

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Contact Officer/s (Responsible for actions):

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Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)

The service users affected are in all protected categories. There will also be no change to Haringey Council's eligibility criteria to access adult social care services, so if a vulnerable adult is assessed as needing services s/he will continue to receive services.

Although the services are restructuring, the change will not result in a negative impact for service users - service users will continue to be assessed and provided with a personal budget or alternative service in the same way they now receive a service. Moreover, this change will result in a positive move towards increased freedom, greater choice and control about the service they receive.

In terms of the future composition of the personalized care service, we believe from

our analysis of the current staff profile that the proposal is not likely to change significantly the current equalities profile of the service (+/- 10% of the size of any of the equalities groups in the service). This means that it is not likely that any particular group of employees in the service (persons sharing a protected characteristic within the meaning of the Equality Act 2010) will be disproportionately affected either in terms of benefit or detriment.

The full picture will be determined after the restructure has been completed and the new structure is in place and Part 2 of assessment has been completed.

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?

In line with the *Putting People First* programme, the Council is committed to delivering personalised care through self-directed support, with the aim of ensuring that vulnerable adults have greater choice, control over their care, and over their lives. The proposed changes are designed to respond to the changing needs of older people and those with mental health issues by providing more cost effective, individualised care and support packages, with the aim of ensuring they are able to live more independently in the community.

Full implementation by the end of Financial Year 2012/2013.

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

The occupational therapy service will undergo a 10% reduction in employee costs and equipment expenditure. This will equate to a saving of £154,000 in 2012/13.

The assessment and care service will be realigned to deliver safe, personalised services in the new transforming social care era. Two vacant care managers' posts will be deleted.

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

Clear and tight project planning; social work review process; the budget monitoring process; and quarterly review of the equalities impact for both staff and users of services once the changes have been implemented.

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? [Restructuring the Equipment and OT service](#)

- 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. ([see below](#))
- 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.

[We believe from our analysis of the current staff profile that the proposal is not likely to change significantly the current equalities profile of the service \(+/- 10% of the size of any of the equalities groups in the service\).](#)

[We have a process in place to identify those staff who want to leave on a redundancy basis and those staff who want to remain working in Adult Social Care either for LBH or an alternative employer. We are scoping transferable skills, identifying funded vacancies within LBH and working with partners in the NHS, voluntary and private sector to identify linkages and maximise deployment or employment opportunities.](#)

Race

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

Area Profile										HGY & Borough Profile	
Grade Group	Total No Staff	No. of Race Not Declared Staff	% of Total No of Staff	White Staff	% of Total No of Staff	White Other Staff	% of Total No of Staff	BME Staff	% of Total No of Staff	BME % in Grade Group	BME% Borough Profile
SC1-SC5	7	0	0%	2	29%	1	14%	4	57%	66	
SC6-SO2	39	0	0%	13	33%	8	21%	18	46%	57	
PO1-PO3	40	0	0%	11	28%	8	20%	21	53%	47	
PO4-PO7	40	2	5%	14	35%	5	13%	19	48%	39	
PO8+	3	0	0%	1	33%	1	33%	1	33%	20	
TOTAL	129	2	2%	41	32%	23	18%	63	49%	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 (10% or more difference) compared with the council profile and where relevant the borough profile.
[White staff PO8+, BME staff in grade sc1-5 and sc6-so2](#)

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? [Not known at this stage](#)

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

6. By how much does this staff change the % (percentage) of BME staff in the structure? Show start and end %. [Not known at this stage](#)

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.? [Not known at this stage](#)

- 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

Area 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	% Females in Borough
SC1-SC5	7	4	57%	3	43%	1164	
SC6-SO2	39	12	31%	27	69%	867	
PO1-PO3	40	11	28%	29	73%	410	
PO4-PO7	40	11	28%	29	73%	401	
PO8+	3	1	33%	2	67%	139	
TOTAL	129	39	30%	90	70%	2981	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 (10% or more difference) compared to the % of females/males in the council. [Males at grades po1-3 and PO8+ and females at sc1-5](#)

10. Do any ring fences disproportionately impact on impact on female or male staff?
[Not known at this stage](#)

- 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 %.

[Not known at this stage](#)

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.? [Not known at this stage](#)

- 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

Area Profile													
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	7	0	0%	0	0%	5	71%	1	14%	0	0%	1	14%
SC6-SO2	39	0	0%	15	38%	11	28%	9	23%	4	10%	0	0%
PO1-PO3	40	0	0%	2	5%	15	38%	15	38%	8	20%	0	0%
PO4-PO7	40	0	0%	3	8%	9	23%	18	45%	10	25%	0	0%
PO8+	3	0	0%	0	0%	0	0%	2	67%	0	0%	1	33%
TOTAL	129	0	0%	20	16%	40	31%	45	35%	22	17%	2	2%
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.
[25-35 year old po1-3, 45-54 year old sc1-5.](#)

15. Do any ring fences disproportionately impact on staff from one age group only? [Not known at this stage](#)

- 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? [Not known at this stage](#)

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.? [Not known at this stage. Employment opportunities will be limited.](#)

- 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	7	0	0%	121	7
Sc6-SO2	39	6	15%	110	9
PO1-3	40	3	8%	47	7
PO4-7	40	5	13%	43	7
PO8+	3	1	33%	7	3
TOTAL	129	15	12%	328	7
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

- If No, go to question 21. [Not known at this stage.](#)
- 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.? [Not known at this stage.](#)

- 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

[No data currently available.](#)

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.

The realignment of the assessment and care service and the reduction in funding of the OT service should have no negative impact for service users.

Date Part 1 completed -

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).

There is no public consultation as these changes are to internal staffing, structures and processes and do not adversely affect the public (see Summary Assessment and Aims and Objectives).

The staff consultation meetings are underway. These include Team briefings, together with one-to-one meetings. There is a special Directorate Consultative Committee (DCC) and a second series of staff briefings planned for April 2011 and a 'close off' DCC in May ready for final reports to go to Cabinet and General Purposes Committee. All briefings have been designed to lead people to decide if they want voluntary redundancy at some point, or if they want deployment in Haringey somewhere – and for us to know for planning purposes. Unions will be provided with packs and have had the significance of the DCC dates explained to them in order that they can input formally into the process.

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?

This will be taken forward as part of the formal consultation with staff.

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

Consultation is ongoing.

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

This will be answered when staff consultation is complete.

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

Yes

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

The change will not result in a negative impact for service users as outlined above - service users will continue to be assessed and provided with a personal budget or alternative service. For some, this change will result in a positive move towards increased freedom, greater choice and control about the service they receive. This is about improved re-organisation and staff re-configuration.

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

The outcome and equalities impact for service users will be monitored routinely following implementation of the new structures.

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.

We will do this once the selection process has happened.

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

The outcome and equalities impact for service users will be monitored routinely following implementation of the new structures.

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

From 1 April 2011 or as soon as possible thereafter. Monitoring systems will be put in place from the moment the new structure is operational and reporting will be quarterly to management boards and quality/performance monitoring regimes.

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?

Staff consultation has taken place, comments from all parties have been responded to with the Trade Union comments and responses included in a General Purposes Committee Report to be considered on the 19th May 2011

5. Identify the timescales and actions for review of the restructure to ensure it achieves the expected benefits/outcomes.

Monitoring procedures will be put in place as soon as changes have been made (varying timescales). We will report findings, including equalities performance indicators to management board and equalities board quarterly.

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: Bernard Lanigan

DESIGNATION:

SIGNATURE:

DATE: 18 February 2011

QUALITY CHECKED BY (Equalities,)

NAME: Eve Featherstone

DESIGNATION: Principal Equalities Officer

SIGNATURE:

DATE:

SIGNED OFF BY Director/ Assistant Director

NAME: Lisa Redfern

DESIGNATION: Assistant Director, Adult Services and Commissioning

SIGNATURE:

DATE: 21 February 2011

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