

Appendix F

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 11th May 2011
Department and service under review: Single Frontline Service
Lead Officer/s and contact details: Caroline Humphrey (x1174).
Contact Officer/s (Responsible for actions): Caroline Humphrey
<p>Summary of Assessment (completed at conclusion of assessment to be used as equalities comments on council reports)</p> <p>This is a report at the stage of completion of consultation in regards to the proposed Single Frontline restructure.</p> <p>In regards to the current Business Unit profile females are under represented as a group compared to the council profile. However many of the service that are provided within the Business Unit such as engineering and parking are traditionally more male dominated industries and it is believed that this is reflective of the relevant market.</p> <p>It is difficult to determine at this stage if any one group is likely to be more effected then others as in addition to the ring fencing there are a number of vacancies that management have held and these have been made available to staff that are potentially displaced as expressions of interest, in accordance with the redeployment policy of one grade above their substantive and any below. Therefore whilst an individual may not be successful at the ring fencing stage they may secure a role in through the selection process following expressions of interest.</p> <p>In regards to the restructure at this time the group that are most likely to be effected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.</p> <p>As part of the consultation there have been no specific issues raised in regards to the</p>

equality strands, however there was one request for job share that is being considered as part of the appointment process. There are however a number of staff on maternity leave and will be discussing with each one of them on an individual basis specific needs and issues in regards to the selection process.

The selection process will be undertaken in accordance with the council procedures and will pay attention to any specific needs and the impact will be fully assessed following the selection process. The EQIA will be completed at this time.

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?

This EqIA considers a restructure to create the Single Frontline Service which affects 244 members of staff in the Urban Environment Directorate. The 244 staff excludes those posts that are due to transfer over to Planning, Regeneration and Economy and those staff subject to TUPE transfer as a result of the award of the new waste contract to Veolia. The main aim of the restructure is to achieve £2.2m of savings whilst continuing to provide key frontline services, by minimising the impact on residents and other customers, ensuring that the Council fulfils its statutory responsibilities.

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

The proposals set out to deliver the required savings and to minimise the impact of the Frontline Services. The key benefit is to deliver the required savings whilst protecting services as much as possible and ensuring the council fulfils its statutory responsibilities.

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

A project board sponsored by the interim Assistant Director for Frontline services is in place to manage this restructure and the associated reorganisation of services required to achieve the necessary savings. The project board is meeting weekly, and is carefully managing the necessary actions to ensure key milestones and outcomes are achieved.

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, however, the restructure will result in redundancies within the services to achieve the necessary levels of savings.

Ring fencing arrangements	Total	%
assimilation	164	67%
closed ring fence	21	9%
Displaced	1	0%
Early Retirement	1	0%
Open ring fence	42	17%
Open ring fence / Closed ring fence	7	3%
Voluntary Redundancy	8	3%
Grand Total	244	

Note some staff are in more than one ring fence.

At this stage (post consultation and pre recruitment) of all the staff (244) affected by the proposed changes for the new structure, 67% will be assimilated into posts, 29% will be ring fenced (mixture of open and closed) to new posts and the remaining 4% consisting of a mixture of voluntary redundancies (8) early retirement (1) and displaced (1).

- *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.*

DRAFT

In order to protect posts which work directly with residents and traders the proposed reorganisation has focused on reducing management roles, administrative support and redesigning elements of service delivery. As a result certain roles are impacted greater than others.

In recognition of the financial pressures and impending service restructure the services have been holding a number of vacancies and filling key roles with agency staff as a result there are a number of opportunities for redeployment within the new service.

Table 1 below sets out the current structure posts and vacancies, both for posts and FTEs as the service has a number of part time roles.

Table 1 Current structure posts and vacancies

	Current Structure Posts	Current Structure FTE Posts	Current Structure Vacant Posts	Current Structure Vacant FTE Posts
SC1-SC5	114	98	45	42.5
SC6-SO2	71	71	16	14
PO1-PO3	97	96	23	23
PO4-PO7	31	31	3	3
PO8+	19	19	2	2
	332	314	89	84.5

Table 2 below sets out the FTE position impact by considering the number of posts to be deleted compared to the number of vacancies within the current establishment for different range grades.

Table 2 FTE posts and vacancies

	Current FTE Posts	Proposed FTE Posts	Variation	Vacancies Carried Forward
SC1-SC5	98	94.5	-3.5	38.5
SC6-SO2	71	52	-19	9
PO1-PO3	96	85	-11	6
PO4-PO7	31	27	-4	
PO8+	19	11	-8	
	314	269.5	-45.5	53.5

DRAFT

The total number of staff that will be affected by the deletions of posts from the existing Frontline service structure is 80. Table 3 below sets out the proposed ring fencing and assimilation by grade.

Table 3 Proposed assimilation and ring fencing arrangements by salary band.

Count of Ring fencing arrangements		
Salary Band	Ring fencing arrangements	Total
SC1-SC5	Assimilation	71
	Voluntary Redundancy	2
SC1-SC5 Total		73
SC6-SO2	Assimilation	37
	Open ring fence	15
	Voluntary Redundancy	1
	closed ring fence	8
SC6-SO2 Total		61
PO1-PO3	Assimilation	41
	Open ring fence	12
	Voluntary Redundancy	3
	closed ring fence	8
	Open ring fence / Closed ring fence	2
	Displaced	1
PO1-PO3 Total		67
PO4-PO7	Assimilation	14
	Open ring fence	6
	Early Retirement	1
	closed ring fence	1
	Open ring fence / Closed ring fence	4
PO4-PO7 Total		26
PO8+	Assimilation	1
	Open ring fence	9
	Voluntary Redundancy	2
	closed ring fence	4
	Open ring fence / Closed ring fence	1
PO8+ Total		17
Grand Total		244

Table 4 shows overall indicative impact on posts within grade ranges by comparing the proposed posts with the staff being assimilated and shows the potential opportunities of the proposed new restructure.

Table 4 – Proposed structure potential available posts.

DRAFT

	Proposed Posts	Staff Assimilating	Posts available
SC1-SC5	110.5	71	39.5
SC6-SO2	52	37	15
PO1-PO3	85	41	44
PO4-PO7	27	14	13
PO8+	11	1	10
	285.5	164	121.5

Table 5 shows the available posts against the staff that are involved in ring fencing arrangements.

Table 5 Posts available by salary band against staff displaced by salary band.

	Posts available	Staff displaced	Posts available
SC1-SC5	39.5	0	39.5
SC6-SO2	15	23	-8
PO1-PO3	44	23	21
PO4-PO7	13	11	2
PO8+	10	14	-4
	121.5	71	50.5

Whilst there is not a direct correlation between the posts available and the gradings due to the bandings shown (ring fencing opportunities are limited to +/- 1 grade), a key fact is that the posts that are mostly affected are the senior roles (PO8+) and administrative roles within the SC6 to SO2 range. Inevitably there will be fewer opportunities for those on higher grades. In addition it is important to note that comparable grading in itself does not necessarily mean an appropriate match.

The majority of the existing opportunities for redeployment will be within the Traffic Management service relating to CEO's (28 x SC3) and Parking correspondence officers (3 x SC6).

All appointments will be made following the Councils Restructure and Redeployment policy. In addition due to the current level of vacancies staff were given an opportunity to express an interest in vacant posts as well as to comment on the outlined ring fences. We provided an opportunity for an expression of interest in existing vacant posts that are within one grade above of their substantive post or any below. This was only made available to staff that are subjected to ring fencing.

Race

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

Racial Group Analysis

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		White Other		Not declared		TOTAL	BME % in Council	BME % Borough Profile
	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	No Staff	% of Grade Group	STAFF		
Sc1-5	11	15%	32	44%	4	5%	3	4%	50	68%	13	18%	10	14%	0	0%	73	23.10%	
Sc6-SO2	9	15%	25	41%	2	3%	1	2%	37	61%	13	21%	11	18%	0	0%	61	11%	
PO1-3	8	12%	24	36%	2	3%	2	3%	36	54%	22	33%	9	13%	0	0%	67	4.80%	
PO4-7	1	4%	6	23%	1	4%		0%	8	31%	15	58%	3	12%	0	0%	26	4.30%	
PO8+	0	0%	2	12%	1	6%	1	6%	4	24%	11	65%	2	12%	0	0%	17	1.10%	
TOTAL	29	12%	89	36%	10	4%	7	3%	135	55%	74	30%	35	14%	0	0%	244	44.30%	51%

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.

No grade groups are under-represented when compared to the council profile.

However BME within the SC6 to SO2 group are significantly over represented.

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?

Note this analysis does not take account of expressions of interest as these will be subject to a different assessment process.

Count of Eth Group		Eth Group					Total
Salary Band	Ring fencing arrangements	ASIAN	BLAC K	MIXE D	OTHER	WHITE	
SC1-SC5	assimilation	11	31	4	3	22	71
	Voluntary Redundancy		1			1	2
SC1-SC5 Total		11	32	4	3	23	73
SC6-SO2	assimilation	6	17		1	13	37
	Open ring fence	1	5	1		8	15
	Voluntary Redundancy					1	1
	closed ring fence	2	3	1		2	8
SC6-SO2 Total		9	25	2	1	24	61
PO1-PO3	assimilation	6	18		1	16	41
	Open ring fence	1	3	1	1	6	12
	Voluntary Redundancy		1			2	3
	closed ring fence	1	2	1		4	8
	Open ring fence / Closed ring fence					2	2
	Displaced					1	1
PO1-PO3 Total		8	24	2	2	31	67
PO4-PO7	assimilation		5	1		8	14
	Open ring fence		1			5	6
	Early Retirement					1	1
	closed ring fence					1	1
	Open ring fence / Closed ring fence	1				3	4
PO4-PO7 Total		1	6	1		18	26
PO8+	assimilation			1			1
	Open ring fence		2			7	9
	Voluntary					2	2

	Redundancy closed ring fence				4	4
	Open ring fence / Closed ring fence			1		1
PO8+ Total		2	1	1	13	17
Grand Total		29	89	10	7	109
					109	244

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

From the table above it is possible to see that due to the ring fencing in the groups that the only group that is significantly impacted is the BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal.

The table show that no other group is significantly impacted.

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

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

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 %.*

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

Gender

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

Gender Analysis

Grade Group	Female		Male		TOTAL	% Females in Council	% Females in Borough
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF		
Sc1-5	24	33%	49	67%	73	68	
Sc6-SO2	30	49%	31	51%	61	74	
PO1-3	28	42%	39	58%	67	62	
PO4-7	9	35%	17	65%	26	64	
PO8+	6	35%	11	65%	17	52	
TOTAL	97	40%	147	60%	244	67	49%

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

- Females at Sc1-5 are under-represented in the service compared to the Council.
- Females at Sc6-SO2 are under-represented in the service compared to the Council.
- Females at PO1-3 are under-represented in the service compared to the Council.
- Females at PO8+ are under-represented in the service compared to the Council.

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

Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.

Count of Ring fencing arrangements	Gender Key
------------------------------------	------------

DRAFT

Salary Band	Ring fencing arrangements			Grand Total
		Female	Male	
SC1-SC5	assimilation	23	48	71
	Voluntary Redundancy	1	1	2
SC1-SC5 Total		24	49	73
SC6-SO2	assimilation	17	20	37
	Open ring fence	5	10	15
	Voluntary Redundancy	1		1
	closed ring fence	7	1	8
SC6-SO2 Total		30	31	61
PO1-PO3	assimilation	19	22	41
	Open ring fence	2	10	12
	Voluntary Redundancy	1	2	3
	closed ring fence	5	3	8
	Open ring fence / Closed ring fence	1	1	2
	Displaced		1	1
PO1-PO3 Total		28	39	67
PO4-PO7	assimilation	7	7	14
	Open ring fence	1	5	6
	Early Retirement		1	1
	closed ring fence		1	1
	Open ring fence / Closed ring fence	1	3	4
PO4-PO7 Total		9	17	26
PO8+	assimilation		1	1
	Open ring fence	2	7	9
	Voluntary Redundancy	1	1	2
	closed ring fence	3	1	4

DRAFT

	Open ring fence / Closed ring fence		
PO8+ Total	6	11	17
Grand Total	97	147	244

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

- *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 %.

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

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.?

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

- *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:

Age Analysis

DRAFT

Grade Group	16-24		25-34		35-44		45-54		55-64		65+	% of Grade Group	STAFF
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	8%	
Sc1-5	2	3%	12	16%	22	30%	18	25%	13	18%	6	2%	73
Sc6-SO2	1	2%	14	23%	21	34%	16	26%	8	13%	1	1%	61
PO1-3		0%	15	22%	20	30%	21	31%	10	15%	1	0%	67
PO4-7		0%	4	15%	11	42%	8	31%	3	12%		0%	26
PO8+		0%	1	6%	4	24%	10	59%	2	12%		3%	17
TOTAL	3	1%	46	19%	78	32%	73	30%	36	15%	8		244
Council Profile	3.80%		20.30%		26.80%		32.40%		15.50%		1.20%		
Borough Profile	13.90%		26.60%		22.80%		15.50%		9.50%		11.70%		

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

- 16-24 are under-represented in the service compared to the Council profile.
- 65+ are over -represented in the service compared to the Council.

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

Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.

Count of Age Band		Age Band							Total
Salary Band	Ring fencing arrangements	16<2	25<3	35<4	45<5	55<6	65+		
SC1-SC5	Assimilation	2	11	22	18	12	6	71	
	Voluntary Redundancy		1			1		2	
SC1-SC5 Total		2	12	22	18	13	6	73	
SC6-SO2	Assimilation	1	11	12	8	4	1	37	
	Open ring fence		3	4	6	2		15	
	Voluntary Redundancy					1		1	
	closed ring fence			5	2	1		8	
SC6-SO2 Total		1	14	21	16	8	1	61	
PO1-PO3	Assimilation		8	13	14	6		41	

DRAFT

	Open ring fence	2	4	4	1	1	12	
	Voluntary Redundancy closed ring fence	1			2		3	
	Open ring fence / Closed ring fence	4	3	1			8	
	Displaced				2		2	
						1	1	
PO1-PO3 Total		15	20	21	10	1	67	
PO4-PO7	assimilation	2	7	4	1		14	
	Open ring fence	1	2	2	1		6	
	Early Retirement closed ring fence				1		1	
	Open ring fence / Closed ring fence		1				1	
		1	1	2			4	
PO4-PO7 Total		4	11	8	3		26	
PO8+	assimilation			1			1	
	Open ring fence		3	5	1		9	
	Voluntary Redundancy closed ring fence			1	1		2	
	Open ring fence / Closed ring fence	1	1	2			4	
					1		1	
PO8+ Total		1	4	10	2		17	
Grand Total		3	46	78	73	36	8	244

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

- *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?

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

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.?

As previously stated staff were given an opportunity to give an expression of interest in other posts and also an opportunity to discuss potential voluntary redundancy and flexible working arrangements. These have been reviewed as part of the consultation.

- *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:

Grade Group	No. Disabled Staff	% of Grade Group	Council profile
Sc1-5	7	10%	7%
Sc6-SO2	5	8%	7%
PO1-3	2	3%	3%
PO4-7		0%	7%
PO8+		0%	9%
TOTAL	14	6%	7%

19. Do any ring fences disproportionately impact on disabled staff? Note this is provisional analysis and will be reviewed following the consultation feedback and analysis.

Count of Ring fencing	Disability status
-----------------------	-------------------

DRAFT

arrangements					
Salary Band	Ring fencing arrangements	N	Y	Total	
SC1-SC5	assimilation	8	57	6	71
	Voluntary Redundancy		1	1	2
SC1-SC5 Total		8	58	7	73
SC6-SO2	assimilation	13	21	3	37
	closed ring fence	1	6	1	8
	Open ring fence	4	10	1	15
	Voluntary Redundancy		1		1
PO1-PO3	assimilation	13	27	1	41
	closed ring fence	1	7		8
	Displaced		1		1
	Open ring fence	2	9	1	12
	Open ring fence / Closed ring fence		2		2
	Voluntary Redundancy		3		3
	PO1-PO3 Total		16	49	2
PO4-PO7	assimilation	4	10		14
	closed ring fence	1			1
	Early Retirement	1			1
	Open ring fence		6		6
	Open ring fence / Closed ring fence	2	2		4
PO4-PO7 Total		8	18		26
PO8+	assimilation		1		1
	closed ring fence		4		4
	Open ring fence	1	8		9
	Open ring fence / Closed ring fence	1			1
	Voluntary Redundancy		2		2
PO8+ Total		2	15		17
SC6-SO2 Total		18	38	5	61
Grand Total		52	178	14	244

The table above show that no group is particularly impacted by the proposed assimilation and ring fencing.

- *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.?

At this stage we believe that the individuals that are most affected are at the PO8+ level and as all staff with the exception of one are subject to ring fencing it is not deemed that this is disproportionate.

Whilst other grades are affected this is again not deemed disproportionate, particularly as the opportunity for expression of interest for vacant roles within one grade above their substantive grade and any grade below their substantive grade in accordance with the Redeployment Policy.

- *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

Six women are, or will be, on maternity leave during this restructure.

Count of Maternity		
Salary Band	Ring fencing arrangements	Total
PO1-PO3	assimilation	2
	closed ring fence	2
PO1-PO3 Total		4
PO4-PO7	assimilation	1
PO4-PO7 Total		1
PO8+	closed ring fence	1
PO8+ Total		1

As can be seen in the above table all are subject to assimilation or closed ring fence arrangements.

DRAFT

All those on maternity have been kept in contact with by their line managers. At the assessment stage we will seek to put in place a suitable assessment process for each individual depending on their own situation and the requirements of the role.

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.
This will be considered as part of a separate Equalities Impact Assessment.

Date Part 1 completed - 11th May 2011

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

Step 3 – 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?

As part of the consultation we invited comments from staff in regards to the proposals.

There has only been one request in regards to shared working and this option is being considered as part of the assessment process.

As part of the process we have included an opportunity for expressions of interest for posts that are not permanently filled. The criteria on this was within one grade above an individuals substantive grade or any below their substantive grade. A number of expressions of interest were received and the recruitment and assessment process is being developed to take account of these.

The only group that is potentially significantly impacted is the BME SC6 to SO2 due to the proportion within this group and the open ring fencing proposal.

There have been no other request at this stage. If during the recruitment and assessment phase further approaches are made these will be considered.

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

Whilst there will be a number of job losses as a result of the restructure, there are also a number of opportunities.

In regards to the BME SC6 to SO2, we have reviewed the proposed ring fencing arrangements for this group. However the role that they are ring fenced against is a merger of three disciplines and it is essential that the skill sets and aptitude for meeting the skill sets is met. Therefore it is decided that the open ring fence approval is appropriate. However in completing the assessments we will ensure that all development needs are identified and suitable training provided.

However we are trying to minimise this by making available to staff through expressions of interest the opportunity to go for a number of roles that are currently not filled permanently.

This is providing staff the opportunity to apply for new roles in a new field if they so choose.

There have been some specific issues raised in regards to job descriptions and changes have been made where deemed appropriate.

We have also had queries raised in regards to ring fencing arrangements and these have been reviewed by a Review Panel. This has resulted in changes been made as deemed appropriate.

It is recognised that there will be a number of training and development needs as a result of the restructure. These will be assessed as part of the restructure and a suitable development and training programme developed and implemented.

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

Changes have been made as detailed above.

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

Yes

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

The focus of this restructure has been to minimise the impact on service delivery and community groups, by focussing on back office and management responsibilities.

Within the service there is a proposal for the creation of an Engagement and Enablement team. This team will be working with the local communities to identify priorities for the Single Frontline Services. They will be required to understand the communities we serve and determine if all groups are appropriately represented , if not under take actions to address any gaps. They will be working with services to determine the best way to deliver services to meet the priorities of the local community within the financial constraints.

The Neighbourhood Action Team will be area based and will be working with the Engagement and Enablement Team to deliver the local priorities. They will provide

- an instantly recognisable on-street presence

- flexibility in how resources are deployed to address and resolve local community needs that will vary by locality and/or over time.
- to deliver responsive and quality local services;
- to tackle environmental problems together, encouraging resident involvement in delivery of services and co-production of outcomes;

It is believed that this will further support improved links with the local communities and support delivery of the outcomes the communities' priorities.

A separate service EQIA has been produced that provides further detail.

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

As stated above the focus of this restructure has been to minimise the impact on service delivery and community groups, by focussing on back office and management responsibilities.

It is recognised that there are a number of areas that as a service we need to gain better understanding. Also that whilst we have developed the services in order to deliver the identified outcomes, we further recognise that we will need to monitor and review these.

As part of the assessment and recruitment process we will also be identifying the development and training needs for staff.

A key part of the proposal is the removal of a number of management roles. We are working with OD&L to identify a suitable training and training programme.

The Service EQIA will be monitored and an action plan is being produced that will ensure that .

Step 4 – Consultation

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

Prior to the circulation of the consultation documents meetings were held with staff and Trade Unions to advise them of the proposed restructure.

Following the issue of the consultation documents the following meetings were held;

- Trade Unions – 6th April
- Staff events 11th April and two events on the 13th April (note Trade unions were also invited to these events).

DRAFT

As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox and web page were set up, in addition an opportunity to provide anonymous comments was provided. 1:2:1 meetings were also made available where it was deemed appropriate.

All comments have been reviewed and responded to accordingly. There have been minor amendments to specific service areas to take account of comments and suggestions from staff. These are;

- To reinforce the revenue collection team within Traffic Management by inclusion of a Senior Revenue Officer. Offset by removal of one vacant Correspondence Officer post and vacant 0.5 Concessionary Travel officer post.
- Moving the NLWA Officer post to report directly to the Assistant Director as this is a specific time bound role to support the AD and members in achieving the desired outcomes.
- Creation of two Contract Development Officer posts at the same grade replacing the proposed Contract Development and Contract Support Officer post

None of the changes have a negative impact on staff and in fact as a result of the changes has created a ring fencing opportunity for a member of staff who was originally displaced in the original proposal.

No issues in regards to the equalities strand were raised as part of the consultation

Date Steps 3 & 4 completed – 11th May

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: Caroline Humphrey
DESIGNATION: Business Support and Development Manager
SIGNATURE:
DATE: 14th March 2011

QUALITY CHECKED BY (Equalities,)

NAME: Zakir Chaudhry
DESIGNATION: Principal Policy Officer
SIGNATURE:
DATE: 13th May 2011

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