

**HARINGEY COUNCIL**  
**EQUALITY IMPACT ASSESSMENT FORM**



**Service:** Single Frontline Service

**Directorate:** Urban Environment

**Title of Proposal:** Restructure to create the new Single Frontline Service

**Lead Officer (author of the proposal):** Joan Hancox

**Names of other Officers involved:**

Kate Dalzell – Head of Director's Office

Caroline Humphrey – Business Development Manager

Stephen McDonnell – Acting AD Frontline Services

Zoe Robertson

## Step 1 - Identify the aims of the policy, service or function

*State what effects the proposal is intended to achieve and who will benefit from it.*

### **Services affected and scope of EqlA**

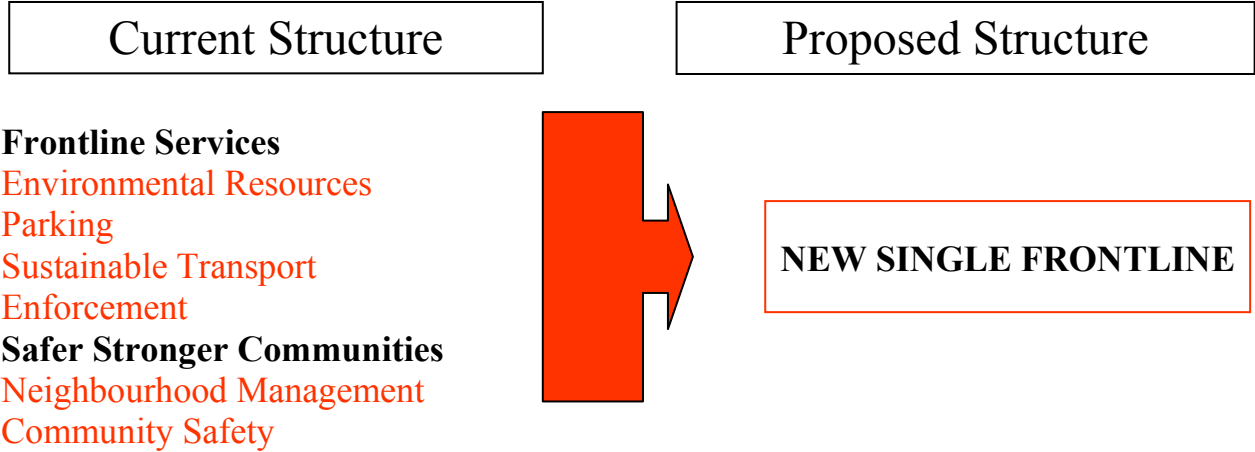
The services affected by the proposed Single Frontline Restructure covers

- part of the Community Safety, ASBAT (Anti-Social Behaviour) team and a change community engagement role from the Safer, Stronger Communities Business Unit
- Enforcement Services, including commercial environmental health services, street enforcement and enforcement response as well as technical support
- Environmental Services – waste, recycling and street cleaning services
- Sustainable Transport - highway services, traffic management and transport schemes
- Parking Services, including parking enforcement, abandoned vehicles, concessionary travel and CCTV
- Business Improvement and Support

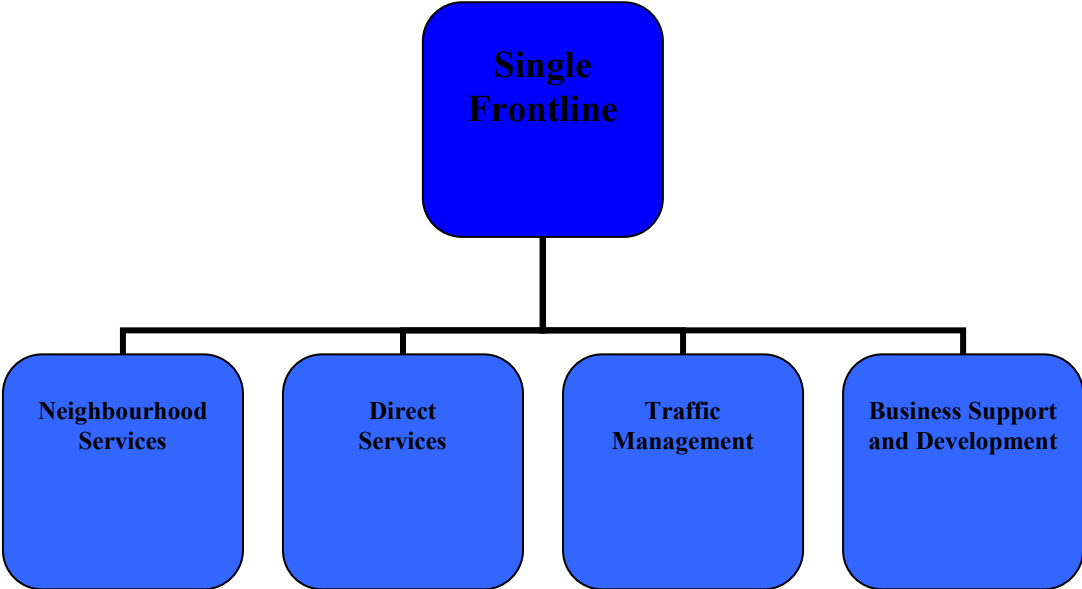
The Single Frontline Service is being created in 2011/12 to secure more efficient ways of delivering frontline services, whilst delivering £3.6m worth of savings. This will be achieved from:

- Disbanding Safer, Stronger Communities Business Unit, Enforcement, Sustainable Transport and Environmental Resources services
- Amalgamation of Highways Inspection, Street Enforcement and Contract Monitoring functions to form three Neighbourhood Action Teams;
- Combining tactical enforcement, trade waste enforcement and dog warden services into a further Neighbourhood Action Group
- Creating a Regulatory Services Group through combining some services within the current Enforcement Service
- Creating a Sustainable Transport Group to delivery planned maintenance, planned and reactive street lighting service and transport schemes
- Maintaining the existing ASBAT team
- Creation of an Engagement and Enablement Group, combining some of the community safety roles and some of the Neighbourhood Management roles from the Safer, Stronger Communities Business Unit as well as consultation and behaviour change from Sustainable Transport and communications from Environmental Resources
- Moving some functions from Sustainable Transport to Parking Services to create a Traffic Management Service
- De-layering of management roles and extension of responsibilities;
- Reduction in support staff and centralising IT support and contract management support to the Business and Support function;

The existing and proposed service is shown in the diagram below:



It is envisaged that the Single Frontline will consist of the following service areas:

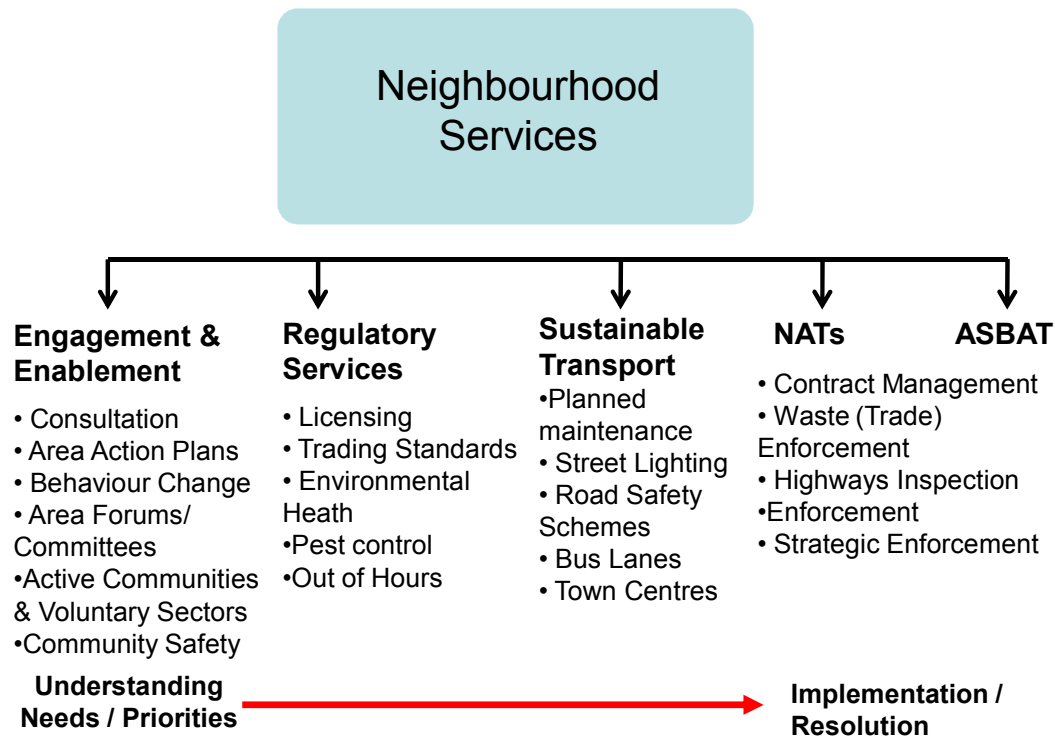


Single Frontline from the cleanliness and safety of streets to movement of traffic through the borough, affect all of Haringey’s residents and businesses. This EqlA will focus on the areas of change in the service proposed from September 2011 which will result in an impact to our customers. An assessment has been made of all the service changes and staffing changes proposed as part of this restructuring and these are set out in Appendix A.

This proposal will have an impact on staff, with anticipated losses of approximately 40 posts, which has been examined through a separate staffing EqlA for the Single Frontline restructures.

**Neighbourhood Services**

The services to be provided by Neighbourhoods is set out below:



There will be changes to service provision in Neighbourhood Services and this will mainly be the creation of an Engagement and Enablement Group and the creation of the Neighbourhood Action Teams Group. These changes are set out in more detail further on in this section.

Service changes regarding the disestablishment of the Neighbourhood Management Service and the procurement of a new Waste Services Contract have been subject to separate EqlA's, and thus these service aspects are not covered in this assessment.

EqlA screenings were undertaken for ABG funded community safety projects which identified there was not a need to carry out a full EqlA. The largest impacts on equalities groups will be as a result of changes in the overall reduction for resources for community safety and are outside the scope of this EqlA.

### Direct Services

Although Single Frontline will also include a Direct Services Business Unit this is not part of this restructuring exercise and hence is not included in this EqlA.

### Traffic Management

The new Traffic Management service will be created by the transfer of network management, highways licenses, parking scheme delivery and traffic management orders from Sustainable Transport to Parking Services. It is not envisaged that there will be changes to the delivery of these services and hence no further impacts of the Traffic Management service are considered.

## **Business Support and Development**

This service will change through bringing together a range of technical support roles but also due to an overall reduction in the number of support and business improvement staff. It will take on IT/GIS support for the business unit, where this is currently located within services. In addition, it will provide a new role in supporting contract management and development of the waste (public realm) and highways contracts due to the reduction in management capacity. The officer supporting the North London Waste Authority will also be based on this section.

## **Services moving out from Single Frontline**

Some teams, Planning Enforcement, Transportation Planning and Carbon Management from Frontline Services, are due to move to Planning, Regeneration and Economy and the EqlAs for that restructure cover the impact on those services and staff.

The Coroner, coroner support and mortuary are proposed to move to the new Public Health Directorate from Enforcement. However, it is not envisaged that there will be any change to that service as part of this move and so no equalities impacts are considered.

## **Proposed changes – Neighbourhood Services**

One of the key changes to service delivery will be the creation of multi-disciplinary Neighbourhood Action Teams, which will bring together and integrate frontline service delivery for highways inspection, street enforcement and public realm contract monitoring functions achieving efficiencies and reducing duplication of street-based effort. These teams will be closely aligned to the new governance arrangements for the borough, working in Area Assembly areas and tackling local priorities as identified by the Area Committees and through the Area Action Plans. This joined-up approach should mitigate against service reductions as it will enable continued service provision (albeit more targeted and prioritised to agreed and identified local needs) whilst utilising reduced levels of resources.

The primary areas of service change are the creation of the new neighbourhood action and engagement and enablement groups.

The new neighbourhood action group encompasses

- three teams dealing with reactive highways maintenance, street enforcement and waste, litter and street cleaning contract compliance operating 8am to 8pm Monday to Saturday and 9am to 5pm on Sundays.
- One team to deal with more difficult issues covering tactical enforcement, trade waste enforcement and dog control issues operating as and when required

This is an extension to the existing operating hours for inspecting highway condition and waste contract monitoring as well as a slight increase to the Saturday operation of street

enforcement. In addition, all the on-street staff will wear a similar uniform, to increase awareness of the presence of Council officers on Haringey streets.

The engagement and enablement group will cover:

- residual community safety responsibilities linked to the preparation and delivery of the Community Safety Strategy
- road safety education, which is to be incorporated into a new Smarter Travel Team
- school travel plan and travel awareness work, also to be incorporated into the new Smarter Travel team
- consultation on sustainable transport schemes and planned works
- communications on waste, recycling and street cleaning
- a new enablement team to engage with the community, undertake research on an area's needs and develop area action plans to be agreed by the Area Committees

This group will be established to bring together officers from community safety, neighbourhood management community development, Sustainable Transport and Environmental Resources involved in consultation as well as staff involved with road safety education. This is to combine all roles that perform a significant amount of consultation, engagement or enablement with residents, traders or other organisations. It will also encompass a new Smarter Travel Team, working to increase the number of journeys undertaken by sustainable modes and to reduce the number of casualties through road accidents.

The Business Support and Development will deliver a reduced technical support service but combine GIS/IT support, contract development and support as well as the officer supporting the North London Waste Authority.

## Step 2 - Consideration of available data, research and information

You should gather all relevant quantitative and qualitative data that will help you assess whether at present, there are differential outcomes for the different equalities target groups – diverse ethnic groups, women, men, older people, young people, disabled people, gay men, lesbians and transgender people and faith groups. Identify where there are gaps in data and say how you plug these gaps.

In order to establish whether a group is experiencing disproportionate effects, you should relate the data for each group to its population size. The 2001 Haringey Census data has an equalities profile of the borough and will help you to make comparisons against population sizes.

[http://harinet.haringey.gov.uk/index/news\\_and\\_events/fact\\_file/statistics/census\\_statistics.htm](http://harinet.haringey.gov.uk/index/news_and_events/fact_file/statistics/census_statistics.htm)

***2 a) Using data from equalities monitoring, recent surveys, research, consultation etc. are there group(s) in the community who:***

- ***are significantly under/over represented in the use of the service, when compared to their population size?***
- ***have raised concerns about access to services or quality of services?***
- ***appear to be receiving differential outcomes in comparison to other groups?***

All residents in the borough use Frontline Services, as these are universal services. Unfortunately, there is limited data on who uses these services more. Whilst there has been extensive consultation on resident priorities to develop Neighbourhood Action Plans, there is no data from an equalities monitoring perspective on who contributed to these plans.

This analysis focuses on the areas which will experience a change in frontline service or service reduction as a result of restructure proposals as set out in section 1.

- ***are significantly under/over represented in the use of the service, when compared to their population size?***

### **Neighbourhood Services**

#### **Engagement and Enablement Group**

We know through national research that the groups which are most likely to participate in some form of dialogue with local authorities are either white (34%) or mixed race (30%) compared to Asian (24%), Black (26%), Chinese/Other (20%). (National Statistics from the Citizenship Survey April – Dec 2010.).

This data also shows that men (34%) are slightly more likely than women (32%) to engage in some form of civic participation. For age groups it shows that those most likely to participate are in the 35-49 (38%) and 50-64 (39%) age bands compared to young people (20%) in the 16-25 age band. Interestingly, a higher proportion of disabled people (35%) are likely to participate.

We do not have similar data for local participation or responses to consultations.

However, our own quantitative research often shows a marked difference in priorities when split down by age, gender or race e.g. Road to Improvement results 2007, the Place Survey and Residents Survey.

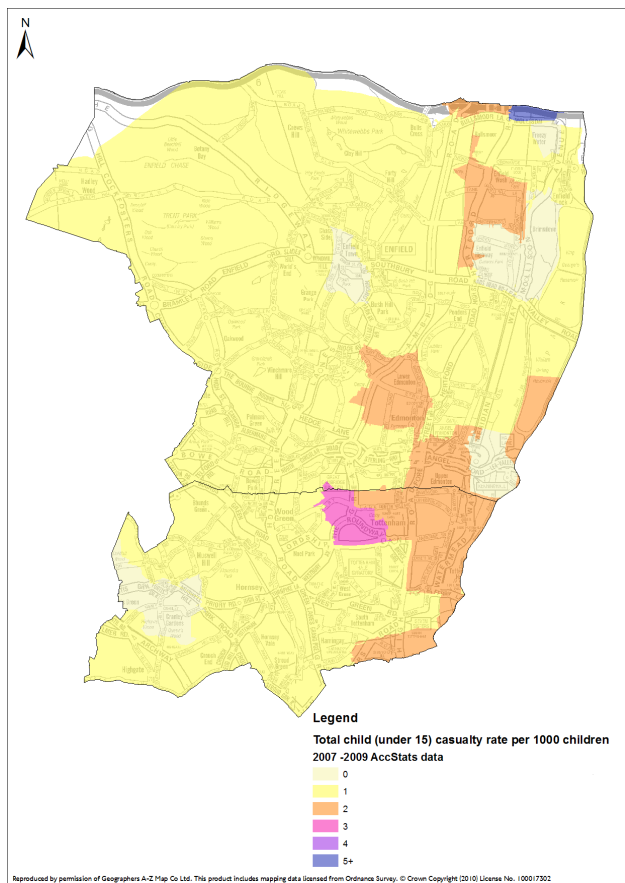
The creation of the Enablement Team means that there will be a dedicated resource to assess an area's needs and that their role will be to ensure that the views are representative of the population as a whole. One of the key roles of this team will be to devise Area Action Plans and it will be essential to ensure that the priorities identified reflect the views of all sections of Haringey's population and not just the most vocal or articulate ones. This will mean that there will need to be a variety of methods used to determine and assess an area's needs using quantitative as well as qualitative data. Whilst there is a risk that views from black or asian ethnic groups, young people, women and people with disabilities may be under-represented in the planning of Single Frontline Services, more resources are planned to represent their views than was previously available to the service.

### **Smarter Travel Team**

This will be a new team within the Engagement and Enablement Service. Its programme will be addressing child casualties as one of its main objectives. This is underlined by a significant amount of data, including looking at the home postcode of people and children involved in accidents as the location of accidents.( Analysis of Road Accident Data : London Borough of Haringey 2010). National and London wide research has repeatedly demonstrated that children from ethnic minority communities and from deprived areas are much more likely to be involved in accidents, including road accidents, than other children. The data on ethnic origin for accidents in Haringey is not a reliable source as many people either do not provide details or these are guessed by the Police and thus more indepth research at national and London wide levels has been relied upon in terms of impacts. We know from the Road to Improvement survey (2007) that more women than men regard road safety education as a priority and that this is also higher for younger age groups, up to the age of 29.

The programme is likely to be more focused on those areas which show the highest concentrations of child casualties and these correspond with the areas in Haringey of highest proportions of children, deprivation and high proportions of ethnic minorities. The picture below shows the concentrations of child casualties in both Haringey and Enfield and shows that the concentration is the highest in the eastern parts of both boroughs.





Another objective of the team is the promotion of cycling. This is predominantly a male activity and one which is also more frequently used by more affluent people as a means of transport (Fairness in a Car Dependent Society: Sustainable Development Commission 2011).

The information below sets out the data on cyclists in Haringey from the Council's Biking Borough Strategy 2010.

#### **How often?**

In "*Haringey Current Cycling Borough Level Analysis*" (from LTDS data), 8% of Haringey residents describe themselves as 'regular' cyclists (3+ days a week), whilst 4% describe themselves as 'occasional' (1-2 days a week) and 10% describe themselves as 'irregular' (less than once a week). 7% have 'not cycled recently' and 71% never cycle.

#### **Access to Bicycles**

49% of Haringey residents have access to a bike compared to 42% for London, so bike availability is higher than London average, though use is slightly below

#### **Gender**

Three and a half times more men cycle than women. Of those in the 'regular' category, 77% are male whilst 23% are female. 'Occasional' cyclists see a gender split of 69% male and 31% female. 'Irregular' cyclists have a gender split of 52% male and 48% female.

#### **Ethnicity**

Similar proportions of black and white and mixed ethnic groups cycle

regularly, though Asians less so. However, the white group is more likely to cycle occasionally or irregularly and a higher proportion of black and Asian ethnic groups never cycle.

### **Income**

There are no significant differences for regular cyclists across different incomes, but mid/higher incomes are more likely to be occasional / irregular cyclists whilst low income are more likely to never cycle..

### **Age**

The most frequent cyclists are in the 5 - 19 years age range. Cycling then declines through ages 20 - 29 years and 30 - 39 years , before a small peak in the 40 - 49 category, before declining again with a dramatic drop over in the over 60 category.

Those who have `never used a bike` are 44% male and 56% female. Spot counts carried out in two locations as part of this study confirmed that cycling is predominantly a male activity. However, it showed that the relative predominance of males is different in different areas. In Green Lanes, the ratio was 4:1, whilst in Stroud Green Road, the ratio was 2:1.

The risk is that considerable effort could be exerted to encourage more people to cycle and this could disproportionately benefit affluent males in Haringey rather than other groups. However, from a health perspective, cycling is a good way of reducing heart disease and middle-age men are one of the groups at most risk of developing heart disease.

The impacts of road traffic are disproportionately felt by the poorest sections of society (Sustainable Development Commission 2011) and the programme to encourage the use of walking, cycling and public transport, rather than car use, has the potential to bring more benefits in deprived areas than affluent areas.

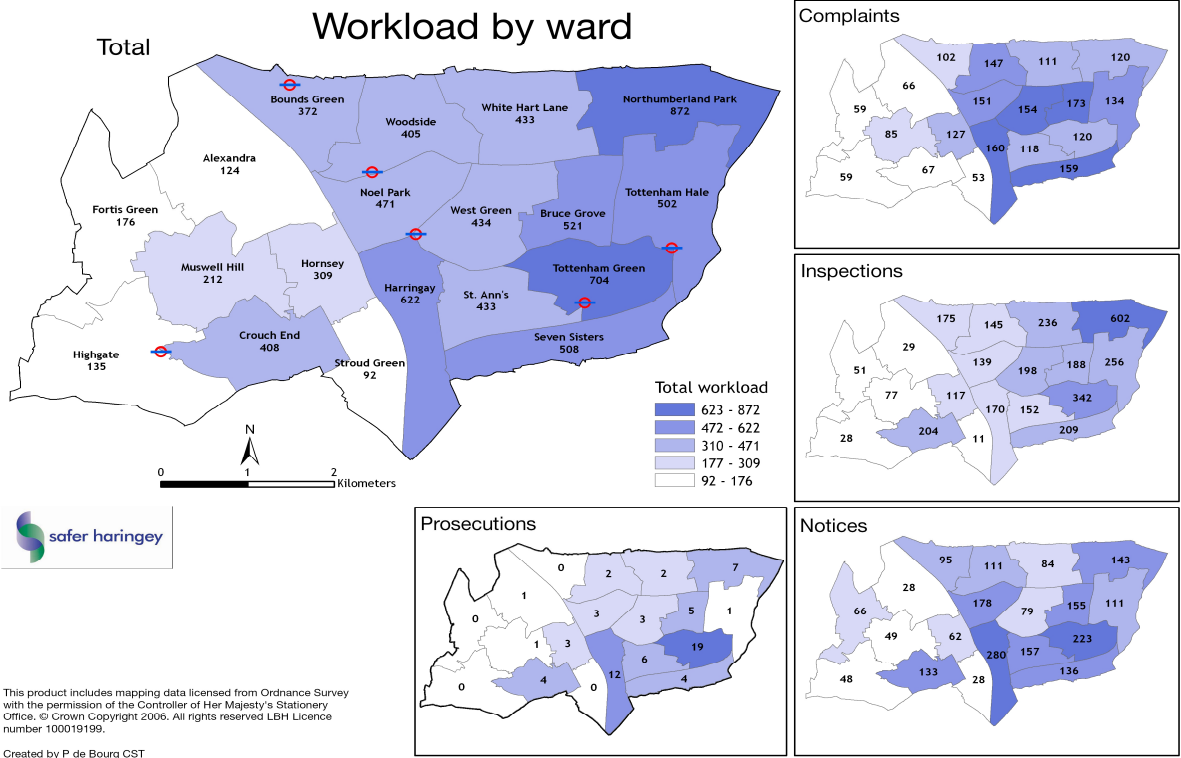
## **Neighbourhood Action Team**

The Neighbourhood Action Team will bring together highways inspection, waste and street cleaning monitoring and street enforcement including tactical enforcement, trade waste enforcement and the dog warden.

Enforcement services, which covers activities in the street enforcement teams and regulatory services, have attempted to gather information using customer feedback forms about service users and their experience of and satisfaction with services. Feedback forms have been distributed to businesses and clients receiving licensing, trading standards, health and safety, food safety and duty of care inspections, as well as following enforcement action relating to pest control, noise enforcement and street enforcement. Unfortunately there has been an extremely low level of response. In the last six months approximately 50 forms have been returned across all service areas. Of these, many have not provided requested information about ethnicity or disability. As a result the data provided does not provide meaningful information about whether certain groups are under or over-represented in the use of the service, or in their experience of access, quality or outcomes relating to these services. Asking for this data at the point of enforcing (for example at the time of issuing a fixed penalty notice) is also

problematic because a lack of trust by users of officers reasons for asking for the information.

Some information about service users can also be inferred from geographical patterns of use. The map below shows the level of Environmental Crime enforcement activity within the borough based on data from early 2009. As can be seen from the map activity has clustered in certain areas, targeted due to levels of need.



Heaviest service use is in Northumberland Park, Tottenham Green, and high workload is also experienced in Bruce Grove, Tottenham Hale and Seven Sisters. These are areas of the borough with higher percentages of the population who are of black and minority ethnic origin, and higher proportions of people aged 0-19.

**Service used n this area have;**

- have raised concerns about access to services or quality of services?
- appear to be receiving differential outcomes in comparison to other groups?

One of the roles of the Neighbourhood Action Team will be to monitor street cleanliness and also tackle dumping and graffiti. Analysis of survey data from the Resident Survey 2010/11 has been undertaken to explore whether different equalities groups have different experiences and perceptions of conditions and services in the borough in this area. Quotas are set on gender, age, ethnic origin, housing tenure . The key findings are:

- **Which of these are you most concerned about?: litter and dirt in the street**

Of the 1032 people answering this question in the Residents Survey, 79% said that litter and dirt in the streets was not an area of personal concern, and 31% said that it was. This was an increase in concern above 09/10 and the greatest increases in concern were in the Tottenham Hale/Seven Sisters Area Committee area and amongst those who lived in Council rented property or other forms of tenure. Satisfaction for owner occupiers showed hardly any change.

Of those who felt this was of personal concern, this was greatest for people of Asian (40%) and African ethnicity (39%).

Respondents were broken down into age bands of ten years, which uncovered that results did not vary more than +/- 3% according to age.

Previous resident and place surveys have shown that litter and dirt on streets is of more importance to women and disabled people. In 2009/10 survey, for disabled respondents, 30.1% said that litter in the street was an area of personal concern, and 69.9% said it was not. On the basis therefore of the responses of 146 disabled people, this is more significant for disabled residents.

- **How well do you think the council do the following? Respond to residents' concerns about litter, fly-tipping and other environmental crimes?**

53.5% of Place Survey 2010 respondents felt the council did very well or fairly well in responding to these concerns, and 27% felt the council did not do very well, or at all well. Among women, 53.9% felt the council did very/ fairly well, while among men only 46.1% of women felt they did.

Broken down into age bands, most clusters were within +/-5% of this, excepting the 18-24 year old age-group. Of this group 35.5% felt that the council was not good at responding to these issues, and only 46% felt that they did well.

Of disabled respondents, 59.6% felt that the council did well in responding to these concerns, and 40% felt that they did not.

Broken down by faith and ethnicity samples sizes are too small to be meaningful. However, it can be noted that 86.1% of the 385 Christian respondents felt the council did very/ fairly well in this area, and that of 150 Muslim respondents, only 32.8% felt the council did very/ fairly well in this area. This suggests that it would be useful to undertake further exploration of this area.

- **Satisfaction with keeping public land clear of litter and refuse.**

28.3% of Place Survey 2009/10 respondents overall were dissatisfied/ very dissatisfied with efforts to keep public land clear, and 50.1% were fairly/ very satisfied. Younger people tended to be more satisfied than older people, however the variance was only +/- 5%. Dissatisfaction was highest among those aged 25-34 (33.6%) and those aged 35-44 (36.2%).

Of disabled people, 43.81% were satisfied and 23.35% were dissatisfied. In relation to gender, the breakdown did not reveal variation above +/-2%. There were not sufficient numbers of respondents for breakdown by ethnicity to be meaningful.

**Other research.**

In July 2009 Keep Britain Tidy undertook research in the area enclosed by Broad Lane, Tottenham High Road and Monument Way sometimes referred to as the Gyratory Garden Village, to explore perceptions in Haringey of environmental quality and waste services. This work uncovered that improving environmental quality was particularly emphasised by the non-English speaking residents, who associated such issues directly with their health. The research report recommended that efforts be made to ensure all residents are included in communication, including liaising with local communities where possible to ensure all black and minority ethnic residents are catered for.

***2 b) What evidence or data did you use to draw your conclusions and what are sources?***

As noted above this learning is based on Resident and Place survey responses, recent research, analysis of service delivery patterns, and consideration of available data about service users.

***2 c) What other evidence or data will you need to support your conclusions and how do you propose to fill that gap?***

As is intended in plans for the new service, there will be a need for full consultation and engagement with service users about the development of area action plans to ensure that residents are able to highlight priorities and influence the direction of resources.

The research above suggests that it would be valuable to work with disabled groups and with different faith groups to uncover any specific issues which may have led to greater concerns or dissatisfaction with public realm services.

***2 d) What factors (barriers) might account for this under/over representation?***

Areas where enforcement activities have historically been high tend to be areas experiencing multiple deprivation, for example with lower proportions of owner occupation and higher levels of unemployment. Language has been identified as one potential barrier to accessing service.

### Step 3 - Assessment of Impact

Using the information you have gathered and analysed in step 2, you should assess whether and how the proposal you are putting forward will affect existing barriers and what actions you will take to address any potential negative effects.

**3 a) How will your proposal affect existing barriers? (Please tick below as appropriate)**

#### Enablement and Engagement Team

<del>Increase barriers?</del>	Reduce barriers?	<del>No change?</del>
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#### Neighbourhood Action Team

<del>Increase barriers?</del>	Reduce barriers?	<del>No change?</del>
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#### Comment

#### Enablement and Engagement Team

The creation of an Engagement and Enablement Group within the new Single Frontline Service will ensure that a wide range of residents, businesses and partners are engaged in identifying areas of priority for service provision, but there is a risk that with the resources available it may be difficult to engage hard to reach groups.

#### Neighbourhood Action Teams

The Single Frontline proposal to create Neighbourhood Action Teams which will deliver area priorities and be closely aligned to Area Assemblies and Area Committees. This should result in the service provision being more focused to local priorities and areas of need. In addition, the extended hours of operation and the increased uniformed presence on street may provide additional reassurance.

However, the Single Frontline model will rely on doing more with less, and it will be necessary to carefully plan work priorities that are realistically aligned to available resources. As such, the service may be less responsive to ad-hoc requests than it has been in the past.

**3 b) What specific actions are you proposing in order to respond to the existing barriers and imbalances you have identified in Step 2?**

The Enablement and Engagement Team will need to plan how to engage hard to reach communities and how to ensure that views of all sections of the community are taken into account when developing Area Action Plans and planning consultations. Participation by all sections of the community in developing Area Action Plans will need to be monitored to assess if there are any gaps in knowledge of the priorities for different sections of the community as well as gaps in data to be able to assess service take up. However, this will have to be accommodated within the resources available.

The Smarter Travel team are looking to target specific areas and sections of the community. Whilst this includes work on child casualties which will target families in deprived areas of the borough, it also includes work with affluent communities to reduce car use. The team need to be aware of the equalities impact of their work and ensure this is taken into account in planning their work.

***3 c) If there are barriers that cannot be removed, what groups will be most affected and what Positive Actions are you proposing in order to reduce the adverse impact on those groups?***

N/A at this time. As stated, engagement with user groups will be an ongoing element for the service, and development of actions to identify issues raised will be a mainstreamed part of service delivery.

A key issue would appear to be the higher amount of dissatisfaction with some services by people who are either Council tenants or not owner occupiers. This would seem to suggest that there is higher satisfaction for services which the Council provides on public roads, rather than the services provided by Homes for Haringey or registered social landlords. The provision of consistent service provision for all of Haringey's residents, according to need, is an aspiration but delivery is outside the scope of this restructure.

## Step 4 - Consult on the proposal

Consultation is an essential part of impact assessment. If there has been recent consultation which has highlighted the issues you have identified in Steps 2 and 3, use it to inform your assessment. If there has been no consultation relating to the issues, then you may have to carry out consultation to assist your assessment.

Make sure you reach all those who are likely to be affected by the proposal, ensuring that you cover all the equalities strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to the issues and concerns they have raised.

### ***4 a) Who have you consulted on your proposal and what were the main issues and concerns from the consultation?***

There has been no specific consultation on the restructuring proposals with residents, traders or other organisations in the borough. However, it will be important to communicate the service changes to ensure that residents are able to easily access services.

The existing neighbourhood action plans identify priorities for residents in the 7 Area Assembly Areas, which were developed in consultation with communities. It is clear that many of these relate to a cleaner, greener, safer Haringey. The proposals for Single Frontline seek to safeguard the services which residents have said are most important to them. Although there are widespread changes proposed to staffing arrangements as part of this restructure, the range and level of many services will remain unchanged.

Several existing consultations have been carried out which have addressed issues relevant to this proposal and have been considered as part of this EqIA. This includes evidence discussed in section two. Key issues are summarised in the table at 'step 7' below.

Ongoing consultation is very much embedded in the service model for the Single Frontline, as a critical driver in the development of area action plans.

### ***4 b) How, in your proposal have you responded to the issues and concerns from consultation?***

The proposals for the Single Frontline have been developed to minimise the impact to frontline service provision, and thus reduce the impact on residents and businesses.

The creation of the Engagement and Enablement Team ensures that there will be a variety of ways for residents, traders and organisations to engage with the Council on Single Frontline Services. The combination of the changes to Single Frontline and the Council's governance structure create an opportunity for services to be delivered differently between the 7 Area Committee areas depending on resident's priorities.

The proposal to create Neighbourhood Action Teams will ensure that local needs and priorities are identified and addressed, and thus areas of greatest concern receive the greatest level of possible resourcing. The process of the Area Assemblies and



Committees leading through to the Area Action Plans will ensure these priorities are community-led, and thus reflect the priorities of the local community. A small dedicated team of officers will be put in place to engage residents and ensure the efficacy of this process. This team will take responsibility for ensuring that further consultation with specific equalities takes place in response to the issues identified in this EqlA and on an ongoing basis.

***4 c) How have you informed the public and the people you consulted about the results of the consultation and what actions you are proposing in order to address the concerns raised?***

A summary of the annual Residents' Survey is provided on the Haringey website.

Going forward, the Area Action Plan approach to service delivery will be more consultative than previous service models and will be fed back to residents through the Area Assemblies and Area Committees.

## Step 5 - Addressing Training

The issues you have identified during the assessment and consultation may be new to you or your staff, which means you will need to raise awareness of them among your staff, which may even training. You should identify those issues and plan how and when you will raise them with your staff.

***Do you envisage the need to train staff or raise awareness of the issues arising from any aspects of your proposal and as a result of the impact assessment, and if so, what plans have you made?***

It is planned to provide training to staff as part of the mobilisation of the new Single Frontline Service, prior to full service launch in January 2012. This will include new ways of working, new operating systems, and any equalities implications identified.

A specific guide to the results of the Resident's Survey 2010 has been provided for Single Frontline and this will be disseminated to ensure staff are aware of the variety in responses from different groups in the population.

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.

## Step 6 - Monitoring Arrangements

If the proposal is adopted there is a legal duty to monitor and publish its actual effects on people. Monitoring should cover all the six equality strands. The purpose of equalities monitoring is to see how the policy is working in practice and to identify if and where it is producing disproportionate adverse effects and to take steps to address the effects. You should use the Council's equal opportunities monitoring form which can be downloaded from Harinet. Generally, equalities monitoring data should be gathered, analysed and report quarterly, in the first instance to your DMT and then to the Equalities Team.

***What arrangements do you have or will put in place to monitor, report, publish and disseminate information on how your proposal is working and whether or not it is producing the intended equalities outcomes?***

- ***Who will be responsible for monitoring?***
- ***What indicators and targets will be used to monitor and evaluate the effectiveness of the policy/service/function and its equalities impact?***
- ***Are there monitoring procedures already in place which will generate this information?***
- ***Where will this information be reported and how often?***

The annual residents' survey will continue to be of value to monitoring the equalities impacts of frontline service delivery.

The EqIA process has identified that extensive data on the equalities strands of frontline service users is not currently widely captured. The new Engagement and Enablement Group will work with the corporate centre to establish the most effective and resource efficient way to collect more extensive equalities data. This could be captured through the engagement process for the development of the Area Action Plans, or through the Community Hubs model explored in the Rethinking Haringey proposals.

In addition, we will need to monitor the service impacts of the changes. Whilst it has been assumed that many of the staffing changes will not result in equality impacts, this will need to be monitored to assess whether there will be unforeseen impacts.

## Step 7 - Summarise impacts identified

In the table below, summarise for each diversity strand the impacts you have identified in your assessment

Age	Disability	Ethnicity	Gender	Religion or Belief	Sexual Orientation
<p>Overall age does not appear to have a significant impact on perceptions of these service areas.</p> <p>There is some indication that 18-24 age group may be less satisfied about the response environmental crime (although younger people in general are more satisfied on other measures).</p> <p>The importance of pavement replacement and pothole repairs as well as more controlled crossing points increases over the age of 45 and particularly for the 75+ age group.</p> <p>Both children and elderly people are more likely to trip on uneven pavements due to lifting their feet less when walking.</p>	<p>Higher levels (5%) feeling that litter and refuse on the streets is a concern.</p> <p>No data available on highways issues. Although pavement condition and the need for dropped kerbs has frequently been raised through mobility forum and transport forum meetings.</p>	<p>Numbers of survey respondents are insufficient to give robust data about perception of services by ethnicity.</p> <p>Resident's survey from 10/11 shows that Asian and African people have higher personal concerns about litter/dirt on streets.</p> <p>Language can be an issue in accessing services.</p> <p>BME population experience a disproportionate amount of road traffic accidents.</p>	<p>Generally slightly higher levels of concern about litter, refuse and fly-tipping.</p> <p>Road safety education and controlled crossing points tend to be a higher priority with women than men.</p> <p>Women are less likely to cycle than men.</p>	<p>Survey data availability is not based on a big enough sample to be analysed in relation to religion.</p> <p>However initial analysis does indicate that different religious groups have different perceptions of how effectively the council are at addressing environmental quality issues.</p>	<p>We currently have no data on how groups of different sexual orientation experience services</p>

## Step 8 - Summarise the actions to be implemented

Please list below any recommendations for action that you plan to take as a result of this impact assessment.

Issue	Action required	Lead person	Timescale	Resource implications
Lack of equalities data on service users	Better capture of equalities data through new consultative approach to developing local Area Action Plans	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Include all residents in communication exercises	Effective liaison with local community groups to ensure BME residents are catered for and that data is captured on participation	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Large discrepancy between satisfaction with Council's response to litter, fly-tipping and environmental crimes with different faith groups	Further exploration of discrepancy between satisfaction levels with cleanliness and faith	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Need to identify newly arising issues	Ongoing monitoring of user satisfaction through Residents Surveys	Engagement & Enablement Team (officers to be appointed Q2 of 2011/12)	Mid 2011/12 onwards.	This will be established into the mainstream working of the Engagement & Enablement Team.
Road safety education higher priority for women	Need for equalities impacts to be considered in planning and carrying	Smarter Travel Team (part-time Programme Manager in post)	June 2011 onwards	This will be established into the mainstream working of the Engagement &

<b>Issue</b>	<b>Action required</b>	<b>Lead person</b>	<b>Timescale</b>	<b>Resource implications</b>
and road safety accidents higher for BME populations	out smarter travel work			Enablement Team.
Focus on promoting cycling may disproportionately benefit men	Need for equalities impacts to be considered in planning and carrying out smarter travel work	Smarter Travel Team (part-time Programme Manager in post)	June 2011 onwards	This will be established into the mainstream working of the Engagement & Enablement Team.
Uncertain equalities impact as a result of overall reductions or changes to community safety	Consideration should be given to an EqIA on the overall revised Haringey Community Safety Strategy to take into account changes in resourcing from the Council, Police and other services	Engagement and Enablement Manager	Mid 2011/12 onwards	Dependent on future community safety resources
Assumption that will be no equality impacts where there are changes to staffing arrangements but no planned changes to service delivery	Services delivery will need to be monitored to assess whether equality impacts are occurring due to these changes	To be addressed by the Single Frontline Management Team through the People Plan changes	Mid 2011/12 onwards	
Differences in satisfaction of services between owner-occupiers and non owner-occupiers	Liaison with Homes for Haringey and registered social landlords on service provision	Head of Neighbourhoods	Mid 2011/12 onwards	Dependent on resources

## Step 9 - Publication and sign off

*There is a legal duty to publish the results of impact assessments. The reason is not simply to comply with the law but also 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. You should consider in what formats you will publish in order to ensure that you reach all sections of the community.*

*When and where do you intend to publish the results of your assessment, and in what formats?*

This document will be published as part of the public report on the Single Frontline restructure which will be determined at the Council's General Purposes Sub-Committee on 19<sup>th</sup> May 2011.

### **Assessed by (Author of the proposal):**

**Name:** Joan Hancox

**Designation:** Head of Sustainable Transport

**Signature:**

**Date:** 12 May 2011

### **Quality checked by (Equality Team):**

**NAME:** Zakir Chaudhry

**DESIGNATION:** Principal Policy Officer

**SIGNATURE:**

**DATE:** 13th May 2011

### **Sign off by Directorate Management Team:**

**Name:**

**Designation:**

**Signature:**

**Date:**

The table below sets out the services covered by the restructure and the type of change which they will be going through.

<b>Service changes already covered by EqIA</b>	<b>No change to service or staff</b>	<b>No change to service and change to staff</b>	<b>Change to service and change to staff</b>
Waste, recycling and street cleaning	ASBAT		<b>NEW – Engagement and Enablement Group</b>
Neighbourhood Management – effects some services to be provided by Single Frontline proposals	Dog warden	Regulatory Services	Community Safety
Planning, Regeneration and Economy restructure – will affect Transportation Planning Planning Enforcement Carbon Management	Out of Hours	Street lighting	Sustainable Transport Road safety education
	Licensing	Planned highways maintenance, inc structures and bridges	Sustainable Transport - School travel plan
	Commercial environmental health team	Delivery of transport schemes	Sustainable Transport consultation
	Trading standards team		Environmental Resources – communications
	Pest control		NEW - Enablement Team
	Parking engineering schemes	Parking correspondence	<b>NEW – Neighbourhood Action Group</b>
	Traffic Management Orders	Concessionary travel	Tactical enforcement
		Parking services – revenue	Trade waste
		Systems support and development officer	Street Enforcement
		Parking enforcement	Reactive highways maintenance
		School crossing patrol service	Street cleaning, waste and recycling contract monitoring
		Car parks	<b>Business Support and Development</b>
		CCTV	Technical support
		Traffic Management	NEW Contract development



Service changes already covered by EqIA	No change to service or staff	No change to service and change to staff	Change to service and change to staff
		Systems support	