

**Haringey Council**  
**Equalities Impact Assessment**  
**for Service Restructures**

**DATE**

<b>Service under review:-</b> <b>RECREATION SERVICES</b>
<b>Lead Officer/s:-</b> <b>JOHN MORRIS – ASSISTANT DIRECTOR – RECREATION ACCS</b>
<b>Contact Officer (Responsible for actions):-</b> <b>JOHN MORRIS</b>
<b>Summary of Assessment</b> (completed at conclusion of assessment)

The Equalities Impact Assessment for service restructures should assess the likely impact of restructuring on key groups of under represented employees depending on race, sex (gender), age and disability. In addition consideration must be given to the impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, 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.

<p><b>PART 1</b> <b>TO BE COMPLETED DURING THE EARLY STAGES OF CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE</b></p>
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### **STEP 1 – Aims and Objectives**

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

In the context of the Comprehensive Spending Review and a subsequent local government settlement that requires savings of up to £86m (£41m this financial year). Recreation Services have had to respond to a number of challenges and pressures, which include:

- Base budget pressures
- A £2.7m (51%) budget reduction
- Withdrawal from services
- Support Functions Reviews
- Corporate reorganisation (Rethinking Haringey) and voluntary redundancy.
- Internal trading changes/reductions
- Change/reduction to management/supervisory ratio's

The key service change projects being proposed/progressed include;

- The disposal of bereavement Services
- The contracting out of sport & leisure management (Tottenham Green, PARK Road And Broadwater Farm)
- The leasing of White hart Lane Community Centre, and Frinsbury Park Track and Gym
- Revision and reduction of both Parkforce and Grounds Maintenance activities
- The redeployment and transfer of Wolves Lane Nursery.

In order to deliver both Haringey Efficiency savings targets/projects and continue to operate and efficient and effective day to day core service the recreation structure needs to change.

The key themes of a new structure are;

- Recreation Services business unit rebranded as “Leisure Services” made up of
- Operational Service
- Client and Contract service
- Development and Commissioning Service

The key changes between the current and proposed structures are:

- Integrated Parks and Sports operational and client functions
- Reduced Management and increased spans of control
- Amended supervisory ratio's
- Reduced Grounds Maintenance operational staff
- Tottenham Green leisure Centre catering unit closure

The proposed establishment and related budget reductions are linked to base budget, efficiency or withdrawal actions, and summarized below:

Unit	Current	New	Voluntary Redundancy	Deleted Vacancies	Remaining Potential Gap
<b>Sports and Leisure</b>	<b>93.8</b>	<b>83.3</b>	<b>2</b>	<b>5</b>	<b>3.5</b>
<b>Development &amp; Support</b>	<b>17</b>	<b>14</b>	<b>2</b>	<b>1</b>	
<b>Parks Management &amp; Support</b>	<b>16</b>	<b>10</b>	<b>5</b>	<b>1</b>	
<b>Parks Operations (East, West, Central)</b>	<b>52</b>	} <b>50</b>	<b>7</b>	<b>3</b>	<b>15</b>
<b>Parks Hygiene</b>	<b>7</b>			<b>2</b>	
<b>Parks Specialist Services</b>	<b>18</b>			<b>1</b>	
<b>Wolves Lane Nursery</b>	<b>11</b>		<b>9</b>	<b>1</b>	
<b>Trees/Allotments</b>	<b>4</b>	<b>4</b>			
<b>Total</b>	<b>218.8</b>	<b>170.3</b>	<b>17</b>	<b>14</b>	<b>18.5</b>

Thus taking account of approved Voluntary Redundancies to date and proposed vacancy deletions, there is a remaining net reduction of up to 18.5 posts to be achieved, as follows:

- Sports and Leisure – 3.5 posts
- Parks – up to 15 posts

The Sports and Leisure 3.5 posts relate to

- Tottenham Green Reception – 1 post
- Tottenham Green Cafe - 1.5 posts FTE (Unit closure)
- Broadwater Farm Development Officers – 1 post

The Parks 15 potentially displaced staff are currently employed in:

- Parks Operations Hygiene and Specialist Services

Once the 15 displaced staff have been identified, there will be the option for up to 3 staff to be redeployed to positions that will subsequently be part of the Bereavement Services TUPE transfer. The number may also be further reduced through imminent retirement and recruitment to remaining vacancies in the new structure.

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

In planning for and implementing change, benefits and outcomes are focused on;

- Reducing the cost of providing the service (51%) reduction
- A much greater focus upon outcomes
- Concentrating on what we provide rather than who provides it.
- Focusing more on the user rather than the buildings and facilities
- Ensuring appropriate “spans of control” and related management/supervision ratios
- Engage new support service arrangements
- Support to our change programme/projects
- Maintain core service delivery

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

**Clearly the restructuring is primarily driven by the need to deliver significant savings/cost reduction, rather than actual service delivery improvement. The related outcomes will be achieved by:**

- **Revising existing work programmes, primarily in parks operations.**
- **Separate robust TUPE consultations on service externalisation**
- **Effective implementations of new integrated operations management structure, covering parks and sports.**
- **Developing our Commissioning capacity and processes**
- **Ongoing work through DCC structure to explore and develop new ways of working.**
- **Robust/frequent revenue and service standards monitoring.**

**STEP 2 – Current Workforce Information & Likely Impact of your proposals**

**1. Are you closing a unit? YES**

- 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.

At Tottenham Green Leisure Centre there is a unit closure of the Cafeteria, which is affecting 3 staff equivalent to 1.53 full time.  
The 3 staff are from BME group and are all female

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?**

Prior to implementing compulsory redundancy the service will explore alternative positions from vacancies that may become available; the 3 staff will also be placed on the councils redeployment register.

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

**Race/ Ethnicity**

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

Grade Group	Total Staff in Service	No. of Race Not Declared Staff	% of Service Total	White Staff	% of Service Total	White Other staff	% of Service Total	BME Staff	% of Service Total	BME % in Council	BME% Borough Profile
Sc1-5	171	4	76%	90	53%	28	16%	49	29%	67%	
Sc6 - SO2	31	0	13%	17	55%	2	6%	12	39%	57%	
PO1-3	19	0	8%	13	68%	4	21%	2	11%	46%	
PO4-7	5	0	2%	2	40%	1	20%	2	40%	39%	
PO8+	4	0	2%	4	100%	0	0%	0	0%	19%	
TOTAL	230	4	100%	126	55%	35	15%	65	28%	54%	

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.

5. Do any ringfences include staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?

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

Three staff linked to the Tottenham Green cafeteria, the three staff affected is all from Black Minority Ethnic groups, low paid workers (grade group SC 1-5) and female.

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

From 28% to 27%, although the final figure may change based on the wider reduction from 230 staff to 170, thus the % BME could go up or down.

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.?

Consideration will be given to alternative employment opportunities in the service as well as the Councils redeployment register. Any potential opportunities will be discussed with the effected staff at the earliest opportunity.

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

Should the effected staff be able to be redeployed within Recreation Services then the percentage ratio of BME group would remain at 28%

**Gender**

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

Grade Group	Total Staff in Service	No. Male Staff	% of Service Total	No. Female Staff	% of Service Total	% Females in Council	% Females in Borough
Sc1-5	171	118	69%	53	31%	68%	

Sc6 - SO2	31	16	52%	15	48%	74%	
PO1-3	19	13	68%	6	32%	62%	
PO4-7	5	5	100%	0	0%	64%	
PO8+	4	4	100%	0	0%	52%	
TOTAL	230	156	68%	74	32%	67%	

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

10. Do any ringfences include female staff only? yes

- If No, go to question 13.
- If Yes, how many female staff might be displaced? There will be three female staff effected from the unit closure of TGLC Cafeteria

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

Of the 230 staff in Recreation 74 are female, therefore should the 3 effected catering staff not be found alternative employment in the service, the percentage of female staff will drop from 32% to 31%, although the final figure may change based on the wider reduction from 230 staff to 170. The number of female staff in the “recruit to stay” for Gardeners/ Operatives, (33 staff) is two and the closed ringfence for the development officer, (2 staff) there is one female member. Thus the Gender % ratios could go up or down.

All the effected female staff (except the BW FCC Development Manager) are in the grade group scale 1-5.

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

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

Consideration will be given to alternative employment opportunities in the service as well as the Councils redeployment register. Any potential opportunities will be discussed with the effected staff at the earliest opportunity.

**Age**

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

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL 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	
Sc1-5	25	15%	33	19%	28	16%	50	29%	31	18%	4	2%	171
Sc6 - SO2	1	3%	6	19%	5	16%	10	32%	9	29%	0	0%	31
PO1-3	0	0%	4	21%	5	26%	7	37%	3	16%	0	0%	19
PO4-7	0	0%	0	0%	2	40%	1	20%	2	40%	0	0%	5
PO8+	0	0%	0	0%	1	25%	3	75%	0	0%	0	0%	4
TOTAL	26	11%	43	19%	41	18%	71	31%	45	20%	04	2%	230
Council Profile	4460	13%	784	18%	1108	25%	1574	35%	821	18%	56	1%	
Borough Profile	225600	13%	49858	22%	31736	14%	44669	20%	16694	7%	21206	9%	

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

15. Do any ringfences include staff from one age group only? Yes

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

30 of the 31 Recreation staff in the age bracket of 55-64 are included in various reingfences. Potentially 15 of these staff will be affected by a recruit to stay process.

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

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

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



**Disability**

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

	Disabled employees		TOTAL
	No. Disabled Staff	% of total staff	STAFF
TOTAL	230	17	7%
Council Profile	329	4460	7%
Borough Profile			

19. Can you identify whether any disabled staff will be displaced?

YES, 1 member of staff has taken Voluntary redundancy at Wolves Lane Nursery. This does not change the current 7% of the workforce with disabilities.

There is potential for further disabled staff to be affected predominantly from the parks “Recruit to Stay” reduction of 15 staff. This is unclear at this stage but will be monitored and updated in the QqIA at the end of the recruitment phase.

- If No, go to question 21.
- If Yes, how many and what is the impact on the number of disabled staff? Show start and end numbers and %.

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

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

21. In addition to the above analysis of race, sex, age and disability if you have information on the breakdown of your staff by the following characteristics please identify the potential impact on these groups.

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

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.

**Sports:** Aside from the unit closure of the cafeteria at Tottenham Green Leisure Centre which will displace regular users, for which there is a number of cafeterias within a 200m radius of the centre. The remaining reductions are efficiency driven in Sports and should not affect services in a disproportionate way.

Sports Service will seek to maintain current levels of perception and satisfaction from users.

**Parks; will see real reductions in resources and budget reductions of 51%, ultimately this will mean:**

- Reorganising the Service and adjusting the balance of parks charge hands, senior operatives and operatives, whilst also reducing the number of employees from 127.5 to 81.5 (36%).
- Reducing the use of seasonal 'agency staff'
- Revising parks hygiene operations to combine litter and dog waste collection, and integrate gate locking/unlocking responsibility
- Reducing vehicle supply and usage
- Working with BTCV and Wolves Lane Nursery to undertake bedding planting and maintenance through supervised volunteering programmes
- Reviewing parks grounds maintenance regimes, with a particular focus upon more active management of nature conservation, and revenue support from Natural England (Agri Environmental programme).
- Sharing the use and cost of local parks depot facilities with other agencies e.g. Veolia, local landscape businesses.
- Reducing repairs and maintenance provision by 25%.
- Reducing frequencies for grass cutting, shrub and hedge maintenance in parks.

Whilst the Council is and will continue to work hard with partners to mitigate the impact of these changes, the standards and quality of the boroughs parks may deteriorate.

**23. Date Part 1 completed - Friday 8<sup>th</sup> April 2011.**

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

### STEP 3 – Consultation

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

In context of a £41m Council reduction:

- Restructuring document circulated to Trade Union Branch Officials and staff on Monday 28<sup>th</sup> March 2011
- 6 mass meetings with staff were arranged between 4<sup>th</sup> – 27<sup>th</sup> April 2011
- Following document circulation staff was provided with a 30 day consultation/feedback period.
- All vulnerable staff particularly unit closures and recruit to stay have been written too outlining the voluntary redundancy packages.
- Further consultation and feedback period, revised report will go to General Purposes Committee on 19<sup>th</sup> May for sign off.

The formal staff consultation document was issued on 28 March 2011, and followed up by:

- 5 staff mass staff meetings across Recreation Services, and a further follow up meeting for Parks staff.
- 3 follow up meetings with Branch Officials and related feedback/queries.
- Feedback /queries from individual employees.

The key action and resulting changes to the original proposals include:

- Further requests for Voluntary Redundancy, and vacancy deletions due to retirement/leavers.
- Development and agreement on 'Recruit to Stay' Management Assessment selection process, relating to Parks Operations staff.
- Recruitment to vacancies (due to retirement, leavers, voluntary redundancy) to reduce or eliminate need for compulsory redundancy in Parks Operations.
- Move from the use of 'closed ringfences' to 'slotting in' where there is no net reduction in posts/staff, and subject to evaluation and employee agreement.
- Amended the Broadwater Farm Community Centre Development Officers 'Open' to 'Closed Ringfence'.
- Base the new Development Officer (following implementation of Broadwater Farm 'closed ringfence') in the Commissioning Unit.
- Deleted 2 Apprentice Gardener vacancies to offset Parks Operatives reduction need.
- Planned 'agency' budget provision already reduced, and further temporary reduction proposed.

- Piloting delivery of summer bedding through volunteering managed by British Trust for Conservation Volunteers.

#### **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?
  - Exploring internal vacancies and possible redeployment opportunities.
  - Seeking to maintain a level of apprenticeship/trainee opportunities in both Parks and Sports particularly targeting local young people.
  - Further Voluntary Redundancy applications.
2. What changes or benefits for staff have been proposed as a result of your consultation?
  - Application to 7 x Senior Operative Vacancies in Parks, which would significantly reduce/eliminate compulsory redundancy.
  - Amended a number of 'closed ringfences' to 'slotting in'.
  - Development of an agreed approach/template for Management Assessment Selection.
  - Agreed to provide specific support to Parks Operatives, upon request, to engage the 'recruit to stay' process if required.
3. If you are not able to make changes – why not and what actions can you take?
  - The Service needs to affect changes/reductions which support £1.53m budget saving from 1.04.11, which are primarily in the Parks Service.
  - Mitigating action has been outlined above.
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 proposed significant reduction in the parks workforce will lead to some deterioration in standards and quality of the boroughs Parks and Open Spaces.
  - In particular, the reduced staff presence and termination of the MPS Safer Parks Team, may have a negative impact upon the 'fear of crime'. This may be particular concern to young, older and female residents.

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

- We are continuing to work with partner agencies to encourage and support 'volunteering' led activity, including:

- Neighbourhood/Park Watch coordination/promotion with MPS.
- Parks maintenance work with British Trust for Conservation Volunteers.
- Veolia use of Parks depot buildings.
- Leasing of Parks based sports facilities/buildings.
- 'Friends of Parks' small grants scheme.

**Date Steps 3 & 4 completed -**

**STEP 5 – Implementation and Review**

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

## Step 6 – Sign off and publication

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

### COMPLETED BY (Contact Officer Responsible for undertaking this EIA)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### QUALITY CHECKED BY (Equality Team)

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Director/ Assistant Director

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:

**Note** - Send an electronic copy of the EIA to the Equality and Diversity team who will publish it on the website