

## Haringey Council

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

<b>Date: 18 February 2011</b>
<b>Department and service under review: PRE – Economic Regeneration</b>
<b>Lead Officer/s and contact details: Martin Tucker, Regeneration Manager, 0208489 2932</b>
<b>Contact Officer/s (Responsible for actions): Martin Tucker, Regeneration Manager,</b>
<b>Summary of Assessment</b> (completed at conclusion of assessment to be used as equalities comments on council reports)

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

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

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

**Step 1 – Aims and Objectives**

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

It is proposed to establish a new Shared Economic Development Service for the boroughs of Haringey and Waltham Forest.

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

Shared services between the two boroughs can deliver services at reduced costs in a time of reduced resources.

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

The move to a shared service would be a phased process with:

Phase 1 - Development of full business case following Compatibility Analysis and Implementation and Engagement process by March 2011.

Phase 2 – shared joint economic development service with joint Head of Economic Development overseeing the service and strategic commissioning with commissioning leads for each borough and a soft split between commissioning and operational delivery by June 2011

Phase 3 – single strategic commissioning economic development service with operational delivery outsourced into a social enterprise established by December 2011.

The first phase of developing alternative models for delivery will be closer collaborative working between the two borough services with Phase 2 being the establishment of the new shared service. Phase 3 will include the establishment of a social enterprise for operational delivery.

**Phase 1 - Development of full business case and model via Compatibility Analysis and the Implementation and Engagement Process**

In the last quarter of 2010/11 January – March 2011 work on developing the full business case and model for the shared service based on the approach and

processes set out in the agreed Memorandum of Understanding between Haringey and Waltham Forest on Shared Services will be undertaken.

This work will include a **Compatibility Analysis** – high level evaluation - looking at Strategic Fit, IT systems, Processes, Staff arrangements, Governance, Service standards, Cost Sharing, Risks, and Organisational Arrangements and once this is completed progressing through **the Implementation and Engagement Process** including a full business case and design of the new shared service.

### **Phase 2 – a Shared Service**

This service would see the collapsing of current provision in both boroughs to be replaced by a new slimmer service.

### **Phase 3 - A Social Enterprise**

As local authorities retract and refocus on core statutory services over the next few years it is inevitable that more non-statutory services will be delivered by organisations external to local councils.

Economic development and regeneration is currently and will remain a priority for both boroughs as they recognise the importance of tackling worklessness and supporting local businesses in order to deliver economic prosperity through job creation and enterprise. However in light of changing policy priorities and spending reductions it is not a requirement of local authorities to deliver economic development delivery services themselves and this can be outsourced to a local provider through establishing a new social enterprise based on the operational delivery elements of the shared service in Phase 2.

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

Note – there is an Excel template that accompanies the EIA Service Restructure template on Harinet. This is to help you complete the tables of staff information and % calculations. You will also find the latest Annual Council Employee Profile on Harinet (based on data for a financial year) to help complete the council and borough profile information. Ask HR if you cannot find it.

### **1. Are you closing a unit? NO**

- If No, go to question 3.

- If Yes, please outline how many staff will be affected broken down by race, sex (gender), age and disability.
- In addition if you have information on the breakdown of your staff by the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation; you must consider the impact on these groups.

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

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

**Race**

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

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	0										
Sc6 - SO2	3	0	0	0	0	0	0	3	100	57	
PO1-3	12	0	0	4	33	1	8	7	58	46	
PO4-7	6	0	0	3	50	1	17	2	33	39	
PO8+	2	0	0	1	50	0	0	1	50	19	
TOTAL	23	0	0	8	35	2	9	13	57	54	34.2

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.

NONE

5. Do any ring fences disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only?

NO

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

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

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

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

**Gender**

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

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							
Sc6 - SO2	3	0	0	3	100	74	
PO1-3	12	4	33	8	67	62	
PO4-7	6	5	83	1	17	64	
PO8+	2	2	100	0	0	52	
TOTAL	23	11	48	12	52	67	50.6

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

Grades PO4-7 and PO8+ in the service show significant under representation of women compared to the council figures

10. Do any ring fences disproportionately impact on impact on female or male staff?  
NO

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

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

12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them e.g. consideration of

flexible working or reduced hours including flexible retirement, voluntary reduction of grades, etc.?

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

## Age

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

Grade Group	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													
Sc6 - SO2			1	33					2	67			3
PO1-3			4	33	6	50	2	17					12
PO4-7			3	50	2	33			1	17			6
PO8+							1	50	1	50			2
TOTAL	0	0	8	35	8	35	3	13	4	17			23
Council Profile	138	3	812	18	1124	25	1600	35	831	18	56	1	4561
Borough Profile		13.9		26.6		22.8		15.5		9.5		11.7	

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

Staff in the age group 25-34 are almost twice the council profile 35% compared to 18% while staff in age group 45-54 are less than half of the council profile 13% compared to 35%.

15. Do any ring fences disproportionately impact on staff from one age group only? NO

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

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole? 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			
Grade Group	No. Staff	% of Grade Group	Council profile
Sc1-5			
Sc6 - SO2			
PO1-3			
PO4-7			
PO8+			
TOTAL	0	0	7%
<b>Borough Profile</b>			7.6%

19. Do any ring fences disproportionately impact on disabled staff? **N/A**

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

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

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

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

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

The Council does not a present monitor in any systematic way by any of these characteristics, so we do not have reliable data on them. However, as part of implementing the Equality Act 2010 in Haringey, the Council's employment related monitoring systems will be updated to include all the characteristics protected by that Act, including Gender Reassignment, Religion/Belief, Sexual Orientation and

Maternity and Pregnancy. This will enable data on these characteristics to be collected across the Council.

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.

Part of the current Economic Regeneration service, which will be reduced to accommodate the new shared service, focuses on operational delivery of employment & skills interventions and programmes of activity to Haringey residents.

13 of the current staffing establishment are directly involved in this service delivery through the Haringey Guarantee programme. The Haringey Guarantee is externally funded and reductions in that funding will result in reductions in staffing (2 have taken VR) and a reduced programme. However the reduced programme will still maintain its equalities targets and will still predominantly focus on deprived wards and thereby lessen the equality impact. The reduced programme in 2011/12 will be a programme focussed on employment support leading to sustained employment and will include delivery partners with the best strategic fit, best performance, value for money plus local presence and connection – this will include the 4 Star rated EAN based in Northumberland Park combined with the innovative Families into Work project, the successful work placements provision, the NHS led Working for Health focussing on health conditions, IB and disability, and a local job brokerage based in Tottenham with excellent links to BME businesses.

A full Equality Impact Assessment has being undertaken on budget reductions affecting the Haringey Guarantee programme.

**Date Part 1 completed - 18 February 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).

Informal consultation discussions took place at Economic Regeneration team meetings in January, February and March 2011.

A formal consultation commenced on 4 April 2001 and ran until 6 May 2011 and included a formal consultation meeting on 11 April 2011.

Responses were received from Unison, a collaborative staff responses and 2 individual responses relating to the work roles of programme management staff and suggestions for a new post within the delivery team.

The main issues raised were around consultations across two boroughs, recruitment to the new service, location, management, possible redundancies, employment rights, funding of the shared service, the future and make up of the delivery team (funding), governance and accountability of the new service.

The management responses are:

### **Consultations**

Both boroughs operate similar policies on reorganisation/restructuring and redeployment and although it was preferred that the consultation in the two boroughs ran simultaneously with both completing in early May. Both boroughs are in agreement to the proposals going forward as an interim measure pending work currently in progress with regards to finalising a Memorandum of Understanding to establish an agreed approach between the two London Boroughs.

### **Recruitment**

Recruitment to the shared service will be in line with Haringey's and LBWF recruitment processes under restructuring policy and a range of support is available to staff through the Haringey Supporting Change programme to support staff in preparing for interviews etc. Recruitment panels will include staff from both boroughs for the shared service but where there are posts dealing with delivery in Haringey panels will comprise solely Haringey staff. Alternative ring fence proposals were submitted regarding posts on the delivery side which will be fully considered when decisions are made about the future of local delivery. Previous open ring fences have now been changed to closed ring fences with the exception of the Economic Development Officer (Contracts & Monitoring) which remains an open ring fence. The job descriptions for respective roles for both boroughs are generic and aligned to reflect the respective grades according to the Borough pay grading structure. It is planned to have the shared service in place by August 2011 with recruitment undertaken in July – normal periods of notice and redeployment will be adhered to for affected staff.

### **Location**

Staff will continue to work from their current locations and attend relevant meetings in the two boroughs. Staff will also be able to work flexibly in both boroughs. Currently staff attend out of borough meetings and this will not change in the shared service.

### **Management**

As this is a new service covering two boroughs there is a need for 2 management posts reflecting the equal role for each authority and the importance of sharing the management responsibilities on strategic and operational areas.

### **Redundancies/Redeployment**

As with other reviews/restructures full council policies apply including the option to apply for voluntary redundancy which would be considered on a case by case basis. Council policy on displacement of staff and redeployment will be fully followed. Costs of redundancies will be borne by the relevant employing authority of any staff displaced. There are currently no part-time staff employed in Economic Regeneration. Current flexible working arrangements will be honoured under the shared service.

### **Employment Rights**

On employment staff currently employed by Haringey will continue to be employed by Haringey if and when appointed to the shared service, disciplinary and grievances will be dealt with by and under a staff member's employing authority. This will be an interim arrangement until the shared service model is established and long term agreements and arrangements on accountability and governance are established. There will also be considerations for secondment opportunities between both boroughs.

### **Funding**

The shared service will be funded by both Haringey and Waltham Forest Councils on an equal 50/50 basis sharing full costs. The length of the agreement between both boroughs, and notice for opting out agreements is currently under review and further consideration.

### **Delivery Team**

The Council are reviewing its approach to tackling worklessness and the future of any programme(s) and staff involved in delivery will be determined following that review. It is likely that this will be accommodated in a future Phase 2 of this reorganisation

### **Governance and Accountability**

Work is ongoing on establishing the shared service model including governance and accountability. This will include agreements on reviews of shared services. Staff in the respective economic development services are and will continue to be employed by the Authority which employed them prior to the (partnership agreement) and are ultimately accountable to their respective Head of Paid service. To the extent that staff make decisions on behalf or for one or the other of the authorities, they do so on the basis of specific or general delegated authority from the relevant Authority.

## **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?

The shared service will deliver greater efficiency and shared resources across the two boroughs. As indicated in section on the current workforce information and likely equality impact on the workforce, the ringfence does not impact disproportionately on groups that have any of the protected characteristics covered in this assessment – race, gender, age and disability. Consequently, none of those protected characteristics will be disproportionately adversely affected compared to their size in the current staff profile.

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

Changed 2 “open” ring fences to “closed” ring fences

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

The essential structure of the shared service is unchanged in order to deliver the scale of efficiencies needed and facilitate greater sub-regional working and linkages.

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

Ringfence and selection methods fully follow council policy and guidance and have been agreed with HR.

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

Establishing a shared economic development service in Haringey and Waltham Forest would look to increase efficiency and reduce costs through delivering a single service across two boroughs. This would not have any negative impact on people from equality groups, promotion of equality in general or promotion of community cohesion.

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

Economic development and regeneration is currently and will remain a priority for both boroughs as they recognise the importance of tackling worklessness and supporting local businesses in order to deliver economic prosperity through job creation and enterprise.

- Focus on tackling worklessness by maintaining local delivery, links with Work Programme, commissioning and contract management, external funding, cross-borough partnerships and delivery, partnership working with JCP/DWP, policy and strategy developments and responses.

- Enhanced working with local businesses across two boroughs to understand and address skills gaps in the labour market, broker relationships with private sector businesses to secure job opportunities for local people, develop local enterprise initiatives to encourage, support and promote an enterprising culture, develop business support initiatives leading to job creation, including establishing apprenticeship opportunities.

**Date Steps 3 & 4 completed – 31 May 2011**

## 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.

This section will be completed after the proposals have been implemented.

## Step 6 – Sign off and publication

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

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


NAME: Martin Tucker  
DESIGNATION: Regeneration Manager

SIGNATURE: 

DATE: 18 February 2011

### QUALITY CHECKED BY (Policy, Equalities & Partnerships,)

NAME: Inno Amadi  
DESIGNATION: Senior Policy Development Officer

SIGNATURE: 

DATE: 3 June 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](mailto:equalities@haringey.gov.uk); it will then be published on the council website