

The table below also show the reduction in posts by grade:

Grade Band	Existing	Proposed	Difference (%)	Vacancies deleted	Voluntary Redundancies
PO8+	15	7	-8 (47%)	5	0
PO5-7	17	13	-4 (24%)	5	5
SO1-PO4	73	47	-26 (36%)	7	7
Sc6 & under	1	1	0 (0%)	0	0
<b>Total</b>	<b>106</b>	<b>68</b>	<b>-38</b>	<b>17</b>	<b>12</b>

Please note that the tables above refer to established posts. There are currently 22 vacancies, 5 of which are proposed to be filled as part of the restructure and the remainder will be deleted. Therefore the figures used in the document from now on relate to the number of staff currently in the service and not posts.

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

- To set a balanced budget which addresses the need for a £1.172m reduction in mainstream resources
- Creation of new Carbon Management team which will incorporate the Planning Policy, Design and Conservation, Transport Planning, Housing Enabling, Environmental Resources and Physical Regeneration/Strategic Sites functions. The aim being to provide a comprehensive approach to reduce carbon emissions within a sustainable framework
- To develop the shared service initiative for Economic Development with Waltham Forest
- To further enhance the value for money profile of the service by exploring further opportunities for shared or collaborative service delivery.

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

- Budget Management programme
- Performance management at team level with locally set indicators in line with agreed work plans
- Regular review of progress and further development through SMT.
- The restructure will take place over 2 phases.
  - i. Phase 1: the recruitment to the management positions and any possible assimilations to posts will be made.
  - ii. Phase 2: the remainder of the recruitment will be completed.

The reason for the phasing of the restructure is to ensure management are in position and have the possibility to be involved in the recruitment and implementation of their teams. There will be a second consultation on Phase 2. Although staff have been given all the proposal information in Phase 1 and are able to comment at this stage if they wish.

## 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.

\* please note: this does not include the Business and Enterprise team or the Employment and Skills team as these are incorporated in the Economic Shared Services EqIA.

### 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	0	0%	0	0%	0	0%	0	0%	27%	
Sc6 - SO2	19	0	0%	3	4%	4	5%	12	14%	15%	
PO1-3	36	0	0%	13	16%	6	7%	17	20%	7%	

PO4-7	20	1	1%	9	11%	8	10%	2	2%	5%	
PO8+	9	0	0%	7	9%	2	2%	0	0%	1%	
TOTAL	84	1	1%	32	38%	20	24%	31	37%	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.

Scale 1-5 – there are no positions within the service at these grades.

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?

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

Yes. There are 3 positions in the proposed structure of which 4 people from a BME background are ring fenced for, therefore there may be 1 displacement as a result of this.

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

If in all the ring fences and vacancies all BME were unsuccessful then this could drop from 37% to 32%.

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 %.

Every effort will be made to accommodate existing staff.

### 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	0	0	0%	0	0%	25%	
Sc6 – SO2	19	5	6%	14	17%	19%	
PO1-3	36	15	18%	21	25%	9%	

PO4-7	20	16	19%	4	5%	9%	
PO8+	9	7	8%	2	2%	3%	
TOTAL	84	43	51%	41	49%	67%	49%

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

Although the total number of females in PRE suggests that women are under represented in comparison to the number employed by the council we do not have any staff at Sc1-5. We are also representative of the borough we serve.

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

No a disproportionate impact is unlikely.

- 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	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0
Sc6 - SO2	0	0%	7	37%	7	37%	2	11%	3	16%	0	0%	19
PO1-3	0	0%	17	47%	9	25%	9	25%	1	3%	0	0%	36

PO4-7	0	0%	4	20%	5	25%	4	20%	7	35%	0	0%	20
PO8+	0	0%	2	22%	1	11%	4	44%	2	22%	0	0%	9
TOTAL	0	0%	30	36%	22	26%	19	23%	13	15%	0	0%	84
Council Profile	138	3%	812	18%	1124	25%	1600	35%	831	18%	56	1%	4561
Borough Profile		14%		27%		23%		16%		10%		12%	

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

PRE has a large percentage of staff aged 25-34 compared to the Council profile.

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

It is unlikely that there will be a disproportionate impact.

- 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?

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	0	0%	
Sc6 - SO2	0	0%	
PO1-3	2	6%	
PO4-7	0	0%	
PO8+	0	0%	
TOTAL	2	2%	7%
<b>Borough Profile</b>		8%	

19. Do any ring fences disproportionately impact on disabled staff?

- If No, go to question 21.

No. 1 disabled member of staff has had their voluntary redundancy approved and the other's position is currently unaffected by the restructure.

- 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 - no details
- Religion/ Belief - no details
- Sexual Orientation - no details
- Maternity & Pregnancy - 2 members of staff are on maternity leave

22. If you provide services to residents please also identify the potential impact/ issues relating to the change in service delivery as a result of your proposals.

This is answered in the accompanying Service EqIA for the Planning, Regeneration and Economy Restructure.

Date Part 1 completed – 12<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).

As mentioned previously the PRE restructure is being implemented in 2 phases:

- Phase 1: the recruitment to the management positions and any possible assimilations to posts will be made.
- Phase 2: the remainder of the recruitment will be completed.

The reason for the phasing of the restructure is to ensure management are in position and have the possibility to be involved in the recruitment and implementation of their teams. There will be a second consultation on Phase 2. Although staff have been given all the proposal information in Phase 1 and are able to comment at this stage if they wish.

#### **Phase 1 Consultation**

A consultation on the proposed PRE restructure took place from May 12<sup>th</sup> 2011 until 10<sup>th</sup> June 2011. All staff affected were given the opportunity to comment on the proposals and relevant Trade Unions were also given the opportunity to respond.

As mentioned previously the restructure is taking place over 2 phases, this first phase focussed on the management tiers, however, staff were encouraged to respond to any aspect of the restructure at this stage.

There were 51 key comments and responses to the restructure. Most comments were made on the general restructure (9), the Development Management professional service (8) and on the Carbon Management service (14). Planning policy and projects comments were generally put under the heading of Carbon Management. There were some comments of general support, but most comments were about process or were concerns about the restructure and potential workloads, and overview can be seen below. Overall there were no comments that were significant enough to support a change to the proposed restructure or timetable.

Job Descriptions

- Concerns were raised about when job descriptions would be sent to all staff and whether all were subject to change and evaluation.

#### Technical Support

- The rationale behind moving the technical support teams away from the technical officers was questioned.
- Concerns were also raised about the reporting lines for the team leaders of the technical support teams.

#### Management Responsibility

- The number of direct reports some managers have in comparison to other managers was queried, with some commenting that there were too many direct reports under a manager to others saying there were too few.
- Concern was raised over managers taking over HR and budget management responsibilities and questioned whether there would be training and support for this.
- The role of the Principal Programme Manager positions was asked to be clarified in relation to those of the Team Leaders.

#### Resource Implications

- Comments were received about the number of resources available to carry out key service work for example Planning Enforcement.

#### Carbon Management and Sustainability Team

- There were concerns about how this newly formed group would function and whether the mix of teams proposed was correct.
- It was questioned whether the team of Transport Planners should be removed from the Sustainable Transport Group in the Single Frontline Service back into the Planning, Regeneration and Economy Service.
- Concerns were also raised about the removal of the Housing Enabling Team from the Strategic and Community Housing Service.
- The reduction in the number of Environmental Resource Officers was also questioned given the Council's commitment to the delivery of its 40:20 ambitions.

#### Grades

- The range grades of the technical officers were queried.

#### Future Resource Cuts

- It was questioned whether, after this consultation, there would be further cuts to services due to the savings required for 2012/13.

A full list of the comments and questions received as part of the phase 1 consultation and the responses to these from management can be viewed as an appendix to this document.



## 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?

Following the consultation there will be no changes made to the proposals outlined in phase 1 (management). As mentioned previously there will be a second consultation on the recruitment to other posts and therefore there may be changes as a result of the recruitment to management positions and the results of the second consultation.

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

As 1.

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

n/a

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

Yes. We have received guidance from HR at every stage of the consultation process.

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

As stated in the Service EqIA, it is envisaged that there should be no change in the delivery of the services that Planning, Regeneration and Economy currently provide.

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

PRE will constantly monitor the services they provide. The service already carries out customer satisfaction surveys and these will be used to monitor satisfaction levels. The service will also use data from Performance Indicators (both local and national) to monitor how the service is performing against national and local set targets.

**Date Steps 3 & 4 completed –**

**12<sup>th</sup> June 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.

## Step 6 – Sign off and publication

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


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

NAME: Marc Dorfman  
DESIGNATION: Assistant Director Planning, Regeneration and Economy  
SIGNATURE: Marc Dorfman  
DATE: 14<sup>th</sup> June 2011

### QUALITY CHECKED BY (Equalities.)

NAME: Arleen Brown  
DESIGNATION: Senior Policy Officer  
SIGNATURE: *A. J. Brown*  
DATE: 14.6.11

### SIGNED OFF BY Director/ Assistant Director

NAME: Anne Lippitt  
DESIGNATION: Interim Director Place and Sustainability  
SIGNATURE:   
DATE: 14.6.11

### SIGNED OFF BY Chair Directorate Equalities Forum

NAME: Marc Dorfman  
DESIGNATION: Assistant Director Planning, Regeneration and Economy  
SIGNATURE: Marc Dorfman  
DATE: 14<sup>th</sup> June 2011

**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



# HARINGEY COUNCIL

## EQUALITY IMPACT ASSESSMENT FORM



**Service:** Planning, Regeneration and Economy

**Directorate:** Urban Environment

**Title of Proposal:** Restructure of the Planning, Regeneration and Economy Service

**Lead Officer (author of the proposal):** Marc Dorfman

**Names of other Officers involved:**  
Emma Hardy – Service Development Officer

## 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 EqIA

The services affected by the proposed Planning, Regeneration and Economy (PRE) restructure covers:

From the existing PRE structure:

- Building Control (including Support Team)
- Development Management (including Support Team)
- Physical Regeneration and Strategic Sites
- Service Development

Please note that Economic Regeneration are subject to a separate restructure on the proposed shared service with Waltham Forest. Therefore a separate EqIA has been completed to accompany this.

From Strategic and Community Housing:

- Housing Enabling Team (including the Head of Housing Strategy, Development and Partnerships)
- Fuel Poverty Officer

From Frontline Services:

- Environmental Resources Team
- Transportation Planning Team
- Planning Enforcement

The proposals outlined in the PRE restructure are based on the proposals agreed at General Purposes Committee on 28<sup>th</sup> October 2010, the additional proposals set out in the Chief Executive's Rethinking Haringey document and the report on the restructure of Urban Environment into the new Place and Sustainability Directorate. The revised structure will be achieved from:

- Creating an integrated delivery team for the Local Development Framework (LDF) the Transport Local Implementation Plan (LIP), the Local Carbon Framework and Adaptation Plan, the Strategy for Housing Development and Affordable Homes and Planning Projects' work dealing with area plans, design and heritage. These will all be brought together in a new Carbon Management and Sustainability Service, which will also need to operate more significantly across North London and at a London wide level and continue to explore shared service and strategic commissioning developments.
- Maintaining the Building Control and Development Management teams and enable the reintroduction of Planning Enforcement into the Development Management Service. This will include the retention and integration of 2 Technical Support teams under a Business Development and Technical Support function to continue to improve service streamlining, IT development and explore shared services and strategic commissioning approaches.

- Supporting the development of a shared Economic Development Service with Waltham Forest focusing on tackling worklessness, skills, youth employment, business guidance and procurement development for local businesses. This new service will operate across both Boroughs and increasingly North London. It will also support the development of a North London planning and regeneration development agency, as the sub region integrates North London Strategic Alliance and North London Business and sets out how it will work with the new London Local Economic Partnership.
- Supporting the development of a closer working relationship between the various parts of the Council's capital programme, (e.g. heritage and schools) and between the Council's asset management programme, the provision of community infrastructure and key planning and regeneration plans.
- Providing an even stronger focus on service cost recovery, developing external funding opportunities and shared services.
- Standardising the Job Descriptions and Person Specifications for all qualified town planners in the new service to ensure that they are able to deal with Development Management, Planning Enforcement and Planning Policy and Projects work depending on work demands and in order to support career development and integrated service delivery.

## Development Management and Planning Enforcement

Development Management and Planning Enforcement will be reintegrated. There will be a single Head of Service; 1 x Team Leader Development Management; 1 x Team Leader Planning Enforcement and Appeals (guidance and performance) and 1 x Principal Planning Officer (Major Sites) to lead on large scale major planning applications including project management of Planning Performance Agreements to facilitate major developments in the borough. There will be 12 planning officers with 3 concentrating on enforcement and 9 on planning applications, but all officers will work on applications, enforcement, appeals, letters, public consultation, advice and guidance to applicants and the general public and presentations to committees. All officers could work across the Borough and North London if shared services are developed. Officers may also be allocated responsibility for particular Borough areas linked to the emerging proposals for Area Committees and Area Forums.

As qualified town planners, all officers will be expected to be able to deal with Development Management, Planning Enforcement, Planning Policy, Transport, Design, Conservation and Planning Projects work depending on work demands and in order to support career development and integrated service delivery. All officers will be expected to maintain and develop knowledge and experience on:

- sustainable planning and development,
- carbon management,
- transport networks and transport planning,
- community infrastructure planning,
- economic development and regeneration,
- area and neighbourhood planning,
- urban and building design and architecture,
- development finance and appraisal.

## **Building Control**

The Building Control Service will remain unchanged. There will be a Head of Service and 8 Building Control officers. The restructure will also see the relocation of 2 structural engineers from Homes for Haringey into this team. The Building Control Technical Support Team will serve Building Control but will report to the Head of Business Development and Technical Support.

## **Business Development and Technical Support**

There will be a Head of Service, 5 multi-functional officers (dealing with service and performance management, finance and S106 monitoring, Health and Safety and emergency planning, HR, member support, shared service development and strategic commissioning support to service heads, customer services and management support), staff will be expected to work across all service improvement areas.

The Development Management Technical Support Team will remain with a Team Leader and 8 officers (including a Planning Enforcement support officer). The Building Control Technical Support Team will remain with a Team Leader and 3 officers. It is proposed that these teams sit in a new Business Development and Technical Support Service. This will ensure that important work on customer service and performance management, process streamlining, IT development, shared services and strategic commissioning will continue and be developed with existing Service Management Officers. Officers will be supported and encouraged to learn and deliver both planning and building control processes and minor applications, and advice and guidance. These Technical Support teams will be located close to the Development Management and Building Control teams to ensure service integration, development and cover.

## **Carbon Management and Sustainability Service**

This new service will bring together officers from Environmental Resources Projects (Frontline Services); Transport Planning (Frontline Services); Planning Policy, Design and Conservation (PRE); Strategic Sites and Physical Regeneration (PRE); Fuel Poverty (Strategic and Community Housing Services); and Housing Enabling and Strategy (Strategic and Community Housing Services).

The Carbon Management and Sustainability Service (CMSS) will ensure an integrated delivery team for the Local Development Framework (LDF), the Transport Local Implementation Plan (LIP), the Local Carbon Framework and Adaptation Plan, the Strategy for Housing Development and Affordable Homes and Planning Project's work dealing with key development projects, some area plans, design and heritage. The new CMSS will also be required to operate more significantly across North London and at a London wide level. The lead strategy – the LDF – contains policy, strategy, project, output and outcome indicator frameworks for all CMSS functions. It is this characteristic that will enable service and skill integration.

The new CMSS will lead plans and programmes, change policy and drive projects to reduce carbon and deliver 'place regeneration'. There will be a Head of Service and two teams – Planning, Environment and Transport (PET) and a Housing, Design and Major Projects Team (HDMP). PET will have a Team Leader and 12 officers comprising 2 x Principal Planning and Transport Programme Managers, 1 x Principal Environmental Resources Programme Manager, 6 x Officers (2 x Policy, 3 x Transport and 1 x Design



and Conservation), 2 x Environmental Resources Officers and 1 x Community Infrastructure Plan and Levy (CIP/CIL) officer (this is a new post which will develop and implement the use of CIL within Haringey). HDMP will have a Team Leader and 8 officers comprising of a Principal Planning Programme Manager (Area and Physical Regeneration), 3 x Housing Enabling officers, 1 x Fuel Poverty/Energy officer, 3 x Planning Officers (Design and Conservation, Projects and Heritage and Conservation).

Town Planners in the two CMSS teams will also have the opportunity to deal with Development Management, Planning Enforcement and Planning Policy and Projects work depending on work demands and in order to support career development and integrated service delivery. The two teams will also drive shared services and strategic commissioning and professional skills and techniques for sustainable planning and community infrastructure, low carbon development, development finance and viability, urban and building design, transport networks and green behavioural change.

### **Shared Economic Development Service**

The information below is for information only, these proposals are part of a separate consultation process. Full information is included in the General Purposes Committee report on the Shared Economic Development Service which can be viewed in Item 11 on the website at the following location:

<http://minutes.harinet.haringey.gov.uk/ieListDocuments.aspx?CId=141&MId=4525&Ver=4>

Cabinet, on the 8<sup>th</sup> February 2011, agreed to progress proposals to develop a Shared Economic Development Service between Haringey and Waltham Forest. The new service will focus on tackling worklessness, skills, youth employment, business guidance and procurement development for local businesses. It will operate across both Boroughs, and increasingly North London, and will ensure good links with the London Enterprise Partnership (Mayoral LEP). It will also support the development of a North London planning and regeneration development agency in the form of an integrated North London Strategic Alliance and North London Business. This agency may in time also become its own Local Enterprise Partnership across North London and Anglia.

The proposals to establish a shared Economic Development Service in Haringey and Waltham Forest will increase efficiency and reduce costs through delivering a single service across two boroughs. The Shared Service will have a physical presence in both boroughs with both Joint Head of Service and Economic Development Manager dividing their times between the boroughs and each borough having access to Economic Development Officers. The model for this shared service will include the joint Head of Service taking responsibility for strategic commissioning, inter borough relationships, overall service management and an initial expertise and leadership role on Waltham Forest and the Economic Development Manager taking responsibility for operational and programme delivery across both boroughs, and an initial expertise and leadership role on Haringey

As stated earlier, the proposals for the development of a shared Economic Development Service are outside the scope of the PRE restructure. The proposals are being taken to General Purposes Committee on March 29<sup>th</sup> with consultation beginning in April. It is anticipated that the shared service will be in place as a shadow structure in May 2011 and operationally by June 2011.

Looking further forward, as the shared service approach develops, proposals will be worked up to develop a social enterprise that will transfer the operational delivery of interventions and programmes of activity focussing on tackling worklessness, social inclusion and promoting youth employment initiatives. There may also be an opportunity (subject to member agreement) to extend this service further into other north London boroughs.

The shared service will initially consist of 17 FTE posts – this will include a reconfigured Haringey Guarantee Delivery Team of 6 posts, Programme Management team of 2 posts, 1 Film Officer post and core shared Economic Development service of 8 posts to cover both boroughs.

The proposed reduction of staff for the Planning Regeneration and Economy service is as follows: (please note again that this does not include the Economic Development Service)

**By Service Area:**

Service Area	Existing FTE posts	Proposed FTE posts	Vacancies & VR posts deleted
AD Office	2	1	0
Building Control	11	9 (excluding Structural Engineers)	2
Carbon Management and Sustainability Service	41	23	13
Development Management and Planning Enforcement	22	16	6
Business Development and Technical Support	30	19	8
<b>Total</b>	<b>106</b>	<b>68</b>	<b>29</b>

**By Grade:**

Grade Band	Existing	Proposed	Difference (%)	Vacancies deleted	Voluntary Redundancies
PO8+	15	7	-8 (47%)	5	0
PO5-7	17	13	-4 (24%)	5	5
SO1-PO4	73	47	-26 (36%)	7	7
Sc6 & under	1	1	0 (0%)	0	0
<b>Total</b>	<b>106</b>	<b>68</b>	<b>-38</b>	<b>17</b>	<b>12</b>

A reduction of 38 FTE posts is proposed, with 17 achieved through the deletion of vacancies and 12 through the corporate Voluntary Redundancy programme, leaving a remaining reduction of 9 posts. A number of posts are being changed / created and therefore it is anticipated that between 13-19 staff may be affected by the restructure depending on the outcome of ring fencing arrangements and ultimately recruitment procedures.

The existing and proposed structure charts are available in the appendices 1 and 2.

## 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?*

There are no significantly under or over represented groups in the use of the services this is due to the fact that the Planning and Building Control services are strictly controlled by statute and are demand led services.

Applicants in most cases (75-80%) make their applications via agents, in the case of planning and via builders in the case of building control, therefore direct contact with applicants is limited.

Clients prefer this method of contact as the technical nature of the services delivered requires them to seek technical assistance (in many cases).

▪ *have raised concerns about access to services or quality of services?*

We have had no concerns raised about access to services however we continually monitor the quality of the services through customer satisfaction surveys.

In 2008, the Council began to send out customer satisfaction surveys for Development Management. This was previously conducted through external means but now a survey is sent out with the decision notice of every planning application.

169 people responded to the Development Management Survey, the majority of which were either Agents (48%) acting on behalf of an applicant or Householders (34%) submitting their own applications. 83% of those who responded were granted planning permission for their application. 72% of those surveyed were either satisfied or very satisfied with the service they received from Development Management.

Of the respondents who provided information about their ethnicity 67% were White British. Of the remainder 7% were Asian or Asian British, 7% Greek Cypriot and 4% Black or Black British.

73% of people who responded to the question about their gender were male.

As with Development Management, since 2008 Building Control have sent out a customer satisfaction survey to Building Control applicants, builders and agents on completion of works; 94 responses were received to the Building Control Customer Satisfaction Survey. Of the 94 who responded to the Building Control Survey the majority were homeowners (55%) or Builders and Agents (both 19%). 82% of respondents were either satisfied or very satisfied with the services they received from Building Control.

66% of those who responded were Male and of the respondents who provided information about their ethnicity, 85% claimed to be of White ethnic origin (62% were White British).

- *appear to be receiving differential outcomes in comparison to other groups?*  
There is no evidence to support differential outcomes between groups however, where applicants seek to make personal applications the technical nature of the business requires the service to spend more time on these applicants.
- *are significantly under/over represented in the use of the service, when compared to their population size?*  
*Service used in 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?

There is no evidence to suggest that particular groups are under or over represented, as mentioned previously, due to the statutory nature of the demand led services provided, we are unable to control who uses the service.

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

- Planning and Building Control Application Data
- Customer Satisfaction Survey Data
- Agents Forums
- Consultation Responses (comments received on planning applications)
- Formal consultations on new and amended planning policies
- Statement of Community Involvement

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

- Further Customer Satisfaction Data

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

- It is not believed that there is any under/over representation due to the statutory nature of the services provided therefore no barriers can be identified.

***Below is further background information as to the nature of the work carried out by the service.***