

Haringey Council

Equalities Impact Assessment (EqIA) for Organisational Restructures

Date: 8 th February 2011
Department and service under review: Benefits & Local Taxation and Customer Services
Lead Officer/s and contact details: Paul Ellicott x 3854
Contact Officer/s (Responsible for actions): Jacqui McIntosh x 2830 (Finance) Jim Brady x 3804 (EIA - BLT) Angharad Claydon x 2254 (EIA - CS)

Step 1 – Aims and Objectives

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

Making savings by Management reshaping, de-layering and reduction from the integration of CS/BLT.

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

As a council we are all committed to providing high quality services to our residents, in particular the vulnerable groups.

However, we are facing unprecedented Government cuts to our budget. We have already taken steps to save money on any non-essential spending and we have made savings on agency workers, management and administrative costs, reduced duplication and looked at where we can share services, for example the NHS and other councils. Nevertheless, across the council we are having to make savings of £46million by the end of March 2012 with a further need for additional savings over the following two years.

Specifically, in 2011/12, the combined Benefits & Local Taxation Service and Customer Services propose to reduce the combined salary budget of the service to £8.2million. This represents a significant reduction from the current combined salary budget. This will reduce the establishment from it's current point of 317 FTE posts, to 235.5 FTE posts, a loss of 81.5 FTE posts.

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

The outcomes would be achieved by:

- Reducing the headcount of staff within the combined service
- Offering Voluntary Redundancy to staff within the service
- Closure of Two Customer Service Centres
- Reduction in hours of Call Centre availability by Haringey Staff - will now be available 9am-5pm. (out of hours private sector provider will cover the two hours not now covered by Haringey staff)
- Removal of availability for staff to obtain Internal phone numbers from switchboard.
- Staff Selection Process (from existing workforce) for all levels of new structure.
- Identifying opportunities for customers to shift to more cost-effective methods of accessing Council Services
- Working more effectively and efficiently by revising business processes

To ensure that these outcomes are achieved would require:

- Financial monitoring of service budgets and accurate forecasting of these budgets.
- Customer contact methods will be measured and analysed.
- Performance will be monitored against stated targets.

The Voluntary Redundancy scheme is open to all staff within the combined BLT and Customer Services Teams, and selection for Voluntary Redundancy will be made according to the Councils current policy on this.

Should Voluntary Redundancy not offer up sufficient postholder savings, then the service would require a suitable Staff Selection Process to select from the existing workforce for posts at all levels of new structure.

The teams covering Finance and Business Support are part of the Haringey Efficiency and Savings Programme Support Functions Review and therefore currently excluded from this proposed re-organisation. However, please note that all staff within the current organisation are included in the breakdowns below.

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

1. Are you closing a unit?

In addition to the budgetary savings, two units are being proposed for closure – North Tottenham Customer Service Centre and Hornsey Customer Service Centre.

A separate Equalities Impact Assessment for each of these proposals will consider the direct impact of the closure on the public and the staff currently working at those centres.

This Equalities Impact Assessment, considers the impact on all staff within the entire service including staff working at those Customer Service Centres.

Staff affected by the service restructure are shown in more detail within the tables on the following pages. This data is taken from Human Resources Data within SAP.

We have no accurate records of staff by gender reassignment, pregnancy and maternity, religion or belief or sexual orientation.

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

Staff affected by the closure of the Customer Service Centres will not be directly targeted for post deletion. Instead they will be considered for assimilation into relevant posts within the restructured combined service. As such, their race, gender, age and disability are included in the statistics provided on the sub-headings below.

Race

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		Not declared		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
SC1-SC5	9	15	12	20	5	8	2	3	28	47	30	51	1	2	59
SC6-SO2	26	14	81	41	7	4	12	6	126	64	68	36	1	1	195
PO1-PO3	5	13	13	33	1	3	1	3	20	51	19	49	0	0	39
PO4-PO7	2	11	3	17	1	6	0	0	6	33	12	67	0	0	18
PO8+	0	0	0	0	0	0	0	0	0	0	4	100	0	0	4
MANUAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	42	13	109	35	14	4	15	5	180	57	133	42	2	1	315

The table below shows staff within the combined service by ethnicity who are under-represented when compared to the overall Council staffing profile. Data taken as at January 2011.

Grade Group	Asian		Black		Mixed		Other		BME sub total		White		Not declared		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
SC1-SC5			12	20					28	47					59
SC6-SO2															195
PO1-PO3															39
PO4-PO7															18
PO8+									0	0					4
MANUAL															
TOTAL															315

Council Profile :

Scale 1-5 Black 52% BME 67%
 PO8+ BME 19%
 Manual White 47%

3. 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 ring fences are likely to disproportionately impact on staff from one ethnic minority group (white, white other, asian, black, mixed race) or Black & Minority Ethnic (BME) staff only

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

Not Applicable

5. 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.?

Not Applicable

Gender

6. The table below shows staff within the combined service by gender. Data taken as at January 2011.

Grade Group	Female		Male		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
SC1-SC5	37	63	22	37	59
SC6-SO2	143	73	52	27	195
PO1-PO3	26	67	13	33	39
PO4-PO7	12	67	6	33	18
PO8+	2	50	2	50	4
MANUAL	0	100	0	0	0
TOTAL	220	70	95	30	315

7. The table below shows staff within the combined service by gender who are under-represented when compared to the overall Council staffing profile. Data taken as at January 2011.

Grade Group	Female		Male		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF

SC1-SC5					59
SC6-SO2					195
PO1-PO3					39
PO4-PO7					18
PO8+					4
MANUAL					0
TOTAL					315

Council Profile:

Manual Male: 51%

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

No ring fences are likely to disproportionately impact on female or male staff
 Consultation regarding the process, in relation to the staff on maternity leave will be part of the general consultation process to ensure Haringey Council's policy is followed.

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

Not Applicable

10. 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.?

Not Applicable

Age

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

The table below shows staff within the combined service by age. Data taken as at January 2011.

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-SC5	1	2	24	41	9	15	15	25	10	17	0	0	59
SC6-SO2	5	1	45	23	67	35	49	26	27	14	2	1	195
PO1-PO3	0	0	2	5	15	38	18	46	4	10	0	0	39

PO4-PO7	0	0	0	0	7	39	9	50	2	11	0	0	18
PO8+	0	0	1	25	1	25	2	50	0	0	0	0	4
MANUAL	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	6	2	72	23	99	31	93	30	43	14	2	1	315

12. The table below shows staff within the combined service by age where higher levels of staff exist when compared to the overall Council staffing profile. Data taken as at January 2011.

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
SC1-SC5			24	41									59
SC6-SO2													195
PO1-PO3							18	46					39
PO4-PO7					7	39	9	50					18
PO8+			1	25									4
MANUAL													0
TOTAL													315

Council Profile

SC1-5	(25-34)	15%		
P01-P03	(45-54)	35%		
P04-P07	(35-44)	28%	(45-54)	39%
P08+	(25-34)	4%		
Manual	(16-24)	39%	(25-34)	19%

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

No ring fences are likely to disproportionately impact on staff from one age group only

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

Not Applicable

15. 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.?

Not Applicable

Disability

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

The table below shows staff within the combined service by disability. Data taken as at January 2011.

Grade Group	No. Disabled Staff	Total Headcount	% of Grade Group
Sc1-5	5	59	8.47
Sc6-SO2	25	195	13.16
PO1-3	4	39	10.26
PO4-7	0	18	0.00
PO8+	0	4	0.00
Manual	0	0	0.00
TOTAL	34	315	10.79

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

No ring fences are likely to disproportionately impact on disabled staff

18.. 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.?

Not Applicable

19. 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

As we do not have data regarding gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, it is not possible to state they impact on these groups, however, it would be expected that numbers of staff matching any of these groups would be no more affected than other staff.

20. 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.

The issues relating to the impact of any closure of Customer Service Centres on residents are addressed in separate Equalities Impact Assessments.

Residents may be impacted by the reduction in posts throughout the service in the following ways:

- Processing of Benefit Claims, Council Tax Accounts and Business Rates Accounts may be delayed further due to less staff being available to process them.
- Customers may experience additional waiting times at remaining customer service centres and longer waiting time on the phone. Other Equalities Impact Assessments directly address these issues.

To mitigate this we will

- Seek ways to work more efficiently so that Benefits & Local Taxation staff and Customer Services staff are more able to deal with issues at the first point of contact or as close to it as possible
- Review and Revise existing policies and procedures to seek to eliminate processes which add little or no value for customers
- Seek alternative methods for customers to make contact with us, or avoid contact altogether, by providing alternative services, particularly via the Internet or more automated telephone contact. This would give customers more choice about the way they access our services. This will be done in conjunction with the Council's Channel Shift strategy.
- Investigate the possibility of moving towards local hubs, such as libraries and community facilities, to provide services more closely in line with localised customer activity.
- Investigate the possibility of sharing services with other similar providers (such as another Council) to optimise the way we use our resources as effectively as possible.

We propose to consult staff by issuing a restructure timetable and engaging with staff around that timetable. It is most likely that staff will be asked for feedback at Team Briefings and be encouraged to make their comments known there. Also staff will have the opportunity to feed their comments back more privately with their direct line managers and the Head of Service including those on maternity leave. We will also engage in consultation with appropriate staff side representatives and the Human Resources team.

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

Step 3 – Consultation

A consultation period of 7 weeks was given due to the high number of staff and being able to provide everyone with the opportunity to feed back responses. The consultation took the form of group meetings, individual meetings, written comment acceptance and e-mail comments.

Staff were consulted on the proposed organisation structure, ringfencing, job descriptions and the recruitment process.

Comments received during the consultation period have been captured and where appropriate, changes have been made during this period.

The deadline of the 9th September 2011 was provided and Unison comments were received. The response to these comments can be found in a separate appendix. Equalities comments received have been considered and mainly focus on changes to hours to suit a circumstance. It has been agreed that these will be considered on an individual basis.

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?

Staff have been assured that any changes will be considered prior to the recruitment process, on an individual basis.

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

These can be found on Appendix 5 of the report.

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

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

The restructure has been based on customer demand and will positively improve customer satisfaction.

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

- Seek ways to work more efficiently so that Benefits & Local Taxation staff and Customer Services staff are more able to deal with issues at the first point of contact or as close to it as possible
- Review and Revise existing policies and procedures to seek to eliminate processes which add little or no value for customers
- Seek alternative methods for customers to make contact with us, or avoid contact altogether, by providing alternative services, particularly via the Internet or more automated telephone contact. This would give customers more choice about the way they access our services. This will be done in conjunction with the Council's Channel Shift strategy.
- Investigate the possibility of moving towards local hubs, such as libraries and community facilities, to provide services more closely in line with localised customer activity.
- Investigate the possibility of sharing services with other similar providers (such as another Council) to optimise the way we use our resources as effectively as possible.

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.

none

2. If there are adverse impacts how will you aim to address these in the future?

n/a

3. Identify actions and timescales for implementation and go live of your new service offer.

Corporate Committee date 27.09.11. Recruitment initiated 28.09.11. Expected completion 15.11.11

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?

n/a

5. Identify the timescale and actions for review of the restructure to ensure it achieved the expected benefits/ outcomes.

Monthly and a summary report completed 30.06.12.

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: Jim Brady
DESIGNATION:
SIGNATURE:
DATE:

QUALITY CHECKED BY (Equalities,)

NAME: Inno
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Director/ Assistant Director

NAME: Paul Ellicott
DESIGNATION:
SIGNATURE:
DATE:

SIGNED OFF BY Chair Directorate Equalities Forum

NAME:
DESIGNATION:
SIGNATURE:
DATE: