

Report for:	Cabinet Member for Environment	Item Number:	
Title:	Shared Regulatory Services between Waltham Forest (WF) and LB Haringey (LBH)		
Report Authorised by:	Stuart Young, Assistant Chief Executive <i>Stuart Young</i>		
Lead Officer:	Eubert Malcolm, Regulatory Services Manager Catherine Galvin, Joint Programme Office		
Ward(s) affected: ALL	Report for: Key Decision		

1. Describe the issue under consideration

- 1.1 On 8<sup>th</sup> November 2011, Cabinet agreed in principle to the proposal for a shared Regulatory Service between LB Waltham Forest (LBWF) and LB Haringey (LBH)
- 1.2 The report sets out the proposals for a shared Regulatory Service between LBWF and LBH following consultation with staff affected and the Trade Unions. The Cabinet Member for Environment is now asked to make a final decision on Phase 1, having considered changes made to the proposal as a result of this consultation.
- 1.3 The Cabinet Member for Environment will be aware that this proposal formed part of the report to Cabinet on 4<sup>th</sup> October 2011 entitled "Financial Planning 2012-13 to 2014-15 – mid year budget update". In this report it states that there would be a review of delivery options for (amongst other services) Trading Standards and Environmental Health. This proposal is part of that review.

2. Introduction

- 2.1 This proposal is covered by the Memorandum of Understanding between WF and LBH. Aside from the financial benefits outlined in this report the proposal offers the opportunity to provide a more resilient service for the residents of Haringey. This is particularly important when we are considering essential

services such as these in this financial climate. A shared service would also allow both boroughs to share expertise and learning, taking best practice as the bench mark.

### 3. Recommendations

3.1 That the Cabinet Member for Environment is asked to:

3.1.1 Agree to establish a joint regulatory service between the London Boroughs of Haringey and Waltham Forest for the regulatory services as set out in Appendix 3 to this report, having taken into account the consultation (Appendix 1) and the EQIA (Appendix 2).

3.1.2 The Cabinet Member for Environment is asked to note:

- a) That the decision on the staffing structure of Phase 1 of the shared regulatory service is being referred to the Corporate Committee on 23<sup>rd</sup> January 2012.
- b) That the implementation of the shared regulatory services proposals will require further decisions of the Council and / or the executive to delegate the statutory functions covered by the joint service.

### 4. Other options considered

4.1 A "stand alone" option was considered but it was felt that the benefits of sharing out weighed this option. This is because both WF & LBH are facing significant savings targets (some of which inevitably will fall on these services). To make savings individually on relatively small services may compromise their sustainability and inhibit the ability of both boroughs to provide robust regulatory services. There is nothing in the feedback from consultation that questions this approach.

### 5. Background information

5.1 A memorandum of understanding (MOU) was agreed by WF and LBH in December 2010 to develop a number of priority shared service solutions.

5.2 In June 2011, both Chief Executives instructed officers to develop an initial proposal for a shared regulatory service across the two boroughs in respect of a number of regulatory services with the following objective. The mandate set officers the objective "... to design and implement a shared service delivery model(s) that delivers quantifiable strategic, financial and service delivery benefits."

5.3 WF and LBH service managers developed the initial shared service proposal which was referred to Cabinet for agreement in principle subject to consultation with affected employees on 8<sup>th</sup> November 2011.

- 5.4 The project identified a two stage process to establish a shared regulatory service. The first stage (Phase 1) focuses on opportunities to consolidate (share) the management structure and professional expertise of WF and LBH's regulatory services. The second stage will examine the options to simplify, standardise and *converge* WF and LBH's regulatory service delivery standards, ICT, business processes and the potential for physical co-location.
- 5.5 **This report relates to Phase 1 shared management only.** Officers have examined opportunities to consolidate the management and professional expertise across the two Councils' trading standards, food safety, health and safety, public health, pollution, pest control, dog enforcement and animal welfare functions (the "regulatory services" for the purposes of this report). Existing line management and "lead" professional officer arrangements were reviewed as well as funded vacant posts.
- 5.6 A number of opportunities to reduce WF and LBH's costs by consolidating line management and professional capacity in a shared service solution were identified. These opportunities were incorporated into the staff consultation document. Staff were consulted on the following:

Regulatory Services function	Consolidation phase proposal
<b>Trading Standards</b>	<ul style="list-style-type: none"> <li>▪ Shared Trading Standards Manager for LBH and WF</li> <li>▪ Shared joint statutory Weights &amp; Measures officer for LBH and WF</li> <li>▪ Dedicated WF operational team retained</li> <li>▪ Dedicated LBH operational team retained</li> </ul>
<b>Food, Health and Safety</b>	<ul style="list-style-type: none"> <li>▪ Shared Food, Health &amp; Safety Manager for LBH and WF</li> <li>▪ Shared Food, Health &amp; Safety "Lead" Officer for LBH and WF</li> <li>▪ Dedicated WF operational team retained</li> <li>▪ Dedicated LBH operational team retained</li> </ul>
<b>Pollution expertise</b>	<ul style="list-style-type: none"> <li>▪ Shared pollution (air, land etc.) expertise for LBH and WF provided from with WF Public Health &amp; Pollution Team</li> <li>▪ LBH Pollution "Lead" seconded to WF</li> </ul>
<b>Pest Control</b>	<ul style="list-style-type: none"> <li>▪ Shared Pest Control service managed by LBH and provided to LBH and WF</li> <li>▪ Shared Pest Control line manager and Senior Operative</li> <li>▪ Dedicated WF operational team retained</li> <li>▪ Dedicated LBH operational team retained</li> </ul>
<b>Dog enforcement</b>	<ul style="list-style-type: none"> <li>▪ Shared Dog Enforcement service managed by WF and provided to LBH and WF</li> </ul>
<b>Retained Regulatory Services</b>	<ul style="list-style-type: none"> <li>▪ WF to retain Licensing, Cemeteries, Public Health functions and First response</li> <li>▪ LBH to retain Licensing and Enforcement Response (Noise) functions</li> </ul>

- 5.7 As a result of consultation a number of minor amendments were made to the proposal. Primarily these were concerned with changing the nature of the ring fences applied to particular posts.

In all cases these changes were made either to ensure that redundancies were kept to a minimum or to reflect the fact that there was no substantial change in job description.

The only structural change made was to amend the proposed Trading Standards structure to remove the Weights and Measures Lead Officer post and incorporate the requirement for a weights and measures qualified officer from existing qualified staff. This would ensure that 3 operational front line staff remains in the dedicated LBH team as under the proposed structure a member of staff was eligible for the Lead officer.

None of these changes alter the original substance of the proposal. The detail of the consultation is included at appendix 1 and the proposed structure is included at Appendix 3. A summary is provided below:

**Summary table of proposed shared services and final recommendations**

<b>Regulatory Services function</b>	<b>Phase 1 proposal as in Consultation document</b>	<b>Final recommendations (changes from original consultation document)</b>
Trading Standards	<ul style="list-style-type: none"> <li>▪ Shared Trading Standards Manager for LBH and LBWF (ORF)</li> <li>▪ Shared joint lead statutory Weights and Measures Officer for LBH and WF (ORF)</li> <li>▪ Dedicated LBH operational team retained (ORF)</li> <li>▪ Dedicated LBWF operational team retained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shared Trading Standards Manager for LBH and LBWF (CRF)</li> <li>▪ Deleted Lead statutory Weights and Measures Officer for LBH and WF</li> <li>▪ Chief Weights and Measures Officer from existing qualified staff.</li> <li>▪ Dedicated LBH operational team retained (A)</li> <li>▪ Dedicated LBWF operational team retained</li> </ul>
Food, Health and Safety	<ul style="list-style-type: none"> <li>▪ Shared Food, Health and Safety Manager for LBH and LBWF (ORF)</li> <li>▪ Shared Food, Health and Safety "Lead" Officer for LBH and LBWF (ORF)</li> <li>▪ Dedicated Food, Health and Safety supervisor LBH (ORF)</li> <li>▪ Dedicated LBH operational team retained (ORF)</li> <li>▪ Dedicated LBWF operational team retained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shared Food, Health and Safety Manager for LBH and LBWF (CRF)</li> <li>▪ Shared Food, Health and Safety "Lead" Officer for LBH and LBWF (A)</li> <li>▪ Dedicated Food, Health and Safety supervisor LBH (CRF)</li> <li>▪ Dedicated LBH operational team retained (A)</li> <li>▪ Dedicated LBWF operational team retained</li> </ul>
Pollution expertise	<ul style="list-style-type: none"> <li>▪ Shared pollution (air, land etc) expertise for LBH and LBWF provided from within WF Public Health and Pollution Team</li> <li>▪ LBH Pollution "Lead" transferred to WF (A)</li> </ul>	No Change
Pest Control	<ul style="list-style-type: none"> <li>▪ Shared Pest Control service managed by LBH and provided to both LBH and LBWF</li> <li>▪ Shared Pest Control line manager</li> </ul>	<ul style="list-style-type: none"> <li>▪ No Change</li> <li>▪ Shared Pest Control line</li> </ul>

	(ORF) <ul style="list-style-type: none"> <li>▪ Shared Senior pest control operative (CRF)</li> <li>▪ Dedicated LBH operational team retained (A)</li> </ul>	manager subject to recruitment process/policy
Dog enforcement	<ul style="list-style-type: none"> <li>▪ Shared Dog Enforcement service managed by LBWF and provided to LBH and LBWF</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shared Stray Dog service managed by LBWF and provided to LBH and LBWF</li> </ul>

Key:

ORF – Open Ring Fence  
 CRF – Closed Ring Fence  
 A - Assimilation

5.8 The Phase 1 shared management proposals will maintain the operational resilience of WF and LBH's existing regulatory services by:

- Shared team managers splitting their working week between WF and LBH locations to ensure professional and managerial oversight of joint teams is maintained.
- Where required, additional line supervision will be provided from within the existing WF and LBH service teams to address any span of control issues in the shared teams.
- Establishing joint management team arrangements, including quarterly operational planning meeting, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training.
- Most importantly, existing and separate WF and LBH operational delivery teams will be retained during Phase 1. These operational service teams will continue to be dedicated to either WF or LBH and will:
  - Meet agreed WF and LBH regulatory service priorities and policies, including Enforcement Policy and Strategy, Contaminated Land Strategy and Air Quality Review requirements.
  - Meet agreed WF and LBH service delivery standards (i.e., response times, target volume of activities etc.).
  - Maintain specialist ICT applications i.e., FLARE and M3.
  - Retain existing office space in WF and LBH civic buildings.

5.9 A number of benefits are anticipated from the Phase 1 Shared Management Proposal including:

- Allowing savings in the range of £150,000 - £180,000 to be made, that will contribute to the savings required as part of the £300,000 in the draft 2012-13 budget related to review of delivery options for Front Line Services. The exact saving will be determined by exact grades appointments are made at.
- Maintaining existing service delivery priorities and standards.
- Increased service management and professional capacity available to WF and LBH.
- Opportunity to increase the resilience of specific regulatory services operational teams.

- Examining the opportunities to develop shared professional development programmes for regulatory services professionals.
- 5.10 Should the Cabinet Member for Environment approve the Phase 1 shared management proposals, the focus of the second phase of the shared regulatory service project will be to examine opportunities to simplify, standardise and then merge the business processes, policy/procedures, service delivery standards, shared assets and potential co-location of WF and LBH's regulatory service functions. No decisions are sought on Phase 2 in this report. Subject to approval of Phase 1, any Phase 2 proposals will be bought back to the executive for a decision in due course.

## 6. Comments of the Chief Finance Officer and financial implications

- 6.1 This restructure will allow savings in the range of £150,000-£180,000 to be made, that will contribute to the savings required as part of the £300,000 in the draft 2012-13 budget related to review of delivery options for Front Line Services. The exact saving will be determined by exact grades appointments are made at.

## 7. Head of Legal Services and legal implications

- 7.1 Haringey (and Waltham Forest) have statutory responsibilities in respect of a range of regulatory functions, including those identified in Appendix 3. The Councils also exercise powers to employ staff and provide for ancillary services to deliver those functions, including under s.111 and 112 of the Local Government Act 1972 and s.2 of the Local Government Act 2000.
- 7.2 Both Councils have powers to exercise services jointly and share resources, however certain functions are reserved specifically for each Council, for example the requirement to appoint a Chief Inspector of Weights and Measures under s.72 (1)(a) Weights and Measures Act 1985. Therefore, in order to have joint Chief Inspector, one authority will need to formally delegate the power to the other. Alternatively, both Councils could employ the same person on a part time basis.
- 7.3 Both Councils have the power to delegate regulatory functions to each other by way of s.101 of the 1972 Act or s.19 of the 2000 Act, depending on whether the function is a Council (non-executive) or an executive function. In terms of the provision of staff, a number of powers exist, including secondment via s.113 of the 1972 Act. Secondment may be used as an interim measure whilst the Councils give further consideration to the precise model for service delivery. Such arrangements would need to be kept under review to avoid potential employment obligations arising. In addition, complications could arise as both authorities have different terms of engagement. Further advice will be required on an on-going basis.
- 7.4 As stated above, the statutory functions proposed for sharing include both executive and non-executive decisions. If the proposals are to proceed they

will require further decisions from Council and the executive to delegate these functions and for each Council's scheme of delegation to reflect any changes. The extent of any changes will depend on to what extent a function is shared. It will be essential that the delegation of any function and the terms of any secondment arrangement are clear to ensure the integrity and legality of enforcement action.

- 7.5 Both Councils will also need to consider any implications for their statutory policies, e.g. food law enforcement and licensing, and carry out reviews if necessary. Going forward, consideration to joint policies may be required. Any such proposals for joint policies would need to be subject to consultation and equalities impact assessments.
- 7.6 The report outlines that both authorities have consulted with individual employees on the proposals and complied with their statutory duties to consult with recognised trade unions under s.188 of the Trade Union Labour Relations Consolidation Act 1992. A decision to share services will have specific consequences for the staff who are employed by the Council within these services. The Council's Corporate Committee retains responsibility under the terms of the Council's Constitution for decisions regarding changes to the staffing establishments. If the Cabinet Member approves the proposal to enter into Phase 1 of the shared regulatory service, this will then be referred to the Corporate Committee on 23 January 2012. However, in view of the implications of the recommendations contained in this report, the Cabinet Member should, before making any decision concerning the shared regulatory service, give due consideration to the completed consultation with staff and trades unions set out at Appendix 1.
- 7.7 In taking a final decision the Cabinet Member will also need to have specific regard to the authority's public sector equality duty and the outcome of the equality impact assessment attached at Appendix 2.

## **8. Equalities and Community Cohesion Comments**

- 8.1 A summary of the Equalities Impact Assessment is provided below:

There are currently 20 staff employed within the service within Haringey Council. Of these, 16 will be assimilated into their existing posts. Waltham Forest have 11 staff employed within the service of which 8 will be assimilated into their existing posts.

Therefore there are 7 staff in total, 4 from Haringey and 3 from Waltham Forest that have been included in closed ring fences for 4 roles. There is one role that, due to the current grading and job description, no member of staff qualifies to be in the ring fence. Therefore there is a vacancy and this role will follow the councils' recruitment processes.

Waltham Forest have completed their own EqIA to show potential impact on their own staff.

As the restructure is currently focussing on the line management only, there are a small number of officers affected. It is believed that a full equalities impact

assessment would not normally be appropriate at this stage. However, given the unique situation and the fact that should Phase 1 be approved, a further Phase 2 is planned that will impact on more junior roles, it has been decided to undertake a full equalities impact assessment. Please note further analysis will be undertaken once recruitment has been completed.

Key findings are;

- 16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented. Three of the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful in the recruitment process, the 25-34 age group would be adversely affected.
- BME's are under represented in the current profile and White British are over represented. The four affected staff are not within the BME group therefore will not further adversely affect this group.
- Whilst the service gender profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other grades are under represented. One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful in the recruitment process, would lead to a further under representation in this group.
- The disability profile is in line with the council profile and none of the staff affected have declared themselves as having a disability.

## **9. Head of Procurement Comments**

- 9.1 The initial proposal for the setting up of a shared regulatory service does not have any procurement implications.

## **10. Policy Implication**

- 10.1 This proposal is consistent with Council Policy of delivering Value for Money, robust, sustainable front line services.

## **11. Use of Appendices**

- 11.1 Appendix 1 – Consultation with affected staff and Trade Union Consultation Responses
- 11.2 Appendix 2 – Equalities Impact Assessment
- 11.3 App 3 – Phase 1 Shared Regulatory Services Management Proposals?

## **12. Local Government (Access to Information) Act 1985**

- 12.1 Shared Regulatory Services outline business case proposition (September 2011).
- 12.2 Formal Consultation Proposal for a shared Regulatory Service between LB Waltham Forest and LB Haringey (October 2011).



**Appendix 1**

**LONDON BOROUGH of HARINGEY  
PROPOSALS for FORMAL CONSULTATION**

**PROPOSAL FOR A SHARED REGULATORY SERVICE  
BETWEEN THE LONDON BOROUGH of HARINGEY  
AND THE LONDON BOROUGH of WALTHAM FOREST**

**THURSDAY 3 NOVEMBER 2011**

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**DIRECTORATE: PLACE AND SUSTAINABILITY  
SERVICE AREA: NEIGHBOURHOOD SERVICES**

**1. EXECUTIVE SUMMARY**

Like a number of councils Haringey and Waltham Forest are actively exploring opportunities to share and collaborate with partners that deliver financial savings and increase service resilience – while continuing to meet local service priorities.

As a sign of their commitment Haringey and Waltham Forest have signed a memorandum of understanding (MOU) outlining how both councils will develop a number of shared services opportunities including Economic Development, Human Resources and Learning and organisational Development.

Regulatory Services is a service area where both councils are committed to developing a shared service solution. Senior officers have developed this proposal that brings together, or *consolidates*, the management structures and professional expertise of several regulatory service functions, including:

- Food and Health and Safety
- Trading Standards
- Pest Control
- Pollution expertise, and,
- Dog Enforcement

Haringey and Waltham Forest are intent on meeting their obligations to consult with Trade Unions and staff representatives in good time regarding potential changes for the organisation as a result of the financial challenges faced by all Councils. The Councils do so in the true spirit of seeking agreement with the trade unions and staff representatives on the proposals themselves and on ways of mitigating and minimising the effects on staff where at all possible. The purpose of this consultation proposal is formally to provide information on:

- The number and descriptions of posts proposed for deletion
- The total number of employees of those descriptions employed by the Council
- The rationale for the proposed reorganisations.

In summary, the proposals in this report represent reductions in costs for staffing as a contribution to meeting:

- In-year budget pressures
- The estimated impact of the Comprehensive Spending Review announcement on future years' reductions in base budget provision.

If approved as written these proposals will result in the full year savings of £250,000 to be shared across both authorities.

**Indicative Timescales**

This proposal involves staff consultation and decision making processes by both Haringey and Waltham Forest. The indicative timetable outlined in the table below will apply to Haringey staff subject to this proposal and consultation process.

<b>Thursday 3 November 2011</b>	The proposed structures are launched. Letters are sent to affected staff. Staff receive an initial briefing on the proposals.
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	<p><b>During consultation no members of staff will be declared 'at risk' of redundancy until the end of the consultation period when a final decision is made by both Haringey and Waltham Forest as to whether or not to implement the proposals or counter proposals.</b></p> <p>Consultation will take place in good faith and with a view to agreement with the Trade Unions. Views and suggested alternative proposals are logged and properly considered.</p>
<b>Tuesday 8 November 2011</b>	Cabinet advised that formal consultation has commenced and asked to agree that the final decision to proceed with the initial phase of a shared regulatory service is taken by Corporate Committee and Cabinet in December.
<b>Monday 14 November 2011</b>	Draft new JDs/Person Specifications published made available
<b>Tuesday 29 November 2011</b>	Preferred last day for receipt of comments, queries or alternative proposals
<b>Monday 5 December 2011</b>	End of 30-day consultation period
<b>Tuesday 6 December 2011 to Thursday 8 December 2011</b>	Heads of Service consider Alternative Proposals
TBC	Announcement of final decisions on the structures and processes for managing change made subject to outcome of Haringey Corporate Committee and Cabinet.
<b>Monday 19 December 2011 TBC</b>	Haringey Corporate Committee meets and considers outcome of Haringey staff consultation
<b>Tuesday 20 December 2011 TBC</b>	Haringey Cabinet meets and considers the outcome of the staff consultation, the final proposals and decides whether or not to proceed with the shared regulatory services proposals
TBC	Selection process
TBC	Outcome of selection process to be notified to individuals
TBC	Letters to individuals confirming successful appointment, or if not successful, letter of notice/redeployment
TBC	Employees take up new posts (or at the earliest opportunity before then)

## 2. RATIONALE

In addition to savings made in 2011/12, both Waltham Forest and Haringey need to deliver further revenue savings in 2012/13. For Waltham Forest the Environmental Health and Trading Standards service needs to deliver at least £90,000, while Haringey's Neighbourhood Services must deliver £100,000 in 2012/13 and a further £200,000 in 2013/14 from a combination of restructuring proposals, shared services and commissioning changes.

The proposal in this consultation document will establish a shared Regulatory Service that contributes directly to the delivery of both Haringey's and Waltham Forest's savings requirements in 2012/13 as well as supporting enhanced services resilience by pooling both council's resources. For example:

- Team managers splitting their working week between Waltham Forest and Haringey to oversee the teams as well as sharing best practice of either authority to operational teams.
- Shared Lead Officers in Food, Pollution, Health and Safety and Trading Standards.
- Increased potential for collaborative working in Food, Health and Safety and Trading Standards across boroughs particularly in any management of large unforeseen circumstances such as Trading Standards raves, seizure of goods or food poisoning outbreaks.
- Increased size in the Pollution expertise across boroughs will help maintain service standards by officers by having the ability to manage peak demand.
- Establishing joint management team arrangements, including quarterly operational planning meeting, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training.

The approach is to focus firstly on opportunities to consolidate the management structure and professional expertise of Haringey's and Waltham Forest's regulatory services. The consolidation proposals are contained in this document and will contribute to several of the Council's reorganisation principals, specifically to:

- Create a smaller, and wherever possible flatter organisational structure which the Council can afford
- Prioritise staff resources on front line service delivery and reduce the back office
- Reduce management structures to an appropriate level looking for opportunities to redirect resources, reflect Member priorities and link functions to deliver greater benefits than the sum of their parts

As result of this review it is proposed that:

- Haringey provide the service management for a joint pest control service: the rational for this was that Haringey already have a well established pest control team that is experienced in maximising income and efficiencies from its service area.
- Waltham Forest to provide a joint dog enforcement service; the rational for this is that Waltham forest have a established expertise and resources in this field
- Waltham Forest to provide service management to a joint pollution expertise on behalf of both Councils. The rational for this is that Waltham Forest have a supporting management structure that has knowledge and expertise to manage this service area.

A second stage in the development of a shared Regulatory Services function will examine the options to simplify, standardise and converge Waltham Forest and Haringey's regulatory service delivery standards, ICT, business processes and the potential for physical co-location. Further staff consultation on proposals to *converge* will be carried out as necessary.

### 3. HOW THE PROPOSALS WOULD AFFECT POSTS AND STAFF

Overall the proposals seek to provide joint team managers and joint lead officers for Food, Health Safety, Pollution and Trading Standards for both Councils whilst retaining dedicated operational teams. All appointed staff would still be employed by their current employer, although there may be changes to place or work or line management or team responsibilities. Haringey staff working at Waltham Forest would still be employed on the basis of Haringey's terms and conditions.

As these proposals consist of both a restructure and sharing of services between two boroughs, Haringey and Waltham Forest have agreed some HR protocols. Posts which will be joint – i.e. the Manager and Lead Officer posts being created for the Food and Health Team and Trading Standards Team are ringfenced for staff in both boroughs. Where posts are located within with Haringey's or Waltham Forest's dedicated teams, these posts are only open to staff within that borough.

Haringey's normal protocols for determining whether a post can be filled via assimilation, open ringfence or closed ringfence apply and these can be found at [Redeployment, Restructuring and Redundancy: Haringey Council](#) .

The intention is to keep any changes to existing service delivery standards, business process, financial delegations and specialist business software to a minimum to maintain service continuity.

Appendix A sets out the existing structure of Haringey's Regulatory Services Group within Neighbourhood Services and the position of the Dog Warden post within the Tactical Enforcement Team.

Appendix B sets out the proposed “consolidated” regulatory services for Haringey and Waltham Forest.

Appendix C sets out the retained Regulatory Services structure by Haringey.

The lead authority for the “consolidated” posts on Food and Health Safety and Trading Standards will be dependent on the outcome of the appointment process and is subject to further discussion between Haringey and Waltham Forest.

**These proposals are subject to consultation and no decision on the reorganisation has yet been made.**

#### 4. DETAILED PROPOSALS

The changes to posts and teams, indicative savings, service impact and proposed ringfencing arrangements contained in this proposal are summarised in the following paragraphs. Appendix D contains two tables which set in detail the proposed process for each staff member and post.

##### Trading Standards

The proposal is to consolidate Haringey and Waltham Forest's existing Trading Standards teams under one service manager. A consolidated Weights and Measures statutory function for Haringey and Waltham Forest will also be established. There is additional work being carried out on this aspect of the Weights and Measures statutory function and how a joint post would fulfil these requirements.

All staff in the new team will be line managed by the consolidated Trading Standards manager. Haringey's operational Trading Standards staff will continue to be employed on Haringey's employment contract. These principals will also apply to Waltham Forest's operational Trading Standards staff line managed by the Trading Standards manager. In summary the proposal is to establish:

- Joint Trading Standards Manager for Haringey and Waltham Forest
- Joint statutory Weights and Measures officer for Haringey and Waltham Forest
- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

The number of posts in the dedicated Haringey team is dependent on the outcome of the appointment to the Joint Trading Standards Manager and the Joint Lead Trading Standards Officer posts. This is because Haringey and Waltham Forest have agreed an overall number of posts for the structure but the precise balance will be dependent on the outcome of the appointments and further discussions between the two Councils.

##### **Delete:**

1 FTE Haringey Trading Standards Team Leader PO6  
2 FTE Vacant Haringey Trading Standards Officers

##### **Create new posts:**

1 FTE Joint Trading Standards Manager PO7 (indicative)  
1 FTE Joint "Lead" Trading Standards Officer PO5 (indicative)

##### **Amend existing posts :**

1-2 FTE Haringey Trading Standards (PO1 – 3)  
1 FTE Haringey Tactical Trading Standards Officer PO4

##### Food and Health and Safety

The proposal is to consolidate Haringey's current Commercial Health Team and Waltham Forest's existing Food and Safety Team under one Food, Health and Safety Manager. A consolidated Food, Health and Safety "Lead" function for Haringey and Waltham Forest will also be established within this team. The "Lead" Officer will develop Food and Health and Safety Strategy, Enforcement plans, Officer training and competency and report into the consolidated Food and Safety Manager. Details of changes to the pollution function currently within the Commercial Health Team are set out further in the document.

All staff in new team will be managed by the consolidated Food, Health and Safety Manager.

In summary the proposal is:

- Joint Food, Health and Safety Manager for Haringey and Waltham Forest
- Joint Food, Health and Safety “Lead” Officer for Haringey and Waltham Forest
- Establish a line supervisor from within Haringey’s existing operational Food, Health and Safety staff – and another supervisory role from within Waltham Forest’s existing operational Food, Health and Safety staff
- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

**Delete:**

- 1 FTE Haringey Commercial Health Team Leader PO6
- 1 FTE Haringey “Lead” Food Safety Officer (PO5)
- 1 FTE Haringey vacant “Lead” Health & Safety Officer (PO5)
- 1 FTE Haringey Tactical Food and Environmental Health Officer PO4

**Create new posts:**

- 1 FTE Joint Food and Health and Safety Manager PO7 (indicative)
- 1 FTE Joint “Lead” Officer Food, Health & Safety PO5 (indicative)
- 1 FTE Dedicated Haringey Environmental Health Food and Safety Supervisor PO5 (indicative)

**Amend existing posts:**

- 2 FTE Senior Environmental Health Officer (PO3)
- 4 x Food Health and Safety Officer (PO1-PO3)

**Pollution expertise**

The proposal is to establish a consolidated pollution expertise for Haringey and Waltham Forest managed from Waltham Forest’s Public Health and Pollution Team. Haringey’s Pollution “Lead” Officer will be line managed by Waltham Forest’s Public Health and Pollution Manager – while continuing to be employed on Haringey’s employment contract. The Haringey Pollution “Lead” Officer will work with Waltham Forest’s Air Quality Officer and Contaminated Land Officer to provide consolidated pollution expertise to both Haringey and Waltham Forest. In summary the proposal is:

- Consolidated pollution expertise for Haringey and Waltham Forest provided from within Waltham Forest’s Public Health and Pollution Team
- Haringey Pollution “Lead” Officer will be line managed by the Waltham Forest Public Health and Pollution Manager
- Waltham Forest’s existing Air Quality Officer and Contaminated Land Officer to provide consolidated pollution expertise to both Haringey and Waltham Forest

**Delete:**

- 1 FTE Haringey “Lead” Officer Pollution PO5

**Create new posts:**

- 1 FTE Joint “Lead” Officer Pollution PO5 (indicative)

**Pest Control**

The proposal is to establish a consolidated Pest Control service managed by Haringey on behalf of both councils. Waltham Forest’s Pest Control Supervisor and Pest Control Officers will therefore be line managed by Haringey. However, Waltham Forest’s staff will continue to be employed on Waltham Forest’s employment contract.

In summary the proposal is:

- Joint Pest Control service managed by Haringey and provided to Haringey and Waltham Forest

- Joint Senior Pest Control Operative established
- Amend the reporting line of Waltham Forest's Pest Control staff to report to the consolidated Pest Control service managed by Haringey for both Waltham Forest and Haringey
- Dedicated Haringey operational team retained
- Dedicated Waltham Forest operational team retained

**Delete:**

1 FTE Haringey Pest Control Supervisor SO2

**Create new posts:**

1 FTE Joint Pest Control Manager PO2 (indicative)

1 FTE Joint Senior Pest Control Operative SO2 (indicative) (subject to Single Status evaluation)

### **Dog enforcement**

The proposal is to establish a consolidated Dog Enforcement service managed by Waltham Forest on behalf of both councils by the Envirocrime Team in the Public Realm Enforcement Group.

Haringey's Dog Warden post is currently vacant and the precise nature of the service required by Haringey is being agreed with Waltham Forest. In summary the proposal is:

- Consolidated Dog Enforcement service managed by Waltham Forest's Public Realm Enforcement Group and provided to Haringey and Waltham Forest

**Delete:**

1 FTE Haringey vacant Dog Warden Sc4

### **Savings**

These proposals are expected to deliver £250k full year effect across the two boroughs.

### **Impact of the proposal on Regulatory Services**

The consolidation phase proposals will generate prudent financial benefits – while maintaining the operational resilience of Haringey's (and Waltham Forest's) existing regulatory services. The existing operational priorities will remain the same. These priorities are contained in the Enforcement Strategy and Policy documents, Air Quality Action Plan and Contaminated Land Strategy. Pest Control services in both cost and service to the residents will remain the same. Resilience for Trading Standards, Pollution and Pest Control will be increased for both Boroughs, as the consolidation phase will bring about larger teams that are able when required to provide increased resilience. This will be of particular benefit for Trading Standards should a large-scale raid be required.

### **Risk management**

A number of practical arrangements will be put in place during the consolidation phase to proactively manage any risks/issues that could have an adverse effect on existing services. Specific mitigation measures will include:

- Consolidated team managers splitting their working week between Waltham Forest and Haringey locations to ensure professional and managerial over-site of joint teams is maintained
- Where required, additional line supervision will be provided from within the existing Haringey and Waltham Forest service teams to address any span of control issues in the consolidated teams
- Joint management team arrangements, including quarterly operational planning meeting, joint briefing, sharing of agreed performance data, out of hours support, development of joint initiatives and shared professional training will be established



Importantly existing Haringey (and Waltham Forest) operational regulatory services delivery teams will be retained during the consolidation phase. These operational service teams will continue to be dedicated to either Haringey or Waltham Forest and will:

- Meet agreed Haringey and Waltham Forest regulatory service priorities and policies, including Enforcement Policy and Strategy, Contaminated Land Strategy and Air Quality Action Plan
- Meet agreed Haringey and Waltham Forest service delivery standards
- Maintain specialist ICT applications i.e., MVM, M3 and FLARE
- Retain existing office space in Waltham Forest and Haringey civic buildings

## **5 PROPOSED RECRUITMENT PROCESS**

The implementation of the new structure will be conducted in accordance with the principles established in the draft Joint Employment Protocols - which are being developed by Haringey and Waltham Forest - as follows:

### **Assimilation**

Where a post in the new structure is substantially unchanged from the post in the old structure (and within one grade) and where the number of post holders is the same or less than the number of posts.

### **Closed Ring Fences**

Where the post[s] in the new structure remain substantially unchanged from those in the old structure and the number of applicants exceeds the number of posts, the ring fence will be declared to be a closed ring fence and all posts in the new structure will be filled.

### **Open Ring Fences**

Where posts in the new structure have changed substantially or are not broadly similar the proposed recruitment method to these posts is by an open ring fence process. Where individual employees are in more than one ring fence they will be able to indicate their preferences and these will be considered by management as part of the selection process. With an open ring fence not all posts will necessarily be filled.

In addition, the proposal is to organise recruitment to the new structure by interviewing at the highest level first and to work down through the structure. Management intend giving further information about the process and timetable following the consultation after all comments have been received from staff and trade union representatives.

It is also important to note that all recruitment is based on an individual's substantive grade and position, therefore temporary appointments and promotions are not considered as part of the process.

### **Job Descriptions and Person Specifications**

Job descriptions and person specifications which are being developed have all been given an indicative grade. Outline job roles (pen pictures) are given in Appendix E for positions in the new structure and consultation with the relevant trade union representatives on the analysis of roles will take place during the general consultation period. Full job descriptions will be provided to all relevant staff affected.

Selection to posts in the new structure may include the completion of a restructure application form, panel interview and a management assessment: including factual information in the form of a reference. In addition, some job roles may require a written exercise and/or presentation to be completed.

Further details of this will be made available to staff following the end of consultation.

### **General**

The recruitment process outlined above, the proposed structures and job descriptions are subject to consultation and management will consider comments from individuals as well as formal comments provided by the trade unions. Any comments or challenges regarding these proposals should be submitted in writing to [SingleFrontline@haringey.gov.uk](mailto:SingleFrontline@haringey.gov.uk) please provide as much detail as possible to support your comments.

## **Voluntary Redundancy**

In order to mitigate against the potential for compulsory redundancy management will consider applications for voluntary redundancy from affected staff on a case by case basis. Any employees who are interested in applying for voluntary redundancy should discuss this with their lead manager in the first instance. If they then wish to pursue this they will need to submit an application for VR.

## **5. HOW SHOULD MEMBERS OF STAFF RAISE FORMAL QUERIES, PROVIDE FORMAL RESPONSES OR COMMENTS ON THE PROPOSALS OR MAKE A FORMAL ALTERNATIVE PROPOSAL?**

The consultation period with the trade unions lasts for a minimum of 30 days, subject to any extension of that period. Therefore the earliest end date for consultation is Monday 5<sup>th</sup> December 2011.

Members of staff are encouraged to continue to raise queries, provide responses or comments on the proposals or make an alternative proposal at the earliest opportunity.

The preferred last day for receipt of comments, queries or alternative proposals is Tuesday 29<sup>th</sup> November 3, 2011 (see timetable on page 3).

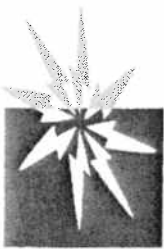
To raise a query, provide a response to the proposals or make an alternative proposal, members of staff can email [singlefrontline@haringey.gov.uk](mailto:singlefrontline@haringey.gov.uk).

Members of staff may of course alternatively channel their queries, formal responses or alternative proposals through their trade unions representatives.

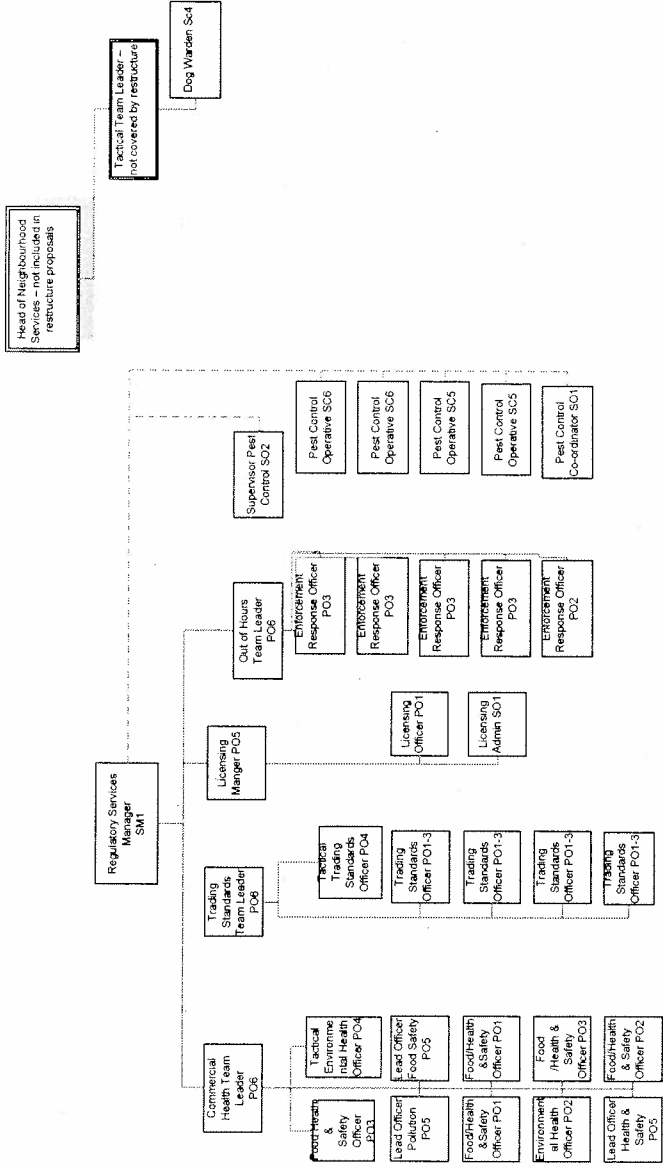
All queries will be responded to via email to the individual raising the question.

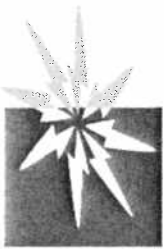
Alternative proposals relating to the proposed structures and efficiencies will be forwarded to the directorates for consideration during the consultation period. These will also be shared with the Trade Unions. Formal responses to any such proposals will be responded to after full consideration has been given to them by the Directorates. This will not be until the consultation period has concluded.

## **6. APPENDICES**

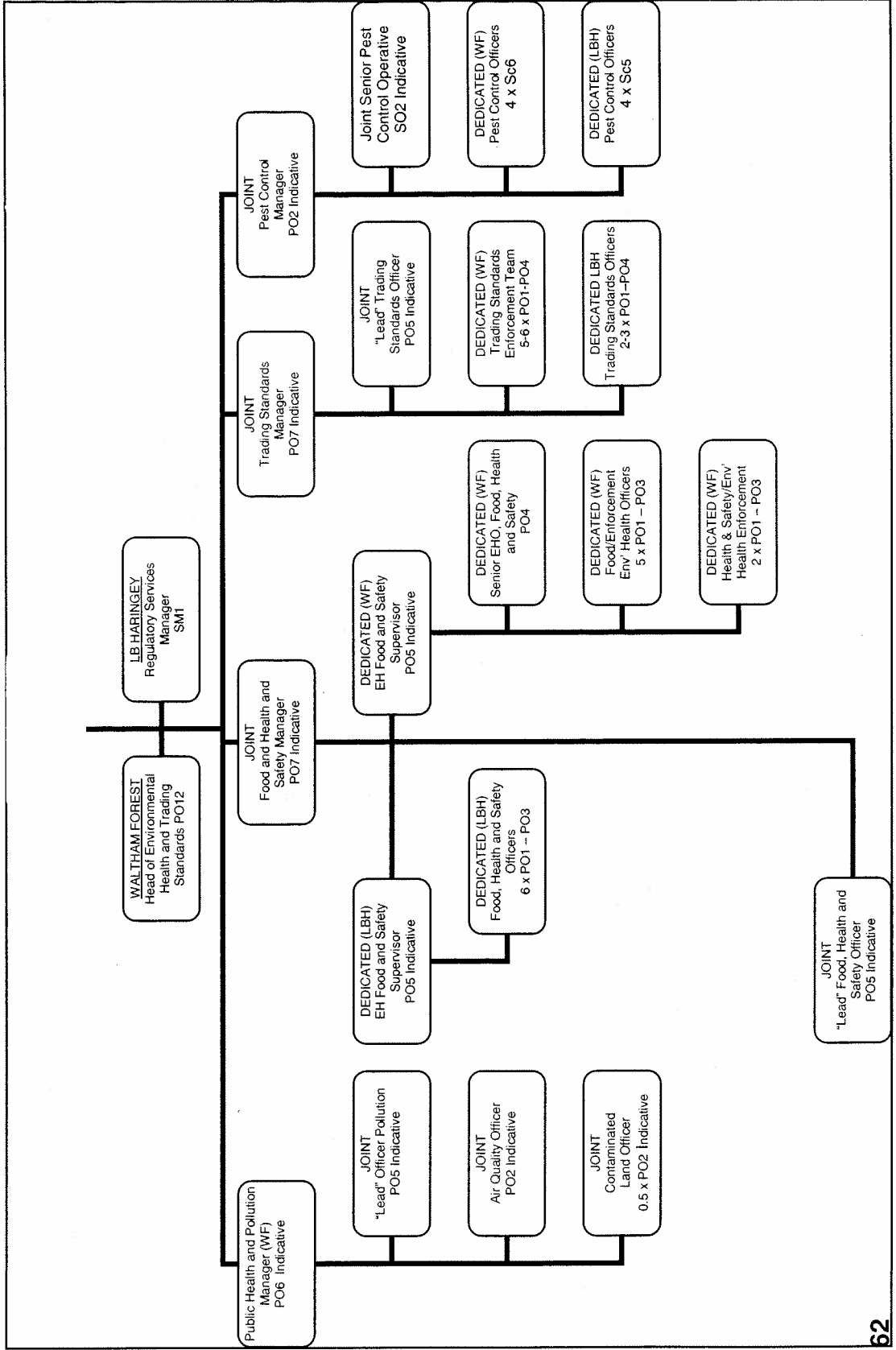


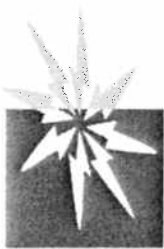
A. Haringey Regulatory Services – “As is”



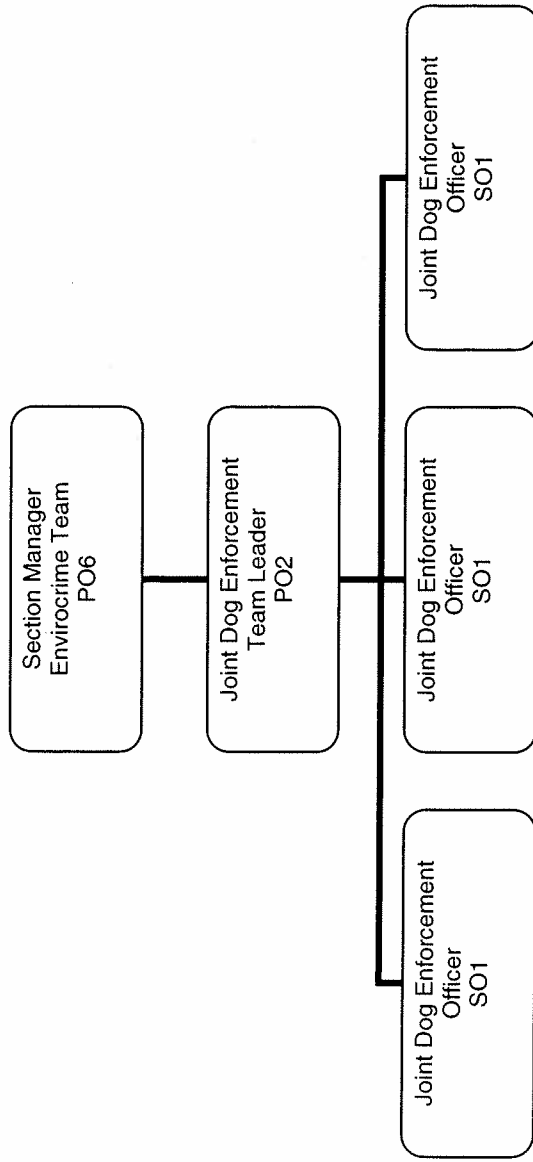


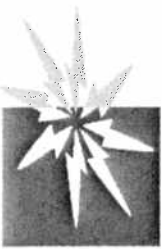
**B1. Joint Regulatory Services - "To be" structure**



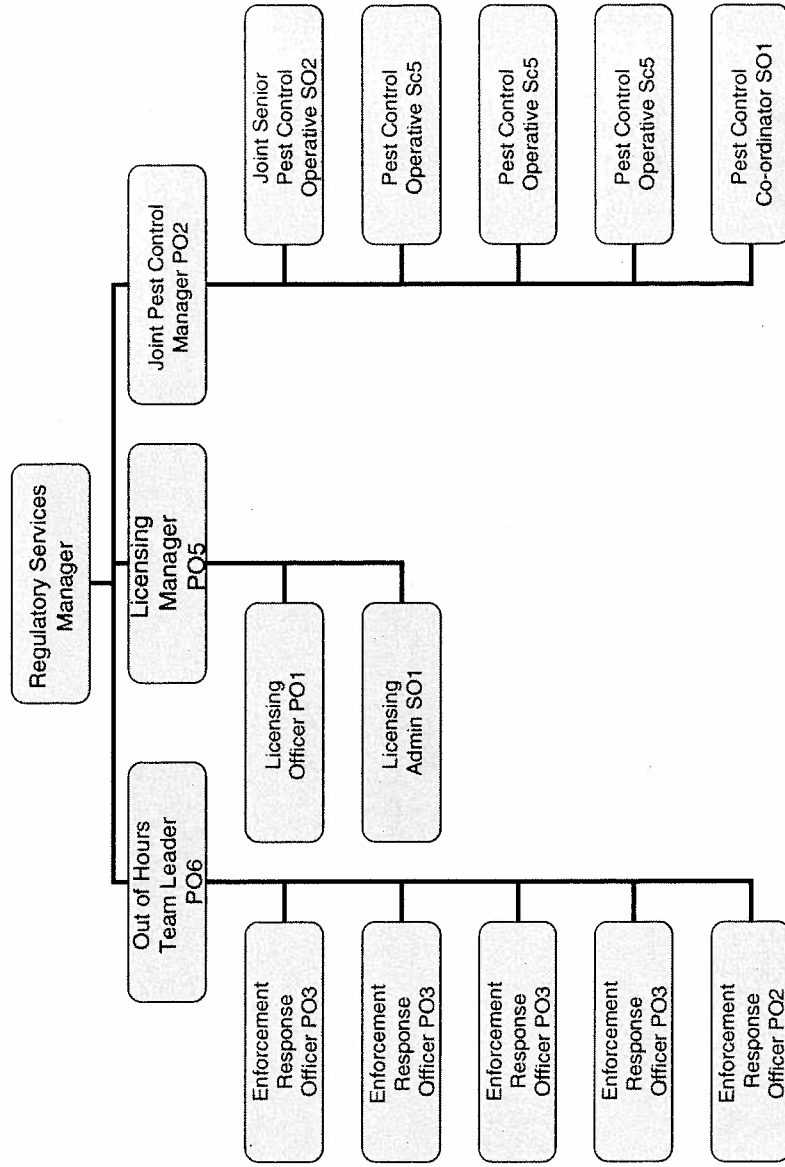


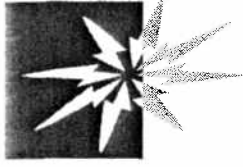
**B2. Joint Regulatory Services – “To be” Structure Dog Enforcement – Waltham Forest**



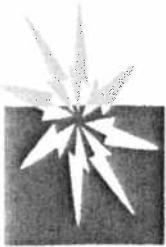


**C. Retained Regulatory Services – “To be” structure**





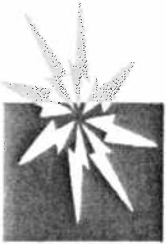
**Haringey** Council



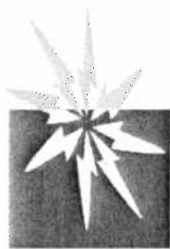
Appendix 1 Trade Unions Consultation Responses

Consultation Process	Union Query	Service Response
	<ol style="list-style-type: none"> <li>1. The consultation documents were incomplete;               <ol style="list-style-type: none"> <li>1. No JD's until 15/11/11</li> <li>2. There were inaccuracies in the document e.g. member of staff was not included – this undermines the credibility of the process</li> <li>3. The Memorandum of Understanding which appears to be fundamental to this proposal was not submitted.</li> <li>4. No background supporting information indicating clearly how and why a shared service will work.</li> </ol> </li> <li>2. There is no business case other than a very broad 'rationale' which states that 250K across 2 boroughs will be saved. Until the posts are filled it is not possible to identify how much Haringey will save, unless people have been aligned for posts. The authorities have a responsibility to make a sound business case to support the need for such a</li> </ol>	<ol style="list-style-type: none"> <li>1. The job descriptions with indicative grades were made available on 14<sup>th</sup> November to staff and the Trade Unions, in line with the consultation timetable sent on 3<sup>rd</sup> November.</li> <li>2. One member of staff was unfortunately not included in an appendix to the consultation document, however this member of staff was included in all subsequent documentation sent to staff and therefore it is not felt that this undermines the credibility of the processes</li> <li>3. Staff have been given the opportunity to view the MOU if requested.</li> <li>4. The consultation document highlighted the rationale behind the proposal in that managers will split their working week between the two authorities, shared officers will operate between the two authorities and dedicated teams will remain in phase 1.</li> </ol>
		<p>There is a rationale behind how Shared Services will work and that savings have to be made. Like a number of Councils we are actively exploring opportunities to share and collaborate with partners that deliver financial savings and increase service resilience while continuing to meet local service priorities.</p> <p>Approximately 250K savings have been identified across LBH &amp; WF exact savings will be known after recruitment process, however the</p>

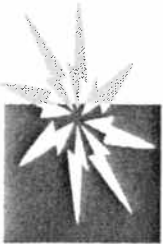




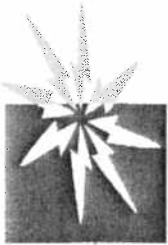
	<p>radical reshaping of services. To date we have been given no sound financial basis to support the proposal. We would expect a sound business case identifying risks, with clear financial calculations detailing the current situation, the proposed savings in phase 1, the proposed savings in phase 2, details of all on costs such as redeployment, redundancy, recruitment, training, IT compatibility etc etc.</p>	<p>split has been identified as 52:48 which produces indicative savings of approximately £130K for LBH and £130K WF.</p> <p>It is proposed that before phase 2 commences further detailed work will commence on the potential for further savings. The current proposals keep any potential redeployment, redundancy to a minimum.</p>
	<p>3. The consultation is inequitable. WF and Haringey officers are on different terms and conditions. Waltham Forest officers have more opportunities in Haringey's structure due to the '2 up 2 down' principle operated in WF. Also, WF rules state that ring fences will not be agreed until after the consultation period is over. Haringey officers have all been put into ring fences some with WF officers. Haringey officers are not fully aware of the officers that they will be competing with in the ring fences. This compromises the ability of officers to meaningfully consult on the proposal.</p>	<p>We have confirmed that staff will remain on the relevant employing authorities terms and conditions</p> <p>There are different policies for each Borough. Haringey Council's policy states that, generally, staff may be ring fenced for posts within one grade up and one grade down of their substantive grade. This principle has also been applied in WF.</p> <p>The fact that WF do not state their ring fences until after the consultation has been acknowledged, however the LBH process enables staff to comment on the proposed ring fences, it is considered that this does not compromise the ability for meaningful consultation.</p>
	<p>4. Although there is an open fence policy, there are no job specifications available for staff at the beginning of the consultation period. Open ring fence indicates that there would be a significant change in job specifications and descriptions. These were not brought to the attention of any staff at the beginning of the consultation period.</p>	<p>The job descriptions with indicative grades were made available on 14<sup>th</sup> November to staff and the trade unions, in line with the consultation timetable sent on 3<sup>rd</sup> November.</p> <p>Our policy states that where job roles in the new structure are significantly different and if there are fewer posts than staff. the ring fence is open. However, as there will be no substantial change to the job roles apart from a change in line management, the majority of staff will be assimilated into posts in the new structure.. With respect to the joint posts [primarily managerial positions] there will</p>



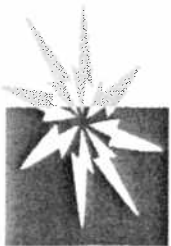
		be a combination of open and closed ring fences will apply.
	5. Some officers are being assimilated, some are being deleted, some put in open ring fences. There is a lack of clarity and consistency in the way that officers within each LA and across the 2 LA's are being treated.	The majority of posts will be assimilated as there will be no substantial change to the job descriptions apart from a change in line management. With respect to the joint roles, there will be a combination of open and closed ring fences applied. The same principle has been adopted across the 2 authorities.
	6. The roles in the JD's for Food and Health and Safety Manager Lead Officer and Supervisor lack clarity. Who is managing staff, how will disciplinary procedures be dealt with, who is carrying out service planning for each of the 4 services, who is responsible for submitting statutory returns for the 4 services etc.	The purpose of the proposed Food Health and Safety Supervisor is to reduce the span of control due to the number of staff reporting to the Joint Team leader which would have otherwise exceeded recommended staff to management ratios. It is envisaged that the post holder will be responsible for the allocation of work to ensure the efficient running of the group including infectious disease and, where appropriate, to ensure compliance with appropriate legislation and guidance including the Health Act. The team leader will be responsible for dealing with more complex cases and will have the overall responsibility for submitting statutory returns in conjunction with the supervisor and lead officer.
	7. The time constraints of the short consultation period have meant that there has been inadequate time to fully consider the JD's submitted.	The timescale for the consultation for this restructure complies with our agreed policy: i.e. 30 days. We were also in dialogue with the Trades Unions 5 days after the consultation ended on 5 <sup>th</sup> December in order to enable further submissions to be made, if needed.
	8. The pollution group have been excluded from all ring fences. All posts holders will be expected to work across 2 boroughs – surely this is material change in the JD. The TL CEH should be in the ring fence for manager and lead officer pollution.	It is considered that a ring fence with the pollution group will not be appropriate as the current WF pollution team leader's role covers substantially more functions than the current Haringey team leaders' responsibility for pollution. [Eubert/Gavin – this is my understanding of the position – but do change if back again I've got it wrong]
	9. There is a concern that the proposal is being rushed through to meet committee deadlines.	The timescale for the consultation for this restructure complies with our agreed policy i.e. 30 days. We were also in dialogue with the



	<p>A proposal of this magnitude should receive approval when it is right, not to meet a committee deadline. We have asked if there is another reason to rush it through but have been given no other reason. The consultation period should be extended and all the corrected documents submitted.</p>	<p>Trades Unions 5 days after the consultation ended on 5<sup>th</sup> December in order to enable further submissions to be made if needed.</p>
<p>The Rationale</p>		
	<p>The rationale appears flawed:</p> <p>10. Haringey and Waltham Forest have different core objectives. A fundamental part of delivering a frontline service is to ensure that there is a golden thread running throughout the organisation. Sharing frontline services requires a shared vision and shared objectives at the top of the organisation.</p>	<p>Phase 1 will generate prudent financial benefits and will deliver shared service management and technical expertise across the in scope services, whilst maintaining operational resilience by retaining dedicated teams. The proposal will meet agreed LBH and WF service priorities and policies.</p>
	<p>11. The sharing is at middle manager level and below. This means that there is no shared strategy, political agenda, local agenda at a higher level. This middle layer will be doubling up above and below. Management meetings with senior managers will be duplicated, team meetings with the teams in each authority will be duplicated.</p>	<p>It is anticipated that during phase 1 joint management team arrangements, including quarterly operational planning meetings, joint briefings, sharing of agreed performance data, development of joint initiatives and shared professional training will take place therefore avoiding duplication.</p>
	<p>12. The reporting lines are challenging. The Food Health and Safety Manager will be accountable to <b>both</b> the WF and Haringey management, governance and legal structures. This will be very time consuming</p>	<p>It is agreed that that this post will be challenging for the reasons stated however, it is envisaged that part of the manager's role will be to align performance data and avoid duplication. Performance will be managed in line with statutory plans as required.</p>



	<p>as there will need to be duplication at this level to suit the different authorities needs, committee cycles, management cycles etc. Effective management and coordination will also be challenging and time consuming. There is no information describing how performance will be managed and measured within the proposed shared but different services.</p>	
	<p>13. How are salaries paid for shared officers? 50/50? It may be inevitable that the authority that is paying for the officer has more control over the remit of that officer (he who pays the piper.....)</p>	<p>Salaries will be paid to the employee by their employing authority, with a split of 52:48. It is not accepted that one authority will have more control over the other as each respective authority will require performance data and will need to meet its statutory plans.</p>
	<p>14. There is no indication about how budgets will be set, divided and held.</p>	<p>The budget split has been identified as 52:48 which produces indicative savings of approximately £130K for LBH and £130K WF. Each authority will be responsible for its own budgets in phase 1</p>
	<p>15. There is no indication as to what will happen to Haringey's contingency budget that is used to buy in 'cheap' food inspections?</p>	<p>It is anticipated that LBH's contingency fund for food inspections will remain to ensure that statutory duties are met.</p>
	<p>16. What is the rationale behind the restructure of Haringey's pollution function? ( please see the response from the LO Pollution which is echoed) The pollution function in Haringey is being given to WF. Haringey is losing 0.5 of a dedicated pollution lead officer and gaining a share (0.15) of a Manager, covering public health and mortuary in Waltham Forest and Pollution in Haringey and Waltham Forest. Haringey will also gain 0.75 pollution field officers. There has not been an identified need for the pollution field officers. Haringey</p>	<p>The rationale behind the restructure of Haringey's pollution function is to provide a consolidated and increased pollution expertise to both LBH and WF for air quality and contaminated land.</p>



	<p>pollution field work is manageable and partially out sourced at a very cost effective price. Waltham Forest have been unable to outsource work due to their constitution. We recognise the need for a dedicated experienced lead officer who can continue to develop the pollution function and increase the role and profile of pollution and air quality issues within Haringey e.g. across planning, development control, transport planning, climate change etc. It should be noted that the Waltham Forest Agenda and approach to delivery of pollution control is different from that in Haringey.</p>	
	<p>17. Residents and other stakeholders e.g. HPA should be consulted on the fact that front line services are being shared with WF. Resident did not vote for WF members. They will have less of a say than they think.</p>	<p>We do not agree that residents and stakeholders should be consulted in advance of staff in any restructure, although an EqIA which sets out how we propose to minimise the impact on residents has been completed. In due course information will be relayed to residents and stakeholders as appropriate.</p>
	<p>18. No Equalities Impact Assessment appears to have been carried out.</p>	<p>An EqIA has been carried out as part of the Corporate Committee report on shared services.</p>
	<p>19. The savings identified in the rationale are currently being achieved in house – there are 2 PO2/3 vacancies in Trading Standards, 1 PO5 in CEH and 0.5 PO6 in EH.</p>	<p>It is considered that if the savings delivered from shared service were not met, the savings that Regulatory Services would have to make would be more severe than which could be achieved by deleting vacancies.</p>
	<p>20. There is a lack of clarity in the proposal about the FTE's being deleted and reinstated. This makes it impossible to identify and understand the financial savings involved. It also is very confusing for staff who are ring fenced into jobs which may not match their current working arrangements.</p>	<p>It is proposed that the majority of staff will be assimilated on their existing job descriptions. Other staff members will be subject to closed ring fence arrangements (Joint managers) and 1 post subject to open ring fence arrangements (pest control manager). The only post that is being deleted and not established in the new structure (with the exception of vacant posts) is the Tactical Food and Health and Safety Environmental Health Officer. This employee is in a</p>



		closed ring fence for the dedicated Food and Health and Safety supervisor. Savings of approximately £250K have been identified across the two authorities.
	21. There is a lack of clarity in the current and proposed job titles as officers are not able to identify their current and proposed position and status	The majority of front line staff will remain on their current JD unless identified as otherwise.
	22. The Shared Services proposal enables WF to maintain their higher staffing levels at the expense of Haringey. Waltham Forest are currently better resourced in all areas of regulatory services. This proposal enables WF to maintain their 'luxurious' resources. In the Haringey proposal, we lose a field officer from the food/hsw team. This is a serious threat to our ability to complete field work. The deleted post has become managerial. (supervisor)	LBH and WF will retain their dedicated operational staff. The supervisor will however also have operational duties as well as management duties.
	23. In 2010 the council carried out fundamental restructuring. One of the clear aims was to flatten management structures. The proposal does not flatten management. It increases management layers, by introducing the 'supervisor' post.	We believe that the proposal complies with the guidance given in the Chief Executive's Rethinking Haringey document in relation to the objective of having flatter structures. However in the case of Food and Health and Safety due to the span of control it is necessary to have a supervisor post, which has some operational duties.
	24. Has Waltham Forest made a sound business case to support this proposal?	WF have made the same businesses case/rationale as Haringey
	25. The difficulties experienced in presenting this 'Shared' proposal are perhaps a good example of the difficulties that will be faced when sharing a front line service. We have	The shared service regulatory between LBH and WF is the first of such proposals and as such there is always a learning process. Please see the earlier comments with regard to employees on different terms and conditions of service.



	<p>different political agendas, management, governance and legal structures. Staff are on different terms and conditions with different pay structures and agreements. In the current proposal, the pollution manager will manage an officer who will be paid more.</p>	
<p>26. 'Resilience' is a term used in the proposal. It is not clear what is meant by this. It is not qualified or explained. Our understanding is to ensure that cost effective services can be provided and maintained. Resilience should be looked at internally first. It is safer, more efficient, mutually beneficial and cost neutral to build internal links – we have EHO's and professionals in other services who work in similar fields e.g. corporate health and safety.</p>		<p>The term resilience refers to the ability of regulatory services to respond to major incidents, which is currently restricted due to the relative small size of some teams i.e. a major food outbreak or a major health and safety incident.</p>
<p>27. In trading Standards, Pollution food Safety and Health and Safety, professionals across London will always assist each other in dealing with issues. We have examples of joint operations, sharing expertise, achieving shared goals, joint enforcement etc. We have no evidence or experience of being unable to work in partnership with other professionals and organisation. There is no evidence that this proposal will enhance our current flexibility to support our partners. Furthermore, there is no indication in the proposal that the budgets and staffing of individual teams has been set up to provide general assistance to each other. Clearly each authority will have its own work plans and resources identified.</p>		<p>The good practice that exists is acknowledged. Under the shared services proposal it is envisaged that this best practice will be shared across the two authorities and existing relations and expertises developed.</p>



	<p>28. Resilience may be threatened by this proposal e.g. having large teams that could look less painful to cut; shared managers and lead officers introduce new risks to 2 organisations. If any of these post holders or any more senior post holders requires deputising is on holiday/ill/unavailable 2 authorities will suffer from their absence.</p>	<p>Measures have been put in place to ensure that service delivery continues in the absence of the relevant manager i.e. officers that are able to deputise.</p>
	<p>29. How and when will the success of phase 1 of the Shared Service be measured? What performance criteria will be used?</p>	<p>The success of the proposal will be determined by the successful delivery of any statutory plans and successful audits by statutory bodies ie FSA, HSE. Success will also be determined by the service that is provided to service users and stakeholders and comments by staff that form the shared regulatory service.</p>
	<p>30. Finally, CEH receive a 99% satisfaction rate from its service users. The team has demonstrated its ability to be flexible and meet challenges. The Food Standards Agency has recognised that the service provided is good, benchmarking with other LA's indicates we are small but effective. We recognise our strengths and weaknesses and work hard to improve. The team do not believe that this shared service is necessary to meet the budget cuts and furthermore, compromises our ability to continue to improve.</p>	<p>The good practice that exists is acknowledged. Under the shared services proposal it is envisaged that this best practice will be shared across the two authorities and existing relations and expertise is developed.</p>
<p><b>Other Options</b></p>	<p>32. Haringey has a responsibility to ensure that services are planned resourced and organised cost effectively and that the service meets the needs and wishes of the population they</p>	<p>It is considered that if the shared services model was not put forward and the only savings made were by way of deleting the vacant posts the other benefits of the shared services proposals would not be met i.e. resilience. Further cuts to front line delivery may also then have become necessary.</p>





	<p>service. Other option should be explored. There doesn't appear to be a financial impact of delaying the process as savings are currently being made via the vacancies.</p>	
<p>33.</p>	<p>If Haringey believe that Regulatory services must be cut, Haringey should first look at the impact of cutting the vacant posts and reorganising internally to build on internal resilience. It would be less damaging to the delivery of Haringey's front line service. The money saved would achieve the savings identified in the report.</p>	<p>It is considered that if the shared services model was not put forward and the only savings made were by way of deleting the vacant posts the other benefits of the shared services proposals would not be met i.e. resilience. Further cuts to front line delivery may also then have become necessary.</p>
<p>34.</p>	<p>WF should consider restructuring their services to mirror Haringey's and learning from best practice e.g. outsourcing of some specialist work – they have chosen not to do this at the expense of Haringey.</p>	<p>The structure following consultation, has been considered as appropriate to enable both authorities to enable them to continue to deliver an effective regulatory service whilst making savings on management costs.</p>
<p>35.</p>	<p>Pollution officer link up with other teams – perhaps form a single carbon reduction/air quality/sustainability team.</p>	<p>An integral duty of the lead officer for pollution will be to investigate what further links are appropriate with other partners and stakeholders.</p>
<p>36.</p>	<p>Further savings could be achieved in house by looking at the roles and responsibilities of other managers in Regulatory Services. E.g. noise, licensing – where managers have fewer staff and smaller remits than is ideal in the current economic climate.</p>	<p>Other services such as licensing and noise were not considered as part of the regulatory services proposal due to the nature of the services it delivers.</p>
<p>37.</p>	<p>If the Shared Service must go ahead, more work must be done to align the 2 LA's, to sign</p>	<p>It is envisaged that part of phase 1 and before phase 2 commences further work will be undertaken to align roles and responsibilities</p>



	<p>up to shared corporate objectives, demonstrate the business case, identify roles and responsibilities, identify reporting lines, identify clear budgets, identify the future of the MOU, advantages, risks etc.</p>	<p>many of which are similar due to statutory plans already in existence.</p>
<p>Recruitment &amp; selection</p>	<p><b>38. If there is an intention to use a combination of interview and test for some posts, we would seek clarification on what combination will be applied in each instance. Any tests used should be relevant to the role required and staff should be given clear guidance of the type of test in advance of the process taking place. We would ask that examples be provided in advance to both staff and Trade Unions along with confirmation on the conditions under which the tests will be taken. There will need to be a confidential facility for staff to report any reasonable adjustments required in order to ensure equal access and outcome.</b></p>	<p>It is intended that the recruitment and selection process will involve a interview and presentation [the latter being used where the nature of the role requires it]. The assessment will be based the criteria set out in the job description and person specification.</p>
	<p><b>39. Many staff may not have been subjected to recruitment processes for some time and may therefore be in need of offers of support in terms of interviewing skills and they are at risk of losing their jobs. We would therefore want any interview timetable to be reflective of the need for such support to be offered and there are internal courses offered in this area. It may</b></p>	<p>There is support available via Harinet which includes courses on writing CV's and interview skills. We have discussed this with the OD and Change team who will be putting on 2 courses in early 2012 which will be made available to staff. Further information regarding these will follow and additional information about a range of support is also available on the "Supporting Change" pages <a href="http://harinet.haringey.gov.uk/intranet/directorates/ace-directorate/orgdev/supporting_change.htm">http://harinet.haringey.gov.uk/intranet/directorates/ace-directorate/orgdev/supporting_change.htm</a></p>



	<p>be sensible to assess the demand for these in advance of referring the final proposal to Corporate Committee so as to maximise opportunities for staff to prepare themselves.</p>	
<p>Voluntary redundancies/Avoidance of Compulsory Redundancies</p>	<p>40. We recognise that there are reasonable attempts to avoid compulsory redundancies during this process. However it is our practice to re-emphasise our absolute opposition to compulsory redundancies when commenting on reductions. Aside from favourable consideration of requests for VR in areas of reduction we would emphasise the need to view favourably any proposals from staff to reduce hours or job share etc.</p>	<p>The restructure has been designed to reduce the potential of redundancies where ever possible. VR will be considered after the end of the consultation process when recruitment and selection processes are confirmed for all posts in the new structure. We are committed to reviewing applications for VR from staff in January 2012.</p>
<p>Job Description Content/Job evaluation</p>	<p>41. We would seek an assurance that all requests will be responded to in advance of any recruitment to stay processes being commenced and that where staff ask to leave early rather than serving notice this will be facilitated.</p>	<p>As stated above, all VR applications will be reviewed in January and recommendations for approval/non approval will be put forward to the VR panel. It is hoped that the outcomes will be known before recruitment to stay process takes place. In the event that staff are displaced, we would wish to discuss their individual options with them, and their trade union representatives where appropriate.</p>



	<p>42. As already outlined above we reemphasise our disappointment at the lateness of receiving the revised job descriptions and that they have not been given a fixed grade rather an indicative one.</p>	<p>The job descriptions with indicative grades were made available on 14<sup>th</sup> November to staff and the Trade Unions, in line with the consultation timetable sent on 3<sup>rd</sup> November. All evaluated descriptions and job evaluation scorings have been sent to the Trade Unions.</p>
<p><i>Ring-fencing</i></p>		
	<p>43. We note that out of the original ring fencing proposals, all of which were open, we are now in a position to accept management's proposals to close all open ring fences with the exception of the Joint Pest Control Manager (PO2 indicative grade). We accept that this is a new post and therefore is appropriate that it remains and open ring fence. We further note that all frontline staff will be subject to assimilation. These assimilations are all candidates for the following:</p> <ul style="list-style-type: none"> <li>• Dedicated (LBH) Food, Health &amp; Safety officers (6 FTE)</li> <li>• Dedicated (WF) Food/Enforcement Environmental Health officers (4,25 FTE)</li> <li>• Dedicated (WF) Trading Standards Enforcement Team (5-6 FTE)</li> <li>• Dedicated (WF) Pest Control officers (3 FTE)</li> <li>• Dedicated (LBH) Pest Control officers (4 FTE)</li> </ul>	<p>Confirmation of the ring fences follows:</p> <p>Posts to be assimilated:</p> <ul style="list-style-type: none"> <li>• Group Manager Regulatory Services (1 FTE)</li> <li>• Dedicated (LBH) Food, Health &amp; Safety officers (6 FTE)</li> <li>• Dedicated (LBH) Trading Standards Enforcement Team (3 FTE)</li> <li>• Joint Lead Officer Food and Health and Safety ( 1 FTE)</li> <li>• Dedicated (LBH) Pest Control officers (4 FTE)</li> <li>• Joint Pollution Lead Officer (1 FTE)</li> </ul> <p>Posts subject to an open ring fence:</p> <ul style="list-style-type: none"> <li>• Joint Pest Control Manger (1 FTE)</li> </ul> <p>Posts subject to a closed ring fence:</p> <ul style="list-style-type: none"> <li>• Joint Trading Standards Manger (1 FTE)</li> <li>• Joint Food and Health and Safety Manager (1 FTE)</li> </ul>

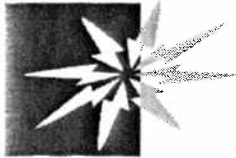


**Haringey Council**

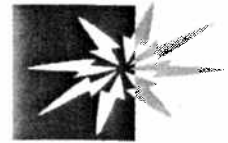
		<ul style="list-style-type: none"><li>• Food and Health and Safety Supervisor (1 FTE)</li><li>• Joint pest control senior operative (1 FTE)</li></ul>
Implementation timetable		
	44. Assuming Corporate Committee endorses the report on the 19 <sup>th</sup> of December; could you please confirm the process and likely timeline for implementing both the new jobs and new grades where appropriate? In particular the order for recruitment process and interviews.	A decision has been made to submit the report regarding the shared services proposal to the corporate committee on 23 January 2012. Recruitment is envisaged to commence February/March 2012; further details to follow.



**Haringey** Council



**Haringey Council**  
**Appendix 2**



**Haringey Council**

## Haringey Council

### Equalities Impact Assessment (EqIA) for Organisational Restructures affecting Staff only

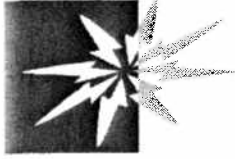
#### Notes and Statement of purpose

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.

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.

<b>Date: 21st December 2011</b>
<b>Service under review: Shared Regulatory Services, Specifically Food Safety , Trading Standards and Pest Control, and sharing expertise in pollution and pest control and stray dog collection.</b>
<b>Directorate: Place and Sustainability</b>
<b>Lead Officer/s (author(s) of the proposal) and contact details:</b>  <b>Eubert Malcolm, Regulatory Services Manager, 5520</b>
<b>Contact Officer/s (Responsible for enquiries and actions):</b>  <b>Eubert Malcolm, Regulatory Services Manager, 5520</b>



**Haringey Council**

**Caroline Humphrey, Business Support and Development Manager, 1174**

**Summary of Assessment** (completed at conclusion of assessment to be used as equalities comments on council reports)

There are currently 20 staff employed within the service within Haringey Council of these 16 will be assimilated into their existing posts. Waltham Forest have 11 staff employed within the service of which 8 will be assimilated into their existing posts.

Therefore there are 7 staff in total, 4 from Haringey and 3 from Waltham Forest that have been included in closed ring fences for 4 roles, there is one role that due to the current grading and job description no one qualifies to be in the ring fence and therefore there is a vacancy and this role will follow the councils' recruitment processes.

Waltham Forest have completed their own EqIA to show potential impact on their own staff. This has been completed in accordance with current advise at time of completion.

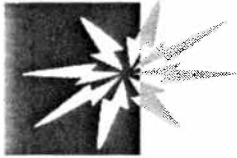
At this stage of the process it is impossible to determine what the likely outcome would be.

As the restructure is focussing on the line management at this stage there is a small number of officers affected. It is believed that a full EQIA would not normally be appropriate at this stage however given the unique situation and the fact that a phase 2 is planned that will impact on more junior roles it has been decided to complete it, please note further analysis will be completed once recruitment has been completed.

Key findings are;

- 16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented. Three on the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful the 25-34 age group would be adversely affected.
- BME's are under represented in the current profile and White British are over represented. The 4 affected staff are not within the BME group therefore will not further adversely affect this group.
- Whilst the service gender profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented. One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under

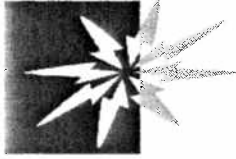




**Haringey** Council

representation in this group.

- The disability profile is in line with the council profile and none of the staff affected have declared themselves as having a disability.



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**STAFF RESTRUCTURES - EqIA SCREENING TOOL**  
**TO IDENTIFY IF A FULL STAFF EqIA IS NEEDED**

Is a full Equalities Impact Assessment required?

- If the answer to any of the questions below is yes, consideration must be given to undertaking a full EqIA.
- If the answers to the questions below are no you do not need to undertake a Full Staff EqIA, however you will need to provide a detailed explanation for this decision at the end.

1. Does staff restructure impact on 5 or more staff? Yes – there are 20 staff in the service however 16 will be assimilating and 4 are within closed ring fences.

If NO, you do not need to undertake a Full staffing EqIA.

2. Could the proposed staff restructuring have an adverse impact of 5% or more on the service/ business unit profile for any of the equalities protected characteristics age, disability, race, sex (gender)? NO

There are 4 people affected by the ring fencing and whilst 3 fall into the 45-54 age bracket if unsuccessful will still keep the profile in line with the Councils Profile.

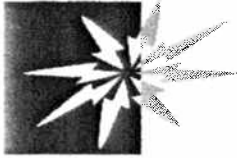
3. Could the proposed staff restructuring have an adverse impact on the other protected characteristics of pregnancy / maternity, religion or belief, sexual orientation, gender reassignment, marriage and civil partnership? None that have been identified.

If Yes please identify the issues.

4. If there is or will be an adverse impact for any of the equalities protected characteristics, can it be reduced by taking particular measures? Not applicable

5. By taking particular measures could a positive impact result? Not applicable

6. If a Full Staff EqIA is not necessary, please provide a detailed explanation for not doing this below.



**Haringey Council**

In June 2011, both Chief Executives instructed officers to develop an initial proposal for a shared regulatory service across the two boroughs in respect of a number of regulatory services with the following objective. The mandate set officers the objective “..... to design and implement a shared service delivery model(s) that delivers quantifiable strategic, financial and service delivery benefits.”

LBH and WF service managers have developed the initial shared service proposal for Cabinet agreement in principle subject to consultation with affected employees.

The project identified a two stage process to establish a shared regulatory service. The first stage (Phase 1) focuses on opportunities to *consolidate* (share) the management structure and professional expertise of WF and LBH’s regulatory services. The second stage examines the options to simplify, standardise and *converge* WF and LBH’s regulatory service delivery standards, ICT, business processes and the potential for physical co-location.

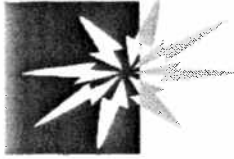
This relates to Phase 1 only and the consolidation proposals will generate financial benefits while maintaining the operational resilience of LBH and WF’s existing regulatory services by consolidated team managers splitting their work week between LBH and WF locations to ensure professional and managerial oversight of joint teams is maintained.

There are currently 20 staff employed within the service of these 16 will be assimilated into their existing posts. 4 staff are included in closed ring fences where they will be subject to the appropriate recruitment approach with their counter parts in Waltham Forest.

Waltham Forest have completed their own EqIA to show potential impact on their own staff. This has been completed in accordance with current advise at time of completion.

At this stage of the process it is impossible to determine what the likely outcome would be. The tables below show the ring fencing arrangements across the various groups.

Count of Salary Band		Age Band				Grand Total
Salary Band	Ring fencing arrangements	25<35	35<45	45<55	55<65	
SC1-SC5	Assimilation				1	1
SC1-SC5 Total					1	1
SC6-SO2	Assimilation			1		1
	Closed Ring Fence				1	
SC6-SO2 Total				1	1	1
PO1-PO3	Assimilation			2	4	2



**Haringey Council**

PO1-PO3 Total			2	4	2	
PO4-PO7	Assimilation		2	1		
	Closed Ring Fence	1		1	1	
PO4-PO7 Total		1	2	2	1	
PO8+	Assimilation		1			
PO8+ Total			1			
Grand Total		1	6	8	5	2

Three on the staff effected fall into the 45-54 age group and one in the 25-34.  
If unsuccessful the 25-34 age group would be adversely affected.

Count of Disability status		Disability status			
Salary Band	Ring fencing arrangements	Not declared	N	Y	Grand Total
SC1-SC5	Assimilation		1	1	2
SC1-SC5 Total			1	1	2
SC6-SO2	Assimilation			2	2
	Closed Ring Fence	1			1
SC6-SO2 Total		1		2	3
PO1-PO3	Assimilation		4	4	8
PO1-PO3 Total			4	4	8
PO4-PO7	Assimilation		1	2	3
	Closed Ring Fence			3	3
PO4-PO7 Total			1	5	6
PO8+	Assimilation			1	1
PO8+ Total				1	1
Grand Total			7	11	20

None of the staff affected have declared themselves as having a disability

Count of Eth Group		Eth Group			
Salary Band	Ring fencing arrangements	ASIAN	BLACK	WHITE	Grand Total
SC1-SC5	Assimilation			2	2
SC1-SC5 Total				2	2
SC6-SO2	Assimilation			1	1
	Closed Ring Fence			1	1
SC6-SO2 Total				1	2
PO1-PO3	Assimilation		2	6	8
PO1-PO3 Total			2	6	8
PO4-PO7	Assimilation			1	1
				2	2
PO4-PO7 Total				1	3



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	Closed Ring Fence		3	3
PO4-PO7 Total		1	5	6
PO8+	Assimilation	1		1
PO8+ Total		1		1
Grand Total		2	9	20

BME's are under represented in the current profile and White British are over represented.

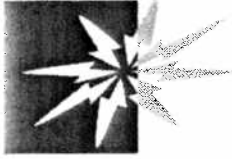
The 4 affected staff are not within the BME group therefore will not further adversely affect this group.

Count of Gender Key		Gender Key		
Salary Band	Ring fencing arrangements	Female	Male	Grand Total
SC1-SC5	Assimilation		1	1
SC1-SC5 Total			1	1
SC6-SO2	Assimilation			2
	Closed Ring Fence			1
SC6-SO2 Total				3
PO1-PO3	Assimilation		7	1
PO1-PO3 Total			7	1
PO4-PO7	Assimilation		1	2
	Closed Ring Fence		1	2
PO4-PO7 Total			2	4
PO8+	Assimilation			1
PO8+ Total				1
Grand Total		10	10	20

Whilst the service profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented.

One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.

As the restructure is focussing on the line management at this stage there is a small number of officers affected. It is believed that a full EQIA would not normally be appropriate at this stage however given the unique situation and the fact that a phase



**Haringey Council**

2 is planned that will impact on more junior roles it has been decided to complete it, please note further analysis will be completed once recruitment has been completed

**FULL STAFFING EqIA - PART 1  
TO ASSIST WITH PLANNING THE RESTRUCTURE AND ISSUED AS PART OF  
THE CONSULTATION WITH STAFF/ UNIONS ON THE STRUCTURE**

**Step 1: Background**

*Please summarise and provide brief answers in order to provide context and justification for these changes. If the following questions are answered in another document please provide the link and continue to Step 2*

**1. Summarise the proposals/ changes you are proposing to make?**

The proposal at this stage is for shared management across both boroughs for Food Safety/ Health and Safety, Trading Standards and Pest Control. Each council will have a dedicated Trading Standards, Pest Control and Food and Health and Safety but each team will have one team leader managing across both boroughs. In addition there will be a shared expertise in pollution, pest control and stray dog collection..

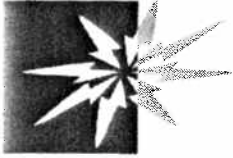
Existing vacancies within Trading Standards, Health and Safety and Dog Warden will be deleted and the Dog Warden Service responsibilities will be undertaken by Waltham Forest.

**2. What is the justification/ reasons for making these changes?**

In June 2011, both Chief Executives instructed officers to develop an initial proposal for a shared regulatory service across the two boroughs in respect of a number of regulatory services with the following objective. The mandate set officers the objective "..... to design and implement a shared service delivery model(s) that delivers quantifiable strategic, financial and service delivery benefits."

In a situation of reducing resources we are seeking ways to minimise impact on front line services by identifying more innovative ways of delivering services and the shared services approach is one of those options. Within the Council itself we have reduced the management structures and put in place wider spans of control, this proposal seeks to do this across authorities by sharing expertise and resources.

**3. Are existing staff likely to be affected and if so how many and in what ways?**



**Haringey** Council

There are currently 20 staff employed within the service within Haringey Council of these 16 will be assimilated into their existing posts. Waltham Forest have 11 staff employed within the service of which 8 will be assimilated into their existing posts.

Therefore there are 7 staff in total, 4 from Haringey and 3 from Waltham Forest that have been included in closed ring fences for 4 roles, there is one role that due to the current grading and job description no one qualifies to be in the ring fence and therefore there is a vacancy and this role will follow the councils' recruitment processes.

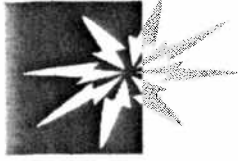
The impact of the proposal is that 3 of the individuals within the 7 will lose their roles. Due to the closed ring fencing arrangements all of the effected Haringey staff could secure roles, however 3 of them may be unsuccessful.

## **Step 2: Workforce profile analysis**

*The specific duty introduced by the government to support the Equality Act 2010 requires the Council to publish annual workforce data covering the age, disability, gender and race profile of staff at every level of the organisation. You should therefore gather all relevant data that will help you assess whether presently, there are differential outcomes i.e. non, under or over represented in relation to the Council staff profile (for the most recent financial year of the proposal) and the Borough Profile. Analyse the information in terms of representation and grade for age, disability, race, sex (gender).*

*The HR Metrics team can help you with this data.*

The tables below detail equalities information for the (insert number) officers included in the restructure by equality strands.



**Haringey Council**

**Table 1: Age**

Highlight any grade groups that are under / over represented ( 5% or more) compared with the council profile or where relevant the borough profile.

Age group		16 - 24		25 - 34		35 - 44		45 - 54		55 - 64		65+	
Grade Group	Total No. 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	2	0	0	0	0	0	0	1	50	1	50	0	0
SC6-SO2	3	0	0	0	0	1	33.3	1	33.3	1	33.3	0	0
PO1-PO3	8	0	0	0	0	1	14	4	57	2	29	0	0
PO4-PO7	6	0	0	1	16.7	2	33.3	2	33.3	1	16.7	0	0
PO8+	1	0	0	0	0	1	100	0	0	0	0	0	0
Totals	20	0	0	1	5%	6	30%	8	40%	5	25%	0	0
Council Profile	3866	72	1.9	682	17.6	985	25.5	1392	36.0	688	17.8	47	1.2
*Borough Profile	225,000	26300	11.7	46700	20.7	41100	18.3	29100	13.0	17600	7.8	20600	9.5

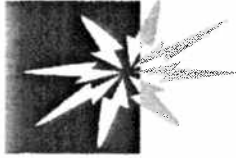
\* Mid year estimates 2010

**Table 2: Disability**

Highlight any grade groups that are under / over represented (5% or more) compared with the council profile or where relevant the borough profile.

Grade Group	Total No. staff	Disabled Staff		Non disabled staff		% Disabled in Council Grade Group
		No. Staff	% of Grade Group	No. Staff	% of Grade Group	
SC1-SC5	2	0	0	2	100	7
SC6-SO2	3	2	66.6	1	33.3	10
PO1-PO3	8	0	0	8	100	6
PO4-PO7	6	0	0	6	100	7
PO8+	1	0	0	1	100	2
Totals	20	2	10	18	90	7.3





**Haringey Council**

**Table 3: Race**

Highlight any grade groups that are under / over represented ( 5% or more) compared with the council profile or where relevant the borough profile.

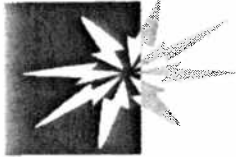
Grade Group SC1-SC5	Total Staff	Black		Asian		Mixed		Other		White Minorities		BME Total		White		Not Declared	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
SC1-SC5	2	0	0	0	0	0	0	0	0	0	0	0	0	2	100	0	0
SC6-SO2	3	1	33.3	0	0	0	0	0	0	0	0	1	33.3	2	66.6	0	0
PO1-PO3	8	6	75	2	25	0	0	0	0	0	0	8	100	0	0	0	0
PO4-PO7	6	1	17	0	0	0	0	0	0	0	0	1	17	5	83	0	0
PO8+	1	1	100	0	0	0	0	0	0	0	0	1	100	0	0	0	0
Totals	20	9	45	2	10	0	0	0	0	0	0	11	55	9	45	0	0
Council Profile	3866	1582	40.9	285	7.7	130	3.4	120	3.1	627	16.2	2744	71.0	1068	27.6	54	1.4
Borough Profile	225,500	35900	15.9	21500	9.5	9900	4.4	8500	3.8	34200	15.1	110000	48.8	115600	51.3	---	---

\* Mid year estimates 2009

**Table 4: Sex (formerly Gender)**

Highlight any grade groups that are under / over represented ( 5% or more) compared with the council profile or where relevant the borough profile.

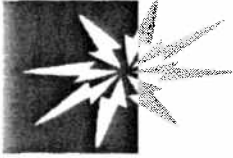
Grade Group	Total No. Staff	Male Staff		Female Staff		% Females in Council grade group	% Females in Borough
		No.	% Grade Group	No.	% Grade Group		
SC1-SC5	2	1	50	1	50	70	
SC6-SO2	3	3	100	0	0	75	
PO1-PO3	8	1	12.5	7	87.5	61	
PO4-PO7	6	4	66.6	2	33.3	65	
PO8+	1	1	100	0	0	52	
Totals	20	10	53	50	50	68	49.3



**Haringey Council**  
**Data Comparisons**

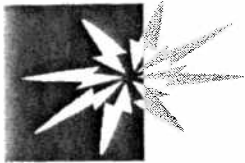
In the table below, compare the existing profile of the staff affected by the reorganisation against both the Council staff profile and the borough profile according to equalities protected characteristics.

Protected Characteristics	Council staff Profile (Excl Schools) June 2011 %	Borough Profile (mid year estimate 2009) %	Staff affected Profile %	Comment
<b>Age</b>				16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented.
16-24	1.9	11.7	0	Three on the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful the 25-34 age group would be adversely affected.
25-34	17.6	20.7	5	
35-44	25.5	18.3	30	
45-54	36.0	13.0	40	
55-64	17.8	7.8	25	
65+	1.2	9.5	0	
<b>Race</b>				BME's are under represented in the current profile and White British are over represented.
Black / Asian / Mixed / Other Ethnic Group	54.8	33.7	55	The 4 affected staff are not within the BME group therefore will not further adversely affect this group.
White Minorities	16.2	15.1	0	
<b>BME Total</b> (BME including Black / Asian / Mixed / Other Ethnic & White Minorities)	71.0	48.8	55	
White British	27.6	51.3	45	
<b>Gender</b>				Whilst the service profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented.
Male	31.8	50.7	50	One of the affected staff is a woman and she falls within the PO4 – PO7 group and if
Female	68.2	49.3	50	



**Haringey** Council

				unsuccessful would lead to a further under representation in this group.
Disability	7.3	7.6 (NOMIS Feb 2010 Percentage of working age population claiming ESA or incapacity benefits)	10	This is in line with the council profile and none of the staff effected have declared themselves as having a disability.



### **STEP 3: Assess the likely impact of the proposal and how this can be addressed**

*Using the information that you have gathered and analysed at step 2, outline the likely impact on staff and any mitigating actions that can be taken to address the impact.*

This section will be completed prior to the sign off process for the new structure.

**1. Highlight any groups/ grade that are likely to be under/ over represented in the new structure compared to their population size with Haringey workforce and the Borough profile?**

16-24, 25-26 and 65+ are under represented and 35-44, 45-54 and 55-64 are over represented. Three on the staff effected fall into the 45-54 age group and one in the 25-34. If unsuccessful the 25-34 age group would be adversely affected.

BME's are under represented in the current profile and White British are over represented. The 4 affected staff are not within the BME group therefore will not further adversely affect this group.

Whilst the service gender profile is representative overall of the council profile the spread across grades is not. PO1-PO3 are over represented and all the other are under represented. One of the affected staff is a woman and she falls within the PO4 – PO7 group and if unsuccessful would lead to a further under representation in this group.

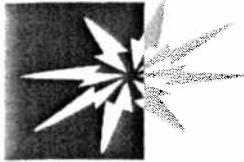
**2. Is it possible to know at this stage if this will worsen in the new structure?**

**3. If yes, what groups are impacted upon and in what way?**

**4. In addition to the above analysis of race, sex, age and disability you will need to consider if there is any impact on groups with the following characteristics: gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, marriage and civil partnership. Please outline the issues.**

*None identified*

**5. If you are closing a service will this closure worsen any significant under representation of protected characteristics in the wider Business Unit or Department?**



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*Not Applicable*

6. *Can any of the impacted staff be accommodated elsewhere within the reorganised structure or can you amend the proposed new structure to accommodate them?*

*The proposal has been amended to take account of feedback however the whole proposal is predicated on cost reductions through the shared management model. Whilst no other opportunities exist within this proposal any displaced staff will be subject to the Councils redeployment policy and process that will seek to identify opportunities elsewhere in the organisation.*

7. *What options do you have to mitigate against any adverse impact such as compulsory redundancy?*

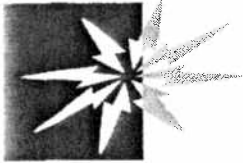
*Comments were invited as part of the consultation and there have been changes to the original ring fencing which saw a far larger number in open ring fences. In addition the proposal seeks to delete vacant posts. All staff were made aware of options available to them such as voluntary redundancy. However as stated above the proposal is predicated on cost reductions through the shared management model.*

8. *Is there any evidence that the proposals could unlawfully directly or indirectly discriminate against particular equality groups as employees or service users?*  
*None*

9. *If yes please explain what actions you are taking to prevent this?*

*Not applicable*

Date Part 1 completed -



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

**STEP 4: Consultation**

*Consultation is an essential part of the impact assessment process. If there has been recent consultation which has highlighted the issues that you have identified in Steps 2 and 3 use it to inform your assessment. If there has been no consultation relating to the issues, then you will have to carry out consultation to assist your assessment. Make sure that you reach all of those who are likely to be affected by the proposal, ensuring that you cover all equality strands. Do not forget to give feedback to the people you have consulted, stating how you have responded to their issues and concerns.*

- 1) *What involvement and consultation activities have you undertaken in relation to: councillors, senior management, staff and where relevant, service users, community groups, partners and stakeholders?*

Address where applicable:

**Consultation Methodology with Staff**

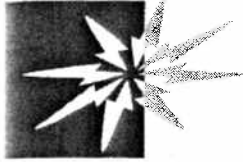
Formal consultation with staff and the Trade Unions commenced on 3<sup>rd</sup> November with a 30 day consultation period ending on 5<sup>th</sup> December. As part of the formal consultation staff and the Trade Unions received the proposals for formal consultation, proposed ring fences, pen picture of posts and frequently asked questions with answers.

During the 30 day consultation period, two general meetings took place with all staff involved in the proposal along with the Trade Unions on;

- 15<sup>th</sup> November
- 23<sup>rd</sup> November

As part of the formal consultation all staff affected were given the opportunity to comment on the proposals during the consultation period. In order to facilitate this a dedicated mailbox was set up to enable staff to provide comments. One to one meetings were also made available.

Following the general consultation meetings all questions raised from staff and the Trade Unions were responded to.



**Haringey Council**

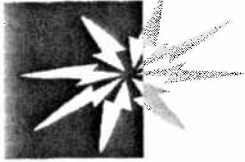
A Review Panel was established, with members of the Senior Management Team, HR Advisors, to review any challenges or changes requested as part the ring fencing and assimilation process, to ensure consistency of application.

**Consultation with Other Groups**

There has been extensive discussions with members and senior managers in regards to the proposal. These have been lead by the Transformation Team within the HESP programme. This has been across both boroughs to ensure agreement on proposals.

**2) What changes will be made to the proposal as a result of the consultation?**

The key change that has been made following the consultation is that a number of the ring fences that were originally proposed have been amended so that the vast majority of staff will be assimilating and that the remaining ring fences are now closed so that appointments will definitely be made reducing the impact on staff.

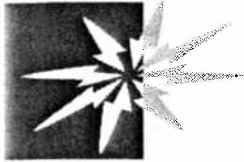


## **STEP 5: Assess and review the final structure**

*Once the final structure is in place please set out the equalities profile of the new structure and set out the future arrangements for monitoring and review.*

- 1. Comparing the staff profile in the new structure with the previous structure, please indicate any changes that have resulted in a positive/ negative impact for any staff equality group, and if so which groups? Can the impact be justified and if so explain?*
- 2. What arrangements have been set up to monitor and review the implementation of the new structure?*
- 3. Consider any new additional information that has arisen that may require you to review the service(s) affected by this proposal, (i.e. future cuts, outcomes of other reorganisations, and the impact on services).*
- 4. Outline any steps to propose to take to address this below with appropriate timescales.*





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## 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.*

### ASSESSED BY (Author of the proposal)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

### QUALITY CHECKED BY (Policy, Equalities and Partnerships Team)

NAME:

DESIGNATION:

SIGNATURE:

DATE:

### SIGNED OFF BY (On behalf of the Directorate Management Team)

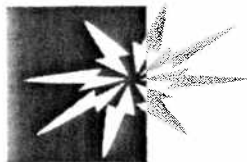
NAME:

DESIGNATION:

SIGNATURE:

DATE:

**Note** – Please send an electronic copy of the EqIA to Policy Equalities and Partnerships Team; it will then be published on the council website.

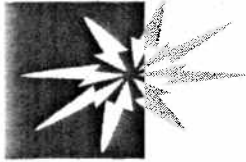


**Haringey Council**

**Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities  
Data June 2011**

Race Analysis																	
Grade Group SC1-SC5	Total Staff	Black		Asian		Mixed		Other		White Minorities		BME Total		White		Not Declared	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%		
SC1-SC5	1466	799	55	101	7	46	3	52	4	163	11	1161	79	278	19	27	2
SC6-SO2	1006	425	42	88	9	35	3	29	3	190	19	767	76	230	23	9	1
PO1-PO3	602	190	32	49	8	24	4	19	3	118	20	400	66	199	33	3	1
PO4-PO7	569	145	25	38	7	20	4	14	2	123	22	340	60	219	38	10	12
PO8+	223	23	10	9	4	5	2	6	3	33	15	76	34	142	64	5	2
Totals	3866	1582	41	285	7	130	3	120	3	627	16	2744	71	1068	28	54	1

Sex (formerly gender) Analysis					
Grade band	Total Staff	HGY			
		Female		Male	
		No.	%	No.	%
SC1-SC5	1466	1028	70	438	30
SC6-SO2	1006	754	75	252	25
PO1-PO3	602	369	61	233	39
PO4-PO7	569	368	65	201	35
PO8+	223	116	52	107	48
Totals	3866	2635	68	1231	32



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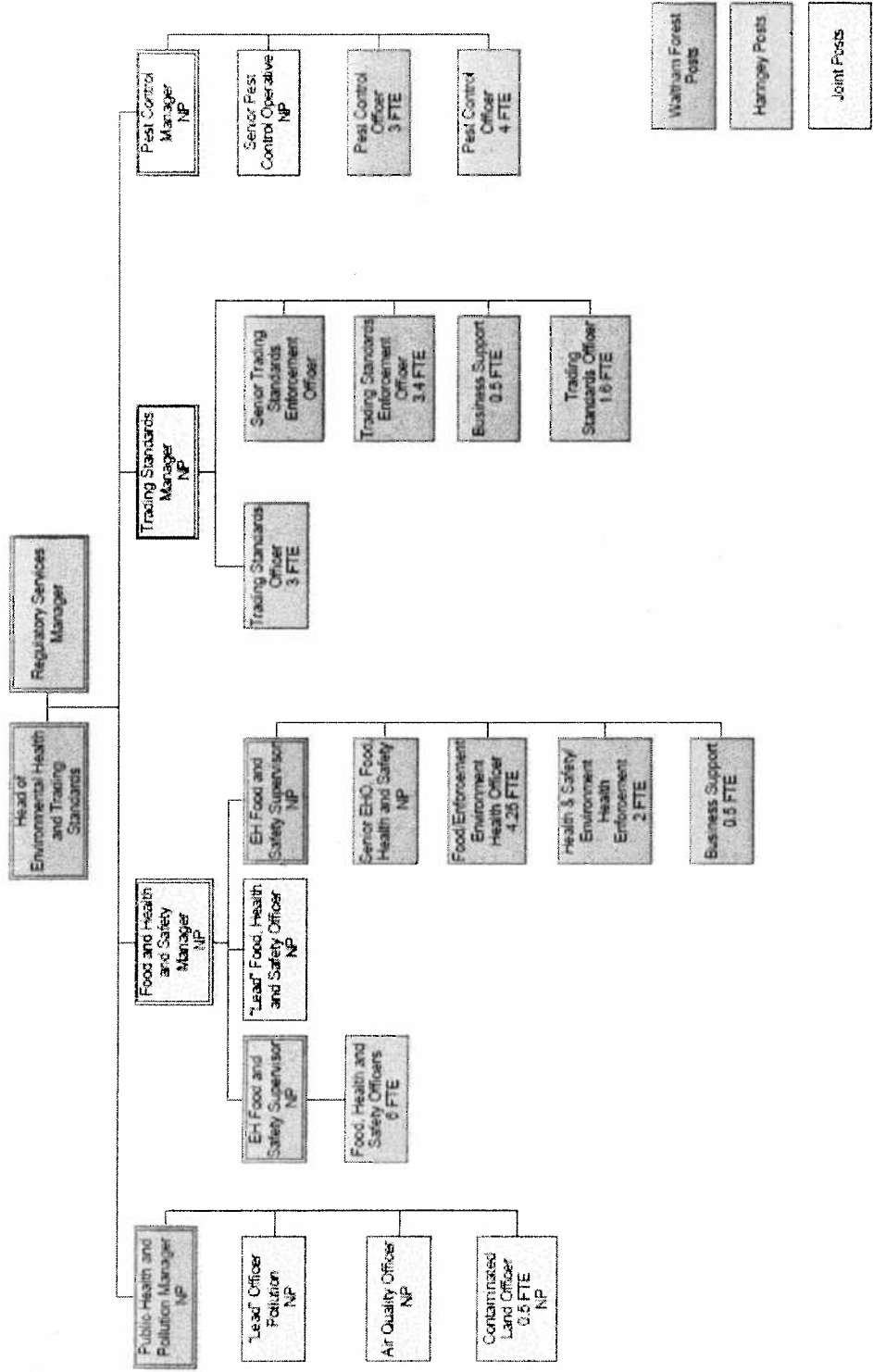
**Appendix 1 – Haringey Council Workforce Analysis (excluding Schools) Equalities  
Data June 2011**

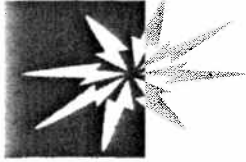
<b>Age Analysis</b>													
Grade band	Total Staff	16<25		25<35		35<45		45<55		55<65		65+	
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
SC1-SC5	1466	60	4	218	15	296	20	536	37	323	22	33	2
SC6-SO2	1006	10	1	238	24	295	29	311	31	147	15	5	0
PO1-PO3	602	2	0	133	22	176	29	222	37	66	11	3	0
PO4-PO7	569	0	0	83	15	174	31	213	37	95	17	4	1
PO8+	223	0	0	10	4	44	20	110	49	57	26	2	1
Totals	3866	72	2	682	18	985	25	1392	36	688	18	47	1

<b>Disabled</b>					
Grade band	Total Staff	Disabled		Non Disabled	
		No.	%	No.	%
SC1-SC5	1466	106	7	1360	93
SC6-SO2	1006	97	10	909	90
PO1-PO3	602	35	6	567	94
PO4-PO7	569	38	7	531	93
PO8+	223	5	2	218	98
Totals	3866	281	7	3585	93



Proposed structure following consultation with staff and Trade Unions





**Haringey** Council

## **SHARED REGULATORY FUNCTIONS**

### **Shared Pollution expertise includes the following activities**

**Pollution process:** Covers those industrial processes that have the potential to cause only air pollution; the local authority is responsible for their inspection and authorisation of these processes and in the case of LBWF air pollution complaints that relate to these. The service is also responsible for monitoring sites for a range of pollutants. Currently LBH monitors for oxides of nitrogen, sulphur dioxide, ozone and fine particles at various sites across the borough, LBWF monitors oxides of nitrogen and fine particles at various sites across the borough. Both services also deal with a wide range of regulations such as those which control smoke emissions & height of chimneys. The responsibility for enforcing the contamination land legislation i.e. publishing a contaminated land strategy, inspections of contaminated land, agrees action to remove contamination, maintains a contaminated land register.

### **Shared Food and Health & Safety includes the following activities**

**Food Safety:** The aim of the Food Safety Act and associated regulations is to ensure that all food sold to the public is safe, has been hygienically handled and produced and is properly described on its label. One of the responsibilities of Boroughs is to enforce food safety legislation. The purpose of a food hygiene inspection is to ensure that food sold to the public is safe to consume. Additionally EHOs will visit many premises when following up complaints, and will visit any new premises that open in the borough. Following a complaint of contaminated food an Officer will carry out an investigation to find the reason for and source of the contamination. The food team in LBWF also inspect for food standards (labeling and compositions) as well as managing notifiable infectious diseases such as paratyphoid and cryptosporidium.

Health and Safety at work is responsible for ensuring that certain businesses provide a safe working environment for employees, members of the public and contractors. The enforcement of health and safety at work is divided between the Health and Safety Executive (HSE), a central government agency, and local authorities. Local Authorities are responsible for retail premises, certain warehouses, hotels, leisure premises and certain types of industry including private care homes.

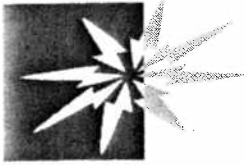
### **Shared Trading Standards includes the following activities**

Enforcement and investigation of consumer protection laws, as well as offering advice to consumers and businesses, prosecuting traders who commit serious offences including under age sales through test purchases, inspecting trade premises and providing a wide range of information on consumer protection.

### **Shared Pest Control includes the following activities**

Carrying out pest control treatment for businesses, residents and housing providers. Both boroughs provide an extensive service to their Arms Length Housing providers. Some pests that are treated are Mice, Rats, Cockroaches, Bedbugs, Ants, Wasps and other nuisance pests. Concessions are offered by both boroughs.

### **Shared Dog Enforcement includes the following activities**



**Haringey** Council

Collection and kennelling of stray dogs and returning stray dogs to their owners.