✳ HARINGEY COUNCIL ✳

General Purposes Committee	on 28 June 2007

Report Title: **People & OD Services Reshaping 2007**

Forward Plan reference number (if applicable):

Report of: **Assistant Chief Executive (People & OD)**

Wards(s) affected: none	Report for: **Decision**

1. Purpose
1.1 General Purposes Committee to approve the reshaping of the HR and OD services

2. Introduction by Executive Member
2.1 It is necessary for the HR and OD services structures to change to effect better performance and service delivery. The proposals in the report aim to better align the services provided to meet the Council's Achieving Excellence Programme. The new arrangements will create greater capacity within the areas of strategic delivery, and the use of management information.

3. Recommendations
3.1 That the Committee approve the revised structures attached in appendix B.
3.2 That the Committee note the savings levels to be achieved from the reshaping outlined in section 10.
3.3 That the Committee note that councils standard organisational change selection and appointment methods will be used to implement the new structure.

Report Authorised by: **Asst. Chief Executive (People & OD)**

Contact Officer: **Steve Davies, Acting Head of HR and**
Philippa Morris, Corporate Head of OD

4. Executive Summary

4.1 The reshaping of HR and OD services is necessary to
- Make the most of our service grouping
- Work within a balanced budget
- Anticipate future budget reductions
- Best provide a service to help the Council deliver Excellent Services

5. Reasons for any change in policy or for new policy development (if applicable)

5.1 Not applicable

6. Local Government (Access to Information) Act 1985

6.1 No documents that require to be listed were used in the preparation of this report

7. Background

7.1 The Council approved new organisational structures for the council on 13 November 2006 to ensure the organisation was fit to meet the challenges ahead and deliver excellent services.

7.2 The creation of the Assistant Chief Executive People & Organisational Development role and service was designed to enable excellent services to be delivered through people, their performance and development as individual, team and council. Member services were acknowledged as essential part of this and as well as an important service to Members.

7.3 Consultation with Directorate Management colleagues indicated that business units are keen to see greater consistency of service channelled through one primary contact point undertaking a more strategic and challenging role. They also wanted to see a more streamlined, responsive and less bureaucratic service delivery.

7.4 The Assistant Chief Executive People & OD was appointed in January 2007. People and OD Services conducted an away day with staff in February. We agreed our priorities as:

    a) We each strive to be seen as knowledgeable, skilled, and relevant to our customers

    b) We develop an environment which enables:
        i. An excellent organisation, and
        ii. The effective management, leadership, & development of our people

c) We focus our resources on those areas where we can make a sustainable difference to performance
d) We support strong governance for the effective political leadership of our communities & services
e) We support Members in their changing roles
f) We continue to improve the way people work through challenge and support

7.5 We discussed the challenges ahead for the service and identified the key ones as
- Making the most of our service grouping
- Working within a balanced budget
- Anticipating future budget reductions
- Thinking about how best to provide a service to help the Council deliver Excellent Service

7.6 As a result of this work we have conducted a number of specific team meetings with affected staff in HR and OD and identified the need to:
a) reshape the service to meet budget constraints,
b) create capacity within areas of strategic delivery
c) and better align the HR and OD services to meet future challenges.

7.7 It is not proposed to change the make up of Member services within this reshaping exercise. The review concentrates on the reshaping and alignment of the HR and OD services.

7.8 It should be noted that further reshaping will be required over the next two years as a result of increasing budget constraints and the need to create improved alignment and delivery of our service offering.

8. Reasons for Reshaping the HR & OD services
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8.1 There are a number of fundamental drivers that underpin the thinking behind the reshaping. These are
- The need to make savings in line with targets set by the council
- The need to create capacity in more strategic/ policy focussed areas of HR and better align the HR service with Organisational Development provision.
- The need to set up a structure that is better configured toward operating an effective shared service model
- The need to plan for the transfer of resources to Homes for Haringey in April 2008

8.2 It proposed that the reshaped service will provide the following.
- A dedicated HR strategy, policy, and information team, headed by a new post, to provide greater capacity for developing initiatives & policies.
- HR shared services expanded to include recruitment processing and pensions provision.

- Business engagement is focussed through Business Partners replacing Personnel Manager posts. It is expected that the Business Partners will deal with HR and Developmental issues.
- Organisational Development is to be focussed more on transforming performance. Change Management will be given a higher profile within the OD service. These two teams will maximise the impact that we need to bring in order to deliver an Excellent Council.
- Employee Development is expanded in scope to deliver and to enable the delivery of activities directly and through our framework agreement.
- We continue to value Sector Development (social care development) through the retention of a dedicated Team.
- We will prepare for a transfer of some work to Homes for Haringey by establishing dedicated teams for the Housing ALMO.

8.3 Improving performance

The HR & OD services have delivered a significant programme of work that is highlighted in the General Purposes Committee report of 28 June 2007 titled Delivering the HR Strategy. However some key performance highlights are listed below.

- Reduced sickness absence levels from 10.4 days per person at the end of 2005/6 to was 9.14 days.
- Improved average recruitment processing time from over 16 weeks 3 years ago to 12 weeks now.
- Successfully redeployed 27 people at a saving to the council of over £250k
- Approx 250 managers have been through the Leadership scheme with over 92% of participants assessing their contribution as being of significant value
- Achieved Investors in People accreditation for the council
- Achieved very good staff survey results, with for example 72% of staff saying they meet regularly with manager to discuss their performance
- Reduced the average amount of time people spend on disciplinary suspension from 160 days last year to 92 days now.

With the reshaped and re-focused service offering in this report we aim to improve performance delivery even more and help the council achieve excellent services.

The Employment Strategy & Performance team will provide better workforce planning and management information for HR and managers to improve management of sickness, disciplinary and grievance cases and deliver revised and improved HR policies that assist managers in delivering improved performance.

The HR Business Partners will effectively operate as performance managers in the delivery of people plans to ensure delivery of actions and improved performance management including the key council target of reducing sickness absence to target of 8.8 sick days and below.

The move to bring recruitment together with personnel and payroll services will provide greater resource potential in times of peak delivery and give a renewed focus on transactional efficiency to improve recruitment turnaround times to 10 weeks on average.

The OD and Change team will undertake a variety of projects aimed at improving the capability, capacity and ability of the council's workforce. One key project is Smart Working which should help the organisation provide widespread flexible working solutions that will assist in staff recruitment and retention and help realise accommodation savings.

Outlined below is more detail about the work and reasoning behind the revised functions in the HR & OD services.

Structure charts showing the current HR and OD service structure and the proposed structures are outlined in Appendix A and B respectively.

8.4 An HR strategy and policy team

To demonstrate that the HR service is adding value to the organisation it is important to create additional capacity from within existing resources for the delivery of strategy and policy work.

It is proposed to create an Employment Strategy & Performance team to deliver this. The work of the team will focus on the following aspects
- Workforce planning
- Development and analysis of HR information and performance metrics
- HR policy development
- HR strategy thinking and development
- Employment (recruitment & retention) strategy
- Targeted recruitment intervention, promotion and campaign management
- Pay and rewards strategy
- Targeted advice and consultancy intervention within services
- Dealing with high level complicated cases as necessary, stage 3 grievance investigations and preparation for member level appeals
- Development and maintenance of the HR SAP environment
- High level Employee Relations support for the organisation
- Undertaking specific projects as directed by Head of HR
- Low level change management activity for the organisation with regard to implementing HR policies/ procedures, etc.
- High level client management of HR related contracts e.g. Hays Agency procurement, Recruitment contracts arrangements
- Management of redeployment and retention initiatives and processes.

It is anticipated that these activities will add value to the HR service and help to demonstrate value to the council. This team will greatly assist in the drive to becoming an excellent Council and help HR to demonstrate it is an excellent service.

8.5 Business Partners

The HR Business Partners will create greater alignment with Organisational Development activity and with the business.

It is expected that the Business Partners will provide a focal point for the following aspects within their roles
- Provide more focussed business engagement for our customers so that all of our services might be brokered through a single point to deal with both HR and OD issues.
- Play a significant role in the design and implementation of strategic HR initiatives and people planning to one or more Council directorates to improve their performance.
- Operate as change agents within directorates to supplement wider transformation of the organisation.

It is not anticipated that the HR Business Partners will restrict the existing channels of delivery for directorate customers, but they will provide an added focus on strategic people management issues

8.6 Toward HR Shared Services

The Council have already indicated that it sees shared services as an opportunity for improvement, greater efficiency, additional productivity and savings, and an opportunity to provide services with or for other organisations.

The current structure of personnel services has moved some way toward a shared service approach. The new proposals seek to move even closer to a shared service model. Therefore the proposals are to more greatly align and manage all HR related administration and transactional processing. It is these services that would be pulled together into a shared service model if the council were to provide these services for other organisations.

In addition there is a likelihood that SAP will be further developed and the council may well move toward employee self service and manager self service (ESS/ MSS) in the operation of SAP. If we do move to this there will be a need to provide an Employee Interaction Centre EIC to provide greater access to SAP for all those users, both managers and employees, that will not have direct access through a computer screen. This will necessitate a move toward more of a shared service provision like that proposed. In any event regardless of the ESS/MSS decision it makes sense to move toward provision of an Employee Interaction Centre to reflect the greater access to SAP that we are trying to give managers and employees

8.7 Organisational Development & Change Management

The OD and Change team will lead on development of Council's People Strategy to support the delivery of the Council Plan and identify, prioritise and define our approach to key areas of organisational development, change and improvement activity.

The team will undertake a variety of projects aimed at improving the capability, capacity and ability of the council's workforce and identified teams.

The team will function as a source of expertise on all aspects of organisational development and change theory and practice - and provide change consultancy support and expert challenge on a portfolio of initiatives, ensuring the effective delivery of council programmes and strategy.

The team will ensure the effective monitoring measuring and reporting of organisational development and change activities, plans and achievements - ensuring that planned improvements are realised and returns on investment are measured.

The work of the team will focus on the following:
- People strategy development
- Values, competency and appraisal frameworks
- Listening and reward schemes
- Supporting the set-up and monitoring of the new Programme structure, including positioning of the Change function and participation in Stream Board capacity building
- Development of an OD and Change toolkit
- Service Improvement diagnostic and planning
- Staff surveys and workforce assessments
- Evaluation
- Smart and flexible working projects
- Transaction processing and the use of SAP to deliver productivity savings and process improvements

In summary the OD and Change team will have overall responsibility for managing the effective alignment, development and delivery of OD, workforce development and change initiatives, tools, plans and strategies – and through them improved organisational performance, capacity and fitness.

8.8 Employee Development

The Employee Development Team beings together the Core Learning and Development Team and the Management Development Team as one in order to realise cost savings, deliver service efficiencies and ensure we fully maximise our investment in our workforce. The work of the OD and Learning Consultants will be targeted to specific learning and development programmes and activities. Budget reductions will be achieved by in-sourcing the delivery of our leadership development activities and programmes; use of our new framework contract for Learning and Development activities; and no longer linking each OD and Learning Consultant to an identified directorate. This work will be channelled through the HR Business Partners.

The Employee Development Team will design and deliver or commission the council wide Learning and Development programme that is open to, and very highly valued by, staff at all levels of the organisation. The work of the Employee Development team is important because we know that developing the skills and competence of our workforce is the *critical* factor in making staff feel valued, engaged and committed to the organisation they work for.

The Employee Development Team will have specific responsibility for managing Investors in People activities for the whole council – together with the People Planning and People Management frameworks that underpin them. The team will work with the HR Business Partners to ensure that People Plans are delivered, fit for purpose and cross council workforce issues are identified and addressed.

The team will be responsible for:
- Council wide Learning and development programmes
- Investor in People
- People Planning frameworks and tools
- Employee Folder
- Induction programmes and processes
- Management of Investors in People standards for the council
- Leadership development programmes including 360 degree appraisals; team building activities; event design and facilitation.
- Senior Management Seminars and workshops
- Skills for Life programmes and ESOL assessments
- E-Learning
- Coaching and mentoring programmes
- Qualification programmes including ILM; ECDL;
- Employee engagement including staff events and
- Internal communications strategy and planning

Graduate Schemes; Aiming High Scheme and maximising the return of investment from staff benefiting this development

8.9 Sector Development (social care development)

The Sector Development Team will continue to design and commission the learning and development schemes and programmes needed achieve the tightly defined outcomes set by the Department of Health. The team ensures that all those who work in social care sector have access to the development needed to meet required standards of practice and conduct. This includes staff working in both adults and children's services and the private and voluntary sectors.

The teams is a registered National Vocational Qualifications (NVQ) centre with City & Guilds. It will continue to offer NVQ care level 2, 3, 4 and Registered Mangers Awards managed in house or commissioned from local colleges. The team currently support over 400 staff, from across the social care sector – achieve the required care standards. To support this the team will continue to run literacy and English as a Second Language (ESOL) courses which are open to all candidates prior to NVQ training and develop the Haringey Partnership of independent care organisations

registered with CSCI. The purpose of the partnership is to access funding from Skills for Care to support training and workforce development within the care sector.

The team will also manage:
- Trainee Social Work Scheme ensuring that Haringey recruits high quality social work trainees to help reduce the council's reliance on agency staff.
- Post Qualifying Social Care Awards to assist social work practitioners and managers in their continued professional development ensuring staff are developing new skills and updating their knowledge
- work with Skills for Care to collect NDMS Data from the 132 care organisations registered with CSCI in Haringey.
- Provide Mental Health Outreach Training programme for Home Care Services enabling and supporting health, independence and wellbeing to people with mental health
- Deliver up to 50 short courses a year including Safeguarding Adults training, Mental Capacity Act briefings all the mandatory Common Induction Standards training plus specialist courses for those who work with Older People or in Mental Health.

8.10 Homes for Haringey transfer of resources

Homes for Haringey have given notice that they plan to withdraw from a number of HR services. They have made the following recommendations to there board.
- To give notice to the following Human Resources functions, and delete them from the service level agreement from April 2008: Policy and Strategy, Personnel Manager, Advice & Consultancy, Recruitment & Retention and HR Support
- To deliver these services from within Homes for Haringey from April 2008
- To continue to buy in the following Human Resources functions from April 2008: Pensions, Payroll, Occupational Health & Welfare, HR Systems &Performance
- To give notice to both Occupational Health & Welfare and HR Systems &Performance by September 2007 if they do not evidence continual improvements in their quality and performance in 2007/8
- To review the Human Resources service level agreement for 2007/8 and include proposals contained in this report in respect of each Human Resources function in the revised service level agreement
- To make a reduction to the contribution to the cost of the Head of Council Personnel in 2008 equivalent to the pro rata reduction in the number of full time equivalents managed on behalf of Homes for Haringey

As a result they have proposed an indicative HR structure which we propose should be implemented from September/ October this year to allow for a smooth transfer and transition of services to Homes for Haringey in April 2008.

We are consulting with Homes for Haringey about operation of an interim structure to confirm the proposed arrangements, the resources and work/roles that will be undertaken by such a team.

It is proposed that appointments to the HfH interim structure will be through voluntary appointment processes wherever feasible and possible. We plan to involve HfH in the appointment process to the interim structure

8.11 Transition arrangements

There will need to be a period of transition to the new working arrangements that will involve development of key people in the new service together with dialogue and engagement with the business unit managers.

In addition we will undertake a programme of business process redesign in order to realise the full potential of the new arrangements.

9. Consultation

9.1   We indicated to staff at the away-day in February that a service reshape was necessary to meet the challenges ahead.

9.2   We conducted briefing sessions with staff to explain the proposals and field questions during early April.

9.3   We provided detailed information of the proposed structure proposals to staff and unions on 5 April and further details including job descriptions and ringfence arrangements on 18 April.

9.4   Staff and unions made a number of comments about the proposals and we provided responses to their comments.

9.5   Consultation ended on 11 May although we considered additional representations by staff since that date. As a result of the consultation we have amended the proposals and these are put forward for agreement by the Committee.

9.6   The selection and appointment processes to fill the reshaped services will follow the council's standard organisational change and redundancy procedures.

10. Financial Implications

10.1 Savings targets and resultant savings achieved by this restructure have been identified in the table below.

Descriptor	£	Comment
People & OD Pre Agreed savings 2007/08	431,000	Note – 32k worth of savings come from Local Democracy services efficiencies and 23k from Improver, OD management and secretariat efficiencies
Total Pre Agreed saving in 2007/08 for HR & OD Services to make	**376,000**	
HR starting budget shortfall	143,000	Comprising: 72k income shortfall from Schools for payroll, 17k income shortfall from work receipts and payroll advertising, 54k cut for union time off even though no central budget exists within HR for union time off provision.
TOTAL SAVING TO MAKE	**519,000**	
HR reshaping savings		
Post deletions	666,000	
Changes to posts/ new posts	477,000	
Overall saving	**189,000**	
OD reshaping savings		
Post deletions	380,000	
Changes to posts	69,000	
Total OD Savings	**311,000**	
Overall Savings Total for HR & OD Services	**500,000**	Note – 19k shortfall difference between savings target and savings identified will be contained within existing budgets.
OD Homes for Haringey cuts 2007/08	**117,000**	Note – This is additional cut that is being covered by transfer of staff resources to HfH and a reduction in programmes
Homes for Haringey cuts in 2008/09	**218,000**	Note – This is for identification of cuts next year but does not materially affect savings proposals in this report or this financial year

10.2 Outlined below are the list of posts that are being deleted or changed to make savings together with the list of the posts that are being created or changed in grade. It should be noted that this restructure implements elements from the Council reshaping agreed by the Executive in November 2006. The impact of council reshaping on People & OD budgets are the focus of separate discussions by officers.

HR/ Personnel Services

Current Post	Change
SAVINGS	
Head of Personnel SM5	Corporate Head of HR SM3/4
Deputy Head Personnel SM1/2	delete
Head of Pay, Systems and Support PO8+	Head of HR Shared Services SM1
Personnel Manager PO6 (part time)	delete
Principal Personnel Consultant PO3/4	delete
HR Business Partner PO3/4	delete
Recruitment & Retention Manager PO6	delete
Prin Personnnel Consultant (Agency) PO3/4	delete
4 FTE x HR Support Officer Sc6	delete
Audio Typist Sc4	delete
3 FTE x HR Support Asst. Sc3	delete
Pensions Team Leader PO2	Pensions Officer SO1
Pensions Officer Sc4-6	delete
Back Care Advisor & Risk Assessor PO1	delete
Pensions Manager PO7	Pensions Manager PO7 to part time 0.7 fte
NEW/ CHANGED POSTS	
4 x Personnel Manager PO6	4 x HR Business Partner PO7/8
New	Head of Employment Strategy & Performance PO8
New	2 x HR Strategy/ Policy Consultant PO6
New	HR Strategy/ Policy Consultant PO5
New	HR Policy/ Investigations Consultant PO2
HR Perf & Systems Consultant PO3/4	HR Metrics & Information Manager PO5
New	HR Metrics & Information Consultant PO1-4
HR Support Manager PO5	HR Shared Service – Pay and Employment Manager PO7
3 x HR Support Consultant PO1/2	3 x HR Pay and Employment Team Leader PO2/3
New	3 x HR Pay & Employment Senior Officers SO1
New	Recruitment Contracts Officer PO2
Pers Mgt Support Officer SO2	HR Business Support Mgr PO1

Current Post	Change
Pers Mgt Support Asst Sc4	HR Business Support Asst Sc6
New	HR Business Support Asst Sc5
New	HR Business Support Asst Sc3 part time 0.7 fte
HFH Interim Structure	
Personnel Manager PO6	
Senior Personnel Consultant (generic) PO3/4	
Personnel Consultant (generic) PO1/2	
Personnel Officer (admin) Sc6	

Organisational Development

SAVINGS:	
Project Officer (PO2)	delete
OD and Learning Consultant (PO3/4)	delete
Workforce Development Manager / Consultant (P03)	delete
ODL Consultant – Older people (PO3/4)	delete
ODL Consultant- Adults (PO3/4)	delete
NVQ Support and Administration trainee (Sc 3)	delete
Project Officer (NVQ) (SO1)	delete
Admin Support Officer	delete
Admin Support Officer	delete
INTERIM STRUCTURE: TUPE TRANSFER	
OD and Learning Consultant: Housing Core (PO3/4)	TUPE
NEW/CHANGED	
OD and Learning Consultants	one grade progression within existing career grade from PO3 to PO4 (post remains PO3/4)
New	1 x Lead OD Consultant PO6
Business manager	Grade change PO2 to PO2/3
Change title: new - Social Care Workforce Development Manager	OD and Learning Manager
OD and Learning Managers	3 x One Grade increases: 2 x PO7 to PO8 1 x PO8 to SM1

11. Comments of the Head of Legal Services

11.1 The Head of Legal Services has been consulted on the content of this report. The general powers of the Council to appoint staff to carry out its functions will incorporate the ability to approve the revised structures within HR and OD services and the associated arrangements for appointment to the posts within those structures. Consultation with the staff affected is necessary. The report outlines the consultation with staff that has occurred to date in the preparation of the proposals, which demonstrates compliance with the duties on an employer in this situation. The arrangements for the selection and appointment of staff to the new structures must follow the Council's policies regarding organisational change; the report confirms that this will be the case. The position of any staff displaced as a result of the application of the selection policies should be treated within the Council's arrangements concerning redeployment and redundancy. It seems unlikely that the number of staff at risk of displacement would be large enough to trigger the statutory duty to consult with trade union representatives, although it is understood this has occurred.

12. Equalities Implications

12.1 An Equalities Impact Assessment questionnaire has been completed and the results are contained in appendix C.

12.2 It is not anticipated that the reshaping will have a significant impact on different equalities monitored minority groups, however, it is difficult to predict the likely outcome of selection and appointment processes because of the number of first stage ringfences, potential 2nd stage ringfences and the spread of different minority groups across these ringfences.

13. Use of Appendices

13.1 Appendix A – Current service structures for Personnel and OD & Learning services

13.2 Appendix B – Proposed service structures for HR and OD services

13.3 Appendix C – Equalities Impact Assessment questionnaire for reshaping of HR & OD services.

Personnel Services – Structure April 2007

```
                    Head of Personnel
                          SM5


        Personnel Mgt
          Support

         1 x SO2,
         1 x Sc3/4
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| Deputy Head of Personnel SM1/2 See chart below for reports | Recruitment team See chart below | HR Pay, Systems & Support Mgr PO8 See chart below for reports | Pensions Manager PO7 See chart below for reports | Health & Safety Manager PO6 See chart below for repors |
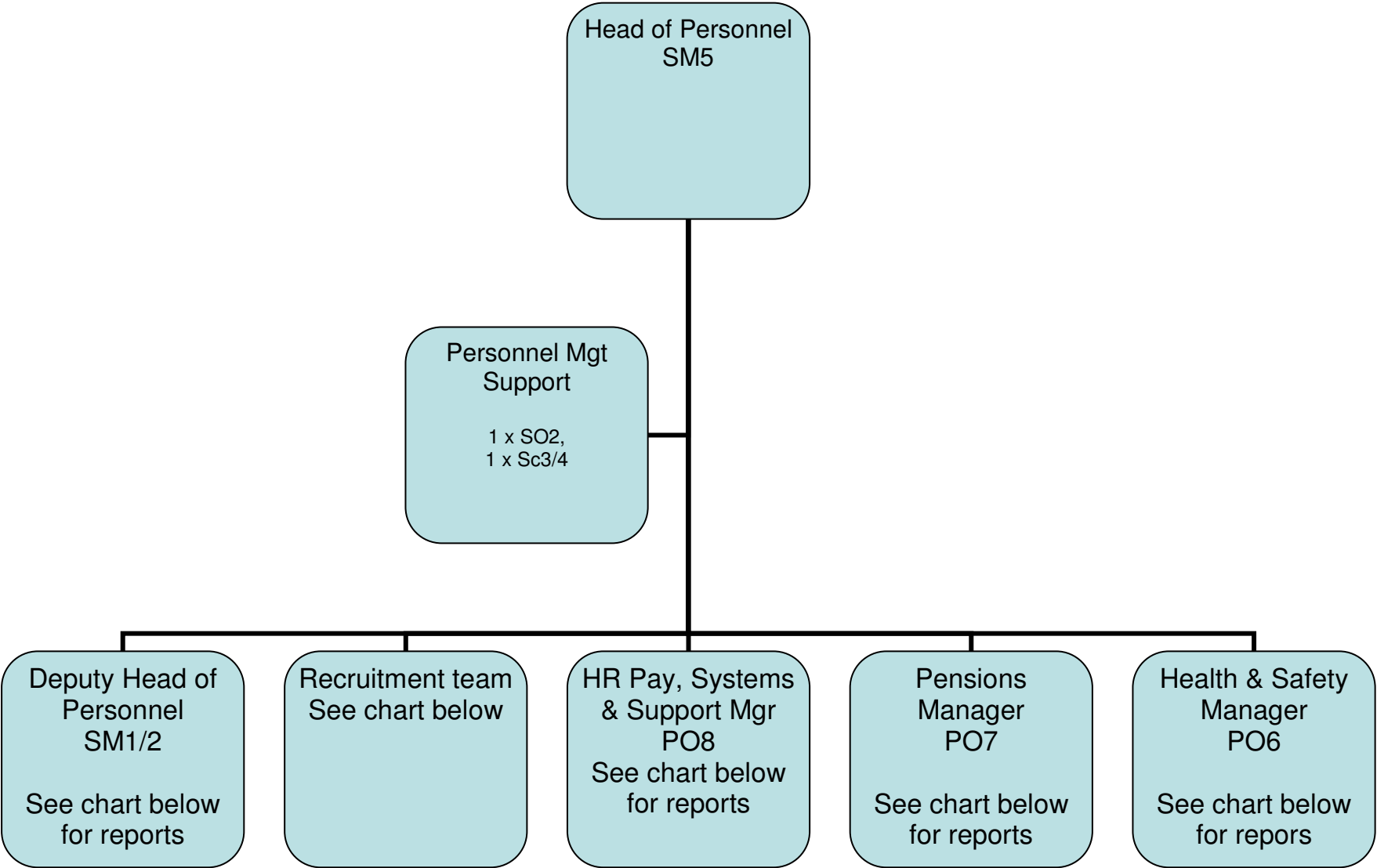
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                    ┌──────────────────────┐
                    │   Deputy Head of     │
                    │      Personnel       │
                    │       SM1/2          │
                    └──────────────────────┘
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Advice & Consultancy team
6 x Personnel Mgrs PO6
7 x Prin. Pers.
Consultants PO3/4
5 x Pers Consultants
PO1/2

Personnel Policy/ Support
HR Bus. Partner PO3/4

1 x Audio/ Typist
Administrator Sc4

Occ Health & Welfare Team
OH Manager PO6
OH Advisor PO3/4
Welfare Advisor PO3
Snr Admin Officer Sc6
Admin Officer Sc4

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                        ┌─────────────────────────┐
                        │   HR Pay, Systems &     │
                        │  Support Manager PO8    │
                        └─────────────────────────┘
                                    │
          ┌─────────────────────────┼─────────────────────────┐
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────────────┐
│   Pay Control    │      │ HR Support Manager│      │   HR Perf & Systems      │
│   Manager PO5    │      │       PO5         │      │ Prin. Perf & Sys Consultant│
│                  │      │                   │      │         PO3/4            │
│ 2 x Pay Consultants PO1/2│  │               │      │ 2 x Perf. & Sys Cons. PO1/2│
└──────────────────┘      └──────────────────┘      └──────────────────────────┘
                                    │
                          ┌──────────────────┐
                          │    HR Support    │
                          │ 3 x Support Cons PO1/2│
                          │ 9 x Support Officers Sc6│
                          │ 4 x Support Officers Sc3│
                          └──────────────────┘
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HR Pay, Systems & Support Manager PO8

- **Pay Control** Manager PO5
  2 x Pay Consultants PO1/2

- **HR Support Manager** PO5
  - **HR Support**
    3 x Support Cons PO1/2
    9 x Support Officers Sc6
    4 x Support Officers Sc3

- **HR Perf & Systems** Prin. Perf & Sys Consultant PO3/4
  2 x Perf. & Sys Cons. PO1/2

17

Head of Personnel
SM5

Head of Recruitment &
Retention PO6

Health & Safety Manager
PO6

H&S Advisor PO2
2 x H&S Advisors PO1/2
Back Advisor PO1

Pensions
Manager PO6

Prin. Team Ldr PO3
3 x Team Ldr PO2
3 x Pensions off Sc3 - 6

Prin R&R Cons PO3
R&R Cons PO1
R&R Team Ldr PO1
4 x R&R Support Off Sc6
2 x R&R Support Asst
Sc3/4

Prin R&R Consultant (Agcy
Contracts)
PO3/4

OD and Learning Structure 2003 Management Team

Change Management

Graduate Trainee

S01/2

Head of OD and Learning Philippa Morris

| **Principal OD and Learning Manager – Social Services*** Georgina Livera **PO7** (Deputy for Steady Improvement) | **Principal OD and Learning Manager – Core Programmes and Events * New Post** Vacant **PO7** | **Principal OD and Learning Manager – Management Development** Part time postholder plus 1/2 **P07** | **Principal OD and Learning Manager – Change Management** **New Post PO8** (Deputy for Step Change) | **OD and Learning Support Team Manager** **New Post** |

* existing post of Core Skills OD and Learning Manager is split and dedicated manager for Social Services team

Change Consultant

New Post PO6

Change Consultant

New Post PO6

Change Consultant

New Post PO6

19
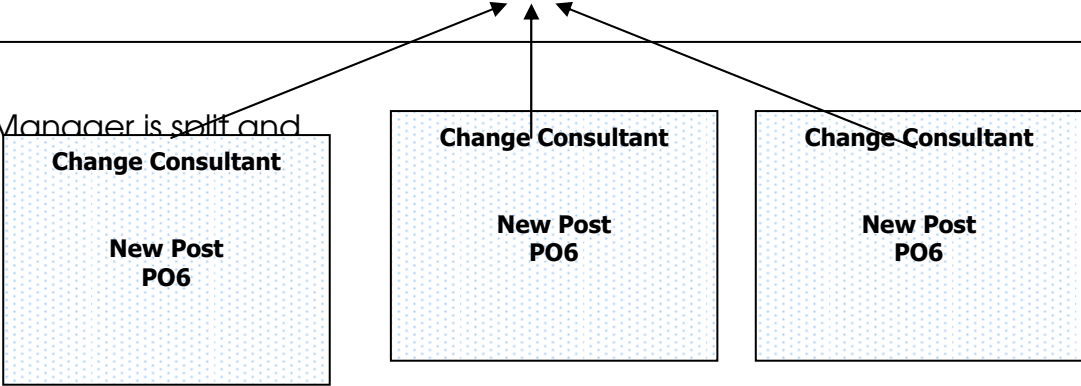
Social Services Team

Organisational Analysis – People Planning Coordinatio[n]
Social Services – professional qualifications
Social Services training programme design and delive[ry]
Social Services Event facilitation and workshop design
(revised generic jd's for all social services consultant p[osts])

Principal OD and Learning Manager – Social Services*

PO7
(Deputy Head of ODL)

OD and Learning Consultant – Special projects and OD Events

PO2

Social Services NVQ Consultant

PO3/4
(other part of post to be filled)

OD and Learning Consultant –Social Services Vacant

PO3/4

OD and Learning Consultant – Social Services

PO3/4

OD and Learning Consultant – Social Services

.5
PO3/4

Social Services NVQ Support and Administration Trainee

Sc 3

Social Services NVQ Support and Administration

Sc 5

OD and Learning Consultant – Social Services Health Partnership 50%

PO3/4

OD and Learning Consultant – Social Services Middx funded 50%

PO3/4

Social Services Support and Administration

Sc 5

Core Programme Team

Workforce (non managerial) Learning and Development Strategy
Core Skills Programme Co-ordination Design and Delivery
Support to Environment and Housing and Support Services
Co-ordination of IIP frameworks
IT training including co-ordination of post SAP learning support
E- Learning SAP support
Contract Management
Financial monitoring and reporting
Directorate Support to
- Environment
- Housing
- Access

Principal OD and Learning Manager – Core Programmes and Events

New Post

PO6

| **OD and Learning Consultant – IT and E-Learning** Learning Development for Core Programmes **PO3/4** | **OD and Learning Consultant – Core Programmes and Events** **PO3/4** | **OD and Learning Consultant – Core Programmes and Events** **PO3/4** | **OD and Learning Principal projects officer** **PO3/4** |
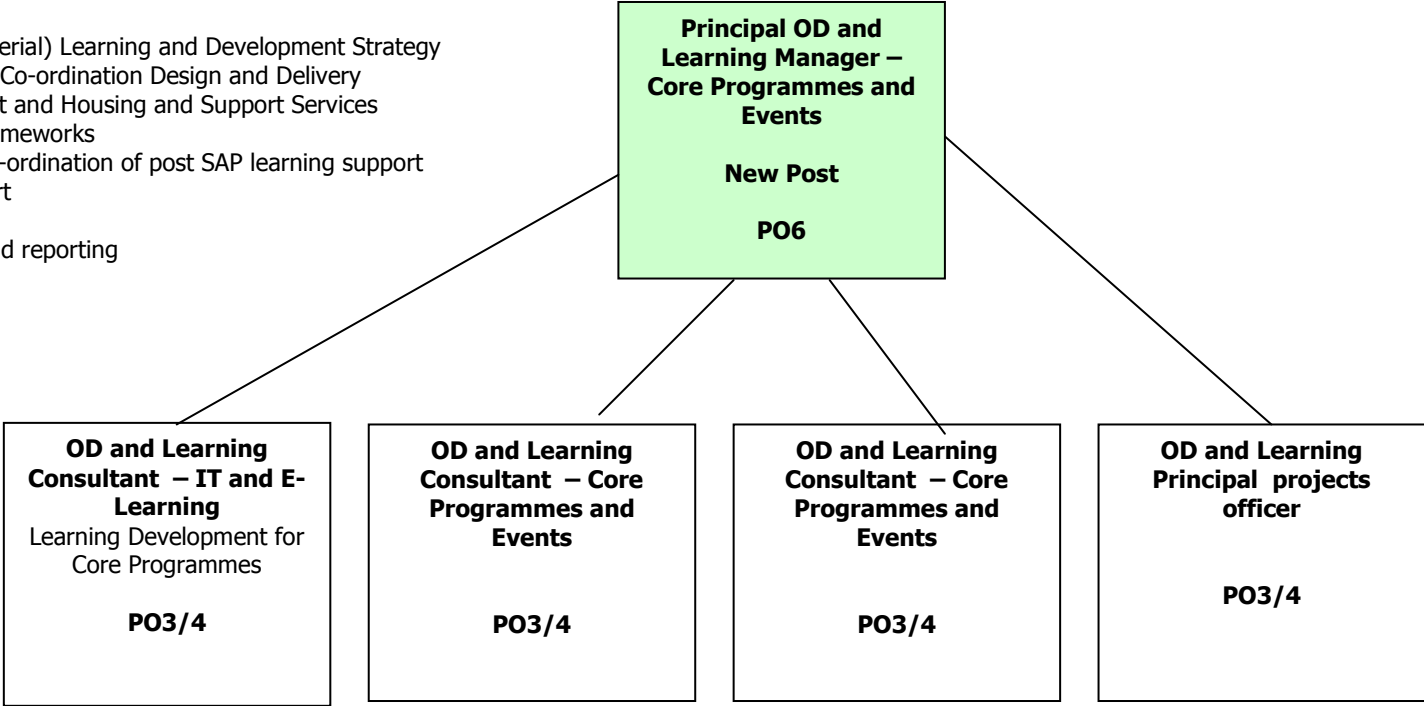
(revised generic jd's for all OD and Learning Core Skills consultant posts)

Core Programme Support and Administration

Sc 5

21
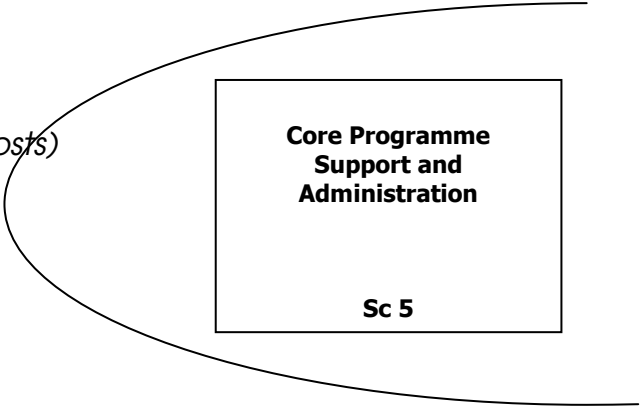
Management Development Team

Evaluation
Management Development Strategy
Management Courses – design and some delivery
Leadership Programme
Coaching and Mentoring programmes

Research

Directorate support to
- Finance,
- Chief Executives (OD and Strategy)
- Legal
- Education

Principal OD and Learning Manager – Management Development
FT
Catherine Macadam plus ½
P06

OD and Learning Project Officer

PO1

OD and Learning Consultant – Management Development and Events

New Post
PO3/4

OD and Learning Consultant – Management Development and Events

New Post
PO3/4

OD and Learning Consultant – Management Development and Events

PO3/4

OD and Learning Consultant – Management Development and Events

PO3/4

(revised generic jd's for all OD and Learning Core Skills (MD) consultant posts)

Management Development Support and Administration

Temp
Sc 5

22
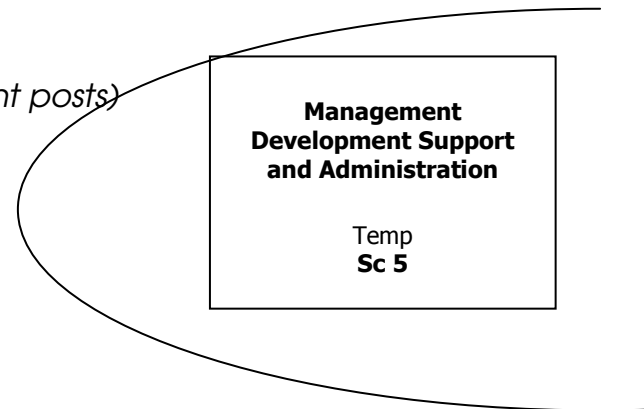
Support Team
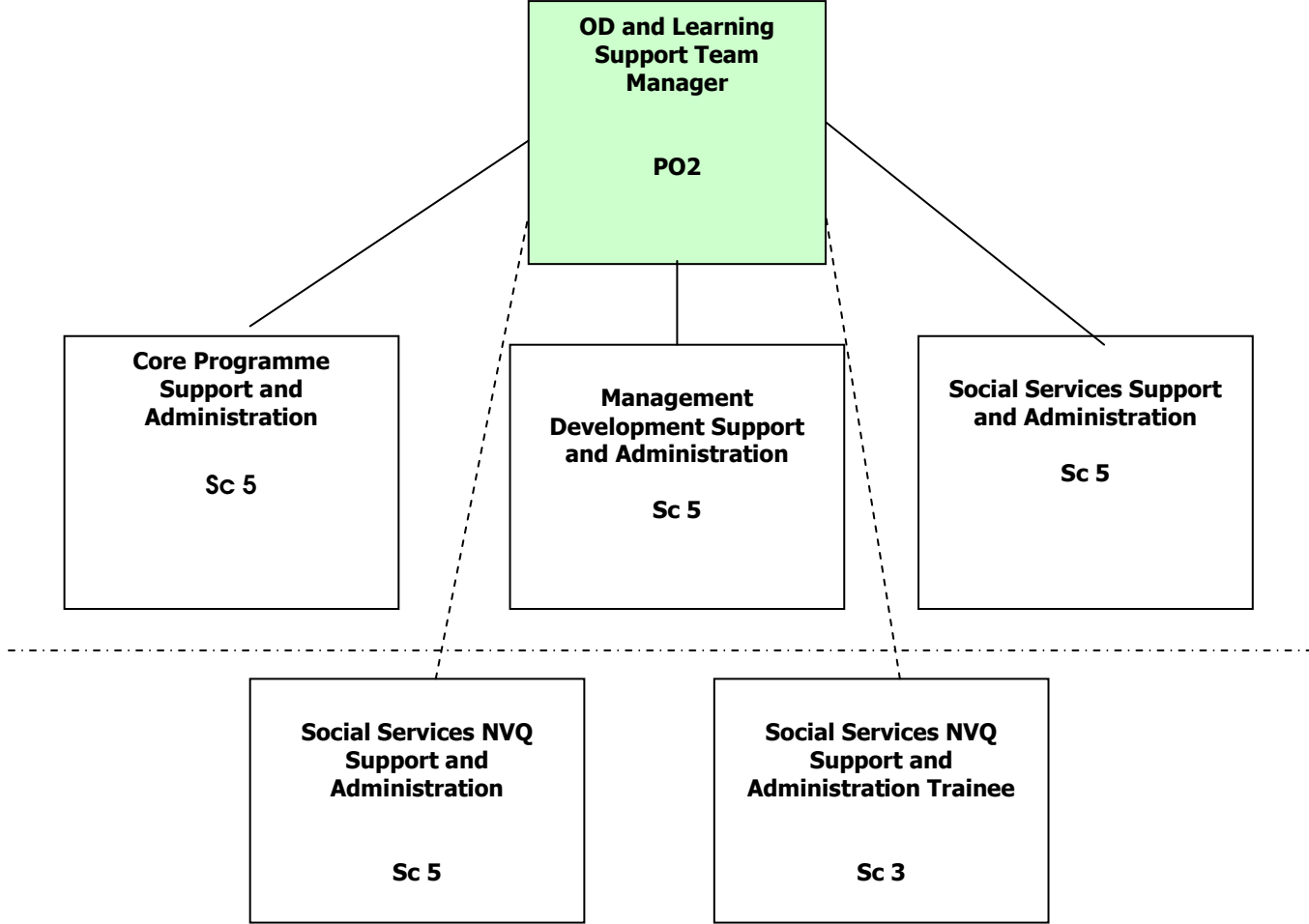
Proposed Changes to People & OD – April 2007

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                        ┌─────────────────────┐
                        │    Corporate        │
                        │    Head of HR       │
                        │    SM3/4            │
                        │ Manage HR operations│
                        │ Union  engagement   │
                        │ Input to OD strategy │
                        │ HR performance/      │
                        │ metrics             │
                        └─────────────────────┘
```

Corporate Head of HR SM3/4
Manage HR operations
Union engagement
Input to OD strategy
HR performance/ metrics

HR Business Support

Service Admin, PA support, Budget admin, Perf. Monitoring, Harinet maintenance

4 x HR Business Partners
- People Planning
- Advice & Cons
- Bespoke learning and development
- Change mgt

Employment Strategy & Performance
- Policy / Strategy
- Investigations
- HR Metrics

HR Shared Services
HR Support
Pay Control
Recruitment
transactions
Pensions

HfH Interim Structure

Health & Safety

Occupational Health & Welfare

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                        ┌─────────────────┐
                        │   HR Business   │
                        │  Partners and   │
                        │     teams       │
                        └────────┬────────┘
                                 │
        ┌──────────────┬─────────┴─────────┬──────────────┐
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| Urban Environment HR Bus. Partner PO7/8 3 x Personnel consultants (PO1's to PO4's) | Children & Young People's Service HR Bus. Partner PO7/8 2 x Personnel consultants (PO1's to PO4's) | Corporate Resources HR Bus. Partner PO7/8 2 x Personnel consultants (PO1's to PO4's) | Adult, Culture & Community Svcs HR Bus. Partner PO7/8 3 x Personnel consultants (PO1's to PO4's) |

Corporate Head of HR

HR Business Support
1 x PO1
1 x Sc6, 1 x Sc5
1 p/time Sc3

Head of Employment Strategy & Performance PO8

Health & Safety Manager PO6
1 x PO2, 2 x PO1/2

HfH Interim Structure Manager PO6
1 x PO3/4
1 x PO1/2, 1 x Sc6

Occupational Health & Welfare Manager PO6
2 x PO3, 1x Sc6,
1 x Sc4

HR Strategy / Policy
Strat.Cons 2 x PO6, 1 x PO5
Policy/ Inv Off PO2
Rec Contracts PO2
Redeployment Off PO1

HR Metrics & Info. Team
1 x PO5, 3 x PO1-4

**Corporate
Head of OD
SM2**
Strategic OD and Change activities
Leadership and workforce development
Employee engagement
HR performance/ metrics

Business Manager
PO2/3

Finance admin,
Contract Monitoring
Performance systems
Customer Liaison

Employee Development Team
- People Planning co-ordination
- Leadership & management development
- Contract Management
- Talent management
- Coaching

OD and Change Management Team
- PM Strategy
- OD improvement projects
- Change management
- Programme Office change activity planning

Social Care Workforce Development
- NVQ centre management
- Social work trainees
- Social work professional development
- Social Care qualifications

Social Care Workforce Development Manager

1x PO7/8

NVQ Centre Manager
(NVQ centre management)

1x P03/4

2 x Sc5 NVQ Support Officer

Learning and Development Consultant: Adults and Older People

1x PO3/4

Lead Learning and Development Consultant
Children's Workforce Development

1 x P06

Head of Social Work Development

(middx)

1 x PO1 project officer

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                    ┌─────────────────────┐
                    │  OD and Change      │
                    │     Manager         │
                    │                     │
                    │       SM1           │
                    └─────────────────────┘
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OD and Change Manager

SM1

Lead Change Consultant (OD and Improvement projects)	**Lead Change Consultant** (programme projects)	**Lead Change Consultant** (programme projects)	**Lead Change Consultant** (programme projects)
1x P06/7	**1x P06/7**	**1x P06/7**	**1x P06/7**
2 x OD and Change Consultants (PO4)			
1 x Project Officer (SO1)			

Business
Manager

PO2/3

Learning and Development Support Officer

1 x Sc 5

Lead Learning and Development Support Officer

1 x Sc 5

Learning and Development Support Officer

1 x Sc 5

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                    ┌─────────────────────────────────┐
                    │   Employee Development Manager  │
                    │                                 │
                    │              PO8                │
                    └─────────────────────────────────┘
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Employee Development Manager

PO8

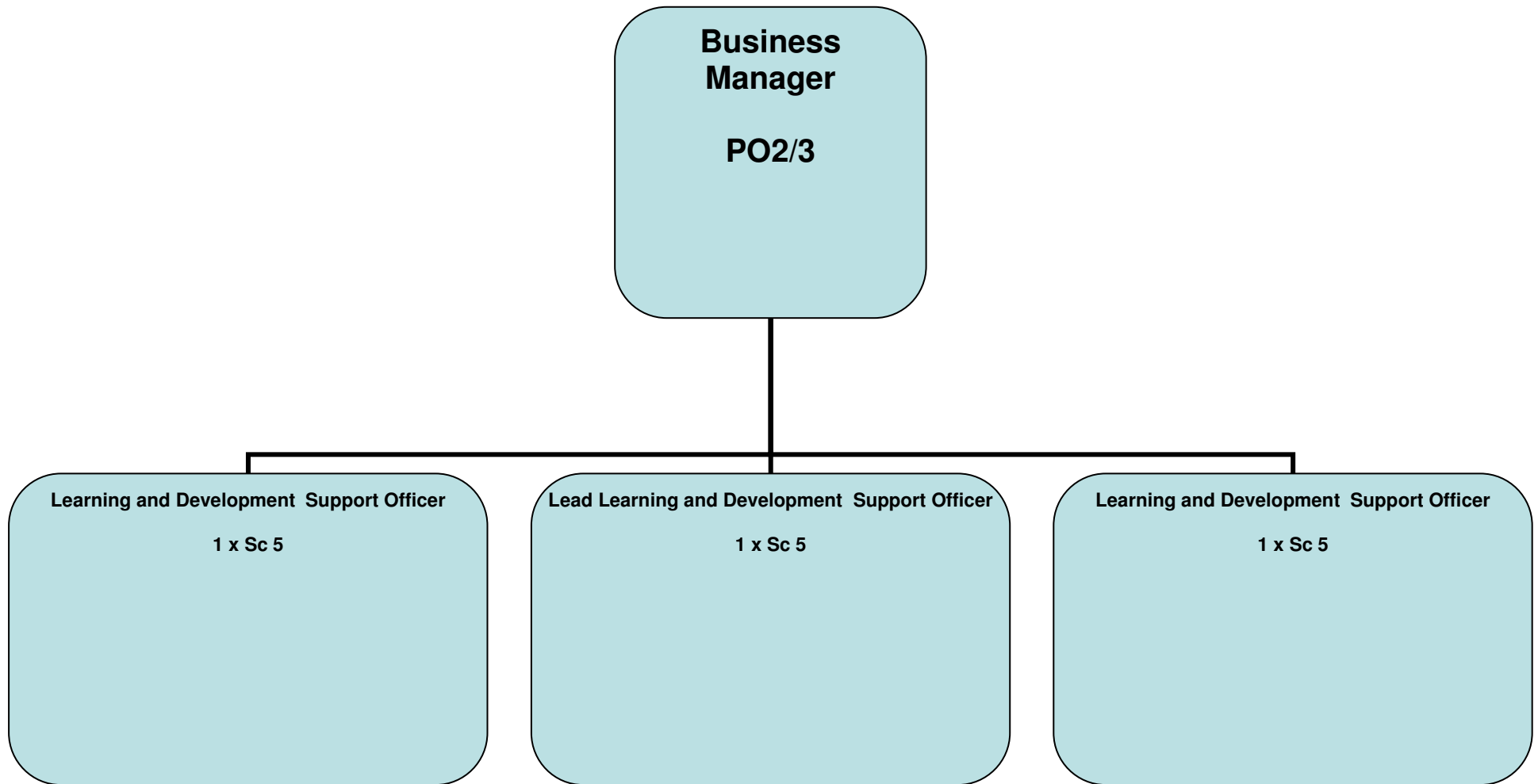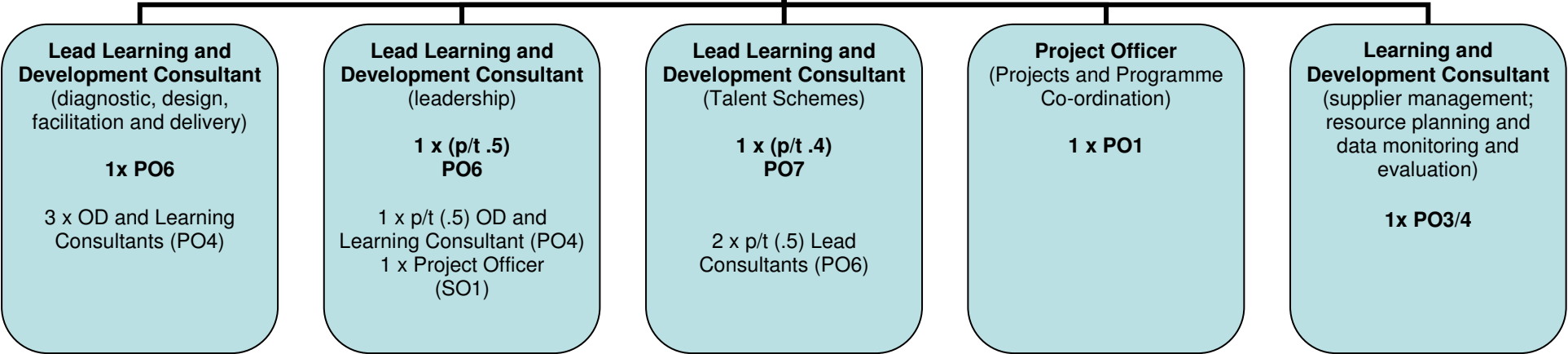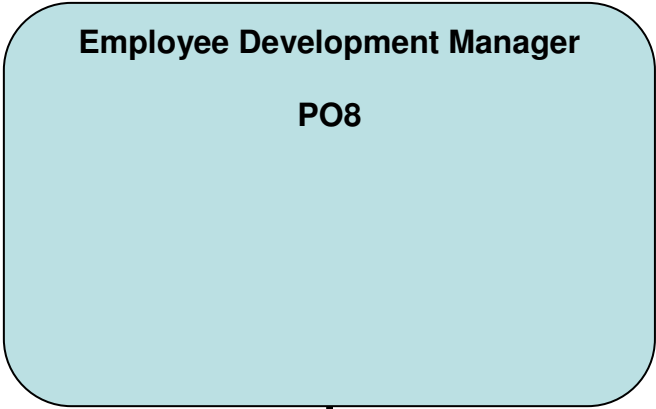| **Lead Learning and Development Consultant** (diagnostic, design, facilitation and delivery) **1x PO6** 3 x OD and Learning Consultants (PO4)	**Lead Learning and Development Consultant** (leadership) **1 x (p/t .5) PO6** 1 x p/t (.5) OD and Learning Consultant (PO4) 1 x Project Officer (SO1)	**Lead Learning and Development Consultant** (Talent Schemes) **1 x (p/t .4) PO7** 2 x p/t (.5) Lead Consultants (PO6)	**Project Officer** (Projects and Programme Co-ordination) **1 x PO1**	**Learning and Development Consultant** (supplier management; resource planning and data monitoring and evaluation) **1x PO3/4**

Appendix C - Equalities Impact Assessment questionnaire for reshaping of HR & OD services.

Haringey Council

Equalities Impact Assessment for Organisational Change

Purpose

The Equalities Impact Assessment for organisational change should assess the likely impact of restructuring on key groups of under represented employees depending on racial group, gender, age and disability.

Process

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.

Service considered – HR and OD services within the People & OD directorate

Questions

1. **Are you closing a unit?   Answer - NO**

   - If No, go to question 3.

   - If Yes, please outline how many staff will be affected and what the racial ethnic group, gender, age and disability of these staff represent.

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

   - If Yes, identify how many and their racial ethnic group, gender, age and disability.

Racial group

4. Provide a breakdown of the current organisation by Grade Group and Racial Group following the format below

Racial Group Analysis - HR

	Asian		Black		Mixed		Other		BME sub total		White		Not declared		TOTAL
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	1	10%	4	40%	2	20%	0	0%	7	70%	3	30%	0	0%	10
Sc6-SO2	4	27%	4	27%	0	0%	0	0%	8	53%	7	47%		0%	15
PO1-3	3	10%	9	31%	0	0%	1	3%	13	45%	16	55%		0%	29
PO4-7	1	5%	2	11%	1	5%	1	5%	5	26%	14	74%		0%	19
PO8+	0	0%	0	0%	0	0%	0	0%	0	0%	2	100%		0%	2
TOTAL	9	12%	19	25%	3	4%	2	3%	33	44%	42	56%	0	0%	75

Racial Group Analysis - OD

	Asian		Black		Mixed		Other		BME sub total		White		Not declared		TOTAL
Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5		0%	3	60%		0%		0%	3	60%	2	40%		0%	5
Sc6-SO2		0%		0%		0%		0%	0	0%	2	100%		0%	2
PO1-3		0%	1	13%	1	13%		0%	2	25%	6	75%		0%	8
PO4-7	2	17%	1	8%		0%		0%	3	25%	9	75%		0%	12
PO8+		0%		0%		0%		0%	0	0%	2	100%		0%	2
TOTAL	2	7%	5	17%	1	3%	0	0%	8	28%	21	72%	0	0%	29

5. Highlight any grade groups that are very under represented – i.e. with less than 20% Black & Minority Ethnic (BME) sub total of staff

Answer

There are no significant levels of under representation of black & minority ethnic staff in either HR or OD services.

6. Do any ringfences include staff from one ethnic minority group or Black & Minority Ethnic (BME) staff only?

Answer   HR Services – 2 ringfences –
2 x B&ME staff for 1 x Part time HR Mgt Support Asst Sc3
3 x B&ME staff for 3 x HR Support Team Leader PO2/3

OD service - NO

- If No, go to question 9.

- If Yes, how many of these staff might be displaced?

Answer - HR Service – Unable to predict because of opportunities for positions elsewhere in the structure

7. By how much do these staff reduce the % (percentage) of BME staff in the structure? Show start and end %.

Answer – n/a

8. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

Answer - Yes

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

Answer – HR Service – Unable to predict because of opportunities for positions elsewhere in the structure

Gender

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

Gender Analysis - HR

| Grade Group | Female | | Male | | TOTAL |
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	7	70%	3	30%	10
Sc6-SO2	14	93%	1	7%	15
PO1-3	20	69%	9	31%	29
PO4-7	14	74%	5	26%	19
PO8+	1	50%	1	50%	2
TOTAL	56	75%	19	25%	75

Gender Analysis - OD

| Grade Group | Female | | Male | | TOTAL |
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	4	80%	1	20%	5
Sc6-SO2	3	100%		0%	3
PO1-3	5	63%	3	38%	8
PO4-7	10	83%	2	17%	12
PO8+	2	100%		0%	2
TOTAL	24	80%	6	20%	30

10. Highlight any grade groups that are very under represented – i.e. with less than 40% female staff

Answer – None for either HR or OD services

11. Do any ringfences include female staff only?

Answer - HR services – 6 ringfences
  2 women for 1 x HR Mgt Support Asst Sc3
  5 women for 1 x HR Strategy/ Policy consultant PO6
  5 women for 4 x HR Business Partner PO7/8
  2 women for 1 x HR Support Manager PO7
  9 women for 3 x Senior HR Support Officer SO1
  9 women for 6 x HR Support Officer Sc6

  OD Services – 2 ringfences
  3 women for 3 x Lead OD & Learning Consultant PO6
  2 women for 4 x Change consultant PO6/7

- If No, go to question 14.

- If Yes, how many female staff might be displaced?

Answer – HR – Unable to predict because of opportunities for positions elsewhere in the structure
  OD – Unlikely because there are enough positions for staff.

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

Answer – HR and OD – Unable to predict because of opportunities for positions elsewhere in the structure

13. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

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

Answer – HR and OD – Unable to predict because of opportunities for positions elsewhere in the structure

Age

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

Age Analysis - HR

Grade Group	16-24 No. Staff	16-24 % of Grade Group	25-34 No. Staff	25-34 % of Grade Group	35-44 No. Staff	35-44 % of Grade Group	45-54 No. Staff	45-54 % of Grade Group	55-64 No. Staff	55-64 % of Grade Group	65+ No. Staff	65+ % of Grade Group	TOTAL STAFF
Sc1-5		0%	6	60%	1	10%	2	20%	1	10%		0%	10
Sc6-SO2		0%	3	20%	3	20%	7	47%	2	13%		0%	15
PO1-3		0%	8	28%	11	38%	8	28%	2	7%		0%	29
PO4-7		0%	4	21%	8	42%	3	16%	3	16%	1	5%	19
PO8+		0%		0%	1	50%	1	50%		0%		0%	2
TOTAL	0	0%	21	28%	24	32%	21	28%	8	11%	1	1%	75

Age Analysis - OD

Grade Group	16-24 No. Staff	16-24 % of Grade Group	25-34 No. Staff	25-34 % of Grade Group	35-44 No. Staff	35-44 % of Grade Group	45-54 No. Staff	45-54 % of Grade Group	55-64 No. Staff	55-64 % of Grade Group	65+ No. Staff	65+ % of Grade Group	TOTAL STAFF
Sc1-5	1	20%	3	60%		0%	1	20%		0%		0%	5
Sc6-SO2	1	33%	1	33%	1	33%		0%		0%		0%	3
PO1-3	1	13%	1	13%	2	25%	4	50%		0%		0%	8
PO4-7		0%	1	8%	5	42%	5	42%	1	8%		0%	12
PO8+		0%	1	50%		0%	1	50%		0%		0%	2
TOTAL	3	10%	7	23%	8	27%	11	37%	1	3%	0	0%	30

15. Highlight any grade groups that have a large majority of staff (over 60%) from one age group only or no representation at all.

Answer – Both HR and OD have a large percentage of staff in grade group Sc1-5 aged 25-34 years. There are a number of age groups that have no representation at all in the grade groups (see table results above).

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

Answer –   HR Services - 2 ringfences
                2 people aged 25-34 years for 1 x HR Mgt Support Asst Sc3
                2 people aged 45-54 years for 1 x HR Support Manager PO7

                OD services - None

- If No, go to question 19.

- If Yes, how many of these staff might be displaced?

Answer – HR – Unable to predict because of opportunities for positions elsewhere in the structure

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

Answer - No

18. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

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

Disability

19. Provide a Disability breakdown for the whole structure following the format below

Disabled analysis - HR

	Female		TOTAL
Grade Group	Disabled staff	% of Staff	STAFF
TOTAL	3	4%	75

Disabled analysis - OD

	Female		TOTAL
Grade Group	Disabled staff	% of Staff	STAFF
TOTAL	4	13%	30

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

Answer – No for both HR and OD services.

- If No, go to question 22.

- If Yes, how many and what is the impact on the number of disabled staff? Show start and end numbers and %.

21. Can any of these staff be accommodated elsewhere within the reorganised structure or can you amend the structure to accommodate them?

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

Summary questions

22. Will the proposed new structure deliver service improvements/ benefits and/ or achieve budget savings that justify the reorganisational approach taken?   Please make reference to these in a report elsewhere or summarise them below.

Answer – Please see People & OD Reshaping 2007 report for General Purposes Committee on 4 June 2007.

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

Answer – Yes

Steve Davies
Acting Head of HR
24 May 2007