



London Borough of Barnet

Consultation Document

Early Years Transformation Project

June 2015

VERSION CONTROL

Version	Date	Version changes	Distribution
V1	23/02/15	Original draft	Deborah Viner
V2	30/03/15	Project detail & methodology update, Consultation update, establishment update, current and new proposed structure	Workforce Board
V3	10/04/15	Section 2.3 Number of staff in scope inserted/current establishment table updated Appendix A updated Appendix B updated	Deborah Viner
V4	13/04/15	Reorganisation of Appendices	Deborah Viner
V5	27/05/15	Close of Consultation Update	Deborah Viner
V6	02/06/15	Final updates from SMT	Deborah Viner
V7	10/06/15	Updates from finance, legal, governance	Cllr Scannell

APPROVALS

Distribution	Date	Approvals	Version(s)
Karen Pearson	30/03/15	To go to WFB	2
Duncan Tessier	10/04/15	Update for TU/Staff	3
Duncan Tessier	13/04/15	Update for TU / Staff	4
Karen Pearson/Duncan Tessier	27/05/15	Update for approval prior to SMT	5
Nicola Francis, Family Services Director	02/06/15	Final Approval from SMT	6
Chair of GFC, Finance , Legal, Governance	12/06/15	Final Approval prior to GFC	7

POLICY SUMMARY

This document is provided under Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 and in line with the council's obligations under Information and Consultation of Employees Regulations to inform and consult employees about proposed changes to their working circumstances. An initial document was provided to the Trade Unions to open consultation on 7 April 2015, prior to the meeting held on 13 April 2015, and this has been updated for the close of consultation following feedback during consultation from Trade Union colleagues and employees.

Appendix 1 – Early Years Review Consultation Document

The council has in place a Managing Organisational Change Policy set out within the employee handbook.

This document has been developed and will be implemented in accordance with the Trade Union Project Engagement Protocol agreed by SCB on 16th February 2015.

DECISION MAKING

This proposal affects more than 20 employees and therefore is subject to the decision of the Council's Workforce Board to approve the proposals prior to and following consultation. The Council's Workforce Board must approve the consultation document following consultation with the Trade Unions and employees and future report to the General Functions Committee.

This proposal is made by Nicola Francis, Family Services Director.

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Appendix 1 – Early Years Review Consultation Document

Appendices Included:

Appendix 1 – Early Years Review Consultation Document

Appendix 2 .1 – Current Early Years Structure Chart

Appendix 2.2 – Proposed Early Years Structure Chart

Appendices available on request:

Appendix 3 – Responses to Proposals and Feedback through Consultation

Appendix 4 – Assimilation and Recruitment Roles

Appendix 5 – Managing Organisational Change

Appendix 6 – Frequently Asked Questions

Appendix 7- Trade Union Responses

Appendix 8 – Job Description examples

Appendix 9 – Changes to Consultation Document

1.0 EXECUTIVE SUMMARY INFORMATION

1.1 OFFICERS

ROLE	NAME	CONTACT
Sponsor	Nicola Francis / Duncan Tessier	Nicola.Francis@barnet.gov.uk / Duncan.Tessier@barnet.gov.uk
Transformation Project Lead Officer	Karen Pearson	Karen.Pearson@barnet.gov.uk
Human Resources Transformation Lead	Deborah Viner	Deborah.Viner@barnet.gov.uk

All responses to this consultation were sent to enquiries.ey@barnet.gov.uk and responded to via weekly FAQs uploaded to the dedicated Early Years Review consultation intranet page. .

1.2 TIMETABLE

It is proposed to implement the final structure with effect from 1 September 2015, subject to approval from the Council's Workforce Board and General Functions Committee.

Date	Action
26/02/2015	JNCC Meeting – Trade Unions informed of timelines for staff consultation
27/02/2015	Email to staff informing them of timelines for staff consultation
01/04/2015	Workforce Board approves initiation of staff consultation
13/04/2015	Formal Consultation Period commences
14/04/2015 17/04/2015	Managing Change Workshops for Managers
17/04/2015 20/04/2015	Support Sessions for Staff
13/04/2015- 13/05/2015	30 day consultation period with individual and collective meetings as required to gather feedback and written FAQs prepared and shared with staff in scope
13/05/2015	Formal close of consultation
13/05/2015	Presentations to Trade Unions and staff on LBB feedback to date and close of consultation
18/05/2015- 21/05/2015	Final consultation response prepared
22/05/2015- 01/06/2015	Interview skills workshops
10/06/2015	Workforce Board receive and consider final recommendations following close of formal consultation
23/06/2015	General Functions Committee to receive and consider final recommendations following close of formal consultation
29/06/2015	Redundancy notices issued where appropriate
29/06/2015- 31/08/2015	Redeployment and one to one activity to continue for those issued notice of redundancy

29/06/2015-10/07/2015	Council wide recruitment commences for redeployees (subject to GFC approval)
06/07/2015	Open (external) recruitment commences
31/08/15	Last day of service for those given notice of redundancy (except where employees are on 12 weeks' notice)
01/09/2015	Go live of new structure New structure implemented
29/06/2015-03/07/2015	All staff informed of their role in the new structure

2.0 OBJECTIVES AND RATIONALE

2.1. Overview

Following a review that included significant engagement with residents, front line staff and a range of other stakeholders, a new early year's model has been developed as part of the October 2014 full business case (FBC); this model builds on the previous outline business case (OBC).

The early years' locality model proposed has been designed to achieve the £700,000 savings required in the Council's medium financial strategy and to contribute to the following strategic outcomes:

- Identification of and support for the most vulnerable families
- School readiness for all children in Barnet
- Positive health outcomes for all children in Barnet
- Sufficiency of high quality childcare places for children in Barnet
- Reduce the number of adults with young children who want to return to work but are unable to do so.

This new locality model will focus on improved identification and support for vulnerable families, be more flexible and focused on evidence based interventions, support greater community involvement and help families to be able to support themselves.

The new Early Years structure aims to preserve the majority of front-line services through: the development of a more cost effective management structure structured around 3 locality areas, more effective use of physical locations and by ensuring the service is flexible and adaptable to future need.

2.2 Summary of approach and proposed changes

This restructure has been undertaken in accordance with the current pay and grading methodology and evaluated under GLPC and Soulbury where appropriate.

The LBB is moving towards a Unified Pay and Reward programme and consultation on how this will be implemented will take place at a later date.

The proposed restructure is in two key blocks; Local Authority Staff, which are covered in this consultation document, and through the reconfiguration of school based staff, which will be led by the Headteacher and Governing Body of each individual school. Each of the restructures will come together to define the Locality Model.

The move to the locality model is predicated on providing the best we can for what we can afford and as such:

- Reduces the management of the current structure to one that is more efficient and effective, working across a locality rather than individual management at each centre – this supports a move from silo working to an integrated model
- By more flexible and effective use of management resources we are able to protect frontline services to young children and their families
- Centralised data management and provision that reduces the burden and duplication of effort for the school based provision

Additionally, in line with the need to increase childcare provision as part of a growing population and as part of developing the 2 Year Old offer, the model proposes a significant increase in the number of childcare places provided in Local Authority based settings and therefore the required staffing levels for childcare. This increase is self-financing, given that childcare provision attracts DfE funding and additional income generation from working parents.

The Early Years Review project is being implemented through 6 workstreams:

1. **Schools**

This workstream is responsible for finalising the new Early Years' Service model and agreeing new SLA's with schools for the delivery of locality services

2. **Finance**

This workstream is responsible for ensuring the new model is financially robust and collects the financial savings as outlined in the MFS (£700,000)

3. **Childcare Model**

This workstream is responsible for developing and implementing a neutral cost childcare model and to expand the 2 year old offer

4. **Locality Development**

Responsible for developing and implementing the operational locality and supporting governance arrangements

5. **ICT**

This workstream will ensure that all Delivery Venues (in-house centres only) are able to function as a local authority managed service using the Barnet network

6. **HR Implementation**

This workstream is responsible for delivering the technical restructure of the Early Years' Service in accordance with the new Locality Operating Model - Consultation, Recruitment, TUPE (Stonegrove Children's Centre)

The detailed changes proposed are described below, set against the 3 key functions that are being structured.

1. **Central Early Years Team**

The Central Early Years Team includes all NLBP based staff that undertake strategy and leadership of the Early Years service in order to meet the statutory obligations of the Authority in relation to Children's Centre programme, childcare and Early Education.

2. **Locality Children's Centre Services Teams**

The Locality teams are responsible for the operational delivery of children's centre services for children and families according to the Core Purpose for children's centre services.

3. **Childcare**

The childcare function is separated under this model as it is financed through DSG and is 'cost neutral' / self-financing.

Central Early Years Team

The efficiencies in the central team will see the current establishment of 14.6 posts reducing to 12.6 and the proposed new structure will feature the following roles:

- a) Head of Early Years (in post)
- b) Strategy & Sufficiency Manager and Strategy & Planning Officer proposed
- c) Childcare Business Manager role removed
- d) Child-minding posts reduced from 3 to 2 and reconfigured to incorporate quality functions in the Standards Team
- e) Early Years Registration Support Officer proposed to replace Registration and Inspection

- f) Two lead early years' standards roles deleted and early years standards and quality lead role (and deputy) proposed. The lead role will commission quality assurance, support and guidance roles from schools for children's centres
- g) Funding Officer added will support the critical functions relating to statutory duties (headcount, payments, claims from DfE etc)

Locality Children's Centre Services Teams

Each locality will be led by a locality manager responsible for operational management of council services, including child care, ensuring deployment of the services to all centres across the locality, whilst also leading partnership development and local strategy that enables integrated working. This includes contract management of school based delivery.

In the current model, the roles of family support, outreach and childcare are not separated across job functions at all levels of management. This lack of separation causes a lack of clarity on roles and creates difficulties because the roles relate to different funding streams. In the proposed new model, family support, outreach and childcare are distinctly separated to create clarity and consistency across the network.

Within the council locality teams, there will be the provision of business and administration support to enable the provision of data and its analysis to support targeting service provision and improving quality and outcomes across authority and school based provision, all reporting into the Locality Manager.

The configuration of the locality structure overall involves a move from 49.75 children's centre FTE posts (non childcare, non Central Team) across Wingfield, Parkfield, Newstead, Stonegrove and the Hyde, to a team of 39.5 FTE posts across the local authority structures in the three localities. Overall, these efficiencies are made up through significant reduction in number of management roles (from 10 to 6 within the Local Authority, but should also accommodate a similar reduction in management in school led children's centre services) and streamlined administrative support, with a protection of front line roles. Specifically, the changes are:

- a) Three locality manager posts to be created
- b) Current management roles (Children's Centre Manager and Deputy Children's Centre Manager) in individual children's centres removed
- c) Three locality family support and outreach manager roles created with family support teams under the management of these posts. A senior outreach role will manage outreach officer roles
- d) Distinct family support and outreach roles (likewise for childcare) proposed at each locality with current front line staff assimilated (or ring-fenced subject to final analysis) to replace the current family support and outreach roles
- e) A reduction in business and administration support roles of circa 50% (from 11 to 6)

Childcare

The local authority's childcare services must become self-financing and in order to achieve this, and realise the associated economies of scale, we will develop the business model so that current provision is maximised and expanded. In addition, this will enable the delivery of increased, targeted two year old and three / four year old places.

Overall, we are seeking to expand the number of childcare places across the authority children's centre sites that currently provide childcare in the region of 25%. Overtime, this should result in an increased number of front line childcare posts from circa 30 (current structure) to 43, once the model has been optimised.

The result of this will see current front line childcare staff assimilated into posts and a planned expansion programme will be implemented.

- a) Childcare roles will be redesigned to separate out from family support and outreach to be distinct and specialised
- b) Additional roles will be added at a range of levels that will encourage a clear career pathway and progression,
- c) Income generation created by the new posts will be reinvested to cover the cost of the service and will need to accommodate the cost neutrality of the new model
- d) A childcare manager role will be established, working across all three in house childcare centres to support the implementation of the new business model

2.3 Current and Revised Structure

The current structure is attached at Appendix 2.1. Feedback throughout the Consultation has confirmed that it contains a number of inaccuracies. A new process is being designed and implemented to ensure that all structure charts are kept up to date moving forward.

The new structure is attached as Appendix 2.2.

The implementation of the new structure led by the HR work stream will provide the core framework for the basis of a new service delivery model, including a functions based and flexible staffing structure, local business planning, target setting and measurement of impact.

3.0 STAFF IN SCOPE

Consultation on the new Early Years re-structure included all LBB Early Years staff but excluded staff employed by schools who also provide Children’s Centre services (schools are required to lead on their own consultations with the assistance of LBB HR). During the period of consultation, an approach has been developed to co-ordinate how the Council and schools share information on vacancies and staff who are potentially at risk, in order to minimise redundancies and retain valuable skills.

In Scope

	Before consultation	After Consultation	Comments
Headcount	70	64	Net effect of Fixed Term Contracts (FTC) moved into ‘in scope’ and leavers during the consultation period
FTE	52.81	44.94 (Assimilated) 3.50 (At risk) 48.44 in total	

Out of Scope

	Before consultation	After Consultation	Comments
Headcount	17	14	FTC identified with sufficient qualifying service
FTE	14.94	12.77	

Roles out of Scope

	Before consultation	After Consultation	Comments
Childrens Centre Health and Wellbeing Officer	1	1	
Welfare Rights Officer	2	2	
FTC without sufficient qualifying service	11.94	9.77	FTC identified with sufficient qualifying service
Total	14.94	12.77	

3.1 The current vs proposed establishment

There are 5 authority based children’s centre service locations across the borough with an additional 8 main outreach venues with a budget of £4.33m 2014/15 (including central team costs). 8 of the children’s centres are managed by schools and 5 run directly by the Council (including Stonegrove which was previously managed by a community voluntary organisation and has now TUPE’d into the Council with effect from 01/03/2015).

Central Team and Locality	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Central	14.6	12.5	12.6
Locality Team	49.75	39.5*	39.5*
Total	64.35	52.00	52.1

Childcare	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Childcare	30	45 (over time – see section 3)	43.14 (SEE SECTION 3)

Totals	Establishment (FTE)	Proposed Establishment prior to Consultation	Proposed Establishment after Consultation
Central, Locality and Childcare	94.35	97 (over time – see section 3)	95.24 (SEE SECTION 3)

* includes Locality Managers

Workforce prior to consultation	
Assimilated	47.31 FTE
<u>Employees 'At Risk'</u> <ul style="list-style-type: none"> • 3 Childrens Centre Managers • Early Years Practitioner (x 2) • 0.5 x EY Quality Development Advisor, Children's Centres 	5.5 FTE
Employees (FTE) in scope	52.81 FTE

Workforce after consultation	
Assimilated	44.94 Net effect of Fixed Term Contracts (FTC) moved into in scope and leavers during the consultation period
<u>Employees 'At Risk'</u> <ul style="list-style-type: none"> • 2 x Childrens Centre Managers (1 x Childrens Centre Manager recruited to Locality Manager Role) • 1 x EY Co-ordinator has now been identified as 'at risk' • 0.5 x EY Quality Development Advisor, Children's Centres 	3.5 FTE
Employees (FTE) in scope	48.44 FTE

4.0 OUTLINE OF MANAGING ORGANISATIONAL CHANGE CONSULTATION AND IMPLEMENTATION APPROACH

The approach and implementation of the Early Years Consultation was carried out in line with the LBB Managing Change Organisational guide and aimed to reduce the number of redundancies involved and mitigate any negative effects, with a target date of 1st September 2015 for full commencement of the new Early Years structure.

The consultation period lasted for 30 days as the potential number of redundancies was anticipated to be below 20. The consultation period also met the requirement to take place 30 days before the first of any redundancies take effect, within a period of 90 days or less.

The Trade Unions were informed on the 26 February and on the 11 March of the dates of the Early Years consultation, verbally and in writing; formal consultation with the Unions commenced on 13 April 2015 for 30 days, completing on 13 May 2015. During the consultation the Trade Unions were kept updated and consulted with throughout the process.

Before consultation commenced, the Trade Unions were notified of the following;

- the reasons for the proposals
- the numbers and descriptions of employees the Council proposed to dismiss as redundant
- the total number of employees of any such description employed by the Council at the establishment in question
- the proposed method of selecting the employees who may be made redundant
- the proposed method of carrying out the redundancies, taking account of any currently defined procedure, including the period over which the redundancies are to take effect
- the proposed method of calculating any redundancy payments, other than those required by statute, that the employer proposes to make
- the number, location and type of work undertaken by agency workers.

There were also ‘one to one’ meetings between Link managers and their staff during the consultation period to discuss relevant matters and notes were kept of individual consultation discussions; signed by both the manager and the employee as an accurate record of the meeting.

Although it is noted that an employee’s notice period cannot commence until the notice of redundancy is issued it has been recognised that payment in lieu of the notice period may need to be made to meet the target date of 1 September 2015.

It is anticipated that employees will take any outstanding holiday or time owing during their notice period and there will not normally be a separate payment in respect of this.

5.0 METHODOLOGY AND ORGANISATIONAL DESIGN

As part of the Council's Workforce Strategy (and savings proposed under the Priority and Spending Review (PSR)), it has been agreed that the process of organisational design will include taking the opportunity to review spans and layers of management to reduce management costs and increase direct accountability for performance and staff management through fewer levels within the organisation.

6.0 FINANCIAL MODEL/IMPACT

The proposal will achieve cost savings of £525,000 for 2015/16 and an additional £175,000 in 2016/17 (i.e. a total saving on the 2014/15 budget of £700,000).

Budget	Finances £
Current total	4.33m
Base budget reduction	0.7m
Outcome total budget	3.63m

7.0 ORGANISATIONAL CHANGE APPROACH

This section sets out how the Council communicated, engaged and consulted with affected employees and their representatives, obtaining their feedback on the proposals, responded to their questions and concerns and provided support as appropriate to staff during this uncertain time for them. This was conducted in line with the Managing Organisational Change Policy and associated guidance.

7.1 Areas for consultation

The key areas for consultation were:

- Structural proposals: what were the views of those being consulted about the proposed structures, alignment of responsibilities, functions and approach to how the service supports the new vision?
- Roles: what were the views of those being consulted about the proposed new roles?
- Resourcing: what were the views in respect of the proposed approach to assimilation to job roles in the new structure?

7.2 Formal Consultation Method

It is recognised that the proposals to restructure the Council's Early Years' Service will have an impact on employees and, in accordance with the Council's Managing Organisational Change Policy, it is essential that this change is managed in a way that reduces the disruptive effects of change.

The key objectives for the consultation were to ensure those employees and their representatives:

1. Were fully informed about the proposals
2. Understand what the implications of the proposals were for them
3. Have the opportunity to contribute their views and ideas
4. Were properly consulted about the proposals

This included ensuring that:

- the employees concerned were treated in a fair and equitable way
- advance notice of the impending change was given to the employees concerned as soon as possible
- change will be brought about following consultation
- the need for redundancy will be minimised but balanced against the Authority's need to retain employees with the skills and experience necessary to best meet future service requirements
- redeployment opportunities will be maximised

Our overall approach to engagement and consultation was:

- To be as open as possible with information, taking into account commercial confidentiality
- To ensure that information is accessible to all employees
- To ensure that communication is timely
- To be clear about the purpose of any communication or engagement activity

There were a number of feedback routes for employees including one to one meetings, larger briefings, email, Trade Union and staff representatives, and frequently asked questions (FAQs).

Employees were invited to request further time with their Manager outside of the structured sessions on an individual basis to receive feedback or answer any further questions. Employees were also advised to contact the HR Lead if they had questions related to the change process and employment terms.

The consultation took place by means of various meetings on the launch date of the consultation with recognised trade unions and affected staff as follows:

- Collective union consultation: Family Services Director, accompanied by Project and HR leads, met with trade union representatives to present the proposals, answer any of their immediate questions and outline opportunities for further feedback and discussion on the proposed new structure.
- Collective staff consultation: Family Services Director, accompanied by current senior managers in Early Years roles, and the HR Lead presented the proposals to the affected Council staff who were invited to a consultation launch meeting and given the opportunity to ask and have answered any immediate questions. In addition, the opening consultation document was circulated to all affected staff on the launch date.
- Individual consultation: Line managers met with individual employees who were directly affected on a one to one basis to inform them of the proposed impact on their post and address any immediate concerns.

7.3 Responding to consultation

Individual staff were invited to submit their own responses following the launch of the consultation to Enquiries.ey@barnet.gov.uk

All comments were collated, reviewed and responded to as part of the overall consultation process and circulated weekly to the Trade Unions and employees through the Frequently Asked Questions document via the Early Years network.

7.4. Additional support for staff

We recognised that it is imperative that employees were given support during this time and this was provided through the following means:

The Council's Employee Assistance Programme: Access to free 24 hour telephone counselling and information services at any time of the day or night. Tel: 0800 716 017; Minicom: 0845 600 5499. Online; www.employeeecare.com.

HR advice: Where required, the HR Lead provided advice to employees on an individual basis.

Managing Change for Managers: All staff with management responsibility were offered Managing Change training in order to be able to advise staff on the process and understand the impact of change on individuals and morale.

Dealing with Change for staff: Drop in sessions for staff were arranged to discuss impact and dealing with stress and change

Preparation: Staff at risk of redundancy have been given the opportunity to access support to prepare for submitting job applications and attending interviews/selection activities.

8.0 PROPOSED ORGANISATIONAL CHANGE IMPLEMENTATION

This process was conducted in accordance with the Council's Managing Organisational Change policy and associated guidelines.

8.1 Assimilation

Each existing post was assessed against the Council's existing criteria for job matching for the purposes of assimilation.

Assimilation is where an employee is matched to a post without the need for an interview.

Assimilation can only be used where there are the same number or fewer redeployees than available matching posts and either:

- the post being assimilated to is identical and is available in the same work area and it is a grade match; or
- the post is a 55% match and it is available in the same work area and it is a grade match.

All employees, with the exception of the 3.5 FTE (headcount 4) at risk, have been assimilated into roles contained within the new structure.

All new posts for which there are no staff who meet the job matching threshold will be advertised externally.

8.2 Redeployment and Approach to Recruitment

After approval of the proposals (General Functions Committee 23 June 2015) all remaining vacant posts will be advertised to redeployees council wide. Where staff are applying for posts as redeployees then recruitment and selection criteria will be applied. Any posts still unfilled will then be advertised externally.

Advice about preparing Redeployment Application Forms and interview skills has been offered to all affected staff in advance of the recruitment and selection process. This facility is not available for staff who have been assimilated.

8.3 Selection for redundancy

If it is necessary to reduce staff numbers by compulsory redundancy, then the procedures as set out in the London Borough of Barnet's Managing Organisational Change Policy will be followed. In addition Barnet's Pay Protection and Severance Schemes will apply.

9.0 MITIGATING THE IMPACT OF THE PROPOSALS

The aim of Managing Organisational Change is to minimise the number of employees to be made redundant.

If an employee unreasonably refuses to accept an offer of assimilation, where the offer is considered “suitable alternative employment” by the Council, then this may affect the employee’s right to a redundancy payment.

Redeployment opportunities, as they exist, will be made available to those staff at risk of redundancy where the Council deems the posts as “suitable alternative employment”. Any selection to these posts will be undertaken using objective recruitment selection criteria. The selection process will be based on the criteria in the role profile: skills, competencies and qualifications, which will be assessed. It is, however, anticipated that testing for suitable skills, competencies and experience will include a mixture of knowledge and direct observation.

Where appropriate, 4 week trial periods will be agreed with staff, who are redeployed to other roles. Training plans will form a part of the trial period and considered on an individual basis.

If any changes are made following the consultation process to the proposed job profiles or grades, these will be confirmed in a separate Delegated Powers Report.

Subject to the decision of the General Functions Committee, the new structure will become operational from 1 September 2015, with the assimilation and redeployment processes commencing from that date. A detailed recruitment strategy to fill any remaining vacant posts, to be implemented from the day after the decision of the General Functions Committee will be produced and communicated to the Trade Unions and Staff.

10.0 EQUALITY ASSESSMENT

This section outlines how Barnet will pay due regard to equalities as required by the Equalities Act 2010 in assessing the equality impact of these proposals.

Due regard was given to ensure that all staff had access to the consultation process and were able to make their views known. No issues with regard to communication were identified and this was regularly reviewed throughout the consultation process to ensure that clear communication, consultation and engagement had taken place and that the views of all Barnet’s employees were taken into account, regardless of disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage or civil partnership.

Any employees who are currently or due to go on maternity leave or who are currently on long term sickness absence have been and will continue to be fully included and involved throughout the process.

After close of consultation a detailed Equality Impact Assessment has been undertaken on those staff who have been identified as being ‘at risk’ and no issues relating to the councils responsibility under

the Equalities Act 2010 were identified. The analysis and results have not been included in this document to avoid identifying the 4 individuals concerned.

11.0 SUMMARY OF CHANGES AS A RESULT OF CONSULTATION

Following thorough feedback from Trade Union colleagues and employees, a number of changes to the original proposals have been made.

11.1 Changes to Structure

The overall structure has been amended through the consultation process as follows:

- Total proposed structure changed from 97 FTE to 95.24 FTE
- Number of Cooks decreased from 2.2 FTE to 1.61 FTE (to reflect the current structure)
- Number of Domestic Assistants increased from 1.85 FTE to 2.02 FTE (to reflect the current structure)
- 1.5 FTE Advisory Teacher increased to 1.6 FTE Advisory Teachers (to reflect the current structure)
- 3 x Senior Child Care Workers removed
- 3 x additional Childcare Lead roles created
- Early Years Sufficiency and Access Manager and Early Years Strategy and Planning Manager combined into one role of Early Years Strategy and Sufficiency Manager
- 1 x Early Years Funding Officer role created
- 1 x Early Years Childminding Quality Officer and 1 x Childminding Support Officer amended to 2 x Childminding Quality and Support Officer roles

11.2 Changes to Job Descriptions

- The content of the following role profiles has changed through the consultation process:
 - Brokerage Officer amended
 - Early Years Standards Officer revised
 - Early Years Sufficiency and Access Manager and Early Years Strategy and Planning Manager combined into one role of Early Years Strategy and Sufficiency Manager
 - Early Years Strategy and Planning Officer amended
 - Early Years Provider Support Officer title changed to Early Years Registration and Support Officer and amended
 - Early Years Childminding Quality Officer and 1 x Childminding Support Officer content merged to create 2 x Childminding Quality and Support Officer.
 - Training and Early Years Standards Support Officer title changed to Early Years Standards Training Officer
 - SENCO role now included in Childcare Lead only

All the above roles were re-evaluated as a result of the amendments.

11.3 Revised Assimilation

- Additional 6.2 FTE assimilated into Senior Childcare role
- As a result of the increase in Childcare Lead posts/reduction of Senior Childcare Worker posts, the council has offered the opportunity for employees assimilated to the of Senior Childcare Worker to express an interest in the roles of Early Years Childcare Lead, which represents a promotional opportunity. A scaled-down recruitment and selection process will be carried out for those who have indicated that wish to be considered for this role. Those employees who are unsuccessful in obtaining a Childcare Lead role will be assimilated into a Senior Childcare Worker role.
- Additional 4 FTE assimilated into more than one role
- The council has offered the opportunity for any employee assimilated into more than one role to express their preference.