

INITIAL EQUALITY IMPACT ASSESSMENT – SERVICE CHANGE REDUCTION TO MANAGEMENT CAPACITY IN THE EARLY YEARS SERVICE

| | |
|-----------------|--|
| Department | Children's Services |
| Service | Early Years Management Capacity |
| People involved | Rob Nicholson |

1. What are the aims of the service and what changes are being proposed?

The service aims to improve outcomes for all children in the foundation years and by the age of 5.

The service aims to close the gap between the most disadvantaged children and the rest and to close the attainment gap between the 20% lowest attaining and the rest at age 5.

It is proposed to delete the 3FTE posts of Deputy Locality Coordinators to achieve a saving of £150,000 per year. Their work with Children's Centres will end.

It is also proposed to further reduce the senior management in the service by 2FTE from the current 5FTE in order to achieve a saving of £100,000. A pool arrangement will result in 2 posts being identified for redundancy and the work to manage the continuing statutory functions of the service will be distributed as part of a restructure that will involve the two deputy heads of service taking on additional direct management duties across 5 work streams below: -

- Identification and planning for children with additional needs and coordination of targeted support plus coordination and leadership of a locality multi agency team.
- Support and improvement to the Borough's Children Centres plus coordination and leadership of a locality multi agency team.
- Coordination, leadership and management of the team responsible for Ofsted-compliance, quality, training, improvement and special needs assessment and advice to the Borough's 300 childminders, 150 non-maintained and 60 maintained settings and children with special needs who attend them. This role will also have a workload of settings and assessment requiring direct work.
- Specialist provision for children with special needs and disabilities as part of an early intervention service (including Portage, Early Support, and a Resource Base service)
- Business management, contract commissioning and administration across the service

2. What is the rationale behind these changes?

Having undergone a period of considerable growth with Government grant funding and large number of major initiatives implemented over the last 10 years the Early Years Service should now concentrate on sustaining and improving early years provision including Children's Centres, Locality Multi Agency Teams, and Support, Intervention and Training for the Borough's 300 childminders, 150 non-maintained and 60 maintained settings. Given that Council budgets in the future will be significantly reduced, front line services are being protected as far as possible by ensuring that a significant proportion of the reductions are in management and back office posts.

With other reductions in direct provision by the Early Years Service the service managers of the service will need to prioritise its resources to support and intervene with the weaker settings and in supporting children

with the greatest needs.

Systems to identify, assess, refer and support young children with special educational needs, additional needs and disabilities should be sustained following development.

3. What information do you have on the service and the potential impact of your service change in relation to the following?

| | |
|--------|--|
| Race | <p>List information you have. Do not put what the information shows you</p> <p>One post of Deputy Locality Coordinator is vacant. Of the 7 staff potentially affected by the changes (either through being identified for redundancy or vulnerable from being in a ring-fenced pool): -</p> <p>3 are from BAME groups (these are all at the senior management PO6 level)</p> <p>4 are not from BAME groups</p> <p>All children under 5 who will go on to attend Wandsworth schools</p> <p>The most detailed analysis of the profile of under 5s takes place at the end of the reception year for those children attending Wandsworth schools as part of the schools census. Based on the assumption that the profile of each cohort will be broadly similar: -</p> <p>15% are Asian 21% are Black 12% are mixed background 44% are white 3% are from other groups 1% are unknown Meaning 48% are from BAME groups 41% of children have English as an additional language Users of Children's Centres and locality multi agency teams</p> <p>Of the 5271 children using Children's Centres or locality multi agency teams in 2010-11</p> <p>69% are from BAME groups 31% are White British</p> |
| Gender | <p>One post of Deputy Locality Coordinator is vacant. Of the 7 staff potentially affected by the changes: -</p> <p>1 is male 6 are female</p> <p>All children under 5 (schools census)</p> <p>49% are girls 51% are boys</p> <p>Users of Children's Centres and locality multi agency teams</p> |

| | |
|--------------------|--|
| | 49% are girls 51% are boys |
| Disability | One post of Deputy Locality Coordinator is vacant. Of the 7 staff potentially affected by the changes: - 2 have a registered disability |
| | All children under 5 (schools census) 6% have a disability or primary need such as speech and language delay or autistic spectrum disorder |
| Age | Users of Children's Centres and locality multi agency teams Of the 5271 service users, 75 (1%) used services for disabled children. All children under 5 (schools census) 34% are summer born |
| | Users of Children's Centres and locality multi agency teams 24% were aged 0 23% were aged 1 23% were aged 2 16% were aged 3 9% were aged 4 4% were aged 5 |
| Faith | No information available |
| Sexual Orientation | No information available |

4. Thinking about each group below please list the impact that the service change will have.

| | <u>Positive</u> impacts of service change | Possible <u>negative</u> impacts of service change |
|------|---|--|
| Race | | <p>The reduction overall in management, coordination and leadership capacity could result in services becoming less focused on the need to engage and support families with young children from BAME groups.</p> <p>In all service areas it will be important to continue to measure and monitor the use of service and outcomes for various BAME groups- especially those that tend to have poorer outcomes in the Borough.</p> <p>The reduction of 5FTE management posts could reduce the number of black staff in senior management positions in the service and department.</p> <p>The effect will be mitigated by the use of a ring-fenced pool which provides an opportunity for all</p> |

senior managers to be considered equally for redundancy. There would be no disadvantage on the basis of ethnicity.

Gender

The reduction of 3 FTE locality Deputy Coordinators will result in the loss of one of the 4 male members of staff in the Early Years service.

The effect could be mitigated by providing a ring-fenced opportunity to apply for the post of manager of the Yvonne Carr Centre. However the staff member has indicated that he would not wish to be considered.

Disability

The reduction overall in management, coordination and leadership capacity could result in services becoming less focused on the need to engage and support families with young children with disabilities.

In all service areas it will be important to continue to measure and monitor the use of service and outcomes for protected characteristics

The reduction of 2FTE senior management posts could reduce the number of staff with a registered disability in senior management positions in the service and department.

The effect will be mitigated by the use of a ring-fenced pool which provides an opportunity for all senior managers to be considered equally for redundancy. There would be no disadvantage as a result of having a disability.

Age

There is no adverse impact of the change on the age profile of service users.

The reduction of 5 FTE management posts could result in the loss of skills and experience built up over time by the most experienced staff members.. The effect will be mitigated by the use of a ring-fenced pool which provides an opportunity for all senior managers to be considered equally for redundancy or the new post at the Yvonne Carr Centre. There would be no disadvantage as a result of the age of staff in the ring-fence

Faith

Sexual orientation

5. Is a full EIA required? No.

The following questions should help you decide if a full EIA is required. As a guide if you are a frontline service where the impact is unclear or negative you will need to conduct a full EIA. You are unsure call Clear Clare O'Connor, Policy Co-ordinator - Equality on ext 7816.

- Is the service a frontline service? Yes
- Is it clear what impact the service change will have on all the equality groups? Yes
- Overall will the change have a negative impact on any of the equality groups? The mitigating factors need to be noted

Comments - Please give the rationale here for not undertaking a full EIA

The changes relate to leadership, coordination and management functions as well as the key work of coordinating front-line work and managing urgent problems, service demands and safeguarding concerns.

Any adverse effects will be on the ongoing efficiency of the frontline multi agency services that the current posts lead and manage and to the profile and representation of protected groups in senior management within the Children's Services Department.

6. Through the initial EIA have you identified any actions that needed to be implemented to improve access to the service or monitoring of the service? (please list)

Ensure that the new service management structure does not leave service providing for children from BAME groups and children with disabilities at a disadvantage in terms of management support, leadership and coordination. This will be monitored through ongoing service-wide and team-level analysis of service uptake and reach and outcomes for the various relevant protected groups. Action at a management level would be needed if there was evidence of a vulnerable and protected group suffering disproportionately as a result of the service restructure.

Undertake a fair and transparent process in selecting staff for redundancy that does not disadvantage on the basis of age, gender, ethnicity, disability or sexual orientation and is therefore in line with the Council's equal opportunities policy.

Signed

Date: 2nd November 2011

Approved by:

Mary Evans, Deputy Director of Children's Services

Clare Clare O'Connor, Policy Co-ordinator - Equality, Policy Analyst, Administration