

Report to: Executive Member Children's Services and
Executive Member Human Resources Organisational Development and Diversity

Date: 26 and 27 July 2011

Report of: Director of Children's Services

Report No:

Contact Officer: John Daly

Tele No: 2130

Report Title: **Proposed restructure of Family Support and Children's Centres**

Confidential / Non Confidential:

(*Confidential Not for Publication*)

This report is exempt from publication by virtue of Paragraph 1 of Schedule 12A to the Local Government Act 1972.

Purpose:

This report sets out the proposed integration of Children's Centre Services and Family Support (including contact team) into one 'Children and Families Support Service'. It details the proposed restructure and includes 10 job descriptions (seven new job descriptions and three revised existing job descriptions).

Recommendations:

The Executive Member is recommended to approve the attached report for consultation purposes with trades unions, staff and stakeholders.

Decision:

Background Doc(s):

(for use on Exec
Rep)

Signed:

Leader / Executive
Member

Monitoring Officer

Date:

Summary:

An Executive Summary is set out within the report below which includes the following appendices:

Appendix 1 Current Family Support Structure
Appendix 2 Current Children Centre Structure
Appendix 3a Proposed Children and Family Support Services
 Structure
Appendix 3b Job Description Summary
Appendix 4 Finance table
Appendix 5 Equality Impact Assessment

Please note that relevant Job Descriptions and Person Specifications are available on request.

1.0 Executive Summary

- 1.1 The Council continues to face a very challenging financial context. On the 24th January 2011, the Executive approved a report setting out the budget options for securing significant savings within Children's Services, commencing a period of formal consultation.
- 1.2 This report sets out detailed proposals to integrate Children's Centre Services and Family Support Services (including the contact team) into one Children and Families Support Service within the Staying Safe Division.
- 1.3 The integration provides an opportunity to reduce duplication of work at team leader level making a simpler line management system and also has advantages for vulnerable families in reducing multiple points of contact.
- 1.4 As such, the proposals as set out in this report for consultation, introduce a new service and associated staffing structure indicating a potential overall net reduction in staff establishment by 32.89 FTE from 164.15 FTE to 131.26 FTE. There are more posts in the proposed structure (131.26) than there are FTE equivalent currently employed (122.31). This is due to current vacancies and staff opting to take severance or VER. The proposal displaces 12.49 FTE staff. There are 21.44 FTE vacant posts.
- 1.5 These proposals, if agreed, would form the basis for consultation with trades unions, staff, elected members and key service users. It is anticipated that final proposals would be considered in October with (if appropriate) revised staffing structures in place by November 2011.

2.0 Introduction and Rationale for the Review

- 2.1 The Council needs to make significant savings and efficiencies as detailed in the Executive report dated the 24th January 2011 which outlined options for the rationalisation of children's centres and satellites; together with their integration with family support. The proposals within this report will potentially generate savings of £656,000.
- 2.2 Children's Centre Services came under the Staying Safe devision in April 2008. Family Support Services were already in this Division and duplication across services became evident at this point. Families were being supported by two teams under two line management systems. This restructure provides an opportunity to address the issues and make a more streamlined service for staff and more easily accessible one for families.

3.0 Review process to date

- 3.1 All staff within the scope of this review received 'at risk' letters in January to coincide with the approval of a report by the Executive on 24 January 2011 and the commencement of formal consultation.
- 3.2 This was followed by briefings to staff in February and, during this period of consultation, various team meetings and specific organised sessions with staff have taken place. Staff have also been invited to email the project co-ordinator with concerns, ideas and suggestions for efficiencies.
- 3.3 A project group was set up to manage the process in March 2011
- 3.4 Senior managers have met together several times to discuss proposals and have developed the proposed structure and draft job descriptions which have been shared with HR, trades unions and the pay and grading team.

4.0 Background to Children's Centres and Family Support in Bolton

- 4.1 Bolton has 18 children's centre reach areas which have been developed to ensure all families in need are within easy reach of services. The Children's Centres have developed from the Sure Start Programme and early Excellence projects. Family Support has been delivered in four teams based within specific areas of Bolton.
- 4.2 The 1989 Childcare Act ("The 1989 Act") imposes a duty on local authorities to safeguard and promote the welfare of children in need in their area by providing a range of services.
- 4.3 The 2006 Childcare Act ("The 2006 Act") places local authorities under a duty to secure sufficient children's centres across the Borough. The Apprenticeship, Skills, Children and Learning Act 2009 ("The 2009 Act") inserted new provisions into the 2006 Act so that Children's Centres are defined in law. Section 1 of the 2006 Act states that Local

authorities have a duty to improve the wellbeing of children under the age of five and close the gap between groups with the poorest outcomes and the rest of the Borough.

- 4.4 The Child Poverty Act 2010 ("The 2010 Act") requires the Local authority and other bodies to reduce and mitigate the effects of child poverty in local areas, children's centres are placed within the most disadvantaged areas of the Borough and work with the most deprived children and their families.
- 4.5 Children's Centres provide a safe, secure place for vulnerable families and offer family support assessments and contact sessions for looked after children. The 1989 Act states that any child subject to a care order has reasonable contact with their family, children's centres are the ideal place for this contact as there is no stigma involved and family members are made to feel welcome. Children reunited with their families can then continue to attend the centre to enable staff to keep them linked to services and to identify any future trigger points for re referral.
- 4.6 Ofsted are the regulatory body for children's centres and set the requirement for each centre to complete an annual self evaluation and for the local authority to carry out an annual conversation to ensure the centre is delivering the core offer. The local authority has a duty to produce an action plan after each inspection to ensure the centres meet any requirements indicated in the report.

5.0 Children's Centre Service and Family Support Service

- 5.1 The staff establishment which supports the Children's Centres comprises three area based teams within the Staying Safe Division. These are each managed by an Integrated Services Manager. The children's centres offer core services and have a coordination role to ensure families in the 'reach area' have access to information, childcare, early education, family support, health services, employment support and activities for children and families. Plans are written annually by the centre staff and partners and reviewed throughout the year.
- 5.2 To date, family support has been delivered from three specific area based teams within staying safe, each managed by a Family Support Team Manager. Contact services are delivered within the team but on a Borough wide basis, line managed by a specific contact manager. The Family Support Service delivers support to families and facilitates contact sessions for families who are separated from their children through court proceedings. The team provide parenting guidance and support with behavioural issues and work with parents to establish routines for their children.
- 5.3 The current staffing structures are set out at Appendix 1 and 2. The current financial costings are included in the tables at Appendix 4.

6.0 Analysis of the challenges and opportunities

- 6.1 It is important to have accessible Children's Centre and Family Support Services within easy distance of families' homes and importantly in the most disadvantaged areas of the Borough. Children's centres are defined in law as the key mechanism for

improving outcomes for young children while reducing inequalities between the poorest children and their peers. This report does not contain any proposals for the closure of any Children's Centres.

- 6.2 Against the legislative and service context set out above, the following challenges and opportunities have been identified within the scope of this review:
 - 6.2.1 Proposals from the Government are indicating that in future their payment through results model will link the Council's amount of Early Intervention Grant ("EIG") to the performance of children's centres. This means that we will need strategic leadership to ensure that both a clear vision and a strong evidence base are in place to maximise the funding available to Bolton.
 - 6.2.2 Children's centres are a source of information and support for all children. Currently the Portage Workers support children with disabilities and work with the children in their homes and are the link to the children's centre. As there are only three staff in these roles this proposed limitations to the number of children accessing services. As a result, there are opportunities for amalgamation of this role into the Children and Families Worker role (level 2), where we have 40 staff who will be supported to gain skills needed to work with this group of vulnerable children.
 - 6.2.3 Health and Jobcentre plus are the statutory partners for Children's Centres in the ongoing delivery of services and work with all families to deliver universal midwifery, health and employment services. It is proposed that Staying Safe staff will focus on vulnerable children and families as the resources available are limited. 'Vulnerable families' are families where a child is at risk of becoming a child in need. By targeting these children and families staff can identify early needs and prevent family breakdown. Children's Centres are ideally placed to work with these families to prevent further intervention being needed In light of the 2010 Act and measures to mitigate child poverty, the proposed move to integrate Children's Centre Services and Family Support Services will mean that vulnerable families can be targeted much more effectively through links to social work teams.
 - 6.2.4 The placements for children in the safeguarding system into daycare is currently managed by the Daycare Coordinator on a borough wide basis. Undertaking this within the three geographical areas will ensure staff working with families can provide the best possible outcome for the family. The daycare facilities will be quality assured by the Quality Improvement Team, who have a role in monitoring quality in all childcare provision throughout Bolton. The places will also be linked into the three and four year old free entitlement and the future two year old entitlement. Proposals to restructure the Early Years Quality Improvement Team were approved for consultation by the Executive Member on 7th June 2011.
 - 6.2.5 The Family Support Workers and contact team currently receive 7% additional salary for working out of hours for more than 10% of the time. This is no longer a service requirement. The centres will open some evenings (up to 9pm) and weekends in the proposed new service to accommodate the service. The new structure proposes that more staff are working with the families and will therefore reduce the need for individual staff to work a significant number of weekends. The group of staff now required to undertake contact sessions will significantly increase so the amount per person will

reduce. On a rota basis all staff will undertake early evening sessions and may be required to work up to two weekend mornings per month. This would be markedly under the 10% of working time required for the current 7% for unsocial hours allowance. This will be managed by the Assistant Manager as required by the families staff are supporting (in line with flexible working arrangements in place). Staff currently receiving this allowance will be eligible for two year salary protection. For any out of hours working staff may claim enhancements in line with Council policy.

- 6.2.6 Crèches in centres are currently run by the Early Years Workers who work with all families within the reach area. As Staying Safe staff become more focused on targeted activities staff will be required to work on a one to one basis with families and also to delivering parent and child activities to encourage interaction between the child and parent / carer and to enhance parenting skills. This role will require a higher level of skills and therefore the proposal is that a new Children and Families Worker (level 1) role is developed. The universal services delivered from children's centres will on the whole be provided by partners, please see 6.2.3.

7.0 Proposals for Change

- 7.1 The Executive Member for Children's Services is asked to consider the following proposal:

- to integrate Children's Centre and Family Support Services into one Children and Families Support Service within the Staying Safe Division and restructure the staffing establishment accordingly.

Organisational Structure Changes

- 7.2 The staffing structure as proposed for consultation is set out at Appendix 3a. The proposed structure involves a line management system for each district linking into the staying safe district managers. Within the review similarities and duplication of work have become apparent across the service. Efficiency priorities within the local authority have led to the need to restructure the services into one single effective service to meet the demand of children and families and to ensure consistency across staffing groups.

- 7.3 The proposed service will be led in each area by two Children and Families Support managers; one for targeted provision and one for specialist provision. The targeted manager will ensure the local authority duties regarding sufficiency of provision, and information are met. They will also work in a strategic manner to ensure the new core purpose is in place when it is announced and that the payment by results regime is prepared for by monitoring and evaluating the service. The specialist manager will ensure that children are kept safe, effective family support is delivered and that a contact service is maintained in accordance with levels of demand. Both roles will ensure that the service is meeting inspection requirements. In summary, the potential staffing changes include:

- A reduction of the total establishment by 32.89 FTE from the current 164.15 FTE to 131.26 FTE including the deletion 36.84 vacant FTE posts; this is a significant

reduction. Deletion of these posts has been managed by the creation of more generic posts to be adaptable to service priorities. The proposed staff and establishment implications are set out in full at Section 8 below.

- The Early Years Worker posts would be redundant as the need for crèches has greatly reduced to a minimal amount. Rather than the child staying in the crèche, one to one work with families is now required. A new role of Children and Family Support Worker (Level 1) is proposed. Part of this role would involve supporting families in their homes and children's centre and providing practical advice. The proposed new service would involve working with more vulnerable families to improve attachment and reduce behavioural issues; current work involving separating children into a different room than the parents does not maximise family support. The existing role does not include the right level of skills to enable this work to be carried out effectively.
- The General Catering Assistant role will no longer be required as the Cooks will continue to prepare nursery meals in addition to running the café. Within one of the settings the nursery has now closed and therefore there is no requirement for nursery meals. The café snacks and drinks are currently prepared by the Centre Assistants who also complete other tasks within the centre during the day. This has resulted in the cooks post being regraded as a grade 3 from a grade 4 as they will not be directly managing staff in the proposed structure.
- The Daycare Co-ordinator role would be redundant as it is currently Borough wide and the proposal is to work within districts, the placements and reviews for children will be undertaken on the districts by staff who have involvement with the families. The quality control of the settings and childminders will be undertaken by the Quality Improvement team. Administration of the placements and financial accounting will be undertaken by the district administration teams.
- Amalgamation of the Portage Worker role into the Children and Families Worker role (level 2) would ensure more support for children with disabilities. As there are only three staff currently in these roles, this limits the number of children accessing services. The proposal has 40 staff who will be supported to gain skills needed to work with this group of vulnerable children.
- The proposed Children and families Support Services will focus on working with vulnerable families as Health and Jobcentre plus are the statutory partners for Children's Centres and will deliver universal services. By targeting vulnerable children and families staff can identify early needs and prevent family breakdown. Therefore three levels of Children and Family Workers have been created. Three of these posts will be ringfenced for a specific worker to work with Asian Families, one per area.

7.4 Clearly this involves potentially significant proposed changes to staff numbers and roles, and needs to be managed sensitively to minimise the impact on the existing staff. The potential reduction in staff posts will be managed in accordance with Council policy and may be offset by a number of positive measures including in particular the

management and removal of vacant posts; together with opportunities for voluntary early retirement; voluntary redundancy; or flexible working arrangements including reduced hours, part-time working, or job sharing; and possible redeployment of displaced staff.

- 7.5 It is considered that the proposals will result in a more effective single, cohesive structure with a greater degree of consistency; which delivers a more coordinated service for children and families; and with fewer layers of team leaders, therefore reducing complexity and cost.

Financial Savings

- 7.6 The proposals result in financial savings of £656,000 from the budgets for the services and associated buildings. Financial details are summarised in Table 1 below and set out in full at Appendix 4.

TABLE 1	Current	Proposed	Saving
Staffing Budgets	£4,777,249	£4,161,599	£615,650
Non Staffing Budgets	£652,334	£611,984	£40,350
Total Saving			£656,000

8.0 Staff and Establishment Implications

- 8.1 Implementation of the new service model will require a service restructure including some potential redundancies. The current and proposed future staffing structures are provided at Appendices 1, 2 and 3a. Under the terms of these proposals Tables 2 to 7 below set out the detail of the changes proposed to the current structure. Appendix 3b includes a more detailed description of the new roles.
- 8.2 Subject to approval of the proposals at the end of the consultation period, staff in a redundancy situation will be managed and supported in line with the Council's restructure, redundancy and redeployment policy framework.

Table 2 The following posts (currently held vacant) would be disestablished:

FTE	Existing Job Title
1.5	Family Support Team Manager (Grade 11)
1	Head of Centre (Grade 10)
1	Family Support Assistant Manager (Grade 8)
0.41	Family Worker Team Leader (Grade 8)
2	Deputy Head of Centre (Grade 8)
1	Contact Co ordinator (Grade 8)
4	Community Worker Team Leader (Grade 7)
0.35	Family Support Worker (Grade 7)
7.1	Family Worker (Grade 6)
4	Community Worker (Grade 6)
1	Site Supervisor (Grade 6)
1	Lead Early Years Worker (Grade 5)

1.81	Assistant Family Worker (Grade 4)
1.5	Senior Early Years Workers (Grade 4)
1.64	Cooks (Grade 4)
3	Centre Assistant (Grade 2)
2.91	Early Years Worker (Grade 2)
1.62	General Catering Assistant (Grade1)
36.84	TOTAL vacant posts deleted

Table 3 The following posts would be directly redundant from the current structure:

FTE	Existing Job Title
1	Daycare Co-ordinator (Grade 8)
8.82 (13 staff)	Early Years Workers (Grade 2)
1.08 (2 staff)	General Catering Assistants (Grade 1)
10.9	TOTAL Redundant Posts

Table 4 The following posts are directly comparable and will be slotted in:

FTE	Proposed Job Title	FTE	Existing Job Title
3	Team Manager Children and Families Support Service (Targeted Provision) (Grade 11)	3	Integrated Services Manager (Grade 11)
3	Team Manager Children and Families Support Service (Specialist Provision) (Grade 11)	1.5 (2 staff)	Family Support Team manager (Grade 11)
6	Operational Manager Children and Families Support Services (Grade 10)	5	Head of Centre (Grade 10)
27	Children and Families Worker level 3 (Grade 7)	22.56 (26 staff)	Family Support Worker (Grade 7)
40	Children and Families Worker level 2 (Grade 6)	13.9 (15 staff) 13 (15 staff) 1 5 1.97(3 staff)	Family worker (Grade 6) Contact Officer (Grade 6) Q and I Childcare (Grade 6) Community Worker (Grade 6) Portage Worker (Grade 6)
12	Children and families Worker level 1 (Grade 4)	1.5 (2 staff) 4.13 (7 staff)	Senior Early Years Worker (Grade 4) Family support assistant (Grade 4)
2	Site Supervisors (Grade 6)	2	Site Supervisor (Grade 6)
23.5	Centre Assistants (Grade 2)	18.5 (21 staff)	Centre assistant (Grade 2)
	TOTAL	93.06	TOTAL

Table 5 The following posts are broadly comparable but at one grade lower therefore will be slotted in subject to protection of earnings for a two year period:

FTE	Proposed Job Title	FTE	Existing Job Title
2	Children and family workers (level 2) (Grade 6)	2	Community team leaders (Grade 7)
2.76	Cooks (Grade 3)	2.76	Cooks (Grade 4)
4.76	TOTAL	4.76	

Table 6 There are more people than comparable posts in the following roles. These individuals will be subject to a redundancy selection exercise for a post in the new structure:

FTE	Proposed Job Title	FTE	Ringfence of Existing Jobs Title
12	Assistant Manager Children and families Support Services (Grade 8)	5.59 (6 staff) 4 3 1	Family worker team leaders (Grade 8) Deputy Head of Centre (Grade 8) Assistant Family Support team leaders (Grade 8) Contact manager (Grade 8)
12	TOTAL	13.59	

Table 7 The following posts are either vacant or are newly created posts. It is proposed to fill these posts with priority to displaced and “at risk” staff within the service.

FTE	Proposed Job Title
1.5	Team Manager Children and Families Support Service (Specialist Provision) (Grade 11)
1	Operational Manager Children and Families Support Services (Grade 10)
4.44	Children and Families Worker level 3 (Grade 7)
3.13	Children and Families Worker level 2 (Grade 6)
6.37	Children and Families Worker level 1 (Grade 4)
5	Centre Assistants (Grade 2)
21.44	TOTAL

9.0 Consultation and Next Steps

9.1 The proposals set out in this report are for consultation only at this stage. Further to the report approved by the Executive on 24th January 2011 setting out the strategic option and commencing formal consultation, it is intended that the proposals contained within this report be the subject of a period of formal consultation with trades unions, staff and stakeholders. Key features of this consultation include:

- Staff at risk of redundancy were issued with letters in January 2011;
- Regular meetings will take place with trades unions to work through the proposals and their implications for staff;
- Time off provided for trades unions officials to meet with and provide support to staff;

- A staff briefing session will take place on the 28th July for all staff who will also receive a Staff Consultation Pack explaining the proposals and what this could mean for their employment; and
- Any changes affecting partners and the users of services will be communicated through consultation.

9.2 Following the close of consultation, proposals will be amended to take account of the responses received and alternatives put forward as appropriate. It is anticipated that formal approval of the final (revised) proposals will be in October 2011 with implementation in November 2011.

10.0 Equality Impact Assessment

10.1 An Equality Impact Assessment screening form has been completed for the proposals outlined in this report, and is attached at Appendix 5.

10.2 The Equality Impact Assessment looks at the anticipated impacts of the proposal on people from Bolton's diverse communities, and whether any groups are likely to be directly or indirectly differentially affected.

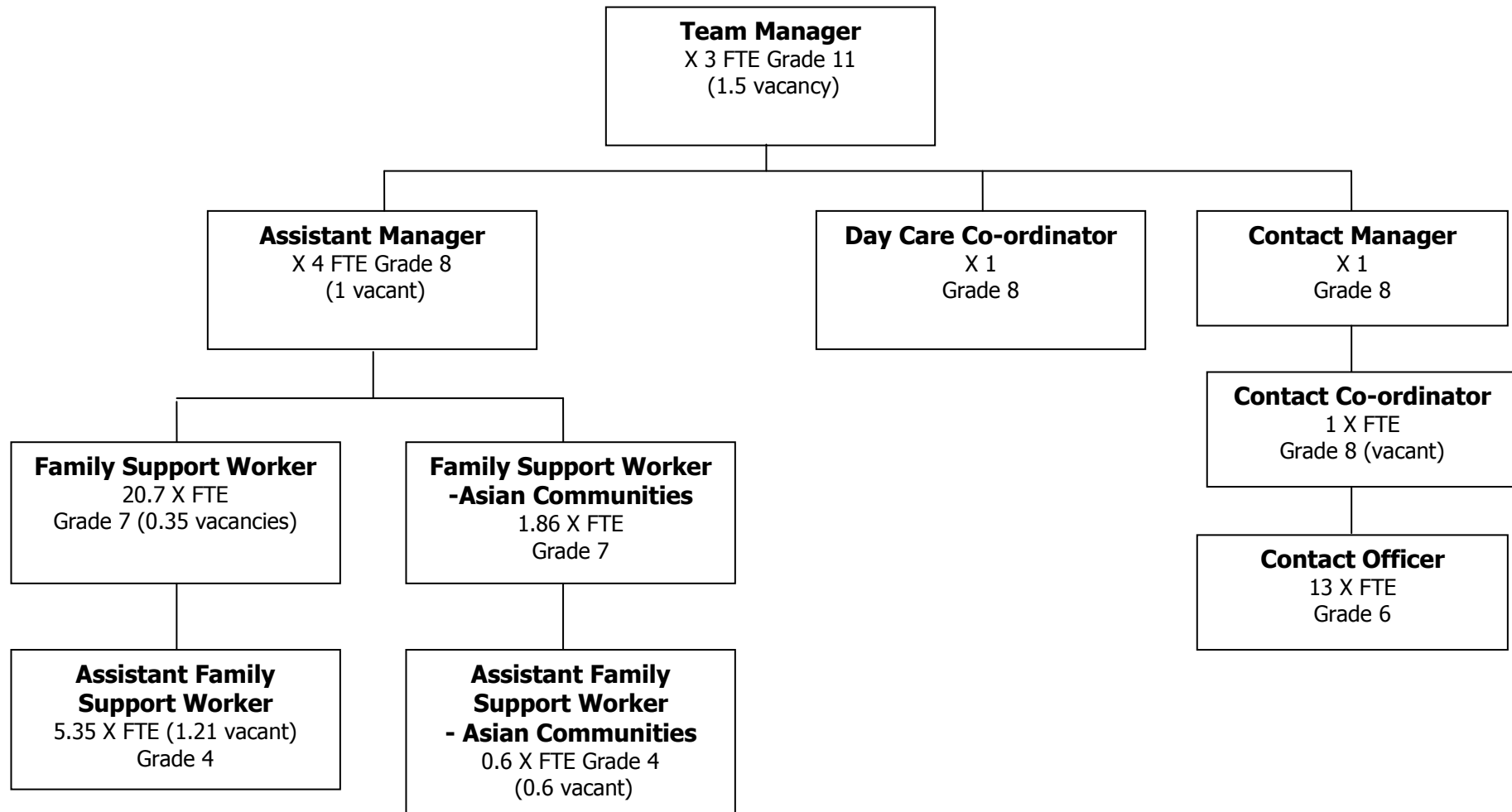
10.3 At this stage it is not anticipated that the proposals will have a disproportionate impact on any of Bolton's diversity groups.

10.4 The analysis of equality impact will be tested during consultation, and an updated Equality Impact Assessment will be included with the report setting out the final proposals.

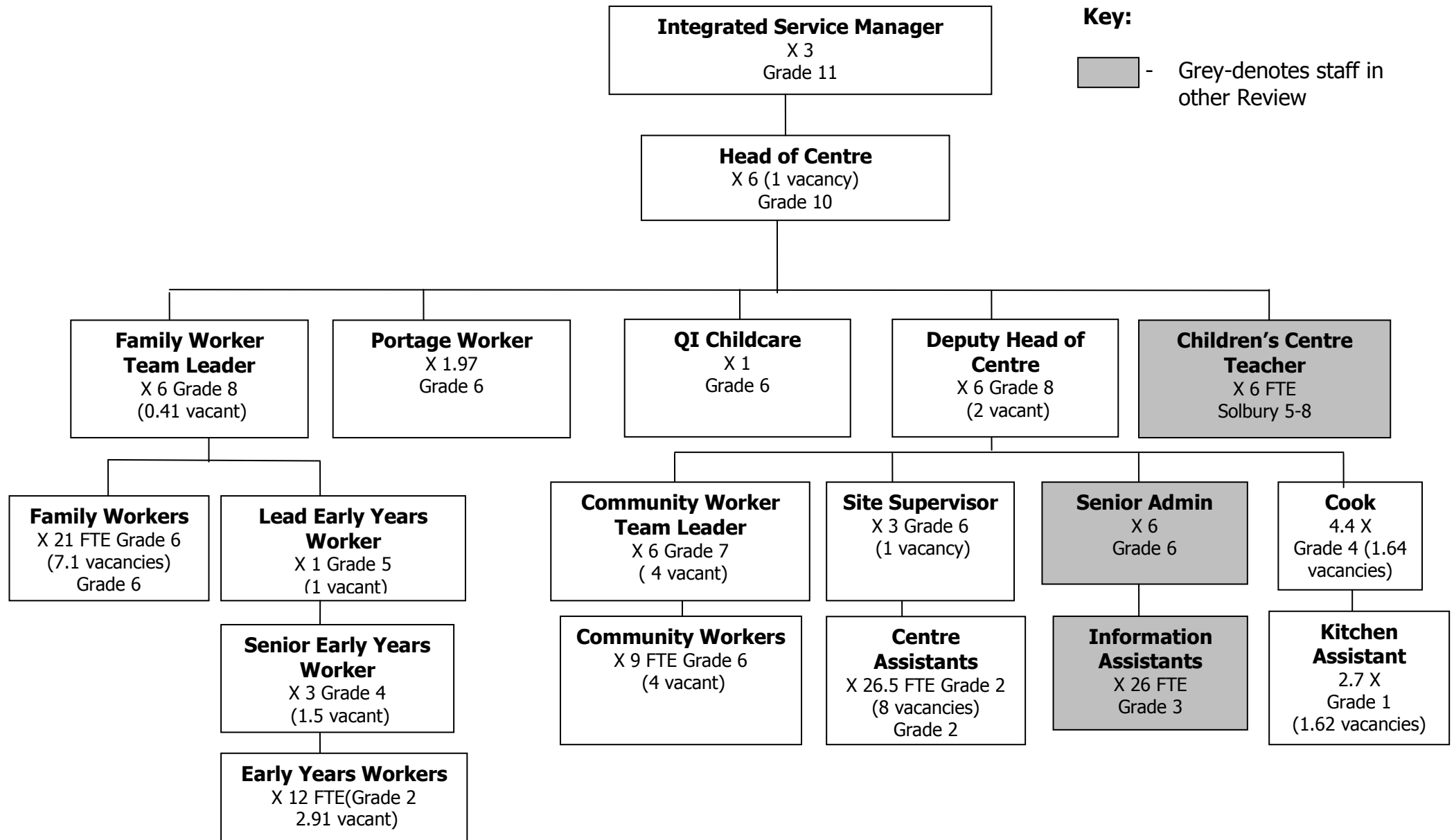
11.0 Recommendations

11.1 The Executive Member is recommended to approve the proposals as set out in this report for consultation purposes with trades unions, staff and stakeholders.

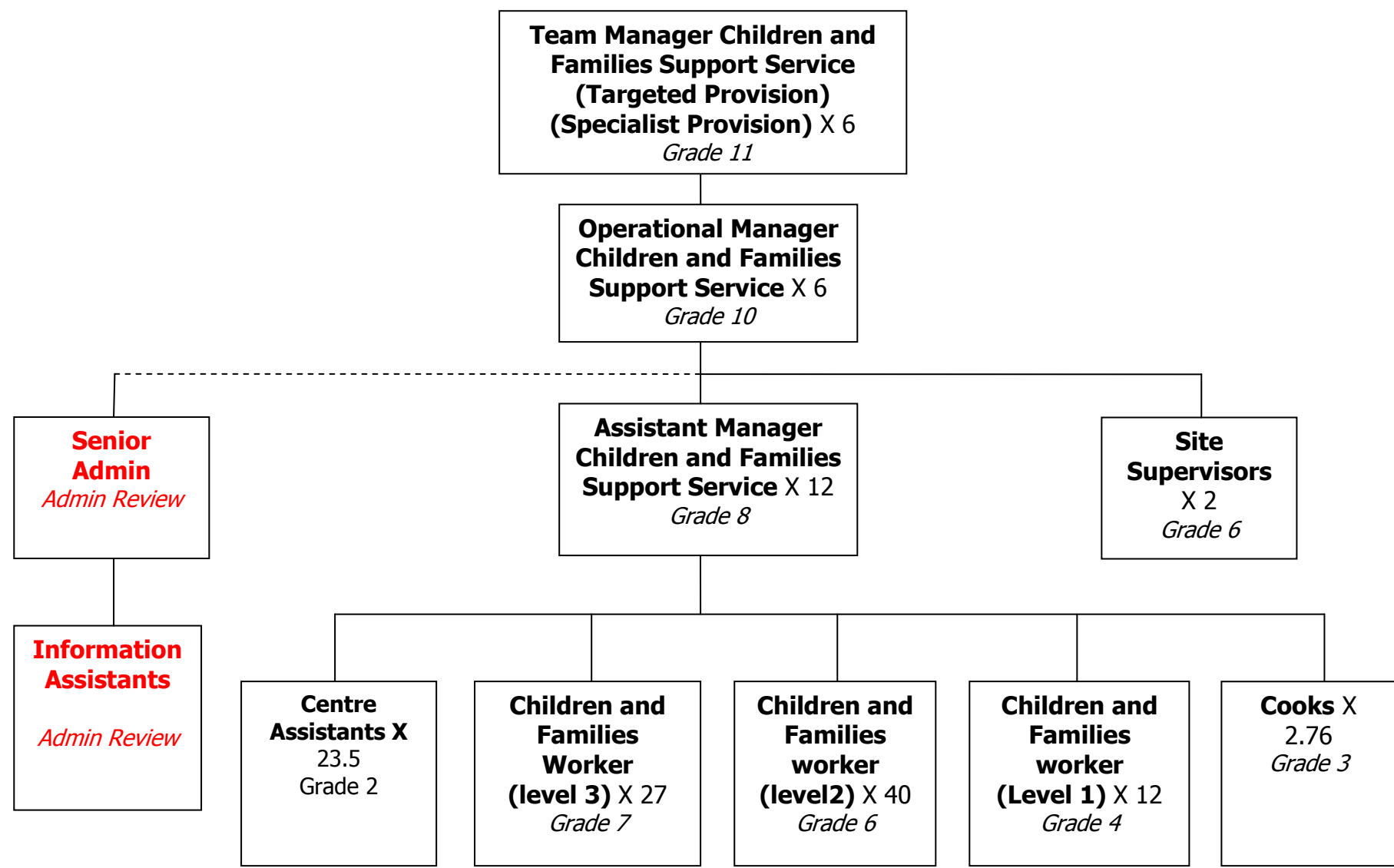
Appendix 1 Current family Support Service Structure



Appendix 2 Current Children's Centre Service Structure



Appendix 3a Proposed Children and Family Support Services Structure



Appendix 3b Proposed Children and Family Support Services – Job Description Summary**

Team Manager Children and Families Support Services (specialist and targeted) – The current Integrated Services Managers (ISM's) and Family Support Team Managers manage two separate teams. In the new structure the proposal is that the Team Managers Children and Families Support Services will work two per geographical area to integrate the two teams and manage the workload of all staff. The Specialist Manager will manage the specialist services (higher level support to children at levels three and four on the Framework for Action). This keeps their role specifically with social work users and links into their unique role in covering for the social work managers in their absence. The Targeted Team manager will co-ordinate the targeted support and will be responsible for the strategic overview of the sufficiency duty to ensure the LA have children's centre cover and liaise with health and jobcentre plus who are the strategic partners of the Children's centres, they will work with level two families on the Framework for Action. This role will also ensure the monitoring and evaluation of the centres and preparation for OFSTED inspections. The statutory responsibilities of the children's centres and contact sessions will be integrated into all Children and Family workers roles and the Team Managers will ensure the best possible outcomes for families.

Operational Manager Children and families Support Services – This role will incorporate the existing Head of Centre role with more emphasis on working with targeted and specialist family support as the centres are focussing more on working with vulnerable families rather than providing universal services.

Assistant Manager Children and Families Support Services – This is a leadership post and has been created to lead the integrated work of the Children and Families Workers (level 1, 2 and 3). The role is an amalgamation of the Family Support Assistant Manager and Contact Manager from Family Support and the Family Worker Team Leader and Deputy Head of Centre from the children's centres. All roles previously had similar line management responsibility and this proposed role aims to simplify line management responsibilities and integrate the two teams. The placements of children into nurseries and with childminders, the monitoring of these placements and financial arrangements now will be part of this role rather than a specific independent role.

Children and Families Support Services Worker (level 3) – This proposed role will work with the most vulnerable of the families within the system, typically the level 4 and 3 on the framework for action. These families will have complex needs and have social work input, the post holders will work mainly in the family's homes. These posts will also involve supervising some contact sessions. This role is similar to the current Family Support Workers role.

Children and Families Support Services Worker (level 2) – This proposed role will also work with vulnerable families, typically the level 2 and 3 on the framework for action. Their work will include a mixture of one to one work in families homes, group work within the centre and contact sessions. This role is an amalgamation of the Family workers, portage workers and community workers roles from the children's centres and the contact officer roles from Family Support.

Children and Families Support Services Worker (level 1) – This is a newly created role aimed at working with families generally within the centres and occasionally in the families homes. The role will also supervise less complex contact sessions working in a more preventative way with families.

Site Supervisor – The site supervisor role remains that same apart from taking out the line management duties as we now only have two staff with responsibility for the opening / closing and health and safety of 21 buildings.

Centre assistants – The Centre Assistant roles remain the same apart from the change in their line management from Site Supervisors to Operational Manager Children and Families Support Services.

Cooks – Posts remain the same with line management for general assistants taken out of their job description, this has meant a re grading to level 3, staff will get salary protection.

** Job Descriptions and Person Specifications are available on request

Appendix 4 Finance Tables

Current Budget (Childrens Centres and Family Support)

Post	Team	Grade	FTE	Value	On costs	Total
<u>Staffing Budgets</u>						
Integrated Service Manager	Early Start	11	3	£124,848	£29,214	£154,062
Head of Centres	Early Start	10	6	£223,028	£52,189	£275,217
Deputy Head of Centres	Early Start	8	6	£180,676	£42,278	£222,954
Family Worker Team Leader	Early Start	8	6	£175,173	£40,990	£216,163
Community Worker Team Leader	Early Start	7	6	£157,656	£36,892	£194,548
Quality & Inclusion Childcare Worker	Early Start	6	1	£23,708	£5,548	£29,256
Family Worker	Early Start	6	21	£480,041	£112,330	£592,371
Community Worker	Early Start	6	9	£203,674	£47,660	£251,334
Portage Worker	Early Start	6	1.97	£48,659	£11,386	£60,045
Lead Early Years Worker	Early Start	5	1	£19,871	£4,650	£24,521
Senior Early Years Worker	Early Start	4	3	£53,195	£12,448	£65,643
Early Years Worker	Early Start	2	11.73	£178,659	£41,806	£220,465
Family Support Manager	Family Support	11	3	£119,565	£28,635	£148,200
Family Support Assistant Manager	Family Support	8	4	£123,404	£29,303	£152,707
Contact Manager	Family Support	8	1	£30,011	£6,785	£36,796
Daycare Co-ordinator	Family Support	8	1	£30,851	£6,975	£37,826
Deputy Contact Manager	Family Support	8	1	£29,236	£6,609	£35,845
Family Support Worker	Family Support	7	22.91	£642,229	£154,345	£796,574
Contact Officers	Family Support	6	13	£317,907	£71,870	£389,777
Family Support Worker Assistant	Family Support	4	5.94	£114,746	£27,509	£142,255
Vacancy Rate	Family Support					-£46,694
<i>essential car allowance</i>	Family Support					£67,100
<u>Subtotal</u>			127.55	£3,277,137	£769,422	£4,066,965
<u>Buildings</u>						
Site Supervisors	Early Start	6	3	£73,938	£17,301	£91,239
Cooks	Early Start	4	4.4	£77,593	£18,157	£95,750
Centre Assistants	Early Start	2	26.5	£389,319	£91,101	£480,420
General Catering Assistant	Early Start	1	2.7	£34,745	£8,130	£42,875
<u>Subtotal</u>			36.6	£575,595	£134,689	£710,284
<u>Total Staffing Costs</u>			164.15	£3,852,732	£904,111	£4,777,249
<u>Non Staffing Budgets</u>						
Non Employee Resources	Early Start (inc Casual Car Allowance)					£454,934
	Early Start - Central					£117,400
	Family Support (inc Casual Car Allowance)					£80,000
Total Non Staffing Cost						£652,334
Total Childrens Centre & Family Support Budget						£5,429,583

Savings Proposed (Childrens Centres and Family Support excluding Buildings)

Proposals	Savings/Budget £'000	Savings/Budget £'000
Staffing		
Deletion of the following posts from Early Years:		
Deputy Head of Centres 6FTE	£222,954	
Family Worker Team Leader 6FTE	£216,163	
Community Worker Team Leader 6FTE	£194,548	
Quality & Inclusion Childcare Worker 1FTE	£29,256	
Family Worker 21FTE	£592,371	
Community Worker 9FTE	£251,334	
Portage Worker 1.97FTE	£60,045	
Lead Early Years Worker 1FTE	£24,521	
Senior Early Years Worker 3FTE	£65,643	
Early Years Worker 11.73FTE	£220,465	1,877,300
Deletion of the following posts from Family Support:		
Family Support Assistant 4FTE	£152,707	
Contact Co-ordinator 1FTE	£36,796	
Daycare Co-ordinator 1FTE	£37,826	
Deputy Contact Manager 1FTE	£35,845	
Family Support Workers 22.91FTE	£796,574	
Contact Officers 13FTE	£389,777	
Family Support Worker Assistant 5.94FTE	£142,255	1,591,780
Deletion of the following posts (Buildings):		
Site Supervisor 1FTE	30,413	
Cooks 1.64FTE	35,688	
Centre Assistants 3FTE	54,387	
General Catering Assistants 2.7FTE	42,875	163,363
Creation of the Following posts:		
Assistant Managers Grade 8 12FTE	-£456,842	
Children and Families Worker (level3) Grade 7 27FTE	-£927,873	
Children and Families Worker (level 2) Grade 6 40FTE	-£1,216,527	
Children and Families Worker (level1) Grade 4 12FTE	-£283,218	-2,884,460
Additional Staffing costs to find:		
Vacancy rate		-46,694
Increase in Essential Car Allowance		-3,199
Daytime Enhancement payment		-82,440
Total Savings in Staffing Costs		615,650
Non Staffing		
Reduction in Non-Employee Resources		40,350
Total Savings in Non Staffing costs		40,350
TOTAL SAVINGS PROPOSED		<u>656,000</u>

Proposed Budget (Childrens Centres and Family Support excluding Buildings)

Post	Grade	FTE	Value	On costs	Total
<u>Staffing Budgets</u>					
Team managers (Targeted and Specialist)	11	6	£249,696	£58,429	£302,262
Operational Managers	10	6	£228,252	£53,411	£275,217
Assistant Managers	8	12	£370,212	£86,630	£456,842
Children and families Worker (level3)	7	27	£751,923	£175,950	£927,873
Children and families Worker (level 2)	6	40	£985,840	£230,687	£1,216,527
Children and families Worker (level1)	4	12	£229,512	£53,706	£283,218
Essential car allowance					£70,299
Daytime Enhancement payment					£82,440
Subtotal		103	£2,815,435	£658,813	£3,614,678
<u>Buildings</u>					
Site Supervisors	6	2	£49,292	£11,534	£60,826
Cooks	4	2.76	£48,672	£11,390	£60,062
Centre Assistants	2	23.5	£345,245	£80,788	£426,033
Subtotal		28.26	£443,209	£103,712	£546,921
Total		<u>131.26</u>	<u>£3,258,644</u>	<u>£762,525</u>	<u>£4,161,599</u>
<u>Non Staffing Budgets</u>					
Early Start (inc Casual Car Allowance)					£414,584
Early Start - Central					£117,400
Family Support (inc Casual Car Allowance)					£80,000
Total Non Staffing Cost					<u>£611,984</u>
Total Childrens Centre & Family Support Budget					<u>£4,773,583</u>

Equality Impact Assessment

Part 1: Screening Form

Title of report or proposal:
Proposed restructure of Family Support and Children's Centres

Department:	Children's Services
Section/SIAP unit:	Staying Safe
Date:	27 July 2011

This report is for decision and is therefore subject to an Equality Impact Assessment. The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. Details of the outcome of the Equality Impact Assessment have also been included in the main body of the report.

Equality Impact Assessment Questions

- 1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes:**

This report sets out the proposed integration of family support and children's centre services into one 'children and families support service'. It details the proposed restructure and includes job descriptions for the posts which will be required in the reconfigured service.

- 2. Who are the main stakeholders in relation to the proposal?**

- Children and families;
- Staff and their Trades Unions;
- Staff in partner agencies including those who provide services in children's centres.

3. In summary, what are the anticipated (positive or negative) impacts of the proposal?

The proposal aims to make the best use of resources to ensure that as much as possible of the current Children's Centre and Family Support offer can be provided within existing resources.

For children and families, we believe that the proposal should have only a very limited impact. We do not believe that these proposals will make it more difficult for families to access children's centre provision though we will, of course, ensure that families have an opportunity to share their views with us before these proposals are finalised..

The proposal will have significant impacts on the staff of the service. The proposal does reduce the size of the establishment and some staff will be displaced. However, for staff that remain in the service we believe that there are some positive impacts. Staff roles will become more varied, and will give members of the staff team opportunity to gain a wider range of skills and to become involved in a wider variety of different types of work at an appropriate level for their grade. In addition, this proposal introduces a career path which will give team members the opportunity to progress in their career without leaving the service.

4. With regard to the stakeholders identified above and the diversity groups set out below:

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Race	<p>Potentially. <i>Craig et al (2007)</i> find a complex relationship between ethnicity and the ways in which families access Sure Start Children's Centre provision.</p> <p>Craig et al point to particular ways in which Sure Start Children's Centre provision can build community cohesion, promote access to the workplace for people who have felt isolated by way of cultural norms and to replace or supplement traditional support networks for people who are displaced from their families and communities. Changes to this provision</p>	<p>We recognise that some families may be worried about the risk of adverse impact in some cases in the event that any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports community cohesion could reduce the opportunities for families from different backgrounds within the same community to form links. Families who have used Children's Centre provision to provide support which might otherwise have been provided by their own extended family could potentially be disadvantaged by any</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, opportunities for an informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks, will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p> <p>The review has given us the chance to ensure that all districts will be able to benefit from having support workers with the necessary language skills to support Asian families. In addition,</p>

	<p>will inevitably lead people to be concerned that there is a risk of an impact on community cohesion.</p> <p>As part of this screening process, an analysis of the ethnic background of children who use Bolton's children's centres has been conducted and compared to the wider population of primary school pupils in the borough. The usage of children's centres appears to be broadly representative of the mix of younger children in the borough. There are some slight differences between the two cohorts but these are not large enough to raise concerns about inequality of access.</p> <p>Pilsuik and Parks point to the key role that discrimination on the grounds of a range of social factors can play in putting family</p>	<p>reduction in the provision available.</p> <p>The important role that the family support service plays in helping families under pressure for whatever reason – including those families who are under pressure as a result of discrimination – will continue unaltered by these proposals.</p>	<p>accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>we will ensure that translation services are available for those speaking other languages.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>
--	--	---	---	---

	relationships under stress and exposing children and families to a greater risk of poor outcomes and to the role that effective family support services can play in helping families deal with this stress.			
Religion	<p>No data is collected on the faith of the users of any of the services included in this review and our services are equally available to people of all faiths and none.</p> <p>Craig et al point to particular ways in which Sure Start Children's Centre provision can build community cohesion, promote access to the workplace for people who have felt isolated by way of faith or cultural norms. Changes to this provision will inevitably lead people to be concerned that there is a risk of an impact on community cohesion</p> <p>Pilsniuk and Parks point to</p>	<p>We recognise that some families may be worried about the risk of adverse impacting some cases in the event that any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports community cohesion could reduce the opportunities for families of all types within the same community to form links. Families who have used Children's Centre provision to provide support which might otherwise have been provided by their own extended family could potentially be disadvantaged by any reduction in the provision available.</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, opportunities for an informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks, will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. . It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>

	<p>the key role that discrimination on the grounds of a range of social factors can play in putting family relationships under stress and exposing children and families to a greater risk of poor outcomes and to the role that effective family support services can play in helping families deal with this stress..</p>	<p>The important role that the family support service plays in helping families under pressure for whatever reason – including those families who are under pressure as a result of discrimination – will continue unaltered by these proposals.</p>	<p>principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	
Disability	<p>Pilsuik and Parks point to the key role that discrimination on the grounds of a range of social factors can play in putting family relationships under stress and exposing children and families to a greater risk of poor outcomes and to the role that effective family support services can play in helping families deal with this stress.</p> <p>The proposal will affect children aged under five and older children who use the family support and</p>	<p>We recognise that some families may be worried about the risk of adverse impact on them if any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports families will inevitably be seen as causing disadvantage. The important role that the family support service plays in helping families under pressure for whatever reason – including those families who are under pressure as</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes all families. In particular, as much as possible of the provision for direct working with families and for targeted working at those families with the greatest support needs will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p> <p>In particular, we see the mainstreaming of the function currently carried</p>

	<p>contact arrangements available in Bolton's family centres, and their families, including children with disabilities.</p> <p>Parents and carers have told us that around 3% of the children registered at Bolton's children's centres have a disability.</p> <p>Given that data collected by the office for national statistics at this link says that 15% of boys and 8% of girls aged under 5 are disabled, this seems low. However, It is important to realise that parents are not under any obligation to discuss their children's disabilities with staff at the centre.</p>	<p>a result of discrimination – will continue unaltered by these proposals.</p>	<p>accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>out by portage workers as a real strengthening of the services we are able to offer disabled children and their families. By ensuring that this function is now carried out by appropriately skilled and supported officers within our mainstream services, it is our aim to encourage disabled children to make more use of our children's centres.</p> <p>We have considered this review alongside other reviews affecting disabled children to ensure that disabled children's needs are considered holistically.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>
<p>Gender (including gender reassignment)</p> <p>Service Users</p>	<p>Historical and cultural pressures continue to mean that mothers are more likely than fathers to reduce the extent to which they engage in paid work outside the home so that they are able to care for</p>	<p>We recognise that some families may be worried about the risk of adverse impact on them if any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families.</p> <p>In particular, opportunities for an</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is</p>

	<p>their children (See Crompton and Harris) or to change their working patterns so that they work non-standard or flexible hours. Women could therefore potentially be disproportionately affected by any changes to the range of Bolton's early years offer.</p> <p>Pilsuik and Parks point to the key role that discrimination on the grounds of a range of social factors can play in putting family relationships under stress and exposing children and families to a greater risk of poor outcomes.</p> <p>Although the impact of changes to provision for women will be particularly notable, it is important to remember that Turnstill et al found that the Sure Start Children's Centre model for service delivery is distinct from many other</p>	<p>any activity that supports community cohesion could reduce the opportunities for families of all types within the same community to form links. Families who have used Children's Centre provision could potentially be disadvantaged by any reduction in the provision available.</p> <p>The opportunities that Children's Centres provide for fathers and other male carers form a distinctive part of the Children's Centres' ethos. Reducing the range of opportunities could mean that fathers have fewer opportunities to gain support from their peers and from staff who are able to help fathers face the challenges that parenthood brings.</p>	<p>informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks for all parents, will be retained under our proposals. Similarly, targeted activity which is designed to ensure the development of improved parenting and cohesive family units from both parents will remain as a result of these proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support. Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>
--	--	--	---	--

	<p>mechanisms for engaging children and families in the way that it involves fathers and other male relatives and carers. Reduction in provision could lead to a reduction in the opportunities available for men to take part in the kinds of activity that Children's Centres offer.</p>			
Gender – Staff	<p>All of the services involved in this review are predominantly though not exclusively staffed by women. Any impacts of the reorganisation could therefore have a disproportionate effect on women.</p>	<p>The impacts of the proposal include a balance of positive and negative factors. In the worst case scenario, women will be disproportionately affected by any job losses that come about as a result of this proposal simply because they form the greatest proportion of the workforce.</p> <p>However, there are positive impacts of this proposal as well as negative ones. The revised structure and new job roles offer, for those members of the staff team who wish to take</p>	<p>The possible disproportionate impact of this on women is a result of wider social pressures and historic issues relating to the gender balance within care. As Cameron and Moss's research for the University of London makes clear, this problem is not unique to Bolton – or even to the UK.</p>	<p>Any potential redundancies and changes to staff working patterns and other terms and conditions that may result from the proposal will comply with the Council's Human Resources procedures which are designed to treat all staff equally and do not discriminate against any group of people. If a redundancy situation is identified the Council endeavours to address this by workforce planning procedures, including staff redeployment, consideration of voluntary redundancy or VER and all other reasonably practical measures. In the event of compulsory redundancy, our policy is</p>

		<p>advantage of them, considerable opportunities to develop their job role.</p> <p>The structure of the service as it will stand if the proposals are implemented will give staff a route for career progression which will allow staff members to acquire new skills and to move through the service into roles which will see those skills recognised - and which carry appropriate levels of remuneration – without needing to move into roles which will see them ending direct contact with children and families.</p>		<p>based on: - work performance; skills and competencies; disciplinary record; and attendance record. Any reduction in the workforce will lead to a potential reduction in its diversification, however this will be through following the appropriate procedures and not the discrimination of particular members of staff based on any other criterion except that stated in our redundancy policy.</p>
Age	<p>The proposal will affect children aged under five, older children who use the family support and contact facilities in Bolton's family centres and their families</p>	<p>We recognise that some families may be worried about the risk of adverse impact on them if any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports families will inevitably be seen as potentially causing disadvantage.</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, as much as possible of the provision for direct working with families will be retained under our proposals.</p> <p>The family support</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of</p>

			<p>function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>allowing us to prioritise services and activities for those families who most need extra support.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative. However we would stress that services targeted at families who receive the most support will be prioritised</p>
Age – Staff	<p>The Tickell review into Early Years provision found that the sector has a young female workforce. This is borne out by demographic data for the service as a whole which has found that the service contains a higher percentage of workers under thirty than either the Children’s Services Department or the Council as a whole</p>	<p>In the worst case scenario, job losses, these could disproportionately affect younger staff, who as noted above are predominantly women.</p>	<p>The possible disproportionate impact of this on women is a result of wider social pressures and historic issues relating to the gender balance within care. As Cameron and Moss’s research for the University of London makes clear, this problem is not unique to Bolton – or even to the UK.</p>	<p>There are both positive and negative aspects of this proposal. The proposal sets in place a career structure which we hope will encourage staff to stay with the service over a long period and will give staff the opportunity to develop their skills and to move over time into better paid positions without their needing to stop face to face work with children and families. We believe this will be an attractive proposal for younger workers as it will be for the other staff in the service.</p> <p>In the event that any staff</p>

				are displaced, a wide range of corporate support is available to anyone who becomes displaced as a result of the Savings and Efficiencies programme as detailed elsewhere in this assessment..
Sexuality	<p>No data is collected on the sexual orientation of the users of any of the services included in this review.</p> <p>Pilsniuk and Parks point to the key role that discrimination on the grounds of a range of social factors can play in putting family relationships under stress and exposing children and families to a greater risk of poor outcomes and to the role that effective family support services can play in helping families deal with this stress.</p> <p>Turnstill et al point to Sure Start Children's Centre provision's ability to welcome, and respond to</p>	<p>We recognise that some families may be worried about the risk of adverse impact. In the event that any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports community cohesion could reduce the opportunities for families of all types within the same community to form links. Families who have used Children's Centre provision to provide support which might otherwise have been provided by their own extended family could potentially be disadvantaged by any reduction in the provision available.</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, opportunities for an informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks, will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>

	<p>the needs of, families however they are constituted. They note that although this ethos is not unique to Children's Centres, it is a distinctive and important part of the Children's Centre ethos. Reduction in access to Children's Centre services could potentially lead to families where both parents are of the same sex having less opportunity to access services with this distinctive ethos.</p>	<p>The important role that the family support service plays in helping families under pressure for whatever reason – including those families who are under pressure as a result of discrimination – will continue unaltered by these proposals.</p>	<p>principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	
<p>Caring status (including pregnancy & maternity)</p>	<p>It is important to recognise that Children's Centre provision can not simply be replaced by other child care. The Children's Centre programme also provides family support, support to parents to re-enter the workplace, health support, and early identification of families who may benefit from targeted interventions. Other child care provision, however effective, may</p>	<p>We recognise that some families may be worried about the risk of adverse impact on them if any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports families will inevitably be seen as causing disadvantage.</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, as much as possible of the provision for direct working with families will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p>

	struggle to replicate this comprehensive offer. Any reduction in the range or quantity of Children's Centre provision available could make it more difficult for families to access the range of services it provides.		make use of its service in accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.	Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.
Caring status (including pregnancy & maternity)	Any change, however small, in the scope of our offer that leads to the removal of specific activities or sessions could inevitably make it more difficult for people who are only able to access services at specific times or locations because of their caring responsibilities to other family members.	We recognise that some families may be worried about the risk of adverse impact. Reduction in the scale of any activity could result in a reduction to the range of opportunities that are available to those who care for other members of their family. Families who have used Children's Centre provision to provide support which might otherwise have been provided by their own extended family could potentially be disadvantaged by any reduction in the provision available.	It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, opportunities for an informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks, will be retained under our proposals.	Under these proposals, some children's centres will see their opening hours increase to include evening and weekend working in some circumstances. Where provision is being removed or reduced in scale, we will signpost families to a viable alternative. However, it is important to stress that midwifery, ante natal care and healthy visiting services are not included in the scope of this review.

Caring status (including pregnancy & maternity)	Families who make use of family support services may see some impact through the changes to the way borough wide co-ordination of daycare is managed.	There is potential for both positive and negative impact from this proposal. The removal of a dedicated post devoted to this activity from the service's structure may well raise concerns about the priority given to the co-ordination of daycare placements. It is important to stress that the activity currently undertaken in respect of this function will continue in districts while the proposal strengthens links with the quality improvement team to ensure that we can continue to closely monitor placement quality.	The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community	Under these proposals, some children's centres will see their opening hours increase to include evening and weekend working in some circumstances. We believe that, for families using the service, the positive impacts of the closer relationship between this function and front line practice in the districts, and the quality improvement team, will compensate for the removal of a dedicated resource.
Caring status (including pregnancy & maternity)	Families with younger children who make use of the crèche facilities in children's centres will see an impact through the refocusing of services away from the provision of crèche facilities available to all and toward the provision of more targeted work with younger	There are both positive and negative impacts from this proposal. Families who make use of the crèche facilities but who do not feel that they would benefit from more focussed work with the family as a whole may find that the services provided in the children's centre	The decision to refocus provision in this way is based on our experience of what has worked well in children's centres in the past and reduced demand for crèche facilities and the need to target provision at families with a higher level of need.	We acknowledge that in some cases, existing free crèche facilities will be replaced with more targeted sessions for parents and children together. In these cases, universal crèche provision will no longer be available. We believe that this is an improvement in the quality of support we provide to children and

	<p>children and their families aimed at families with needs at higher levels under Bolton's Framework for Action.</p>	<p>would not be the best way of meeting their needs in the future.</p> <p>However, those families who feel they would benefit from an opportunity to take part in more targeted sessions involving children and parents could receive greater opportunities to take part.</p>		<p>families, but realise that in some cases parents will still wish to use crèche provision. In these cases, we will help families identify viable alternatives.</p> <p>Bolton has a wide range of child care provision. In addition to formal nursery education and child minders, there are a significant number of parent led play groups and parent and toddler groups across the borough. The Families Information Service will be able to help families identify alternatives to existing crèche provision.</p> <p>Bolton has a wide range of private and maintained sector providers of nursery education. Children aged 3 and 4 years old currently have an entitlement to 15 hours a week of free nursery education for 38 weeks of the year. The Council regularly reviews the sufficiency of Childcare in Bolton - the most recent published review is available at this link</p>
--	---	---	--	--

				<p>The Council publicises the free entitlement extensively – including though the Bolton Council website (see this link) and through the publication of a straightforward parent's guide</p>
<p>Marriage and civil partnership</p>	<p>Turnstill et al point to Sure Start Children's Centre provision's ability to welcome, and respond to the needs of, families however they are constituted. They note that although this ethos is not unique to Children's Centres, it is a distinctive and important part of the Children's Centre ethos.</p> <p>Pilsniuk and Parks point to the key role that discrimination on the grounds of a range of social factors can play in putting family relationships under stress and exposing children and families to a greater risk of poor outcomes and to the</p>	<p>We recognise that some families may be worried about the risk of adverse impacting some cases in the event that any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports community cohesion could reduce the opportunities for families of all types within the same community to form links. Families who have used Children's Centre provision to provide support which might otherwise have been provided by their own extended family could potentially be disadvantaged by any reduction in the provision</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families. In particular, opportunities for an informal chat - either with staff or with other families - over coffee, which is the distinctive way in which Bolton has promoted community cohesion and the development of support networks, will be retained under our proposals.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p> <p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>

	<p>role that effective family support services can play in helping families deal with this stress.</p> <p>Reduction in access to Children's Centre services could potentially lead to families, whether they have one parent or two and whether or not the parents are married or in a civil partnership, having less opportunity to access services with this distinctive ethos.</p>	<p>available.</p> <p>The important role that the family support service plays in helping families under pressure for whatever reason – including those families who are under pressure as a result of discrimination – will continue unaltered by these proposals.</p>	<p>accordance with established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	
Socio-economic – children and families	<p>There is a significant amount of private sector early years provision in Bolton. However, we have already noted in this assessment that Children's Centres provide a much wider range of services than simply child care. Communities facing high levels of socio-economic disadvantage have been regarded as priorities for the provision of the extra support services which</p>	<p>We recognise that some families may be worried about the risk of adverse impact on them if any specific activities or sessions are reduced in scale or frequency. Reduction in the scale of any activity that supports families will inevitably be seen as causing disadvantage.</p>	<p>It is important to stress that this proposal has been constructed in such a way as to minimise the impact of these changes on families.</p> <p>The family support function will continue to be available to any family which meets its referral criteria and needs to make use of its service in accordance with established social work principles of anti-discriminatory practice. This proposal will have</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. Nonetheless we will be asking for the views of our stakeholders on this issue as part of our consultation process. It is important to be clear that any changes to provision that are being made will be made with the aim of allowing us to prioritise services and activities for those families who most need extra support.</p>

	Children's Centres provide.		<p>no impact on its accessibility to the whole community.</p> <p>With regard to all the services included in this review, we would stress that the most vulnerable families, and those who most need support, will not see the level of service they receive diminish as a result of this review.</p>	Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.
Socio-economic - staff	Officers at scale 2 who do not wish to apply for higher graded positions may be at more risk of redundancy than other officers in the service	Officers at scale 2 who do not wish to apply for higher graded positions may be at more risk of redundancy than other officers in the service	<p>We would stress that this review seeks to improve the quality of the support that we are able to offer children and families. We are aiming to do this by ensuring that the staff who work directly supporting families are trained to, or are actively working towards, NVQ level 2 and have the skills which will enable them to confidently plan and participate in activities which encourage child development.</p>	<p>The officers affected will be able to apply for the new scale 4 posts, which offer improved salary and greater opportunities for personal and professional development</p> <p>In the event that a redundancy situation is identified the Council endeavours to address this by workforce planning procedures, including staff redeployment, consideration of requests for voluntary redundancy or voluntary early retirement and all other reasonably practicable measures, to seek to avoid a compulsory</p>

				<p>redundancy situation. Staff members who are placed on the council's redeployment register will be given every assistance to find suitable alternative employment within the council.</p>
<p>Other comments or issues</p>	<p>We are aware of the adverse impact this proposal will have on Council staff who may be subject to these proposals and are conscious of the impact of these proposals.</p> <p>Any potential redundancies and changes to staff working patterns and other terms and conditions that may result from the proposal will comply with the Council's Human Resources procedures which are designed to treat all staff equally and do not discriminate against any group of people. If a redundancy situation is identified the Council endeavours to address this by workforce planning procedures, including staff redeployment, consideration of voluntary redundancy or VER and all other reasonably practical measures.</p> <p>In the event of compulsory redundancy, our policy is based on: - work performance; skills and competencies; disciplinary record; and attendance record. Any reduction in the workforce will lead to a potential reduction in its diversification, however this will be through following the appropriate procedures and not the discrimination of particular members of staff based on any other criterion except that stated in our redundancy policy.</p> <p>In the event of any staff seeing their pay reduced as a result of these proposals, pay protection will apply in accordance with Bolton Council policies.</p> <p>Due to the low numbers of staff on specific grades or in individual named positions affected by this specific proposal, it is not appropriate to discuss the demographic breakdown of the staff team in detail in this assessment as these risks identifying individuals. However, the demographic breakdown of the staff concerned has been obtained and places where this breakdown is significantly different from that of the Council as a whole are noted above.</p>			

Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.

If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.

Craig et al - Sure Start Children's Centre and Black and Minority Ethnic Populations (DfE 2007)

Turnstill et al – *Implementing Sure Start Children's Centre Local Programmes – an In Depth Study (DfE 2005)*

Staffing and usage data for the service

Pilisuk and Parks – *Social support and family stress in McCubbin and Sussman – Social Stress and the Family: Advances and developments in Family Stress Theory and Research*

5.a Are there any gaps in your evidence or conclusions that make it difficult for you to quantify the potential adverse impact?

It will be necessary to consult with key stakeholders in order to test that our belief that these proposals will have only limited impact on front line service delivery is based in fact

5.b If so, please explain how you will explore the proposal in greater depth or please explain why no further action is required at this time.

Targeted information sharing and consultation activity will be carried out which will give centre users, staff, unions and partners the opportunity to understand our proposals and share their views on what we are proposing.

You may wish to consider undertaking secondary data analysis, further consultation or research or investigating best practice. If you are planning to undertake further consultation or research as a result of this EIA, please contact the Consultation Manager on ext. 1083.

This EIA form and report has been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Member(s)

Please confirm the outcome of this EIA:

No major impact identified, therefore no major changes required – proceed	<input type="checkbox"/>
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed	<input checked="" type="checkbox"/>
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	<input type="checkbox"/>
Stop and rethink - the EIA identifies actual or potential unlawful discrimination	<input type="checkbox"/>

Report Officer

Name:

Signature:

Date and Contact No:

Departmental Equalities Lead Officer

Name:

Andy Bent

Signature:

AB

Date and Contact No:

13 July 2011 x 4252