

**Report to:** Executive Member for Children's Services  
Executive Member for HR, OD and Diversity

# Bolton Council

**Date:** 25 Oct 2011  
26 Oct 2011

**Report of:** Director of Children's Services

**Report No:**

**Contact Officer:** John Daly

**Tel No:** 2130

**Report Title:** Family Support (including Contact) and Children's Centre Review

**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**(Confidential Not for Publication)**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:**

To set out the results of consultation on proposals to restructure the Family Support (including Contact) and Children's Centre services to take into account a reduction in funding from 2011/12 onwards, and to seek approval from the Executive Member to implement the final proposals.

**Recommendations:**

The Executive Member is recommended to:

- (i) Approve the final proposal set out in Appendix 6 and;
- (ii) Delegate implementation of the new structure, including details of voluntary redundancy arrangements and consequential recruitment and selection, to the Chief Executive and the Director of Children's Services.

**Decision:**

**Background Doc(s):**

Family Support (including Contact) and Children's Centre review report presented to the Executive Member for Children's Services on the 26<sup>th</sup> July 2011

Family Support (including Contact) and Children's Centre review report presented to the Executive Member for HR, OD and Diversity on the 27<sup>th</sup> July 2011.

(for use on Exec Rep)

**Signed:**

\_\_\_\_\_  
Leader / Executive Member

\_\_\_\_\_  
Monitoring Officer

**Date:**

---

**Summary:**

Following a period of formal consultation, it is proposed that the Family Support Services (including Contact) and Children's Centre are integrated into one 'Children and Families Support Service'. The staffing structure, as detailed in the Executive Member for Children's Services report on the 26<sup>th</sup> July 2011 and Executive Member for HR, OD and Diversity on the 27<sup>th</sup> July 2011, remains unchanged. There have been minor amendments to job descriptions. A transition phase, including staff induction, supervision and training, will be put in place during implementation; This will be January 1<sup>st</sup> 2012.

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

- |            |  |
|------------|--|
| Appendix 1 | List of people and organisations consulted                               |
| Appendix 2 | Summary of Consultation activity   |
| Appendix 3 | List of consultation response and proposed changes                       |
| Appendix 4 | Trade union response   |
| Appendix 5 | Equality Impact Assessment   |
| Appendix 6 | Proposed Structure   |
| Appendix 7 | Executive report July 26 <sup>th</sup> 2010 detailing original proposals |

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

## **1.0 Executive Summary**

- 1.1 Following the Government's decision to integrate the Early Years Sure Start Grant into the Early Intervention Grant, in January 2011 the Executive approved a report setting out the budget options for securing significant savings within Children's Services and commencing a period of formal consultation with staff, trade unions and relevant stakeholders.
- 1.2 The Executive Member subsequently approved detailed consultation proposals to integrate the Family Support Services (including the Contact Team) and Children's Centre Services into one 'Children and Families Support Service'.
- 1.3 This report sets out the results of the formal consultation process, including some changes (see paragraph 5.2) and the department's final proposals in response. The proposals indicate an overall net reduction in staff establishment by 32.89 FTE from 164.15 FTE. There remain more posts in the new structure (131.26) than there are FTE equivalent currently employed due to vacancies and staff opting to take severance or VER. 36.84 FTE vacant posts will be deleted and 6 FTE vacant posts retained, which, together with 16.55 FTE new posts will result in 22.55 FTE posts to be filled in accordance with corporate HR policy (including as potential opportunities for redeployees). The revised proposals indicate 8.87 FTE (12 staff) redundancies.

## **2.0 Background to the review**

- 2.1 On 26 July 2011 the Executive Member for Children's Services approved a report containing detailed proposals with regard to the integration and restructure of Family Support Services (including the Contact Team) and Children's Centre Services for consultation with Trades Unions, staff and other stakeholders.
- 2.2 The underlying rationale for the review is the need to generate financial savings to meet corporate budgetary targets and to address the continuing demands on the Early Intervention Grant. Because of the nature of the services involved, it will be necessary to reduce the cost of the staff establishment in order to achieve these efficiencies.
- 2.3 Following the formal consultation period, this report now addresses the key issues arising and where relevant, presents revised proposals for final approval by the Executive Member for Children's Services and the Executive Member for Human Resources, Organisational Development and Diversity.

## **3.0 Consultation process**

- 3.1 Coinciding with approval of the budget options by the Executive in January 2011, 'at risk' letters were issued to affected staff, followed by further briefings to staff and trades unions in February and July, detailing the review process and subsequently outlining the proposals. Formal consultation ended on the 30<sup>th</sup> September 2011.

3.2 Appendix 1 provides a full list of those consulted during the consultation period.

3.3 Appendix 2 provides a list of the key elements of the formal consultation. These have included:

- Regular Departmental Joint Consultative Committee (DJCC) meetings with recognised trades unions.
- Regular Joint Operations Meetings between Assistant Directors and Service Managers and trades unions.
- Responding to specific requests for information from the trades unions;
- Receipt of a formal written response from trades unions.
- Formal briefing session and presentation to all staff on the 27<sup>th</sup> July 2011.
- A staff consultation pack containing the original report to Executive Member; relevant job description, presentation slides, details of support for staff and a consultation response form.
- Access to all job descriptions and person specifications existing and proposed;
- Holding personal meetings with staff attended by project manager / HR / trades unions representatives where required.
- Following up meetings with more specific support (for example around interview technique, or enrolment onto OD provided sessions).
- Requesting expressions of interest (without prejudice at this stage) from staff for voluntary redundancy and for other forms of flexible working including reductions in hours.
- A share point site set up to enable staff to access documents easily and ask questions, make comments and have updates on frequently asked questions.
- Consultation with all Children's Services Department Senior Managers via monthly Senior Managers Meetings.
- Consultation with Children's Services Department staff through open staff briefings and via ECM newsletter.
- Direct consultation with partners through advisory boards in centres.
- Direct consultation with parents through parents' forums, one to ones and a leaflet with tear off slip for responses.
- A letter to all PVI nursery providers and childminders to inform them of the proposed changes to the staffing structures.
- A letter / e mail and leaflet to all headteachers summarising the proposal and inviting response.
- Consultation updates briefings held by the Assistant Director on the 6<sup>th</sup> October to update groups of staff who had expressed issues around the content of Job Descriptions and training opportunities. These briefings highlighted issues addressed through the consultation. HR and trades unions were present.

## **4.0 Key issues raised through formal consultation**

4.1 The formal trade union (Unison) response to the proposals is also set out in full at Appendix 4. Appendix 3 provides a detailed list of all issues raised during the consultation period, including matters raised at the DJCC or JOG meetings. This appendix also incorporates, for the sake of setting out a comprehensive response to the consultation, the proposed response to what was said by individuals and teams during personal meetings, staff briefing sessions and on the consultation response form issued with the Staff Consultation Pack.

4.2 In summary, the main issues raised by staff and managers through trades unions, email and in meetings during consultation were:

- The need for training and development opportunities for staff during the transition period;
- Expectations that staff would continue to work out of normal working hours. Currently some staff receive 7% additional payment for working 10% of their working week out of hours;
- The job title 'Operational Manager';
- The supervision requirements of staff working with families who have highly complex needs;
- Support for children with disabilities may be reduced in the proposed structure;
- It was considered that the Early Years Foundation Stage Framework (EYFS) was not reflected adequately in job descriptions. The Children's Centre 'Core offer' guidance highlights the need to work with families and children in order to develop 'readiness for school'. This was particularly highlighted by the Educational Improvement Team;
- Universal provision is a requirement within Children's Centres core offer guidance; centres will need to offer some activities such as 'Play and Stay' or 'drop in' services. Issues around capacity of centres to continue the provision of a wide range of activities to all families was raised by staff, partners, child-minders and parents. Consideration will be given to the provision of universal services in line with revised guidance expected from Central government early next year;
- Clarification regarding the differences between the level 1, 2 and 3 Children and Families Worker roles;
- Grade 8 staff currently receive Essential Car Mileage, this may not be a requirement in the new service;
- Trades Unions felt that the Day-care Co-ordinator should be ring fenced into the Grade 8 Assistant Manager post;
- The level of qualifications needed for the grade 8 post;
- Lack of crèche facilities was raised by parents, partners and staff. Some crèches will be provided by Children and Families Workers (Level 1) however the service

will be working with more targeted families by offering parenting activities. Crèche places may occasionally be bought from linked settings; and

- Deletion of Early Years Worker posts was highlighted by trades unions as a negative point within the review.

4.3 The service operates from 8.00 am to 6.00pm and also has some centres open during the evening and at weekends. This is to meet parental demand and also to meet statutory court requirements around contact sessions. As safeguarding of children is paramount the need for out of hours working will remain a necessity within the service. It is no longer a service requirement for staff to work out of hours for over 10% of their time. This has resulted in the removal of the 7% additional payment to staff. Unison have stated that they will be monitoring this. Staff working with vulnerable families and their line managers will also need to cover duty calls.

4.4 A number of partners welcomed the proposals, The Children and Young People's Health and Wellbeing Group suggested that the proposal would make it 'easier for other agencies to understand job roles and responsibilities', and that it 'provided opportunities to extend the support to children with disabilities'. Unison 'welcomes the career progression within the new structure for staff and the retention of as many staff as possible' and also state that 'the creation of 10 job descriptions from the existing 25 current ones is also welcome'.

## **5.0 Proposed Changes arising**

5.1 The final proposals include some changes. Appendix 3 sets out the Departmental response to each of the issues raised during consultation. Where appropriate, the proposals have been amended to incorporate the outcomes of the consultation.

5.2 The timescales for implementation have been clarified during consultation. Selection processes and interviews for vacant posts will take place during November and December 2011 with implementation of the new service taking place on the 1<sup>st</sup> January 2012.

5.3 Appendix 6 presents the final structure taking account of the consultation feedback and the proposed Departmental response. The key changes incorporated into the final proposals include:

- Staff will be offered extensive training opportunities including shadowing other staff. A robust transitional phase, including a comprehensive induction process, will be developed;
- The job title of the Grade 10 post 'Operational Manager' has been changed to 'Children's Centre Network Manager';
- The Children and Families Support Services Team Leader (Specialist) will initially be taking a lead role in overseeing supervision of staff working with vulnerable families. They will be responsible for developing supervision skills in grades 10

and 8 staff who are new to the supervisory role. Joint supervision will take place in the form of matrix management with professional supervision being monitored by staff who are Social Worker qualified during the transition period;

- Three grade 6 Children and Families Worker posts (level 2) will specialise in working with children with a disability, this will be included in their job title. Training will be developed for all staff to enable the service to work more effectively with children who have a disability;
- Knowledge of the EYFS framework will be included in relevant job descriptions. The Local Authority has been successful in becoming a pilot for the Government's *Payment by Results* programme and as such will need all staff to be familiar with collating outcome based evidence around children's progress;
- Clarification around the differences between levels 1, 2 and 3 Children and Families Worker roles has been made in the relevant Job Descriptions. The Level 3 will work with 'very vulnerable families with multiple and complex needs'; these families will be social care referrals. The Level 2 posts will work with vulnerable families who have complex needs. The level 3 posts will work with vulnerable families who may have additional social and emotional needs;
- A corporate review of Essential Car Users is underway. The new roles will be considered for the allowance against the new criteria and staff will be informed of the outcome as soon as is possible;
- Management and HR have completed further analysis of the Day-care Co-ordinator post and concluded that the post will be included in the grade 8 ring fence; and
- The staff ring-fenced to grade 8 posts suggested that a minimum qualification for this post should be NVQ level 4. Management felt that this would bar people in future from applying and suggested a change to 'willingness to work towards a level 4' for staff who may not already have the qualification. The Trades unions agreed that this would develop a career progression route for staff. The Job Descriptions have been amended accordingly.

5.3 These changes have a cost neutral financial effect.

## 6.0 Implications of expressions of interest in voluntary redundancy and other flexible working

Table 6.1 Summary of changes to staffing numbers during consultation

Post	FTE Number required In new structure	Number of FTE staff at 27 <sup>th</sup> July 2011	Current Number of FTE staff 26 <sup>th</sup> October 2011	Current FTE Vacancies
Team Manager Children and Families Support Service (Targeted) - Grade 11 - No Change	3	3	3	0
Team Manager Children and Families Support Service (Specialist) - Grade 11 - No Change	3	1.5	1.5	1.5
Children's Centre Network Manager Grade 10 - No Change	6	5	5	1
Assistant Manager Children and Families Support Services - Grade 8 <ul style="list-style-type: none"> <li>1 potential redundancy post now ring fenced to grade 8</li> <li>1.59 staff requested slotting into grade 7 posts</li> </ul>	12	13.59	13	0
Children and Families Worker Level 3 - Grade 3 <ul style="list-style-type: none"> <li>Request for VER 0.5</li> <li>Removal of 1 post to grade 4 (incorrect at 27<sup>th</sup> July 2011)</li> <li>Request for 1.59 posts to be added from grade 8</li> </ul>	27	22.56	22.65	4.45
Children and Families Worker Level 2 - Grade 2 <ul style="list-style-type: none"> <li>Request for reduction of full time post to 4 day post</li> </ul>	40	36.87	36.67	3.33
Children and Families Worker Level 1 - Grade 1 <ul style="list-style-type: none"> <li>Addition of .59 post due to incorrect position (grade 7 ) on July 27<sup>th</sup></li> <li>Request for .59 severance</li> </ul>	12	5.63	5.63	6.37
Site Supervisor – Grade 6 - No Change	2	2	2	0
Cooks – Grade 3 - No Change	2.76	2.76	2.76	0
Centre Assistant – Grade 2 <ul style="list-style-type: none"> <li>Withdrawal of requested severance</li> <li>1 request for severance granted – now vacant</li> </ul> 1 request for severance	23.5	18.5	17.5	6
<b>TOTAL FTE Vacancies</b>				<b>22.55</b>



Table 6.2 Redundant Posts

<b>Post</b>	<b>Number proposed at 26<sup>th</sup> July 2011</b>	<b>Number proposed at 26<sup>th</sup> October 2011</b>
Day care co-ordinator post <ul style="list-style-type: none"> <li>Now ring-fenced into grade selection process</li> </ul>	1	0
Early Years Workers 2 members of staff (0.95 FTE) have requested Severance	8.82 FTE 13 people	7.87 FTE 11 people
General Assistant 2 staff (1.08 FTE) <ul style="list-style-type: none"> <li>2 people have now left, 1 has accepted a post within the LA</li> </ul>	1.08 FTE 2 people	0
Assistant Manager Children and families Support Service <ul style="list-style-type: none"> <li>1.59 FTE (2 staff) have requested to be removed from ring fence</li> <li>1 person has successfully requested to be placed into ring fence</li> </ul>	1.59 FTE	1
<b>TOTAL</b>	<b>12.49</b>	<b>8.87 12 people</b>

6.3 Currently, 4 people (2.76 FTE) have left the service (1 has found an alternative post within the council) and 4 (2.36 FTE) have expressed their interest in taking voluntary redundancy. Following approval of amended final proposals by the Executive Member, the Chief Executive and the Director of Children's Services will consider each case in accordance with Council policy and procedures, and will approve those which meet these requirements. This reduces the number of people likely to be redeployed from 12.49 to 8.87 FTE.

6.4 The proposed structure has 22.55 vacancies. These posts are potential redeployment opportunities and will be filled in accordance with council policy.

## **7.0 Equality Impact Assessment**

7.1 An Equality Impact Assessment has been carried out on the proposals outlined in this report, and is attached at appendix 5.

7.2 The Equality Impact Assessment looks at the anticipated impacts of the proposal on people from Bolton's diverse communities, and whether any group(s) is likely to be directly or indirectly differentially affected. This Equality Impact Assessment builds on the equality screening which was completed on the initial review options, and summarises the stakeholder consultation which has been completed as part of this review. 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. The EIA recognises that the proposal will have some impact on the staff of the service.

- 7.3 The equality considerations are set out in more detail in the Equality Impact Assessment at appendix 5. Should the proposals be approved by the Executive Member, they will be reviewed following implementation to check whether any unanticipated differential impact has arisen, and to respond accordingly.

## **8.0 Recommendations**

- 8.1 The Executive Member is recommended to:
- (i) Approve the final proposals set out in Appendix 6; and
  - (ii) Subject to the approval of the Executive Member for Human Resources, Organisational Development and Diversity, delegate implementation of the new structure, including details of voluntary redundancy arrangements and consequential recruitment and selection, to the Chief Executive and the Director of Children's Services.

**APPENDIX 1: List of People and Organisations Consulted.****Family Support and Children's Centre Review**

Formal Consultation started on 27<sup>th</sup> July 2011 and ended at 5pm on 30<sup>th</sup> September 2011

Consulted People and Organisations
Staff in family support, contact and children's centre teams
Parents and carers registered with centres
Health visitor teams
Midwives
Jobcentre plus
Children's Centre advisory boards
Schools
Childminders
Tonge Moor United Reformed Church
PVI nurseries
Libraries
Homestart
Children and Young People's Health and Wellbeing Group
Education Improvement Team

**APPENDIX 2: Summary of Consultation Activity****Family Support and Children's Centre review**

Formal Consultation started on 27<sup>th</sup> July 2011 and ended at 5pm on 30<sup>th</sup> September 2011

Consultation Activity	Date
Briefings for staff at risk and unions to share proposals and discuss consultation.	27 <sup>th</sup> July 2011 6 <sup>th</sup> October (grade 8,7, 6 and 4)
Circulation of leaflet to be shared with stakeholders (parents and partners). Leaflet posted out to all registered families.	29 <sup>th</sup> July to 30 <sup>th</sup> September 2011
Meeting with Margaret Osborne Health Visitor Manager to discuss the proposals presentation to health visitors.	2 August 2011 and 19 <sup>th</sup> Sept 2011
Meeting with Sharda Gopall to discuss implications on Portage staff.	2 August 2011
Advisory group meetings or mail outs from individual centres.	August and September 2011
Individual meetings between staff and project co-ordinator.	July to September 2011
Union meetings throughout consultation period.	July to September 2011

Team meeting and area meetings with staff.		July to September 2011
Consultation update meeting for groups of staff who are likely to have changes to job descriptions following consultation.		6 <sup>th</sup> October 2011

### APPENDIX 3: Summary of Consultation Responses and Proposed Changes

#### Family Support and Children's Centre Review

Formal Consultation started on the 27<sup>th</sup> July 2011 and ended at 5pm on 30<sup>th</sup> September 2011

The table below provides a list of all of the key issues raised during consultation along with a proposed response to each. All issues specific to the circumstances of individuals have been discussed and resolved with those individuals and, where appropriate, their trade union representatives.

Ref* (U/S)	Consultation Response	Comment and Proposed Change
* U = response and comments made as part of the formal consultation process by Unison S = additional comments made by individuals		
U	<b>Staff acting up in higher level positions</b> A number of staff are temporarily in higher level posts. Two have asked if they can stay in the higher post.	The Council policy is that all staff are reviewed in line with their substantive post and on current contracted hours. This process has been followed throughout the review.
U	<b>Professional supervision</b> Some staff ring fenced to grade 8 posts had concerns around their professional supervision being undertaken by staff at grade 10 who may not social work qualified or experienced in working with highly complex families.	Qualified social workers will offer professional supervision to grade 8 staff on a matrix management basis if the staff members are managed on a day to day basis by a post holder who is not social work qualified or experienced in working with families with complex needs during the transition period. The Team leader for specialist services in each area will be responsible for ensuring professional supervision is in place.
U	<b>Training and skills development</b> Staff raised issues about their training needs in order to develop new skills needed within the proposed job roles. Particularly the grade 8 and 6 posts where several JD's have been combined.	Audits of training needs will take place during the transition period and training put in place, opportunities to shadow staff will also be in place. A comprehensive induction will be in place.

U	<p><b>Qualifications</b> Staff raised issues around qualification requirements on the different Job Descriptions</p>	<p>A clear career progression route is in place Grade 4 posts – requirement to hold or work towards appropriate NVQ level 2 Grade 6 /7 – requirement to hold appropriate NVQ level 3 Grade 8 – requirement to hold appropriate NVQ 3 and NVQ 4 or willingness to work towards Grade 10 – Requirement for professional qualification and / or degree Grade 11 – Requirement for professional qualification and / or degree (Social work qualification required on specialist post)</p>
U	<p><b>Car User allowance</b> The grade 8 post within social care currently has essential car user, the grade 8's in children's centre do not initially have this on the job descriptions.</p>	<p>There is currently a Corporate Review of ECU underway. The new roles will be considered for the allowance against the new criteria and staff will be informed of the outcome as soon as possible.</p>
U	<p><b>Daycare co-ordinator post</b> The day care co-ordinator post was not originally scoped into the grade 8 ring fence. The post holder felt that the role was a 50% match.</p>	<p>Management and HR have completed further analysis from the information supplied and concluded that the post should be included in the grade 8 ring-fence. Therefore the post holder will be interviewed alongside the other current grade 8 post holders if the proposal is agreed.</p>
U	<p><b>Daycare co ordinator role</b> The daycare co ordinator felt that the role should remain Borough wide and not be district based</p>	<p>The current role places children in settings and with childminders. This will be done in districts by staff working directly with the families. The financial part of the role is currently carried out by a part time admin post which is scoped within the separate review of business admin. The quality of the settings used would be monitored by the quality improvement team as this is part of their function.</p>
U	<p><b>Out of hours working</b> Issues were raised around out of hours needs within the service as the 7% additional payments have been removed from some current posts. Staff need clarification on hours required. This will be monitored.</p>	<p>There is no longer a service requirement for staff to work out of hours for over 10% of their time. The out of hour's provision required will however be fairly divided amongst a greater number of staff and monitored by management..</p>
U	<p><b>Children and Families Worker – level 1</b> The Job Description did not include the ability to claim casual car user.</p>	<p>This has been amended.</p>

U	<p><b>Clarity around levels of responsibility in Children and families Posts</b></p> <p>Staff raised issues around the lack of clarity around the different levels of competency required for the grade 7, 6 and 4 roles</p>	<p>The job descriptions have been amended to include the wording working with</p> <p>Families with Multiple and highly complex needs – grade 7</p> <p>Families with complex needs – grade 6</p> <p>Families – grade 4</p>
U	<p><b>Early Years Foundation Stage Framework (EYFS)</b></p> <p>Many staff suggested that the EYFS does not feature strongly enough in job descriptions, particularly as the new guidelines focus on readiness for school.</p> <p>This point was also raised by the Education Improvement team.</p>	<p>This was amended in the Job Descriptions and also links to the teachers within the newly revised Q and I team were strengthened. As the payment by results process is implemented it will be important to ensure staff have an understanding of EYFS and in particular child development. The latest guidance on the core offer for children's centres states that centres have a role in working with families and children to develop readiness for school.</p>
U	<p><b>Universal provision and capacity</b></p> <p>Issues around the capacity to deliver / requirement to deliver universal services raised by many staff, parents and partners. The new core offer requirements do require children's centres to offer some universal services for example 'stay and play' or drop in groups.</p>	<p>Statutory partners such as health and jobcentre plus deliver some universal services, these services identify targeted families who will access services in the centres. Centres will still continue to deliver some universal services in line with the national guidance.</p>
U	<p><b>Grade 10 Job Title</b></p> <p>The Head of Centres requested that the Operational Manager title be changed.</p>	<p>Title changed to Children's Centre Network Manager which has been accepted and job descriptions amended</p>
U	<p><b>Family Support worker role</b></p> <p>Some of the family workers have raised issues around the need for grade 7 workers to be placed in teams with grade 6 and 4 workers. They felt it would be more beneficial to the service if they stayed as three district based teams.</p>	<p>The work around families needs to be multi agency and use staff with varying skills, the integration of the service means that a family can access all their needs in one location.</p>
U	<p><b>Volunteers working within the centre</b></p> <p>Concerns were raised around the use of volunteers replacing qualified / experienced staff.</p> <p>Some parents expressed an interest in becoming volunteers.</p>	<p>Volunteers will work alongside staff and be offered a full induction, training and supervision. Volunteers will not replace staff.</p>
U	<p><b>Crèche services</b></p> <p>Many staff, parents and partners commented on the service still requiring some crèches to enable activities such as Webster Stratton and healthy eating sessions to take place.</p>	<p>Crèches will still be required for a minority of activities, most activities will include children and parents, where needed these will be run by the grade 4 staff who will also work with the parents in parent and child sessions. The role includes running crèches but is a wider role</p>



			with more skills around working with parents needed and offering a number of contact sessions. Consideration may be needed around buying in places in settings where on site or linked.
U	<b>Community Team Leader role</b> One Grade 7 Community post holder requested to be included in the Grade 7 Children and Families Worker post rather than the Grade 6 post.		Management and HR have completed a further analysis from information supplied and concluded that the post remain ring fenced to the grade 6 post.
	<b>Early Years Workers</b> The Early years workers asked if the Harvey nursery staff were part of this review.		The Harvey nursery staff are not part of this review.
U	<b>Working with young people up to the age of 19</b> Issues around working with older children were raised.		The service will be working with a wider age range as we will be working with families with children in different age brackets. Training and development opportunities will be offered to staff.
U	<b>Grades of posts</b> Staff have commented on the grade of some posts and why some are paid higher / lower than others		All job descriptions have been through pay and grading and paid in line with council policy. It is felt by management and trades unions that the structure has a good career progression.
S	<b>Accommodation</b> Health and the Tonge Moor United Reformed Church raised concerns around future use of joint building		Accommodation was not scoped into this review.
S	<b>Community links</b> Many stakeholders including the Tonge Moor United Reformed Church and the Women's Asylum Seeker and Refugee group commented on the links with the community and ensuring we build on those links when there are less outreach staff.		The Children's Centre Network Managers will work with teams to ensure this happens as it has always been a focus of the work of the centre. The draft guidance on the core purpose of the children's centre highlights the need to use buildings more creatively to benefit the community.
S	<b>Accommodation for staff teams</b> Many staff asked about their base, team size and line management		Each district has differing needs and accommodation, therefore the review sets out a principle that staff will not be moved unnecessarily but the district managers will assess the needs of the services and inform staff as soon as is practically possible.
S	<b>Portage workers</b> The portage staff working in the centres raised concerns that they were a specialised service and children with a disability may receive less support if their role was removed / amalgamated.		The Portage workers were not being removed from the service, their role has been amalgamated into the Children and Families Worker (level 2) indicating that more staff will be working with children with disabilities rather than three specific roles. The current portage staff will have (children with disabilities) in brackets added after their job title and still focus on working with specific children and continue their

			links to the health teams. Health have offered to support the development of specialised skills in all staff within the new structure.
S		<b>Allocation of Families</b> Staff raised issues around the Children's Centre Multi Agency Referral Panels (MARPS) and allocation system used by Family Support, these processes are currently different. Health Partners also raised issues around the success of the panels and not wishing to lose good practice. Also the allocation of daycare places when this becomes an area based task will need to be considered and the future two year old place allocation when the funding is available.	It was agreed that this would be something discussed at the Integrated Working Group with partners to ensure good practice was not disregarded.
S		<b>Parents response</b> Two parents have formally responded to the consultation raising issues about the reduction activities and why are they just for targeted families.	The parents have been responded to and accept that we need to prioritise families, one has become involved with organising parent lead sessions. Staff in centres are communicating well with parents.
S		<b>Health response</b> The nutrition team feel the structure is a positive move but are concerned about the availability of crèches, they would also like to work with us to train up staff in basic healthy eating principles.	The availability crèche is discussed on the Early Years point. The training is a good suggestion and can become part of the induction.
S		<b>User groups</b> A user group for women refugee and asylum seekers have raised issues around the continuation of the project due to crèche facilities being reduced.	Centre staff are meeting with the project co-ordinator to discuss adapting the activities so that it can continue but may not need crèche facilities.
S		<b>Childminders</b> Childminders asked if they would still be supported in the proposed structure.	Consultants and area teachers from the quality improvement team will work with childminders in the areas, this includes one to one visits and working within the drop in sessions.

**APPENDIX 4: Formal Trade Union Response(s) to the Proposals.****Unison Response to Children's Services Proposed  
restructure of Family Support and Children's Centres**

Consultation with trade unions on the proposals commenced on the 27<sup>th</sup> July 2011 following approval by the executive members for Children's Services and Human Resources.

1.1 This response is based on the views of our members directly affected by the proposals in terms of changes and redundancies.

It was felt from the outset, by management and unions, that this could be difficult because of the integration of 3 large service areas. However, Unison believes that management have developed a structure that is beneficial in terms of money available to support vulnerable families.

1.2 Unison also welcomes the career progression within the new structure for staff and the retention of as many staff as possible.

1.3 The creation of 10 job descriptions from the existing 25 current ones is also welcomed by Unison. This will have better outcomes for an integrated service.

1.4 The deletion of the Day Care Provider post has caused concern amongst members at Assistant Service Manager level, and a report from the current post holder has been sent to management. Unison is pleased that the affected person has now been included in the ring fence for Grade 8 posts.

1.5 A reduction of posts at Grade 8 is a negative but the proposal to keep 12 at this grade, and also offering VS and the opportunity to change to Grade 7, is welcome.

1.6 The deletion of the Early Years workers posts, 9 in total, again is a negative in the structure. Unison has been assured that these staff can apply for the Level 1 Family Support vacant positions.

1.7 The deletion of the Catering Assistants is disappointing but Unison is pleased that the cooks have been retained, although it is not a core offer.

**2 Terms & Conditions changes**

2.1 The deletion of the additional 7% salary for working out of hours for more than 10% of the time will be monitored by Unison. Management state, due to the larger numbers of staff, that there will be less requirement for staff to work out of hours. Some staff view this as a pay cut; however others are welcoming of less out-of-hours work.

2.2 There is still the Essential Car User Allowance to be resolved. Unison's opinion is that anyone who needs a car to do their job should receive this. Unison does accept that this will be resolved at a Corporate level.

**3 Equality Impact Assessment**

3.1 The EIA does not appear to have an excessive impact on any particular group.

3.2 The impact on the workforce is minimal and Unison is confident that management will look at caring responsibilities during consultation on work bases going forward.

## Conclusion

Unison has been fully consulted both before and during consultation.

We have had a regular JOG meetings with the Assistant Director and HR. During consultation the Project Lead, Assistant Director and HR have been involved. Unison has raised issues/concerns from members at these meetings and they have been addressed through the consultation logs.

Unison is confident that this review has been done with the most vulnerable families in mind, and with the money available, but also trying to retain as many staff as possible.

Unison does expect some difficulties during the transition period but will continue to consult and liaise with management and support members.

Florence Hill  
Convenor Children's Services  
Unison Bolton

## Equality Impact Assessment

### Part 1: Screening Form

<b>Title of report or proposal:</b>
Proposed restructure of Family Support and Children's Centres

<b>Department:</b>	Children's Services
<b>Section/SIAP unit:</b>	Staying Safe
<b>EIA Screening undertaken?</b>	Yes
<b>Date of screening</b>	27 July 2011
<b>Location of completed screening records</b>	In report to Executive Member for Children's Services dated 26 <sup>th</sup> July 2011 located at <a href="http://www.democracy.bolton.gov.uk/CMISWebPublic/Meeting.aspx?meetingID=2952">http://www.democracy.bolton.gov.uk/CMISWebPublic/Meeting.aspx?meetingID=2952</a>

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.

The proposal will have some impact on the staff of the service, since the proposal would reduce the size of the establishment and some staff would 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:**

	<b>Is there any potential for (positive or negative) differential impact?</b>	<b>Could this lead to adverse impact and if so what?</b>	<b>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?</b>	<b>Please detail what measures or changes you will put in place to remedy any identified adverse impact</b>
<b>Race</b>	<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.</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</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. 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, we will ensure that translation services are available for those speaking other languages.</p>

	<p>Changes to this provision 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</p>	<p>disadvantaged by any 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>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>
--	--	--	---	---



	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.			
<b>Religion</b>	<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</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</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</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. 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. We will take care when doing this to ensure that we do always signpost to the most appropriate alternative</p>

	<p>community cohesion</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>disadvantaged by any 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>We recognise the valuable contribution that our partnerships with faith based organisations continue to make to the provision of services in Bolton. We recognise the anxiety that some agencies may feel about the impact of these changes, but would stress that we do not believe that these proposals will affect the relationships between children's centres and their faith based partners.</p>	<p>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>provider, and we do not anticipate that this aspect of our proposals will place disproportionate impact on the faith sector. Nevertheless, we will monitor this closely.</p>
--	---	--	--	---

<p><b>Disability</b></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 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 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>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 a result of discrimination – will continue unaltered by these proposals.</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 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 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 are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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>We acknowledge the concerns that were raised during consultation about the portage role. The portage role is not being removed but combined with the Children and Families Worker (level 2) indicating that more staff will be working with children with disabilities rather than three specific roles. The current portage staff will have (children with disabilities) in brackets added after their job title and still focus on working with specific children and continue their links to the health teams.</p>
--------------------------	--	---	--	---

	<p>Given that data collected by the office for national statistics at <a href="#">this link</a> 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>Health and the children with disabilities team have offered to support the development of specialised skills in all staff within the new structure.</p> <p>We continue to see this as a real strengthening of the services we are able to offer disabled children and their families. By ensuring that this function is 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><b>Gender (including gender reassignment)</b></p> <p><b>Service Users</b></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 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>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.</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 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</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 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</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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. Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</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 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>	<p>gain support from their peers and from staff who are able to help fathers face the challenges that parenthood brings.</p>	<p>established social work principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	
<b>Gender – Staff</b>	<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</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</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</p>

		<p>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 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>makes clear, this problem is not unique to Bolton – or even to the UK.</p>	<p>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>
--	--	---	---	--

<b>Age</b>	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	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>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 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>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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. However we would stress that services targeted at families who receive the most support will be prioritised</p>
<b>Age – Staff</b>	The Tickell review into Early Years provision found that the sector has <b>a young female workforce</b> . This is borne out by demographic data for the service as a whole which has found that the	In the worst case scenario, job losses, these could disproportionately affect younger staff, who as noted above are predominantly women.	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	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



	<p>service contains a higher percentage of workers under thirty than either the Children's Services Department or the Council as a whole</p>		<p>Moss's research for the University of London makes clear, this problem is not unique to Bolton – or even to the UK.</p>	<p>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 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.</p>
<b>Sexuality</b>	<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</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</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</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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>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 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>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>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>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 principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>Where provision is being removed or reduced in scale, we will signpost families to a viable alternative.</p>
--	--	--	--	---

<b>Caring status (including pregnancy &amp; maternity)</b>	<p>It is important to recognise that Children's Centre provision cannot 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 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.</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 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>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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>
<b>Caring status (including pregnancy &amp; maternity)</b>	<p>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</p>	<p>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</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 -</p>	<p>Under these proposals, some children's centres will see their opening hours increase to include evening and weekend working in some circumstances.</p> <p>Where provision is being</p>

	who are only able to access services at specific times or locations because of their caring responsibilities to other family members.	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.	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.	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.
<b>Caring status (including pregnancy &amp; maternity)</b>	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	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.

		ensure that we can continue to closely monitor placement quality.		
<b>Caring status (including pregnancy &amp; maternity)</b>	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 children and their families aimed at families with needs at higher levels under Bolton's Framework for Action.	<p>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 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>	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.	<p>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 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. We will continue to monitor the impact of changes to our crèche provision, particularly in respect of provision which supports sessions mounted by our partners.</p> <p>Bolton has a wide range of child care provision. In addition to formal nursery education and child</p>

				<p>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 <a href="#">this link</a></p> <p>The Council publicises the free entitlement extensively – including though the Bolton Council website (<a href="#">see this link</a>) and through the publication of a straightforward <a href="#">parent's guide</a></p>
--	--	--	--	---

<p><b>Marriage and civil partnership</b></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>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>Reduction in access to Children's Centre services could potentially lead 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>The important role that the family support service plays in helping families under pressure for whatever reason – including those families</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 principles of anti-discriminatory practice. This proposal will have no impact on its accessibility to the whole community.</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. 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>
--	--	---	--	--

	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.	who are under pressure as a result of discrimination – will continue unaltered by these proposals.		
<b>Socio-economic – children and families</b>	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 Children's Centres provide.	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>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 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</p>	<p>We are confident that if there is any adverse impact on families on these grounds it will be small in scale. . 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>



			families, and those who most need support, will not see the level of service they receive diminish as a result of this review.	
<b>Socio-economic - staff</b>	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	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>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 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</p>

				council.
<b>Other comments or issues</b>	<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>			
<p><b>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.</b></p> <p><b>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</b></p>			<p><i>Craig et al - Sure Start Children's Centre and Black and Minority Ethnic Populations (DfE 2007)</i></p> <p><i>Turnstill et al – Implementing Sure Start Children's Centre Local Programmes – an In Depth Study</i></p>	

	<p>(DfE 2005)</p> <p><i>Staffing and usage data for the service</i></p> <p><b><i>Pilisuk and Parks</i></b> – <i>Social support and family stress</i> <b><i>in</i></b> <i>McCubbin and Sussman</i> – <i>Social Stress and the Family: Advances and developments in Family Stress Theory and Research</i></p> <p><i>Consultation responses</i></p>
--	--

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

No

**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.**

N/a

**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.**

# Equality Impact Assessment

## Part 2: Consultation Form

(To be completed where consultation has been undertaken)

This report is for decision and is therefore subject to an Equality Impact Assessment. The proposal was also subject to consultation and this Equality Impact Assessment (Consultation Form) provides details of the consultation results.

The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. This has been ensured by undertaking consultation. Details of the outcome of the consultation have also been included in the main body of the report.

**This form asks you to provide details of all the consultation undertaken specific to the proposal you are making, either prior to the EIA or as part of it and the results of this.**

### 1. Consultation with staff

- a. Please summarise the consultation undertaken with staff and their Trades Unions regarding this proposal.

Details of consultation undertaken with staff and their Trades Unions can be found at Appendices 1. 2 and 3 of this report.

Please summarise the results of this consultation, including key issues arising and any changes being made to the proposal as a result of the consultation:

- b. Issues raised during the consultation phase are detailed in Appendix 3. These include concerns around supervision, training and a number of detailed responses about particular posts and job descriptions.

The following considerations are particularly relevant to the feedback from staff and their Trades Unions:

- Staff will be offered extensive training opportunities including shadowing other staff. A robust transitional phase, including a comprehensive induction process, will be developed; the interview processes will take place during November and December 2011 with implementation of the structure in January 2012. The transitional phase is expected to last to June 2012.
- The proposed new service does have 33 less posts than the two current services; some duplication of services was apparent and has now been removed. The service will offer less activities than in the past however the service has been reduced already due to the number of vacancies not recruited to.

- The service operates from 8.00 am to 6.00pm and also has some centres open during the evening and at weekends. This is to meet parental demand and also to meet statutory court requirements around contact sessions. As safeguarding of children is paramount the need for out of hours working will remain a necessity within the service. The deletion of the 7% additional payment to staff has been removed as there will be significantly more staff working out of hours and the need for individual staff to work more than 10% of their time out of hours has been removed. Trade unions will be monitoring this.
- The report suggests a change in job title for the grade 10 staff from 'Operational Manager' to 'Children's Centre Network Manager'.
- The Children and Families Support Services Team Leader (Specialist) will be taking a lead role in developing supervision skills for grade 10 and 8 staff who are new to the role. Joint supervision will take place in the form of matrix management with professional supervision being overseen and monitored by the grade 11 posts who are Social Worker qualified during the transition period.
- Three grade 6 Children and Families Worker posts (level 2) will specialise in working with children with a disability. This will be included in their job title, training will be developed for all staff to enable the service to work more effectively with children who have a disability.
- Knowledge of the EYFS framework will be included in relevant job descriptions, this is important in 'readiness for school' which is highlighted in the draft guidance for the Core Purpose in Children's Centres. The LA has been successful in becoming a pilot for the Payment by Results programme and as such will need all staff to be familiar with collating outcome based evidence around children's progress.
- Consideration will be given to the provision of universal services in line with current draft guidance; this will be revised by Central government early next year.
- Clarification around the differences between levels 1,2 and 3 Children and Families Worker roles has been made in the Job descriptions. The Level 3 will work with 'very vulnerable families with multiple and complex needs these families will be social care referrals. The Level 2 posts will work with vulnerable families who have complex needs. The level 3 posts will work with vulnerable families who may have additional social and emotional needs.

## **2. Consultation with customers and other stakeholders**

- a. Please summarise the consultation undertaken with customers and other stakeholders regarding this proposal (refer back to the stakeholders identified in your screening form)

Details of consultation undertaken with stakeholders can be found at Appendices 1. 2 and 3 of this report.

- b. Please summarise the results of this consultation, including key issues arising and any changes being made to the proposal as a result of the consultation

Issues raised during the consultation phase are detailed in Appendix 3. These included concerns around community links, the operation of the Multi Agency Referral Panels. Healthy eating training, crèche facilities and community links. Management was able to reassure respondents on these issues during the consultation phase and responses are also detailed in Appendix 3.

The following considerations are particularly relevant to the feedback from external stakeholders:

- Three grade 6 Children and Families Worker posts (level 2) will specialise in working with children with a disability. This will be included in their job title, training will be developed for all staff to enable the service to work more effectively with children who have a disability.
- Consideration will be given to the provision of universal services in line with current draft guidance; this will be revised by Central government early next year.

**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:

Date and Contact No:

10<sup>th</sup> October 2011

Tel 01204 334252



## **Appendix 6 Proposal for Children and Families Support Service**

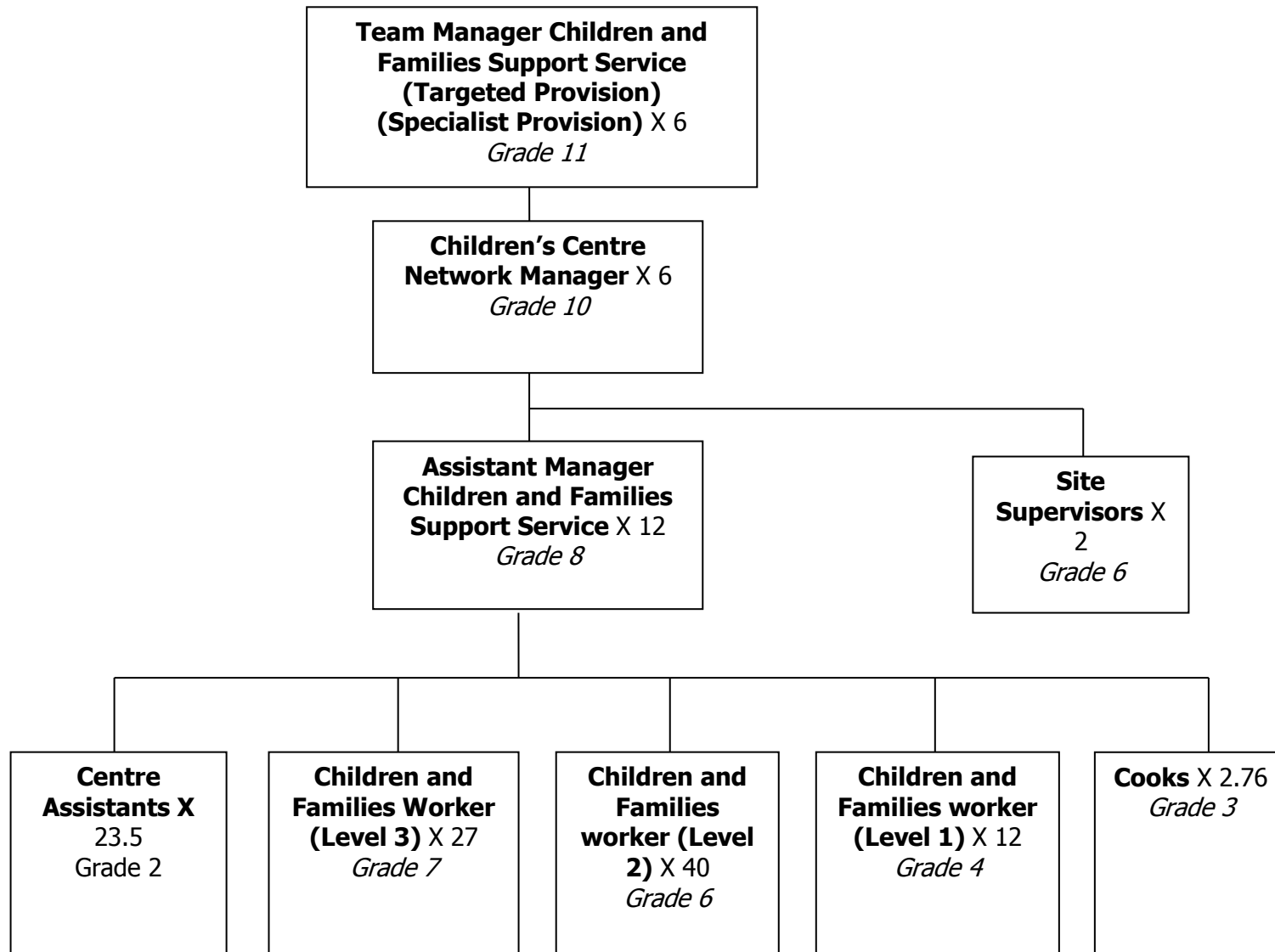
**The new service will be implemented on the 1<sup>st</sup> January 2012 with the following amendments to the Job Descriptions.**

- **The grade 10 Title is changed from Operational Manager Children and Families Support Services to Children's Centre Network Manager**
- **More differential is made between the Children and families Worker posts level 1,2 and 3.**
- **The Early Years Foundation Stage (EYFS) principles are included in job descriptions.**
- **Three Children and Families Worker (level 2) posts, one per area are specifically working with children with disabilities.**
- **The Assistant Manager Children and families Support Services has 'working towards NVQ 4 added to job description.**
- **All posts working within the service have evening and weekend work as part of their role, staff working with families and managers have the following wording 'to include some duty calls'.**

**A transition phase will be put into place offering a comprehensive induction and training opportunities to staff**

**Staff working with families will have their professional supervision overseen by the Team manager Children and Families Support Services (Specialist) who will be a qualified social worker.**

## Children and Family Support Services Structure



## **Appendix 7**

### **Proposed restructure of Family Support and Children's centres – Initial Proposals Executive member for Children's Services and Executive Member Human Resources Organisational Development and Diversity Report - 26<sup>th</sup> and 27<sup>th</sup> July 2011**

The initial proposals report can be found at

<http://www.democracy.bolton.gov.uk/CMISWebPublic/Binary.ashx?Document=14930>.