

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

Date: 26th July & 27th July 2011

Report of: Director of Children's Services

Report No:

Contact Officer: John Livesey, Assistant Director of Planning, Performance and Resources

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Report Title: **Business Support Savings and Efficiencies Review – Consultation Proposals**

Confidential / Non Confidential:

(Confidential Not for Publication)

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

Purpose:

Following the budget resolution of the Executive on the 24th January 2011 and the commencement of formal consultation on the 25th January 2011, this report provides further detail on the Business Support Savings and Efficiencies Review Proposals.

Recommendations:

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

Decision:

Background Doc(s):

(for use on Exec
Rep)

Signed:

Leader / Executive
Member

Monitoring Officer

Date:

Summary:

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

Appendix 1 Existing Organisational Structures

Appendix 2 Proposed Organisational Structures

Appendix 3 Equality Impact Assessment

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

Executive Summary

- 1.1 The following proposals relating to Children's Services Business Support functions are driven by the reduction in funding from 2011/12 onwards and the need to create savings and efficiencies in line with the strategic aims of the Children's Services Department and the wider strategic objectives of the Council.
- 1.2 Given the reduction in the Local Government settlement grant for 2011/2012 and the nature of expenditure within the Policy, Planning and Resources Division, this will inevitably have an impact on staffing levels through the need to restructure. Moreover, the services scoped into this review are primarily support functions and as such savings are found from service integration, the elimination of duplication and a reduction in service support.
- 1.3 These Proposals affect a total of 174 (141.09 FTE) staff. The consultation proposals set out in this report indicate a potential overall reduction in this staff establishment by 32 posts (25.07 FTE). There are currently 23 posts (18.43 FTE) vacant within the affected services of which 17 posts (13.69 FTE) are proposed to be disestablished. This is likely to result in a total of 15 posts (12.87 FTE) being displaced through the proposed review. These proposals also outline the creation of 4 new posts (4FTE) which will be open, where possible, to displaced staff.
- 1.4 These proposals, if agreed, would form the basis for consultation with trades unions, staff and key service users.
- 1.5 The 2011/12 staffing costs for Children's Services Business Support functions is £3,189,518. These proposals achieve an overall saving of £554,700.

2.0 Rationale for review

- 2.1 Following the budget resolution of the Executive on the 24th January 2011 and the commencement of formal consultation, this report provides further detail on the Business Support functions across Children's Services.
- 2.2 The scope of the review includes the current Business support function already in operation across the department. This review also includes all other Business Support roles across the department not structured in the Business Support team.

The Council is going through a period of significant change and Business Support functions need to respond to this to ensure that they are fit for purpose. For these services, this means providing appropriate support to the Children's Services Department to better strategically manage the delivery of all its services in order to meet the Council's key aims and themes.

In addition to the current financial climate and the immediate need to reduce costs from the service itself, the function is also facing reducing demand due to the reduction in all the services Business Support provides assistance to.

- 2.3 Consequently, we need to reshape and take cost out of the service to take account of these circumstances, delivering the necessary savings and efficiencies whilst continuing to provide an appropriate service that supports the department and members effectively. This report sets out proposals to address these issues for the purposes of consultation with trades unions, staff and stakeholders.

3.0 Review Process to date

- 3.1 Further to the Executive resolution on 24th January, a list of Savings and Efficiencies projects was drawn up and presented to the department in January 2011. One such project was the review of Business Support functions across the department.
- 3.2 Initial scoping of staff and the functions involved in the review was carried out in February 2011 and subsequently a Savings and Efficiencies project team was established in March 2011 to specifically review all the services current functions and to establish the 2011/2012 budget that would be subject to the savings and efficiency review. Furthermore, work was undertaken to establish the full and current staffing establishment and to identify any vacant posts whose budget was still on the staffing establishment.

- 3.3 The project team also undertook a review of the current levels of service provision to assess whether these functions could remain in their current form or indeed be subject to business process improvements thus realising efficiencies in some areas of the business to better meet the changes in demands of the department and support it appropriately in the years ahead. This assessment was made following consultation with the Departmental Management Team and other key stakeholders to gauge potential future demand and to take account of the potential reduction in demand from internal clients. Specifically this was carried out with input from service managers across the department to quantify Business Support levels.

4.0 The Division's Services

Their history and purpose

- 4.1 Business Support has long been an established function offering much needed and valued administrative support to both education services and children's social care.

There has always been a small centralised team of business support. In the recent history changes within the department has led to an increase in the centralised unit, for example the establishment of Castle Hill as a centralised facility housing educational services, opened up the opportunity to further centralise business support functions.

Furthermore, following national developments and the creation of the Children's Services Department in 2006, the transfer of staff from Children's Social Care and the subsequent business support teams, presented another opportunity to further merge and centralise business and administrative support.

Despite these changes, some business support functions remained outside of this central unit. These services were mainly those that supported grant funded teams, therefore business support to these services operated in isolation from the centralised business support function.

Given the success of the centralised business support unit and its ability to adapt to changing levels of business support needs; this review seeks to bring together all business support functions whilst achieving efficiency gains.

5.0 Business Support Services Staffing Budgets and Staffing levels

The current staffing structures for the service are attached at Annex 1. Tables 1 and 2 below summarise the staffing numbers by service as both posts and equivalent full time employees and staffing costs (FTE's).

5.1 Table 1: Current Business Support Services Staffing costs 2011/12 (Summary by Service)

Team	Posts	FTE's	Budget (£)
Business Support Directorate	24	20.42	482,129
Business Support Children's Social Care	79	59.38	1,352,586
TOTAL	103	79.8	1,834,715

5.2 Table 2: Current other business support staffing costs 2011/12

Team	Posts	FTE's	Budget £)
Bolton Science and Technology Centre	3	2.50	68,278
Early Interventions and Connexions	2	2	41,643
Early Start	48	39.41	854,731
Educational Improvement Team 11-19	3	3	66,173
Inclusion and Statutory Assessment	3	3	74,731
Music Service	5	4.79	92,249
Sport and Physical Activity	1	1	20,701
Youth Offending Fieldwork Team	2	2	51,015
Youth Offending Team	4	3.60	85,282
TOTAL	71	61.30	1,354,803

5.3 Table 3: Breakdown of Current Staffing Establishment

Grade	Organization Name	Position Name	Number of Posts	FTE	Estimated Costs
Grade.1..	Business Support Services Directorate	Post Room Administrator	1	1.00	18,106
Grade.2..	Business Support - Childrens Social Care	Clerical Assistant	2	1.68	26,522
	Business Support Services Directorate	Administrator	1	1.00	18,996
	Early Start	Administrative Assistant	5	3.50	64,968
	Music Service - Admin	Administrative Officer	2	1.82	28,556
Grade.3..	Bolton Science & Technology Centre	Administrator	1	0.50	9,229
	Business Support - Childrens Social Care	Administrator	34	24.55	504,920
	Business Support - Childrens Social Care	Clerical Officer	1	0.69	10,489
	Business Support - Childrens Social Care	Secretary	1	0.45	10,350
	Business Support Services Directorate	Administrator	5	3.47	68,476
	Business Support Services Directorate	Clerical Officer	1	1.00	21,138
	Business Support Services Directorate	Receptionist - Admin Worker	1	0.14	2,527
	Business Support Services Directorate	Secretary	5	4.19	85,246
	Business Support Services Directorate	Senior Clerical Officer	2	1.80	38,639
	Business Support Services Directorate	Senior Secretary	1	0.81	18,181
	Business Support Services Directorate	Team Co-ordinator	1	1.00	20,701
	Early Interventions & Connexions	Business Support Assistant	1	1.00	19,746
	Early Start	Administrative Assistant	1	1.00	20,595
	Early Start	Children's Centre Information Assistant	30	23.81	488,022
	Early Start	Early Start Admin	2	1.60	33,723
	Early Start	Nursery Administrative Assistant	1	0.50	9,857
	Educational Improvement 11-19 Team	Administrative Assistant	1	1.00	19,746
	Inclusion and Statutory Assessment	Clerical Officer	1	1.00	20,869
	Music Service - Admin	Administrative Officer	1	0.97	16,784
	Sport and Physical Activity	Administration Support Officer	1	1.00	20,701
	Youth Offending Fieldwork Team	Admin Assistant	1	1.00	20,701
	Youth Offending Team 1	Admin Assistant	1	0.60	20,701
	Youth Offending Team 1	Administrator	2	2.00	40,447
Grade.4..	Business Support - Childrens Social Care	Administration/Examination Officer	1	0.74	13,205
	Business Support - Childrens Social Care	Senior Administrator	24	17.52	414,192
	Early Interventions & Connexions	Business Support Assistant	1	1.00	21,896
	Educational Improvement 11-19 Team	Administrator	1	1.00	21,896
	Inclusion and Statutory Assessment	Administration Officer	1	1.00	21,280
	Music Service - Admin	Financial Administrator	1	1.00	20,231
Grade.5..	Bolton Science & Technology Centre	Admin Officer	1	1.00	24,823
	Business Support - Childrens Social Care	Senior Administrator	12	10.76	280,071
	Business Support Services Directorate	Senior Administrator	1	1.00	26,468
	Early Start	Senior Administration Assistant	1	1.00	25,233
	Early Start	Senior Administrative Assistant	7	7.00	180,901
	Educational Improvement 11-19 Team	LA Administrator	1	1.00	24,530
	Youth Offending Team 1	Deputy Admin Manager	1	1.00	24,134
Grade.6..	Business Support - Childrens Social Care	Administrative Manager	4	3.00	92,836
	Business Support Services Directorate	Administrative Manager	3	3.00	92,431
	Business Support Services Directorate	Customer Relations Officer	1	1.00	30,875
	Music Service - Admin	Office Manager	1	1.00	26,677
	Youth Offending Fieldwork Team	Admin Manager	1	1.00	30,315
Grade.7..	Bolton Science & Technology Centre	Business Site Manager	1	1.00	34,226
	Early Start	Lead Admin	1	1.00	31,432
	Inclusion and Statutory Assessment	Team Leader	1	1.00	32,582
Grade.9..	Business Support Services Directorate	Head of Business Support Services	1	1.00	40,344
Grand Total			174	141.09	3,189,518

6.0 Key Messages from the Analysis

6.1 The analysis of the Business support function reveals the following characteristics:

- The service provides support to all areas of the department;
- The service has a central base and geographical locations across the borough;
- Some Business Support function operations link to others; some operate in isolation to the rest of the department;
- The service experiences increased demand at certain times of the year given the seasonal demands from the academic; financial and annual calendars’;
- The service carries out a number of repeated transactional processes;
- Demand is reducing for Business support in a number of departmental services due to their own reduction in service levels;
- Business support needs to be maintained in some key frontline service areas;
- There is over capacity within Administration Management and Senior Administration Management at grades 7, 6 and 5;
- There is under capacity at administrator level Grade 4;
- There is overcapacity at administrator level Grade 3.

7.0 Proposals for Change

7.1 The Executive Member for Children’s Services is asked to consider the following recommendations for changes to the services outlined in the scope of the review:

- Merge the current Business Support function and other Business Support Services into a single business support unit supporting the entire department.
- For the new service to be managed under the Assistant Director of Planning, Performance and Resources;
- Approve the budget reduction of £554,700, for the newly formed unit from a total of all Business support staffing budget of £3,189,518 to £2,667,282 including £32,464 budget transfers from other services.

8.0 Organisational Structure

8.1 Staff costs form the majority of the Division’s controllable revenue operating costs. As such savings cannot be made without reviewing the services’ staffing establishment and the roles within it.

8.2 The staffing structure as proposed for consultation is set out in Annex 3. In summary, the potential changes involve a possible reduction of the total establishment by 32 posts (25.07 FTE) from the current 174 posts (141.09 FTE).

8.3 Clearly this involves significant proposed changes to staff numbers and roles, and needs to be managed sensitively to minimise the impacts on the existing staff, who have worked hard to provide a well-regarded service. It is intended that the severity of the potential headline reduction in staff numbers should be largely offset by a number of positive measures including:

- the management and removal of vacant posts, possible because of the overall reduction in demand; currently 17 posts (13.69 FTEs);
- opportunities for voluntary early retirement or voluntary redundancy;
- opportunities for flexible working arrangements including reduced hours, part time or job sharing – which have the advantage of maintaining flexibility in responding to any future upturn in demand;
- possible redeployment of staff to the newly created posts within the Business Support Service; currently 4 posts (4 FTE).
- possible redeployment of staff to other vacant posts within the Children's Services Department or the Council as a whole.

9.0 Table 4 - Proposed Savings

Proposals	Savings/Budget £'000	Savings/Budget £'000
<u>Staffing</u>		
<u>Deletion of the following posts:</u>		
Grade 1 (1 post 1FTE)	£18,106	
Grade 2 (2 posts 2FTE)	£38,362	
Grade 3 (15 posts 10.32FTE)	£217,996	
Grade 5 (7 posts 5.76FTE)	£145,507	
Grade 6 (4 posts 3FTE)	£92,476	
Grade 7 (3 posts 3FTE)	£98,241	£610,688
<u>New Posts</u>		
Grade 3 (2 posts 2FTE)	-£41,402	
Budget to be transferred for 1FTE	£20,701	
Grade 4 (3 posts 2FTE)	-£47,050	
Budget to be transferred for 0.50FTE	£11,763	-£55,988
TOTAL SAVINGS PROPOSED		£554,700

Table 5 – Proposed Structure

Team	Grade of person	Position Name	No of Posts	FTE	Cost
Central	Grade.3..	Administrator	9	8.49	176,674
	Grade.4..	Senior Administrator	16	12.50	289,070
	Grade.5..	Senior Administrator	2	2.00	50,602
Central Total			27	22.99	516,346
Education	Grade.2..	Administrator	4	3.50	55,078
	Grade.3..	Administrator	13	10.61	209,689
	Grade.4..	Senior Administrator	4	3.74	76,613
	Grade.5..	Senior Administrator	2	2.00	50,012
Education Total			23	19.86	391,391
North District	Grade.3..	Administrator	20	14.85	309,255
	Grade.4..	Senior Administrator	9	6.02	151,591
	Grade.5..	Senior Administrator	4	4.00	104,639
North District Total			33	24.86	565,485
South District	Grade.2..	Administrator	1	0.50	9,245
	Grade.3..	Administrator	21	16.94	351,181
	Grade.4..	Senior Administrator	2	1.50	35,287
	Grade.5..	Senior Administrator	2	2.00	52,061
South District Total			26	20.94	447,774
Team	Grade.5..	Senior Administrator	3	3.00	77,020
	Grade.6..	Admin Manager	5	5.00	149,782
		Customer Relations Officer	1	1.00	30,875
	Grade.9..	Head of Business Support Services	1	1.00	40,344
Team Total			10	10.00	298,021
West District	Grade.2..	Administrator	3	2.00	36,357
	Grade.3..	Administrator	20	14.87	298,397
	Grade.4..	Senior Administrator	2	1.50	33,659
	Grade.5..	Senior Administrator	3	3.00	79,851
West District Total			28	21.37	448,264
Sub Total			147	120.02	2,667,282
Budget Virement for a Grade 3 and 4 post					-32,463
Net Cost					2,634,818

10.0 Business Process Improvements

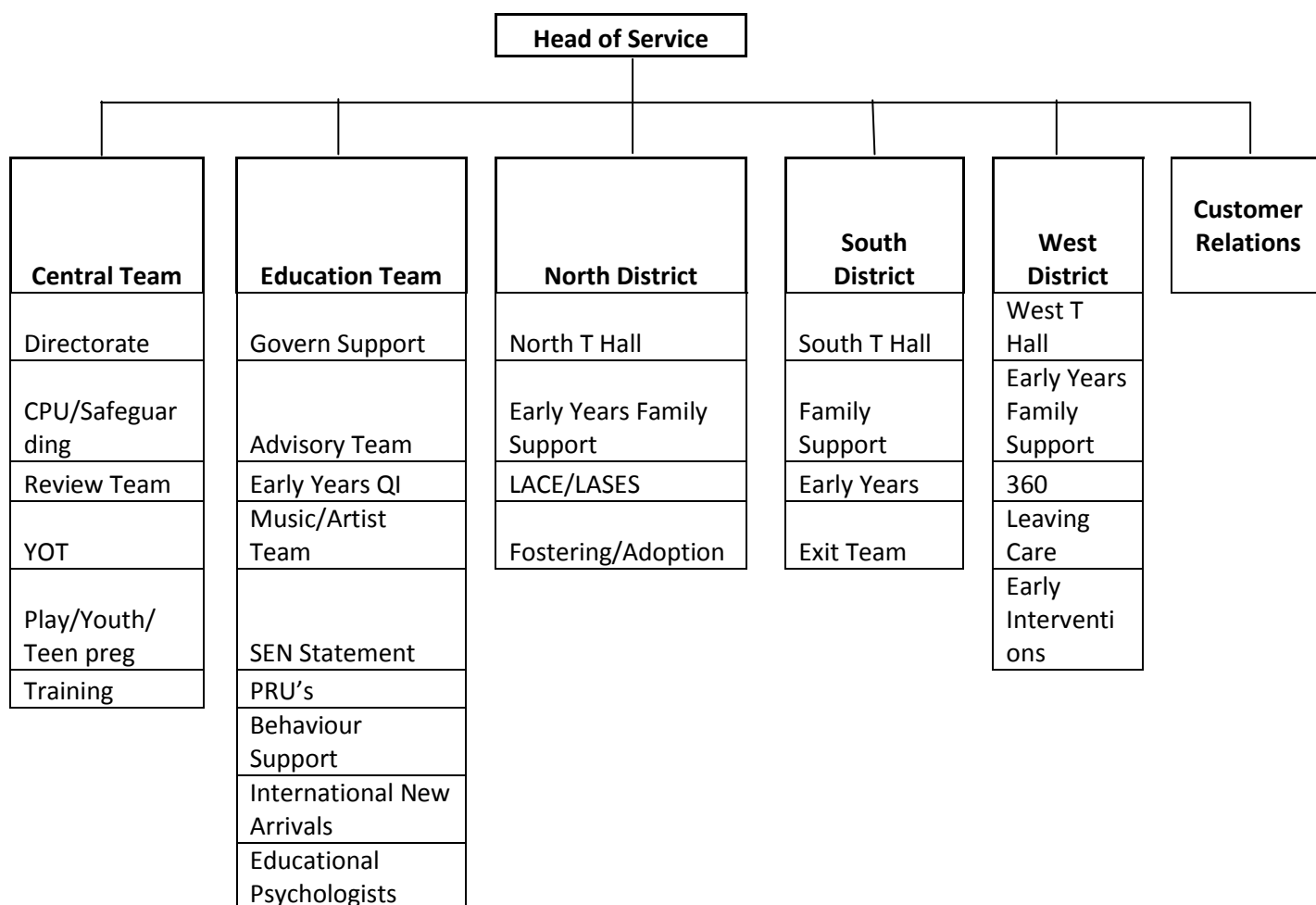
Given the above analysis and the nature of the Business Support function a number of Business Process improvements present themselves in order to deliver the review:

- Merging all business support functions into 1 unit and restructure the services sub-units;
- A move to increasing and building on the flexible and fluid working culture across the established Business Support service to the newly merged Business Support function working across the entire department, including;
 - The eradication of overlap/duplications;
 - Pooling transactional / administrative activities into shared teams;
- Automation of certain processes (ie using technology);
- Reconsidering the split of some activities between managers and support staff.

Currently, the established Business Support service already in operation within the department is structured into 6 sub units: Directorate; Castle Hill Team; District Teams (including North District; South District; West District); Specialist Team; Play, Youth and Sport and Customer Relations. This structure is partly historical in nature and has also evolved in recent years due to changes in the Children's sector; the requirement of a Children's service's department in 2006 and the councils Shaping Future Services agenda, for example.

There is also a large compliment of Business Support that is not currently scoped into the already existing Business support team. These are largely, though not exclusively, the services that have been historically self-funding and include Early Years; Statementing; Music Service and Early Interventions.

It is the intention of the review therefore to restructure the entire service into a single departmental Business Support function and create 6 new sub units from which the service can operate:



The benefits of this approach are 3 fold:

- It creates a single 'hub' of business support under the direction of a Head of Service;
- The 6 sub-units reflect the wider configuration of the Children's services department thereby allowing a guaranteed minimum level of business support to each area and the best utilisation of resources in service areas;
- The service has the ability to be more flexible and fluid and deploy its resources to areas that require extra support in periods of increased demand during the year. This is already in operation within the established Business Support team, and the review aims to build on this positive practice for the newly merged Business Support unit. This eradicates areas of Business Support working in isolation and furthermore removes the need to buy-in additional support through agency workers; temporary staff or other expensive remedial measures.

Pooling transactional/admin duties.

The restructuring of the sub units into shared teams realise further benefits to the department whilst achieving increases in more efficient working. For example, the review clerks are currently based in the District and Specialist teams and the proposal is to bring this work alongside the CPU/Safeguarding team in Paderborn House. This will strengthen both teams by enabling them to draw on an increased resource with little cost implications.

Consultation Arrangements

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

- Staff at risk of redundancy were issued with letters on 14th January 2011;
- Regular meetings will take place with trades unions to work through the proposals and their implications for staff;
- Staff briefing sessions will be organised for those staff at risk of redundancy and a Staff Consultation Pack explaining the proposals and what this could mean for their employment (if appropriate);
- Maintaining the staff teamsite for all affected staff with key information, dates and frequently asked questions;
- Individual support sessions as required for all staff, with colleagues from Human Resources and the line manager;
- Selection workshops, training staff in relevant Council processes (eg. interview technique) and aiming to reduce anxiety about any future job selection exercises; Time off provided for trades unions officials to meet with and provide support to staff.
- Stakeholder consultation will include staff within the services scope; wider staff groups within the department; Trades Unions and Departmental Management Team.

Staff and Establishment Implications

7.4 Implementation of the new service model will require a service restructure including some job re-design and some potential redundancies. The current and proposed future staffing structures are provided at Annex 2 and 3. Under the terms of these proposals Tables 6 to 12 below set out the detail of the changes proposed to the current structure.

7.6 Subject to approval of the proposals at the end of the consultation period staff in a redundancy situation will be managed and supported in line with the Council's restructure, redundancy and redeployment policy framework as follows:

Table 6 The following posts (currently held vacant) would be disestablished:

FTE	Existing Job Title	Grade	Service
0.5	Admin Manager	6	Specialist Team
1	Admin Manager	6	Directorate
0.5	Senior Admin	5	CWD
1	Senior Admin	5	14 – 19 Service
1	Senior Admin	5	Children's Centres South
0.76	Senior Admin	5	Family Support
0.5	Senior Admin	5	CWD
0.77	Administrator	3	Family Support
0.56	Administrator	3	CWD
1	Administrator	3	Directorate
1	Administrator	3	Sports Development
1	Administrator	3	YOT
0.6	Administrator	3	YOT
0.5	Administrator	3	Early Start
1	Administrator	3	Early Start
1	Administrator	2	Consultants
1	Admin Assistant	2	Early Years
13.69	Total		

Table 7 The following posts would be redundant from the current structure:

FTE	Existing Job Title	Grade
1	Buildings Manager	7
1	Conference Manager	5
1	Post Room Administrator	1
3	Total	

Table 8 The following posts are directly comparable and will be slotted in:

FTE	Proposed Job Title	Grade	FTE	Existing Job Title	Grade
1	Head of Business Support	9	1	Head of Business Support	9
1	Customer Services Officer	6	1	Customer Services Officer	6
21.94	Senior Admin	4	21.94	Senior Admin	4
6.17	Administrator	2	2.5	Admin Assistant	2
			2	Admin Officers	2
			1.67	Clerical Assistant	2
30.11	Total		30.11	Total	

Table 9 The following posts are broadly comparable but at one grade lower and therefore will be slotted in.

FTE	Proposed Job Title	FTE	Existing Job Title
1	Senior Administrator (grade 4)	1	Senior Administrator (grade 5)
1	Total	1	Total

Table 10 There are more people than comparable posts in the following roles. These individuals will be subject to a redundancy selection exercise for a post in the new structure:

FTE	Proposed Job Title	Grade	FTE	Existing Job Title	Grade
5	Admin Manager	6	4.5	Admin Manager	6
			1	Admin Manager Music Service	6
			1	Admin Manager YOT Service	6
			1	Admin Manager Early Years	7
			1	Admin Manager SEN Statementing	7
5	Total		8.5	Total	
16	Senior Admin	5	1	Senior Admin CC South	5
			2	Senior Admin CC West	5
			2	Senior Admin CC North	5
			1	Senior Admin YOT	5
			2	Senior Admin CC Central	5
			1	Senior Admin Fostering & Adoption	5
			3	Senior Admin Districts	5
			1	Senior Admin BASE	5
			1	Senior Admin PRU	5
			1	Senior Admin CPU/Safeguarding	5
			1	Senior Admin Castle Hill Team	5
			1	Senior Admin LACE/LASE	5
16	Totals		17	Total	

FTE	Proposed Job Title	Grade	FTE	Existing Job Title	Grade
65.76	Administrator	3	31.53	Administrator	3
			23.81	Information Assistant	3
			5.45	Secretary	3
			3.49	Senior/Clerical Officer	3
			0.14	Receptionist	3
			1	Team Co-ordinator	3
			4.1	Administrative Assistant	3
			1.60	Early Start Admin	3
			0.97	Administrative Officer	3
			1	Administration Support Officer	3
			1	Business Support Assistant	3
65.76	Total		74.09	Total	

Table 11 The following posts are newly created posts.

It is proposed to fill these posts first, by positive selection with priority to displaced and “at risk” staff within the service (on the basis that successful applicants will then withdraw from any relevant redundancy selection).

FTE	Proposed Job Title	Service	Grade
1	Senior Admin	CPU/Safeguarding	4
1	Senior Admin	YOT	4
1	Administrator	Training & Development	3
1	Administrator	BSTC	3
4	Total		

Table 12 The following posts are vacant (and will remain in the proposed structure)

It is proposed to fill these posts first, by positive selection with priority to displaced and “at risk” staff within the service (on the basis that successful applicants will then withdraw from any relevant redundancy selection).

FTE	Proposed Job Title	Service	Grade
1	Administrator	Children Centre North	3
1	Administrator	Children Centre South	3
0.5	Administrator	Children Centre West	3
0.5	Administrator	South District	3
1	Administrator	North District	3
0.74	Senior Administrator	Young Mums	4
4.74	Total		

8.0 Equality Impact Assessment

- 8.1 An Equality Impact Assessment screening form has been completed for the proposals outlined in this report, and is attached at Appendix 3.
- 8.2 The Equality Impact Assessment looks at the anticipated impacts of the proposal on people from Bolton's diverse communities, and whether any groups are likely to be directly or indirectly differentially affected.
- 8.3 At this stage it is not anticipated that the proposals will have a disproportionate impact on any of Bolton's diversity groups.

9.0 Recommendations

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

Appendix 1 Existing Structure - Business Support

Team Key

Directorate

Play Youth Sport & Teenage Preg.

Castle Hill

Districts

Specialists Team

Head of Business Support 1fte grade 9

Directorate
Team
Admin Manager
1fte grade 6

Play Youth
Sport & Teen
Preg. Admin
Manager 1fte
grade 6

Castle Hill
Admin
Manager 1fte
grade 6

District Teams
Admin
Manager 1fte
grade 6

Customer
Relations
Officer 1 fte

Specialists Team
Admin Manager 1fte
grade 6

Safeguarding
CPU
Sen Admin 1 fte grade 5

Sen.
Admin
1fte grade
5

North
Sen.
Admin
1 fte
grade 5

South
Sen.
Admin 1
fte grade
5

West
Sen.
Admin
1 fte
grade 5

Leaving
Care
1 Sen.
Admin
1fte
grade 5

F & .A
Sen
Admin
1fte
grade 5

PRU
Sen.
Admin
1fte
grade 5

Resid.
Sen.
Admin
1fte
grade
5

CWD
Sen
Admin
1fte
grade 5

LACE &
LASE
Sen.
Admin
1fte
grade
5

Fam
Sup
Sen.
Admin
0.75 fte
grade 5

Sen Admin 8.5
fte grade 4

North
Sen
Admin
1.5 fte
grade 4

South
Sen
Admin
1.5 fte
grade 4

West
Sen
Admin
1.5 fte
grade 4

Senior
Admin
grade 4
1 fte

Senior
Admin
4.70 fte
grade 4

Sen
Admin
0.74 fte
grade 4

Secretari
es 3.41
fte
grade 3

Admin
1.77fte
grade
3

Admin
Assistant
4.55 fte
grade 3

Admin
Assistant
4.16 fte
grade 3

Admin
4.96 fte
grade 3

Admin
4.99 fte
grade 3

Admin
5.67 fte
grade 3

Admin
0.77 fte
grade 3

Admin
2.11 fte
grade 3

Admin
1fte
grade 3

Admin
2.56 fte
grade 3

Admin
1fte
grade
3

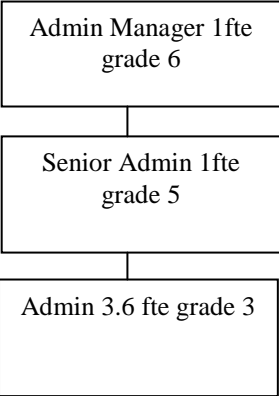
Admin
2.77 fte
grade 3

Admin
1fte
grade 2

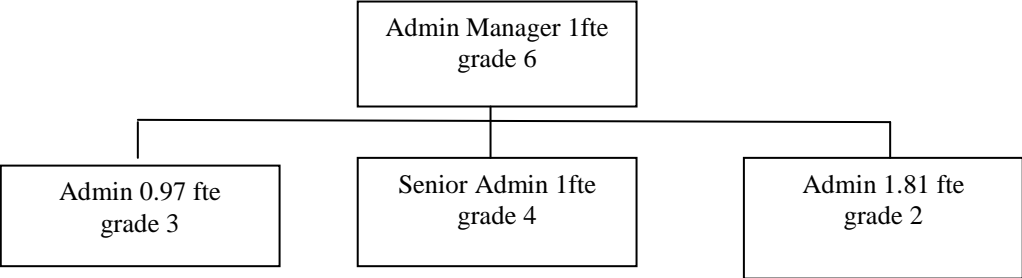
Post Room
Admin 1fte
grade 1

Non Business Support Teams

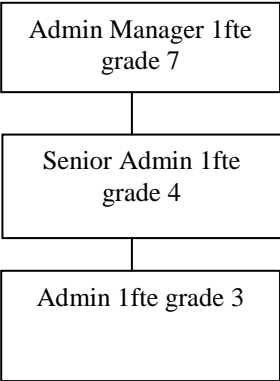
YOT Service



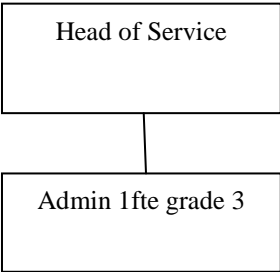
Music Service

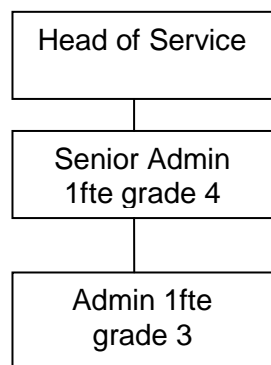
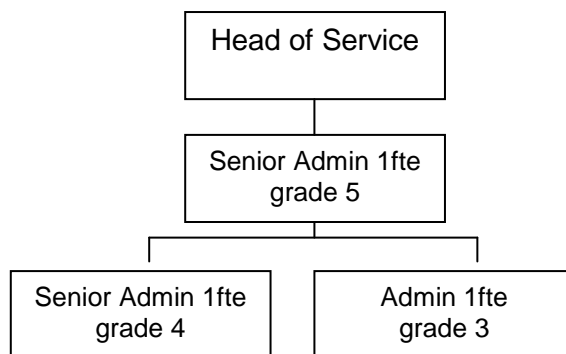
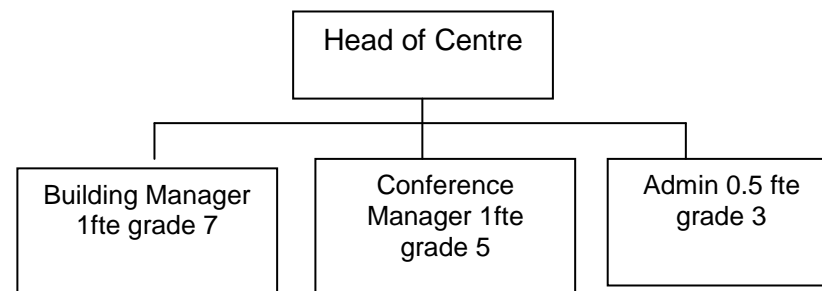
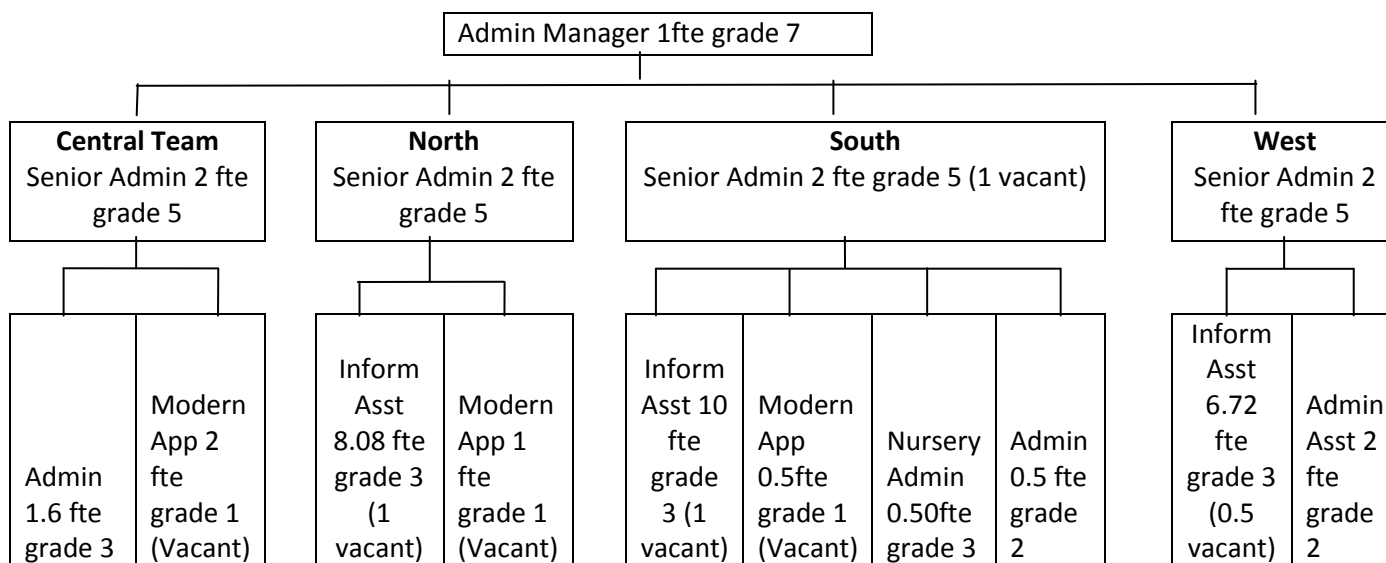


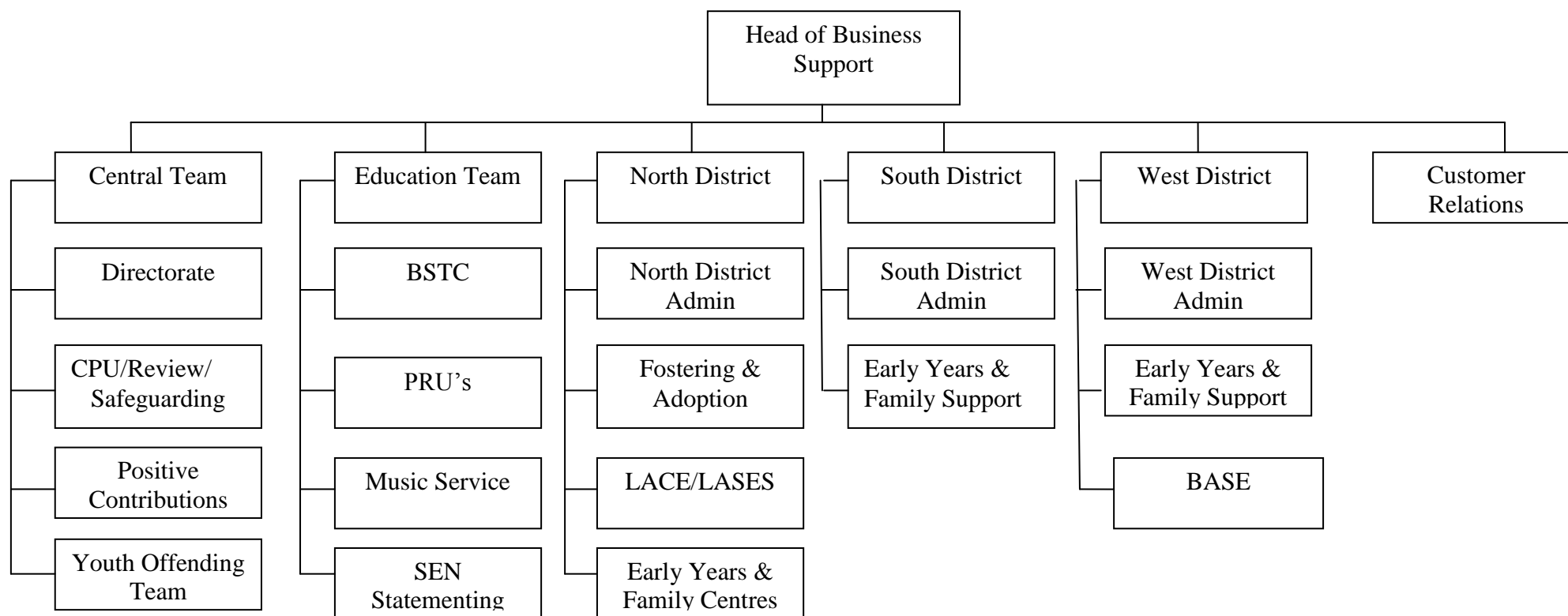
SEN Statementing



Sports Development

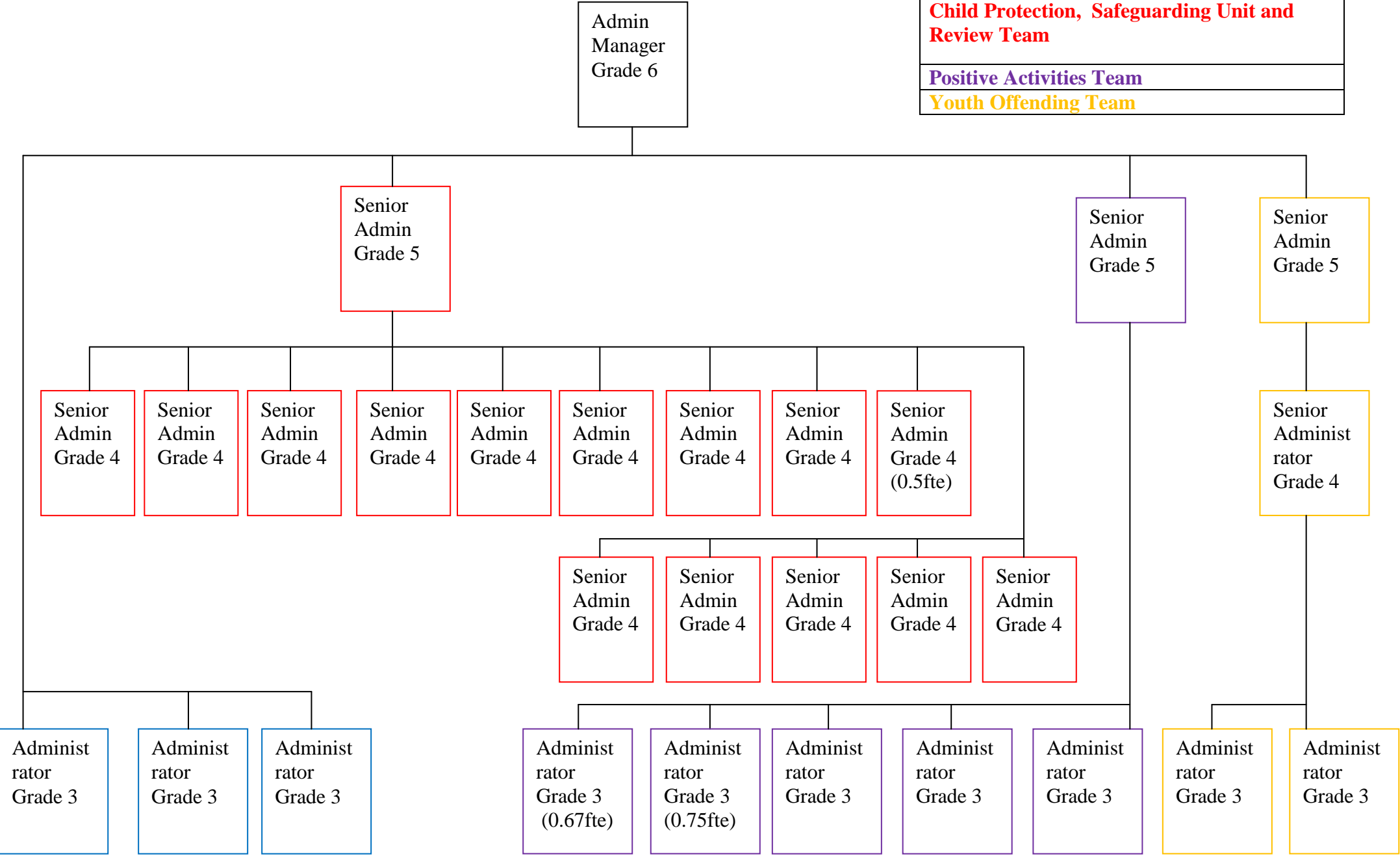


Early Intervention Team (Connexions)**14-19 Service****BSTC****Early Years**

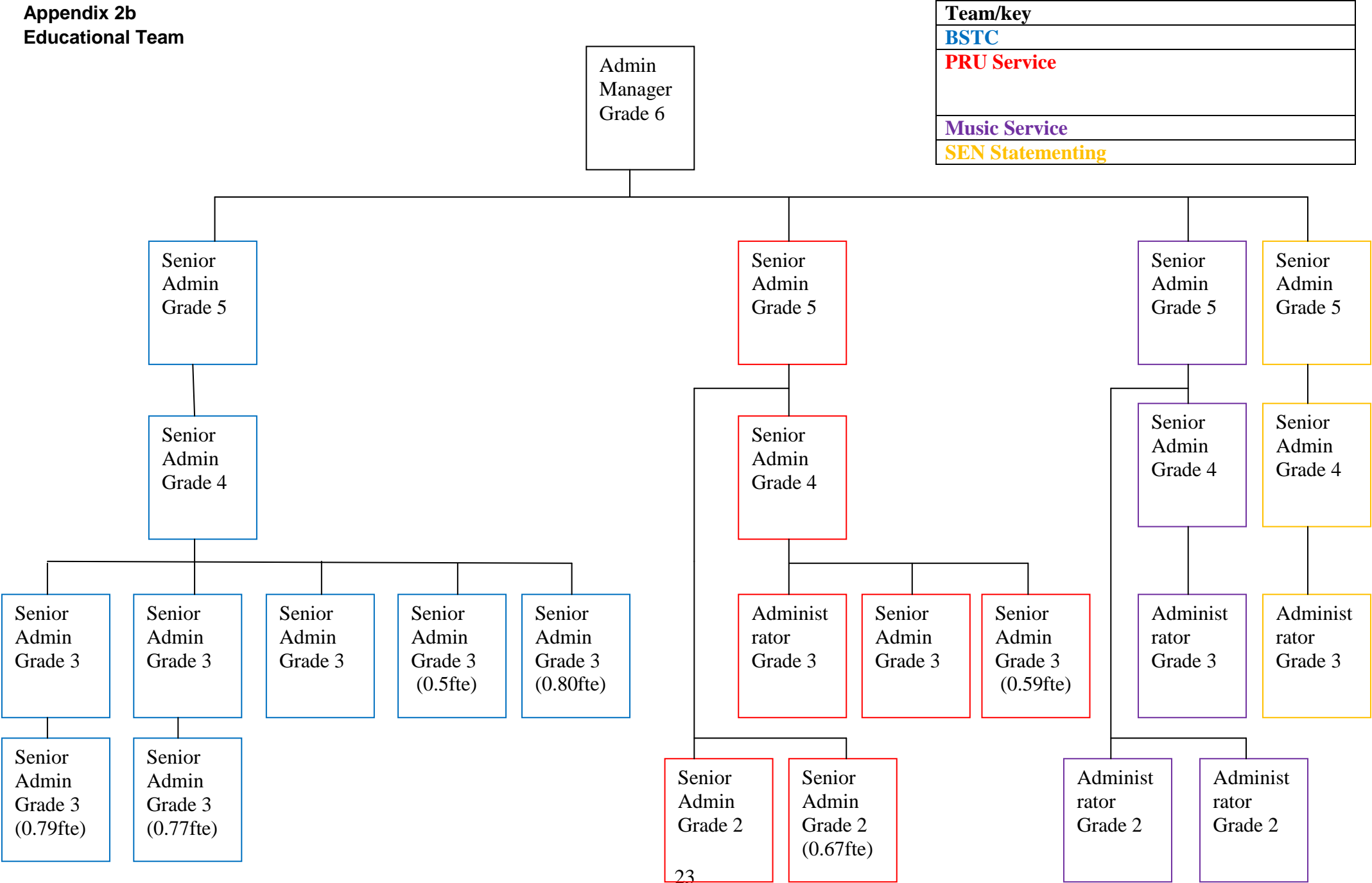
Appendix 2 Proposed Structure Chart

Appendix 2a
Central Team

Team/key
Directorate
Child Protection, Safeguarding Unit and Review Team
Positive Activities Team
Youth Offending Team



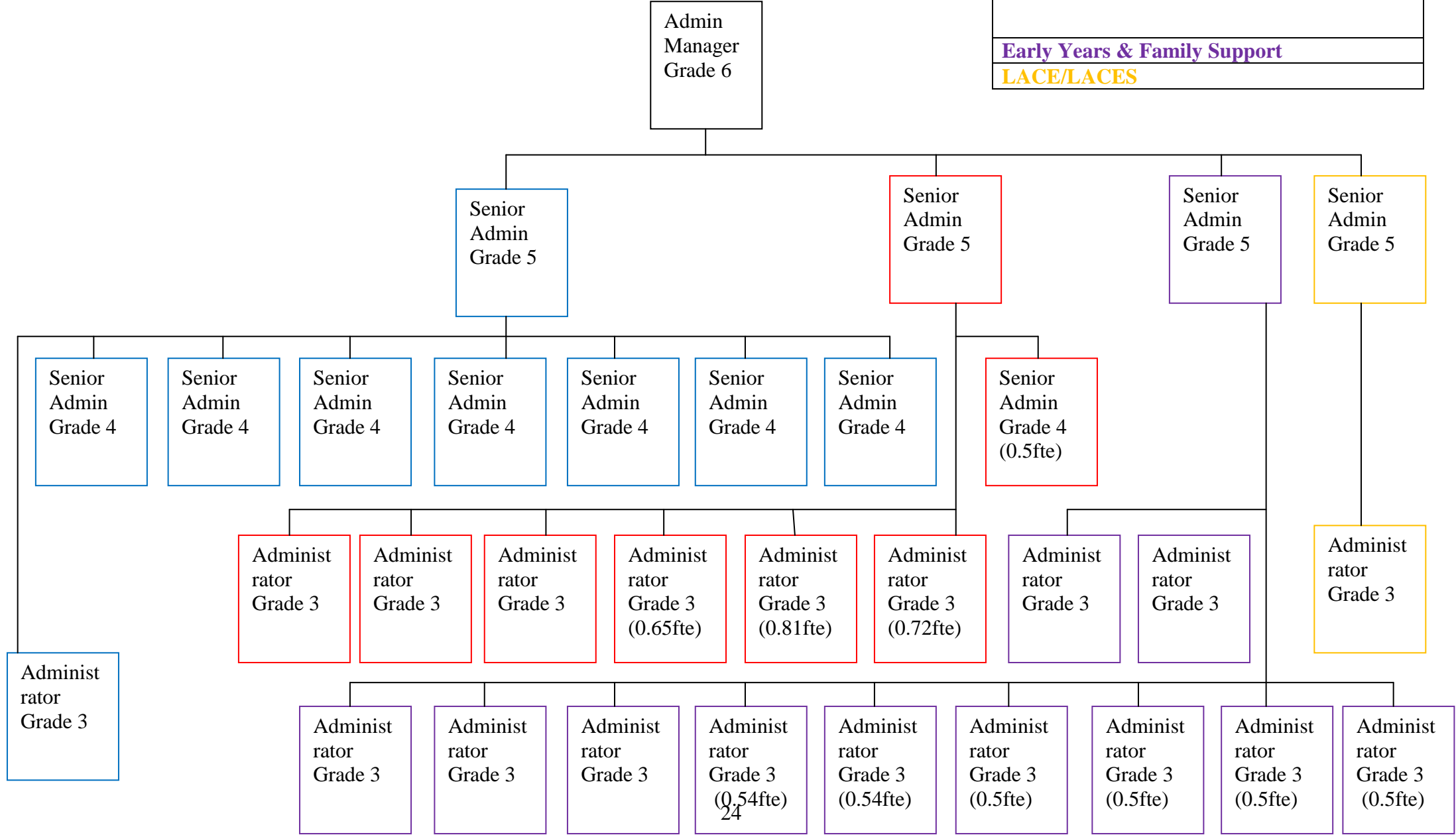
Appendix 2b
Educational Team



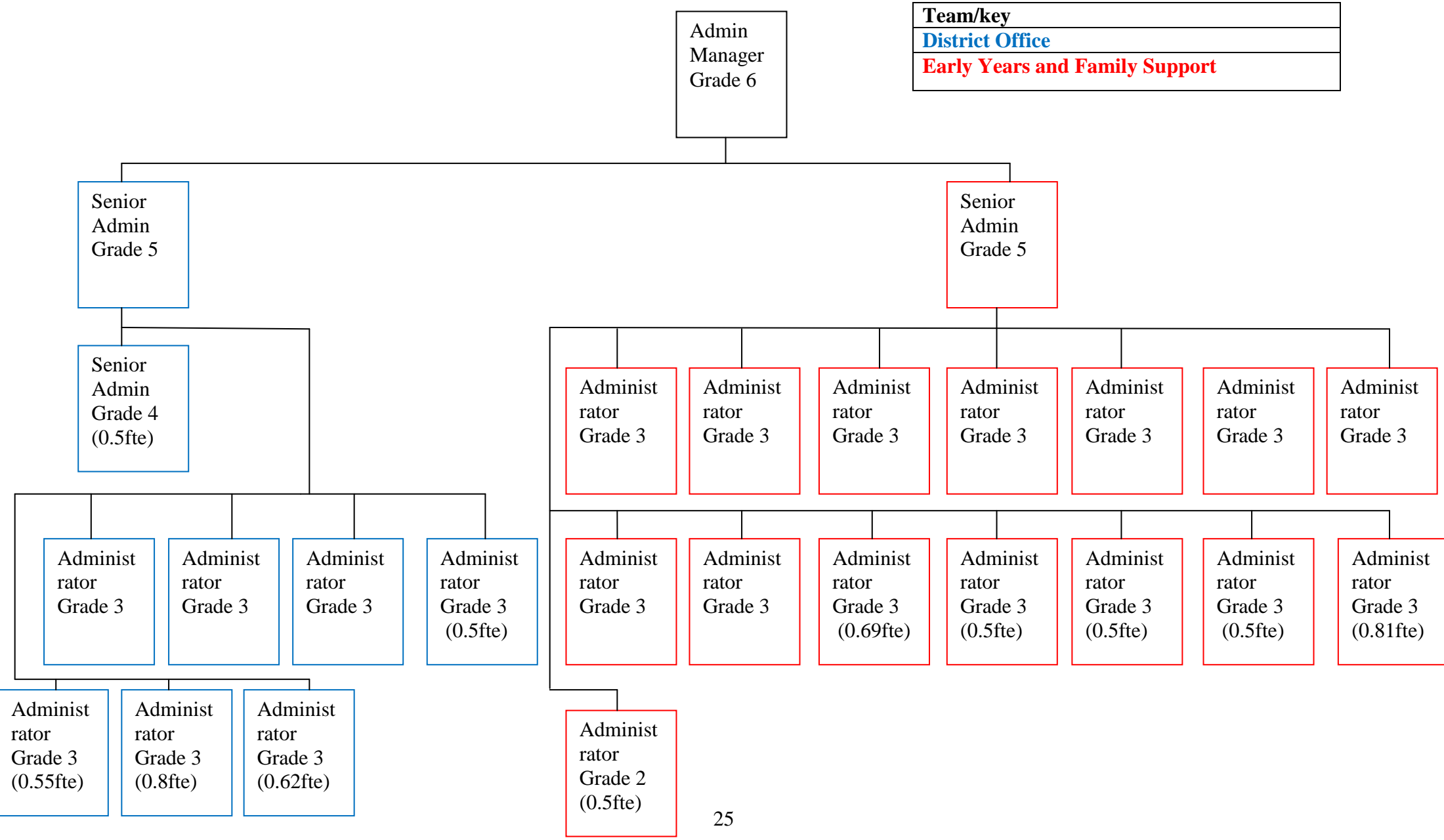
Team/key
BSTC
PRU Service
Music Service
SEN Statementing

Appendix 2c
North District Team

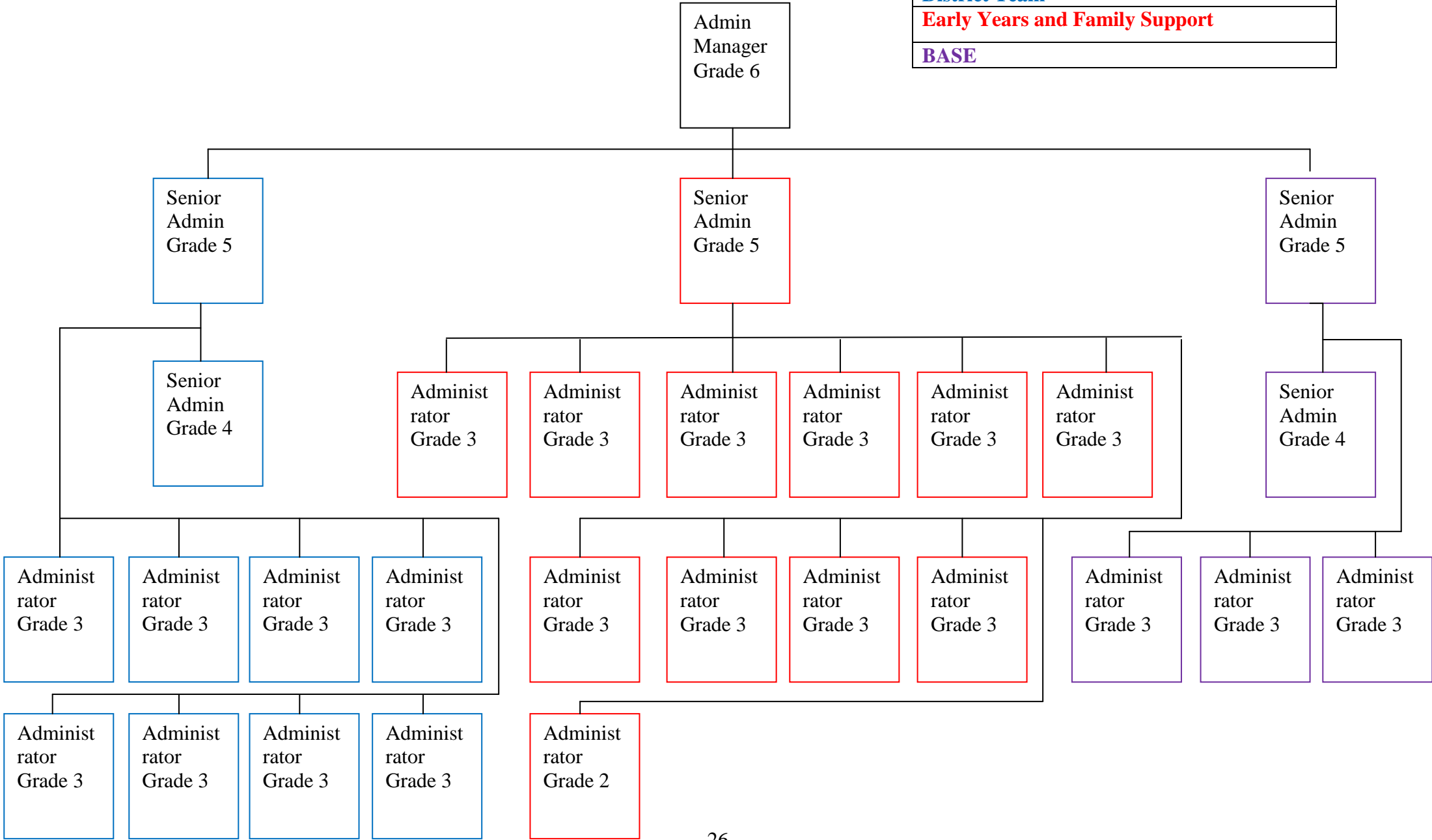
Team/key
Fostering and Adoption
District Office
Early Years & Family Support
LACE/LACES



Appendix 2d
South District



Team/key
District Team
Early Years and Family Support
BASE



Equality Impact Assessment Part 1: Screening Form

Bolton Council

Title of report or proposal:
Business Administration

Department:	Children's Services
Section/SIAP unit:	Policy, Performance and Resources
Date:	June 2011

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

Equality Impact Assessment Questions

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

The council's Children's Services department leads on the delivery of outcomes for the borough's children and young people. This work is an important part of delivering the council's main aims of achieving economic prosperity for all and narrowing the gap between the most and least well off in the borough.

In line with the corporate and departmental need to make significant savings, the review proposes a change in the way that business support activity in the Department is delivered.

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

- Staff
- Unions
- Children's Services DMT
- Children's Services Senior Managers
- The following bodies:
 - Bolton Teenage Pregnancy Partnership
 - Project 360
 - Bolton Youth Offending Team
 - Bolton Safeguarding Children's Board
 - Children's Services Joint Consultative Committee and Joint Operations Group

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

Positive impacts of the proposal include:

- Provides an opportunity for a comprehensive integration of children's services business administration functions.
- Provides an opportunity to develop a single service of the appropriate scale to support the business administration needs of the Children's Services Department.
- Provides an opportunity to reduce the duplication of functions across the department
- Provides opportunities for staff to widen their skills sets and experience
- Provides clear line management structures and support systems
- Enhances business continuity by providing flexibility to cover absent staff and consequently reducing the need for use of agency staff.
- Savings of **£ 554,700**

Negative impacts of the proposal include:

- **A potential overall reduction in this staff establishment by 32 posts (25.07 FTE). There are currently 23 posts (18.43 FTE) vacant within the affected services of which 17 posts (13.69 FTE) are proposed to be disestablished. This is likely to result in a total of 15 posts (12.87) FTE) being displaced through the proposed review. These proposals also outline the creation of 4 new posts (4FTE) which will be open, where possible, to displaced staff.**
- Staff will be required to work more flexibly across different locations and settings on occasion. This will be of benefit to the service, but we recognise that there may be considerations for individual staff members which would need to be managed on a one to one basis.

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

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Impact on Staff (Staff Involved in the Review and Overall Children's Services Department Workforce)				
General Notes	The Council is aware of the demographic make up of the workforce affected, however due to the size of the workforce and the public nature of this document it is not appropriate to provide exact figures relating to some aspects of staff demographics here. Any reduction in the workforce will lead to a potential reduction in its diversification. This will, however, be through following the appropriate procedures and not the discrimination of particular members of staff based on any other criteria except those stated in the council's redundancy policy. The Council will be maintaining a strategic overview of the impact of all savings and efficiencies proposals on the diversification of the workforce overall.		Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.	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 reasonable practicable measures, to seek to avoid a compulsory redundancy situation. A further corporate promotion of voluntary early retirement (VER) and voluntary severance (VS) on the basis of an enhanced financial package has been undertaken to encourage as many people as possible to leave voluntarily thus avoiding
Race	It is not anticipated that the proposals will have a disproportionate impact on any staff on	N/A	Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of	

	<p>the grounds of race.</p> <p>Diversity monitoring of staff within the service has indicated that the proportion of staff within the service identifying as White British is broadly in line with the figure for the overall population of Bolton as indicated in the 2001 census.</p>		<p>service reductions/staffing changes, at a corporate level.</p>	<p>compulsory redundancies. The Council is continuing to work closely with the Trades Unions to maintain good industrial relations and to support and consult with staff appropriately.</p> <p>Should, however, compulsory redundancy become necessary, the Council will ensure that a consistent and fair method of selecting the staff concerned is applied.</p> <p>The Council's redundancy criteria does not discriminate against any group of people and is based on the following factors:</p> <ul style="list-style-type: none"> • Work performance • Relevant skills and competencies • Disciplinary record • Attendance record.
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Religion	It is not anticipated that the proposals will have a disproportionate impact on any staff on the grounds of religion.	N/A	Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.	Please see above
Disability	<p>It is not anticipated that the proposals will have a disproportionate impact on any staff on the grounds of disability.</p> <p>Staff in the service have been more likely than their peers in the Children's Services Department or the Council as a whole to answer any questions relating to whether or not they have a disability that were asked during diversity monitoring exercises. In practice this means</p>	N/A	Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.	Please see above

	<p>that the proportions of staff who have disclosed that they have a disability and the proportion of staff who say they are not disabled are both higher than the average for Bolton Council.</p> <p>The Council has tried hard to make sure that all its workplaces are fully compliant with the DDA. However, it is sometimes the case that we need to make specific adjustments to individual workplaces to make sure that they are fully accessible to all the staff that work in them. We will think about the needs of our staff when asking them to work away from their base location and ensure that we</p>			
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	don't ask any member of staff to work in a location they will not be able to gain full access to.			
Gender (including gender reassignment)	Staff audits show that the children and young people's workforce in Bolton, including this service, has a high proportion of female workers.	<p>The impacts of the proposal include a balance of positive and negative factors. In the worst case scenario, more women will be affected by any job losses that come about as a result of this proposal simply because they form the greatest proportion of the children's workforce. It is not anticipated however that the proposal will have a disproportionate impact on the Children's Services gender ratio in the workforce overall .</p> <p>There are, however, positive impacts of this proposal as well as negative ones. The proposal offers staff opportunities to widen their skills sets and to develop experience in other areas of departmental activity. Some staff may be upgraded as a result of the proposal.</p>	The fact that this will have a significant impact on women is a result of wider social pressures and historic issues relating to the gender balance within children's services.	As set out in the column above, the Council will be maintaining a strategic overview of the impact of all savings and efficiencies proposals on the diversification of the workforce overall. Should any redundancy situation arise, it will be managed in accordance with the council's HR policies.

Age	<p>Staff in this service are more likely to be over 50, and less likely to be under thirty than is the case for Bolton Council as a whole.</p>	<p>The impacts of the proposal include a balance of positive and negative factors. In the worst case scenario, older workers will be affected more heavily by any job losses that come about as a result of this proposal simply because they form the greatest proportion of the service's workforce.</p> <p>There are, however, positive impacts of this proposal as well as negative ones. The proposal offers staff opportunities to widen their skills sets and to develop experience in other areas of departmental activity. Some staff may be upgraded as a result of the proposal.</p>	<p>Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.</p>	<p>The Council endeavours to support members of staff at differing stages of their family life to achieve a work/life balance through employment policies such as flexible working, home working, job share and career breaks and sabbaticals. These policies would continue to be available to staff whose working arrangements were affected by the proposals</p>

Sexuality	No impact anticipated at this stage	N/A	Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.	We do not anticipate that there will be any differential impact on the grounds of sexuality through these proposals. Nevertheless we will be alert to any issues relating to sexuality which are raised during the consultation and will respond as necessary when final proposals are prepared.
Caring status (including pregnancy & maternity)	The Council monitors the self-disclosed caring status of its employees via the staff audit. Because of the high proportion of women in this workforce, it is likely that a high proportion will be involved in some form of caring outside of the workplace; although it must be recognised that a growing number of men also have caring responsibilities. There is potential positive/adverse impact for staff with caring commitments that may be required to change working pattern due to restructuring or the	Under the proposal, staff who are currently employed on a part time or term time basis will be invited to take part in ring-fenced redundancy selection exercises for the four new full-time posts. If selected, this could result in a change to their working arrangements which could conflict with their caring responsibilities. Staff, including those on lower grades, will be required to work more flexibly across different services and potentially across different workplaces. This could lead to increased travel-to-work time for employees of the service.	The Council maintains its commitment to supporting staff with caring responsibilities by continuing to offer flexible working options to those affected by changing working patterns wherever this is possible.	The Council endeavours to support members of staff with caring responsibilities to achieve a work/life balance through employment policies such as flexible working, home working, job share and career breaks and sabbaticals. These policies would continue to be available to staff whose working arrangements were affected by the proposals.

	need to work more flexibly across different locations.			
Marriage and civil partnership	No impact anticipated at this stage	N/A	Staffing changes will be based purely on business need and will be implemented in line with the Council's HR Policy. The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes, at a corporate level.	We do not anticipate that there will be any differential impact on the grounds of marital or partnership status through these proposals. Nevertheless we will be alert to any issues relating to marital or partnership status which are raised during the consultation and will respond as necessary when final proposals are prepared.
Socio-economic	This proposal has the potential to affect different groups of staff in different ways, as set out in the following column.	<p>Staff, including those on lower grades, will be required to work more flexibly across different services and potentially across different workplaces. This could lead to increased travel-to-work time and expenditure for employees of the service.</p> <p>There is potential for job losses or changes to terms and conditions at all levels of the service.</p>	The requirement for staff to work more flexibly is a key element of the proposal. This greater flexibility is required to ensure that front line services are properly supported without needing to make use of expensive agency staff at times when extra staffing support is required.	<p>Staff will still have a base location,, and will be reimbursed for any additional travel costs they face as a result of working away from their base location in accordance with existing Council policies on relocation.</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 reasonable practicable</p>

				<p>measures, to seek to avoid a compulsory redundancy situation.</p> <p>All changes to terms and conditions will be implemented in accordance with the Council's existing HR policies. In particular, it should be noted that the Council's policy on salary protection will apply for staff who see their salaries reduced as a result of the review.</p>
Other comments or issues	N/A			
<p>Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.</p> <p>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</p>				Demographic data about service staff

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

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Impact on Services to Children and Young People				
Race	No impact anticipated at this stage	No – the proposal is to provide a comprehensive and flexible support service	N/a	<p>The Head of Service will work closely with Service managers to ensure that the business administration needs of each service are met in a professional and timely manner.</p> <p>At screening, it was identified that the service provides direct support to a number of key external services and partnerships which provide important support to children and young people in Bolton and the people who work with them. We believe that the current proposals will allow us to maintain our support of these services and partnerships at the current</p>

				level but will be seeking the views of relevant stakeholders as part of our consultation
Religion	As above	As above	As above	As above
Disability	As above	As above	As above	As above
Gender (including gender reassignment)	As above	As above	As above	As above
Age	There is a potential impact on vulnerable children, although this will be managed through the review to minimise any risk	Staff within the service provide support to social workers by inputting some data onto the Department's social care case management system. If capacity to do this is reduced or the proposal results in a backlog of data for entry there is a potential for data held on the case management system to become out of date.	The risk of this has been identified and the service will be managed as part of the review. The service will take a position on the prioritisation of work which should ensure that the possibility of there being an adverse impact on social care data input is low.	<p>The Head of Service will always prioritise allocation of staff to this area of work to ensure that no backlogs arise in this vitally important area</p> <p>At screening, it was identified that the service provides direct support to a number of key external services and partnerships which provide important support to children and young people in Bolton and the people who work with</p>

				them. We believe that the current proposals will allow us to maintain our support of these services and partnerships at the current level but will be seeking the views of relevant stakeholders as part of our consultation
Sexuality	See commentary on Race above	See commentary on Race above	See commentary on Race above	See commentary on Race above
Caring status (including pregnancy & maternity)	See commentary on Race above	See commentary on Race above	See commentary on Race above	See commentary on Race above
Marriage and civil partnership	See commentary on Race above	See commentary on Race above	See commentary on Race above	See commentary on Race above
Socio-economic	See commentary on Race above	See commentary on Race above	See commentary on Race above	See commentary on Race above
Other comments or issues	N/A			

Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate. If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.

Information about service provision and business administration functions across the department

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

The Council intends to consult with staff and key stakeholders and will seek views on any potential impacts – both positive and negative. These views will be used to conduct a full Equality Impact Assessment and will inform the final proposals to the Executive Members.

The stakeholders consulted will include individual external bodies and partnerships who commission work directly from the service as identified in section 3 of this assessment as well as Children's Services DMT and Senior Managers

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.

A full programme of consultation will be consulted with relevant stakeholders

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

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

Please confirm the outcome of this EIA:

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

Report Officer

Name: John Livesey

Signature: JL

Date and Contact No: 15 July 2011

Departmental Equalities Lead Officer

Name: Andy Bent

Signature: AB

Date and Contact No: 15 July 2011