

People Services Report Cover Sheet

It is the responsibility of report authors to complete this checklist. Confirm with your DMT sponsor that a report is needed. DMT sponsor will arrange for the report to be added to the forward plan and advise which meetings the report will go to.

Report Title	Review of Sport & Active Living and Get Active Service teams & functions – Post-consultation report
Author	Chris McIver
DMT Sponsor	Paul Rankin
Date added to forward plan	
DMT date	13/12/17

Planned Meeting	Date
EMT	
Corporate Board	Yes – 14/12/17
Informal Exec – Deputy Leader	
Exec – Deputy Leader	
Exec – Regen and Resources	
Cabinet Briefing	Yes – 18/12/17
Cabinet	Yes – 15/1/18
Scrutiny	
PDG	
Council	
Other Committee(s) – please give details	

Service Review

Report authors should ensure that the appropriate services review the report (if appropriate) before submission to DMT. If review is not required this should be indicated.

Service	Reviewed by (or N/A)	Date
HR	Dawn Longworth	1/12/17
Finance	Connie McMullen	4/12/17
Legal	N/a	-
Procurement	N/a	-

Equality Impact Assessment (EIA)

All reports submitted to Executive member meetings must be considered for an EIA. As soon as DMT have approved the report you must submit to policyandperformance@bolton.gov.uk

Date Sent for EIA	30/11/17
EIA completed by	Kevin Durkin

Report to: Cabinet

Date: 15th January 2018

Report of: John Daly, Director of People

Report No:

Contact Officer: Paul Rankin, Assistant Director,
Performance, Planning and
Resources

Tele No:

Report Title: **Review of Sport & Active Living and Get Active Service teams & functions – Post-consultation report**

**Confidential /
Non Confidential:**
(delete as approp)

(**Confidential Not for Publication**) This report is exempt from publication by virtue of Paragraph 1 of Schedule 12A to the Local Government Act 1972.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 review the Sport & Active Living, Outdoor Learning & Adventure and Get Active teams and functions, to take into account a reduction in funding from 2018 onwards, and to seek approval from the Cabinet to implement the final proposals

Recommendations:

The Cabinet is recommended to:

- Approve the final proposals; and
- Subject to the approval of the Head of Paid Service in consultation with the Leader, delegate implementation of the new structure, including details of voluntary redundancy arrangements and consequential redundancy selection, to the Chief Executive and the Director of People.

Background Doc(s):

Initial consultation report: <https://tinyurl.com/y8ymbyws>

Summary:

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

- Appendix 1 Current Organisational Structure Chart
- Appendix 2 Revised Organisational Structure Chart
- Appendix 3 Summary of consultation responses
- Appendix 4 Trade Union response to the proposals
- Appendix 5 Equality Impact Assessment

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

1 Executive Summary

- 1.1 As a result of cuts to central Government funding, Bolton Council has had to find savings of over £100m since 2010, whilst still being required to set and deliver a balanced budget. This situation is set to continue, due to ongoing austerity policies and other changes to local government funding. The council now faces some very difficult decisions and there is potential for fundamental changes to how services are delivered.
- 1.2 Following consultation the council approved further savings options of £12.5m for the 2017-19 period in February 2017. Given the significant budget reductions already achieved, these further savings will be extremely challenging, and will result in a reduction in staffing and resources across the council that will inevitably impact on the services provided. Despite this the council remains committed to its core priorities of:
- Protecting the most vulnerable in the Borough
 - Supporting economic development.
- 1.3 This report sets out the final proposals, following consultation, of a review of the Sport & Active Living (including Outdoor Learning & Adventure) and Get Active teams in response to these challenges. If agreed, the proposals would make a total contribution of £165,000 to the budget options identified for 'Sport and Active Living' and the 'review of council provided Public Health programme savings options' in the February 2017 budget report to Council.
- 1.4 The proposals indicate a potential overall reduction in staff establishment by an estimated 12 posts (10.47 Full Time Equivalents [FTE]) of which 1 post (0.7 FTE) is vacant. It is also proposed that 4 new posts (3.67 FTE) be created, resulting in a net reduction of 6.8 FTE from the current establishment of 21 posts (19.07 FTE).

2 Background to the Review

- 2.1 In May 2016, Sport England launched the 'Towards an Active Nation 2016-2021' Strategy, a shift in policy direction for the world of sport and physical activity. Its aim is to deliver a cross-England vision that 'everyone in England regardless of age, background or level of ability [should] feel able to engage in sport and physical activity'. The strategy recognises that in the context of sport, some people will be young, fit and talented, but most will not. All need to be able to find a value in sport and an opportunity to engage in a way that suits their needs.
- 2.2 The emergence of developing public health priorities linked to the locality plan, Bolton Vision 2030 and Public Health Outcomes Framework have informed the development of Bolton's Physical Activity Strategy. This states; *'one of the cornerstones of Bolton's Vision is a healthy and active population. In 2030, we want the health and wellbeing of people in Bolton to be as good as anywhere in Greater Manchester, with our residents taking full advantage of a network of organisations and facilities that exist to keep themselves active and healthy. More residents take responsibility for their health, and are able to make informed choices about how to stay well.'*

- 2.3 This review aimed to ensure that the new team will refocus and work more strategically with partners to meet Bolton's physical activity strategic goals, which are based on three key areas:
- Changing behaviours so that healthy lifestyles become the norm in Bolton;
 - Maximising our assets so that we make the most of our skills and resources;
 - Delivering as efficiently as possible, recognising that we need to spend resources wisely and for maximum effect.
- 2.4 In October 2017 the Cabinet approved a report setting out proposals to changes to the service and teams to reflect the challenges faced, for consultation with staff, elected members, trade unions, service users and other relevant stakeholders.
- 2.5 Following the formal consultation period, this report now addresses the key issues arising and puts forward the final proposals for approval by the Cabinet.

3 Consultation Process

- 3.1 Following formal consultation on the strategic options set out in the November 2016 budget report, detailed proposals for the review of the Sport & Active Living and Get Active teams were brought forward for consultation in October 2017.
- 3.2 Key elements of the formal consultation have included:

Trade Unions:

- Weekly special DJCC meetings with minutes uploaded to the staff teamsite;
- Responding to specific requests for information from the trade unions;
- Access to all job descriptions and person specifications;

Staff:

- A formal briefing session and presentation for all staff on 10th October 2017;
- A staff consultation pack containing, in addition to some of the things listed below, the original report to the Cabinet, a draft timetable, details of support for staff, and a comments and questions form;
- Maintenance of a staff teamsite using SharePoint, for staff to access information;
- Frequently Asked Questions on the staff teamsite;
- Holding individual meetings with all members of staff, attended by HR and/or trade union representatives where requested;
- Following up meetings as appropriate with more specific support (e.g. around interview technique, or enrolment onto organisational development and/or training);
- 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.

Customers and stakeholders:

- Setting up briefings/face-to-face meeting/online consultation etc. for stakeholders;
- Analysing feedback from staff and customers.

4 Key issues raised during consultation

4.1 Appendix 3 sets out a summary of the key consultation issues raised, and the response from management. This includes issues raised via the trade unions at regular consultation meetings, as well as issues raised by individual staff members via email, personal meetings, and the staff briefing session.

4.2 The formal trade union response to the proposals is set out in full at Appendix 4. In summary, the key issues raised by the trade union were:

- Question: What strategies will be put in place to improve the health and wellbeing of the people of Bolton and how these strategies will help reduce health inequalities in Bolton when the Get Active Team's work ceases.

Response: Management and partners are working collaboratively to develop a physical activity and sports strategy as part of the Town's Vision for 2030.

- Question: A staff proposal for the future delivery of outdoor learning/adventure provision and the Duke of Edinburgh award provision. In summary this proposal included the retention of 1 staff member to fulfil a DofE Co-ordination role, as well as the other 2 staff members receiving a transfer of all assets, in a partnership whereby the council would also to continue paying the rent on High Rid for the next 5 years with the intention of the new service taking over the lease at the end of the agreement.

Response: These proposals were considered and evaluated thoroughly but regrettably were not considered to be viable, with no budget available to underwrite the costs requested. The proposals were also considered to be overly reliant on a small number of income streams, and were ultimately not supported by the governing body for the DofE award.

- Question: If the outdoor education service was taken over by another provider it is hoped that management would explore whether there would be opportunities for staff currently working in the service to be employed.

Response: This will be explored during implementation.

5 Proposed changes arising

5.1 The final proposals, having taken account of feedback received during consultation, do not include any significant changes; however more developed exit strategies for a number of service delivery options have been developed as follows:

5.2 **Outdoor learning and adventure provision:** A proposal has been received from the Bolton Sports Alliance (BSA). Bolton Sports Alliance is a charitable group of partners with a shared interest in promoting sport and physical activity. Members include BWFC Community Trust, Bolton Arena, Bolton Lads & Girls Club, Bolton School and the Lancashire Outdoor Activities Initiative (LOAI), based at the Anderton Centre. The Alliance have a well-established strategic partnership working approach and are keen to further engage the local authority within the partnership.

5.3 The proposal suggested that BSA member; the LOAI, could continue the provision of the Outdoor Education service, however when the proposals were discussed in detail

it was established that it would not be possible for LOAI to run the service without subsidy. LOAI then withdrew the proposal. Other proposals were also considered but were not considered to be an option at this time.

- 5.4 **Duke of Edinburgh Award (DofE):** A proposal has been received from the DofE's Northern regional manager to support the future sustainability of the award. It will allow school DofE centres to become self-sufficient through a direct licencing centre arrangement with the regional office. Each centre would be allocated a one year licence, after which time the new centres will be financially responsible for themselves. DofE North will support developments in schools through its Greater Manchester team.
- 5.5 This proposal has worked successfully in other areas locally, which have subsequently seen growth in DofE participation, with record numbers of young people taking part and completing the DofE Award. A one-off payment of £21,000 would be paid to the regional award office to support this transitional arrangement.
- 5.6 Bolton Council will retain its licence for special schools and voluntary groups, and will prioritise supporting the management of the DofE Award for the most vulnerable in the borough. The administration of the DofE license is carried out by the business support in the service, and this will be maintained. It is also proposed to retain the climbing wall, which will be operated by the Youth Service.
- 5.7 **Get Active - Special weight management (SWM):** A service level agreement is in place for this work with Bolton Foundation Trust (FT) until 31/03/18, which provides assessment for patients with weight issues and the provision of a number of physical activity related interventions. The council's involvement in the work will cease at the end of the contract. Local physical activity partners have committed as part of the consultation, to coordinate with the FT to support this service in the future.
- 5.8 **Get Active – Cardiac rehabilitation:** This work is subject to an on-going review with the Bolton Clinical Commissioning Group (CCG). The work is well received and at present no further changes are proposed. A further update will follow on completion of the review with the CCG.
- 5.9 **Get Active - NHS Triathlon:** The NHS Tri was delivered last year as a key part of the Horwich Festival of Racing and is well received. As such, it is an event which the festivals committee are committed to retaining and they will continue to work with the restructured team and the relevant Sports Development Officers in the run-up to the festival. A one-off contribution of £2,000 will be made to the organising committee to support the events move to future sustainability.
- 5.10 These implementation recommendations have an overall net effect of being cost neutral, thus, the total saving to be achieved by implementation of the proposals is **£165,000**. The final proposed budget for the service is as follows:

	Budget 17/18	Proposed Savings	Proposed Budget
Employees	689,800.00	-229,000.00	460,800.00
Premises	16,200.00	-600.00	15,600.00
Transport	14,100.00	-1,400.00	12,700.00
Supplies	85,900.00	-25,800.00	60,100.00
Third Party	65,300.00		65,300.00
Central Support	1,100.00		1,100.00
Capital Financing	0.00		0.00
Income	-411,200.00	91,800.00	-319,400.00
	461,200.00	-165,000.00	296,200.00

6 Implications of expressions of interest in voluntary redundancy and other flexible working

- 6.1 As a starting point it should be noted that, during the consultation period, no staff have been successful in finding new posts within the Council, and no staff have expressed an interest in taking voluntary redundancy.
- 6.2 As such, the ring-fence arrangements summarised below and the structure shown at Appendix 2 remain as the original proposals:

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

FTE	Existing Job Title	Grade
0.7	Youth Worker – Outdoor Education	JNC Level 2

Table B: The following posts would be redundant from the current structure. Staff in a redundancy situation will be supported in line with the council's Restructure, Redundancy and Redeployment Policy:

FTE	Existing Job Title	Grade
1.0	Operations Manager (Sport and Active Living)	Grade 10
1.0	Health Promotion Development Manager - Get Active	NHS Band 7
1.0	Get Active Community Worker	NHS Band 5
1.0	Get Active Referral Advisor	NHS Band 5
1.0	Get Active Coordinator	NHS Band 6
1.0	Community Sports Outreach Worker	Grade 6
1.0	Primary School Sports Coach	Grade 5
0.67	Cycle Instructor	Grade 2
2.10	Youth Worker – Outdoor Education	JNC L2
	Total: 9.77 FTE	

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

FTE	Existing Job Title	Proposed Job Title
0.6	Health & Fitness Development Officer (Phase IV Cardiac Rehab) (Grade 7)	Health & Fitness Development Officer - Phase IV Cardiac Rehab (Grade 7)
1.0	Principal Sports Development Officer (Grade 8)	Principal Sports Development Officer (Grade 8)
3.0	Senior Sports Development Officer (Grade 7)	Senior Sports Development Officer (Grade 7)

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

FTE	Proposed Job Title	FTE	Ring-fence - Existing Job Titles
1.0	Operational Manager Sport/Physical Activity (Grade 10)	1.0	Operations Manager Sport and Active Living (Grade 10)
		1.0	Health Promotion Development Manager – Get Active (NHS Band 7)
3.0	Sports Development Officer (Grade 6)	4.0	Community Sports Outreach Worker (Grade 6)
1.67	Primary School Sports Coach (Grade 5)	2.0	Primary School Sports Coach (Grade 5)

Table E: The following posts have been newly created and will be filled in line with HR policy, with priority given to displaced staff in the service.

FTE	Proposed Job Title	Grade
1.0	Senior Sports Development Officer (Primary Workforce)	Grade 7
1.0	Physical Activity Coordinator	Grade 9
1.00	TOTAL	

7 Equality Impact Assessment

7.1 Under the Equality Act 2010, the Council must have due regard to:

- Eliminating unlawful discrimination, harassment, and victimisation, and any other conduct prohibited by the Act;
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it;
- Fostering good relations between people who share a protected characteristic and people who do not share it.

7.2 It is therefore important to consider how the proposals contained within this report may positively or negatively affect this work. To support this analysis, an Equality Impact Assessment (EIA) has been carried out on the proposals outlined in this report, and is attached at Appendix 5.

7.3 The EIA looks at the anticipated (positive and/or negative) impacts of the proposal on people from Bolton's diverse communities, and whether any group (or groups) is likely to be directly or indirectly differentially affected. This Equality Impact Assessment builds on the exercise which was completed on the initial review options, and summarises the stakeholder consultation which has been completed as part of this review.

7.4 Due to the nature of the proposals, and the need to make significant savings, it is anticipated that there could be some adverse impact on some groups. Care has been taken to understand the issues arising, and to take action to mitigate the possible impacts as far as practicable.

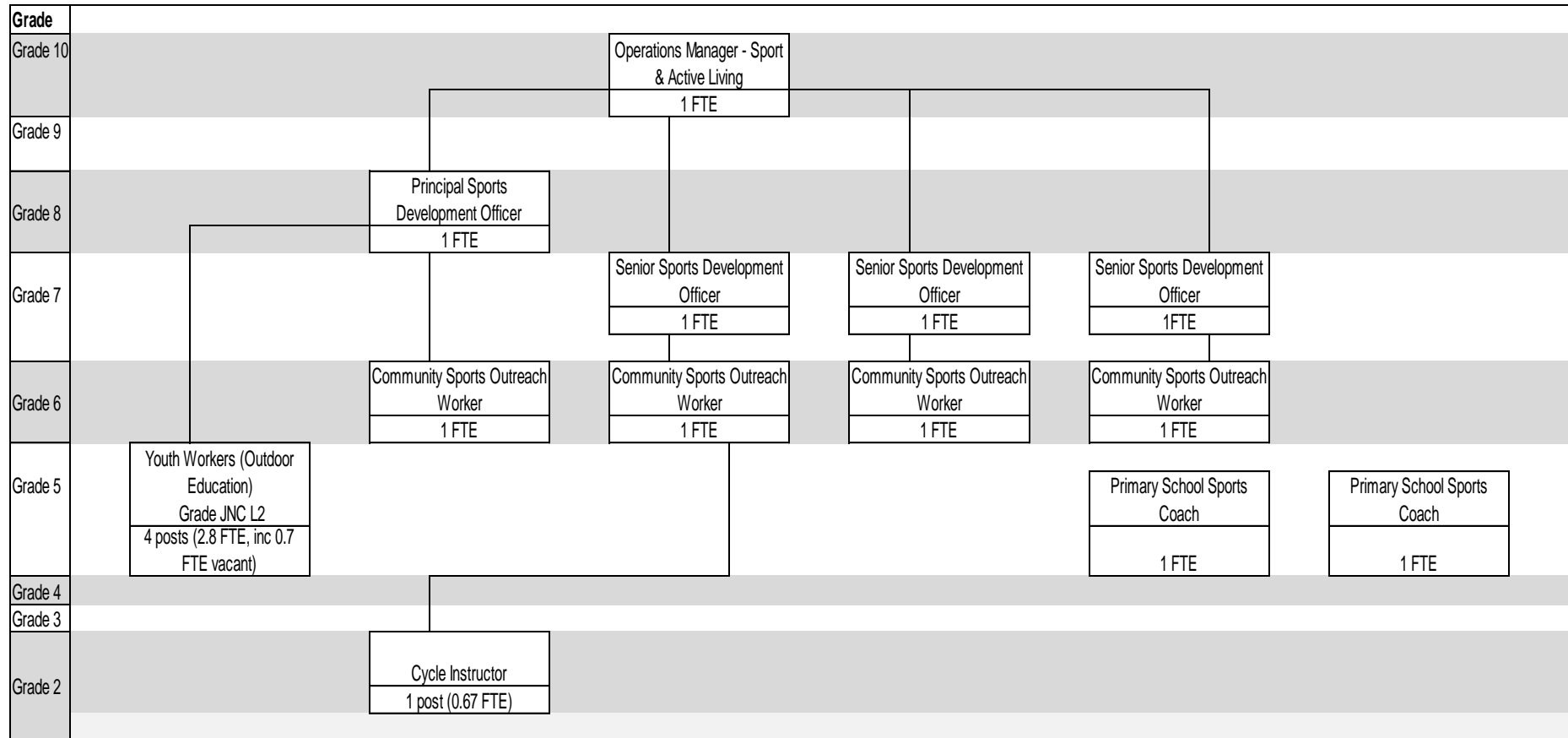
7.5 The equality considerations are set out in more detail in the Equality Impact Assessment at Appendix 5. Should the proposals be approved by the Cabinet, they will be kept under review as part of the overall budget process.

8 Recommendations

8.1 The Cabinet is recommended to:

- Approve the final proposals; and
- Subject to the approval of the Head of Paid Service in consultation with the Leader, delegate implementation of the new structure, including details of voluntary redundancy arrangements and consequential redundancy selection, to the Chief Executive and the Director of People.

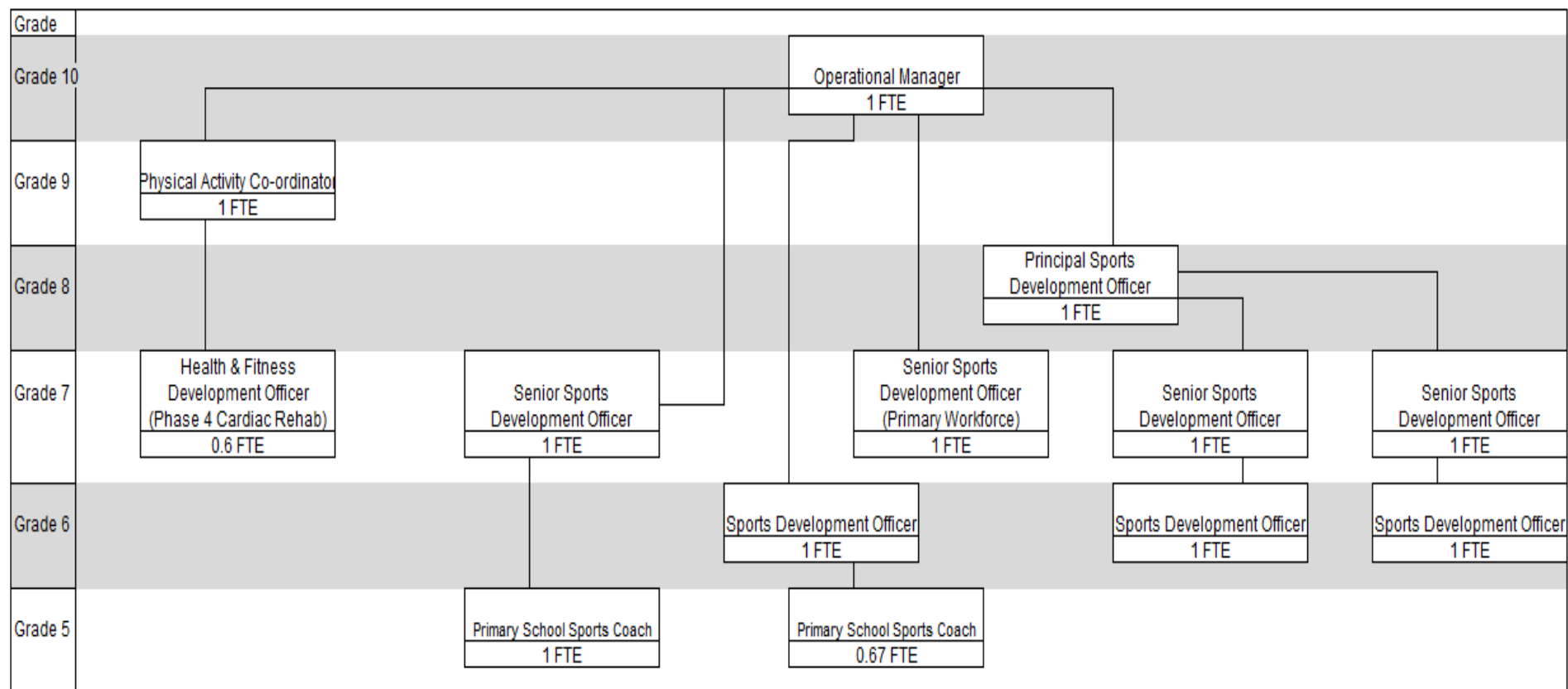
Appendix 1a – Existing Organisational Structure – Sport & Active Living



Appendix 1b – Existing Organisational Structure – Get Active

Grade			
NHS Band 7	<div>Health Promotion Development Manager</div> <div>1 FTE</div>		
NHS Band 6	<div>Get Active Co-ordinator</div> <div>1 FTE</div>		
NHS Band 5/ Grade 7	<div>Get Active Community Worker</div> <div>1 FTE</div>	<div>Get Active Referral Advisor</div> <div>1 FTE</div>	<div>Health & Fitness Development Officer (Phase 4 Cardiac Rehab)</div> <div>0.6FTE</div>

Appendix 2 – Proposed Organisational Structure – Integrated team



Appendix 3 – Summary of Consultation Responses

Please note that a redacted version of the full consultation log is available upon request.

Key: TU – Trade Unions; I – Individual; S – Stakeholder

No.	Raised by:	Issue Raised:	Management Response:
Trade Union responses:			
1	TU	Request for further information (finance breakdown, staffing team breakdown, redeployment vacancy list and access arrangements as well as future ring-fence arrangements).	Information was provided and discussed as requested.
2	TU	Individual queries around former public health staff terms and conditions.	Information provided to TU and staff team.
3	TU	Request to consider any forthcoming staff proposals with regard to outdoor education provision.	Management agreed to formally consider and assess all consultation feedback received.
4	TU	Queries around previous investment in outdoor education activity and equipment.	Information was provided and discussed as requested, with a commitment to ensure any residual equipment in good repair would continue to benefit the young people of the borough in future.
5	TU	Query around the future provision of health walks.	This will continue, supported by an on-line volunteer management tool.
6	TU	Staff proposal for the future delivery of outdoor education and Duke of Edinburgh award provision.	The proposals were welcomed and staff and trade unions are thanked for their efforts. There is however no council budget available to underwrite the cost involved and as such these proposals cannot be supported.
Outdoor learning & adventure provision:			
7	S	Stakeholder proposals for the alternative delivery of outdoor learning activity.	Proposals are welcomed, but are not currently viable.
8	I	Concern re: future residual building costs.	These costs will be absorbed departmentally.
9	S	Query around the future usage of High Rid reservoir	Discussions will continue with the landowner to agree an approach.
10	S	Concern re: support offered to disabled young people.	Management will endeavour to ensure that young people are continued to be supported in future.
Duke of Edinburgh Award:			
11	S	Proposal from the regional office to support the award in	The proposal is welcomed and will be worked through during

		the future.	implementation, to ensure vulnerable groups and individuals continue to benefit from the award.
12	S	Queries from schools and community groups about future support and licensing arrangements.	Bolton Council will continue to develop DofE for the most vulnerable and the voluntary sector. The council will work with DoE regional office to support schools to deliver the award independently.
Get Active team/Physical Activity:			
13	S	Feedback from partners about the need for continued strategic approach to physical activity in the borough.	This feedback is welcomed and it is suggested that this becomes a priority for discussions with the Physical Activity & Sport Strategic and Leadership groups once this review is concluded.
14	S	Query about the future delivery of the NHS triathlon as part of Horwich Festival of Racing.	The NHS Tri was delivered last year as a key part of the Horwich Festival of Racing and is well received. As such it is an event which the festivals committee would like to retain and deliver themselves. The committee would continue to work with the restructured team in with the Sports Development Officers in the run-up to the festival.
15	S	Query about the future of the specialist weight management service, coordinated on behalf of Bolton Foundation Trust.	A service level agreement is in place for this work with Bolton Foundation Trust (FT), the Council's involvement in the work will cease at the end of the contract.
Sport & Active Living Team/Sports Development:			
16	S	Suggestion that the new team needs to work more in partnership with other agencies and review priorities.	This feedback is welcomed and the Council would welcome a further opportunity to discuss joint working and future partnerships.

Appendix 4 – Trade Union Response



Unisons response to the review of Sport & Active Living and Get Active teams and functions

Consultation with Trade Unions on the review of Sport & Active Living and Get Active teams and functions commenced on the 9th November 2017 following the approval by the Cabinet of the report dated 9th October 2017.

This response was formed on the views of our members directly affected by the proposals in relation to the impact of the departmental financial cuts.

Unison has consulted with members on an individual basis and has attended consultation meetings with management. Unison would like to take this opportunity to thank management. Whenever questions were raised management and in particular Chris McIver, ensured the unions were provided with a timely response when possible and was also available to have further discussions in relation to the information provided.

Management Proposal

As part of the overall savings target of £12.5m, the saving target for Children's Services is £12.5m for the 2017 – 19 period. The proposed savings set out in the report equal £165,000,000.

Unisons response

The proposed impact on the staffing is a reduction of 12 posts (10.47 FTE), of which 1 post (0.7 FTE is vacant) It is also proposed that 4 new posts (3.67 FTE) are created from the current establishment of 21 posts. (19.7 FTE) meaning a reduction of 6.8 full time equivalent posts.

The proposal outlines the following changes that are a significant cut to these services that provide positive healthy activities to the local community and this will impact on the people of Bolton.

The Sport and Active Living

There will be a reduction in the direct delivery of the service and one grade 6 post will be disestablished.

Get Active Team

The Get Active Team provides the physical activity health improvements element of Public Health. There are three posts that will be disestablished. The Team are employed on NHS terms and conditions and there was some delay in receiving information in relation to how these terms and conditions will be taken into consideration within the implementation period.

Management have stated that due to there being no funding this work will cease. Questions have been raised in relation to what strategies will be put in place to improve the health and wellbeing of the people of Bolton and how these strategies will help reduce health inequalities in Bolton when the Get Active Teams work ceases.

Outdoor Learning and Adventure

The Outdoor Learning and Adventure provide a service on a traded basis predominately to schools and within the consultation period the team submitted a staff proposal to management focusing on the future delivery of the service and embedding the Duke of Edinburgh Award Scheme into the service.

Management welcomed this proposal and said it would be seriously considered in the future alongside proposals from other providers. If the service is taken over by another provider we hope that management would explore whether there would be opportunities for staff currently working in the service to be employed.

In relation to other aspects of the consultation, we note the Consultation Log, and accept this as a true reflection of the consultation meeting we have attended.

In Conclusion

These are difficult financial times, when and where possible the council should prioritise front line services alongside protecting the posts which deliver these services. It is the families within Bolton and indeed our members as citizens of the town, who will feel the full impact of any service cuts.

During consultation, it is our view, management have tried to minimise the cuts to provisions, in a measured fashion. However time will tell how great of an impact this has had on the children and families who access such services.

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Equality Impact Assessment

Title of report or proposal:
Proposed review of Sport & Active Living and Get Active teams and functions – Post-consultation report

Department:	People Services
Section:	Policy, Performance and Resources
Date:	14th December 2017 (Original EIA completed 21 st September 2017)

Public sector bodies need to be able to evidence that they have given due regard to the impact and potential impact on all people with 'protected characteristics' in shaping policy, in delivering services, and in relation to their own employees.

Under the Equality Act 2010, the council has a general duty to have **due regard** to the need to:

1. **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
2. **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
3. **foster good relations** between people who share a protected characteristic and people who do not share it.

By completing the following questions the three parts of the equality duty will be consciously considered as part of the decision-making process.

Details of the outcome of the Equality Impact Assessment must also be included in the main body of the report.

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

The proposal is set within a very challenging financial context for Bolton Council. Since 2010, Bolton Council has had to find savings of over £100m, as a result of a reduction in central government grants and other income, whilst still being required to set and deliver a balanced budget. In February 2017, following consultation, the Council approved further savings options of £42.5m for the 2017-19 period including £12.5m of departmental savings to be delivered in 2017-18. This proposal forms part of those plans, with the savings outlined totalling £165,000. Despite the necessity to achieve these savings, the Council remains committed to its core priorities of:

- Protecting the most vulnerable in the Borough
- Supporting economic development.

The national and local policy context is also changing. From a national perspective, Sport England launched the 'Towards an Active Nation 2016-2021' Strategy, in May 2016. This represented a shift in policy direction for the world of sport. Its aim is to deliver a cross-England vision that 'everyone in England regardless of age, background or level of ability [should] feel able to engage in sport and physical activity'. The strategy focuses on sustainable benefits that sport can bring to people and society with outcomes focused on:

- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development

Locally the development of the Borough's new Community Strategy - Bolton Vision 2030, the emergence of developing public health priorities linked to the Locality Plan and Public Health Outcomes Framework also provide a context for this review. As a response to this backdrop, Bolton's own newly emerging strategy for physical activity states the following:

"One of the cornerstones of Bolton's Vision is a healthy and active population. In 2030, we want the health and wellbeing of people in Bolton to be as good as anywhere in Greater Manchester, with our residents taking full advantage of a network of organisations and facilities that exist to keep themselves active and healthy. More residents take responsibility for their health, and are able to make informed choices about how to stay well."

And

"This strategy is based on 3 key priorities – firstly, changing behaviours so that healthy lifestyles become the norm in Bolton; secondly, maximising our assets so that we make the most of our skills and resources; and thirdly, delivering as efficiently as possible, recognising that we need to spend every Bolton Pound wisely and for maximum effect."

These newly emerging priorities are central to the principles of this review. The proposals focus on two existing teams – the Sport & Active Living Team and the Get Active Team – whose functions will be merged under a single operational management structure. The current service delivery models for both teams will also be reviewed, in order to better align them to Bolton's new physical activity strategic priorities and to the public health outcomes framework and Locality Plan.

The service delivers a universal offer of positive activities, information, advice and guidance that provides support for all children and young people to meet their life potential, by increasing

engagement, attendance and attainment. For vulnerable young people, the service offers a more targeted model based on early identification of need and referral to specialist services, as well as an outreach service supporting community safety issues. There is also a focus on sport, physical activity and promotion of healthy lifestyles for all.

The Sport & Active Living Team leads on the strategic development of priority sports in Bolton, and is responsible, with partners, for working with National Governing Bodies (NGBs) to complete plans for priority sports. Other responsibilities include providing capacity building support to local sports community clubs and developing a sport talent pathway through to elite sporting opportunity. The focus is also on developing the sporting community workforce, increasing participation in disability sport and access to high quality PE in schools. The team also operates a sports coaching and volunteering register and provides a quality assurance function for schools and partners. The service makes a significant contribution to Bolton's many sporting events and facilities developments e.g. Iron Man, Iron Kids & Bolton's Annual Sports Awards.

The service also delivers support to primary schools through a traded in-school coaching and staff development function, as well as delivering the National Bikeability programme, on a contract from the Department of Transport. The sports offer currently includes the delivery of Outdoor Learning and Adventure (OLA), which is an outdoor education provision offered on a traded basis to support young people's development through outdoor land and water based activity, which link to schemes of work in schools, childcare and youth settings. The service has specialist resources to support this, including mountain bikes, a mobile climbing wall and archery equipment. It also provides access to a classroom and changing facilities for water based activity at High Ridd Reservoir in Horwich. The service also operates the local authority licence for the Duke of Edinburgh Award (DofE) for young people.

The Get Active Team provides public health services that aim to reduce, prevent, and delay the deterioration of health issues for at risk groups of people in Bolton. The service mainly targets the over 45s. Some of the services are directly delivered through the Local Authority and others are commissioned from local providers. Other services are based on clinical pathways through referrals from GPs, and include cardiac rehabilitation and adult weight management. Further services provide wider health benefits e.g. health walks and cycling.

The proposed changes involve a reduction in the current establishment of 12 posts (10.47 FTE), of which 1 post (0.7 FTE is vacant). It is also proposed that 4 new posts (3.67 FTE) be created, meaning a net reduction of 6.8 FTE from the current establishment of 21 posts (19.07 FTE).

More specifically, the proposals include:

- A merger of the management structure of the two teams resulting in a 'Sport & Physical Activity Service', which will lead on the strategic development of an 'all age' integrated health, physical activity and sports offer with the support of partners.
- A reduction in community outreach work
- Active marketing and development to increase income generation from primary in-school coaching
- Changes to a Cycle Instructor post to enable the service to widen the scope of work and provide the service with greater flexibility to meet demand
- The cessation of all Council delivered outdoor learning activity due to an inability to meet income targets. The Council will look to work with local partners to develop an exit strategy for this function.
- Realignment of the Get Active Team to focus on physical activity using a population approach to ensure that people across the life course who are inactive are supported to

become active. This will require partnership working with other agencies and organisations and will allow for a more effective alignment within Health and Social Care Integration/Locality Plan.

- Integrate the Let's Get Active tool/Get Active website into the People Services Departmental plan, for further digital integration and associated savings.
- Disposal of some service assets and a reduction in cash limited budgets.

The final proposals, having taken account of feedback received during consultation, do not include any significant changes.

2. Is this a new policy / function / service or review of existing one?

This is a review of existing services. Previous reviews of the services have included:

- The integration of Youth, Play and Sport under a single Head of Service, strengthening opportunities for joined- up services, sharing of resources and facilities and reducing duplication.
- The development of the Outdoor Learning & Adventure team and In-school coaching team into a fully traded delivery model, mainly reliant on the provision of services to local schools.
- The recent integration of the Get Active team into the above management structure.

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

- Service users
- Staff in the two teams and their trades unions
- Partners in the public, private, and voluntary and community sectors.

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

Anticipated positive outcomes include:

- The review provides an opportunity to refocus services within a changing national and local context and enable the Council to work more strategically with partners to meet Bolton's physical activity strategic goals.
- Re-aligned services will enable more focused work with groups in greatest need of support.
- A cessation of uneconomic traded services and an expansion of successful traded services.
- Increased flexibility of staffing to maximise skills and resources and deliver outcomes as efficiently as possible
- Savings of some £165,000 will be released to support the Council to set a balanced budget.

Anticipated negative outcomes include:

- Due to a reduction in the establishment, it is expected that there will need to be a re-focusing of work with voluntary sports clubs, groups and individuals.
- A reduction in capacity to support borough-wide sporting events.
- An on-going reliance on external funding may become a risk in the long term, should funding streams change or end.

5. What, if any, cumulative impact could the proposal have?

The service areas are managed under a single Head of Service, as part of a wider team including the Youth & Play Services, Get Active and Sport/Active Living Teams. This review examines the Get Active and Sport/Active Living Teams only. The Youth & Play Service will form part of a separate review that will report in due course. Attention will need to be given to the synergy between all the teams.

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

Consider:

- How to avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- How to **advance equality of opportunity**. This means considering the need to:
 - Remove or minimise disadvantages suffered by people with protected characteristics due to having that characteristic.
 - Take steps to meet the needs of people with protected characteristics that are different from people who do not have that characteristic
 - Encourage protected groups to participate in public life and in any other activity where participation is disproportionately low
- How to **foster good relations**. This means considering the need to:
 - Tackle prejudice; and
 - Promote understanding between people who share a protected characteristic and others.

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
IMPACT ON SERVICE USERS			
Race (this includes ethnic or national origins, colour or nationality, and caste, and includes refugees and migrants; and gypsies and travellers)	It is not anticipated that there will be a potential for differential impact on the grounds of race.	With regard to all the groups identified in this assessment, it should be noted that this proposal is driven by the corporate and departmental needs to significantly reduce	Final proposals have been informed by feedback from the consultation. Staff savings have been identified in a manner which seeks to minimise the impact of reduced staffing on front line

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
		<p>spend in line with national budget reductions and the need to set a balanced budget.</p> <p>We will, however, always seek to provide service users with the support they need in the most cost effective way possible.</p>	delivery and to protect front line expertise.
Religion or belief (this includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief)	It is not anticipated that there will be a potential for differential impact on the grounds of religion.	See comments above under race.	See comments above under race.
Disability (a person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities)	<p>The service has a long and successful history of involvement in and promotion of disability support. This will continue under the proposals and so it is not anticipated that there will be a potential for differential impact on the grounds of disability.</p> <p>Concerns were expressed in consultation about the loss of the OLA service, which had been used by the Daytrippers group of parent carers of children and young people with disabilities.</p>	<p>With regard to all the groups identified in this assessment, it should be noted that this proposal is driven by the corporate and departmental needs to significantly reduce spend in line with national budget reductions and the need to set a balanced budget.</p> <p>We will, however, always seek to provide service users with the support they need in the most cost effective way possible.</p>	<p>Final proposals have been informed by feedback from the consultation.</p> <p>The Council will support the Daytrippers group in finding alternative providers. Staffing support for future trips may also be possible thought the experienced disability team in the youth service, subject to further discussion.</p> <p>Cardiac rehabilitation work is subject to an on-going review with the Bolton Clinical Commissioning Group (CCG) and the work is well received.</p>

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
	Feedback from consultation led to the development of a number of service delivery options, for instance in relation to weight management and cardiac rehabilitation.		Get Active - Special weight management (SWM) Local physical activity partners have committed as part of the consultation, to coordinate with the FT to support this service in the future.
Sex / Gender	<p>The Health Survey for England¹, when examining rates of physical activity between male and female respondents, identifies that 67% of men and 55% of women in the general population meet government recommendations.</p> <p>The same survey showed that a higher proportion of boys than girls aged 5-15 (21% and 16% respectively) were meeting guidelines for children and young people.</p> <p>There is also considerable evidence pointing towards a higher level of drop-off in sports and physical activity participation in girls following the end of Key Stage 4.</p> <p>Any service reduction, therefore, has a potential to have a greater impact on girls and women.</p>	This gender imbalance in participation in sports and physical activity is not simply a local issue. It has been evidenced nationally over many years.	Bolton services already do work with girls and women to address this gender imbalance in physical activity e.g. This Girl Can Project. Similar work will continue under the proposals and re-aligned services will enable more focused work with groups in greatest need of support.

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
Gender reassignment / Gender identity (a person who's deeply felt and individual experience of gender may not correspond to the sex assigned to them at birth, they may or may not propose to, start or complete a process to change their gender. A person does not need to be under medical supervision to be protected)	A study by the National LGB&T Partnership ² , found that 64% of LGBT people who identified as something other than male or female (e.g. gender fluid) were not active enough to maintain good health. Transgender people overall were also less likely to be meeting physical activity guidelines, with 60% not reaching the recommended levels. Any service reduction, therefore, has a potential to have a greater impact on Transgender people or those who identify as other than male or female.	This difference in levels of physical activity is not just a local issue.	Bolton services are fully inclusive and work with clubs and voluntary organisations to support them on their inclusion policies. Similar work will continue under the proposals and re-aligned services will enable more focused work with groups in greatest need of support.
Age (people of all ages)	<p>The services affected cover all age ranges although the Sport and Active Living Team focuses mainly on 5-19 year olds and the Get Active Team focusing largely on adults aged 45 plus. It is not anticipated, therefore, that there will be a potential for differential impact on the grounds of age.</p> <p>Fears were expressed by schools and church groups about the potential loss of the Duke of Edinburgh award.</p>	<p>With regard to all the groups identified in this assessment, it should be noted that this proposal is driven by the corporate and departmental needs to significantly reduce spend in line with national budget reductions and the need to set a balanced budget.</p> <p>We will, however, always seek to provide service users with the support they need in the most cost effective way possible.</p>	<p>See comments above under race.</p> <p>The proposed new service will aim to enable a population approach to ensure that people across the life course who are inactive are supported to become active.</p> <p>The Duke of Edinburgh Award scheme will support the future sustainability of the award. It will allow school DofE centres to become self-sufficient with support from DofE North. This proposal has worked successfully in other areas.</p>

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
Sexual orientation - people who are lesbian, gay and bisexual.	<p>A study by the National LGB&T Partnership¹, published in February 2016, raises concern about levels of physical activity amongst the LGBT community. A survey of nearly 1,000 LGBT people living in England was undertaken, asking both about sport, participation and other physical activity. Key findings of the survey include the following:</p> <ul style="list-style-type: none"> • 55% of LGBT men were not active enough to maintain good health, compared to 33% of men in the general population • 56% of LGBT women were not active enough to maintain good health, compared to 45% of women in the general population <p>Any service reduction, therefore, has a potential to have a greater impact on LGBT people.</p>	<p>This difference in levels of physical activity is not just a local issue.</p>	<p>Bolton services are fully inclusive and work with clubs and voluntary organisations to support them on their inclusion policies. Similar work will continue under the proposals and re-aligned services will enable more focused work with groups in greatest need of support.</p>
Marriage and civil partnership (Only in relation to due regard to the need to eliminate discrimination)	<p>It is not anticipated that there will be a potential for differential impact on the grounds of religion.</p>	<p>See comments above under race.</p>	<p>See comments above under race.</p>

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
Caring status (including pregnancy & maternity)	<p>It is not anticipated that there will be a potential for differential impact on the grounds of caring status.</p> <p>Some concerns were raised by parent carers of disabled children from the group Daytrippers, who had benefitted from the use of the OLA Centre.</p>	See comments above under Disability.	See comments above under Disability.
Socio-economic	It is not anticipated that there will be a potential for differential impact on the grounds of socio-economic status.	See comments above under race.	See comments above under race.
IMPACT ON STAFF			
<p>As staff costs form the majority of the controllable revenue operating costs, most of the savings will need to come from this area. This inevitably means that a review of the staff establishment and roles within it is required in order to deliver the savings. Implementation of the new service model will require a service restructure, including proposed redundancies.</p> <p>The potential reduction in staff posts will be managed in accordance with Council policy, and may be offset by a number of positive measures including:</p> <ul style="list-style-type: none"> • 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 other vacant posts within the department or the Council as a whole. <p>We have sought to reduce the impact of these proposals on staff by deleting posts which are already vacant wherever possible. This proposal also includes potential for those currently holding posts proposed for deletion to apply for a number of new posts.</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>			

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what? List any adverse impacts identified from data or engagement:	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
Please provide a list of the evidence used to inform this EIA, such as the results of consultation or other engagement, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.	<p>¹ <i>Health Survey for England 2012: Health, social care and lifestyles</i>, The Information Centre: Leeds, 2013 http://content.digital.nhs.uk/catalogue/PUB13218</p> <p>² <i>Lesbian, Gay, Bisexual & Trans People and Physical Activity: What You Need To Know: The National LGB&T Network</i> https://nationallgbtpartnershipdotorg.files.wordpress.com/2016/02/lgbt-people-and-physical-activity-what-you-need-to-know.pdf</p> <p>³ <i>Sport, Physical Activity & LGBT: A Study by Pride Sports for Sport England 2016.</i> https://www.sportengland.org/media/11116/pride-sport-sport-physical-activity-and-lgbt-report-2016.pdf</p>		

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"/>
Positive impact for one or more groups justified on the grounds of promoting equality - proceed	<input type="checkbox"/>
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	<input type="checkbox"/>
The EIA identifies actual or potential unlawful discrimination - stop and rethink	<input type="checkbox"/>

Report Officer

Name: Chris McIver

Date: 15th December 2017

Departmental Equalities Lead Officer

Name: Kevin Durkin

Date: 14th December 2017
