

Report to: Cabinet

Date: 28th January 2013

Report of: Director of Children's and Adult Services

Report No:

Contact Officer: Dr. John Livesey, Assistant Director of Children's and Adult Services

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Report Title: **Proposed Review of the Youth & Play (5-19) Service – Post Consultation Report**

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(Confidential Not for Publication)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:

To set out the results of a consultation on proposals to redesign and reorganise the Council's Play & Youth (5-19) Service teams to take into account a reduction in funding from 2013/14 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 Children's Services.

Background Doc(s):

Report to the Executive Cabinet Member: The Deputy Leader 17th September 2012: *Proposed Review of the Youth & Play (5-19) Service*

Summary:

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

Appendix 1 Consultation Log: Summary of Consultation Responses and Proposed Changes

Appendix 2 Formal Trade Union response to the proposals

Appendix 3 List of organisations and individuals consulted

Appendix 4 Equality Impact Assessment

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

1.0 Executive Summary & Background to the Review

- 1.1 At its meeting on the 3rd September 2012, the Council's Cabinet approved the start of consultation on a programme of savings totalling £35.6m over the years 2013/14 and 2014/15. As part of the Council's overall savings of £35.6m, the savings target for Children's Services is £5.5m.
- 1.2 On 17th September 2012 the Executive Cabinet Member – the Deputy Leader together with the Executive Cabinet Member - the Leader (on 1st October 2012) approved a report setting out proposals for a review of the Council's Play & Youth (5-19) Service teams for consultation with Trades Unions, staff and service users.
- 1.3 The review of Youth and Play Services set out proposals for savings in three areas:
 - Buildings
 - Activity and other budgets
 - Staffing
- 1.4 In its September 2012 budget report at Appendix B, Children's Services savings, the council identified a £600,000 saving for this service area. The financial saving resulting from these proposals equates to £550,000 of that target, which equates to approximately 25% of the current Youth and Play Service budget.
- 1.5 **Buildings savings:** To minimise the impact on front line delivery, savings have been identified from the more efficient use of Youth and Play Service buildings.
- 1.6 Final proposals still include the shared use of buildings with voluntary sector organisations, lease agreements with other users and further reductions in building costs. It is important to note that this final report contains no proposals for the closure of any operational Youth and Play Centre buildings.
- 1.7 **Activity and Other Budgets:** In addition to more efficient use of buildings a number of other operational savings have been identified. These include:
 - A reduction in the operational budgets available to the service.
 - In house delivery of the facilities management of Castle Hill Young People's Centre, the Department's largest Youth and Play Centre. This is currently delivered through an informal management arrangement with Serco.
 - An income generation target for Castle Hill Young People's Centre.
 - A reduction in the number of additional play and youth sessions delivered during the school holiday periods. These sessions are delivered by casual staff employed on an annual basis for the school holiday period. It is, however, important to note that summer provision for children and young people with disabilities will be protected.

- 1.8 **Staffing:** As the largest element of the Youth and Play Service budget is staffing, it is inevitable that the total number of posts within the service will need to be reduced in order to meet the required savings target.
- 1.9 The final proposals for staffing reductions are unchanged from those set out in the consultation and represent a total reduction in the staff establishment by 12.95 FTE from 60.81 FTE. The majority (11.45 FTE) of posts proposed for deletion are currently vacant.
- 1.10 Staff savings have been identified in a manner which seeks to minimise the impact of reduced staffing on front line delivery. As far as possible, staffing reductions will be achieved through the deletion of vacant posts. The final proposals include:
- A reduction in the number of central management and strategic posts.
 - The deletion of a number of vacant play and youth worker posts.
 - The deletion of one vacant post from the Targeted Youth Support Team.
 - The deletion of one vacant post from the Sport, Health and Inclusion Team.
 - The deletion of vacant support posts
- 1.11 It is also important to note that these final proposals relate only to the Council's in-house Youth and Play Service. The Council provides financial support to voluntary organisations and savings in this area is subject to a separate review and are therefore excluded from the scope of this report.
- 1.12 There are no further structural changes proposed as a result of consultation, however during the implementation phase a number of group discussions will take place with the Trade Unions to work on areas such as qualifications, formal supervision and training for staff.
- 1.13 This report sets out results of the formal consultation process, addresses the key issues and contains the final proposals for final approval by the Cabinet.

2.0 Consultation Process

- 2.1 Coinciding with approval of the consultation report by the Deputy Leader on September 17th 2012 "at risk" letters were issued to all affected staff. Formal consultation on the proposals was extended by two weeks at the request of the trade unions and expired on Friday 14th December 2012.

- 2.2 Key elements of the formal consultation have included:

2.2.1 Trades Unions:

- Regular consultation meetings with minutes uploaded;
- Responding to specific requests for information from the trades unions;
- Access to all job descriptions and person specifications as requested;

2.2.2 Staff:

- Three formal joint briefing sessions and presentations for all youth and play staff were held on 25th, 26th & 27th September 2012.
- Formal briefings for Targeted Youth and Sport Development staff teams were held on 30th November 2012.
- A staff consultation pack containing, in addition to some of the things listed below, the original report to the Executive Cabinet Member – the Deputy Leader; a draft timetable; details of support for staff; and a comments and questions form;
- A dedicated email address to contact the project team;
- Weekly updates to the log shared with unions (See Appendix 1);
- Individual meetings with all members of staff attended by HR and/or trades unions representatives where required;
- 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;

2.2.3 Customers and Other Stakeholders (listed at Appendix 3):

- Briefings for key stakeholders; including North West Regional Youth Network (membership from all North West local authorities) & Play Network (30 members), and Bolton's 3rd sector Children & Young People's Forum (47 local members).
- A consultation briefing with young people through Bolton's Youth Council:
- Analysing feedback from staff and customer questionnaires.

3.0 Key issues Raised Through Formal Consultation

3.1 The formal trades union response to the proposals is set out in full at Appendix 2. In summary, the main issues raised in that response are:

- The trade unions raised a concern regarding the consultation with staff in the Targeted Youth Service and Sport Development Teams about the proposed deletion of vacant posts from these services. Unions felt that staff in these teams had not been given sufficient opportunity to consider the impact of the deletion of these posts on their workload. To rectify this, separate consultation meetings were held with staff in each team to share the proposals with them

and to seek their views. The consultation period was also extended by a period of two weeks to ensure that staff and trade unions had sufficient time to respond to the consultation.

- Trade unions raised a concern that the number of agency staff currently being used in the service was high. It was explained that agency staff were covering vacancies in the service that would be deleted as part of the proposals and that the use of agency staff would diminish as part of the implementation of the final proposals.
- Trade unions expressed concern that the training and development opportunities available to youth and play workers were not formalised and not clear to staff. Whilst this issue is not directly related to the redesign of the service it was agreed that a working group would be established following the implementation of the review. This working group will identify and document the mandatory training that staff at different grades will be required to undertake and will also identify the 'desirable' training and development pathway that should be available to staff. It was stressed during the consultation with trade unions that this 'desirable' training would only be available to staff if sufficient resources were available to fund it.
- A number of issues relating to the personal circumstances of individual members of staff were also raised and have been dealt with appropriately.

3.2 Appendix 1 sets out a comprehensive summary of each of the issues raised during consultation, including matters raised at the regular consultation meetings. Appendix 1 also incorporates, for the sake of setting out a comprehensive response to the consultation, the proposed response to what was said by individuals and teams during personal meetings, staff briefing sessions and on the proforma issued with the Staff Consultation Pack.

4.0 Proposed Changes Arising

4.1 Issues raised during consultation have been considered carefully and issues relating to the personal circumstances of individual staff members have been noted and resolved where possible. However, the final proposals remain unchanged from those set out for consultation in the report to the Executive Member the Deputy Leader on 17th September 2012.

5.0 Implications of Expressions of Interest in Voluntary Redundancy and Other Flexible Working

5.1 The **total** combined impact of the proposals is a reduction in the staffing establishment of 17 posts (12.95 FTE) the majority (11.45 FTE) of which are vacant, from the current 113 posts (60.81 FTE) within the service.

- 5.2 Currently 1 person at risk of redundancy (1 FTE) has expressed their interest in taking voluntary early retirement. Since having received their individual estimated figures for pension and redundancy, at the time of publication of this report they have confirmed, without prejudice, their wish to leave. This subsequently reduces the number of potential redundancies from 2 to 1.
- 5.3 Implementation is proposed to commence on approval of this report and it is anticipated that full implementation will be complete by 1st April 2013.

6.0 Equality Impact Assessment

- 6.1 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
- 6.2 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 4.
- 6.3 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 equality screening which was completed on the initial review options, and summarises the stakeholder consultation which has been completed as part of this review.
- 6.4 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.
- 6.5 The equality considerations are set out in more detail in the Equality Impact Assessment at Appendix 4. Should the proposals be approved by the Executive Cabinet Member, they will be kept under review as part of the overall budget process.

7.0 Recommendations

7.1 The Cabinet is recommended to:

- (i) Approve the final proposals; and,
- (ii) 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 Children's Services.

Appendix 1: Consultation Log: Summary of Consultation Responses and Proposed Changes

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

Ref*	Consultation Response	Comment and Proposed Change
* U = response and comments made as part of the formal consultation process by the Trade Unions S = additional comments made by individuals YP = young people queries (Youth Council Consultation)		
U	Asked whether lists of staff affected by the review can be distributed to unions.	A list of staff was sent to the unions.
U	Requested a further breakdown of non-staffing costs.	The requested breakdown was sent to Unions.
U	Job descriptions were requested so that unions could consider the proposals in more depth.	Job descriptions were sent to the Unions.
U	Requested clarification around the fixed term contracts that were proposed to become permanent.	A list of affected staff was provided to the trade unions. It was confirmed that the staff included in this group are directly employed by the Council and are not agency staff.
U	A structure chart of the management in the service was requested.	The trade unions were directed toward the structure charts included in the appendices to the consultation report.
U	It was asked whether the site manager post had been missed in the review.	Unions were directed towards the list of staff included within the finance tables contained in the consultation report. The site manager post is included in the pre- and post-review staffing list and no changes to this post are proposed.
U	Why are the running costs of the Harvey building shown as £0	It was confirmed that these costs are included within the budget for the children's centre and do not come out of the youth budget as the play service is hosted by the children's centre.
U	The use of the Targeted Youth Support building was questioned.	Although the Targeted Youth Service has already moved out of their old building, the Council's lease does not run out until December 2012. The building is in use by some voluntary groups. This is an arrangement between Bolton at Home, who are the owners of the building and these groups.

Ref*	Consultation Response	Comment and Proposed Change
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U	The Trade Unions asked whether a 90 day consultation period would be required as the presentation highlighted 100 members of staff involved in the review.	It was confirmed that fewer than 100 staff were placed “at risk” in this review. In line with the Council’s Restructure Procedure, where fewer than 100 staff are facing redundancy, the minimum period of consultation required is 30 days. However, it was highlighted that the Council has chosen to undertake SaE review consultation for a minimum of 60 days and this has been applied. Moreover, at the request of trade unions the consultation was extended by a further 2 weeks.
U	The Trade Unions queried the management structure for youth workers and whether it would be appropriate for youth workers to be managed by non-youth work staff.	It was clarified that there would be no changes to who the youth workers are managed by. Legal advice had been sought in past reviews and management issues had been clarified previously.
U	Whether existing Youth Workers will be offered the extra hours that are vacant.	Yes – management to obtain approval for an internal advert after the review.
U	Asked for a breakdown of recent and proposed recruitment of Youth Workers.	This was provided. It was noted that there are too many vacancies at the moment to approve VER requests.
U	The Trade Unions asked to look at training for Youth Workers and developing a plan.	It was agreed to work through this with Unions, after the implementation of the final review proposals. Management noted they would have two blocks 1. for mandatory training and 2. for desirable training. It was noted that the desirable training would only be possible if sufficient funding was available for this.
U	Problems have been encountered with delays in providing safeguarding and first aid training for some individual members of staff.	These were followed up by the service management and resolved during consultation.
U	Concerns that posts are being taken from other services to solve a problem in youth and play without teams being consulted first.	To ensure that staff in the Targeted Youth Service and the Sport Development Team were provided with an opportunity to provide feedback on how the deletion of posts might affect their services, extra briefings sessions for these teams were arranged. Furthermore, the consultation was extended by a further two weeks to provide sufficient opportunity for staff to respond to the consultation. It was also noted that the deletion of vacant posts in these services was preferable to the deletion of further youth and play worker posts and the potential for the redundancy of staff in these jobs.
U	Job Description for the Development & Provision Worker was queried with regards to the age range it covered and the face to face work.	It was confirmed the age range was unchanged to what staff are working with now, and the amendments are to incorporate their current work into their job description. No change to reporting lines or responsibilities.

Ref*	Consultation Response	Comment and Proposed Change
<p>* U = response and comments made as part of the formal consultation process by the Trade Unions S = additional comments made by individuals YP = young people queries (Youth Council Consultation)</p>		
U	Asked for the old job descriptions so comparisons can be made.	These were sent through.
U	Requested clarification of what has changed in the job description which has resulted in a change of grade.	Management advised this was to do with managing of staff and premises. The job descriptions have been evaluated.
U	Asked for a breakdown of overtime and agency staff.	Sent through, the overtime figures include the summer programmes.
U	The Trade Unions requested a further breakdown of staff on fixed term contracts – number of hours, since when, why etc.	The Trade Unions clarified they are not happy with this situation and that it should have been picked up in the last review. The Trade Unions are happy to close this now as long as it doesn't happen again.
U	Members had queried the links with Staying Safe and whether the services could work more closely together to help vulnerable young people, and raised the profile of what is offered.	Management noted that this work is covered in Bob Horrocks' team however, acknowledged there could be more work done on this. Management are happy to liaise with Bob Horrocks further.
U	Members have expressed concerns that buildings are not being utilised in a way that is cost effective, including The Orchards and Fox Street. Why are we spending money on keeping these buildings open when we could be protecting jobs?	It was clarified that a key element of this review was the retention of the existing youth centres across the Borough. Steps are also being taken to secure savings related to the building costs for each centres. For example, the service is exploring whether a school may begin to use Fox Street for some of its curriculum and out of school provision. Management would further welcome ideas from staff on how to better utilise the buildings.
U	Requested further information on the proposals for Castle Hill and what would happen if the income target wasn't met.	Looking to generate income by increasing the use of the Centre and by an appropriate charging mechanism for groups making use of the building. Management also outlined the proposals to take back the running of this facility from SERCO.
U	Query what would happen if John Holt didn't transfer	It was clarified that work was underway to transfer John Holt and that this should happen. However, if the building did not transfer then this would have to be considered in the round with the rest of the service budget at the end of the 2013/14 year
U	With regards to the management posts, the Trade Unions requested that management consider combining the Development Provision Worker (Grade 6) with the part time Manager (Grade 8) to create a full-time post.	Management confirmed there is no scope to merge the posts as the roles are too different. However, it was noted that one person could do two 0.5 posts – under two separate contracts.

Ref*	Consultation Response	Comment and Proposed Change
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U	07/12/12 – The Trade Unions do not agreed that the 0.5 management post is a suitable alternative for a manager displaced form a full time post.	It is agreed that the 0.5 post is not a suitable alternative for a member of staff displaced form a full time post.
U	The Trade Unions requested details of selection process for reduction in Manager posts	HR confirmed that there will be an interview process if there are more staff than posts.
U	The Trade Unions questioned whether the funding is distributed fairly between centres.	Management confirmed that, levels of deprivation and areas in most need are constantly reviewed to ensure that the right amount of funding goes to the right centre.
S	Request for additional increment for a number of staff moving up a grade	Staff were advised there is Corporate agreement that if this is the case we would allocate <u>one additional increment</u> . Thus <u>if you were at the top of grade 5 which is pt.25</u> (£21,519 FTE), and which is also the bottom of grade 6, you would be allocated one additional increment and subsequently move to point 26 (£22,221 FTE), from the implementation date of the review.
S	Staff queried the transfer of John Holt Youth Centre and its progress.	The transfer is still progressing under the management of Corporate Property.
S	We would like to request that the cuts to casual worker recruitment / the summer programme do not come into effect until 2014 as planning would need to start during the approval period for the final report and it would leave us with limited time to organise an effective summer programme / recruit staff	The review will be implemented from April 2013. This will mean that the number of sessions that will take place during the summer programme for 2013 will be reduced and the number of casual staff recruited will also be reduced. It will not be possible to continue to operate the summer programme at the current level due to budgetary constraints. Mitigation from other funding is being sought to supplement a programme of Summer activity for 2013
S	We feel strongly that there is a need for training for staff generally in relation to the issues young people are presenting with and also for team leaders specifically about developing their role with stakeholder / friends of groups	This is accepted and as discussed above a group will be formed following the implementation phase to consider further recommendations.
S	We would question whether the removal of line management responsibilities is in effect going to leave our roles vulnerable in the future with parts of this being delegated to staff at lower grades	This comment is acknowledged, however line management responsibilities are not being removed.

Ref*	Consultation Response	Comment and Proposed Change
<p>* U = response and comments made as part of the formal consultation process by the Trade Unions S = additional comments made by individuals YP = young people queries (Youth Council Consultation)</p>		
S	We would request that the council formally removes the operation of groups running as 'management committees' alongside youth clubs who actually have no management responsibility and are more a community stakeholder group to encourage local people to take responsibility for seeking funding, community links etc.	This issue relates to the general operation of the service and is not an issue that is affected directly by the review. Whilst it is appropriate that community groups and service users be consulted on the operation of the clubs, it is agreed that they should not assume responsibilities for any aspect of the management of the service.
S	Given some of the big issues coming through for children & young people we would request that consideration is given to identifying funding for project / issue based work to be delivered through youth centres around topics such as sexual exploitation but also to allow us to continue to develop young volunteers/ young people who show a commitment to centres or other young people in terms of providing them with personal development / supporting self-esteem etc.	This comment is welcomed and will be considered further during the implementation phase.
YP	Young People suggested that at Centres such as Castle Hill with its capacity that we bus young people to it to make good use of the centre as it is one of the most expensive centres to run.	This will be considered in the forthcoming Castle Hill report.
YP	Young people commented on how surprised they were about how little the review was going to have an impact on the youth of Bolton	This is welcomed.
YP	Young People agreed with the approach of deleting vacant posts and instead of closing youth centres.	This comment is welcomed.
YP	Young people asked about how the council have made the decisions on which youth centres sessions have been reduced.	Management outlined that the closures over Summer would be to 50% of the additional programme as per the original consultation report.
YP	The Young People asked about who the council had consulted with about reducing provision.	Management confirmed that the report in question was the consultation process and outlined those consulted listed at Appendix 3.

Appendix 2: Formal Trade Union response to the proposals



Unisons response to Youth & Play (5 – 19) Service Review

Consultation with Trade Unions on the review Youth & Play (5 – 19) Service commenced on the 21st September 2013 following the approval by the Deputy leader of the Cabinet of the report dated 17th September 2012.

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

Unison has had 3 member meetings and had 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 and was also available to have further discussions in relation to the information provided.

Management Proposal

As part of the overall savings target of £35.6m, the saving target for Children's Services is £5.5m. The proposed savings set out in the report equal £550,000. This equates to £25% of the current Youth and Play Service budget. The review of Youth and Play report proposes savings in Buildings, Staffing and Activity and other budgets.

Unisons response

The proposed impact on the staffing is a reduction of 12.95 FTE from a work force of 68.81 FTE.

The proposal outlines a reduction in the team leader posts from 3 to 2.5 to represent the reduced workload in the west area of Bolton. Through consultation management accept the 0.5 post is not a suitable alternative post, therefore 1 manager will be redundant. It is of particular concern at the moment as one of the managers is absent from work, and Unison would like reassurances that management will proceed with caution, if the individual is still absent from work ensuring there is not a clash with timescales for redundancy selection interviews.

Deletion of posts from other service groups

In relation to the deletion of one vacant post from the Targeted Youth Team, Unison expressed concern that there was no proposal to consult with the Targeted Youth Support Team in the original report, yet it was evident that the deletion of this post

would have some impact on the capacity of the Targeted Youth Team. Management and Unison have consulted with the Targeted Youth Team and

Management rational and position on this was as follows:-

' This review does not propose any significant changes to the Targeted Youth Support Service as it specifically targets vulnerable young people; however there is currently one vacancy (Grade 7/1 FTE) of a Targeted Youth Support Worker and it is proposed that this be dis-established, reducing the team from 9 to 8 support worker posts.

The post is currently covered by an agency worker until 31st March 2013 at which time it is proposed that the agency arrangement will end and the capacity of the team to manage their case load will be reduced by around 12-15 young people. Young people exit the caseload regularly in a 'roll-on/roll-off' process, and the reduction in capacity will be achieved as such by then.

It is acknowledged that the current 'Family First/Troubled Families' work will impact on the work of this team and it is recognised that the experience of the team will be valuable in driving the initiative forward. As such a business case is proposed to be developed to bring some short term additional capacity in to the team for a period of one year initially, to support their contribution to this work.'

Members in this team feel this would be an acceptable way forward if the post is for the duration of the 'Family First' project, with an informal service review when the temporary post is being deleted. There is a worry from team members their work, whilst not statutory, clearly has a positive impact on reducing the number of young people entering into the Youth Offending Service. This is high on the political agenda at this present time, and so ANY reductions in staffing within this team, at this current time would be strongly objected to.

In relation to the deletion of one vacant post from Sport Health and Inclusion Management rational and position on this was as follows:-

There is currently a Sports Development Officer vacancy (Grade 6/1 FTE) and it is proposed that this be disestablished reducing the team from 10 to 9 posts. The post is an area development worker and the post is currently covered by a short fixed term contract arrangement until 31st March 2013.

The deletion is proposed as the focus of the work has changed. The FTC post is concentrating on promoting disability and inclusion in sport rather than a purely area based role, and it is proposed that external funding be sought to create an additional post to enable work in this priority area to continue.

In the meantime at 31/03/13 the fixed term contract Sports Development Officer will end and it is proposed that the area development work be shared between the other two area development workers, but with an acknowledgement of reduced capacity. This reduction in capacity will be managed by the Team's Manager in consultation with team members.

There is also an historic 'secondment' arrangement in the team which occurred when a senior member of the team left. A Grade 7 member of staff has been acting up

into the vacant Grade 8 post for a period of two years, and the Grade 6 member of staff (substantive post holder of the Sports Development Officer role) is currently seconded to backfill the Grade 7 post for a period of one year.

To resolve this situation and allow the deletion of the Grade 6 post, it is proposed to undertake a ring fenced recruitment process within the existing team, due to the nature of the current arrangement and the sport-specific technical expertise that is required for the 2 posts to be recruited to effectively.

Unison welcomes consultation, with regards to ensuring the initial post is not a 'suitable' alternative for a current redeployee. As yet this piece of work has not taken place.

Agency staff and Fixed Term contracts

There are currently a number of posts being covered by agency staff, Unison have been assured by management that these posts will be either deleted or advertised initially internally at the end of the implementation period. Unison are aware that following the review of Youth and Play in 2010 many part time youth workers and Play workers were granted voluntary severance and retirement as a result of this agency staff have been covering these posts. There is also approximately 46 fixed term contracts, which the department will now make permanent. Hours have ranged from 6 hours to 37 hours.

Youth Service

There is currently no youth work career pathway in Bolton that could lead to a professional qualification in youth work, practice. Therefore there is no incentive for voluntary staff to become part time sessional youth workers. It is also apparent that since 2010 the Play Service has significantly increased, whilst youth provision has diminished.

Management have agreed to explore professional development in both Youth and Play by engaging staff and Unison in exploring the professional development of all staff. We greatly welcome this move, and feel whilst it offers the professionalism status, youth workers should be afforded, it in turn offers the young people of Bolton, a commitment to provide a quality provision, and one that should be celebrated.

Activity and other Budgets

Management propose a reduction in the number of additional Youth and Play sessions delivered during the school holiday period. These sessions are staffed predominantly by casual staff, this reduction is necessary to divert any financial impact on core provision.

Over the consultation period concerns have been raised in relation to the feasibility of some school holiday and residential activity's, Whilst management have provided

the finer details of these activities, it is clear that under the current financial climate, these activities in the scheme of things are a luxury that we can now ill afford. Unison trust managements explanation the particular recent trip which was identified has been planned for last year, and welcome management assurances that given the financial constraints these activities will only be funded in the future by external grants in relation to activity and staffing costs.

It is also reassuring, that future activities and residential trips will face greater scrutiny, with a commitment from management to ensure these budgets are continued to be spread out fairly amongst Youth and Play services alike.

Buildings

We understand, the buildings aspect of the proposals will take a little longer to achieve the savings, and we look forward to working with management on the different aspects of the proposals.

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 priorities 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.

It is the council's duty to ensure, in these difficult financial times, .that we do not take on liability of staff on fixed term contracts without a clear and transparent plan. If the council needs are such and the needs are justified, Jobs should be recruited to, ensuring opportunities are offered to staff who may well be 'At Risk' within the council or then externally, to try to support the economic prosperity of our town.

Andrea Egan
Assistant Branch Secretary
Bolton Unison.

Appendix 3: List of organisations and individuals consulted

Formal Consultation started at 9.00am on Monday 17th September 2012 and ended after a 12 day extension at 5.00pm on Friday 14th December 2012

Consulted People and Organisations	Response
Youth & Play Service Staff Team - 25 th , 26 th & 27 th September 2012	2 comments received and included and responded to in Appendix 1 above
Targeted Youth Support Staff Team - 30 th November 2012	Included in formal Trade Unions Response at Appendix 2
Sport & Active Living Staff Team - 30 th November 2012	No formal response received
Trades Unions - GMB & Unison	Regular meetings & Log. Formal response received (Appendix 2)
Young People's Consultation – Bolton Youth Council – 2 nd October 2012	Response received in body of report above
Lead – North West Regional Youth Work Unit – Briefing (2 nd October 2012)/circulation of consultation email to members	No formal responses received
Lead – North West Regional Playwork Unit - Briefing (2 nd October 2012)/circulation of consultation email to members	No formal responses received

Appendix 4: Equality Impact Assessment

Part 1: Screening Form

Title of report or proposal: Review of Youth & Play (5-19) Service

Department:	Children's Services
Section/SIAP unit:	Policy, Performance & Resources
Date:	January 2013

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:

To seek approval for the redesign and reorganisation of the Council's Play & Youth (5-19) Service teams, to take into account a reduction in funding from 2013/14 onwards.

The proposals as set out in this report indicate a potential overall reduction in staff establishment by an estimated 12.95 FTE from 60.81 FTE (11.45FTE are vacant). These proposals would also result in a reduction or ceasing of some activity and change in service delivery. Further details of this are stated in the report.

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

- Staff and their Trade Unions
- Customers (young people & parents)
- Partner organisations

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

This review of the Youth and Play Service will take in to account savings under three key areas: People, Places & Functions.

This will be achieved through the following - Staffing:

- Reduction in service management (by 0.5 FTE).
- Deletion of 1 vacant Youth worker post (0.38 FTE).
- Deletion of all vacant Playworker posts (12 posts, 9.16 FTE).
- Deletion of vacant attendant/sports/and targeted youth posts (2.41 FTE).
- Disestablish Development Lead post (1 FTE).
- Redesign of a number of other front line posts, reviewing all fixed term contracts and creation of front line capacity to support in house volunteering.
- Creation of an additional development/capacity worker for the west of the borough (0.5 FTE).

A significant amount of the savings from staffing will be found by removing vacant posts.

Building savings: a number of options are proposed, including better income generation, lease agreements with other users and further reductions in costs.

Other functional savings are proposed:

Redesign of building management, programme and usage of Castle Hill Young People's Centre (this proposal will be the subject of a future detailed report to the Executive Cabinet Member)
There will also be an income generation target for Castle Hill Young People's Centre put in place.
Reduction in operational budgets

It is recognised that there will be an impact on the level of play and youth service delivery that is delivered by the Council's in house services as set out in the original proposals for consultation but, in line with agreed corporate and departmental principles, the impact on front line delivery, staffing and vulnerable young people will be minimised wherever possible. We anticipate that the capacity building support we offer the voluntary sector will be maintained, but we will continue to monitor the effects of the implementation of this proposal. The potential impact on young people is explored in the table below.

No operational youth or play facility will be closed as a result of the proposals contained in this review.

This equality impact assessment is set within the context of the council's duties under the Equality Act 2010. Under this act, the council is required to have due regard to:

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

It is not anticipated that these proposals will have an impact on the council's ability to meet this duty.

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 SERVICE USERS:				
Race	<p>We do not anticipate that there will be a potential for differential impact on the grounds of race.</p> <p>Families can currently see that activity is provided or funded by the local authority as a guarantee that the activity provided will be culturally sensitive and relevant to the needs and wishes of Bolton's diverse communities.</p>	<p>We have not found any evidence that families may be affected by the change to the play and youth services in Bolton on the grounds of concerns about respect for diversity but we will continue to be alert to any concerns parents or children raise about this.</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>However, we will always seek to provide children with the social and developmental opportunities they need in the most cost effective way possible.</p> <p>Children's Services have followed these overarching strategic principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> • Protecting the most vulnerable children and young people • Targeting those children, young people and families most in need. • Targeting areas of greatest deprivation. 	<p>No concerns about potential impact on any individual group of people including those with protected characteristics, was raised during the consultation process</p> <p>The principle that developmental and informal learning opportunities are provided by a balance of council and external providers is well established in Bolton and it is our intention to continue providing a balanced offer. The Council has always promoted, and will continue to promote, activity provided by partners as well as the council itself.</p> <p>Any provision registered with Ofsted has to meet minimum standards for the promotion of equality and the recognition of children's diverse backgrounds. Similarly, although it is not a regulator,</p>

			<ul style="list-style-type: none"> Keeping children, young people and the organisation safe. 	<p>Sport England maintains an active stance on the promotion of equality and the need to ensure that all children and young people have the opportunity to take part in sporting activity.</p> <p>Any external provision funded or commissioned by the Council is subject to the Council's performance management procedures. This will continue to be the case.</p>
Religion	<p>We do not believe that these proposals will have any potential for differential impact on the grounds of religion.</p> <p>The services will continue to be available on an equal basis to people of all faiths and none, and the service does not collate data on the faith background of its service users.</p>	<p>We have not found any evidence that families may be affected by the change to the play and youth services in Bolton on the grounds of concerns about respect for diversity but we will continue to be alert to any concerns parents or children raise about this.</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>However, we will always seek to provide children with the social and developmental opportunities they need in the most cost effective way possible.</p> <p>Children's Services have followed these overarching strategic principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> Protecting the most vulnerable children and young people 	<p>No concerns about potential impact on any individual group of people including those with protected characteristics, was raised during the consultation process</p> <p>The principle that developmental and informal learning opportunities are provided by a balance of council and external providers is well established in Bolton and it is our intention to continue providing a balanced offer. The Council has always promoted, and will continue to promote, activity provided by partners as well as the council itself.</p> <p>Any provision registered with Ofsted has to meet minimum</p>

			<ul style="list-style-type: none"> Targeting those children, young people and families most in need. Targeting areas of greatest deprivation. Keeping children, young people and the organisation safe. 	<p>standards for the promotion of equality and the recognition of children's diverse backgrounds. Similarly, although it is not a regulator, Sport England maintains an active stance on the promotion of equality and the need to ensure that all children and young people have the opportunity to take part in sporting activity.</p> <p>Any external provision funded or commissioned by the Council is subject to the Council's performance management procedures. This will continue to be the case.</p>
Disability	<p>We do not anticipate that there will be a potential for differential impact but we are sensitive to the needs and concerns of Children and Families in Bolton.</p> <p>Targeted play provision for disabled children is outside the scope of this review and will not be affected by it</p> <p>Families can currently</p>	<p>We have not found any evidence that families may be affected by the change to the play and youth services in Bolton on the grounds of concerns about respect for diversity but we will continue to be alert to any concerns parents or children raise about this.</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>However, we will always seek to provide children with the social and developmental opportunities they need in the most cost effective way possible. In the case of children with disabilities, there is a comprehensive range of support and informal education opportunities which will not be</p>	<p>No concerns about potential impact on any individual group of people including those with protected characteristics, was raised during the consultation process</p> <p>The principle that developmental and informal learning opportunities are provided by a balance of council and external providers is well established in Bolton and it is our intention to continue providing a balanced offer. The Council has always promoted, and will continue to promote, activity provided by</p>

	<p>see that activity is provided or funded by the local authority as a guarantee that the activity provided will meet the differing needs of all children in Bolton</p>		<p>affected by this proposal.</p> <p>Children's Services have followed these overarching strategic principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> • Protecting the most vulnerable children and young people • Targeting those children, young people and families most in need. • Targeting areas of greatest deprivation. • Keeping children, young people and the organisation safe. 	<p>partners as well as the council itself.</p> <p>Any provision registered with Ofsted has to meet minimum standards for the promotion of equality and the recognition of children's diverse backgrounds. Similarly, although it is not a regulator, Sport England maintains an active stance on the promotion of equality and the need to ensure that all children and young people have the opportunity to take part in sporting activity.</p> <p>Any external provision funded or commissioned by the Council is subject to the Council's performance management procedures. This will continue to be the case.</p>
<p>Gender (including gender reassignment)</p>	<p>There is the potential for a negative impact on parents/carers of both genders as a result of changes to the holiday play programme.</p>	<p>Changes to the range of Council provided play activity could result in parents being obliged to take additional time off work to care for their children during the school holidays.</p> <p>Historical and cultural factors continue to mean that mothers are more likely than fathers to reduce the extent to which they engage in paid work</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>Children's Services have followed these overarching strategic</p>	<p>Ensuring that all parents have access to full, accurate and up to date information about the range of activities open to them is key to our mitigation of this.</p> <p>Successive website redesigns have always taken account of the need to raise the profile of the Bolton directory. We believe that this will greatly improve young people's,</p>

		<p>outside the home so that they are able to care for their children.</p>	<p>principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> • Protecting the most vulnerable children and young people • Targeting those children, young people and families most in need. • Targeting areas of greatest deprivation. • Keeping children, young people and the organisation safe. 	<p>parents' and carers' ability to locate social and developmental activity and to see which of these activities are free or low cost. Usage of the directory is now regularly monitored and we will continue to look for ways of making sure that parents and carers are able to use all the information sources available to them.</p> <p>Although this directory is available on line, parents without internet access at home will be able to use the directory free of charge in the borough's libraries.</p>
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Age	<p>Yes some provision for 4 – 19 year olds may be delivered from different base locations, in a small number of cases while some extra play and youth sessions in school holidays will no longer be delivered, by the Council as set out in the original proposal.</p>	<p>Provision which 5 – 19 year olds make use of may be replaced by alternatives at different locations in the same part of the borough. Some individual sessions will no longer be delivered. It should be noted that changes to the programme will, as explained in the report, be prioritised to ensure that services are still delivered in areas of greatest need.</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>Children's Services have followed these overarching strategic principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> • Protecting the most vulnerable children and young people • Targeting those children, young people and families most in need. • Targeting areas of greatest deprivation. • Keeping children, young people and the organisation safe. <p>The Department has sought to make the most balanced offer it is able to within its resources based on the application of these principles</p>	<p>We will continue to seek alternative ways of funding additional summer holiday provision as explained in para 7.5 of the consultation report. It should be noted that the young people who took part in the consultation endorsed the approach the Council is taking.</p> <p>Where two play and youth sessions are run in an area there will be no further reduction.</p>
Sexuality	<p>Research by Stonewall has highlighted the difficulties that LGBT young people can face in accessing</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

	mainstream provision and recommends that targeted protection be made available. That provision will continue to exist in Bolton and will not be affected by this review.			
Caring status (including pregnancy & maternity)	<p>There is the potential for a negative impact particularly during the summer holiday period on the parents/carers of young people who take up these services that may change or cease</p> <p>These changes to the services could also have an impact on those young people with a caring responsibility.</p>	<p>Historical and cultural factors continue to mean that mothers are more likely than fathers to reduce the extent to which they engage in paid work outside the home so that they are able to care for their children.</p> <p>Young carers may have developed routines and support networks which provide support for their families at specific times to allow them to access mainstream activity – changing the times of any activity could mean that young carers and their families have to make alternative arrangements for the support of their family member to allow them to take part in mainstream activity.</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>However, we will always seek to provide children with the social and developmental opportunities they need in the most cost effective way possible and in ways which take account of their ability to participate in positive activity</p> <p>Children's Services have followed these overarching strategic principles determining within which areas Departmental savings are proposed:</p> <ul style="list-style-type: none"> • Protecting the most vulnerable children and young people • Targeting those children, young people and families most in need. • Targeting areas of greatest 	No concerns about potential impact on any individual group of people including those with protected characteristics, was raised during the consultation process

			<ul style="list-style-type: none"> deprivation. Keeping children, young people and the organisation safe. 	
Marriage and civil partnership	No impact anticipated	N/A	N/A	N/A
Socio-economic	<p>There will be an impact on children and young people in areas of socio-economic disadvantage who have benefited by targeted services within their own communities. Consequently, changes to the additional summer holiday sessions and some core youth and play sessions offered could have a negative impact upon them.</p> <p>In addition, the removal of one currently vacant post offering targeted support to communities facing particular levels of disadvantage could also affect those in</p>	<p>Yes, children and young people from communities with high levels of disadvantage and/or low income families may have to access individual sessions at different locations.</p> <p>It should be noted that services targeted on the most vulnerable sections of the community will still be delivered – and indeed many of these services are outside the scope of this review altogether.</p>	Wherever possible the impact on provision for vulnerable young people will be minimised in line with Council priorities.	<p>As is explored in the Unison response to consultation, the relationship between the work carried out by the posts covered in this review and the work of the Family First team has been fully considered. A business case for developing additional capacity to support young people in families with complex needs will be developed.</p> <p>Disadvantaged communities are identified by use of the Indices of Multiple Deprivation and performance data. An exercise looking at the extent to which 5 – 19 provision meets the needs of these disadvantaged communities was carried out when the review was done. This exercise will be regularly repeated to make sure that our services continue to target the communities that need them the most.</p>

	disadvantaged areas.			We will seek to ensure that any child or young person who is able to attend provision based in their community at present will still have access to local provision once the review is completed. It should be noted that the activity of the service area with specific responsibility for targeted youth support was redesigned separately in an earlier review. The work currently carried out by the targeted youth support team will continue.
1.11	<u>GENERAL COMMENTS: Additional Summer Youth and Play Sessions</u> These initial proposals for reductions have been developed in accordance with the principles set out in the main body of the report. The overarching priority for the retention of additional sessions over and above the core 5-19 offer has been our desire to make sure that all parts of the borough which currently benefit from the provision of informal education and recreation for children and young people aged from 4 – 19 will continue to receive some local provision. We have reduced additional provision as equitably as possible by applying a consistent reduction across the board and minimising the impact on the most vulnerable children and young people.			
We will continue to seek alternative ways of funding extra summer holiday provision as explained in the report.				
IMPACT ON SERVICE STAFF:				
Other comments or issues	Staff –We are aware of the adverse impact this proposal will have on Council staff that may be subject to these proposals. The proposals represent a total reduction in staff of 12.95 FTE. However, 11.45 FTE of these are vacant. We do not anticipate significant changes to staff role or working location for those staff who will form the service after it has been reviewed. Any potential redundancies that may result from the proposed restructure will comply with the Council’s Human Resources; procedures which are designed to treat all staff equally and do not discriminate against any group of people. If a redundancy situation is identified the Council endeavours to address this by workforce planning procedures, including staff redeployment, consideration of voluntary redundancy or VER and all other reasonably practical measures.			

	<p>We have sought to reduce the impact of these proposals on staff by deleting posts which are already vacant wherever possible. It should also be noted that this proposal contains a commitment to set up a working group with a remit to identify and document the mandatory training that staff at different grades will be required to undertake and will also identify the 'desirable' training and development pathway that should be available to staff. This 'desirable' training will only be available to staff if sufficient resources were available to fund it, but nevertheless this represents a real commitment to placing development for youth workers on a more formal footing. In the event of compulsory redundancy, our policy is based on: - work performance; skills and competencies; disciplinary record; and attendance record. Any reduction in the workforce will lead to a potential reduction in its diversification, however this will be through following the appropriate procedures and not the discrimination of particular members of staff based on any other criterion except that stated in our redundancy policy.</p>
<p>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.</p>	<p><i>Usage data for the service was analysed.</i></p>

Equality Impact Assessment

Part 2: Consultation Form

(To be completed where consultation has been undertaken)

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

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

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

1. Consultation with staff

(a) STAFF

Three formal briefing sessions and presentations for all youth and play staff on 25th, 26th & 27th September 2012.

- A joint formal briefing for Targeted Youth and Sport Development staff teams on 30th November 2012.
- A staff consultation pack containing in addition to some of the things listed below, the original report to Executive Cabinet Member – the Deputy Leader; a draft timetable; details of support for staff; and a comments and questions form;
- A dedicated email address to contact the project team;
- Weekly updates to the log of FAQ shared with unions (See Appendix 1);
- Weekly update on the availability of vacant posts outside of the review with support for staff who have taken up opportunities to apply for jobs as a result;
- Holding individual meetings with all members of staff attended by HR and/or trades unions representatives where required;
- Following up meetings with more specific support (for example around interview technique, or enrolment onto OD provided sessions);
- Requesting expressions of interest (without prejudice at this stage) from staff for voluntary redundancy and for other forms of flexible working including reductions in hours.

(b) TRADES UNIONS

- Regular Special DJCC meetings with minutes uploaded;
- Responding to specific requests for information from the trades unions;
- Access to all job descriptions and person specifications as requested;

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

- The trade unions raised a concern regarding the consultation with staff in the Targeted Youth Service and Sport Development Teams about the proposed deletion of vacant posts from these services. Unions felt that staff in these teams had not been given sufficient opportunity to consider the impact of the deletion of these posts on their workload. To rectify this, separate consultation meetings were held with staff in each team to share the proposals with them and to seek their views. The consultation period was also extended by a period of two weeks to ensure that staff and trade unions had sufficient time to respond to the consultation.
- Trade unions raised a concern that the number of agency staff currently being used in the service was high. It was explained that agency staff were covering vacancies in the service that would be deleted as part of the proposals and that the use of agency staff would diminish as part of the implementation of the final proposals.
- Trade unions expressed concern that the training and development opportunities available to youth and play workers were not formalised and not clear to staff. Whilst this issue is not directly related to the redesign of the service it was agreed that a working group would be established following the implementation of the review. This working group will identify and document the mandatory training that staff at different grades will be required to undertake and will also identify the 'desirable' training and development pathway that should be available to staff. It was stressed during the consultation with trade unions that this 'desirable' training would only be available to staff if sufficient resources were available to fund it.
- A number of issues relating to the personal circumstances of individual members of staff were also raised and have been dealt with appropriately.

2 Consultation with customers and other stakeholders

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

- Briefings for key stakeholders; including North West Regional Youth & Play Network, and Bolton's 3rd sector Children & Young People's Forum.
- Holding a consultation briefing with young people through Bolton's Youth Council:
- Analysing feedback from staff and customers questionnaires.

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

- b.
- Feedback from young people consulted was supportive of the Council's approach and has not led to any changes to the proposal.

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="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: Christopher Mclver

Signature: C S Mclver

Date and Contact No: 7 January 2013 x4107

Departmental Equalities Lead Officer

Name: Andrew Bent

Signature: A J Bent

Date and Contact No: 4 January 2013 x4252