

Report to: The Cabinet

Date: 5th December 2016

Report of: The Borough Treasurer

Report No: C5/16a

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Report Title: **Savings and Efficiencies Review of Accountancy and Strategic Finance and Children's and Adult Joint Finance Unit – 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(Confidential Not for Publication)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 consultation on proposals to achieve efficiencies, through reviews of the following service areas in accordance with the 2015/17 budget programme:

- Accountancy and Strategic Finance (ASF)
- Children's and Adult Joint Finance Unit (CAJFU)

To seek approval from 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 voluntary early retirement / flexible retirement / voluntary severance applications, to the Chief Executive.

Background Doc(s):

[Consultation Report](#)

Summary:

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

- Appendix 1 Summary of Consultation Responses
- Appendix 2 Trade Unions' Responses
- Appendix 3a Current Organisational Structure – ASF
- Appendix 3b Current Organisational Structure – CAJFU
- Appendix 4a Final Organisational Structure – ASF
- Appendix 4b Final Organisation Structure – CAJFU
- Appendix 5 Equality Impact Assessment

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

1.0 Executive Summary

- 1.1 At its meeting on the 10th November 2014, the Council's Cabinet approved the start of the consultation process on a programme of savings covering the years 2015-17. The Council subsequently approved savings options in February 2015, following the December 2014 Local Government Settlement, in order to meet an increased savings target of £43.4m for the 2015/17 period.
- 1.2 This report sets out the results of the formal consultation process for reviews of the Accountancy and Strategic Finance Unit and the Children's and Adult Joint Finance Unit to achieve a joint saving of £212,000 of efficiencies, and contains the final proposals in response. The proposals indicate a potential overall reduction in staff establishment of 8.89 FTE from 95.9 FTEs to 87.01 FTE and it is anticipated that the proposals will be fully implemented by 1st March 2017 in preparation for year-end.

2.0 Background to the Reviews

- 2.1 On 19th September, at a special meeting of the Executive Cabinet Members for the Deputy Leader's Portfolio, Environmental Services, and Regeneration and Resources a report setting out the need for a review of both the Accountancy and Strategic Finance Unit (ASF) and the Children's and Adult Joint Finance Unit (CAJFU) was presented. Draft proposals for changes to the services' structures and operations were approved for consultation with trade unions and staff.
- 2.2 The review responds to:
- Organisational change;
 - A need to link in with the Council's digitalisation agenda;
 - Increased workload and a need for flexible capacity at the appropriate levels;
 - Loss of income;
 - Changes to legislation regarding financial reporting and associated timescales.
- 2.3 The review of ASF focuses on:
- Ensuring that appropriate management arrangements and flexible capacity are in place for the Accountancy team;
 - Creating capacity within the Oracle team;
 - Formalising the management arrangements for the Insurance team;
- 2.4 The review of CAJFU focuses on:
- A robust, joined-up approach to supporting the Department of People with all finance matters;
 - Responding to operational drivers, including new system implementation;
 - Creating capacity within the Financial Support Services function;
 - Appropriate transitioning of Bolton Care and Support Limited.
- 2.5 The proposals indicate a potential overall reduction within the staff establishment of 8.89 FTEs from 95.9 FTEs to 87.01 FTEs. The proposals, if agreed, would make a contribution of £212,000 to the savings target.
- 2.6 It is anticipated that compulsory redundancies will not be necessary, subject to VER/VS requests being taken up and successful recruitment into newly created posts.

3.0 Consultation Process

3.1 Following approval of the consultation report on 19th September 2016, formal consultation on the proposals began on 22nd September and “at risk” letters were issued to affected staff. Formal consultation on the proposals expired on 3rd November 2016.

3.2 Key elements of the formal consultation included:

3.2.1 Staff

- A formal briefing session and presentation for all staff on 22nd September 2016;
- Maintenance of a staff teamsite using SharePoint, for staff to access information, and a dedicated email address to contact the project team;
- A separate briefing for the Financial Services team to address service-specific issues raised in consultation, at the request of Unison;
- Holding individual meetings with members of staff, attended by HR and/or trade union representatives, where requested.

3.2.2 Trade Unions

- Meetings with trade unions and a question and response log completed and shared with trade unions;
- Responding to specific requests for information from the trade unions;
- Room bookings for Trade Union officials to meet with their members.

4.0 Key issues raised through formal consultation

4.1 Accountancy and Strategic Finance

In summary, the main issues raised by staff and the Trade Unions relate to:

- Capacity and workload
- Career progression
- Confirmation that the joint-working arrangement with Bolton Council and Manchester City Council will continue.

4.2 Children’s and Adult Joint Finance Unit

In summary, the main issues raised by staff and the Trade Unions relate to:

- Cross-over between the reviews;
- Capacity and workload;
- Financial income and assessments.

4.3 A summary of the issues raised by both staff and trade unions and the associated management response can be found at Appendix 1. A copy of the detailed consultation log and associated documentation is available on request.

5.0 Proposed Changes Arising

5.1 The ASF structure chart has been amended to reflect the correct reporting line of the Group Accountants (G9) within the Accountancy team; a revised version is appended to this report.

5.2 Following formal consultation, there are no changes to the overall proposals as set out in the consultation report.

6.0 HR Tables

6.1 The HR tables listed below set out the detail of the final changes to the current structure for both ASF and CAJFU in turn. The proposals indicate a potential overall reduction within the in-scope staff establishment of 8.89 FTEs from 95.9 FTEs to 87.01 FTEs.

6.2 Subject to approval of the proposals, staff will be managed and supported in line with the Council's restructure, redundancy and redeployment policy framework.

6.3 Accountancy and Strategic Finance

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

FTE	Existing Job Title
1.00	Senior Group Accountant - Grade 10
1.00	Insurance Manager - Grade 9
1.00	Principal Finance Officer Oracle - Grade 8
1.00	Principal Accountant – Grade 8
1.00	Corporate Accounting Assistant - Grade 4
0.50	Clerical Assistant Insurance - Grade 2

Table B: The following post will be disestablished from the current structure on approval of VER/VS requests:

FTE	Existing Job Title
1.00	Financial Management Information Officer - Grade 7

Table C: The following posts will be disestablished. Following a short assessment all postholders will be appointed to Group Accountant Grade 9:

FTE	Existing Job Title	FTE	Proposed Job Title
2.81	Principal Accountant - Grade 8	2.81	Group Accountant - Grade 9

Table D: The following post will be disestablished and the postholder will be slotted into a post one grade higher subject to a short assessment, in line with HR policy:

FTE	Existing Job Title	FTE	Proposed Job Title
1.00	Senior Group Accountant – Grade 10	1.00	Principal Group Accountant – Grade 11

Table E: The following posts have been regraded in line with HR policy:

FTE	Existing Job Title	FTE	Proposed Job Title
1.00	Insurance Claims Investigation Officer - Grade 6	1.00	Insurance Claims Investigation Officer – Grade 7
1.00	Senior Insurance Assistant - Grade 4	1.00	Senior Insurance Assistant – Grade 5

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

FTE	Job Title	Section
1.00	Corporate Financial Services Manager – Grade 13	Corporate Accountancy
1.00	Principal Group Accountant – Grade 11	Corporate Accountancy
0.81	Group Accountant Oracle Support – Grade 10	Oracle Team
1.00	Group Accountant (Corporate) – Grade 9	Corporate Accountancy
1.00	Principal Accountant (Corporate) – Grade 8	Corporate Accountancy
3.78	Principal Finance Officer – Oracle Support – Grade 8	Oracle Team
5.81	Financial Management Information Officer – Grade 7	Accountancy
1.00	Corporate Accounting Officer – Grade 7	Accountancy
0.60	Senior Financial Management Information Assistant – Grade 6	Accountancy
2.00	Senior Corporate Accountancy Assistant – Grade 6	Accountancy
1.00	Senior Accountancy Assistant – Grade 6	Corporate Accountancy
1.54	Accountancy Assistant - Grade 4	Corporate Accountancy
4.00	Financial Management Information Assistant – Grade 4	Accountancy
3.59	Corporate Accounting Assistant – Grade 4	Accountancy
1.00	Oracle Support Assistant – Grade 4	Oracle Team
0.88	Finance Support Assistant – Grade 3	Accountancy

CAJFU HR Tables

Table G: The following posts (currently held vacant) will be disestablished:

FTE	Existing Job Title
0.6	Financial Assessment Visiting Officer - Grade 5
2.19	Financial Assessment Officer - Grade 5
1	Accountancy Assistant – Grade 4
1	Financial Administrator – Grade 3

Table H: The following post will be disestablished from the current structure on approval of a VER request:

FTE	Existing Job Title
1.00	Senior Group Accountant – Grade 10

Table I: One of the following posts will be disestablished and, following a short assessment, one of the postholders will be appointed to the Principal Group Accountant Grade 11. The remaining post holder will be slotted into the existing post of Group Accountant Grade 9.

FTE	Existing Job Title	FTE	Proposed Job Title
2.00	Group Accountant – Grade 9	1.00	Principal Group Accountant - Grade 11
		1.00	Group Accountant - Grade 9

Table J: There are more people than posts available at Financial Administrator Grade 3 level. The following postholders will be ringfenced to opportunities as shown below in line with HR policy:

FTE	Existing Job Title	FTE	Proposed Job Title
8.1	Financial Administrator - Grade 3	1.00	Direct Payments Administrator - Grade 4
		1.00	Appointeeship Officer - Grade 5

Table K: The following postholders will slot into the remaining posts following the recruitment exercise outlined in table J:

FTE	Existing Job Title	FTE	Proposed Job Title
6.1	Financial Administrator - Grade 3	6.1	Financial Administrator - Grade 3

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

FTE	Job Title
1.00	Schools Finance Manager – Grade 11
1.00	Strategic Resources and Partnerships Manager – Grade 11
1.00	Financial Services Manager – Grade 10
1.00	Principal Schools Finance Officer – Grade 9
2.00	Principal Strategic Resources and Partnerships Officer – Grade 9
1.86	Senior Schools Finance Officer – Grade 8
2.60	Principal Accountant – Grade 8
1.00	Income Officer – Grade 8
0.65	Direct Payments Officer – Grade 7
3.96	Schools Finance Officer – Grade 7
2.00	Principal Accounting Technician – Grade 7
1.53	Expenditure Officer – Grade 7
1.88	Financial Management Schools Officer – Grade 5
3.81	Financial Assessment Officer – Grade 5
2.80	Financial Assessment Visiting Officer – Grade 5
1.00	Direct Payments Administration Officer – Grade 5
2.00	Accountancy Assistant – Grade 4
1.00	Direct Payments Administrator – Grade 4
2.00	Senior Financial Administrator – Grade 4

6.5 ASF and CAJFU Vacancies

Table M: The following posts are vacant or newly created and will be filled in line with HR policy:

FTE	Existing Job Title	Department
1.00	Principal Accountant – Grade 8	People
2.00	Principal Accounting Technician – Grade 7	People
1.00	Oracle Finance Officer – Grade 6	Place
1.00	Senior Financial Assessment Officer – Grade 6	People
1.00	Financial Management Schools Officer – Grade 5	People
1.00	Appointeeship Officer – Grade 5	People

7.0 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 equality screening which was completed on the initial review options, and summarises the stakeholder consultation which has been completed as part of this review.

7.4 It is not anticipated that the proposals will have a differential effect on any of Bolton's diversity groups. However, should the proposals be approved by the Executive Cabinet Member, they will be kept under review as part of the overall budget process.

8.0 Recommendations

8.1 The Executive Cabinet Member 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 voluntary early retirement / flexible retirement/ voluntary severance applications, to the Chief Executive.

Appendix 1 - Summary of Consultation Responses

TU= Trade Unions (Unison and GMB) S = Staff

No.	Raised by	Query/Issue Raised	Management Response
1	TU	Clarification around career progression opportunities for Financial Management Information Officers (G7) who are newly/nearly qualified, now that the Principal Accountant (G8) posts have been deleted from the Accountancy team.	FMI Officers who are fully qualified have the relevant qualifications to apply for a G9 post should one become vacant in the future. Please note, career grade structures do not exist so progression is not automatic, it is fully reliant on positions becoming vacant and being retained on the establishment. Table M in the report clearly shows career progression opportunities across the departments.
2	TU	Clarification of the main differences between the Group Accountant (G9) and the Principal Accountant (G8) post	<p>Key differences between Principal Accountants and Group Accountants lie predominantly around the impact of their decision-making and support provided.</p> <p>Group Accountants provide strategic advice and support; lead major projects, which tend to be complex, and work independently with little or no management support. They are part of the management team and as such have an input into the strategy and vision for the team. As a consequence of this they are also responsible for embedding across the team a culture of constant improvement, process challenge, and ensuring that all staff are aware of the strategic vision and how their role contributes to it.</p> <p>Examples that demonstrate the differences between the two posts are:</p> <ul style="list-style-type: none"> • Group Accountants are responsible for the consolidation, interpretation and evaluation of the monthly DMT financial information, whereas Principal Accountants would contribute to the information; • Group Accountants would be expected to deputise for the Principal Group Accountant and in some instances the Head of Services (where appropriate); • Group Accountants are responsible for leading the final accounts process, in particular the consolidation work.
3	TU	Clarification that the joint-working arrangements with Bolton Council and Manchester City Council would continue post-review.	It was confirmed that Management intend to continue with the joint-working arrangements already in place with Manchester City Council.

4	TU	Clarification around how the proposals were designed, how the consultation process works and next steps	<p>In response to the overarching strategic budget proposals agreed by Cabinet in February 2015, these proposals were formulated by the respective Heads of Service with input from HR and Business Development, as per the agreed corporate process. Members approved the proposals for consultation with staff and Trade Unions on 19th September; approval to implement will only be sought after an appropriate period of consultation.</p> <p>Consultation with the Trade Unions and staff began on 22nd September and was closed by mutual consent on 3rd November. Operational issues have been acknowledged by management and will be handled separately from the review, in conjunction with the trade unions and staff.</p> <p>Recruitment to the approved structures will begin in the New Year and be fully implemented by 1st March 2017 in preparation for year-end. Agency staff will be gradually phased out to allow for a smooth transition.</p>
5	TU	Clarification around 'mirroring' of the structures and justification as to why staff cannot apply for opportunities across both departments.	<p>Although the proposals are detailed in the same report, the reviews themselves are very separate. There is no 'mirroring' of structures as the needs of each section vary significantly due to departmental priorities. The Heads of Service have aligned their respective teams with the needs of each department and designed their proposed structures based on these requirements. Residual vacancies are open to Finance staff across People, Place and Chief Executive's departments in line with HR policy.</p>
6	TU	<p>Clarification and further explanation regarding the following common themes raised by the Financial Services team:</p> <ul style="list-style-type: none"> • Capacity at Financial Assessment Officer and Financial Assessment Visiting Officer (G5) level • Debt recovery • Lost revenue/income potential • Justification for increased capacity at G6 level and above • Liquid Logic and ContrOC • Team going forward 	<p>A team briefing was arranged for 18/10/16 to address each point in turn and the presentation was made available to staff and the Trade Unions. There was time at the rise of the briefing for GMB and Unison officials to meet with their members. Independent workshops are planned for November and staff within Financial Services are expected to attend and fully engage with the business process re-engineering work. Corporate OD have also been enlisted to help with the transition in the New Year. The Head of Service has committed to post-implementation meetings with the trade unions and will phase out agency staff to allow for a smooth transition.</p>



Bolton Branch 23

Date 10/11/2016

Response to the Review of ACCOUNTANCY AND CAJFU

Introduction

GMB: have engaged in meetings with management and we believe that the process management have adopted to consult with unions has been professional and courteous and information has been shared and provided promptly enabling the consultation process to be productive and meaningful.

Management Response:

Noted with thanks

Areas of concern

During the consultation process we on behalf of GMB have met with management and have submitted concerns and views from our members who have been addressed through the consultation question& response log and also with the frequently asked questions and answer log.

During consultation with our members and feedback from them concerns where highlighted as to their position within the review.

GMB are happy to see that none of our members will be without a post after this review.

Cease and diminish list

This was supplied at the earliest stage for GMB to consider within the consultation period of the review to discuss with our members any concerns they have with regards to how the new structure would be implemented.

Workload concerns

Workloads were discussed within the consultation period and were of some concern to our members within the service. We feel that it is important that the executive members are made aware how the new structure would be implemented as this could have a direct impact on our members and would ask that this is monitored on a regular basis.

Management Response:

Noted; implementation of the new structure will be monitored and Management will liaise with the Trade Unions through the JOG and DJCC process.

Operational work

We feel that it is important that the executive members are made aware that the realignment of the service may have an impact on the service provision.

In Conclusion

GMB are pleased to note that this review has been carried out without the need of any compulsory redundancies. GMB look forward to continuing to work with management to prevent any future redundancies, and would work with management in consultation to address any future issues that arise if necessary through the JOG & DJCC process.

Management Response:

Management acknowledges there will be a 'bedding in' period and will work with the Trade Unions through the recognised channels to address any issues that may arise as a result of transitioning.

Alan Flatley

GMB Branch President



**DEPARTMENTS OF PEOPLE, PLACE AND CHIEF
EXECUTIVES**

**REVIEW OF ACCOUNTANCY & STRATEGIC
FINANCE AND CHILDREN'S AND ADULT SERVICES
JOINT FINANCE UNIT**

REPORT DATED: 19TH SEPTEMBER, 2016

UNISON RESPONSE

DATE: 10TH NOVEMBER, 2016

Introduction

This document has been formulated by Unison following detailed consultation with members throughout the Service Review formal consultation to date.

Formal consultation commenced on 22nd September, 2016 when the report was presented to staff at a briefing session by senior managers. The report outlined the Council's rationale, timetable and proposals for implementation.

This report is based on the feedback received directly from Unison members. It does not take into account any queries or comments made separately to management.

During the formal consultation period, Unison representatives have engaged in regular consultation meetings with management.

Unison record their appreciation for the cooperation afforded by management during the consultation formal period in permitting time and resources to enable stewards and convenors to engage fully with our members

Unison representatives have received information in a timely manner throughout the consultation period. Questions and queries which have been raised through the action log have been responded to in a timely manner.

Management Response:

Noted with thanks

UNISON Analysis and Concerns

The review proposes to realign financial support services further to the changes to the Council's organisational structure, which has reduced the number of departments to three (People, Place and Chief Executive's), with an overall cut of £212k from Accountancy and Strategic Finance (ASF) and Children's and Adult Joint Finance Unit (CAJFU); with a proposed overall reduction within the establishment of 8.89 full time equivalents (FTEs) from 95.9 FTEs to 87.01 FTEs.

Children's and Adult Joint Finance Unit (CAJFU) –Department of People

Strategic Finance Unit

The concerns raised by members within the team were around the differing team structures within CAJFU and ASF and the different opportunities this presented, the progression route for accountants and the difference in job roles between the Principal Accountant grade 8 and Principal Accountant grade 9 post.

Management addressed the concerns satisfactorily, clarifying that the proposed team structures are different due to departmental priorities, with each being aligned to meet the needs of each department. Career progression is dependent upon posts becoming vacant and it being retained on the establishment. The main difference between the grade 8 and grade 9 posts lie around the impact of the decision making and support provided.

Schools Finance Unit

No concerns or issues were raised by members to Unison regarding the proposals set out in the report.

Financial Support Services

A number of concerns were raised by the members in the FIAT team, principally around dissatisfactions in the lack of consultation with them prior to the proposed new structure being developed, disappointment in the previous promises of a review of the team and work pressures. Many of the concerns centre around the current working practices, the workloads and how these will be managed with the loss of 4.79 fte posts which are at varying grades, some of these are currently filled by agency staff.

It was requested that a separate team meeting be held for the FIAT team to address the numerous issues and dissatisfactions expressed at the member meetings. Management held a team briefing presenting an outline of how the team will move forward in the new structure; to achieve this four sessions are to be arranged facilitated by an external trainer to identify the main areas of concern and dissatisfaction, and how a positive way forward can be achieved. It was agreed that these issues are operational and need to be managed outside of the review. Management requested that the trade unions be involved in progressing a positive outcome for the team.

Management Response:

To clarify, 2.79 FTEs (vacant posts) will be disestablished in the Financial Services team and not 4.79 FTEs as stated above.

Arrangements will be put in place to allow all Financial Services staff to attend the business process re-engineering workshops scheduled for November/December. Staff are expected to engage fully with the work so areas for improvement can be highlighted and actioned.

An assurance was given to staff at the team meeting that until capacity can be identified in the FIAT team, none of the agency staff will be released.

It is currently unknown what impact this review will have on the service, in particular the FIAT team; the proposals to reduce the staffing structure in this team are based on the successful implementation of new working procedures and practices as a result of a new computer system, Liquidlogic, and the development of new working practices discussed and agreed at the training sessions.

Due to the current work demands and pressures there was a clear undertaking by management to Unison that agency staff will be retained until there is identifiable capacity within the team. If it is found that this capacity does not transpire then consideration will be given as to whether vacant posts should be filled permanently.

Management Response:

The business process re-engineering workshops are designed to highlight areas for streamlining and improvement. Once this work has been undertaken and a clear action plan agreed, only then will management consider the release of agency staff. A sensible and measured approach to withdrawing agency staff will be taken to allow for as smooth a transition as possible.

Finance and Business Development – Department of Place

The only issue raised was the status of staff who were transferred into the division following the first phase of the service review of corporate property. It was confirmed that they were outside the scope of the review and that consultation on this restructuring had taken place as part of the corporate property review.

Accountancy & Strategic Finance – Chief Exec's Department

Within this section of staff there was some concern from our members that disestablishing the Grade 8 Principal Accountant posts from the structure would remove any development and promotional opportunities for the Grade 7 Finance Information Officers. Management responded by advising our members that, in the event of a future vacancy, the Grade 7 FIO's would be able to apply for the newly established Grade 9 Group Accountant posts. This response was welcomed by our members however, they observed that the new Grade 9 posts have additional qualifying requirements than those of the previous Grade 8 post, making them more difficult to progress to.

Unison would recommend that the essential qualifications should remain the same within the newly established Grade 9 post as those that were in place for the disestablished Grade 8 post. To do otherwise would put the current Grade 7 workers at a disadvantage in terms of career progression.

Management Response:

Noted.

There were further concerns that the removal of the Grade 8 Principal Accountant posts could have an impact on the capacity of the Grade 7 Finance Information Officers by creating additional work for them. Historically, it would appear that the Grade 8 posts have been performing some work which should have been being done by the Grade 7 postholders. Our members accept that the work identified should sit with them and feel that there may be capacity to do this within the team, however, until the new working practices are established, cannot be certain that this is the case.

Unison would recommend a follow-up review meeting, once the new structure is fully operational, to ascertain if the resource is sufficient for the workload.

Management Response:

Noted.

Conclusion

Unison is pleased to note that this review has been carried out without the need for any compulsory redundancies.

However, whilst Unison recognises the pressure of reduced budgets from Central Government, it is our role as a public sector union to ensure we protect our members terms and conditions and any public service they provide.

The majority of members of Unison that work within the Accountancy and Strategic Finance, and Children's and Joint Finance Unit have not raised any concerns around the proposals, however, those members that have raised issues remain quite concerned about the impact of the review.

Management Response:

Management acknowledges there will be a 'bedding in' period and will work with the Trade Unions through the recognised channels to address any issues that may arise as a result of transitioning.

Angela Lohan

John Pye

Cecilia Costello

Convenor

Deputy Convenor

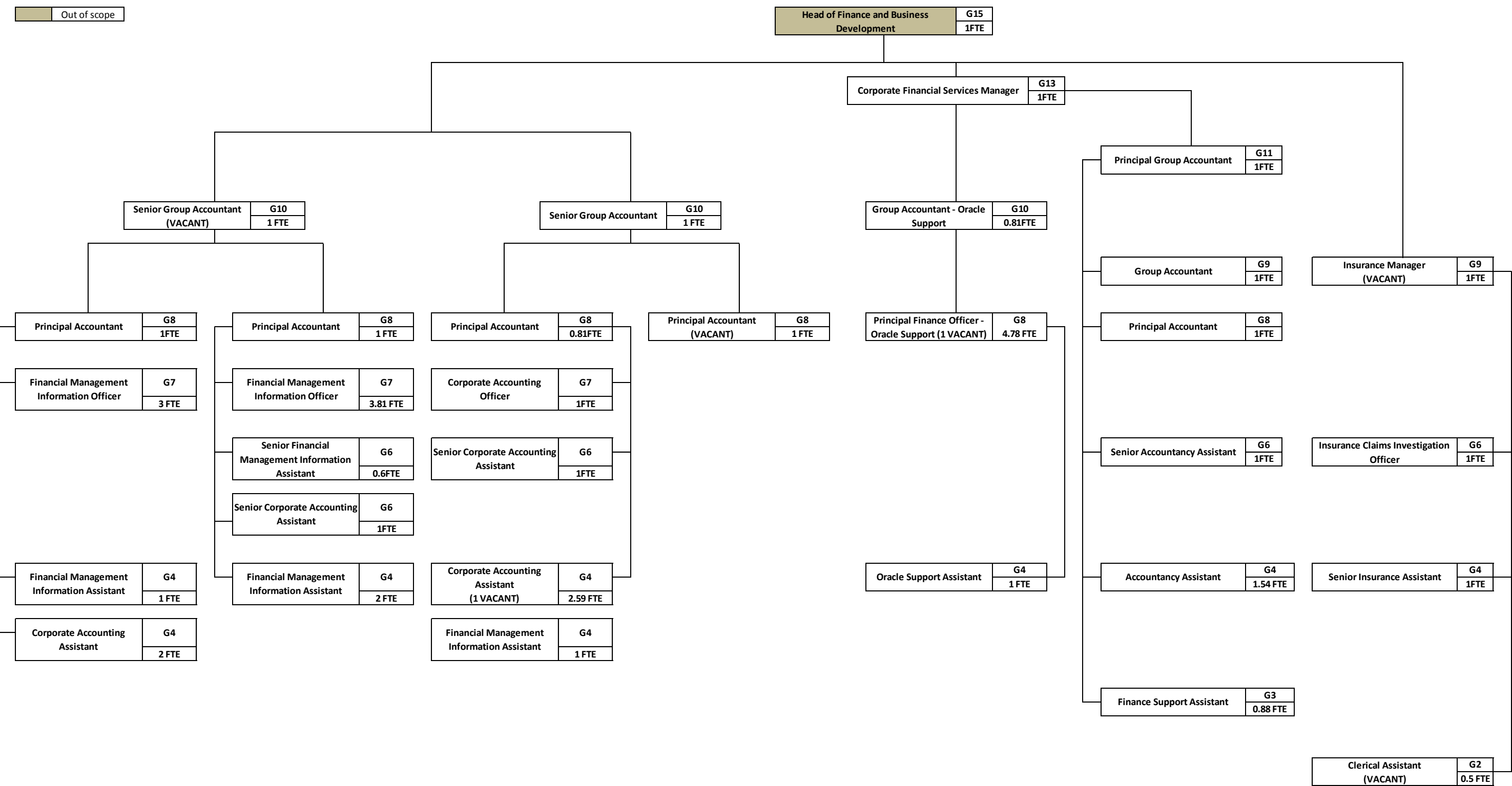
Convenor

Department of People

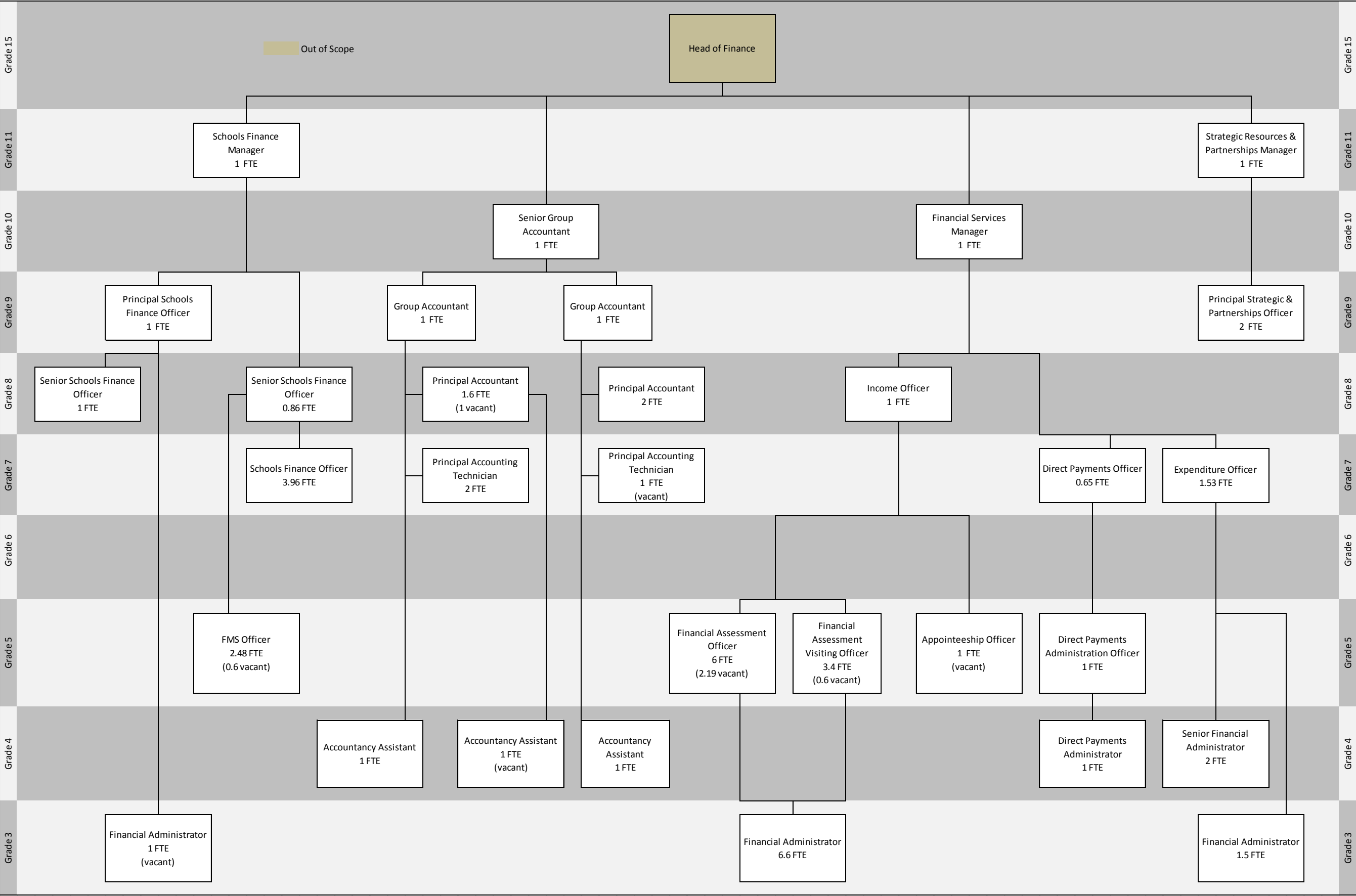
Department of Place

Department of
Chief Exec's.

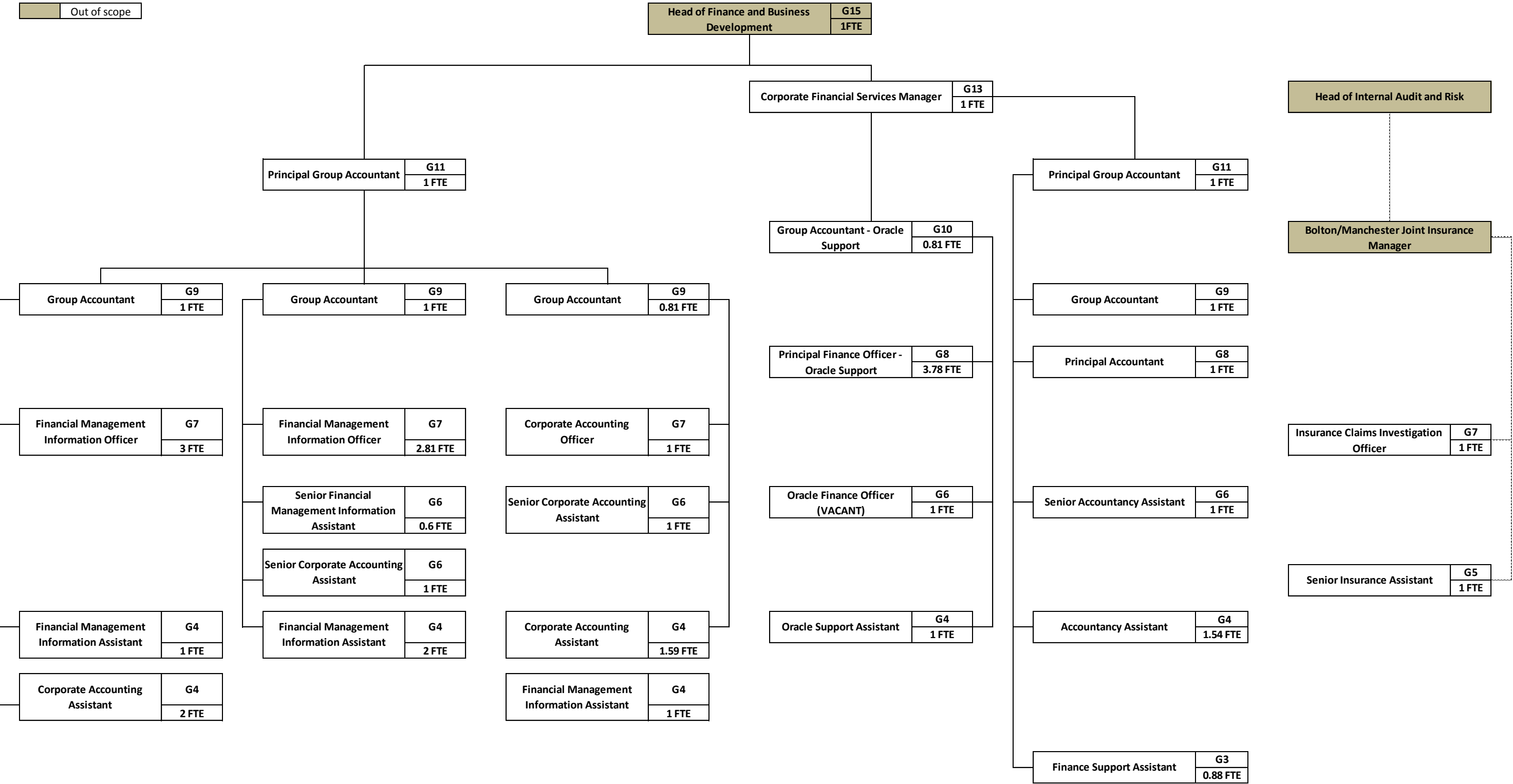
Appendix 3a – Accountancy and Strategic Finance Current Structure



Appendix 3b – CAJFU Current Structure



Appendix 4a – Accountancy and Strategic Finance Final Structure



Corporate Financial Services Manager

G13
1 FTE

Group Accountant - Oracle Support

G10
0.81 FTE

Principal Finance Officer - Oracle Support

G8
3.78 FTE

Oracle Finance Officer (VACANT)

G6
1 FTE

Oracle Support Assistant

G4
1 FTE

Principal Group Accountant

G11
1 FTE

Group Accountant

G9
1 FTE

Principal Accountant

G8
1 FTE

Senior Accountancy Assistant

G6
1 FTE

Accountancy Assistant

G4
1.54 FTE

Finance Support Assistant

G3
0.88 FTE

Head of Internal Audit and Risk

Bolton/Manchester Joint Insurance Manager

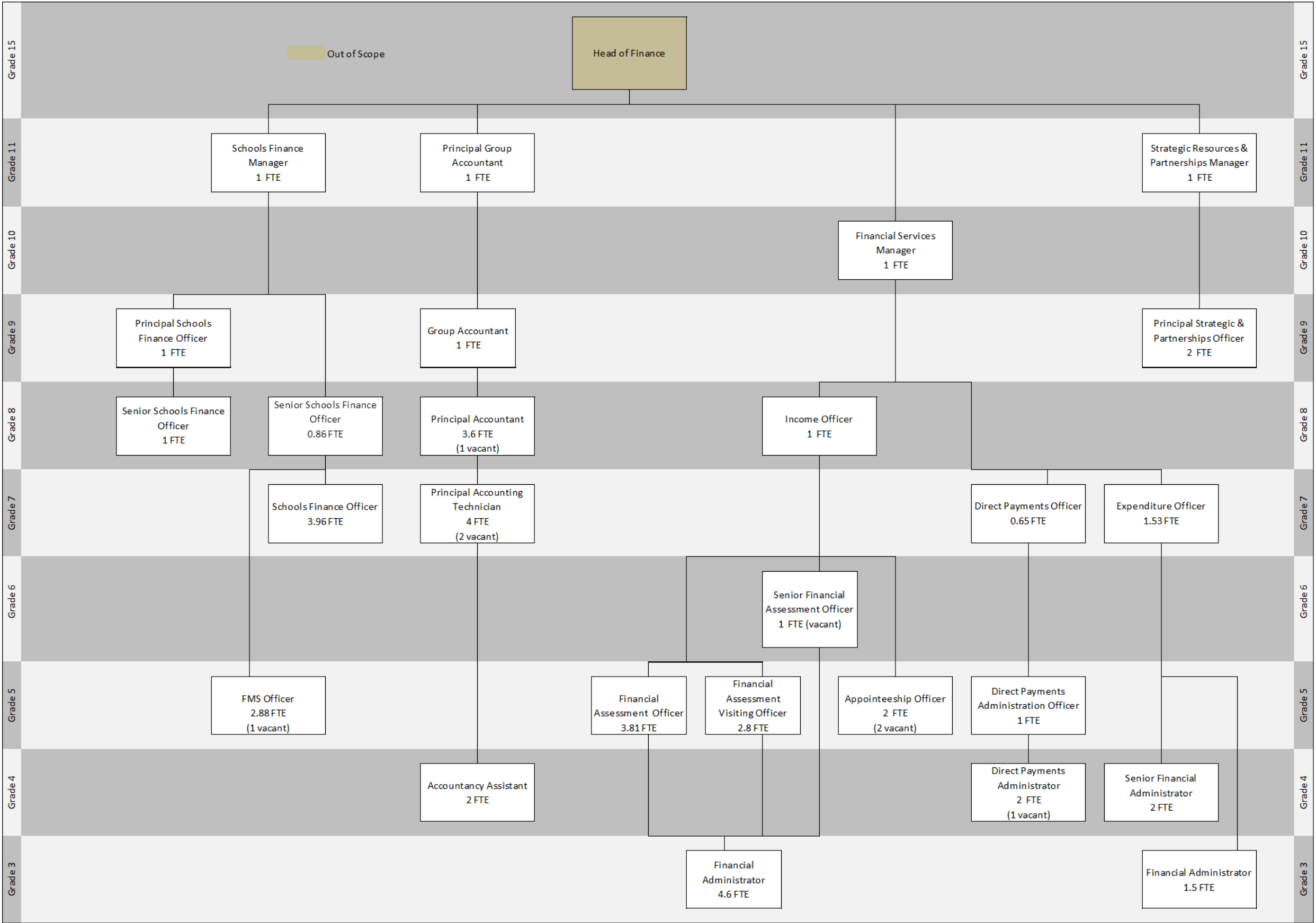
Insurance Claims Investigation Officer

G7
1 FTE

Senior Insurance Assistant

G5
1 FTE

Appendix 4b – CAJFU Final Structure



Equality Impact Assessment
Part 1: Screening Form

Title of report or proposal:

Savings and Efficiencies Review of Accountancy and Strategic Finance and Children's and Adults' Joint Finance Unit

Department:	Place, People and Chief Executive's
Section/SIAP unit:	Accountancy and Strategic Finance and Children's and Adults' Joint Finance Unit
Date:	September 2016

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

Equality Impact Assessment Questions

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

This report proposes an overall joint-saving of £212k from Accountancy and Strategic Finance and the Children's and Adults' Joint Finance Unit (CAJFU).

The proposals as set out in this report for consultation put forward recommendations to implement a new structure for both service areas and indicate a potential reduction within the in-scope staff establishment as follows:

Service Area	Current FTE	Proposed FTE	Reduction
Accountancy and Strategic Finance	42.32	36.82	5.50
Children's and Adults' Joint Finance Unit	53.58	50.19	3.39

These proposals, if agreed, would form the basis for consultation with trades unions, staff, elected members and stakeholders. It is anticipated that revised staffing structures would be in place no later than 1st March 2017 after an appropriate period of consultation in preparation for year-end.

As a result of the number of voluntary early retirement requests already received, it is anticipated that redundancies can be avoided in both service areas.

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

- Trade Unions
- Staff
- Executive Members
- Service Managers

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

The following positive impacts are anticipated:

- Robust and flexible finance teams, appropriately skilled and experienced in supporting and advising departments in the proper management of the Council's financial affairs;
- Structures that effectively align with the Council's new organisational structure;
- Progression opportunities for staff;
- No compulsory redundancies are anticipated;
- £212k savings achieved

The following negative impact is anticipated:

- As with any review, there will be a period of uncertainty and change; management acknowledges staff will require time and support to adjust.

The following steps will be put in place to mitigate the above:

- Review implementation meetings will be offered to the trade unions to ensure implementation issues are dealt with in a timely manner;

It is not anticipated that the restructure will result in a change to the services provided to external customers; as such there is no impact to consider for this group.

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

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Race	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Religion	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Disability	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Gender (including gender reassignment)	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Age	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Sexuality	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable

Caring status (including pregnancy & maternity)	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Marriage and civil partnership	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Socio-economic	No differential impact identified at this stage	Not Applicable	Not Applicable	Not Applicable
Other comments or issues	The proposals will have an impact on staff. All the proposals would be taken forward in consultation with staff and trade unions; in accordance with the Council's Human Resources' policies and procedures - designed not to discriminate against any diversity group. It is envisaged that the proposals would lead to a reduction in the staffing structure as a result of accepting voluntary severance / voluntary early retirement requests which have already been received. It is anticipated that redundancies should not be necessary. However, any potential redundancies that may result from these proposals will comply with the Council's Human Resources procedures which are designed to not discriminate against any group of people. In the event of compulsory redundancy, the Council's policy is based on work performance, skills and competencies, disciplinary record and attendance record. Any reduction in the workforce could potentially lead to a reduction in its diversification; however this will be carried out using the appropriate HR procedures.			
<p>Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.</p> <p>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</p>			<ul style="list-style-type: none"> • Current workforce structure • Financial information • A project team has been established, made up of officers from the Council including the two Heads of Service, HR and Business Development. • Staff and Union liaison will be sought throughout the proposed consultation period. Comments and concerns from that process will inform the final proposals 	

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

Consultation on the proposals contained within this report will be undertaken with relevant staff, trade unions and Elected Members as appropriate. The results of this consultation will then inform the final proposals.

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

N/A

You may wish to consider undertaking secondary data analysis, further consultation or research or investigating best practice. If you are planning to undertake further consultation or research as a result of this EIA, please contact the Principal Consultation and Research Officer on ext. 2012.

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 checked="checked" type="checkbox"/>
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – 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"/>
Stop and rethink - the EIA identifies actual or potential unlawful discrimination	<input type="checkbox"/>

Report Officer

Name: Janet Pollard / Lisa Butcher

Signature: _____

Date and Contact No: August 2016 / x 6710 / x 6816

Departmental Equalities Lead Officer

Name: Sarah Skinner

Signature: _____

Date and Contact No: August 2016 / x 6710 / x 6816

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.

Consultation with staff

Following approval of the consultation report on 19th September 2016, formal consultation on the proposals began on 22nd September and “at risk” letters were issued to affected staff. Formal consultation on the proposals expired on 3rd November 2016.

Key elements of the formal consultation included:

Staff

- A formal briefing session and presentation for all staff on 22nd September 2016;
- Maintenance of a staff teamsite using SharePoint, for staff to access information, and a dedicated email address to contact the project team;
- A separate briefing for the Finance Services team to address service-specific issues raised in consultation, at the request of Unison;
- Holding individual meetings with members of staff, attended by HR and/or trade union representatives where requested.

Trade Unions

- Meetings with trade unions and a question and response log completed and shared with trade unions;
- Responding to specific requests for information from the trade unions;
- Arranging room bookings for Trade Unions officials to meet with their members

In summary, the main issues raised by staff and the Trade Unions relate to:

- Clarification of reporting lines within the proposed structures
- Allocation of work portfolios to HR Business Partners and Deputy Business Partners;
- The use of external, specialist resources in Marketing;
- The job evaluation of the Deputy Marketing Manager post (formerly Principal Marketing Officer)

A summary of the issues raised by both staff and trade unions and the associated management response can be found at Appendix 1. A copy of the full staff and trade unions’ consultation logs and associated documentation is available on request.

Following formal consultation, the saving options remain the proposals for which political approval is required. Structure charts have been amended to correct reporting lines and are appended to the report.

Please summarise the consultation undertaken with customers and other stakeholders regarding this proposal (refer back to the stakeholders identified in your screening form) and outline the results of this consultation, including key issues arising and any changes being made to the proposal as a result of the consultation.

There was no feedback received from other stakeholders.

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

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Race	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Religion	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Disability	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Gender (including gender reassignment)	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Age	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Sexuality	No differential impact identified	Not Applicable	Not Applicable	Not Applicable

Caring status (including pregnancy & maternity)	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Marriage and civil partnership	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Socio-economic	No differential impact identified	Not Applicable	Not Applicable	Not Applicable
Other comments or issues	<p>The proposals will have an impact on staff. All the proposals have been taken forward in consultation with staff and trade unions; in accordance with the Council's Human Resources' policies and procedures - designed not to discriminate against any diversity group.</p> <p>The proposals will lead to a reduction of 8.89 FTE in the staffing structure as a result of deleting vacant posts and accepting voluntary early retirement requests. Redundancies are therefore not necessary.</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.</p> <p>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</p>		<ul style="list-style-type: none"> • Current workforce structure • Financial information • Staff and union liaison sought throughout consultation with comments and concerns from that process informing the final proposals • Formal responses from Trade Unions 		

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	X
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed	
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	
Stop and rethink - the EIA identifies actual or potential unlawful discrimination	

Report Officer

Name: Janet Pollard / Lisa Butcher

Signature: _____

Date and Contact No: November 2016 / x 6710 / x 6816

Departmental Equalities Lead Officer

Name: Sarah Skinner

Signature: _____

Date and Contact No: November 2016 / x 1046