Report to:	Executive Cabinet Member – the Leader		
Date of meeting:	25th August 2022		
Report of:	Sue Johnson, Deputy Chief Executive	**Report Number:**	31923
Reporting Officer:	Andrew Williamson, Assistant Director Transformation	**Telephone Number:**	01204 331387
Contact Officer:	Nicky Connell, Corporate Programme Manager	**Telephone Number:**	01204 331053
Report title:	Programme Management Office Capacity for Business Transformation		
Not confidential This report does not contain information which warrants its consideration in the absence of the press or members of the public.			
Purpose:	To set out key priority areas for the Council in terms of transformational activity and request additional capacity to support their delivery.		
Recommendations:	The Leader is requested to approve the additional capacity and budget as set out in the report, in line with the business case provided.		
Decision:			
Background documents:	Strategic Budget Report February 2022		
Appendices	Appendix A: Bolton's Change Management Model Appendix B: Current and Proposed Structure Charts Appendix C: Job Description and Person Specification		
Date:			

Consultation with other officers			
Finance	Yes	08/07/2022	Janet Pollard/Katherine Roscoe
Legal	No		
HR	Yes	08/07/2022	Neeta Graham/Dawn Cunliffe
Procurement	No		
Climate Change	Yes	07/07/2022	Nicky Connell
Equality Impact Assessment	No		

(a) Pre-consultation reports Is there a need to consult on the proposals?	No		
Vision outcomes Please identify the appropriate Vision outcome(s) that this report relates or contributes to by putting a cross in the		1. Start Well	X
		2. Live Well	X
		3. Age Well	X

relevant box.		4. Prosperous	X
		5. Clean and Green	X
		6. Strong and Distinctive	X

1.   **INTRODUCTION & BACKGROUND**

1.1.   Bolton Council has a number of key priorities to deliver over the coming years, as detailed in the Vision Strategy and the Corporate Plan. This includes an ambitious Digital Strategy, as well as some other significant transformational workstreams, in response to changes in legislation, budget reductions, service improvement requirements and the changing needs of residents and businesses. The organisation is seeking to deepen a One-Council approach to modernise and improve business processes, much of which requires the achievement of business change outside of the application of technology.

1.2.   This report sets out proposals to ensure that the Council has adequate capacity with appropriate skills to support these significant programmes of work, in order to achieve the desired outcomes and ensure that a balanced budget is achieved. The proposal is to establish three Change Manager roles within the Programme Management Office (PMO), within the Transformation division of Corporate Resources.

2.   **ISSUES**

2.1.   Due to 12+ years of austerity and budget reductions, the Council has lost a significant proportion of its staffing in recent years. At the same time, demand has increased, technology has advanced, and statutory and national policy changes have placed additional and/or different demands on the organisation.

2.2.   As a result, senior managers in the organisation now have considerably reduced capacity to deliver change, particularly as their budgets have decreased. They lack the time, and in some cases skills, to analyse service data to understand in depth the nature of the challenges, and from this determine sustainable and effective service redesign, lead and deliver the changes required, and review their effectiveness.

2.3.   Change is also often delivered in isolation, due to time and budget pressures, leading to solutions that may not be effectively joined up or sustainable, or which create failure demand elsewhere. There is no standardised approach to transformational work across the Council, which means that there can be issues with evidence bases, deliverability, consistency and financial sustainability/robustness.

2.4.   One of the priorities within the Corporate Plan for 2022-24 is delivery of the Council's Digital Strategy, an ambitious programme with six key themes and in which elected member interest is high. At present there are 38 priorities (initiatives) within the programme, and whilst the initial timeline for delivery was deliberately aspirational, the programme has seen some slippage due to the majority of workstreams having no additional capacity allocated to them. This means that Theme Sponsors, Theme Leads and project managers are delivering the programme as an add-on to their day jobs, with inevitable consequences for timescales. Where capacity exists, this has therefore now been taken, and in many cases by individuals who otherwise might focus attention on non-technology change.

2.5.   The Council continues to face a very difficult financial outlook, with further savings required to achieve a balanced budget and ensure that statutory services can continue to deliver. Lack of capacity makes it very challenging for managers to get upstream of demand and intervene early, due to having their time taken up dealing with day-to-day issues. This makes it even more difficult for them to lead savings reviews, which require them to free up large, intensive periods of time.

2.6.   The Digital Programme is likely to play a significant part in delivering against the savings requirements for 2023-5, providing opportunities to work more efficiently and cost effectively, whilst improving customer service, staff morale and reducing reputational and other risks. However, non-technology change also requires capacity, and challenges both on technology and non-technology fronts mean to deliver savings of, say, £13m for 2023-5, delay (to a programme being cash-flowed over two years) to achieving the savings costs the Council £35k every day, or £250k per week, or £1.1m per month. If the savings target is £15m these figures rise to £41k, £288k, and £1.3m respectively.

3.   PROPOSALS FOR ADDITIONAL CAPACITY

3.1.   The PMO within the Transformation division was set up in 2021, in order to establish a single set of governance within the Council for a joined up, One-Council approach to transformation. The team currently programme manages the Council's Savings and Digital Programmes, with a yet untapped mandate to extend this approach to wider organisational and business process transformation under the leadership of the Assistant Director for Transformation. The model for the approach, which was agreed in late 2020-21, is set out at Appendix A.

3.2.   The team of two staff in the PMO has implemented a range of tools and artefacts to support a consistent approach to the new Digital Programme, bringing together the work of teams and individuals across the Council, including Corporate ICT and the Web Team, instigating regular reporting to the Digital Steering Committee, and sharing best practice, training and information. The team has continued to provide programme management leadership on the Savings Programme in line with established processes and in collaboration with HR and Finance colleagues.

3.3.   In order to support the achievement of the Council's priorities, as set out in the Corporate Plan and Vision Strategy, via an accelerated programme of change across Digital, Savings and other priority areas, it is proposed that additional capacity in the form of "Change Manager" roles is established within the PMO. These Change Managers would carry out a combination of business analysis and project management, working with the directorates, in order to achieve improvement in service delivery to residents and businesses, protect services through generating efficiency and financial savings, and help staff through creating easier and quicker ways of work. The postholders would work to an agreed set of programme priorities in line with directorate and organisational goals, with a mixture of quick wins and longer-term projects, supporting service managers to understand pressures and requirements in depth, and helping them to identify solutions that are sustainable and realistic. They would co-ordinate activity across the Transformation division and beyond, pulling in appropriate colleagues as required, for example to identify and deploy technical solutions to service challenges.

3.4.   The Change Managers would ensure that approaches were joined up with other directorates and, where appropriate, external partners, to avoid duplication, failure demand and silo working. All of this would be based on an underlying principle of customer-focused service redesign and delivery. Importantly, the role holders would identify core business change requirements, and then, in alignment with the directorates, convert this into managing the implementation of projects to realise the targeted benefits.

It is anticipated that Directorate Leadership Teams (DLTs) will be able to raise requests to deliver change, which will be prioritised in alignment with the Corporate Plan and Savings Delivery Board/Corporate Leadership Team (CLT) requirements. These requests will then be handed to the PMO to assign Change Manager resource to support the requesting business team. The model therefore reinforces the thought leadership that should be exercised in each business team to

pinpoint change requirements. However, as part of the overall Transformation mandate, the model also allows the Transformation team to highlight opportunities to the business teams that will help drive improvement. These would be considered by the business teams to ensure alignment with their plans and priorities, which, if supported, would lead to Change Manager resource being allocated to implement the work. In this model, the business team becomes the internal customer of the Change Manager work.

3.5. Whilst the nature of most transformation projects and programmes means that they take some time to deliver, investment in additional capacity at the right level would significantly boost organisational ability to accelerate the required outcomes and deliver a return on investment, for instance, within a one to two-year period.

3.6. A key element of the success of these proposals is to appoint staff who have the skills, knowledge and confidence to work with senior managers and chief officers to achieve change at pace. There is also likely to be a requirement to work to support elected members on this journey. Postholders will need a significant level of experience of delivering change and programme management approaches at enterprise level, underpinned by high quality business analysis skills, to unpick the challenges and identify solutions that are customer orientated and that deliver cost reductions and savings. This is a competitive market and the right combination of skills can be difficult to attract. The proposals reflect these factors and the posts have been evaluated at Grade J accordingly. This will provide progression opportunities within the team and potentially the wider division and organisation.

3.7. It is anticipated that there will be high demand for the resources in order to support the Council to achieve its business change priorities and savings targets, and therefore the proposal is to assemble a programme aligned to these goals that can be signed off and monitored by CLT.

3.8. Analysis has been carried out of comparable roles across the division, the organisation and at other local authorities, and the proposed grading is commensurate with the responsibilities and duties with these.

3.9. The proposed Change Manager roles would be responsible for:

- **End-to-end process reviews and re-engineering, pre-deployment of technology**. This will include detailed analysis of relevant service data to enable evidence-based approaches to be taken. This work will support the Digital Programme (Process Transformation and Digital Toolkit Theme priorities in particular), providing much-needed capacity to deliver at pace and effectively.

   An example of this would be to support "Phase 2" of the Online Payments project. In March 2022, "Phase 1" of this work introduced the ability for customers to use new online forms and make an online payment for ordering waste/recycling bins, registrar certificates and taxi licensing. There was high demand for this facility due to the convenience factor and less time being involved for the customer (e.g. otherwise payments for requests would need to be telephoned in by the customer within the Customer Service open hours, taking longer overall). Since March there have been on average 850 online transactions per month, with 18% of customers using this facility out of business hours. Per month, approximately 35 hours of phone calls have been prevented, and the online payments facility has allowed on average £50k of revenue to be collected. This transformation of service delivery has required extensive change management in terms of the business processes, staff training, communications etc., in order to deliver the right outcome for

customers, and is where Change Manager support for Phase 2 will be crucial. Examples of services for applying a similar approach in Phase 2 are:

- Environmental Health licences
- Waste Services – bulky collections
- Collecting revenue for services such as the School Music Service
- Pest Control
- Planning and Building Control
- Children and Families Services (e.g. child care training)
- Event ticketing

The Change Manager will work with service managers to map out processes, change business rules and measure the revenue generated, as well as improving back office processes once automated payments are available.

Another example of process reviews is for Blue Badges, to determine any beneficial process reengineering and then to see how technology can be applied to automate the process to improve customer satisfaction, increase efficiency and achieve savings. Support is also needed on the My Life in Bolton project to develop a refreshed local directory of services for residents. The Change Manager would reengineer end-to-end processes, bringing in Corporate ICT colleagues to deploy technical solutions, and working with HR and Organisational Development (OD) to put in place training and support for staff around the new processes.

- **Oracle Phase 2/Organisational Development/staff online self-service programme management**, co-ordinating and collaborating with HR, Exchequer Services, the Oracle Team, Corporate ICT, MARCOMMs etc. In 2022 the Council achieved a transformational step forward in providing payslips to staff electronically, online via the Oracle system, rather than via paper. For the first time this has provided all staff access to their current and previous payroll information 24/7, with instant access rather than using a much longer process (the process now takes minutes rather than days) of requesting this information via the Payroll team. This project has involved integrating a business and technology view, as well as very extensive logistics and liaison with managers and staff across the Council and with Schools. Moving to online payslips is anticipated to save the Council the printing of over 120,000 pieces of paper per year, along with removing the need for and cost of the process of handling, despatching/posting these payslips. This is thought to have generated over £100,000 p.a. of cost savings already assumed in financial budgets. The target is now to move forward with extending this type of benefit by Change Manager capacity focusing on and accelerating the establishment of other areas of self-service utilising the Oracle system. This will achieve further efficiency, financial savings, reduction in staff time on these tasks, and removing a high dependency on physical paper. The Change Manager would ensure that this programme of work was brought forward more quickly to make these areas easier for staff and enable the realisation of the associated savings and efficiencies.

  Examples of processes to move into Oracle self-service in Phase 2 include:
  - Annual leave requests and approvals
  - Reporting sickness absence
  - Booking annual leave
  - Overtime claims
  - Mileage claims

A Change Manager would work with key stakeholders to redesign these processes, with

the technical teams to ensure that the Oracle system is ready to be used, and with managers and staff so that they have the ability and confidence to use the system accordingly. Just like with payslips, the overall change will involve staff raising different types of request via the Oracle system and managers will approve these directly in the system. At present, this is either done in paper format, or by managers completing a Microsoft Excel spreadsheet and Microsoft Word documents. This takes up significant time, is prone to error, and there is an inconsistent approach to reporting and monitoring. Moving the process to Oracle would also enable managers to obtain reports that would flag up patterns of absence and key trigger points. This will free up manager and staff time by enabling reporting to be carried out directly in the system. In addition, the Change Manager will support the development of live data dashboards and reporting, to enable managers to have information when needed, rather than having to wait for a monthly report. This will facilitate better business decision making. In addition, the Change Manager will support the development of online training and recruitment/onboarding processes to make these more efficient.

- **Supporting the development and delivery of large-scale projects that deliver savings and cost reductions and that are critical to the Corporate Plan**. At present, it can be challenging for service managers to take time out to understand what the customer data is telling them and to redesign improved services that better meet needs whilst also reducing costs. The Change Manager would work as a critical friend with an objective view, to support managers to look at their data, engage with service users, and redesign services around customer needs. The Change Manager would look at examples of best practice in other public sector organisations to understand whether these could be applied in Bolton, understand where waste and failure demand were occurring and help managers design these out. By taking a One-Council, strategic view of the change required across the organisation, the Change Manager would also ensure that any changes were joined up and avoided pushing challenges onto other services and between directorates. For example, they might look at customer complaints relating to a particular service as their starting point and examine any patterns or repetitions that would reduce the number of complaints being raised. This would improve service, in turn save time and money, and protect the Council's reputation. The additional capacity provided by the Change Manager would also ensure that savings projects were brought forward to occur as soon as possible, by ensuring that implementations were kept on track and that dependence on cashflow was minimised.

4. OPTIONS

4.1.   *Option 1 – Do nothing*
There is a risk that key priority programmes would either be significantly delayed or would not go ahead at all. This includes achieving a balanced budget via the Savings Programme requirements. Alternatively, transformation activity could be undertaken without robust analysis or a business case, leading to increased expense, wasted time and money, lost opportunities and reinforcement of a negative culture around change.

4.2   *Option 2 – Increase PMO capacity*
Increase the capacity of the PMO to support the delivery and acceleration of key transformation programmes and projects, primarily those that support Corporate Resources priorities. This option is scalable, depending on availability of cashflow and for example savings requirements versus minimum timeframes.

4.3   *Option 3 – Increase PMO capacity and offer consultancy and project support across the Council*
        This option would build on Option 2 to provide cross-Council support to transformation projects, funded by a budget contribution from each directorate. This would enable a joined up and consistent approach to programmes and projects within the portfolio to be embedded across the Council. The key work areas for these roles would be agreed with the relevant directorates, and regular reporting into programme boards and/or DLTs would be undertaken.

4.4   The CLT is supportive of this model, Option 3, and the proposed roll-out. It is therefore recommended that Option 3 be taken forward. On this basis the proposal is based on requesting three Change Managers to be positioned within the PMO.

5.   IMPACTS AND IMPLICATIONS:

5.1   **Financial**

5.1.1   **Table 1** below details the financial effect of the proposals on the controllable budget.

   Table 1:   2022-23 PMO Controllable Budget

Expense Type	Current Budget (£)	Budget Requirement (£)	Proposed Budget (£)
Employees	123,800	177,000	300,800
Indirect Employee Costs	4,100	4,500	8,600
Transport	900		900
Supplies and Services	1,100	3,000	4,100
Grand Total	**129,900**	**184,500**	**314,400**

5.1.2   In line with the proposed cross-Council support to be provided by these posts, it is proposed that the budget requirement is to be split equally across the six directorates, resulting in a budget requirement of £30.75k for each directorate. This has been identified from within existing controllable budgets.

5.1.3   These posts will play a significant role in achieving the 2023-5 Savings Programme.

5.2   Legal

5.2.3   None

5.3   HR

5.3.3   The Change Manager role has been evaluated at Grade J, and should these proposals be approved, recruitment would be carried out in line with HR policy. The Change Managers would report to the Corporate Programme Manager, delivering against a work plan that is aligned to corporate priorities. It is proposed that this work plan be regularly reviewed by CLT to ensure that any changes to priorities are reflected and performance updates can be provided. The Job Description and Person Specification are attached at Appendix C.

5.4   Climate Change

5.4.3   The roles would contribute to the Council's climate change reduction targets by improving process efficiency, reducing the Council's reliance on paper, print and postage by digitalising, and reducing travel impacts by facilitating enabling technologies.

5.5   Other

5.5.3   None

6.   EQUALITY IMPACT ASSESSMENT (EIA)

6.1.   Under the Equality Act 2010, the Council has a general duty to have due regard to the need to:

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

6.2.   It is important to consider how the proposals contained within this report may impact positively or negatively on protected characteristics. It has been determined that due to these proposals being in line with HR policy, which is designed to eliminate discrimination, it is not anticipated that the proposals within this report will have a differential impact on any of Bolton's diversity groups, including staff. A full EIA is therefore not required at this stage.

7.   CONSULTATION

7.1.   Consultation via the usual routes has taken place and the report is being taken to the Executive Cabinet Member for approval.

8.   VISION 2030

8.1.   The proposals are underpinned by a principle of supporting the Vision and Council priorities and outcomes. All work will be prioritised in line with those strategies and whilst there will be a strong financial focus within the work programme, the outcomes set out of the Vision and Corporate Plan will be the key drivers.

9.   RECOMMENDATIONS

- The Executive Cabinet Member (Leader) is requested to approve the additional capacity and budget as set out in the report, in line with the business case provided.

The model of organising and delivering change, taking a One-Council approach, is summarised below. This approach was reviewed and agreed by the Corporate Leadership Team in early 2021, leading to Executive Member updates, and a Cabinet Briefing containing this approach as part of an overall update on Digital, occurring on 15 February 2021.

Current Structure

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                    ┌──────────────────────┐
                    │  Assistant Director  │
                    │    Transformation    │
                    └──────────────────────┘
                    ┌──────────────────────┐
                    │   Head of Technology │
                    └──────────────────────┘

┌──────────────────┐   ┌──────────────────────┐
│ Assistant Head of│   │ Head of ICT Operations│
│ Service - Digital│   └──────────────────────┘
└──────────────────┘

                                    ┌──────────────────┐   ┌────────────────────┐
                                    │ ICT Market Tender│   │Corporate Programme │
                                    │Programme Manager │   │     Manager        │
                                    │      (FTC)       │   └────────────────────┘
                                    └──────────────────┘   ┌────────────────────┐
                                                           │Principal Programme │
         ┌──────────────────┐                              │     Offficer       │
         │ Administration & │                              └────────────────────┘
         │ Resource Officer │
         └──────────────────┘
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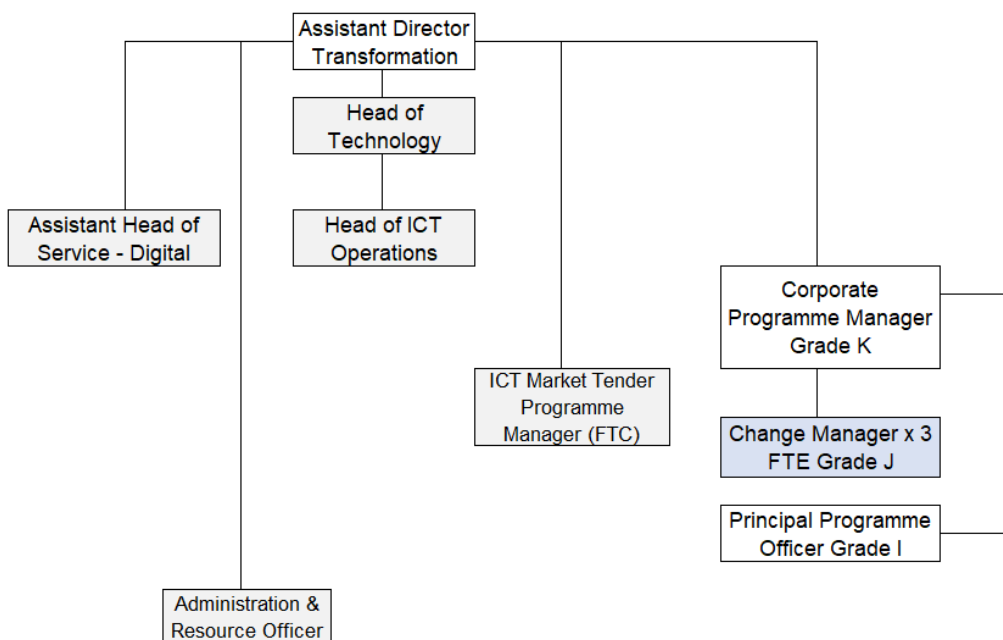
Proposed Structure

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                    ┌──────────────────────┐
                    │  Assistant Director  │
                    │    Transformation    │
                    └──────────────────────┘
                    ┌──────────────────────┐
                    │      Head of         │
                    │     Technology       │
                    └──────────────────────┘

┌──────────────────┐   ┌──────────────────┐
│ Assistant Head of│   │    Head of ICT   │
│ Service - Digital│   │    Operations    │
└──────────────────┘   └──────────────────┘

                                              ┌────────────────────┐
                                              │     Corporate      │
                                              │ Programme Manager  │
                                              │      Grade K       │
                                              └────────────────────┘

                           ┌──────────────────┐  ┌────────────────────┐
                           │ ICT Market Tender│  │ Change Manager x 3 │
                           │    Programme     │  │    FTE Grade J     │
                           │  Manager (FTC)   │  └────────────────────┘
                           └──────────────────┘  ┌────────────────────┐
                                                 │Principal Programme │
                                                 │   Officer Grade I  │
         ┌──────────────────┐                    └────────────────────┘
         │ Administration & │
         │ Resource Officer │
         └──────────────────┘
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Bolton Council

Job Description

Department	**CHIEF EXECUTIVE'S**
Job Title	CHANGE MANAGER
Grade	J
Primary Purpose of Job	To support the successful development, co-ordination and delivery of the Council's transformation programmes and relevant projects.
Reporting To	Corporate Programme Manager
Direct Staffing Reports	Up to 10 project staff as assigned.

Main Duties

1 Lead and manage specific projects within and across the directorates to ensure the timely delivery of transformation programmes under the direction of the Corporate Programme Manager. These projects will include for instance non-technology (e.g. business process), Digital, Savings and efficiency projects. Ensure that all activity is designed to contribute to Council and Vision Partnership objectives and priorities. Provide end-to-end consultancy support and guidance to projects within the transformation programmes, ensuring that a consistent approach to change management is taken.

2 Lead and develop team members (project staff) as appropriate to achieve quality, timeliness and cost-effectiveness of delivery and reporting, ensuring that staff are consulted, empowered, valued and motivated.

3 Monitor, track, evaluate and report on the realisation of project and programme level benefits within the transformation programme. Support colleagues and partners to develop and deliver these in line with the corporate change framework and organisational policies and best practice.

4 Provide strategic and operational challenge, while supporting and guiding elected members, managers and staff as required, within a One-Council context and with a relentless focus on our customers. Build internal and external networks and promote a positive, solution-focused approach.

5 Assist service managers in the end-to-end change process, providing analysis of change requirements and supporting the development of business cases that relate to the changes needed to solve business problems. Mobilise and implement projects to generate improvements to service, cost efficiency and internal controls, and ensure that learning is captured and acted upon.

6 Support the Corporate Programme Manager in managing the overall transformation programmes for Bolton Council, working with team members and colleagues, taking a

Our Values:
Accountability, Determination, Honesty and Respect, Making a Difference, Working Together

flexible and collaborative approach to change delivery.

7   Support national, regional and sub-regional focus on sector-led transformation and collaboration, and the achievement of better value for money and innovation.

8   Keep abreast of policy and legislative changes, best practice and innovation around modernised public service delivery, including through networking, research and personal development activity, and share this as appropriate.

8   Be responsible for the financial management of revenue and capital budgets associated with projects being managed. Ensure maximum value for money, including exploiting any opportunities to generate additional funding and income, preventing overspend, and generating cost efficiencies.

9   Ensure that all activities comply with Standing Orders, Financial Regulations and Codes of Practice as relevant to the Council.

10   Undertake any other duties as required by the service's response to business need.

Date Job Description updated: June 2022

 Job Description prepared by: Corporate Programme Manager

Person Specification

Department   **CHIEF EXECUTIVE'S**

Job Title   **CHANGE MANAGER**

Stage One	Candidates who are care leavers, have a disability, are ex-armed forces or are a carer (see Carers-Charter-FINAL.pdf (gmhsc.org.uk) are guaranteed an interview if they meet the essential criteria for the role
The Minimum Essential Requirements for the above Post are as Follows:	**Method of Assessment**
1. Skills and Knowledge	
1. Excellent programme and project management skills and the ability to lead and manage others in the effective delivery of complex change programmes.	Application Form/Interview/Assessment Centre
2. Good understanding and knowledge of the political, leadership and management issues facing large and complex councils, and of the government's transformation agenda for the public sector and local government in particular.	Interview/Assessment Centre
3. The ability to think strategically and at system level, analyse complex issues and data, and develop practical, effective and sustainable solutions.	Interview/Assessment Centre
4. Excellent leadership and people management skills, and the ability to motivate and inspire people	/Interview/Assessment Centre
5. Highly developed inter-personal and communication skills, and the ability to influence and engage effectively at the highest level with Members, Directors, partners and government agencies.	Application Form/Interview/Assessment Centre
6. A demonstrable track record of successful project and programme management and the ability to lead, co-ordinate, and deliver complex projects.	Application Form/Interview/Assessment Centre
7. Demonstrable experience of successful delivery of end-to-end business reviews, including deployment of business process re-engineering tools e.g. LEAN, systems thinking.	Application Form/Interview
8. Commercial awareness and ability to develop robust business cases using a range of data sources.	Application Form/Interview/Assessment Centre
9. Evidence of proactive and creative approach to problem solving, working in partnership with others to achieve this.	Interview/Assessment Centre

10.	Excellent written and verbal communication skills and the ability to deliver effective presentations and write clear, concise and persuasive reports.	Assessment Centre/Test
11.	Fluency in Office 365 applications e.g. Microsoft Word, Excel, Teams, Power BI.	Assessment Centre/Test
	Competencies – Please note the Council's corporate competencies, which are essential for all roles, are below in the Core Competencies section.	Interview
2.	**Experience/Qualifications/Training etc**	
1.	Significant successful relevant experience at a senior level in an organisation of comparable scope and complexity.	Application form/interview
2.	Experience of delivering large corporate projects in an organisation of comparable scope and complexity.	Application form/interview
3.	A relevant degree level qualification or equivalent experience.	Application form/interview
3.	**Work Related Circumstances**	
1.	All posts require the job holder to undertake mandatory training for the role and to regularly review their developmental needs in conjunction with their line manager. Development of our employees plays a key role in delivering our services.	Interview
2.	The Council has a framework of Values & Behaviours that guide our behaviour and decision making to help achieve our vision. All employees are expected to be mindful of these when undertaking their work.	Interview
3.	Will be required to work outside normal working hours occasionally to meet service demands.	Interview
.4.	Must be flexible and willing to travel to meet colleagues at various locations used by the organisation, including outside Bolton.	Interview

STAGE TWO	Will only be used in the event of a large number of applicants meeting the minimum essential requirements	
Additional Requirements		**Method of Assessment**
1.	**Skills and Knowledge**	
1.	n/a	
2.		

2.	Experience/Qualifications/Training etc	
1.	A project management qualification e.g. MSP, Prince 2	Application form/interview
2.		

Date Person Specification prepared/updated   June 2022

Person Specification prepared by   Corporate Programme Manager

These core competencies are considered essential for all roles within Bolton Council. Please be prepared to be assessed on any of these during the interview process and, for the successful applicant, throughout the probationary period.

Developing Self & Others
Promote a learning environment to embed a learning culture. Support others to develop their skills and knowledge to fulfil their potential. Actively pursue your own development. Support and promote the principles of Investors in People.

Civil Contingencies
Bolton Council has a statutory duty under the Civil Contingencies Act to respond in the event of an emergency. If Bolton Council's Emergency Management Plan is activated, you may be required to assist in maintaining key Council services and supporting the community. This could require working outside of routine working hours and working from places other than your normal place of work.

Equality & Diversity
Uphold the principles of fairness and the Equality Act in all undertakings as a Bolton Council employee, including providing a fair, accessible service irrespective of customer's race, religion, gender, sexuality, disability or age.

Customer Care
The ability to fully understand, assess and resolve the needs of all customers including those who present with complex situations, in a manner that respects dignity and expresses a caring & professional image.

Health & Safety
Take responsibility for the health and safety of yourself and others who may be affected by your acts or omissions, and comply with all health and safety legislation, policy and safe working practice, including participating in training activities necessary to your post.

Data Protection and Confidentiality
Ensure that any personal data or confidential data you hold is kept securely and is not disclosed, whether electronically, verbally or in writing, to any unauthorised third party. Follow Council policies and procedures on dealing with personal information and information assets, including The Code of Conduct, Data Protection, Acceptable Use and Information Security policies. Personal or confidential data should only be accessed or used for council purposes.

Fluency Duty
Should you be required, as a regular and intrinsic part of your role, to speak to members of the public in English, you must be able to converse at ease with customers and provide advice in accurate spoken English, as required by The Immigration Act 2016.

Working Hours
The nature and demands of the role are not always predictable and there will be an expectation that work will be required outside of normal hours from time to time.

Safeguarding

This Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. Should the role involve working with the above groups, you will be subject to an Enhanced Disclosure and Barred List check by the Disclosure & Barring Service.

The values of an organisation are those key principles by which people are expected to work to day to day. They're our culture and help define what is expected of each and every one of us.

Accountability
take responsibility for actions, stand by decisions...

Determination
don't give up, remain positive and open to new ideas...

Honesty and respect
be truthful, open, fair, treat others how you want to be treated...

Making a difference
work to a high standard, provide a quality service, keep it simple...

Working together
share knowledge, support, collaborate for better outcomes...