

Bolton Council

Report to: Executive Cabinet Member
Environment, Regulatory Services &
Skills; and
Executive Cabinet Member - the
Leader

Date: 25th March 2013
8th April 2013

Report of: Keith Davies
Director of Development &
Regeneration

Report No:
ECME/87/13

Contact Officer: Keith Davies

Tele No: 01204 331008

Report Title: **Proposed Savings and Staff Restructuring within Strategic Development**

**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(*Confidential Not for Publication*)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:

This report sets out detailed consultation proposals to achieve the
Strategic Development Service £480,000 savings option as part of the
overall Development and Regeneration savings and efficiencies
programme for 2013/15.

Recommendations:

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

Decision:

Background Doc(s):

(for use on Exec Rep)

Signed:

Leader / Executive Cabinet
Member

Monitoring Officer

Date:

Summary:

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

- Appendix 1 Current Organisational Structure
- Appendix 2 Proposed Organisational Structure
- Appendix 3 Equality Impact Assessment

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

1. Executive Summary

- 1.1 Bolton Council is facing a very challenging financial context. On the 3rd September 2012 the Cabinet approved a consultation report that set out the options for securing savings of £34.6m over a two year period (2013/14 and 2014/15). Within the report the target identified for the Development and Regeneration Department is £1.7m.
- 1.2 Following the Government's announcement of the annual local government settlement in December 2012, the Council's savings requirement has increased to £43.4m. This has resulted in a revised target for the Development and Regeneration Department of £2.02m which was approved at the Cabinet on the 11th February 2013.
- 1.3 This report sets out proposals to achieve £480,000 of that revised target through a review of the Strategic Development Service within the Department.
- 1.4 The response has been underpinned and driven by an explicit focus on ensuring the skills, knowledge and expertise are in place to enable the completion of the Council's current development portfolio and to bring forward and deliver the priorities identified in the revised Economic Strategy for Bolton focused upon the continuing commitment to securing economic prosperity and narrowing the gap.
- 1.5 The proposals as set out in this report for consultation indicate a potential overall reduction in the staff establishment from 20 (19.4 fte) to 15 posts (14.4 fte). However as a result of approved VERs and the deletion of vacant posts within the establishment it is not anticipated that there will be any redundancies arising from this review.
- 1.6 These proposals, if agreed, would form the basis for consultation with trades unions, staff, elected members and key service users. It is anticipated that final proposals would be considered in June 2013 with revised staffing structures in place by September 2013.
- 1.7 It is proposed that there will be a phased implementation of these proposals beginning in September 2013 and completed by April 2014.

2. Introduction

- 2.1 Bolton Council is facing a very challenging financial context. On the 3rd September 2012 the Cabinet approved a consultation report that set out the options for securing savings of £34.6m over a two year period (2013/14 and 2014/15). Within the report the target identified for the Development and Regeneration Department is £1.7m.
- 2.2 Following the Government's announcement of the annual local government settlement in December 2012, the Council's savings requirement has increased to £43.4m. This has resulted in a revised target for the Development and Regeneration Department of £2.02m which was approved by the Cabinet on the 11th February 2013.
- 2.3 This report sets out proposals to achieve £480,000 of that revised target through a review of the Strategic Development Service within the Department.

3. Service Overview and Rationale for Review

- 3.1 The Strategic Development Service sits within the Development and Regeneration Department, which came into existence on the 1st September 2005 as part of a broader realignment of functions across the Council. Since that time other units have joined the Service, including Business Bolton, Arts Development and Bolton Town Centre Partnership.
- 3.2 The Service helps set the strategic direction for, and the management/delivery of, the Council's economic development, inward investment/job creation, business community and visitor economy objectives including:-
- Sustaining and supporting existing key employment sites
 - Identifying and securing inward investment opportunities
 - Working with public and private sector partners to bring forward economic regeneration/job creation development schemes
 - Maximising the benefits of inward investment and regeneration schemes for Bolton residents
 - Retaining, further developing and providing support for the borough's businesses
 - Supporting and developing Bolton's visitor economy
- 3.3 The key stakeholders and audiences for the service are:-
- Bolton residents
 - Bolton businesses
 - Staff
 - Other employers

- Developers and Investors
 - Visitors/tourists
 - Elected Members
 - Council departments
 - Other public sector partners e.g. Bolton University/College, the Greater Manchester family (including MIDAS, New Economy, GMIF Core Team, Manchester Growth Hub Visit Manchester)
- 3.4 The Service was created during a period of well-founded optimism and expanded to provide the capacity required to respond to a robust economic forecast for Greater Manchester and the wider North West region that positioned Bolton strongly in terms of future growth. This was built into the 2007 Community Strategy which set out an ambitious 10 year vision for securing £1bn investment and creating more than 15,000 jobs, with the explicit objective of maximising the benefit for local people and narrowing the gap across a range of outcomes. Progress to date includes completion of Bolton One and the College campus, delivering over £120m investment in the town centre's Innovation Zone and securing £48m investment for a new town centre interchange.
- 3.5 However, the global economy has also changed significantly over that period and the deep and sustained economic recession has inevitably had an impact on the ambitions contained within the 2007 Community Strategy. This has manifested itself in particular on the ability of the private sector to bring forward the major regeneration schemes planned, such that the comprehensive, speculative development projected at locations such as the Innovation Zone, Central St and Merchants Quarter is unlikely to proceed in the immediate future and/or to the scale originally envisaged. Thus, while the Council's overall vision and economic strategy remain valid, the pace of development in the medium-term and, consequently, the level of resources required to manage this, will be different.
- 3.6 In response to the twin drivers of increasing constraints on public sector budgets and the changing development and regeneration landscape locally the Service has, since 2009, delivered efficiency savings through smarter working and has deleted posts as and when they have become vacant. In addition, the post-review Enterprise, Employment and Skills and Departmental Senior Management Structures implemented in June 2011 and May 2012 respectively have had some impact on the Service. Notwithstanding this and in view of the unprecedented financial challenge the Council faces for the foreseeable future, it has now become necessary to undertake a full review of the service to bring forward a revised structure that responds to this challenge, while remaining fit for purpose. It should be noted that the post of Head of Strategic Development was included in the Senior Management review undertaken in 2012 and is therefore not included within the scope of this review.

- 3.7 The Service retains a leading role in delivering the key priorities identified in the Economic Strategy approved in March 2011 and subsequently reflected in Bolton's Community Strategy 2012 - 2015. These are underpinned by a continuing commitment to the dual aims of securing economic prosperity and narrowing the gap. However, in light of the scale of the economic challenge, the Council and its partners have reviewed priorities over the next three years. This has provided a very clear remit to protect and support Bolton and the borough's town centres and bring forward the development of the other key employment sites in the M61 corridor.
- 3.8 It is important that the Service retains the necessary experience, skills and knowledge in the regeneration field both to ensure delivery over the next few years and for succession planning purposes going forward. This has been a key factor in re-shaping the Service.
- 3.9 The review has also been underpinned by an explicit focus on:-
- The rationalisation of management, to deliver 50% of the staff savings
 - The ability to reduce some capacity in the light of support available at Greater Manchester level in key areas including the Growth Hub and the Core Investment Team
 - The chance to establish a new post for a trainee project officer, creating a career path and development opportunity, which does not exist within the current structure
 - The opportunity to obtain a clear understanding of those services which are fully funded by contractual arrangements or by external funding/partnership contributions, and those services which would not be regarded as a priority function for delivery by the Council
- 3.10 In order to reduce the impact of this review on staff and service delivery the division's budget has been reviewed and approximately 62% of the savings proposed are from non-staffing operational costs. The detail of the non staffing savings can be found in section 5.12.
- 3.11 The remainder of this report sets out the proposals in more detail for the purposes of consultation with trades unions, staff and stakeholders.

4. Review Process To Date

- 4.1 To prepare for the review, a detailed assessment of the Strategic Development Division began in June 2012. A Project Board chaired by the Director was established with the aim of providing a detailed analysis of the division, including staff structures, functional activity, statutory requirements and the budget position.

- 4.2 The Director and Heads of Service have provided information which has helped to understand the current position in the service. The proposals outlined within this report have been developed as a result. The project board has also been advised by representatives of finance and business development and HR.
- 4.3 During the review, all areas have been assessed within the context of the Service's current development portfolio and the clear medium-term remit. Examples include:-
- Supporting the £4.5m refurbishment of Bolton Market
 - Overseeing the delivery of the new transport interchange
 - Supporting businesses across the borough with a particular focus on securing employment and training opportunities for local residents
 - Sustaining and boosting the visitor economy
 - Developing a programme for Bolton town centre to mitigate the impact of the economic recession

5. Proposals for Change

- 5.1 The Executive Cabinet Member is asked to consider the following recommendations for changes to the Strategic Development Service.
- 5.2 The Service's key priorities are contained within the Economic Strategy approved in March 2011 and have been shaped by the Council's recognition of the need to minimise the negative impact of the recession, to create a platform for growth when the economy recovers and to provide a corporate funding strategy that supports this approach:-
- Developing and implementing a refreshed three-year Bolton Town Centre Strategy and Delivery Plan, incorporating the recommendations of the Greater Manchester Town Centres Study and with a focus on interventions that complement, support and build upon recent and current public sector-led schemes in order to maximise the benefits of the significant investment made. The Council has allocated resources corporately to support this strategy.
 - Continuing to protect and sustain the borough's other town centres;
 - Enabling and co-ordinating the development of Logistics North, Bolton to create up to 4,000 jobs;
 - Bringing forward the development of the former Horwich Loco Works to create up to 2,000 jobs;
 - Co-ordinating a deliverable programme of residential developments in Bolton town centre; and

- Supporting inward investment, development and other job generating opportunities, including linking to available funding sources such as the GMIF and initiatives to support local residents in securing the jobs created
- 5.3 This has determined that the Service be re-focused into two areas, Investment and Development and Local Economy and Tourism.
- 5.4 Overall, these proposals will provide appropriate capacity to focus on the delivery of the key priorities set out above, both in terms of staffing and financial resources. Should other initiatives arise then reprioritisation would need to occur or corporate resources be allocated to reflect new priorities. In addition those elements of work which would cease or diminish as result of this review have been identified and will be made available during the consultation process.
- 5.4 It is proposed that there will be a phased implementation of these proposals beginning in September 2013 to be completed by April 2014.

Senior Management

- 5.5 One of the key aims of this proposal is to reduce senior management within the structure. As a result it is proposed to reduce the number of senior managers from four to two. The posts affected are the Strategic Development Manager, Head of Tourism and two Unit Managers. Two new posts are to be created, Investment and Development Manager and the Local Economy and Tourism Manager; both have been evaluated at grade 11 under the Council's Job Evaluation Scheme.
- 5.6 In terms of filling the posts, VER applications have already been approved for two individuals who might have been affected by this proposal, therefore the remaining two post holders are a direct slot in. A key impact of this will be a reduction in the capacity to provide senior level support to the delivery of projects and initiatives. Proactive work to identify, develop and deliver new investment and development opportunities and provide high level support for corporate projects and programmes not currently identified as key priorities for the Service will diminish following full implementation of the proposal.

Investment and Development

- 5.7 The Senior Project Officer post is to be disestablished so that the structure is consistent with others in the Department. In addition, the strategic nature of the key priorities going forward is such that there is a greater requirement for work at Principal, rather than Senior Officer level. Currently there is a vacant Principal Project Officer post which, under the

current policies, would provide a suitable alternative post for the displaced Senior Project Officer. Examples of work that will cease or diminish as a result include the provision of a day to day, comprehensive management/co-ordination service from inception to delivery for developments, projects and initiatives not identified in the Service's key priorities.

- 5.8 Notwithstanding the need to maximise savings, it is felt that there is an opportunity to create a Career Grade Trainee Project Officer. This new post will offer a development opportunity and career path, which does not exist within the current structure. In providing an opportunity to train and develop an individual in the regeneration field, the post will also play an important role in terms of succession planning and ensuring future capacity and expertise within the Service when the economy recovers.

Local Economy and Tourism

- 5.9 The Central Bolton Partnership Manager position has been vacant since April 2011. The responsibilities have been absorbed across the team during the intervening period, particularly at Project Officer and Unit Manager level and it is felt that there is no longer a requirement for a dedicated post to cover this work.
- 5.10 It is proposed that the specific roles of the Arts Officers be integrated into Project Officer posts, with a particular focus on supporting Bolton's creative industries sector. This will enable flexibility and generic tasks to be distributed across the Service. However, the disestablishment of one Project Officer post that is currently filled via secondment will result in a reduction in dedicated support to businesses and related service areas including the Work Programme.
- 5.11 The Admin Officer post has not been filled on a permanent basis over the last three years. During this time improved IT systems and processes and more efficient working methods have been developed which have streamlined the administrative role. This will allow for the remaining functions of the post to be absorbed by the refreshed and re-named Community Safety Admin Officer post, which primarily supports the Central Bolton Partnership.

Non Staff Savings

- 5.12 As part of this review all the departmental budgets have been reviewed to find efficiencies, in order to reduce the impact on staff and service delivery. Some efficiencies have been found within the operational budgets as detailed below in Table 1. In recent years the Council has identified corporate resources to support this area of work which has, in turn, released some of the departmental revenue budget. Some of this budget

is now available to contribute to the savings target as the Council has recently agreed one-off resources over the next four year period to deliver the programme.

- 5.13 However, as a result of these proposals, the departmental funding available post review will sustain the current level of activity. Should other initiatives emerge which require delivery then reprioritisation will need to occur or the Council would need to consider allocating corporate resources.

Table 1: Operational Budgets

Budget Area	£
Tourism Budget	39,200
Town Centre Development	144,385
Business Competitiveness	60,000
Projects	56,000
Total	299,585

6. Organisational Structure

- 6.1 The staffing structure as proposed for consultation is set out in Appendix 2. In summary, the potential changes involve a possible reduction of the total establishment by five posts (5 fte) from the current 20 posts (19.4 fte), leaving 15 (14.4 fte) posts established.
- 6.2 This review involves significant proposed changes to staff numbers and roles and needs to be managed sensitively to minimise the impact on the existing staff, who have worked hard to provide a well-regarded service. The potential reduction in staff posts will be managed in accordance with Council policy and may be offset by a number of positive measures including:
- Deletion of current vacancies
 - Utilising vacant posts for displaced staff
 - Creation of a new post providing a personal and career development opportunity
- 6.3 The posts within the structure have been reviewed, refreshed and re-evaluated where appropriate. The potential reduction in staff posts will be managed in accordance with the Council's HR policy.

7. Financial Savings

- 7.1 Table 2 provides details of the budget relating to the Strategic Development Division.

Table 2: Strategic Development Budget

Services	Budget 12/13
AGMA Inward Investment	141,600
Project Revenue Account	528,000
Strategic Development	691,882
Central Bolton Partnership	80,848
Metro Shuttle Bus*	99,500
Business Bolton	349,400
Arts	64,864
Total	1,956,094

* Budget held in D&R but funded as part of a corporate initiative

- 7.2 Table 3 provides the breakdown of the proposed staff and non staff savings.

Table 3: Financial Savings

	£	%
Staff Saving	180,415	37.6
Non Staff Saving	299,585	62.4
Total Saving	480,000	100

- 7.3 The detail for non-staff savings is shown in Table 1 (paragraph 5.11), however, Table 4 provides the breakdown of the Strategic Development budget by subjective along with the effect the proposed savings will have on the budget.

Table 4: Budgets for Strategic Development Division

Expenditure Type	Budget 12/13	Proposed Savings	New Budget
Employee	773,179	-180,415	592,764
Employee Other	2,400		2,400
Premises	57,700		57,700
Transport	4,200		4,200
Supplies	808,586	-299,585	509,001
Third Party	165,800		165,800
Support Costs	184,500		184,500
Income	-40,271		-40,271
Total	1,956,094	-480,000	1,476,094

8. Staff and Establishment Implications

- 8.1 Implementation of the new service model will require a service restructure including some potential redundancies. The current and proposed future staffing structures are provided at Appendix 1 and 2. Under the terms of these proposals Tables 5 to 11 below set out the detail of the changes proposed to the current structure.

Table 5: The following posts (currently held vacant) would be disestablished:

FTE	Existing Job Title
1	Central Bolton Partnership Manager (Grade 10)
1	Central Bolton Partnership Administrative Officer (Grade 3)
1	Project Officer (Grade 6/7)

Table 6: The following posts would be redundant and subject to the proposals in Tables 7-10 below:

FTE	Existing Job Title
1	Strategic Development Manager (Grade 12)
1	Head of Tourism/Visitor Economy Manager (Grade 12)
1	Unit Manager (Grade 10)
1	Unit Manager (Grade 11)
1	Senior Project Officer (Grade 8)
1.4	Arts Officer (Grade 6)

Table 7: The following posts are directly comparable and will be slotted in:

FTE	Proposed Job Title	Existing Job Title
2	Principal Project Officer (Grade 9)	Principal Project Officer (Grade 9)
6	Project Officer (Grade 6/7)	Project Officer (Grade 6/7)
1.4	Project Officer (Grade 6/7)	Arts Officer (Grade 6)
1	Community Safety and Administration Officer (Grade 4)	Community Safety Officer (Grade 4)
1	Information and Support Officer (Grade 3)	Information and Support Officer (Grade 3)

Table 8: The following vacant / new posts are broadly comparable but at one grade higher and will therefore be slotted in subject to a short assessment:

FTE	Proposed Job Title	Existing Job Title
1	Principal Project Officer (Grade 9)	Senior Project Officer (Grade 8)
1	Investment & Development Manager (Grade 11)	Unit Manager (Grade 10)

Table 9: The following vacant post is broadly comparable but at one grade lower and will therefore be slotted in subject to a 2 year protection period:

FTE	Proposed Job Title	Existing Job Title
1	Local Economy and Tourism Manager (Grade 11)	Head of Tourism / Visitor Economy Manager (Grade 12)

Table 10: The following posts have been approved for VER:

FTE	Proposed Job Title
1	Strategic Development Manager (Grade 12)
1	Unit Manager (Grade 11)

Table 11: The following post is to be established and made available for redeployees:

FTE	Proposed Job Title
1	Career Grade Trainee Project Officer (Grade 4/5)

9. Consultation and Next Steps

9.1 The proposals set out in this report are for consultation only at this stage. Further to the report approved by the Cabinet on 3rd September 2012 setting out the strategic option and commencing formal consultation, it is intended that the proposals contained within this report be the subject of a period of formal consultation with trades unions, staff and stakeholders. Key features of this consultation include:

- Staff at risk of redundancy will be issued with letters in March 2013;
- Regular meetings will take place with trades unions to work through the proposals and their implications for staff;
- Time off provided for trades unions officials to meet with and provide support to staff;
- Staff briefing sessions will be organised for those staff at risk of redundancy who will also receive a Staff Consultation Pack explaining the proposals and what this could mean for their employment;
- Maintaining the staff teamsite for all affected staff with key information, dates and frequently asked questions;
- Individual and corporate support sessions for staff; and
- Stakeholder consultation as listed in 3.3.

9.2 Following the close of consultation, proposals will be amended to take account of the responses received and alternatives put forward as appropriate. It is anticipated that formal approval of the final (revised) proposals will be in June 2013 and there will be a phased implementation beginning in September 2013 to be completed by April 2014.

10. Equality Impact Assessment

10.1 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; and
- Fostering good relations between people who share a protected characteristic and people who do not share it.

10.2 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") screening form has been

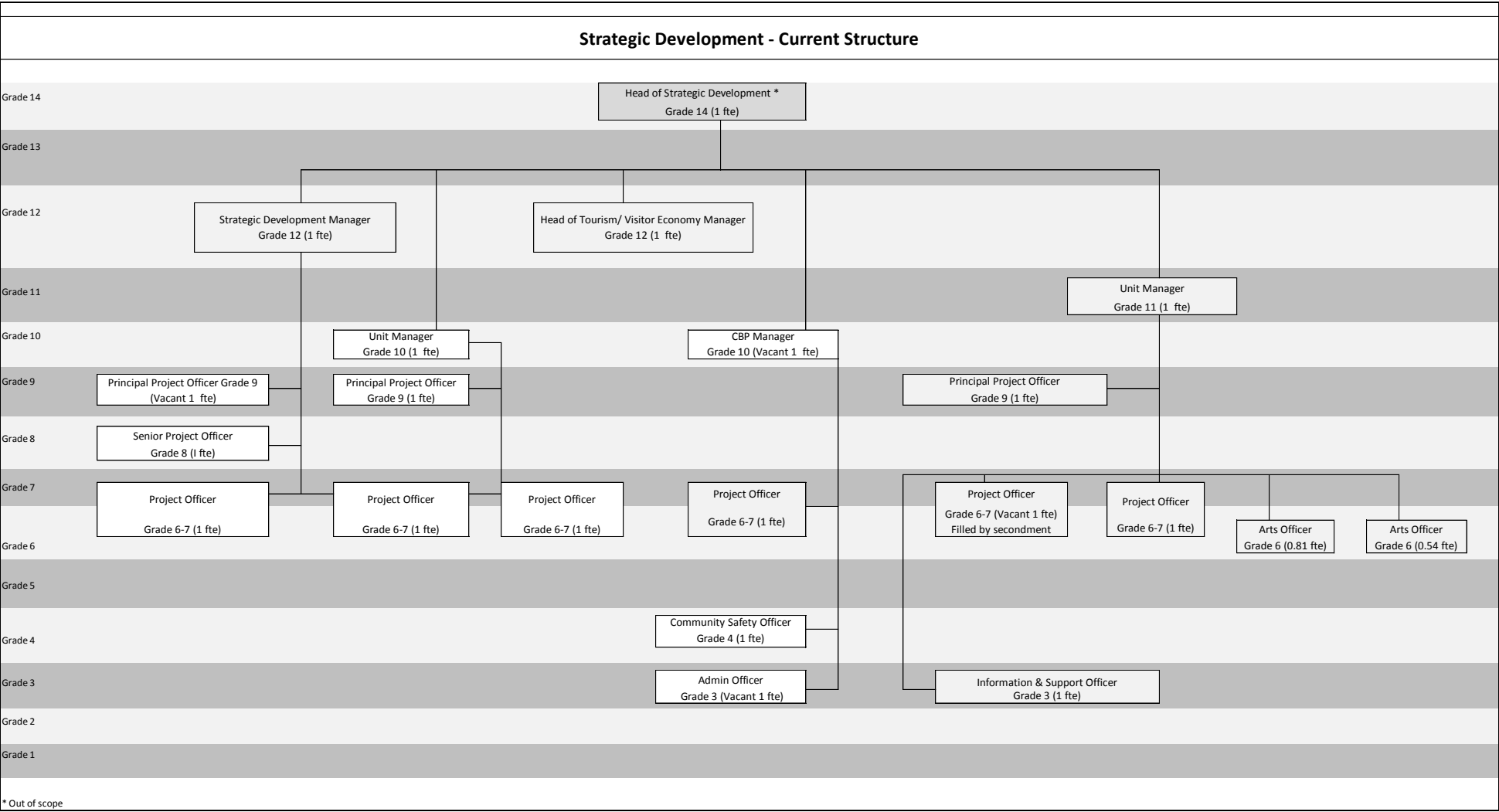
completed for the proposals outlined in this report, and is attached at Appendix 3.

- 10.3 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.
- 10.4 Due to the nature of the proposals, it is possible that there could be some adverse socio-economic impact. This analysis is set out in more detail in the EIA.
- 10.5 The analysis of equality impact will be tested during consultation, and an updated EIA will be included with the report setting out the final proposals.

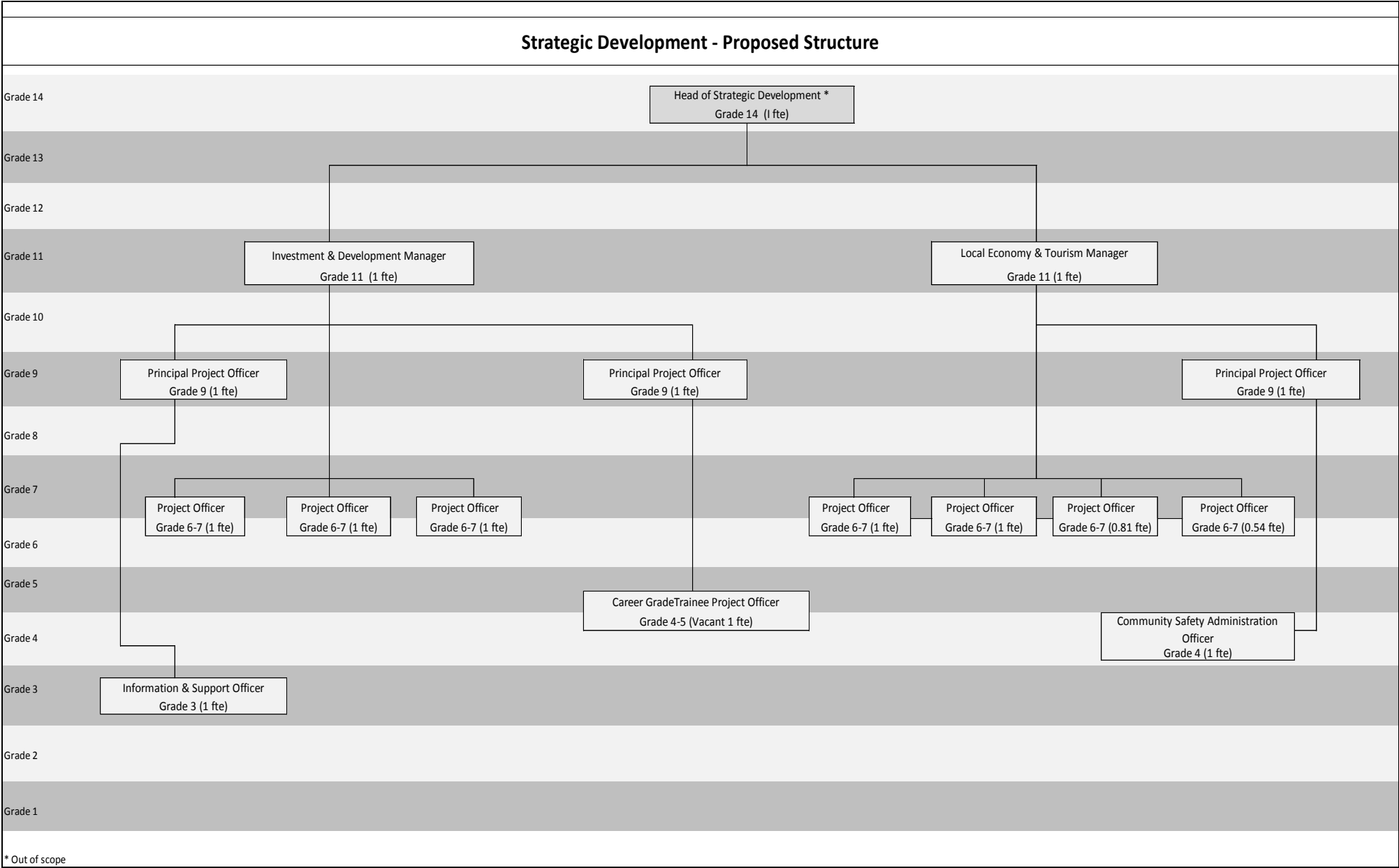
11. Recommendations

- 11.1 The Executive Cabinet Member is recommended to approve the proposals as set out in this report for consultation purposes with trades unions, staff and stakeholders.

Appendix 1: Current Structure Chart



Appendix 2: Proposed Structure Chart



Appendix 3: Equality Impact Assessment

Equality Impact Assessment

Part 1: Screening Form

Title of report or proposal:
Proposed Savings and Staff Restructuring within the Strategic Development Division

Department:	Development & Regeneration
Section/SIAP unit:	Strategic Development Division
Date:	25 th March 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:

Bolton Council is facing a very challenging financial context. On the 3rd September 2012 the Cabinet approved a consultation report that set out the options for securing savings of £34.6m over a two year period (2013/14 and 2014/15). Within the report the target identified for the Development and Regeneration Department is £1.7m.

Following the Government's announcement of the annual local government settlement in December 2012, the Council's savings requirement has increased to £43.4m. This has resulted in a revised target for the Development and Regeneration Department of £2.02m.

This report sets out proposals to achieve £480,000 of this amount through a review of the Strategic Development Division within the Department.

The Service provides the strategic direction for, and the management/delivery of, the Council's economic development, inward investment/job creation, business community and visitor economy objectives including:-

- Sustaining and supporting existing key employment sites

- Identifying and securing inward investment opportunities
- Working with public and private sector partners to bring forward economic regeneration/job creation development schemes
- Maximising the benefits of inward investment and regeneration schemes for Bolton residents
- Retaining, further developing and providing support for the borough's businesses
- Supporting and developing Bolton's visitor economy

The proposed £480,000 savings are made up of 62% from staff reduction and 38% from non-staffing operational costs. This equates to:

- Staff Reduction - £180,415
- Non Staffing Operational Costs - £299,585

Although resources are being reduced, the Service's continuing focus will be on meeting the objectives of the Economic Strategy.

The aim of this review is to make the necessary savings identified above and to undertake a full review of this service to ensure it is fit for purpose and recognises the priority areas in terms of customer needs.

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

The key stakeholders and audiences for this service are:-

- Bolton residents
- Bolton businesses
- Staff
- Other employers
- Developers and Investors
- Visitors/tourists
- Elected Members
- Council departments
- Other public sector partners e.g. Bolton University/College, the Greater Manchester family

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

This report focuses on meeting the savings target for a two year period (2013/14 and 2014/15). In order to meet the required savings target, it is unfortunately unavoidable that the number of posts within the service will need to be reduced. The proposals set out for consultation are for a total reduction in posts by 5 (5 FTE's) from 20 (19.4 FTE's), leaving 15 posts (14.4FTE's) established.

Vacancies have been deleted where possible to reduce the impact on staff, but some staff will see changes to roles, responsibilities and/or working patterns. Requests for VES and VR have been approved.

The proposed staffing structure has been simplified to reduce management and realign the roles across Strategic Development. It is anticipated that the changes will provide clear management lines and provide efficiencies across the functions whilst sustaining the work programme.

Positive Impacts

- The opportunity to design a service which is fit to deliver the requirements of the Economic Strategy;
 - A refreshed three-year Bolton Town Centre Strategy and Delivery Plan
 - Continuing to protect and sustain the borough's other town centres
 - Enabling the development of Logistics North, Bolton to create up to 4,000 jobs
 - Advancing the development of the former Horwich Loco Works to create up to 2,000 jobs
 - Co-ordinating a deliverable programme of residential developments in Bolton town centre
 - Supporting inward investment, development and other job generating opportunities, including linking to available funding sources such as the Greater Manchester Investment Fund and programmes to support local residents in securing the jobs created
- During the review, all areas have been assessed within the context of the Service's current development portfolio and the clear medium-term remit. Examples include:-
 - Supporting the £4.5m refurbishment of Bolton Market
 - Overseeing the delivery of the new transport interchange
 - Supporting businesses across the borough with a particular focus on securing employment and training opportunities for local residents
 - Sustaining and boosting the visitor economy
 - Developing a programme for Bolton town centre to mitigate the impact of the economic recession
- The ability to meet savings by reducing some capacity in the light of support available at Greater Manchester level in key areas including the Growth Hub and the Core Investment Team.
- The chance to establish a new post for a Career Grade Trainee Project Officer offering an individual development and a career path.
- The Service has retained the necessary experience, skills and knowledge in the regeneration field both to ensure delivery over the next few years and for succession planning purposes going forward. This has been a key factor in re-shaping the Service.

Negative Impacts

- A revision of the division's priorities means some projects will no longer take place and the ability for the Service to be proactive across the full development and regeneration remit will be greatly reduced.
- Staff will see a change in their roles and responsibilities and overall capacity within the service.
- There will be a reduced capacity to provide bespoke/dedicated support to businesses. However, greater support will be available at a Greater Manchester level.
- Significantly reduced departmental involvement in projects that do not meet the Service's key priorities.

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	Not anticipated	No specific impacts in relation to race have been identified at this time	No specific impacts in relation to race have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Religion	Not anticipated	No specific impacts in relation to religion have been identified at this time	No specific impacts in relation to religion have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Disability	Not anticipated.	No specific impacts in relation to disability have been identified at this time.	No specific impacts in relation to disability have been identified at this time.	Anything relevant to this area raised in the consultation process will be taken into consideration.
Gender (including gender reassignment)	Not anticipated.	No specific impacts in relation to gender have been identified at this time	No specific impacts in relation to gender have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Age	Not anticipated.	No specific impacts in relation to age have been identified at this time	No specific impacts in relation to age have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.

Sexuality	Not anticipated	No specific impacts in relation to sexuality have been identified at this time	No specific impacts in relation to sexuality have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Caring status (including pregnancy & maternity)	Not anticipated	No specific impacts in relation to caring status have been identified at this time	No specific impacts in relation to caring status have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Marriage and civil partnership	Not anticipated	No specific impacts in relation to marriage and civil partnership have been identified at this time	No specific impacts in relation to marriage and civil partnership have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration.
Socio-economic	The Service provides the strategic direction for, and the management/delivery of, the Council's economic development, inward investment/job creation, business community and visitor economy objectives. This work helps to drive the council's priorities of achieving economic prosperity and narrowing the gap. Reduced capacity within the service could therefore have an effect on the council's ability to	Due to limited resources we have a degree of restriction in the projects we can contribute to. This could have a general impact on the council's ability to stimulate growth and investment and to support businesses, which in turn could make outcomes such as skills and employment opportunities more difficult in the future and have a long term effect on communities.	<p>The review of the Strategic Development Division seeks, as far as possible, to mitigate the impact on frontline service delivery.</p> <p>As part of the strategy for delivering these savings, we have sought to make them from the areas which will affect the public the least. However, in order to protect the current programme, involvement in new and additional projects would</p>	The division is clear about its priorities, as set out in this report, and work will be focused on delivering these priorities. In addition, where possible corporate resources will be used to support the town centre in the short term (next 3 years).

	deliver these outcomes across the borough.		see an impact.	
Other comments or issues	<ul style="list-style-type: none"> There will be reduced capacity to support businesses. However, this impact should be mitigated by signposting businesses to the support available at Greater Manchester level , including the Growth Hub. 			
<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"> Financial Data Service Management Information Economic Strategy Greater Manchester activity

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

Consultation will be undertaken with key stakeholders including staff and their Trade Unions to seek views on any potential impacts. A review will need to be undertaken in the future to monitor impact.

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

As above.

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

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

Please confirm the outcome of this EIA:

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

Report Officer

Name: Keith Davies

Signature: _____

Date and Contact No: _____

Departmental Equalities Lead Officer

Name: Janet Pollard

Signature: _____

Date and Contact No: _____