

HUMAN RESOURCES, PERFORMANCE AND DIVERSITY

A record of decisions made by the Executive Member with responsibility for Human Resources, Performance and Diversity on:-

WEDNESDAY, 15TH AUGUST, 2007

following consideration of the matters detailed below in the presence of:-

Councillor White	Executive Member for Human Resources, Performance and Diversity
Councillor R. Allen	Major Opposition Spokesperson
Councillor J. Silvester	Minor Opposition Spokesperson
Councillor Kay	Executive Member for Adult Social Care and Health
Mr. D. Winstanley	Assistant Chief Executive
Mr. F. O'Malley	Head of Employee Relations and HR Services
Mr. J. Rutherford	Director of Adult Services
Mr. A. Kilpatrick	Assistant Director of Adult Services
Ms. C. Hyams	Head of Corporate Organisational Development
Ms. L. Ridsdale	Head of Employment Policy and Strategy
Mr. A. Donaldson	Head of Policy and Improvement
Ms. S. Senior	E-Learning Development Officer
Ms. K. Cresswell	Unit Manager, Traveller Education
Ms. B. Newman	Policy Accountant
Ms. A. Berry	HR Co-ordinator
Mr. J. Kerambrum	Trainee Democratic Services Officer

19. MONITORING OF EXECUTIVE MEMBER DECISIONS

The Director of Legal and Democratic Services submitted a report which contained monitoring information related to decisions taken at the Executive Member's previous meetings.

The Executive Member for Human Resources, Performance and Diversity NOTED progress on the decisions previously taken, as detailed in the Appendix to these minutes.

20. APPOINTMENT OF TWO MENTORS FOR THE GYPSY ROMA TRAVELLER COMMUNITIES

The Director of Children's Services submitted a report which requested the Executive Member's approval for two mentoring posts within the Traveller Education Unit.

By way of background information the report advised that a bid to the The Paul Hamlyn Foundation to run a research project called Lacho Drom, Romani for Good Route/Road to Success, had been successful and as part of this two mentors would be needed to meet the criteria of the bid.

The mentors would work alongside and support school staff, children, parents and Traveller Education staff to assist in the successful inclusion and attendance of the children and young people which Traveller Education worked with.

The two posts would be for twelve hours per week, for thirty six weeks and would commence during September, 2007 finishing in June, 2008.

A copy of the relevant job descriptions and person specifications were appended to the report.

The report had been considered and approved by the Executive Member for Children's Services at her meeting on 7th August, 2007.

The Head of Paid Service, in consultation with the Executive Member for Human Resources, Performance and Diversity APPROVED -

The establishment of two part time mentors for the Traveller Education Unit, as detailed in the report.

21. SCHOOL MEALS MANAGEMENT RESTRUCTURE

The Executive Member AGREED, that the matter be deferred to a future meeting of the Executive Member for Human Resources, Performance and Diversity.

22. DISABILITY EQUIPMENT POOLED BUDGET

The Director of Adult Services submitted a report which requested the Executive Member's approval to extend the disability equipment pooled budget and for the appointment of three additional Drivers or fitters, a part-time clerical officer and an eight month fixed term Disability Officer.

By way of background information, the report advised that following a Department of Health report 'Plans to Integrate Community Equipment Services' in March, 2001 it was suggested that all disability equipment provided by social services, health and education should be integrated via a pooled budget. This was later extended to include children's equipment.

The report stated that since June, 2005 the Integrated Community Equipment Store had been housed at Crescent House and, in the main, offered office hours access for prescribers. There was an awareness of the need for emergency access to equipment out of hours and therefore satellite stores were set up at Minerva Day Hospital, the acute Occupational Therapy Department and Lever Chambers. These offered small items of equipment that could be picked up by the prescribing staff and safely transported to service users' homes. Although this service helped to prevent some avoidable hospital admissions, it did not address the need for those complex emergency discharges where someone required

a bed, special mattress or hoists which required special delivery from trained drivers and fitters. However, the pool had not initially been set up with enough funding to provide a more comprehensive out of hours service.

In addition, the report advised that there had been an increase in planned weekend discharges and a demand to meet the needs of people with end of life care. This had necessitated the need to look at improved funding to provide an out of hours service by the Integrated Community Equipment Service.

The report stated that in February, 2007 the PCT, in conjunction with the Integrated Community Equipment Service had drawn up a business plan to improve access to the store, to further promote independence and support long term conditions. This plan confirmed the service would be extended and included funding for additional administrative staff, drivers, IT and equipment.

The report advised that, now the additional funding was confirmed, it was proposed that the Council, as the lead commissioner of the service, employed new staff. The report proposed that the following staff would include:

- three full time equivalent drivers or fitters that would complement the existing drivers;
- an additional part time administrator to bolster the existing administration and to cover some weekend or morning shifts; and
- a fixed term, eight month Disability Officer to clear the six month waiting list of people waiting for an assessment.

The report advised that some of the benefits from these changes would be less avoidable hospital admissions, packages of care, reduced waiting times for assessment and speedier provision of the equipment. Additional drivers would certainly improve recycling/collection of unwanted equipment which was a pressure at present.

A copy of the relevant job descriptions and person specifications were appended to the report.

The report had been considered and approved by the Executive Member for Adult Social Care and Health at her meeting on 6th August, 2007.

The Head of Paid Service, in consultation with the Executive Member for Human Resources, Performance and Diversity APPROVED -

The establishment of three full time drivers, an additional part time clerical officer and a fixed term Disability Officer, as detailed in the report.

23. MUSEUM SERVICE: PARTNERSHIP AND ACCESS MANAGER

The Director of Adult Services submitted a report which requested the Executive Member's approval for the establishment of a Partnership and Access Manager within the Museum and Archives Service.

By way of background information, the report advised that the vision for the Museum and Archives Service was one of encouraging partnership working and greater community cohesion. The service aimed to inspire and educate through developing access to the collections.

It was envisaged that the Partnership and Access Manager would work both internally and externally to develop partnerships and plans to ensure the museum and archive collections were used by as wider audience as was possible. The post would be one of three core funded posts that would manage the service under the guidance of the Senior Management Collections. The three posts would work together in all areas, including project management and over different disciplines and staff.

A copy of the relevant job description and person specification were appended to the report.

The report had been considered and approved by the Executive Member for Culture and Community Services at his meeting on 6th August, 2007.

The Head of Paid Service, in consultation with the Executive Member for Human Resources, Performance and Diversity APPROVED -

The establishment of a Partnership and Access Manager within the Museum and Archives Service, as detailed in the report.

24. MOBILE PHONE POLICY

The Assistant Chief Executive submitted a report which informed the Executive Member of the amendments to the Council's Mobile Phone Policy in response to recent updates to the Road Vehicles Construction and Use Regulations 2003 legislation.

By way of background information, Bolton Council introduced a corporate Mobile Phone Policy to help ensure the safe and effective use of Council mobile phones and to support the Road Vehicles Construction and Use Regulations 2003. The regulations came into force to prohibit drivers using a hand held phone, or similar device, while driving. It also made it an offence to cause or permit a driver to use a hand held mobile phone while driving.

The report stated that the penalties for these offences were originally a fixed penalty of £30 or a fine of up to £1000 if the offender went to court and £2,500 for drivers of goods or passenger carrying vehicles with nine or more passenger seats.

The report explained that the contents of Bolton Council's current Mobile Phone Policy reflected the 2003 regulations.

Members were advised that from 27th February, 2007 the regulations were further amended with the penalties for using a hand held phone whilst driving increased. The penalty was now a £60 fine and 3 penalty points on your license with a maximum penalty of £1,000 if the case went to court and £2,500 for drivers of vans, lorries, buses and coaches.

The report therefore proposed that the policy be amended to reflect these changes. It was also proposed that the policy should incorporate the following guiding principles to further ensure the safety of staff and protect the Authority against potential liability claims:-

- the use of Council hand held mobile phones whilst driving at work be prohibited at all times;
- the use of personal hand held mobile phones whilst driving at work be prohibited;
- employees who chose to use hands free mobile phones do so at their own risk;
- hand held mobile phones could only be used once the driver had stopped in a safe place and turned off the engine; and
- if calling a mobile phone, always check that the other person was not driving, hand held mobile phones must be switched to silent and all calls diverted to voicemail or turned off.

**The Executive Member for Human Resources,
Performance and Diversity APPROVED –**

**The amendments to the Mobile Phone Policy, as
detailed in the report**

25. ELECTED MEMBERS DEVELOPMENT STRATEGY PROGRESS

The Assistant Chief Executive submitted a report which updated the Executive Member on the progress made with regard to the implementation of the Elected Member Development Strategy.

By way of background information, Bolton Council would continue to drive to develop best practice in Elected Member development and to achieve North West charter status, working towards the planned charter assessment date of 26th September, 2007 and continuous improvement thereafter.

The Executive Member was informed that 59 out of a possible 60 Personal Development Plan interviews had been completed. A list of further development needs and issues identified via the Personal Development Plan process had been updated and these were attached at Appendix 1 of the report. At the last meeting it was agreed that these needs and issues should be acted upon and the report gave examples of action taken.

**The Executive Member for Human Resources,
Performance and Diversity NOTED -**

(i) The progress made to date on Elected Member Development and ENDORSED -

(ii) The further planned actions as recommended in the report.

**26. ADULT SERVICES PERFORMANCE MANAGEMENT
OVERVIEW**

The Director of Adult Services submitted a report which provided the Executive Member with an outline of the approach that Adult Services had taken in relation to performance management, including areas for future development and also gave an overview of reported performance during 2006/2007 which highlighted the areas for concern and the actions that were being taken to address these.

By way of background information, the Local Government Performance Management Framework required Councils to

collect and report on a number of performance indicators. The purpose of the framework was to establish a culture that encouraged Councils to deliver continuous improvements in services with regard to efficiency, effectiveness and the needs and expectations of users. Bolton Council had developed a consistent and rigorous approach to performance management that supported a culture of continuous improvement.

The report stated that on a quarterly basis the Performance Dashboard was produced and presented to Adult Services Departmental Management Team. The dashboard was made up of two parts. Part one provided a graphical overview of current performance in relation to targets for Best Value Performance Indicators, Corporate Performance Assessment, Local Area Agreements, progress against Service Improvement Action Plans and the position of the budget and efficiency targets. Part two of the dashboard provided detailed commentary in the following areas:-

- Performance Indicators;
- Human Resources;
- Corporate Business Planning;
- Complaints;
- Local Area Market Analysis; and
- Budget Efficiencies and Value for Money.

The report went onto explain that although there was a comprehensive approach to performance management across Adult Services, further improvements were planned during 2007/2008. The following areas would be strengthened and integrated within the Performance Management Dashboard:-

- Healthier Communities LAA Block;
- HR Information;
- Risk; and
- Complaints.

The report stated that overall in 2006/2007 Adult Services reported good improvements in performance from the previous year. The report went onto detail the performance of Adult Services and provided commentary and action plans for those

performance indicators that had caused concern in relation to the following:-

- Best Value Performance Indicators;
- CPA Culture Block
- CPA Environment Block;
- Local Area Agreement Performance;
- Adult Social Care;
- Sickness Absence;
- Complaints; and
- Value for Money.

The Executive Member for Human Resources, Performance and Diversity NOTED –

(i) The contents of the report and its findings; AGREED -

(ii) The areas for future development; and ENDORSED -

(iii) The improvement actions contained within the report.

27. BONUS REMOVAL STRATEGY

The Assistant Chief Executive submitted a report which sought the Executive Member's approval for the terms of the final bonus removal package.

By way of background information, the report stated that in common with many other local authorities, Bolton Council faced legal challenge on the grounds of equal pay. Many of these challenges related to the bonus payments which were available to male dominated roles but which were not accessible to comparable female dominated roles such as cooks, cleaner and carers.

The report stated that negotiations on bonus removal had been ongoing with the Trade Unions since June, 2007. The Trade Unions had now agreed to communicate the following proposed bonus removal package to their members:-

- the protection of average current earnings from the date of bonus removal until the implementation of the new pay and grading structure; and
- the future protection of earnings for bonus earners once the new pay structure was implemented in line with the corporate standard of all staff at that time.

The report went on to state that due to the scale of financial loss for this group, staff who wished to leave be given the opportunity to apply for one of the following termination payments:-

- the opportunity for staff aged 55 or over to apply for Voluntary Early Retirement without enhancements; and
- the opportunity for staff below age 55 to apply for voluntary severance in line with the redundancy payment matrix.

The Executive Member was advised that it had been confirmed with Trade Unions that Bolton Council would seek to remove all bonus payments by 1st January, 2008 and removal would be by consensual variation as far as possible.

The Executive Member for Human Resources, Performance and Diversity APPROVED -

(i) The terms of the final proposed bonus removal package; and AGREED -

(ii) The immediate dispatch of letters to affected staff, confirming the proposed terms of bonus removal and seek their endorsement to the changes.

28. DRAFT CORPORATE WORKFORCE PLAN 2007

The Assistant Chief Executive submitted a report which sought the Executive Member's approval for the Draft Corporate Workforce Plan for 2007 and the action plan to take this

forward into 2008.

By way of background information the Draft Corporate Workforce Plan for Bolton Council outlined the direction of the organisation by linking to national, regional and local strategies and identifying the workforce needed to deliver this agenda over the next three years.

The report stated that as part of the annual Corporate Business Planning Process, the Bolton Plan had identified a number of aims and objectives for the organisation and it was important to understand the impact these would have on Workforce Planning National, regional and local drivers along with the big issues identified for 2007-2010, which set out the following key priorities:-

- the need to recruit and retain people with the right skills;
- the need to develop the people the Council already have; and
- the need to work with partners and other sectors to transform services and to grow capacity for the future.

The Executive Member was informed that the Draft Corporate Workforce Plan identified the challenge that this presented in terms of the impact on the workforce, its make-up and capacity.

A copy of the Draft Workforce Plan 2007 was attached to the report and aimed to set out the following:-

- the aims and big issues for the organisation;
- an analysis of the current workforce;
- details on how the authority was already responding to the workforce challenges;
-

an Action Plan to address the key workforce issues highlighted in the report; and

- an Action Plan to incorporate workforce planning into strategic plans for this year and cascade through to service level as part of the Corporate Business Planning Process in 2008.

The Executive Member for Human Resources, Performance and Diversity APPROVED –

The Draft Corporate Workforce Plan 2007 and the action plan to take this forward into 2008, as detailed in the report.

29. WORKFORCE MANAGEMENT REPORT - 1ST APRIL, 2006 - 31ST MARCH 2007

The Assistant Chief Executive submitted a report which sought the Executive Member's approval of the recommendations contained within the Workforce Management Report, 1st April, 2006 to 31st March, 2007.

The report stated that Bolton Council had, in place, for some years a Strategic Employment Monitoring Programme which reported, on an annual basis, to the Corporate Issues Scrutiny Committee various aspects of employment practice within the Council to help guide the future development of the Council's Corporate Employment Policy Framework.

The report provided this information in three separate reports under the following headings:-

- Basis of Employment;
- Employee Management; and
- Pay and Remuneration.

Under each of these headings the report gave an analysis of the data for the period 1st April, 2006 to 31st March, 2007 and

provided recommendations on how best to act on this data.

**The Executive Member for Human Resources,
Performance and Diversity APPROVED -**

**The recommendations contained within the Workforce
Management Report, 1st April, 2006 to 31st March, 2007, as
detailed in the report.**

DECISION MONITORING
EXECUTIVE MEMBER FOR HUMAN RESOURCES
AND DIVERSITY

DATE OF MEETING	ITEM AND DECISION	ACTION/ PROGRESS
28th June, 2006	<p><u>Urgent Care Unit</u> <u>(Adult Services)</u></p> <p>APPROVED – (1) the disestablishment of the posts of intermediate care social worker</p> <p>(2) the establishment of 7.5 urgent care navigators and one additional full time post deputy leader</p>	<p>3 posts disestablished, post holders transferred over to care navigator posts.</p> <p>Remaining three posts to be advertised 3rd August, 2006 closing date 18th August, 2006.</p> <p>Interviews for Social Care Navigator on 07/03/07.</p> <p>Social Care Navigator appointed – awaiting clearances.</p> <p>Clearance received and start date arranged.</p>
19th July, 2006	<p><u>Development of a Help Desk Service</u> <u>(Adult Services)</u></p> <p>APPROVED - the establishment of one full time post of practice manager and three additional full time social worker posts and one senior practitioner.</p>	<p>Catherine Jones, Head of Service Older Adults Modernisation and Integration will give a verbal update at the Exec HR meeting on 28/03/07.</p>

		Practice Manager post converted to a Senior Practitioner, interview 30 th May, 2007.
19th July, 2006	<p><u>Future Delivery of Family Support Services Within Social Care (Children's Services)</u></p> <p>APPROVED - the disestablishment of 7.5 FTE posts within family support (on completion of the implementation of the Early Start Staffing Structure), together with the establishment of 1 FTE Day Care Coordinator post,.</p>	<p>Former nursery manager at Harvey Children's Centre moved across to the FTE Day Care Co-ordinator Post.</p> <p>The disestablishment of 7.5 FTE posts within Family Support have now been completed.</p> <p>No further action is required.</p>
11th October, 2006	<p><u>Specialist Social Worker/Care Manager – Mental Health Rehabilitation (Adult Services)</u></p> <p>APPROVED – The establishment of the post of Specialist Social Worker/Care Manager Rehabilitation, on the basis detailed in the report now submitted.</p>	<p>Offer to the successful applicant was withdrawn on 12/03/07 due to the applicant not completing all the relevant clearance details despite several attempts to attain this information.</p>

1st November, 2006	<p><u>Creation of the Post of a Change Co-ordinator and Workforce Development Strategy Co-ordinator (Children's Services)</u></p> <p>APPROVED – The establishment of a Children's Workforce Development Strategy Co-ordinator and a Children's Services Change Programme Co-ordinator.</p>	<p>Posts were advertised and poor response. New Director has requested these posts to be held and no further action taken to fill them pending the H.R review implementation.</p>
7th March, 2007	<p><u>Improving Parenting to Tackle Anti-Social Behaviour and Build Respect (Adult Services)</u></p> <p>APPROVED – The appointment of a temporary Senior Parenting Practitioner for upto one year, subject to the satisfactory outcome of the evaluation process and two Parenting Support Officers for up to one year as detailed in the report.</p>	<p>Posts advertised internally. Closing date of Friday 9th March, 2007.</p> <p>Senior Parenting Practitioner Post offered, subject to pre-employment clearances.</p>
7th March, 2007	<p><u>Staffing Issues for Information Sharing and Assessment – Establishment of Post of Project Support Officer (Children's Services)</u></p> <p>APPROVED – The establishment of a Project Support Officer.</p>	<p>Interviews arranged for 9/10 August, 2007.</p>

28th March, 2007	<u>Externally Funded Museum Service Development Posts (Adult Services)</u> APPROVED - The establishment of five North West Museums Hub Posts for a one year period and one permanent post of an Interpretation Officer.	Interpretation Officer closing date 15 th June, 2007.
24th April, 2007	<u>In School Coaching Programme (Adult Services)</u> APPROVED - The appointment of additional coaches to support the In School Coaching Programme, as detailed in the report.	Going to advert 7th June, 2007 (Primary Schools Sports Coach)
24th April, 2007	<u>Proposed New Structure for Highways and Engineering Senior Management (Environmental Services)</u> APPROVED – (i) the proposed structure for Senior Managers within the Highways and Engineering Services, as detailed in the report; and (ii) the appointment of a permanent Head of Highways and Engineering Development Services, as detailed in the report.	New Head of Service advertised 31/05/07. Closing date 14/06/07. Interviews and assessment centre on 06/07/07. New Head of Service Appointed 16/07/07

13th June, 2007	<u>Establishment of Support Worker Post in the Fostering Team, Children's Services Department (Children's Services)</u> APPROVED – The establishment of a permanent Support Worker Post in the Fostering Team, as detailed in the report.	Post appointed. Awaiting clearances. The Fostering Team had already recruited a Support Worker at the back end of last year. At the same time of interviewing they had received approval for extra funding to recruit another Support Worker and therefore had candidates with this in mind.
13th June, 2007	<u>Review of Support Arrangements Provided to HM Coroner (Legal and Democratic Services)</u> APPROVED – The establishment of an additional post of Coroners Officer as detailed in the report.	Post to be advertised externally.
13th June, 2007	<u>Mayor Street Depot Out of Hours and Security Arrangements/ Restructure (Environmental Services)</u> APPROVED – (i) The establishment of three posts of Depot Assistant as detailed in the report; and	Posts Established. Assistant Manager post to be advertised 26/07/07 closing date 10/08/07.

	(ii) The establishment of a post of Assistant Manager Depot/Stores as detailed in the report.	
13th June, 2007	<p><u>Data Quality Policy</u> (Chief Executive's)</p> <p>AGREED – (i) That an annual corporate report on data quality be submitted;</p> <p>(ii) The set of corporate data quality objectives;</p> <p>(iii) The corporate data quality key dates and deadlines; and</p> <p>APPROVED –</p> <p>(iv) The corporate minimum standards for the collection, reporting, analysis and authorisation of performance data.</p>	Decisions to be implemented. A presentation on this subject to be delivered to HR Executive in the near future.
13TH June, 2007	<p><u>Elected Member Development</u> (Chief Executive's)</p> <p>NOTED – (i) The progress made to date on Elected Member Development; and ENDORSED –</p> <p>(ii) The further planned actions recommended in this report.</p>	Progress endorsed further planned actions approved.

18th July, 2007	<u>Restructure of Staffing – Employment and Skills Unit (Development and Regeneration)</u> AGREED - The programme of action to restructure staffing within the Employment and Skills Unit of the Regeneration and Economic Development Division, as detailed in the report.	Employees appointed to new structure. Vacant posts to be advertised in early September.
18th July, 2007	<u>Elected Member Development Strategy Progress (Chief Executive's)</u> NOTED – (i) the progress made to date on Elected Member Development; and ENDORSED – (ii) the further planned actions recommended in the report.	Planned actions to be organised.
18th July, 2007	<u>Mental Health Rehabilitation Unit – Establishment of Posts (Adult Services)</u> APPROVED - The establishment of seven Community Support Workers in the Mental Health Network as detailed in the report.	

18th July, 2007	<u>Externally Funded Community Radio Post (Adult Services)</u> APPROVED - The appointment of a part-time, Volunteer Broadcast Officer, as detailed in the report.	
18th July, 2007	<u>Advice and Assessment Services – Establishment of Posts (Adult Services)</u> APPROVED - The establishment of three Community Assessment Officers in the Adults Advice and Assessment Team, as detailed in the report.	
18th July, 2007	<u>Establishment of Learning Post at the Young Mums Unit and Park School (Children's Services)</u> APPROVED - The establishment of two Learning Mentors at the Young Mum's Unit and Park's School, as detailed in the report.	Posts to be advertised shortly

18th July, 2007	<u>Get Active Westhoughton (Children's Services)</u> APPROVED – The establishment of a full time Youth Worker and a part-time Community Sports Outreach Worker, as detailed in the report.	
18th July, 2007	<u>Boxing Development Officer Appointment (Children's Services)</u> APPROVED – The establishment of a Boxing Development Officer as detailed in the report.	