

HUMAN RESOURCES AND DIVERSITY

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

WEDNESDAY, 1ST APRIL, 2009

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

Councillor Kay	Executive Member for Human Resources and Diversity
Councillor Shaw	Major Opposition Spokesperson
Councillor J. Silvester	Minor Opposition Spokesperson
Mr. A. Eastwood	Director of Chief Executive's
Ms. C. Hyams	Assistant Director, Human Resources and Organisational Development
Mr. J. Rutherford	Director of Adult and Community Services
Ms. L. Ridsdale	Assistant Director, Human Resources and Organisational Development
Ms. C. Ashton	Head of Occupational Safety and Health
Ms. G. Hughes	Anti-Social Behaviour Strategy Manager
Ms. K. Kidd	Workforce Planning Officer
Ms. A. Fitton	Superintendent Registrar
Ms. B. Newman	Policy Accountant
Mr. J. Kerambrum	Democratic Services Officer

72. 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 and Diversity NOTED progress on the decisions previously taken.

73. NEW GOVERNANCE FOR REGISTRATION SERVICE

The Director of Legal and Democratic Services submitted a report which sought the Executive Member's approval for the change to New Governance for the Registration Service.

The Executive Member was reminded that the white paper 'Civil Registration: Vital Change (2002)' set out the agenda for a modern, effective and high quality registration service.

Consequently, it was proposed that local authorities should be given responsibility for delivering the local registration service and that all statutory staff should become local authority employees. In December, 2007 all staff of the registration service became local authority employees and the local authority was now able to review how, where and when it's registration services was delivered.

The report considered the present registration service and how it could be improved and streamlined to meet future needs and demands of the people of Bolton and, in particular, examined the following :-

- Hours of opening;
- Hours staff worked;
- Staff establishment;
- Services offered;
- Service delivery points;
- Staffing structures;
- Out of hour's service;
- Re naming of job titles; and
- Improved web site and links to stakeholders and partners

The new structure for the Registration Service would enable the service to be more customer focused and flexible as all staff would be multi tasking. It would allow flexibility in the delivery of the Registration Services in Bolton allowing the

service to respond quickly to demand which the service was unable to do at the moment as all principle officers could only use their own registers, certificates and stock. This meant that if they were not able to move locations quickly as all their registers, certificates and stock needed to move with them taking up valuable appointment time and making services very inflexible.

The report also provided details with respect to approval requirements; process for seeking approval for the new scheme and consultation and representations.

The new staffing structure was appended at Appendix 1.

The report had been considered and approved by the Executive Member for Corporate Resources at her meeting on 31st March, 2009.

The Executive Member for Human Resources and Diversity APPROVED-

The adoption of the new governance arrangements and the submission to the Registrar General.

74. PROPOSED STROKE SOCIAL CARE DEVELOPMENTS

The Director of Adult and Community Services submitted a report which proposed three projects to strengthen the treatment stroke patients received once they had been discharged from hospital and requested the Executive Member's approval for the establishment of an Specialist Stroke Occupational Therapist in order to support this process.

By way of background information, the report stated that in December 2007 the Department of Health produced the 'National Stroke Strategy' which dealt with the management, treatment and long term care of individuals who had suffered a stroke and their carers. This was followed in May, 2008 by a local authority circular which awarded local authorities a social

care Stroke Strategy Grant to implement social care developments in support of the Stroke Strategy. The allocation for Bolton is £97,000 for the next three years 2008-11 inclusive.

The report explained that Bolton Adult & Community Services in partnership with Bolton NHS (PCT and Royal Bolton Hospital) had examined the current pathway for stroke patients and identified the following social care areas where support needed to be strengthened:-

- Discharge arrangements of patients with complex mobility needs;
- Strengthen family and carer support following discharge from hospital; and
- Develop arrangements for the long term support of patients and carers.

The Executive Member was informed that in order to meet the needs identified a number of services were proposed. These built on the existing relationship with the specialist third sector provider the Stroke Association and would be agreed for 3 years linked to the current time limits of the grant. The services were as follows:-

- a specialist Stroke and Manual Handling Occupational Therapist who would liaise with the hospital and work with community services including domiciliary care agencies to facilitate the transfer of patients home and train carers on the safe handling of patients;
- an extension of the current contract Bolton PCT had with the Stroke Association for the provision of Family & Carers Support Service and expand its role from a hospital based to a community service closely linked with the new Community Stroke Teams (Early Support and Complex Needs) as well as with hospital and community based health and social care professionals and focused predominantly in the first twelve months following discharge from hospital; and

- a new project with the Stroke Association the Long Term Stroke Support Service which aimed to support individuals, carers and groups beyond the initial twelve months, assist former patients to return to ordinary living and matching their needs.

In terms of the financial implications the expected costs of the three projects was £92,140.

A copy of the relevant job description and person specification was attached to the report.

The report had been considered and approved by the Executive Member for Health and Adult Social Care at her meeting on 30th March, 2009.

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

The fixed term post of Occupational Therapist, as detailed in the report, subject to the approval of the Executive Member for Human Resources and Diversity.

75. RESTRUCTURE OF COMMUNITY SAFETY SERVICES PARTNERSHIP TEAM

The Director of Adult and Community Services submitted a report which outlined proposals to restructure the Community Safety Partnership Support Team following a recent review of the management structure of the Partnership Support Team.

The report reminded members that the Community Safety Services Resources Options had identified proposals to achieve 5% efficiency savings. It was proposed to use the opportunity made by the departure of the Community Safety Manager to achieve the savings and to provide enhancement to the Team's ability to deliver its outcomes.

The report provided details of the current operation of the Team, and to the Be Safe Partnership, including details of its achievement and partnership working.

The proposed new structure for Community Safety Services was attached to the report at Appendix A. The structure re-affirmed the partnership support functions in relation to the core business of the Be Safe Partnership and the relationship to other teams within the Be Safe Partnership that did not fall directly under the line management of the chief officer post, but where there were clear linkages to strategic policy development and service delivery.

Relevant job descriptions and person specifications were appended to the report.

The report had been considered and approved by the Executive Member for Cleaner, Greener, Safer at her meeting on 31st March, 2009.

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

- (i) The proposed structure of Community Safety Services as at Appendix A be implemented with effect from 1st May, 2009;**
- (ii) The post of Assistant Director for Community Safety be advertised through internal recruitment for a period of one year pending review over that period;**
- (iii) The posts of Community Safety Manager (POA) and Reassurance and Anti-Social Behaviour Manager (POA) are deleted and replaced by a single post of Head of Community Safety Services (POA), subject to job evaluation as part of the Pay and Grading Review;**
- (iv) A second Senior Policy Officer post be established to further improve the delivery of the seven pathways for reducing re-offending and that current Research Analyst specialising in reducing re-offending be transferred into this post;**

- (v) **The parenting team (comprising of three staff on fixed term contracts) be transferred into Children's Services to work under the direction of the Parenting Commissioner;**
- (vi) **The contracting and monitoring elements of commissioning are transferred to the Adult and Community Services Commissioning and Strategy Unit; and**
- (vii) **The administrative function be transferred to the Adult and Community Services departmental administrative function.**

76. HR/OD REVIEW: OCCAPATIONAL SAFETY AND HEALTH RESTRUCTURE

The Chief Executive submitted a report which informed the Executive Member of the proposed restructure for Occupational Safety and Health (OSH) support following the recent HR/OD Review and its recommendation to implement a specialist team for OSH.

It was explained that the restructure would also allow for the Council to be adequately supported in respect of OSH advice, with regard to statutory requirements, effective risk management and in alignment with corporate aims and key strategic priorities.

The proposed organisational structure was contained in Appendix 3 to the report.

The restructured service would be achievable within the current budget provision) with some posts continuing to be supported by income generation through service level agreements.

Grades for the revised positions within the structure had been, or were currently being, evaluated in respect of the Pay and Grading Review, although the restructure had taken account of this.

It was proposed to implement the restructured service on 1st April ,2009, subject to approval and job evaluations as part of the Pay and Grading Review.

Existing staff would be slotted into the new positions and no staff would be displaced. Vacancies would be recruited in line with corporate policy.

The report had been considered and approved by the Executive Member for Corporate Resources at her meeting on 31st March, 2009.

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

The establishment of the new structure for OSH specialist services and endorsed the implementation arrangements, subject to job evaluation as part of the Pay and Grading Review.

77. IMPLEMENTATION OF THE HR/OD REVIEW: TRANSACTIONAL HR

The Chief Executive submitted a report which described the principal transactional HR functions, largely contained within the HR Shared Service Centre (HRSSC), together with proposals to improve the efficiency of the service and enable it to better respond to customer need and emerging organisational priorities

The HR Shared Service Centre was established in 2003 to deliver efficiencies in HR administration through “economies of

scale” and to achieve greater standardisation and consistency of approach between council departments.

The centralisation of HR administration had achieved a number of benefits and improvements including :-

- improved the consistency of practices between each department;
- the standardisation of relevant letters, forms and other templates;
- improved compliance with relevant policies and procedures; and
- the release of administrative activity from expensive HR professionals to free up their time to focus on more strategic, value added activities.

A post implementation review of the HRSSC against the original business case justification had been undertaken and had established that :-

- the planned economies of the HRSSC had not been achieved; the service was now around 50% more expensive than the projected cost;
- the departmental customer base was less satisfied with the quality and consistency of the processes now than they were before the HRSSC was established and considered the service too removed from operations to respond proactively to their requirements;
- significant duplication had arisen in the process of checking and processing employee records between the HRSSC, departmental HR and payroll administration teams;
- improvements could be made to all processes to improve efficiency through greater data quality and ownership from line managers; and
- the job design for HRSSC staff was poor. The removal of the centre from HR operations could have contributed to low staff morale and contributed to a high turnover rate and high sickness records. The HRSSC had the highest sickness record of the HR/OD

function.

Consequently, it was proposed that the HRSSC be moved from a centralised to dispersed delivery model, to maintain a consistent approach to HR administration but improve the efficiency of service provision and responsiveness to customer demand.

Under this arrangement the administrators would move to be located with the relevant service or customer interface point. Those managing HR processes would, however, continue to be managed by a corporate HR lead.

Additionally, the new delivery model for the HRSSC would release resources to re-direct some administrative resources to other priorities within the HR/OD services :- viz

- the creation of a new safer employment team, which would be responsible for processing and maintaining CRB checks and phasing in ISA registration;
- the creation of a corporate resources team, which would be responsible for supporting the recruitment and resourcing manager to manage redeployment issues proactively through ongoing analysis of actual and potential groups of staff at risk of redundancy and close working with managers and HR teams to identify and manage opportunities;
- monitor and maintain consistent quality standards of agreed templates and documents relating to recruitment and resourcing across the Council;
- support to the team of equal pay analysts who were collating and processing information to support the claims the Council was responding to at Tribunal; and
- support to the pay and grading project which was currently resourcing administrative support through the use of Agency staff

The outline implementation plan for the new model was described at Appendix B.

All staff with permanent contracts of employment would be placed within the new structure in accordance with the corporate restructure principles. The following vacancies would, however be deleted from the current HRSSC establishment:

- 1 x PO 10 Manager (Currently covered by a secondment which was due to end); and
- 2 x scale 2/3 administrator

The report had been considered and approved by the Executive Member for Corporate Resources at her meeting on 31st March, 2009.

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

The change from a centralised to dispersed delivery model for the HR Shared Service Centre as detailed in the report submitted.

**78. UPDATE ON NEWLY ESTABLISHED
APPRENTICESHIP POSTS**

The Director of Chief Executive's submitted a report which requested the Executive Member's approval for the establishment of new apprenticeship posts.

By way of background information, the report stated that at the Executive Member's meeting on 6th August 2008, the establishment of new posts at the apprenticeship grade level was agreed in principle. It was also agreed that an update report was to be presented at each Executive Member meeting confirming the numbers of apprentice posts established in the period since the last Executive Member meeting convened.

The Executive Member was informed that one new apprentice post had been established on the apprentice grade between 25th February, 2009 and 1st April, 2009.

A breakdown of the newly established apprentice position was shown at Appendix 1.

The report stated that since reporting at the Executive Briefing on 9th June 2008 twenty one new apprentice posts had been established and recruited to. Of these posts ten had been filled by vulnerable young people. A summary of these new posts was shown at Appendix 2.

A further thirteen potential apprentice opportunities had been identified by departments but recruitment but were yet to be confirmed. Details of these opportunities were included in Appendix 4.

The Executive Member for Human Resources and Diversity APPROVED –

The establishment of the new apprentice posts, as detailed in Appendix 1 to the report.

79. BOLTON COMMUNITY COHESION PROJECT – FURTHER DEVELOPMENTS

The Assistant Director of Partnerships and Neighbourhood Renewal submitted a report which informed the Executive Member of the progress on the Bolton Community Cohesion Project (BCCP) and presented the recommendations put forward by the BCCP Reference Group.

By way of background information, the report stated that in 2007 the Department for Communities and Local Government (DCLG) established the Preventing Violent Extremism (PVE) Pathfinder Delivery Fund to help tackle violent extremism. In partnership with Bolton Council of Mosques (BCoM) Bolton made a bid to the fund for a multi-strand project entitled BCCP and was awarded £100,000 to support a pathfinder year of activities based on three main strands:

- Young people;
- Women; and

- The development of appropriate leadership within the Muslim community

The Executive Member was informed that the continuation of the programme was agreed in December, 2007 and the Area Based Grant (ABG) programme for 2008/2009 – 2010/2011 includes a 3-year PVE funding stream. The Pathfinder Year was drawing to a close and work was in progress to extend the Project for a further three years.

The report explained that the Executive Member was formally responsible for spending decisions on the BCCP initiative. At its meeting on 9th March, 2009 the BCCP Reference Group considered the attached report and appendices and agreed to support all the recommendations in the report and to refer them to the Executive Member for final determination.

The report stated that at present two posts, CDO - Muslim Women and CDO - Community Leadership were Bolton Council posts seconded to BCoM to support the BCCP. The extension of the project involved the creation of 3 new posts:-

- Mentoring co-ordinator;
- Counselling Coordinator; and
- Mosques, Madrassah and Chaplaincy Officer.

Two of these posts, the Counselling Coordinator and the Mosques, Madrassah and Chaplaincy Officer were employed by BCoM. The third, the Mentoring co-ordinator was a Bolton Council post, also seconded to BCoM to support BCCP. The Executive Member was asked to approve the creation of this post as an addition to the Council's workforce.

**The Executive Member for Human Resources and Diversity
NOTED –**

(i) The report as detailed; and APPROVED -

(ii) The proposed staffing increases as detailed in the report;

(iii) The creation of the new post of Mentoring Project Coordinator to be seconded to Bolton Council of Mosques, subject to a review of the job description and person specification and successful job evaluation and the Pay and Grading review.

CONFIDENTIAL ITEMS

The background papers and reports in relation to the following items were considered confidential as defined in paragraph 3 and 4 of Schedule 12A of the Local Government Act 1972 and that it be deemed that, in all the circumstances of each case, the public interest in their exemption outweighs the public interest in their disclosure.

80. CHIEF EXECUTIVE'S DEPARTMENT SECRETARIAL/ADMINISTRATIVE RESTRUCTURES

The Chief Executive submitted a report which outlined the proposed restructure of the secretarial/administrative arrangements across the new Chief Executive's Department.

The retirement of the Assistant Chief Executive and the move of the Assistant Director Democratic Services to Children's Services BSF Programme had created efficiencies for the department resulting in capacity within the secretarial/PA support.

The proposal was to create one team of secretarial/PA support with a ratio of approximately 0.5 FTE per chief officer with additional capacity to work across as one generic team. The team would be managed by a Policy Officer in the Policy and Performance Team. The new structure was detailed in appendix 3.

It was commented at the meeting that the posts have now been evaluated as part of the Pay and Grading Review.

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

**The Staffing structure for secretarial/ PA arrangements in
the Chief Executive's Department.**