

## **HUMAN RESOURCES, ORGANISATIONAL DEVELOPMENT AND DIVERSITY**

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

**WEDNESDAY, 24<sup>TH</sup> FEBRUARY, 2010**

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

Councillor Kay	Executive Member for Human Resources and Diversity
Councillor R. Allen	Major Opposition Spokesperson
Councillor J. Silvester	Minor Opposition Spokesperson
Mr. S. Wheeler	Head of HR/OD Business Partnering
Mr. J. Livesey	Assistant Director Performance, Planning and Resources
Mr. K. Davies	Director of Development and Regeneration
Mr. S. Young	Assistant Director Performance and Policy
Mr. T. Hill	Chief Planning Officer
Mr. J. Almond	Operations Manager – Support and Enablement
Mrs. C. Forster	Head of the Albert Halls Complex
Mr. P. Green	Project Manager
Ms. K. Kidd	Organisational Development Consultant
Ms. C. Aykol	Principal HR Officer
Ms. B. Newman	Policy Accountant
Mrs. V. Ridge	Principal Democratic Services Officer

## **65. MONITORING OF EXECUTIVE MEMBER DECISIONS**

The Director of Chief Executive's Department submitted a report which contained monitoring information related to decisions taken at the Executive Member's previous meetings.

**The Executive Member NOTED progress on the decisions previously taken, as detailed in the Appendix to these minutes.**

## **66. CORPORATE PROPERTY SERVICES RESTRUCTURE PROPOSAL**

The Director of Corporate Resources submitted a report that set out the details of a proposed restructure of Corporate Property Services to provide a clear focus upon strategic and operational property management and project delivery in support of the Council.

The Executive Member was advised that the Executive Member for Corporate Resources and Health at her meeting on 23<sup>rd</sup> February, 2010 agreed that the report should be deferred to allow further discussions to be held between relevant council members/officers to deal with the issues raised at the meeting.

**The Executive Member AGREED that this item be deferred for further consultation.**

## **67. PLANNING DIVISION VALUE FOR MONEY**

The Director of Development and Regeneration submitted a report which outlined the outcome of the Value for Money review of the Planning Division in the Development and Regeneration Department and sought the Executive Members' approval of the final proposals.

The report stated that the Council's Planning Division faced a combination of financial challenges over the short and medium term which was summarised as follows:-

- The planning service relied on Housing and Planning Delivery Grant to fund elements of core establishment costs and this was now diminishing;
- Changes to regulations were likely to impact on demand for a number of services which included planning control and land charges;
- Demand had reduced sharply over the last two years as a result of the credit crunch, economic downturn and sluggish housing market; and
- The Council as whole was being faced with expectations of significant budget reductions from 2010 onwards and the division would need to fund its share of these additional savings.

It was explained that to respond to the above challenges would mean reducing the costs of delivering a range of services significantly over the next three to four years, and given the nature of expenditure within the division this would inevitably impact on staffing levels through the need to restructure. However, simply reducing staff resources would result in falling service quality and levels and, therefore, changing the way in which key processes were carried out, particularly in planning and building control, would be vital in ensuring the service outcomes for customers were maintained and in making the most effective use of managers, senior and junior professionals and technical support staff.

The Executive Member was advised that in order to achieve the above it was proposed reduce the overall staff establishment by 24.7 FTE from 76.6FTE. This included a reduction in senior managers from 12 to 8 (FTE); professional and specialist officers from 37.2 to 25.3 (FTE); and in technical and administrative support posts from 27.4 to 18.6FTE. This would however be coupled with more flexible, extended development opportunities through career grades and emphasising working across the division.

Alongside the restructuring it was also proposed to streamline business operations to deliver efficient and strategic services which emphasised value for money and outcomes for customers. This had already commenced as general customer

enquiries had now moved to the One Stop Shop and good progress had been made on delivering services electronically, based on greater use of web-based self-service. Areas which still needed to be looked at would include member roles and officer delegation, customer and consultee notification and receipt/validation of applications as well as remote and mobile working.

The report also set out the results of the formal consultation process which ended on 8<sup>th</sup> January, 2010 and the Project Board's final proposals which having taking into account the points raised in the consultation process agreed that the proposed structure should be amended, namely:-

- General amendments to the structure diagram to better represent the Divisional approach and links;
- Replacement of a Grade 8 Principal Development Officer (Building) with a Grade 9 Team Leader (Buildings);
- Reduction in Principal Development Officer (Planning) on the Planning Control side from 3 to 2.5FTE posts;
- Increase in Assistant Development Officers (formerly Trainee Development Officer) from 5 to 7FTE posts;
- Reduction in Development Technicians from 10 to 8.6 FTE posts;
- Amendments to the proposed ring fence for certain posts to reflect a recent resignation and the need for a dual ring fence around the Assistant Development Officer and Development Technician posts for the three Technical Support/Technicians currently within the Spatial Planning/research teams; and
- Amendments to job descriptions and person specifications.

It was stated that the changes had a net effect of being cost neutral and were reflected in the revised proposed structure diagram.

The Executive Member advised that she had been contacted by the Branch Secretary of Unison who had raised the following points, viz:-

- Unison had not received a copy of the implementation plan;
- Clarification as to whether a equality impact assessment had been undertaken;
- The extent to which individual comments were included in the final report;
- An understanding of when the working practices would change linked to the implementation plan; and
- Requested that a 'trawl' be undertaken to identify staff who might wish to voluntarily leave the organisation.

The Director and other officers responded to the above points and advised that the report had been considered and approved by the Executive Member for Development, Regeneration and Skills at his meeting on 22<sup>nd</sup> February, 2010.

**The Head of Paid Service, in consultation with the Executive Member AGREED, having taken into account the points raised by Unison –**

**(i) The proposals for the Planning Division as detailed in the report; and**

**(ii) To delegate implementation of the new structure, including details of voluntary redundancy arrangements and consequential recruitment and selection, to the Chief Executive and Director of Development and Regeneration.**

## **68. APPOINTMENT OF TEMPORARY PROGRAMME OFFICER**

The Director of Development and Regeneration submitted a report which sought the Executive Members' approval for the establishment of a temporary Programme Officer post to administer the public examination of Bolton's Core Strategy.

The Executive Member was advised that, part of the process of preparing the Core Strategy, was to invite representations on it and then hold an examination to test whether it was sound. It was stated that a Planning Inspector, appointed by

the Government, would conduct the examination, which would include public hearings. Furthermore, the Government also required the Council to appoint a Programme Officer to organise and administer a cost-effective and efficient examination under the direction and guidance of the Inspector.

It was explained that the role would be on temporary basis for the course of the examination period which was likely to be for about six to eight months, although this would be dependent on the number of representations that were made and the number of complex issues that needed to be addressed.

With regard to the financial implications, the post would be funded from a budget specifically set up for the Local Government Framework Core Strategy examination and the post had been graded at Grade 3.

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

The report had been considered and approved by the Executive Member for Development, Regeneration and Skills at his meeting on 22<sup>nd</sup> February, 2010.

**The Head of Paid Service, in consultation with the Executive Member AGREED –**

**The establishment of a temporary Programme Officer post as detailed in the report.**

## **69. COMMUNITY MEALS PROVISION**

The Director of Adult and Community Services submitted a report which put forward proposed changes to the production and supply of the Community Meals Services in Bolton during 2010.

By way of background information, the report advised that a Capital Investment Programme for the Albert Halls Civic Catering kitchen had been agreed and initiated in 2009. This

meant that the Albert Halls were now in a position to produce community meals.

In this regard, the report outlined proposals to produce and supply all hot community meals from the Albert Halls main production kitchen and to carry stock to provide meals for at least two weeks. The delivery of the frozen meals to Pocket Nook Workshop would be by the Porter/Driver currently employed within the Albert Halls. The Capital Programme for the major refurbishment of the production kitchens was now complete. Facilitating the production of the Community Meals could be achieved with minor adjustments.

The Hot Meals contract supplied by Apetito Ltd through GMPC was due to end in May, 2010. It was proposed that a three month extension to this contract be negotiated to allow Albert Halls Civic Catering to be fully functional by September, 2010.

The report went on to outline the financial implications of the proposals. The Albert Halls Civic Catering Service was able to produce the meals at an average cost of approximately 84p per meal, including packaging. Based on the existing number of meals provided (177,000), this would result in an annual saving of £115k.

Offsetting this reduction, there would be additional costs of £60k due to additional staff required to produce the meals and an estimated cost of around £15k to transport the meals from the Town Hall to the kitchens at Pocket Nook. Total additional costs would be £75k.

Overall there was a projected annual saving of £40k, based on the current number of meals produced however there was the potential for further savings if the number of meals increased either through increased take-up from service users or from other future developments.

The report provided details of additional salary costs on a fixed term for 1 year, in the first instance, amounting to £59,926 which were as follows, viz:-

- Chef (Grade 3) - £19,265;
- Assistant cook (Grade 2 at 20 hours) - £9,557; and
- 3 general assistants (Grade 1 at 25 Hours) - £31,104.

The report had been considered and approved by the Executive Member for Adult Services at her meeting on 24<sup>th</sup> February, 2010.

**The Head of Paid Service, in consultation with the Executive Member AGREED the recruitment of the additional staff identified above that are required at the Albert Halls Kitchen**

## **70. AMENDMENTS TO RESTRUCTURE PROCEDURE**

The Chief Executive submitted a report which detailed an amendment to the Restructure Procedure to clarify the position in relation to pregnant workers and those on maternity leave.

The Executive Member was advised that the proposed amendment to the Restructure Procedure, related to section 4.7.4 'selection for redundancy' was as follows:-

- Managers should be aware that, under the Maternity and Parental leave regulations 1999 women who were on maternity leave and whose post was made redundant had the right to an offer of a suitable alternative post without competition, even if there were other suitable qualified or better qualified candidates. If a suitable alternative post was not available they had the right to payment for 39 weeks statutory maternity leave even if she was made redundant before or part way through maternity leave.

A copy of the full Restructure Procedure, together with, the proposed amendment was attached to the report.

**The Executive Member APPROVED the proposed amendment in relation to the Council's Restructure Procedure as detailed in the report.**



## **71. UPDATE ON NEWLY ESTABLISHED APPRENTICESHIP POSTS**

The Chief Executive submitted a report which updated the Executive Member on the newly established apprenticeship positions.

The Executive Member was advised that five new apprentice posts had been established on the apprentice grade between 25<sup>th</sup> November, 2009 and 24<sup>th</sup> February, 2010 and details of these were shown in Appendix 1 to the report. In addition, since June, 2008, thirty six new apprentice posts had been established and had or were currently being recruited to and, of these posts, fourteen had been filled by vulnerable people.

Finally it was stated that a further two potential apprentice opportunities had been identified by departments but were yet to be confirmed.

**The Executive Member APPROVED the establishment of the new apprentice posts as detailed in Appendix 1 to the report.**

## **72. FUTURE JOBS FUND POSTS**

The Chief Executive submitted a report which updated the Executive Member on the position of establishing future jobs fund roles.

The Executive Member was advised that between 25<sup>th</sup> November, 2009 and 24<sup>th</sup> February, 2010 nine future jobs fund apprenticeship posts and twenty three 6 month placements had been established and details of these were included in Appendix 1 to the report. It was stated that these posts brought the total number to twenty five and 6 month work placements to thirty one.

**The Executive Member APPROVED the establishment of the future jobs fun posts as detailed in Appendix 1 to the report.**

## **CONFIDENTIAL ITEMS**

**The background papers and reports in relation to the following items were considered confidential as defined in paragraph 1 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.**

### **73. PLANNING, PERFORMANCE AND RESOURCES DIVISION – MANAGEMENT RESTRUCTURE**

The Director of Children's Services submitted a report that sought approval to proposals to restructure the Management of the Children's Services Planning, Performance and Resources Division.

The management of the Children's Services Planning, Performance and Resources Division was currently organised on three levels:

1. Assistant Director.
2. Strategic Services Manager.
3. Team managers.

As part of the integration of Information Management functions across Children's Services, a restructure was proposed to remove the post of Strategic Manager (vacant since August 2009) and flattening the Division's management structure by removing its middle layer. The savings from this restructure would contribute to the saving target identified under the Information Management project, which was part of the Children's Services VFM Programme.

To facilitate the removal of the Strategic Services Manager Post, changes were proposed to the responsibilities of the Policy, Performance and Analysis Manager, arising from the allocation of tasks previously undertaken by the Strategic Services Manager.

It was also proposed to remove the post of Asset Management and Pupil Place Planning Manager and to create a new post of Children's Services Capital Programme Manager, at a lower grade.

The report had been considered and approved by the Executive Member for Children's Services at his meeting on 22<sup>nd</sup> February, 2010.

**The Head of Paid Service, in consultation with the Executive Member AGREED the proposed restructuring of the management of the Planning, Performance and Resources Division subject to the outcome of satisfactory job evaluation:**

**(i) the proposed removal of the post of Strategic Services Manager (currently vacant);**

**(ii) the proposed amendments to the responsibilities of the Policy, Performance and Analysis Manager and the associated regrading of the post from Grade 11 to Grade 12;**

**(iii) the proposed amendments to the responsibilities of the Knowledge and Information Manager and the associated regrading of the post from Grade 10 to Grade 12;**

**(iv) the creation of the post of Children's Services Capital Programme Manager (Grade 12);**

**(v) the removal of the post of Unit Manager – Asset Management; and**

**(vi) the proposed implementation timeline.**

#### **74. PUPIL AND STUDENT SERVICES RESTRUCTURE**

The Director of Children's Services submitted a report that sought the Executive Member's approval to proposals to restructure the Children's Services Pupil and Student Services Team following changes to local government responsibilities for the administration of higher education student finance.

The changes would significantly change the functions of the Pupil and Student Services Team and the team would be structured and realigned to meet these responsibilities. These included:

- transfer of the administration of higher education student support to the Student Loans Company;
- a new responsibility placed on local authorities to coordinate in-year admissions to primary and secondary schools; and
- requirements on local authorities to produce a Sustainable School Travel Strategies.

The main focus of the service from April, 2010 would relate to the Authority's admissions function with responsibility for the co-ordination of all applications for admissions from families living within the Borough. The service would also be responsible for coordinating all aspects of school travel.

The staffing structure would be revised as follows:-

- removal of staffing related to the administration of student finance/awards; and
- redesigning roles and responsibilities to reflect the changes in the team's admissions and transport responsibilities.

The report had been considered and approved by the Executive Member for Children's Services at his meeting on 22<sup>nd</sup> February, 2010.

**The Head of Paid Service, in consultation with the Executive Member, AGREED -**

- (i) the proposed reduction in the number of posts in the team by three (2.5 FTE);**
- (ii) the proposed amendments to the responsibilities of the Assistant Manager to reflect the team's responsibilities with regards to school transport.**
- (iii) the proposed amendments to the responsibilities of the remaining Senior Administrative Officers with regards to the team's new responsibilities for the coordination of in year admissions; and**
- (iv) the proposed implementation timeline.**

**75. ANNUAL REVIEW OF MARKET RATE SUPPLEMENTS**

The Chief Executive submitted a report which detailed the annual review of market rate supplements in line with the agreed policy.

The Executive Member was advised that, in line with the agreed market rate supplement policy in 2008, the annual review of supplements had been completed. As per the policy criteria, the market data had been reviewed as had the labour market in relation to recruitment and retention problems of professions in receipt of a market rate supplement.

The report stated that the recession had changed the labour market significantly over the last twelve months, making it a reasonable assumption that the Council was experiencing fewer problems in appointing to traditionally hard to fill posts. More specifically, under the Council's efficiency agenda the

authority was committed to minimize recruitment as far as possible to achieve efficiency savings.

In view of the above, the Council did not anticipate recruitment or retention problems in areas where market rate supplements were currently paid. Therefore, it was proposed that all market rate supplements currently paid would be removed with effect from 1<sup>st</sup> April, 2010. In line with policy provisions, staff would receive two years cash value as protection of earnings (as at 31<sup>st</sup> March, 2010) for a two year period, until 31<sup>st</sup> March, 2012 at which time a further review of the market would be undertaken.

**The Executive Member APPROVED the proposal to remove all market rate supplements in line with the outcomes of the review.**