

## HUMAN RESOURCES AND DIVERSITY

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

**WEDNESDAY, 29<sup>TH</sup> JULY, 2009**

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

Councillor Kay	Executive Member for Human Resources and Diversity
Councillor Shaw (as deputy for Councillor Greenhalgh)	Major Opposition Spokesperson
Councillor J. Silvester	Minor Opposition Spokesperson
Ms. C. Hyams	Assistant Director, Human Resources and Organisational Development
Mr. J. Rutherford	Director of Adult and Community Services
Ms. S. Crossley	Assistant Director, Adult and Community Services
Mr. A. Donaldson	Assistant Director, Policy, Improvement and Area Working
Ms. C. James	Assistant Director, Partnerships and Neighbourhood Renewals
Ms. S. Strange	Assistant Director, Communications and Marketing
Mr. J. Livesey	Assistant Director, Performance, Planning and Resources
Mr. G. Gallagher	Service Support Manager
Ms. H. Gorman	Senior Lawyer, Corporate
Ms. J. Maher	Principal Policy Officer
Ms. A. Edwards	HR Manager, Chief Executive's
Ms. G. Bird	Business Support Manager
Mr. D. Smith	Policy Accountant
Mr. J. Kerambrum	Democratic Services Officer

## **20. 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, as detailed in the Appendix to these minutes.**

## **21. PUTTING PEOPLE FIRST AND TRANSFORMING SOCIAL CARE**

The Director of Adult and Community Services submitted a report which requested the Executive Member's agreement to the recommendations to deliver the Putting People First/Transformation of Social Care programme as detailed in the proposals outlined in section 2 of the report.

The "Putting People First" concordat which was approved by six government departments, the Local Government Association, Association for Directors of Adult Services and the Commission for Social Care Inspection now the Care Quality Commission sets the direction for adult social care over the next 10 years and beyond.

It recognised that there needed to be a big change in the way communities, organisations and individuals work to support people, offering them greater choice and control.

The report explained that there were four areas on which councils and their partners should focus to help make sure services become more personalised and to get the right results for people. The following four areas all link together and need to all be in place to ensure people can have the right quality of life:-

- Universal Services
- Early Intervention and Prevention
- Choice and Control

- Social capital

To ensure that Government expectations, together with agreed local efficiencies were delivered a strong programme management approach was being implemented. The structure for this was provided and identified the four main programmes which needed to be delivered over the next 2 – 3 years. The top priority was the “Personalisation and Self Directed Support” programme, which would establish the resource allocation and whole system improvement on assessment.

The Executive Member was informed that as part of the development of ‘Support Inside the Home’ programme, there was a need to expand the rehabilitation focus of Department’s work. In order to achieve this it was proposed to appoint 3 additional Occupational Therapists to enable more rehabilitation to occur. The resources required to fund these posts, had been identified from care budgets. By shifting resources to prevention, it was felt that further efficiencies could be achieved and sustained.

Any financial implications in delivering the programme would be met by use of the Transforming Social Care Grant. The funds to appoint the 3 Occupational Therapists had been found through a shift in resources within the long term care budget.

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

The report had been considered and approved by the Executive Member for Adult and Community Services at her meeting on 29<sup>th</sup> July, 2009.

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

**The recruitment of 3 Occupational Therapists to support the delivery of the rehabilitation and prevention agenda and to be funded from the shift in resources from within care budgets, as detailed in the report.**

## **22. MEETING THE CHALLENGE OF VFM: RESTRUCTURE PROPOSALS FOR THE MANAGEMENT OF LIBRARIES, MUSEUMS AND ARCHIVES**

The Director of Adult and Community Services submitted a report which requested the Executive Member's approval for the merger of the management of libraries, museums and archives.

To give a context the Executive Member was informed that Bolton Council, in common with many of our neighbouring authorities, had had a traditional approach to managing the separate functions of the Library Service, Museums, and Archives (M&A).

In 2004 as a result of a Best Value report, the management of the Archives service was put under the remit of the Head of Museums. This had been effective in that it has cut duplication, had allowed flexible approaches to service delivery, and given a coherency of approach.

The scope of the current services was as follows:-

- 15 libraries, including the Central Library;
- the Central Museum and Archive, occupying the same building;
- two historic halls; and
- storage, including that currently under redevelopment at Lincoln Mill (Enterprise Centre).

The report explained that currently the Library Service and the Museums and Archives Service (M&A) run parallel and non converging senior management and operational staffing structures even within the shared central Library and Museum building in Le Mans Crescent. There were Heads of Service for Libraries, and M&A. Equally, there was duplication within teams for example two customer service teams with managers

and team leaders, and two collections teams.

The report proposed that Libraries and Museums and Archives would be managed under one Head of Service, reporting into the Assistant Director for Culture and Community Services and DMT.

This meant that the posts of Head of Libraries, and Head of Museums and Archives would both be redundant and the two posts would be replaced by a single role, designated Head of Libraries, Museums and Archives. This would save around £42k per annum.

This paper marks the beginning of the process to 'knit together' the staff at all levels, so efficiencies could be taken and the risk to reputation, customer services and collections for the future minimised. A further paper would be submitted to future Policy Development Groups and Executive Members as the new structure was formulated by the new post holder and the Assistant Director.

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

The report had been considered and approved by the Executive Member for Adult and Community Services at her meeting on 29<sup>th</sup> July, 2009.

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

**The merger of the management of Libraries, Museums and Archives, as detailed in the report.**

## **23. CHIEF EXECUTIVE'S DEPARTMENT RESTRUCTURE**

The Director of the Chief Executive's Department submitted a report which proposed a new division within the Chief Executive's Department entitled Policy, Performance and Partnerships.

The proposals aimed to establish a new division that would bring together a range of important policy and support functions to the Chief Executive, Members, the Council as a whole and the partnership, as well as providing the Council with an opportunity to achieve significant savings as part of the on-going drive to deliver greater value for money.

The Executive Member was reminded that on 1st April 2009, a new Chief Executive's Department was formed, bringing together the existing Chief Executive's Department and Legal and Democratic Services Department. Whilst this was an opportunity to strengthen capacity there was a clear need to make efficiency savings by streamlining the senior management structure and integrating functions and services.

Following the original proposals the Assistant Director, Partnerships, Neighbourhood Renewal and Community Cohesion had requested 'flexible retirement' which had since been agreed. Consequently, the updated proposal was to create a single division headed by a new chief officer post, namely, the Assistant Director Policy, Performance and Partnerships.

Appendix one provided a summary of the new establishment, whilst the proposed structure was shown at appendix two. The new Division brought together a range of specialist teams that already worked together on a day to day basis. However, structural integration would provide for effective and joined up working, as follows:-

- policy integration - the new Division was essentially a policy unit supporting the Chief Executive, bringing together key policy areas for example, performance management, partnership working, neighbourhood renewal and community cohesion.
- neighbourhood renewal and area working - whilst the delivery of neighbourhood management would remain in the Development and Regeneration Department, the proposal would bring together the Council's

approach to neighbourhood renewal, community cohesion and area working.

- performance management – bringing together the Council's focus on delivering better outcomes with partners, the strategy around value for money and scrutiny would ensure a joined up approach to delivering 'more for less' over the coming years.
- support to Members - the intention was to bring together the leadership around the various support services to Members within one Division, including Democratic Services, area working, Scrutiny etc. This would provide an improved level of support and guidance to Members.

It was noted that the proposed £137,701 saving was additional to those achieved from the initial merger of the Departments and exceeded the £110,000 saving target for the two divisions for 2009/10. Also the establishment costs had excluded on-costs which would be in the region of 20% so the actual on-going saving would be higher which would help off set the restructure only delivering a part year saving.

The changes would take effect from 1st August, 2009 with the implementation process commencing immediately.

The report had been considered and approved by the Executive Member for Corporate Resources and Health at her meeting on 28<sup>th</sup> July, 2009.

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

**The proposals for a new division within the Chief  
Executive's Department, as detailed in the report with  
effect from 1<sup>st</sup> August, 2009.**

## **24. NEW STRUCTURE WITHIN MEDIATION SERVICES**

The Director of Development and Regeneration submitted a report which requested the Executive Member's approval for a new structure within Mediation Services.

By way of background information, the report advised that the Mediation Service worked on a number of projects which were based on time limited funding, or on a fee based income and new projects were developed every year and piloted. This had meant that staff often had developed projects and moved to higher grades either on a temporary or permanent basis and this had led to inconsistency of grades related to key responsibilities and a lack of clarity in criteria for different grades.

Therefore the report stated that it was proposed to restructure the job responsibilities and have a consistent career grade structure that reflected the range of duties across the service.

The report advised that relevant job descriptions and person specifications had been written outlining the criteria that would be used to establish the level a member of staff would be placed on. The relevant job descriptions and person specifications were attached at Appendix 2 and 3.

The report advised that it was envisaged that the structure would be in place within the next two months and staff would initially be placed on the most appropriate point on the new grade range reflected by their current responsibilities. The right to appeal and protection arrangements for staff would apply.

The report provided details of formal consultation and communications that had taken place on the restructure with staff and Trades Unions.

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

The report had been considered and approved by the Executive Member for Housing, Neighbourhoods and Regulation at his meeting on 30<sup>th</sup> June, 2009.



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

**The proposed new structure within Mediation Services, as detailed in the report.**

**25. LEGAL AND REGULATORY SERVICES –  
CORPORATE AND PROPERTY TEAM**

The Director of the Chief Executive's Department submitted a report that outlined the proposed restructure of the Corporate and Property team within Legal and Regulatory Services.

The Corporate and Property Team within Legal and Regulatory Services advised on development and regeneration projects, BSF and Academies, land and property matters, contracts and procurement, highways and planning, business organisations and employment related issues.

The team had experienced a reduction in more straightforward land and property transactions and a significant rise in more complex matters which required a higher level of expertise.

Although the Team was able to meet this need it was considered insufficient to progress matters promptly and efficiently with the potential for a detrimental effect on the Council's ability to meet its capital receipts programme.

It was explained that the team currently had an existing structure of 15 (13 fte) members of staff and that four posts which related to conveyancing transactions, were currently vacant. A review of the type of transactions undertaken was also being undertaken to ensure the appropriateness of tasks allocated to different grades of officers. Furthermore, three posts within the team had been covered by temporary staff.

The key change that was proposed was a strengthening of the provision of advice and guidance on complex matters through the creation of two lawyer posts, which reflected the increasing complexity of land and property transactions. This measure

would provide improved opportunities for succession planning within the team and provide a structure which allowed career progression.

The proposed team structure was outlined at Appendix B to the report.

The proposed structure would reduce the team's costs by £24,384 to £27,599 per annum.

The proposed job descriptions and person specifications were attached at Appendix C.

The report had been considered and approved by the Executive Member for Corporate Resources and Health at her meeting on 28<sup>th</sup> July, 2009.

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

**The restructure to the Corporate and Property team within  
Legal and Regulatory Services.**

## **26. INCREASE TO ESTABLISHMENT IN THE BUSINESS SUPPORT UNIT**

The Director of Children's Services submitted a report which requested the Executive Member's agreement for the establishment of a Children's Services Customer Relations Officer.

By way of background information, the report advised that, due to the nature of children's social care work, complaints often had different complexities and timescales when compared to other complaints received by the Department. Dealing with these complaints often involved meeting with the complainant, dealing with highly sensitive information and arranging investigations which required independent reviewing officers and Heads of Service. The type of work involved, alongside the need to carry out all the necessary duties involved, could not be absorbed into the existing post within the Service and,

therefore, a new post was required.

The new post holder would be expected to cover the following main areas of work including:-

- investigating all of Children's Services complaints;
- developing a new data base with Adult Services for monitoring social care complaints corporately;
- exploring areas of complaint which re-occurred;
- monitoring and reporting to the Departmental Management Team on MP's letters;
- delivering training within the department; and
- advising schools on the production of procedures for complaints within the school environment.

The report advised that funding for the post would be met from the Children's Services budget.

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

The report had been considered and approved by the Executive Member for Children's Services at his meeting on 24<sup>th</sup> July, 2009

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

**The establishment of a Customer Relations Officer, as detailed in the report, subject to the successful job evaluation process.**

## **27. UNITY IN DIVERSITY PROJECT**

The Director of Chief Executive's Department submitted a report which sought approval to support the Unity in Diversity Project, and agree in principle the development of a more strategic relationship between Bolton Council and Bolton Wanderers Football Club.

The report stated that Bolton Wanderers Football Club (BWFC) set up the Unity in Diversity project in July, 2006 with the aim to promote cohesion amongst communities. The Club, working with various communities, both religious and culturally diverse developed a community cohesion strategy which was supported by Bolton Council along with faith groups and communities themselves. The Club employs a Community Cohesion Officer whose role it was to act as conduit between the Club and religious and diverse communities and promote cohesion through the delivery of activities including football. The project had a successful track record delivering activities such as Interfaith Mosque & interfaith tournaments, which in the past had shown very positive outcomes.

The proposal was about financially supporting the Unity in Diversity Project to enable the Community Cohesion Officer to deliver activities across Bolton such as football that would bring people together from different backgrounds and promote cohesion and harmony.

The Executive Member was informed that Bolton Council had worked with BWFC for a number of years providing a range of funding sources across different departments or being commissioned by the Council to deliver specific activities such as Football in the Community. Further work was proposed that would involve the Council and BWFC working together in more of a strategic way.

The recommendations suggested by Bolton Harmony Forum had been considered by the Club, which had subsequently led to the Club agreeing to contribute towards the projects costs including items such as room hire, travel expenses &

administration costs etc.

The Stronger Communities Partnership had considered the proposals and were recommending approval by the Executive Member.

The report provided a breakdown of the revised funding proposals which included contributions from BWFC, Stronger Communities Partnership and Sport, Health and Inclusion.

**The Executive Member for Human Resources,  
Organisational Development and Diversity AGREED –**

**(i) To the financial support for the Unity in Diversity Project which would delivered activities such as football to bring communities together and promote cohesion;**

**(ii) In principle to the proposal that Bolton Council worked with Bolton Wanderers Football Club in a more strategic way; and**

**(iii) In principle to the development of bringing together one overarching contract/service level agreement, which set out the key objectives/outcomes which the Council would hope to secure from the Club, in return for an annual grant.**

**28. DRAFT LOCAL ARRANGEMENTS FOR NJC PART 3  
CONDITIONS OF SERVICE**

The Director of the Chief Executive's Department submitted a document which set out Bolton Council's draft local arrangements for NJC Part 3 conditions of service, which were determined in consultation with the Trades Unions as part of the pay and grading review.

The Executive Member was reminded that Bolton Council had undertaken a fundamental pay and grading review, to comply with the 2004 National Agreement with the trade unions and to equality proof our pay structure.

The booklet outlined the local arrangements for other terms and conditions, known as NJC part 3 provisions. The arrangements had been developed as part of the Pay and Grading Review in consultation with the joint Trades Unions.

The pay structure and conditions apply to all staff on NJC and Craft terms and conditions from April, 2009. Other arrangements were retained in line with the provisions of the National Agreement.

The report explained that this working document would be reviewed and updated appropriately following the planned reviews and policy development during the protection period. It was planned that this document would be summarised and published on the intranet by the end of summer, 2009.

The report had been considered and noted at the meeting of the Single Local Joint Consultative Committee on 6<sup>th</sup> July, 2009.

A copy of the Local Arrangements NJC part 3 provisions was attached to the report.

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

**Bolton Council's draft local arrangements for NJC Part 3  
conditions of service, as detailed.**

## **29. ICT ACCEPTABLE USE POLICY**

The Director of the Chief Executive's Department submitted the Draft Corporate ICT Acceptable Usage Policy and requested members to comment and recommend that the policy be submitted to the Executive Member for Human Resources, Organisational Development and Diversity.

The policy aimed to ensure that Bolton Council's ICT systems were developed, operated and maintained in a safe and secure

manner. It applied to all Bolton Council ICT users and particularly to those using the Government Connect Secure Extranet.

The policy detailed the necessary steps to maximise safety and security, ensuring compliance with the legal requirements related to the use of ICT. Breach of the policy may not only lead to disciplinary action but criminal prosecution.

The following areas were covered within the policy:-

- Relevant legislation;
- Corporate standards for email, internet and instant messaging;
- Use of the internet;
- Use of mobile devices;
- Personal use of ICT;
- Security;
- Access control and passwords;
- Viruses and malicious software;
- Incident reporting;
- Removable media;
- Asset management and transferring information;  
and
- Guidance for managers.

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

**Bolton Council's Draft ICT Acceptable Use Policy.**

**CONFIDENTIAL ITEM**

**The background papers and reports in relation to the  
following item were considered confidential as defined in**

**paragraph 1 of Schedule 12 A to the Local Government Act 1972 and that it deemed that, in all the circumstances of the case, the public interest in their exemption outweighs the public interest.**

### **30. COMMUNICATIONS AND MARKETING AGENCY: FLEXIBLE RETIREMENT FIXED TERM POST APPROVAL**

The Director of the Chief Executive's Department submitted a report which outlined proposals for a flexible retirement ; a re-structure of the Children's Services and Building Schools for the Future (BSF) marketing team and the recruitment of a fixed term contract in the Communications and Marketing Agency.

The report explained that a number of factors had come together including a request for flexible retirement from a team member and the requirement to re-structure the Children's marketing team to maximise efficiencies by integrating responsibilities for delivery of marketing, communication and consultation work to further support the BSF programme.

The day to day demands on the team were considered high and, as the request included a reduction in hours to 18.5, it was proposed that the Principal Marketing Officer in the BSF role was ring fenced to the other half of the post. This would mean a reduction of 18.5 hours in the BSF Principal Marketing Officer role and, as a result, half the post would be subject to the two year fixed term contract and the other half a substantive role on the Communications and Marketing Agency structure.

In order to support the increasing demands of BSF and the work of the Principal Marketing Officer - BSF it was proposed that a one year fixed term contract Marketing Officer post was established to focus on the BSF programme.

A copy of the relevant job descriptions and person specifications was attached to the report.

The report had been considered and approved by the Executive Member for Corporate Resources and Health at her



meeting on 28<sup>th</sup> July, 2009.

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

**(ii) that the Principal Marketing Officer – BSF be appointed to the remaining 18.5 hours of the Principal Marketing Officer for Children's Services and to continue in a part-time capacity as Principal Marketing Officer for BSF; and**

**(iii) to the post of Marketing Officer - BSF on a one year fixed term contract as detailed in the report.**