

Bolton Council

Report to: Executive Cabinet Member
Environmental Services and

Executive Cabinet Member
Regeneration and Resources

Date: 10th July 2017

Report of: Stephen Young, Director of Place

Report No:
ECMES/07/17a
ECMRR/10/17a

Contact Officer: Kellie Hopkins, Assistant Director

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Report Title: **Proposals for Neighbourhood and Regulatory Services Savings & Efficiency Review**

**Confidential /
Non Confidential:**

(Confidential Not for Publication)

This report is exempt from publication by virtue of Paragraph 1 of
Schedule 12A to the Local Government Act 1972.

Purpose:

To set out savings and efficiency proposals in respect of the
Neighbourhood and Regulatory Services Division, in accordance with the
2017-19 budget programme to deliver savings of £380,000.

Recommendations:

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

Decision:

Background Doc(s):

[Budget Report February 2017](#)

(for use on Exec Rep)

Signed:

Leader / Executive Cabinet
Member

Monitoring Officer

Date:

Summary:

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

- Appendix 1 Existing Organisational Structure – Neighbourhood Services
- Appendix 2 Existing Organisational Structure – Regulatory Services
- Appendix 3 Proposed Organisational Structure – Neighbourhood & Regulatory Services
- Appendix 4 Equality Impact Assessment

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

1 Executive Summary

- 1.1 Since 2010, Bolton Council has had to find savings of over £100m, as a result of a reduction in central government grants and other income, whilst still being required to set and deliver a balanced budget. Ongoing austerity policies and other changes to Local Government funding mean that this situation is set to continue, resulting in the Council facing some very difficult decisions and a potential for fundamental changes to how services are delivered.
- 1.2 In February 2017, following consultation, the Council approved further savings options of £42.5m for the 2017-19 period. This included £12.5m of departmental savings to be delivered in 2017-18. Given the significant budget reductions already achieved, these further savings will be extremely challenging, and will result in a reduction in staffing and resources across the Council that will inevitably impact on the services provided. Despite this, the Council remains committed to its core priorities of:
- Protecting the most vulnerable in the Borough
 - Supporting economic development.
- 1.3 This report sets out the details of proposals for consultation on a review of Neighbourhood and Regulatory Services in response to these challenges. If agreed, the proposals would make a contribution of £380,000 to the budget option identified as “Review of Regulatory & Neighbourhood Services” in appendix D of the February 2017 budget report to Council.
- 1.4 The proposals indicate a potential overall reduction in staff establishment by an estimated 11.89 Full Time Equivalents (FTE) from 166.68 FTE.
- 1.5 If agreed, these proposals would form the basis for consultation with trades unions, staff, elected members and key service users. Final proposals, with any changes where appropriate, will be considered after an appropriate period of consultation, with anticipated implementation in January – March 2018.

2 Introduction and Rationale for the Review

- 2.1 The purpose of the Neighbourhood and Regulatory services is to provide a wide range of functions, many statutory. Staff within these services increasingly work across the division, and this flexible approach is continuing to be developed, in order to deliver services within the current economic climate.
- 2.2 Neighbourhood Services includes street cleansing, grounds maintenance, education and enforcement, pest control, and the management of parks and open spaces (assets, sports facilities, playgrounds, trees and woodlands, allotments, landscape design and landscape implementation).
- 2.3 Regulatory Services provides a range of statutory functions consisting of Food Safety, Health and Safety, Pollution Control, Trading Standards and Licensing services. These services have statutory responsibilities including the duty to inspect businesses for compliance with legislation, oversee safety requirements, issue licences and investigate complaints and outbreaks of infectious disease and other public health matters.
- 2.4 These services were most recently reviewed in 2015/16, and since then they have been working to amalgamate many of the back office functions to ensure resilience amongst the staff and duties required.
- 2.5 Since the previous review there have been challenges presented within Regulatory Services such as regulatory changes to food safety provisions, and an increasing focus on the issue of child sexual exploitation and organised crime groups, a significant increase in economic growth particularly impacting on the pollution team and delivery of specific actions plans for Air Quality and the Town Centre.
- 2.6 Similarly, Neighbourhood Services have experienced an increase in demand for services due to an increase in adopted road networks, student population and as well challenges associated with climate change and civil contingency responsibilities.
- 2.7 In order to meet increased demand whilst also making the agreed savings required it has been necessary to look at different ways of working and realigning the current staffing structure.
- 2.8 Consequently, within the Division, this review will inevitably impact on staffing levels through the need to restructure.
- 2.9 All posts within the division below a Grade 10 are in scope of this review. Grade 10 and above posts (excluding chief officers) will be considered within a separate departmental cross-cutting senior management review.
- 2.10 The report sets out proposals for the purposes of consultation with trade unions, staff and stakeholders.

3 Review Process to Date

- 3.1 Since the previous review in 2015/2016, the Environmental Education and Enforcement Manager post has been through an employee led regrade and has been re-evaluated from a grade 9 to a grade 11. In addition, the Support Assistant Grade 1 post has been deleted from the structure as part of the cross cutting administration review.
- 3.2 The 2015/16 changes within Regulatory Services involved the deletion of a Principal Officer within Pollution Control and a wider service redesign.
- 3.3 In order to prepare for the current review, a detailed assessment of Neighbourhood and Regulatory Services began in December 2016. During this time, a project group, managed by the Assistant Director, was established with the aim of providing a detailed analysis of the whole service, including staff structures, functional activity, statutory requirements and the budget position.
- 3.4 The Head of Service and Service Managers have provided information which has helped to understand the current position and develop the proposals outlined within this report.
- 3.5 In addition to the financial pressures, a number of factors have been considered during the review, and have been taken into account in developing these proposals:
- The Council's statutory obligations must be met;
 - The Council has a clearly stated priority of protecting services for the most vulnerable people;
 - There is potential for expanding tested ways of working across the division for teams to work more effectively.
- 3.6 However, in order to meet the required savings target, it is inevitable that the number of posts within the service will need to be reduced. Staff savings have been identified in a manner which seeks to minimise the impact of reduced staffing on frontline delivery.
- 3.7 The current organisational structures are attached at Appendices 1 & 2. The division has an establishment of 166.68 FTEs.

4 Key Messages from the Analysis & Options Considered

- 4.1 In order to achieve the required savings, there will be a need to cease or reduce current service, although some mitigation is achievable through changing service delivery e.g. Behaviour Change and self-management.
- 4.2 Consideration has been given to continuing to deliver services in line with methods used over recent years. However, with the savings required and the department's commitment to continuous improvement, new ways of working, such as behaviour change, have been piloted and can be rolled out.

5 Proposals for Change

- 5.1 It is proposed that the service structure is reconfigured in order to enable enhanced capacity where there is increased demand, such as air pollution, and to support innovative service delivery, such as behaviour change, to achieve sustainable savings. The proposals around grass cutting support increased biodiversity in the Borough by providing natural habitats for wildlife. Through these proposals the local authority will continue to be able to meet its statutory obligations despite an overall reduction in staffing and budgets.

- 5.2 All new posts have been evaluated through the Council's pay and grading process in line with HR policy.

- 5.2 Neighbourhood Services Team Leader (Operations) Grade 9.
Impact: 1 FTE disestablished

There are currently six Team Leader (Operations) posts (6 FTE), and it is proposed to reduce this to five (5 FTE). After reviewing supervisory requirements needed in order to roll out service changes such as the behaviour change approach, it is felt that more supervision is required on an operational team basis rather than the current supervisory area level.

By increasing the number of Chargehands (see below) to take on the operational team supervision, a reduction in the number of Team Leader posts (1 FTE) can be achieved.

- 5.4 Neighbourhood Care Operatives (NCO) Enforcement Chargehands Grade 5
Impact: 6 FTE disestablished

It is proposed that six (6 FTE) of the NCO Enforcement Chargehand (Grade 5) posts be deleted, and six (6 FTE) new NCO Enforcement Chargehand posts be created with responsibility for enforcing behaviour change. The posts have been evaluated at Grade 6. These posts will be filled in line with HR policy, with a short assessment required.

- 5.5 Neighbourhood Care Operative (Play Area Maintenance) Grade 4
Impact: 3 FTE vacancies disestablished

There are currently eight (8FTE) NCO Play Maintenance posts in the service, with three of these currently vacant. The service has reviewed the capacity required in this area and it is proposed to delete the three vacant posts.

- 5.6 Neighbourhood Care Operatives Grades 2/3/4
Impact: 5.59 FTE disestablished (1.59 vacant)

A review of the resources currently in place has been carried out, and as a result, rationalisation of shrub bed maintenance and arboricultural duties, and the ceasing of cutting of conservation areas means that six (5.59 FTE) NCO posts can be deleted via the process described in section 6.2 of this report. 5.0 FTE will contribute towards the savings with the remaining budget for 0.59 FTE to be held to use for specialist arboriculture contract works.

- 5.7 Team Leader Service Support (Regulatory Services) Grade 7
Impact: 1 FTE disestablished via VER

It is proposed to approve the VER request of the current post holder (1 FTE) and transfer the management functions to the current Team Leader for Risk and Performance, Grade 9. It is proposed to transfer the role of data custodian to the two Planning & Technical Support Officer posts (Grade 6), which have been re-evaluated at a Grade 7 to reflect the additional responsibilities.

- 5.8 System Analyst Support Officer (Regulatory Services) Grade 4
Impact: 1 FTE vacant post disestablished

The regrading of two Planning & Technical Support Officers would enable them to take on the roles of data custodians, allowing the System Analyst Support Officer (0.8FTE) post to be deleted.

- 5.9 Technical Officer Pollution Control (Regulatory Services) Grade 7
Impact: 1 FTE saving with post becoming income funded instead

It is proposed that income generated from planning consultation work be recovered to fund one existing post (1 FTE) post, thus enabling the mainstream budget to be reduced accordingly.

- 5.10 Technical Assistant (Regulatory Services) Grade 5
Impact: 1.5 FTE vacancies disestablished

It is proposed that two (1.5 FTE) vacant Technical Assistant posts at Grade 5 be deleted, and a generic Environmental Health Officer post Grade 8 (1 FTE) be created, in order to provide suitably qualified support to meet increasingly complex service demands. The duties of the Technical Assistant role have been reviewed and many of the tasks are no longer required at this level and will either cease or diminish.

- 5.11 Environmental Health Officer (Regulatory Services) Grade 8
Impact: Transfer of service area

It is proposed that 1 post (1 FTE) of Environmental Health Officer Grade 8 be transferred from food to pollution control to resource the additional capacity required in this area from an increase in requests for pollution work to be carried out. This will be ring fenced to all Grade 8 Environmental Health Officers in the food service via a selection process.

- 5.12 Removal of residual hours

The removal of residual hours within the regulatory service budget will match actual to contractual hours.

- 5.13 In future a more flexible workforce will be required in order to meet the changing demands of the service. To identify viability a review of working hours for Neighbourhood Services is also to be considered and will be subject to a separate consultation exercise over the next 12 months.

- 5.14 It is anticipated that no compulsory redundancies will be required.

- 5.15 The Executive Cabinet Member is asked to consider the following recommendations for changes to the services.

6 Organisational Structure

6.1 As staff costs form the majority of the controllable revenue operating costs, most of the savings will need to come from this area, inevitably meaning that a review of the staff establishment and roles within it is required. The staffing structure as proposed for consultation is set out in Appendix 3. In summary, the potential changes involve:

- A proposed reduction of the total establishment by 11.89 FTEs from the current 166.68;

6.2 Clearly this involves potentially significant changes to staff numbers and roles and needs to be managed sensitively to minimise the impact on the existing staff. The potential reduction in staff posts will be managed in accordance with council policy, and may be offset by a number of positive measures including:

- Opportunities for voluntary early retirement or voluntary redundancy;
- Opportunities for flexible working arrangements, including reduced hours, part time or job sharing, which have the advantage of maintaining flexibility in responding to any future upturn in demand;
- Possible redeployment of staff to other vacant posts within the department or the council as a whole.

7 Financial Savings

7.1 **Table 1** sets out the current budget position for the service, the proposed savings identified, and the proposed budget should the proposals be agreed.

Table 1:

Budget Category	Original Budget	Reduction	Proposed Budget
Staff	5775700	-288200	5487500
Premises	648600	-19400	629200
Transport	1169400	-26100	1143300
Supplies and Services	273500	-7900	265600
Supplies and Contracted Services	350800	0	350800
Central Support	1025700	0	1025700
Income	-2249000	-38400	-2287400
Total	6994700	-380000	6614700

7.2 Proposed changes to the non-staffing budgets detailed above are as follows:

- A reduction in the utilities budget
- Progression of self-management / leases of sports pitches & bowling greens
- Disposal of Rock Hall, Moses Gate
- Shrub bed maintenance rationalisation - vehicle, equipment, fuel
- Cease cutting conservation areas– small tractor and attachment

7.3 The overall net effect of the proposed reductions would result in savings of £380k, should the proposals be approved.

8 Consultation and Next Steps

8.1 The proposals set out in the report are for consultation only at this stage. Further to the report approved by the Cabinet on 7th November 2016 setting out the strategic option and commencing formal consultation, it is intended that the proposals contained within this report be the subject of an appropriate period of formal consultation with trade unions, staff, and stakeholders. Key features of this consultation include:

- Staff briefing sessions will be arranged for staff affected by the proposals, including those at risk of redundancy, and a staff pack will be provided explaining the proposals and what this could mean for their employment.;
- Staff at risk of redundancy will be issued with letters on the first day of consultation following approval of this report for consultation;
- Regular meetings will take place with trade unions to work through the proposals and their implications for staff;
- A staff Sharepoint site will be maintained for all affected staff with key information, dates and frequently asked questions.
- Individual and corporate support sessions for staff; and
- Stakeholder consultation comprising:
 - Staff
 - Colleagues
 - Community groups
 - Elected Members
 - Trade Unions

8.2 Following the close of consultation, proposals will be amended to take account of the responses received and alternatives put forward as appropriate. It is anticipated that implementation of the final (revised, if appropriate) proposals will be during January - March 2018.

9 Staff and Establishment Implications

9.1 Implementation of the new service model will require a service restructure, including some potential redundancies. The current and proposed staffing structures are provided at Appendices 1, 2 and 3. Under the terms of these proposals Tables A to H below set out the detail of the changes proposed to the current structure.

9.2 Subject to approval of the proposals at the end of the consultation period, staff in a redundancy situation will be managed and supported in line with the council's restructure, redundancy and redeployment policy framework.

Table A: The following vacant posts would be disestablished from the current structure:

FTE	Existing Job Title
0.8	System Analyst Support Officer G4
1.5	Technical Assistants G5
3.0	Neighbourhood Care Operative (Play Area Maintenance) G4
1.59	Neighbourhood Care Operative (Arborist) G4

Table B: The following posts would be redundant from the current structure. However, there are more people than comparable posts. These individuals will be subject to a redundancy selection exercise for a post in the new structure, in line with HR policies.

FTE	Proposed Job Title	FTE	Existing Job Title
5.0	Team Leader G9	6.0	Neighbourhood Services Team Leader G9
81.0	Neighbourhood Care Operative G2-G4	85.0	Neighbourhood Care Operative G2-G4

Table C: The following post would be disestablished from the current structure on approval of a VER request.

FTE	Existing Job Title
1.0	Team Leader Service Support G7

Table D: The following staff will be subject to a ring-fenced selection to transfer resources from food to pollution control.

FTE	Proposed Job Title	FTE	Existing Job Title
4.8	Environmental Health Officer – Food Safety G8	6.0	Environmental Health Officer – Food Safety & Health and Safety G8
2.0	Environmental Health Officer – Pollution Control G8	1.0	Environmental Health Officer – Pollution Control G8

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

FTE	Existing Job Title
2.81	Principal Environmental Health Officer G9
1.0	Principal Trading Standards Officer G9
1.0	Principal Licensing Officer G9
0.81	Principal Licensing Officer Compliance and Enforcement G9
2.0	Trading Standards/Consumer Protection Officer G8
3.54	Licensing Enforcement Officer G7
8.70	Technical Officer G7
2.0	Planning & Technical Support Officer G7
1.49	Technical Assistant G5
4.19	Licensing Administrators G5
2.15	Admin/Clerical Officer G3
1.0	Team Leader (Risk and Performance) G9
1.0	Team Leader (Parks Improvement) G9
1.0	Senior Landscape Architect G9
1.0	Trees and Woodlands Manager G9
1.0	Pest Control Manager G9

4.0	Environmental Enforcement Officer (Level 3) G7
1.0	Trees and Assets Officer G7
2.0	Neighbourhood Care Operative Enforcement Chargehand G6
1.0	Environmental Enforcement Officer (Level 2) G6
1.0	Dog Warden G6
1.0	Pest Control Supervisor G6
1.0	Assistant Arboricultural Officer G6
4.0	Pest Control Operative G5
1.0	Asset Administrative Officer G4
1.81	Administration Assistant G3

Table F: The following post is new and will be filled in line with HR policies

FTE	Proposed Job Title
1.0	Environmental Health Officer G8

Table G: The following posts would be redundant from the current structure. However, there are suitable alternative new positions in the proposed structure and these posts will be offered as a slot in. As these posts are a grade higher, the post holders affected will be subject to a short assessment in accordance with HR policies.

FTE	Proposed Job Title	FTE	Existing Job Title
6.0	Neighbourhood Care Operative Enforcement Chargehand G6	6.0	Neighbourhood Care Operative Chargehand G5*

*One of the current NCO Chargehand grade 5 posts is currently vacant.

Table H: The following post is currently held vacant and will be filled in line with HR policy

FTE	Proposed Job Title
1.0	Landscape Architect G8

10 Equality Impact Assessment

10.1 Under the Equality Act 2010, the Council must have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act;
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Fostering good relations between people who share a protected characteristic and people who do not share it.

10.2 It is therefore important to consider how the proposals contained within this report may positively or negatively affect this work. To support this analysis, an Equality Impact Assessment (EIA) screening form has been completed for the proposals outlined in this report, and is attached at Appendix 4.

- 10.3 The EIA looks at the anticipated (positive and/or negative) impacts of the proposals on people from Bolton's diverse communities, and whether any group (or groups) is likely to be directly or indirectly differentially affected.
- 10.4 At this stage, it is not anticipated that the proposals will have a disproportionate impact on any of Bolton's diversity groups.
- 10.5 The analysis of equality impact will be tested during consultation, and an updated EIA will be included with the report setting out the final proposals.

11 Recommendations

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

Appendix 1 – Existing Organisational Structure – Neighbourhood Services

Head of Service - Neighbourhood Services									
Grade 14									
2 FTE									
	Business Support & Performance Management	Pest Control	Education & Enforcement		Cleansing & Grounds Maintenance Operations	Landscape Construction & Play Area Maintenance		Trees, Woodlands & Nature Conservation Management	Landscape Design & Development
Grade 11			Environmental Education & Enforcement Manager Grade 11 1 FTE		Neighbourhood Services Manager Grade 11 1 FTE				Landscape Regeneration Manager Grade 11 1 FTE
Grade 10									
Grade 9	Team Leader Risk & Performance Grade 9 1 FTE	Pest Control Manager Grade 9 1 FTE			Neighbourhood Services Team Leaders Grade 9 6 FTE	Parks Improvement Team Grade 9 1 FTE		Trees & Woodlands Manager Grade 9 1 FTE	Senior Landscape Architect Grade 9 1 FTE
Grade 8									Landscape Architect Grade 8 1 FTE
Grade 7			Environmental Enforcement Officer Level 3 Grade 7 4 FTE					Trees & Asset Officer Grade 7 1 FTE	
Grade 6	Planning & Technical Support Officer Grade 6 2 FTE	Pest Control Supervisor Grade 6 1 FTE	Env. Enf. Officer Level 2 Grade 6 1 FTE	Dog Warden Grade 6 1 FTE	NCO Chargehand (Enf.) Grade 6 2 FTE			Assistant Arboricultural Officer Grade 6 1 FTE	
Grade 5		Pest Control Operative Grade 5 4 FTE			NCO Chargehand Grade 5 6 FTE				
Grade 4	Asset Admin Officer Grade 4 1 FTE				NCO (Level 3 & 4) Grade 4 73.59 FTE				
Grade 3	Admin Assistant Grade 3 1.61 FTE				NCO (Level 2) Grade 3 6 FTE				
Grade 2					NCO (Level 1) Grade 2 10 FTE				Out of scope

Appendix 2 – Existing Organisational Structure – Regulatory Services

Regulatory Services								
Head of Service Grade 14 1 FTE								
	Service Support	Food Safety / H & S	Health & Safety and Generic Technical Management	Pollution Control	Trading Standards	Licensing Administration	Licensing Enforcement	
Grade 11								
Grade 10								
Grade 9		Principal Environmental Health Officer Grade 9 1 FTE	Principal Environmental Health Officer Grade 9 1 FTE	Principal Environmental Health Officer Grade 9 1 FTE	Principal Tradings Standards Officer Grade 9 1 FTE	Principal Licensing Officer Grade 9 1 FTE	Principal Licensing Officer Compliance & Enforcement Grade 9 1 FTE	
Grade 8		Environmental Health Officers Grade 8 6 FTE		Environmental Health Officers Grade 8 1 FTE	Trading Standards / Consumer Protection Officer Grade 8 2 FTE			
Grade 7	Team Leader Grade 7 1 FTE	Technical Officers Grade 7 0.8 FTE	Generic Technical Officers Grade 7 1.5 FTE	Technical Officers Grade 7 3.41 FTE	Technical Officers Grade 7 3.6 FTE		Licensing Enforcement Officers Grade 7 3.54 FTE	
Grade 6								
Grade 5			Technical Assistants Grade 5 3 FTE			Licensing Administrator Grade 5 4.3 FTE		
Grade 4	Systems Analyst Support Officer Grade 4 0.8 FTE							
Grade 3	Admin / Clerical Officers Grade 3 2.54 FTE						Out of Scope	

Appendix 3 – Proposed Organisational Structure – Neighbourhood & Regulatory Services

Head of Service Grade 14 3 FTE														
	Food Safety / Health & Safety	Health & Safety and Generic Technical Management	Pollution Control	Trading Standards	Licensing Administration	Licensing Enforcement	Service Support	Business Support & Performance Management	Pest Control	Education & Enforcement	Cleansing & Grounds Maintenance Operations	Landscape Construction & Play Area Maintenance	Trees, Woodlands & Nature Conservation Management	Landscape Design & Development
Grade 11										Environmental Education & Enforcement Manager Grade 11 1 FTE	Neighbourhood Services Manager Grade 11 1 FTE			Landscape Regeneration Grade 11 1 FTE
Grade 10														
Grade 9	Principal Environmental Health Officer Grade 9 1 FTE	Principal Environmental Health Officer Grade 9 1 FTE	Principal Environmental Health Officer Grade 9 0.81 FTE	Principal Tradings Standards Officer Grade 9 1 FTE	Principal Licensing Officer Grade 9 1 FTE	Principal Licensing Officer Compliance & Enforcement Grade 9 0.81FTE	Team Leader Risk & Performance Grade 9 1 FTE		Pest Control Manager Grade 9 1 FTE		Neighbourhood Services Team Leaders Grade 9 5 FTE	Parks Improvement Team Grade 9 1 FTE	Trees & Woodlands Manager Grade 9 1 FTE	Senior Landscape Architect Grade 9 1 FTE
Grade 8	Environmental Health Officers Grade 8 4.8 FTE	Environmental Health Officer Grade 8 1 FTE	Environmental Health Officers Grade 8 2 FTE	Trading Standards / Consumer Protection Officer Grade 8 2 FTE										Landscape Architect Grade 8 1 FTE
	Technical Officers Grade 7 0.8 FTE	Generic Technical Officers Grade 7 1.5 FTE	Technical Officers Grade 7 3.3 FTE	Technical Officers Grade 7 3.1 FTE		Licensing Enforcement Officers Grade 7 3.54 FTE	Planning & Technical Support Officer Grade 7 2 FTE			Environmental Enforcement Officer Level 3 Grade 7 4 FTE			Trees & Asset Officer Grade 7 1 FTE	
Grade 6									Pest Control Supervisor Grade 6 1 FTE	Env. Enf. Officer Level 2 Grade 6 1 FTE	Dog Warden Grade 6 1 FTE	NCO Chargehand (Enf.) Grade 5 8 FTE	Assistant Arboricultural Officer Grade 6 1 FTE	
Grade 5		Technical Assistants Grade 5 1.5 FTE			Licensing Administrator Grade 5 4.19 FTE				Pest Control Operative Grade 5 4 FTE					
Grade 4							Asset Admin Officer Grade 4 1 FTE				NCO (Level 1 - 4)			
Grade 3							Admin / Clerical Officers Grade 3 2.54 FTE					Grade 2 - 4		
Grade 2							Admin Assistant Grade 3 1.61 FTE							
		Out of Scope										81 FTE		

Equality Impact Assessment

Title of report or proposal:

Proposals for Neighbourhood and Regulatory Services Savings & Efficiency Review

Department:	Department of Place
Section:	Neighbourhood & Regulatory Services
Date:	10 th July 17

Public sector bodies need to be able to evidence that they have given due regard to the impact and potential impact on all people with 'protected characteristics' in shaping policy, in delivering services, and in relation to their own employees.

Under the Equality Act 2010, the council has a general duty to have **due regard** to the need to:

1. **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
2. **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
3. **foster good relations** between people who share a protected characteristic and people who do not share it.

By completing the following questions the three parts of the equality duty will be consciously considered as part of the decision-making process.

Details of the outcome of the Equality Impact Assessment must also be included in the main body of the report.

1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes.

This report sets out the details of proposals for consultation on a review of Neighbourhood and Regulatory Services in response to these challenges. If agreed, the proposals would make a contribution of £380,000 to the budget option identified as “Review of Regulatory & Neighbourhood Services” in appendix D of the February 2017 budget report to Council.

The proposals indicate a potential overall reduction in staff establishment by an estimated 11.89 Full Time Equivalents (FTE) from 166.69 FTE.

If agreed, these proposals would form the basis for consultation with trades unions, staff, elected members and key service users. Final proposals, with any changes where appropriate, will be considered after an appropriate period of consultation, with anticipated implementation in January – March 2018.

2. Is this a new policy / function / service or review of existing one?

This is a savings and efficiencies review and includes a review of existing ways of working.

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

- Staff
- Colleagues
- Community groups
- Elected Members
- Trade Unions

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

Services will have to cease or diminish to achieve the savings required. A reduced service will have to be provided although some mitigation is achievable through changing service delivery e.g. Behaviour Change and self-management.

Consideration has been given to continuing to deliver services in line with methods used over recent years. However, with the savings required and the department’s commitment to constantly improving the way services are delivered, new ways of working, such as behaviour change, have been piloted and can be rolled out

Clearly this involves potentially significant proposed changes to staff numbers and roles, and needs to be managed sensitively to minimise the impact on the existing staff. The potential reduction in staff posts will be managed in accordance with council policy, and may be offset by a number of positive measures as detailed in section 6.2 of the report.

The following steps will be put in place to mitigate the above:

- Staff briefing sessions will be arranged for staff affected by the proposals, including those at risk of redundancy, and a staff pack will be provided explaining the proposals and what this could mean for their employment.;
- Staff at risk of redundancy will be issued with letters on the first day of consultation following approval of this report for consultation;
- Regular meetings will take place with trade unions to work through the proposals and their implications for staff;
- A staff Sharepoint site will be maintained for all affected staff with key information, dates and frequently asked questions.
- Individual and corporate support sessions for staff; and
- Stakeholder consultation.

Anticipated changes are service wide. As such, they would affect groups equally, regardless of their diversity group or where they live, work or study in Bolton. They have therefore been categorised as having no differential impact.

5. What, if any, cumulative impact could the proposal have?

This is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere else.

There is an impact on the Fleet Management service as a small number of vehicles will no longer be required. The Fleet Management service and the finance department have been involved in these discussions and have taken the necessary steps to ensure minimum impact on that service.

There are no further cumulative impacts.

6. With regard to the stakeholders identified above and the diversity groups set out below:

Consider:

- How to avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- How to **advance equality of opportunity**. This means considering the need to:
 - Remove or minimise disadvantages suffered by people with protected characteristics due to having that characteristic.
 - Take steps to meet the needs of people with protected characteristics that are different from people who do not have that characteristic
 - Encourage protected groups to participate in public life and in any other activity where participation is disproportionately low
- How to **foster good relations**. This means considering the need to:
 - Tackle prejudice; and
 - promote understanding between people who share a protected characteristic and others.

	Is there any potential for (positive or negative) differential impact? Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason? Please state why	Please detail what actions you will take to remedy any identified adverse impact i.e. actions to eliminate discrimination, advance equality of opportunity and foster good relations
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Race (this includes ethnic or national origins, colour or nationality, and caste, and includes refugees and migrants; and gypsies and travellers)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Religion or belief (this includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Disability (a person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Sex / Gender	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A

Gender reassignment (a transsexual person is someone who proposes to, starts or has completed a process to change his or her gender. A person does not need to be under medical supervision to be protected)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Age (people of all ages)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Sexuality (people who are lesbian, gay and bisexual. See also gender reassignment above)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Marriage and civil partnership (Only in relation to due regard to the need to eliminate discrimination)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A

Caring status (including pregnancy & maternity)	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Socio-economic	No differential impact is anticipated at this stage.	It is not anticipated that there would be an impact as a result of these proposals.	N/A
Other comments or issues.	<p>The proposals will have an impact on staff and indicate a potential overall reduction in the staff establishment by 11.89 FTEs. All the proposals would be taken forward in consultation with staff and trade unions; in accordance with the Council's Human Resources' policies and procedures - designed not to discriminate against any diversity group. Any potential redundancies that may result from these proposals will comply with the Council's Human Resources procedures which are designed to not discriminate against any group of people.</p> <p>Any reduction in the workforce will lead to a potential reduction in its diversification, however this will be through following the appropriate procedures and not the discrimination of particular members of staff based on any other criteria except that stated in the Council's restructure, redundancy and redeployment policy framework.</p> <p>Any relevant feedback from key stakeholders during consultation will be considered to inform the final proposals at the end of the consultation period.</p>		
Please provide a list of the evidence used to inform this EIA, such as the results of consultation or other engagement, service take-up, service monitoring,	<p>Current workforce structure</p> <p>Current service demand levels and working processes</p> <p>Financial information</p>		

surveys, stakeholder comments and complaints where appropriate.	
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This EIA form and report have been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Cabinet Member(s)

Please confirm the outcome of this EIA:

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

Report Officer

Name: Kellie Hopkins

Date: 10th June 2017

Departmental Equalities Lead Officer

Name: Laura Roskell

Date: 10th June 2017