

HUMAN RESOURCES AND DIVERSITY

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

MONDAY, 6TH OCTOBER, 2008

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. D. Winstanley	Assistant Chief Executive
Ms. C. Hyams	Assistant Director, Human Resources and Organisational Development
Mr. J. Daly	Assistant Director, Staying Safe
Mr. A. Kilpatrick	Assistant Director, Adult Services
Mr. J. Farr	Principal Policy and Improvement Officer
Ms. K. Oades	Training and Development Officer
Ms. B. Newman	Policy Accountant
Mr. J. Kerambrum	Democratic Services Officer

33. MONITORING OF EXECUTIVE MEMBER DECISIONS

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

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

34. INCREASE OF STAFFING TO SUPPORT DELIVERY OF 18 CHILDREN'S CENTRES

The Director of Children's Services submitted a report which requested the Executive Member's approval to increase the Early Start staffing structure to cover the whole portfolio of eighteen children's centres.

By way of background information the report advised that Bolton's model of Children's Centre Delivery, currently being redefined, brought together services for children from 0-5 years of age and their families delivered by the NHS, Schools, Job Centre Plus, the voluntary sector, the local authority and others.

The report requested the establishment of six full time Deputy Heads of Children's Centres and the following additional posts:

- two full-time Family Workers;
- one full-time Senior Early Year Worker;
- six full-time Information Assistants/Receptionists;
- two full-time Centre Assistants; and
- one full-time Administrative Assistant.

It was hoped that these posts would bring the staffing level up to the equivalent of 2.5 outreach workers per children's centre. This would enable planning, co-ordinating and delivering early intervention and prevention services for families identified as having additional support needs.

The cost of these additional posts would be met from within the allocation for Children's Centres via the Sure Start, Early Years and Childcare Grant. Appendix C gave further details regarding the budget breakdown.

A copy of all the relevant Job Descriptions and Person Specifications were circulated to members.

The report had been considered and approved by the Executive Member for Children's Services at his meeting on 22nd September, 2008.

The Executive Member for Human Resources and Diversity APPROVED –

The establishment of six new Deputy Heads of Children's Centres, two full time family workers, one full time Senior Early Years Worker, six Information Assistants, two Centre Assistants and one Administrative Assistants, as detailed in the report, subject to successful job evaluation and the pay and grading review.

35. LEARNING DISABILITY SERVICES – HEALTH ACT FLEXIBILITIES

The Director of Adult and Community Services submitted a report which requested the Executive Member to agree the formalising of the long-term secondment of the learning disability staff in line with the attached Partnership Agreement.

By way of background information, the report stated that the Primary Care Trust (PCT) and the Council had a Partnership Agreement in respect of learning disability services under Section 75 of the Health Act. This agreement took effect in

April, 2007 and covered lead commissioning arrangements and a resource transfer from the PCT to the Council to support these commissioning arrangements.

Over recent months, discussions had been taking place about the best way of formalising the integration of PCT's learning disability staff such as nurses and therapists with the local authority care managers in the joint learning disability teams. These staff had been on secondment to the Council, and located within these teams since April 2001.

The PCT Board and the Council had previously agreed that an impact assessment should be undertaken in respect of the seconded staff transferring to the Council under a TUPE arrangement. This was undertaken during 2007/2008, in consultation both with the staff involved and with managers and HR advisors from both agencies.

In light of the outcomes of the impact assessment and the Department of Health guidance, it was agreed that the professional staff remain as employees of the PCT, but that their long-term secondment to the Council was formalised in a way that:-

- made clear and operational their location and accountability in a single management structure within the Council's Adult Services; and
- retained clear links within the PCT to ensure appropriate clinical governance and continued professional development.

These arrangements were described in Section 7 and Schedule 4 of the Partnership Agreement, of which a copy was attached to the report.

The overall learning disability resource transferred to the Council under the Partnership Agreement would include an amount relating to the seconded posts. In 2008/2009, this would be £1,292,830.

The report would be submitted to the Executive Member for Human Resources and Diversity at her meeting on 6th October, 2008.

The report had been considered and approved by the Executive Member for Health and Adult Social Care at her meeting on 29th September, 2008.

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

To the formalising of the long-term secondment of the learning disability staff in line with the attached Partnership Agreement, as detailed in the report.

36. APPOINTMENT OF AN ADULT LEARNING AND SKILLS MANAGER

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

37. CORONERS OFFICE - STAFFING

Further to minute titled, Coroners Office Staffing, at the meeting of the Executive Member for Corporate Resources on 8th July, 2008 the Director of Legal and Democratic Services submitted a report which detailed proposals to increase the staffing levels in the Coroner's Office.

Approval was given to appoint 2 additional Coroners Officers on scale 5 to cover long term sickness absences. The Executive Member had requested that a further report be submitted which addressed the current staffing issues and that built additional capacity into the structure to allow the Coroner to cope with an anticipated continuing increase in workloads and to respond to normal office staffing requirements.

The Coroner's Office continued to experience an upward trend in its' workload with 4,088 deaths reported in the 2007 calendar

year (compared with 3,049 to Manchester City, 2,578 to Manchester North and 3,217 to Manchester South). The 2007 figure was a 12.5% increase on the previous year. Early indications of the current years' figures suggested that this upward trend was continuing. The number of inquests held within the jurisdiction during 2007 was 548 which represented a 17.5% increase on the previous year

Discussions had been held with the Coroner who had advised that, in order for her office to function at an efficient and effective level which had the capacity to cover foreseeable increases in workload and normal office situations, the existing staffing structure should be amended to include an additional 2 Coroners Officers.

The total cost of the proposals was in the region of £45,000 and the costs of the additional posts would be shared equally between Bolton, Salford and Wigan Councils.

The Executive Member for Human Resources and Diversity APPROVED –

The appointment of two Coroner's Officers on Scale 5, as detailed in the report.

38. UPDATE ON NEWLY ESTABLISHED APPRENTICESHIP POSTS

The Assistant Chief Executive submitted a report which updated the Executive Member on the newly established Apprentice positions and sought approval for the establishment of the new apprenticeship posts.

By way of background information, the report stated that at the Executive Members meeting on 6th August 2008, the establishment of new posts at the apprenticeship grade level was agreed in principle. This agreement was made in order to prevent a series of reports identifying the same background, grade and job description being presented to future Executive

Member meetings. This would also help to speed up the matching process of available young people in current work placement schemes into Apprenticeship positions.

The report stated that ten new apprentice posts had been established on the apprentice grade between August 6th and October 6th. Six of these posts had followed a process of recruitment in which vulnerable young people including Looked After Children and NEETs had been targeted to apply for apprenticeship opportunities.

A breakdown of the newly established apprentice positions was attached at Appendix 1 to the report.

A further thirteen potential apprentice opportunities had been identified by departments but recruitment was yet to commence. Details of these opportunities were attached at Appendix 2 to the report.

The Executive Member for Human Resources and Diversity NOTED –

(i) The newly established apprentice positions, as detailed in the report; and APPROVED -

(ii) The establishment of the new apprenticeship positions, as detailed in the report.

39. CORPORATE AND DEPARTMENTAL HR TARGETS 2008/2011

The Assistant Chief Executive submitted a report which provided the Executive Member with the draft corporate human resources targets for both departments and the whole council from 2008 to 2011 for review and endorsement.

By way of background information, the report stated that Bolton Council had over recent months implemented a new local performance framework, taking advantage of recent changes to the national performance framework for local communities. Included in these changes was the replacement of Best Value

Performance Indicators (BVPIs) with a new set of 198 National Indicators.

The Executive had approved a new three year plan for delivering Bolton Council's community strategy, composed largely of measures from the new National Indicator Set. At the same time, the council had developed a focused set of corporate health measures that would enable it to better manage the performance of its key internal support functions, such as finance, HR and property.

The report presented the Executive Member with the draft targets for the five key HR indicators included in that basket of corporate health measures, for review and approval.

The report stated that these indicators measured priority outcomes and the Council was committed to driving strong improvement in all priorities. If achieved, these targets would ensure that the workforce was more healthy, efficient and more reflective of the borough it served. The targets included in this report were:-

- Ex-BV 11a: Top 5% earners who are female
- Ex-BV 11b: Top 5% earners from BME groups
- Ex-BV 12: Days lost to sickness absence
- Ex-BV 16a: Percentage of workforce who have a disability
- Ex-BV 17a: Percentage of workforce from BME groups

The report outlined how the corporate HR targets had been set and the arrangements in place to measure this performance.

Details of each of the corporate HR targets was provided at Appendix A and B to the report.

The Executive Member for Human Resources and Diversity AGREED –

(i) To the enclosed departmental and organisation-wide targets;

(ii) That Executive Member colleagues would review the performance of departmental targets and agree corrective action where necessary, as part of regular portfolio performance discussions with Directors;

(iii) That performance against corporate HR targets be reviewed and actions taken as part of existing quarterly corporate and departmental performance management arrangements.

40. PROPOSALS FOR SERVICE REDESIGN OF BOLTON CHILDREN'S SERVICES RESIDENTIAL HOMES

In accordance with the Local Authority's Executive Arrangements and Access to Information Regulations 2000, the Chairman of the Corporate Issues Scrutiny Committee had agreed that the following item was urgent and could not reasonably await consideration until the next meeting of the Executive Member.

The Director of Children's Services submitted a report which requested the Executive Members approval for the proposals for change in relation to the Department's children's residential provision.

The report summarised the background to changes in the residential provision for looked after children in Bolton.

The report proposed the redesign of the service which had been influenced by lengthy experience of providing residential care, the outcome of the recent informal consultation process and the need to provide a "fit for purpose" and cost effective service in the future.

The service would consist of three children's homes with 4 long term beds. One home, 20 Mayor Street, would have a fifth bed utilised as an emergency bed for new admissions for up to four working days.

There would also be an Adolescent Support Unit located at Boundary Gardens. This would be able to offer 2 beds to young people on Friday, Saturday and Sunday each weekend. Outreach support would be offered during weekdays.

The Executive Member was informed that the staffing implications for the redesign of the service would take place in two phases. A further report would come back to a future Executive Member meeting with the remaining staffing implications.

It was proposed that there would be a reduction from two Service Managers to one Service Manager with key overall responsibilities for managing the service.

The report proposed that each of the three 4 - bed homes would have a Registered Manager which would be onsite in the children's units. Their hours would cover some office hours but with an expectation that they would also work evenings, weekends and bank holidays as necessary. There would also be an expectation that they would do sleep-ins.

Each of the three children's homes would also have a Deputy Manager. They would have similar work expectations to the Registered Managers, but organised so that there was always management cover for the home.

The Executive Member was further informed that at the Adolescent Support Unit there would also be a Registered Manager, but with a different job description. It was not considered necessary for the Adolescent Support Unit to have a Deputy Manager as this would be a smaller staff team with different responsibilities.

It was also proposed that a new post of Senior Residential Support Worker was established in each of the three children's homes. Work expectations would involve induction of new staff and mentoring of experienced staff, but core responsibilities would be working on the rota covering shifts and sleep-ins. They would also be expected to undertake more complex pieces of work with young people as necessary.

The report went on to explain that it was proposed that the current job description for Residential Support Workers would continue, however a new job description was necessary for the different duties that would be required of a Residential Support Worker in the Adolescent Support Unit. It was proposed that Adolescent Support Unit had 6 Residential Support Workers.

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

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

(i) The reduction of two Service Managers to one, as detailed in the report, subject to successful job evaluation and the pay and grading review;

(ii) The appointment of three Registered Managers and one more in the Adolescent Support Unit, three Deputy Managers, one Registered Manager and three Senior Residential Support Worker, as detailed in the report, subject to successful job evaluation and the pay and grading review; and

(iii) The change of job description for the Residential Support Workers in the Adolescent Support Unit, as detailed in the report.

41. THINK FAMILY PATHFINDER

In accordance with the Local Authority's Executive Arrangements and Access to Information Regulations 2000, the Chairman of the Corporate Issues Scrutiny Committee had agreed that the following item was urgent and could not reasonably await consideration until the next meeting of the Executive Member.

The Director of Children's Services submitted a report which sought the Executive Members approval for the proposed model of working and the structure of the pathfinder. In

addition, the report also sought approval for the creation of, and recruitment to the proposed posts within the Think Family Team.

By way of background information, the report stated that Bolton Council had been granted Think Family Pathfinder status by the Department for Children Schools and Families. This brought additional resources totalling £780,000 over three years to the Borough.

The Think Family Pathfinder had been augmented by additional funding from the Area Based Grant. Funding from the Schools Forum to support the Pathfinder was not agreed in July, but a further application would be made at the October Schools Forum.

The pathfinder was intended to target the 50 most challenging families in the Borough.

The Council's 6 priority themes were as follows:-

1. Healthy;
2. Achieving;
3. Prosperous;
4. Safe;
5. Cleaner and greener; and
6. Strong and confident

The Executive Member was reminded that the Head of Service, Pathfinder had been approved at the Executive Members meeting on 4th August, 2008. In order to deliver the Think Family Pathfinder agenda it was necessary to recruit a Think Family Manager and also attain 10 Think Family Support Workers.

The report stated that the Think Family Support Workers would comprise of seven specifically recruited staff on fixed term contracts along with three posts that would be seconded staff from the Children's Services Family Support Unit.

The report advised that the outer team would be created as a virtual team which would provide expertise as and when required. The Think Family Pathfinder would create capacity in these services by providing backfill to enable the release of staff to deliver services to the cohort of families in the Think Family Pathfinder in accordance with assessed need.

A copy of the Think Family Pathfinder Structure and a diagram outlining the Think Family Core Team and Outer Team were appended to the report.

The report would now be submitted to the meeting of the Executive Member for Children's Services at his meeting on 21st October, 2008.

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

The recruitment of 1 Think Family Manager and 10 Think Family Support Workers, as detailed in the report, subject to successful job evaluation and the pay and grading review as well as approval from the Executive Member for Children's Services.