

Report to: Executive Member for
Environmental Services;
Executive Member for Cleaner
Greener, Safer;
Executive Member for Corporate
Resources;
Executive Member for
Regeneration Housing and Skills;
and
Executive Member Human
Resources Organisational
Development and Diversity

Date: 26th, 30th and 31st August 2011

Report of:	Director of Environmental Services	Report No:	EMES 80/11
		EM	EMCGS 30/11

Contact Officer:	Stephen Young, Assistant Director, Highways and Business Development	Tele No:	01204 336301
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Report Title: **Proposed Policy and Performance Divisional Review 2012/13**

**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(*Confidential Not for Publication*)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 proposals for the review of the Policy and Performance Division within Environmental Services Department and, further, to achieve savings of £ 336,000, which is made up of:

- £253,000 Environmental Services
- £70,000 Corporate Resources
- £13,000 Development and Regeneration

Recommendations:

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

Decision:

Background Doc(s):

(for use on Exec Rep)

Signed:

Date:

Leader / Executive Member

Summary:

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

- Appendix A Current Organisational Structure
- Appendix B Proposed Organisational Structure
- Appendix C New Job Description – Career Grade Strategy &
Development Officer
- Appendix D Equality Impact Assessment

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

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1.0 Executive Summary

- 1.1 The Council continues to face a significant financial challenge and the Executive approved budget options on 28 February 2011 and 27 June 2011 setting out savings toward the 2012/13 budget and commencing formal consultation on those options across a number of departments including Environmental Services, Corporate Resources and Development and Regeneration.
- 1.2 This report sets out detailed proposals for consultation regarding the restructure of the Policy and Performance Division within Environmental Services which potentially achieves a combined savings target of £336,000 towards budget options for 2012/13 in the three departments.
- 1.3 Within this challenging financial context, the purpose of the review is to achieve the savings and refocus the priorities of the division in order to achieve the following:
- Develop more flexible and dynamic roles to provide more capacity across the division at all levels and to ensure better fit to support strategic and corporate objectives, including capacity to support the ongoing savings and efficiencies agenda and to support the Council priorities of narrowing the gap and economic prosperity;
 - strong financial management, financial engagement and financial training;
 - an effective more flexible infrastructure aimed at assisting in the delivery of the savings and efficiencies agenda and the project management issues associated with the council's massive transformation agenda;
 - a structure that will also ensure that the departments are able to support the proposed new Community Strategy and the Business Planning Process;
 - a resource that will be adaptable to national policy changes and that can support the departments with effective performance management in the light of the reduced requirements from the Audit Commission;
 - Provide additional resilience regarding Civil Contingencies responsibilities;
 - Incorporate additional areas of work into the division. Remove the requirement for a dedicated support to customer engagement, programme co-ordination, external funding and policy and performance by the creation of a generic career grade position across all these disciplines; and
 - Establish alternative arrangements regarding visitor access to the Wellsprings
- 1.4 The proposals as set out in this report for consultation indicate a potential overall reduction in staff establishment by an estimated 8.4FTE from the current 40.4 FTE. This includes the disestablishment of 5 FTE vacant posts meaning the net proposed redundancies (total redundant posts less redeployment opportunities) are anticipated to be 3.4 FTE.

- 1.5 These proposals, if agreed, would form the basis for consultation with trades unions, staff, elected members and key service users. It is anticipated that final proposals would be considered in November with launch of the new service in April 2011.

2.0 Introduction and Financial Context

- 2.1 The Executive approved budget options on 28 February 2011 and 27 June 2011 setting out savings toward the 2012/13 budget within the Environmental Services, Corporate Resources and Development and Regeneration departments. This report sets out detailed proposals for consultation regarding the restructure of the Policy and Performance Division within Environmental Services which would achieve a combined savings target of £336,000 towards a number of budget options for 2012/13 in the three departments and detailed in Table 1 below.

Table 1 Approved Budget Options 2012/13

		£'000
12/13	Policy and Performance Target	120
	Env Services Cross Departmental	133
	Corporate Resources JFU Target	70
	Development and Regeneration	13
Total Savings		336

3.0 Background to the Policy and Performance Division

- 3.1 The Policy and Performance Division currently consists of a Performance and Improvement Team, Executive and Administrative Support, Finance and also Human Resources via a Business Partnering arrangement with the Chief Executives Division. The Human Resources staff and the former Civil Contingencies team are subject to separate reviews and therefore not within the scope of these proposals.
- 3.2 The current key priorities of the Policy and Performance team are to:
- Support the development of the Council's performance management framework;
 - Deliver our strategic outcomes;
 - Support the value for money reviews and the transformation of services across Environment Services and Development and Regeneration departments;
 - Lead on customer care for Environment Services and Development and Regeneration departments;

- Objectively report on the cleanliness of the borough for Environmental Services;
- Support Environment Services and Development and Regeneration departments in:
 - Performance reporting, improvement and business planning;
 - Implementing the diversity and cohesion agenda;
 - Deliver the departments' strategic responses to the regeneration agenda;
 - Co-ordinate and evaluate a programme of neighbourhood renewal interventions;
 - Provide information, records and complaints management;
 - Manage the internet/intranet requirements;
 - Provide a business process improvement service;
 - Provide a customer advocacy and engagement service for organised customer groups; and
 - Manage and develop the ICT business systems.

3.3 The key priorities of the Executive and Administrative Support team are to:

- Provide secretarial and administrative support to the Environmental Services Departmental Management Team;
- Provide Administrative support to the Development & Regeneration and Environmental Services departments;
- Collate and provide information for Scrutiny Committees, Executive Member Meetings and Policy Development Groups; and
- Provide a reception service for the Wellsprings building.

3.4 The Joint Finance Unit, within the Policy and Performance division, provides strategic finance advice in supports of both the Development and Regeneration and Environmental Services Departments and the two main functions are currently:

- Financial Management Information; and
- Corporate Accounting

3.5 The key priorities of the finance team are:

- Provide strategic financial advice and guidance;
- Engage with Elected members and Chief Officers regarding the financial aspects of the departments;

- Director of Corporate Resources' representative within the department (Section 151);
- Participate in departmental projects/priorities from a financial perspective;
- Provide financial support for partners where appropriate;
- Final Accounts;
- Budget monitoring;
- Provide financial training;
- Provide support for grant bids and monitoring; and
- Financial transactional work

3.6 The current structure of the divisional teams is provided at Appendix A.

4.0 Proposals for the new Finance and Business Development Division

4.1 It is anticipated that even though the council is facing a huge financial challenge, the size and complexity of the organisation will require an infrastructure that will support the successful achievement of key tasks across the departments. In addition it is important that the core agenda and a desire to focus on the objectives of economic prosperity and narrowing the gap are sustained in the challenging current and future climate.

4.2 However, given the extent of change proposed by a reduction in external funding, reduced requirements for monitoring performance, and a proposal to establish alternative arrangements regarding visitor access to the Wellsprings, as well as the need to make significant savings, it is proposed to restructure the existing teams and to refocus what the division does and how they do it.

4.3 In order to reflect the changes it is proposed that the new division be renamed Finance and Business Development Division.

Principles underpinning the Divisional Review

4.4 The following principles underpin the detailed structure and efficiency proposals set out in this report:

- A model of more flexible multi disciplinary teams while retaining specialist skills - a one team approach;
- An increase in resilience for civil contingencies by considering that all staff Grade 6 or above in the division to support as Forward Incident Officers and staff Grade 5 and below to support any administrative work following an incident;
- Resources to be allocated in accordance with organisational demand and aligned to supporting the development and progress of the departments to

be outward facing and focused on driving change;

- A whole service approach to be taken to delivering savings, in which all roles are considered regardless of the client group they support or source of funding for particular posts;
- A re-design and redesignation of the existing policy and performance roles to better fit:-
 - strategic corporate and departmental priorities; and
 - to ensure capacity to support the ongoing savings and efficiencies agenda;
- A partial integration of the disciplines within the division to increase capacity and flexibility at all levels;
- The development of career grade positions to improve opportunities;
- The need to establish alternative arrangements regarding visitor access to the Wellsprings by installing an intercom system and the removal of the staff reception;
- Management of housing finances to be transferred to the division; and
- Management of the civil contingencies for the council to be housed within the new division.

- 4.5 The staffing structure of the new division as proposed for consultation is set out at Appendix B. In summary the potential changes proposed by this review are summarised below:

Leadership of the new Finance and Development Division

- 4.5 It is proposed that the new division will be lead by the Assistant Director, Highways and Business Development, supported by a Head of Service. The division previously consisted of three Heads of Service and the proposed reduction in senior management capacity is considered appropriate in line with the council's strategic objective to reduce management costs this year. It is proposed to delete the currently vacant Head of Service Performance and Improvement.
- 4.6 Under these proposals, the Head of Finance and Business Development will be accountable for the strategic and operational management of all the retained Finance, Strategy and Development and Executive Support functions.

Executive Support Function

- 4.7 This key team will consist of an Office Manager supported by 4 staff who will be responsible for the secretarial and administrative support of the Departmental Management team and of the wider division/department.

- 4.8 Following a review of the visitor access and reception arrangements at the Wellsprings and of the administrative requirements across the Environmental Services and Development and Regeneration, it is proposed that there is reduction within the existing administrative function. This proposal will result in four Clerical Officer (Grade 3) posts and one supervisor post (Grade 4) being declared redundant, however, it is proposed that the displaced Supervisor (Admin and Reception) be slotted into the vacant Accountancy Assistant (Grade 4) post; and that the displaced Clerical Officer posts be ringfenced for selection for the Administrative Assistant post (Grade 3). This would result in the requirement to reduce the establishment in this area by 1.9 FTE.

Finance Function

- 4.9 It is proposed to disestablish 2 vacant posts which have not been filled and to retain 1 vacant post as an opportunity within the new division. It is proposed to ringfence the existing Grade 3 and Grade 9 finance officers to posts at Grade 4 and Grade 10 respectively to reflect the level of duties and responsibilities being undertaken.
- 4.10 It is proposed to reinforce the roles within the finance function to support the service with the collection of performance data as this work forms a clear link to the existing finance monitoring role currently undertaken.

Strategy and Development function

- 4.11 The proposal is to retain the specialist business systems manager role in its current format due to the specific projects already underway within the service. All other roles currently sitting within the existing performance and improvement team will be disestablished and replaced with a more flexible, generic career-graded role.
- 4.12 The proposed job description for this role can be seen in full at Appendix C. As such, it is intended to reinforce the principle that staff may be deployed across the service at the discretion of the Assistant Director in accordance with organisational need and individual skills and experience.
- 4.13 It is proposed to reduce the establishment in this area by 1.5FTE. In order to sustain a value added function across Strategy and Business Development, the following priorities will be addressed:
- Redefine the approach and time spent on complaints, freedom of information requests and routine performance work and external funding;
 - Develop an approach to policy delivery that works closely with the corporate centre and objectives;
 - Develop a core set of agreed customer focused ways of working;
 - Support the departments to drive innovation and change; and

- Define the role and input of the division in supporting the savings and efficiencies agenda.

Financial implications

- 4.14 Table 2 below sets out the proposed savings in detail. The proposals in this report, if agreed, would achieve the savings target of £336,000. In summary this will be achieved by making a net reduction of 8.4 FTE posts from the current establishment of 40.4 FTE.

Table 2 Proposed Savings

Savings	£'000
Policy and Performance	142
Policy and Performance reduction in hours prior to review	14
Administration team	20
Reception costs	8
Finance	117
Management of Cash Limited Budgets	34
Total	336

Table 3 Budgets for the services affected by this review

	Total £'000
Employees	1,300
Premises	131
Transport	4
Supplies and Services	36
Support Costs	21
Total Expenditure	1,492
Income	-43

Total Budget net of Recharges

1,449

5.0 Consultation and Implementation

5.1 The proposals set out in this report are for consultation only at this stage. Further to the reports approved by the Executive in February and June 2011 setting out the strategic options and commencing formal consultation, it is intended that the proposals contained within this report be the subject of a period of formal consultation with trades unions, staff and stakeholders. Key features of this consultation include:

- Staff at risk of redundancy were issued with letters;
- A formal briefing for all affected staff and provision of a consultation pack which will contain a copy of this report and all associated information;
- Weekly meetings with the Trades Unions to discuss proposals;
- The opportunity of a 1:1 with a senior manager for all staff specifically at risk of redundancy as a consequence of these proposals;
- Engagement of stakeholders ;
- A dedicated SharePoint site for the review, which will be updated regularly with information and documents relating to the review;
- A dedicated email in box for staff to email comments and questions confidentially; and
- A briefing on the final proposals at the end of consultation

5.2 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 formal approval of the final (revised) proposals will be in late November 2011 with full implementation by April 2012 as set out in Table 4 below.

Table 4 Timescales for the review

Timescale	Activity
26/30/31 August 2011	Report approved as a basis for consultation
1 Sept– 30 Oct 2011	Briefing for HR/OD staff and provision of consultation packs Consultation on proposals
November 2011	Proposals finalised and approved
December 2011	Redundancy selection
Jan- April 2012	Notice period for redundant posts Training and development for new service
1 April 2012	Launch of new service

6.0 Staff and Establishment Implications

- 6.1 Implementation of the proposals will require a service restructure including some potential redundancies. The current and proposed future staffing structures are provided at Appendix A and B. Under the terms of these proposals Tables 5 to 10 below set out the detail of the changes proposed to the current structure.
- 6.2 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 5 The following posts would be disestablished

FTE	Existing Job Title
1	Financial Services Assistant G3 (vacant)
1	Information Officer G6 (vacant)
1	Head of Service Performance and Improvement G13 (vacant)
1	Senior Group Accountant G10 (vacant)
1	Supervisor Administration and Reception G4 * (See Table 7 Below)

Table 6 The following posts are directly comparable and will be slotted in

FTE	Proposed Job Title	Existing Job Title
2.5	Corporate Accounting Assistant/ Financial Management Information Assistant G4	Corporate Accounting Assistant/ Financial Management Information Assistant G4
7	Financial Management/Corporate Accounting Officer G7	Financial Management/Corporate Accounting Officer G7
2	Principal Accountant G8	Principal Accountant G8
2	Senior Corporate Accounting/ Financial Information Assistant G6	(x3 FTE**) Senior Corporate Accounting/ Financial Information Assistant G6 (**See Table 8 below)
1	Business Systems Development Officer G8	Business Systems Manager G8
1	Strategy and Development Manager G11	Assistant Head of Service Performance and Improvement G11
1	Office Manager G6	Office Manager G6
0.5	Clerical Assistant G1	Courier. Environment Department Administration G1
2.8	PA to Assistant Directors G3	PA to Assistant Directors G3

Table 7 The following post is vacant and broadly comparable and will be slotted in

FTE	Proposed Job Title	Existing Job Title
1	Accountancy Assistant G4	Supervisor Administration and Reception G4

Table 8 The following posts are broadly comparable but at a higher grade therefore will be subject to a short assessment

FTE	Proposed Job Title	Existing Job Title
1	Head of Service - Business Development (Finance) G14	Head of Finance G12
2	Senior Group Accountant G10	Group Accountant G9
1	Financial Management/Corporate Accounting Officer G7	(x3 FTE**) Senior Financial Management Information Assistant G6 (**See Table 6 above)
2	Corporate Accounting Assistant G4	Financial Services Assistant G3

Table 9 There are more people than comparable posts in the following roles. These individuals will be subject to a redundancy selection exercise for a post in the new structure

Proposed Job Title	Proposed Reduction of FTE	Ring fence of Existing Job Titles
Administrative Assistant	1.9 FTE	Clerical Officer, G3
Career Grade Strategy and Development Officer G5-7	1.5 FTE	Customer Engagement Officer G5
		Customer Relations Officer G6
		Principal Policy and Performance Officer G8
		Principal Policy Officer G7
		Programme Co-ordinator G7
		Quality Control Officer G7
		Regeneration and Policy Development Officer G7

7.0 Equality Impact Assessment

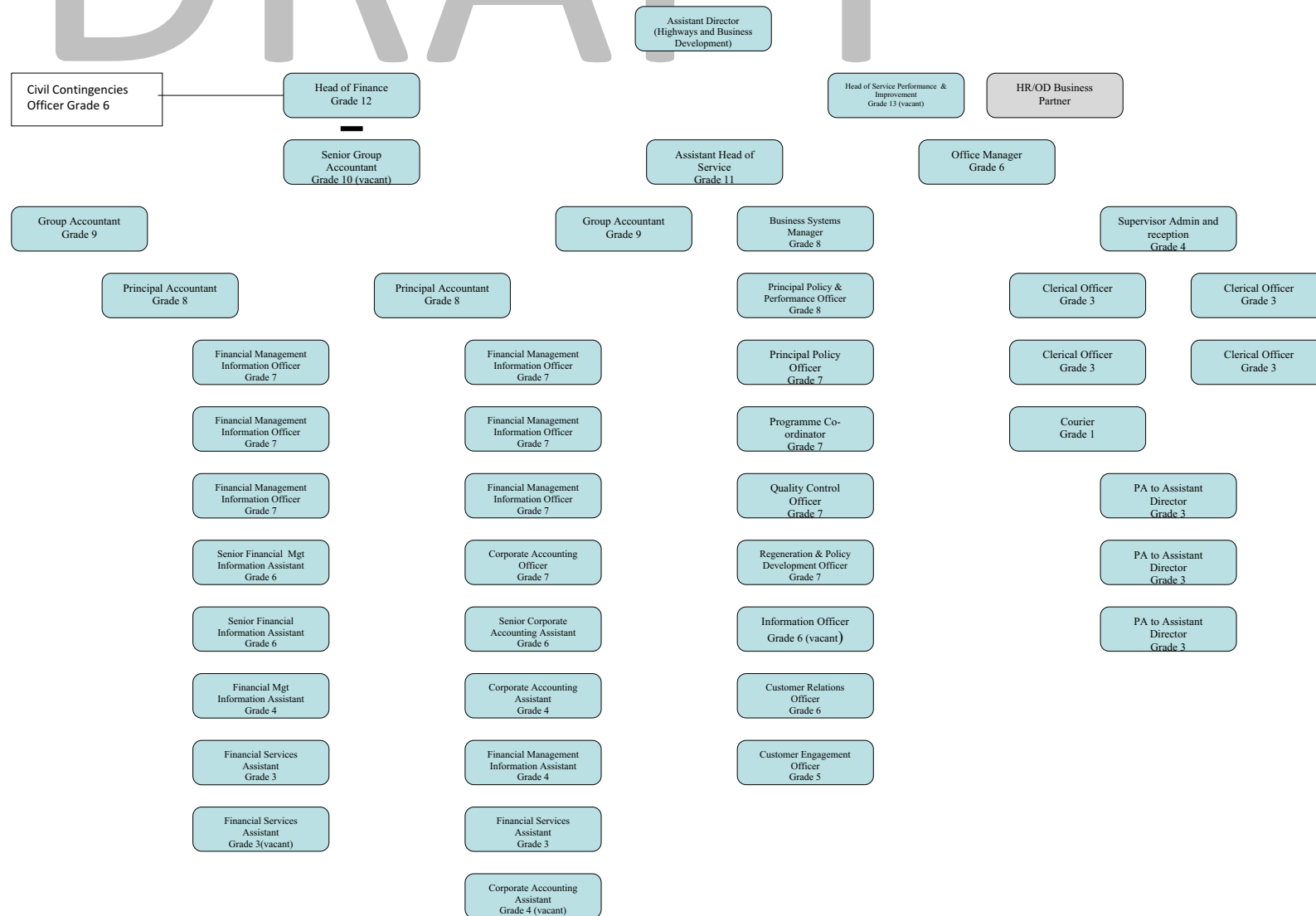
- 7.1 An Equality Impact Assessment screening form has been completed for the proposals outlined in this report, and is attached at Appendix D. The Equality Impact Assessment looks at the anticipated impacts of the proposal on people from Bolton's diverse communities, and whether any groups(s) is/are likely to be directly or indirectly differentially affected.
- 7.2 This analysis is set out in more detail in the Equality Impact Assessment. The analysis of equality impact will be tested during consultation, and an updated

Equality Impact Assessment will be included with the report setting out the final proposals.

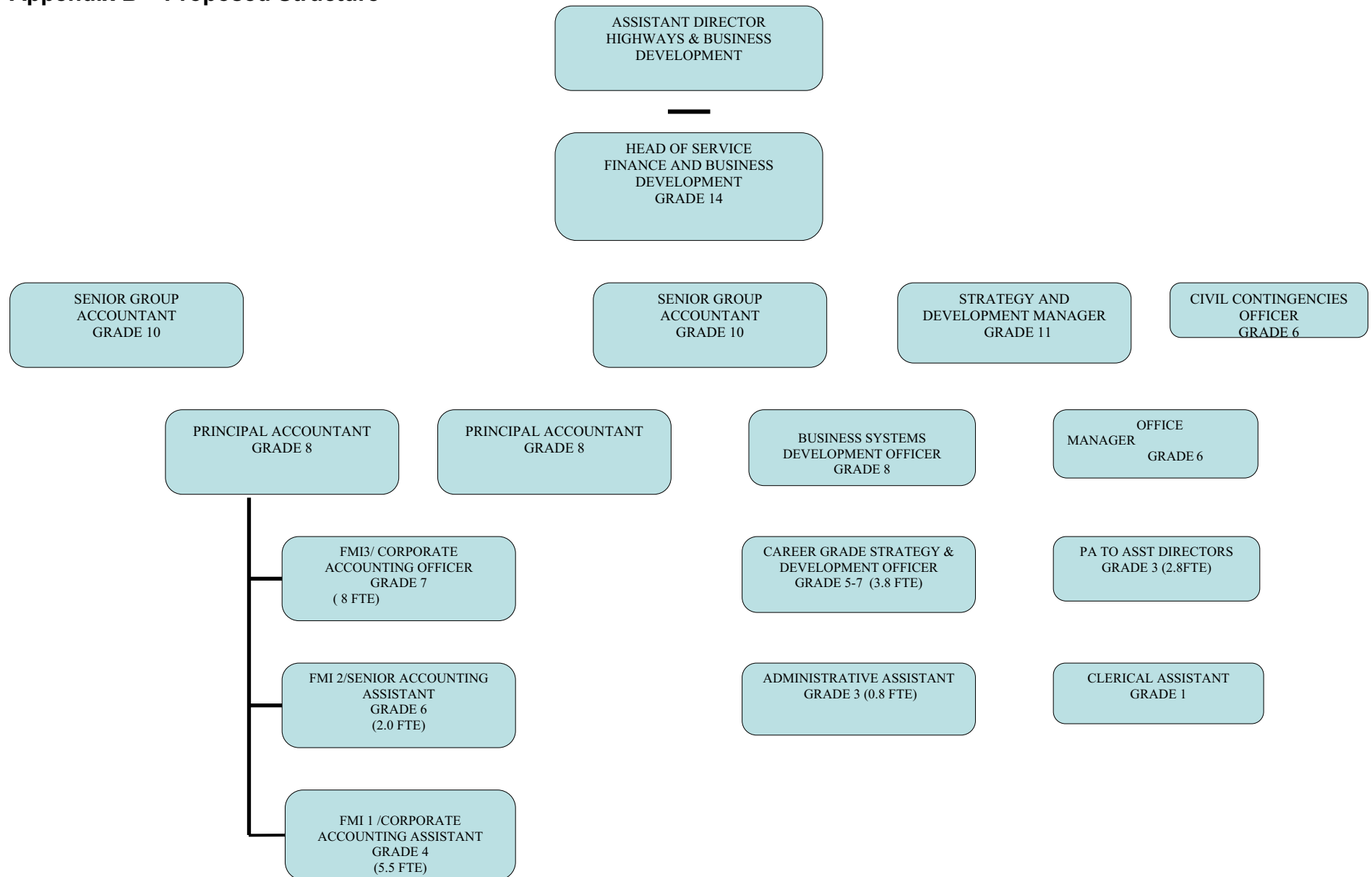
8.0 Recommendations

- 8.1 The Executive Member is recommended to approve the proposals as set out in this report for consultation purposes with trades unions, staff and stakeholders.

Appendix A – Current Structure



Appendix B – Proposed Structure



Job Description

Bolton Council

Department	ENVIRONMENTAL SERVICES/DEVELOPMENT & REGENERATION
Job Title	STRATEGY AND BUSINESS DEVELOPMENT OFFICER (CAREER GRADE)
Grade	LEVEL 1 - GRADE 5 LEVEL 2 - GRADE 6 LEVEL 3 - GRADE 7
Primary Purpose of the Job	<p>To support the development of the Departments' approach to key priorities associated with narrowing the gap, economic prosperity, performance improvement, partnerships, service transformation and customer relationship strategies</p> <p>To help the departments respond to change, new legislation and emerging government policy in pursuit of service excellence.</p>
Responsible to	Assistant Head of Service – Business Development
Responsible for	n/a
Principal Responsibilities	<p>To support the continued development of the departments' approach to performance improvement, culture and service transformation including supporting the savings and efficiencies reviews.</p> <p>To provide the department with robust quality management systems in order that services can measure and benchmark performance in order to continuously develop services.</p> <p>To support in the delivery of the department's customer relationship strategy and to manage the department's customer care processes and procedures, including engagement of key stakeholders</p>

To contribute to the support of key strategic partnerships, within the context of the cleaner and greener agenda and any emerging partnership priorities.

To promote effective knowledge and information management, in accordance with corporate standards and national legislation.

To identify business needs and system requirements to aid the development and implementation of service improvement initiatives through the use of information technology and systems

Main Duties

LEVEL 1

Business Development and Improvement

To support the departments in the continued development and implementation of the Councils approach to performance improvement with a focus on value for money

To support the departments in the development and implementation of effective business planning processes

To work with the Business Development team, Chief executives department and others to achieve better community outcomes, service improvements and transformational change.

To ensure key learning is identified, captured, shared and applied within the service area.

Partnerships and Community/Customer Engagement

To work closely with a range of internal and external partners and stakeholders to support departmental projects

To work with other Council departments, partners and agencies as customer advocate to support positive change and the development of customer focussed policies and services, contributing to improving services that meet customer expectations.

Knowledge and Information Management

To provide quality information at a local level in order to develop local service delivery

LEVEL 2

Business Development and Improvement

To carry out specific pieces of policy work to develop or revise strategies or policies to help the departments respond to areas of change or legislation

To support the departments in the Councils savings and efficiencies programme at a departmental and corporate level through project co-ordination, planning and

programme
support.

To support the production of performance reports in liaison with finance and departmental colleagues.

Partnerships and Community/Customer Engagement

To work with formal and informal community groups and engage them in developing and monitoring community focussed services and standards. This may involve attending some meetings out of normal working hours

To collate and analyse information obtained from customers and through regular monitoring in order to assist in the performance management of services as required

Knowledge and Information Management

Analyse knowledge and information in order to plan. Identify and implement service improvements based on trend analysis

To support the implementation of information management solutions for the departments.

To advise and train staff on the use of content management systems

To assist with corporate work on knowledge and information management, CRM and websites

Project Support

To act as programme and project support for key departmental projects using project management principles and tools.

To monitor and report on project progress at a departmental and corporate level as required.

LEVEL 3

Business Development and Improvement

To support the departments in the production of information for inclusion in corporate publications including the Community Strategy, the Bolton Plan and the departments' strategic plan and contribute to the service improvement action plans for the service as required.

To assist in the analysis of business need, reengineering and proposals for continuous service improvement

To support the department in the development of effective business planning processes

Partnerships and Community/Customer Engagement

To work closely with a range of internal and external partners and stakeholders to departmental projects

To develop and build new partnership or multi agency arrangements to achieve desired outcomes

To represent and promote customer advocacy and engagement within the department and to represent the department at corporate and departmental groups as required.

To prepare and submit bids for external funding as required including researching, analysing and compiling supportive information

To attend meetings such as Area Forums, Steering groups, partnership groups and meetings as required ensuring the proper monitoring and responsiveness of the service to meet the requirements of the communities in Bolton.

Knowledge and Information Management

To co-ordinate and deliver departmental content for the Council website, intranet and CRM.

To manage Freedom of Information, Data Protection Environmental Information Requests and other relevant legislation in the Departments

Project support

To contribute to the development and advise on related Equality Impact Assessments / Sustainability Appraisals and other associated project documentation.

Customer Care - To continually review, develop and improve systems, processes and services in support of the council's pursuit of excellence in service delivery. To recognise the value of its people as a resource.

Valuing Diversity - To accept everyone has a right to his or her distinct identity. To treat everyone with dignity and respect, and to ensure that what all our customers tell us is valued by reporting it back into the organisation. To be responsible for promoting and participating in the achievement of the departmental valuing diversity action plan.

Developing Self and Others - To use processes and put processes in place to generate a learning environment. To focus on the strengths and requirements of all individuals and enable them to further their skills and knowledge. To actively pursue your own development. To be self-aware and role model continuous self-development.

Responding to Civil Contingencies - Bolton Council has a statutory duty under the Civil Contingencies Act to respond in the event of an emergency. If Bolton Council's Emergency Management Plan is activated, you could be required to assist, or assist others, in the continued maintenance or delivery of key Council services and of support to the community. This could require working outside of routine working hours and could entail working from places other than your normal place of work.

N.B. Emergencies requiring activation of the Bolton Council Emergency Management Plan only occur very infrequently. If you are asked to respond to an emergency, your

personal circumstances at the time will be taken into account.

**Date Job Description
prepared/updated**

**Bolton
Council**

PERSON SPECIFICATION

Department **DEVELOPMENT AND REGENERATION & ENVIRONMENTAL SERVICES**

Job Title **STRATEGY AND BUSINESS DEVELOPMENT OFFICER**

STAGE ONE Disabled Candidates are guaranteed an interview if they meet the essential criteria

THE MINIMUM ESSENTIAL REQUIREMENTS FOR THE ABOVE POST ARE AS FOLLOWS:		METHOD OF ASSESSMENT
1. Skills and Knowledge		
Technical skills and knowledge		
1.	Knowledge of external funding mechanisms and requirements	Application Form/Interview
2.	Knowledge of the policy and change agenda facing local government	Application Form/Interview
3.	The ability to communicate effectively and develop and maintain effective working relationships with stakeholders at all levels, specifically senior managers and partners	Application Form/Interview
4.	Can work effectively on own initiative and as part of a team	Application Form/Interview
5.	An ability to present information effectively using a range of media including excellent report writing and presentation skills	Application Form/Interview/Assessment
6.	Ability to think strategically, research and analyse complex issues and develop a range of solutions	Application Form/Interview
7.	An ability to organise and manage projects successfully from inception to completion	Application Form/Interview
8.	An ability to use the suite of Microsoft products including Word, Excel, Access and a basic grasp of web technology	Application Form/Interview
9.	Highly self-motivated and can act on own initiative	Application Form/Interview
10.	Strong team working skills	Application Form/Interview
11.	Valuing Diversity - Listen, support and monitor the diverse contributions made to service development without prejudice. Challenge behaviours and processes which do not positively advance the	Application Form/Interview

THE MINIMUM ESSENTIAL REQUIREMENTS FOR THE ABOVE POST ARE AS FOLLOWS:		METHOD OF ASSESSMENT
	diversity agenda whilst being prepared to accept feedback about own behaviour. Recognise people's strengths, aspirations and abilities and helps to develop their potential. Understand how Valuing Diversity can improve our ability to deliver better services & reduce disadvantage.	
12.	Customer Care - Listen and respond to customer need, seek out innovative ways of consulting service users and engaging partners. Network with others to develop services for the benefit of the service users	Application Form/Interview
13.	Developing Self and Others - Ability to question, and request right training and development that links to the post, to seek opportunities that add to skills and knowledge, to respond positively to opportunities that arise. And to support others' learning and share learning with others	Application Form/Interview

2. Experience/Qualifications/Training etc		
14.	Experience of contributing to a performance improvement culture within a large public sector organisation	Application Form/Interview
15.	Experience of contributing to managing change and achieving 'buy in' within large public sector organisations	Application Form/Interview
3. Work Related Circumstances		
17.	A policy of no smoking applies	
18.	A requirement to attend meetings, seminars and conferences locally	

**Person Specification
prepared/updated:**

Appendix D

Equality Impact Assessment

Part 1: Screening Form

Title of report or proposal:
Environmental Services Policy and Performance Division Proposals for Consultation

Department:	Environmental Services
Section/SIAP unit:	Policy and Performance Division
Date:	1 August 2011

This report is for decision and is therefore subject to an Equality Impact Assessment. The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. Details of the outcome of the Equality Impact Assessment have also been included in the main body of the report.

Equality Impact Assessment Questions

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

This proposal is written in the context of the Chief Executive's report of the 28th February 2011 and 27 June 2011. This report sets out proposals for the restructure of the division, together with proposals to achieve a savings target of £336,000 for 2012/13.

- £253,000 Environmental Services
- £70,000 Corporate Resources
- £13,000 Development and Regeneration

Under the proposals set out in the report, the establishment will reduce from 40.4 fte to 32 fte

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

Key stakeholders from within the Council include:

- Staff within the Policy and Performance division
- Trade Unions
- Elected Members
- Executive Management Team
- Chief Officers and senior managers
- Departmental officers

Key partners include:

- Cleaner Greener Partnership
- Bolton at Home
- BATRA/Green Inspectors
- Economic Partnership

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

The division provides support to the departments across a wide range of important corporate and departmental priorities, including performance, finance, savings and efficiencies, project management, business and systems development, customer care, information management, partnerships, and equalities.

As the proposals include a reduction of staff numbers, it is inevitable that the level of savings required will lead to reduced capacity to support these priorities and these reductions will need to be carefully managed.

However, the proposals will ensure that the departmental capacity and expertise required to ensure the departments receive appropriate support, particularly around key projects such as savings and efficiencies and system development, is retained. The proposals also seek to retain the necessary professional capacity to maintain progress towards economic prosperity and narrowing the gap, though this could be impacted as a result of the proposed reduction of 8.4 fte across the division, and therefore needs to be carefully monitored and managed,

The proposals do include a reduction in staff numbers. An initial analysis of potential impact on the protected priority groups has been carried out and staff will be provided with appropriate support during the course of the review, in line with the council's human resources procedures.

The proposals include a recommendation to close the Wellsprings reception and replace with an intercom system. We do not anticipate that this will lead to a particular equality impact. Steps will be taken to ensure the system is accessible and we will monitor the implementation.

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

	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 detail what measures or changes you will put in place to remedy any identified adverse impact
Race	The division supports on the Council's work around equalities and this area is retained within the proposals. No adverse impact is anticipated.	It is not anticipated there will be an impact as a result of the proposals.	N/A	The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.
Religion	The division supports on the Council's work around equalities and this area is retained within the proposals. No adverse impact is anticipated	It is not anticipated there will be an impact on this group as a result of the proposals.	N/A	The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.
Disability	The division supports on the Council's work around equalities and this area is retained within the proposals. No adverse impact is anticipated	It is not anticipated there will be an impact on this group as a result of the proposals.	N/A	The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.
Gender (including gender reassignment)	The Policy and Performance Division comprises a female dominated workforce. Therefore, redundancy selection could have a	A greater proportion of females could be redundant due to the composition of the workforce. Redundancies will be determined by business needs.	Any adverse impact on the grounds of protected characteristics could not be justified. Staffing changes will be based purely on business need and will be implemented in	See 'impact on staff' below

	<p>greater effect on females rather than males.</p> <p>The council is aware of the wider workforce diversity implications where redundancies take place, and is looking at workforce diversity as a whole through its savings and efficiency programme.</p> <p>Redundancies will be determined by business needs only and will be in line with the Council's HR policy which ensures no equality group is discriminated against.</p>	<p>only and will be in line with the Council's HR policy which ensures no equality group is discriminated against.</p>	<p>line with the council's HR Policy.</p> <p>The council continues to monitor the diversity of its workforce, and the impact of service reductions/staffing changes on this, at a corporate level.</p>	
Age	<p>There is no impact anticipated at this stage in the proposals.</p>	N/A	N/A	<p>The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.</p>
Sexuality	<p>The division supports on the Council's work around equalities and this area is retained within the proposals. No adverse impact is anticipated</p>	<p>It is not anticipated there will be an impact on this group as a result of the proposals.</p>	N/A	<p>The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.</p>

Caring status (including pregnancy & maternity)	There is no impact anticipated at this stage in the proposals.	N/A	The Council will continue to offer flexible working in order to meet the needs of those with caring responsibilities	The Council maintains its commitment to supporting staff with caring responsibilities by continuing to offer flexible working options to those affected by changing working patterns.
Marriage and civil partnership	There is no impact anticipated at this stage in the proposals.	N/A	N/A	The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.
Socio-economic	The proposals may reduce the departments' capacity to help narrow the gap within the Borough's most deprived communities. - specifically around partnership support and provision of relevant information and monitoring data	The proposals in this report ensure that the division continues to maintain a focus on supporting the departments to tackle disadvantage in the Borough's most deprived communities whilst delivering the savings required, although capacity will be reduced.	Although capacity is reduced, in line with the council's philosophy, the proposals seek as far as possible to ensure that remaining resources are aligned to support the departments and the associated partnerships in delivering economic prosperity and narrowing the gap, and driving outcomes in the areas of greatest need within the borough.	The feedback from staff, trades unions and others during consultation will inform the final proposals at the end of the consultation period.
Other comments or issues	<p><u>Impact on staff</u></p> <p>We are aware of the adverse impact this proposal will have on staff who are subject to these proposals. Under these proposals 39 staff are classed as 'at risk' and ultimately 3.4 fte are proposed to be deleted with a requirement to seek redeployment opportunities for approximately 4 staff.</p> <p>Any potential redundancies that may result from the proposed closure will comply with the Council's Human Resources procedures which are designed to treat all staff equally and do not discriminate against any group of people. If a redundancy situation is identified the Council endeavours to address this by workforce planning procedures, including staff redeployment, consideration of voluntary redundancy or voluntary early retirement and all other reasonably practical measures.</p>			

	<p>In the event of compulsory redundancy, our policy is based on: work performance; skills and competencies; disciplinary record; and attendance record. 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 our redundancy policy. It is not envisaged that this proposal will impact on the demographic profile of the council's workforce but this is being monitored and will be reported via a strategic Equality Impact Assessment which covers all the savings and efficiency reviews being undertaken currently.</p>
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	<p>Evidence used:</p>
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- | | |
|--|---|
| | <ul style="list-style-type: none">• Financial data – service costs and spend 2009/10 and 2010/11• Current workforce structures and detailed establishments lists |
|--|---|

- 5.a Are there any gaps in your evidence or conclusions that make it difficult for you to quantify the potential adverse impact?

Consultation on the proposals will be undertaken with relevant stakeholders, including staff and their Trade Unions, during the autumn. This will help to inform the final proposals to the Executive Member.

- 5.b If so, please explain how you will explore the proposal in greater depth or please explain why no further action is required at this time.

Please see above.

This EIA form and report has been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Member(s)

Please confirm the outcome of this EIA:

- ☐ 1. No major impact identified, therefore no major changes required – proceed
- ☒ 2. Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed
- ☐ 3. Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification
- ☐ 4. Stop and rethink - the EIA identifies actual or potential unlawful discrimination

Report Officer

Name:

Signature:

Date and Contact No:

Departmental Equalities Lead Officer

Name:

Signature:

Date and Contact No:

