



ORGANISATIONAL DEVELOPMENT COMMITTEE

Meeting: Monday, 22nd September 2014 at 18.00 hours
in North Warehouse, The Docks, Gloucester

ADDENDUM

The following item although provided for on the agenda front sheet was not available at the time of dispatch:

9.	REALIGNMENT OF THE BUSINESS IMPROVEMENT SERVICE (PAGES 5 - 26) To receive the report of the Corporate Director of Services and Neighbourhoods concerning the realignment of the Business Improvement Service.
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Yours sincerely

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Martin Shields
Corporate Director of Services and Neighbourhoods

NOTES

Disclosable Pecuniary Interests

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<u>Interest</u>	<u>Prescribed description</u>
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the Council) made or provided within the previous 12 months (up to and including the date of notification of the interest) in respect of any expenses incurred by you carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between you, your spouse or civil partner or person with whom you are living as a spouse or civil partner (or a body in which you or they have a beneficial interest) and the Council (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged
Land	Any beneficial interest in land which is within the Council's area. For this purpose "land" includes an easement, servitude, interest or right in or over land which does not carry with it a right for you, your spouse, civil partner or person with whom you are living as a spouse or civil partner (alone or jointly with another) to occupy the land or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the Council's area for a month or longer.
Corporate tenancies	Any tenancy where (to your knowledge) – (a) the landlord is the Council; and (b) the tenant is a body in which you, your spouse or civil partner or a person you are living with as a spouse or civil partner has a beneficial interest
Securities	Any beneficial interest in securities of a body where – (a) that body (to your knowledge) has a place of business or land in the Council's area and

- (b) either –
- i. The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - ii. If the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, your spouse or civil partner or person with whom you are living as a spouse or civil partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

For this purpose, “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

NOTE: the requirements in respect of the registration and disclosure of Disclosable Pecuniary Interests and withdrawing from participating in respect of any matter where you have a Disclosable Pecuniary Interest apply to your interests and those of your spouse or civil partner or person with whom you are living as a spouse or civil partner where you are aware of their interest.

Access to Information

Agendas and reports can be viewed on the Gloucester City Council website: www.gloucester.gov.uk and are available to view five working days prior to the meeting date.

For further details and enquiries about this meeting please contact Tanya Davies, 01452 396125, tanya.davies@gloucester.gov.uk.

For general enquiries about Gloucester City Council’s meetings please contact Democratic Services, 01452 396126, democratic.services@gloucester.gov.uk.

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building; gather at the assembly point in the car park and await further instructions;
- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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Meeting:	Trade Union Consultation Employee Forum Organisation Development Committee	Date:	9 September 2014 11 September 2014 22 September 2014
Subject:	Business Improvement Realignment		
Report Of:	Sadie Neal – Head of Business Improvement		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Sadie Neal, Head of Business Improvement		
	Email: sadie.neal@gloucester.gov.uk		Tel: 396326
Appendices:	1. Realigning the Business Improvement Team 2. Consultation feedback		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to propose a new structure for the Business Improvement Service (Appendix 1). Identifying the need for the new structure and to consult and request approval for the adoption of the changes.

2.0 Recommendations

2.1 Organisational Development is asked to resolve that the proposed structure for the Business Improvement Service is agreed and implementation is progressed.

3.0 Background and Key Issues

3.1 The Business Improvement Service has changed over the last two years with realignment of some areas of the services such as; LSP, ABCD, Community & Youth Grants, Equalities and FOI/DPA being moved to other areas and seeing new areas of work becoming part of the service; Civica Revenues & Benefits technical and client management, Civica IT client management & Business Analyst function moving into the service.

3.2 In Appendix 1 the detail of the proposed structure also highlights the changes within the Council such as the delivery and provision of services via external partners and how we plan to manage and develop those. Plans to progress use of existing technology, enabling customers a choice of service delivery options and access.

4.0 Alternative Options Considered

4.1 No others options due to the migration of work.

5.0 Reasons for Recommendations

- 5.1 To align resources to deliver in key areas for the Council to include; implementation of channel strategy, review service delivery options, feasibility studies, business analysis (to include business case development), client management of external partnerships, technical client functions, income generation, efficiencies and lean system practices.

6.0 Future Work and Conclusions

- 6.1 The consultation period closed on the 15th September 2014 and comments were received from all members of the team. The comments have been included in the appendices, see Appendix 2.

7.0 Financial Implications

- 7.1 The proposal includes not recruiting into 2 vacant Business Improvement posts at a cost of £53,078. The budget for the FOI/DPA officer £13,695 was transferred to legal services in 2013 although the work is still being carried out in the Business Improvement Team, should this be retained in the Service then this will be taken as a saving. New posts within the Service in relation to Client Services are £73,820.

(Financial Services have been consulted in the preparation this report.)

8.0 Legal Implications

- 8.1 There are no legal implications associated with this proposal, other than redundancy and redeployment matters.

(Financial Services have been consulted in the preparation this report.)

9.0 Risk & Opportunity Management Implications

- 9.1 This structure allows the Team to have the correct level of capacity for management of key contracts ensuring service standards are met, management of risks associated with partnerships and contracts undertaken.

10.0 People Impact Assessment (PIA):

- 10.1 An initial screening assessment has been undertaken and no negative impacts have been identified.

11.0 Other Corporate Implications

Community Safety

- 11.1 No community safety implications.

Sustainability

- 11.2 No sustainability implications.

Staffing & Trade Union

11.3 The proposals were shared with Trade Unions on 9th September and with Employee Forum on 11th September 2014. Comments received did not alter proposals.

Background Documents: None

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Realigning the Business Improvement Team

DRAFT

**A Proposal Document for
Consultation**

A new structure for Organisational Change

Introduction

With the ongoing delivery of the Council Plan for 2014 - 2017 at the heart of what we do, the City Council is looking to build on the work undertaken so far aimed at improving prosperity for the City. The quality of services received by our residents and improving the environment in which people live, work and play is of paramount importance to us as an organisation.

In achieving the aims of the Council Plan and the specific outcomes that lie beneath them, it is essential that the authority has a 'fit for purpose' structure that is right for a council which has seen significant budget reductions over the last few years. High levels of performance underpin each of our aims so it is vital that we are structured appropriately to continue to improve performance across the organisation.

Why is restructuring needed?

All staff are aware of the need to make ongoing budget savings. The Council's money plan has identified areas of potential savings across a wide range of services, which are now under review or have been reviewed. Members are very keen to retain front line service delivery and to minimise the impact on the services that deliver outcomes directly to residents. Previous service reviews have focused on reducing duplication, eradicating waste and improving efficiencies in the way we deliver our services and this will need to be an ongoing focus for us for the future.

We have already achieved some success through business and performance reviews but we need to continue to strive to eradicate duplication across a range of services through performance monitoring, business improvement, organisational development and better client management.

Rationale of changes within the Business Improvement Team

Introduction

Prior to the recent "Realignment of Management Resources", the Business Improvement Team consisted of the following Service Areas:

- Business Improvement
- Client Management for Aspire and GCH
- Council Performance
- Business Plans
- LSP – Local strategic partnership
- ABCD – Asset based community development
- Community & Youth Grants
- Safeguarding
- Equalities
- Information Transparency (FOI & DPA)
- Council Plan

Following the review of management resources and in response to the comments made during the consultation period, LSP, ABCD, Community & Youth Grants, Equalities and Information Transparency have been removed from this “Group” and replaced with the following:

Business Improvement
 Business Analysis
 Client Management for Aspire, GCH, Amey, Civica IT & Civica Revs & Bens.
 Council Performance
 Safeguarding
 Business Plans
 Council Plan

Examples of Business Improvement Projects Introduced / Identified

	Projects
	Commercial Catering
	Pre-Planning Applications (charges & processes)
	Taxi/Private Hire Licences (process & channel shift)
	County Council Parking Permits (charges & processes)
	Review of Business Support
	NMS Efficiencies (process)
	NMS Allotments (introduction of colony software and associated training and process mapping)
	Housing & Homeless (process)
	Performance Review (review of software provider and replaced with appropriate alternative)
	GovMetric (introduction of consultation and satisfaction software)
	Off street parking services (enforcement)
	Parking Services (internal processes)
	Hempsted Car Boot (alternative charging model)
	Housing Benefit (process & channel shift)
	Licensing – Table / Chairs enforcement (charges & process)
	Street naming & numbering (charging & process)
	Electronic Post (joint working & efficiencies)
	Feasability of Shared Service
Savings	Approx £712,000

Proposals

The first stage in this restructure was the Realigning the Management Resource where the proposals brought appropriate services together to ensure that a step change can be delivered in new ways of working to help efficiencies and economies of scale.

Managers and their teams will be encouraged and supported to drive out functions that have ‘bogged down’ officers and hindered them from delivering policies and strategies that take the organisation forward.

This new structure brings opportunities. New posts are proposed and we will look to recruit to these internally whenever possible. It should be emphasised that these proposals are for consultation, and as such final structures and roles may be revised as a result of consultation feedback.

New posts are required as part of the proposal and they are Senior Client Officer, Technical Client Officer for the Forest of Dean (Civica & externally funded), IT Client (Civica) and Business Analyst (both these posts were included in the cost of transferring the service). These posts are a reflection of the movement of services as part of the Realignment of the Management Resource and of the requirement for the Council to be able to manage service delivery through partner agencies as well as being able to work more efficiently across the whole organisation. Other posts will substantially be the same, with some new job titles. All JD/PS will be reviewed and where necessary updated, posts in the new structure will be evaluated, using the Hay evaluation method. Manager role was subject to previous review and evaluation process.

A centralised and strategic client function for the Amey, Aspire, Civica Revenues & Benefits, Civica IT and Gloucester City Homes contracts will be introduced as part of a continued drive for business Improvement and performance management. Further improvements will be gained in the areas of performance management, business improvement and business planning.

In summary, the current structure needs further re-alignment in terms of both shape and size, in order to meet the future challenges, as well as realising the ambitions for Gloucester.

The key outcomes aimed to be achieved by this restructure are;

- Within the context of ongoing budgetary pressure, we must ensure that we achieve high value in all our activities and dealings, removing unnecessary cost and continually reviewing what we need to do and how we do it to remain cost effective.
- A more streamlined organisation focused on delivering the council's priorities in a co-ordinated and joined up way, ensuring that we continue to focus strongly on delivering for the customer and improving the experience and outcome for them.
- Recognising and realising further opportunities for shared services and efficiency gains through a structure that can facilitate this, allowing effective sharing and procurement.
- Retention and development of effective management of contractual partners by influencing and working in partnership with other agencies and stakeholders.
- It is 'non-negotiable' that we continue to focus on agreed objectives, drive performance upwards and achieve results
- As a publicly funded organisation we need to demonstrate high standards of behaviours, develop the appropriate skills and competencies and remain professional at all times when delivering our agenda.
- We need to continue to be a creative, flexible and learning organisation so that we can respond promptly and effectively to external pressures - and to any opportunities.

Role and Purpose of the Client & Business Improvement Service

The Council has recognised the need to achieve efficiencies that will help to manage budgetary pressures, whilst being able to meet the needs of the local communities. The Business Improvement service will be responsible for:

- Implementation of lean system thinking and associated practices
- Explore service delivery options e.g Shared services
- Channel shift and self-service
- Feasibility studies and service reviews
- Business Analysis
- Client management of all partnership contracts
- Income generation

The Business Improvement Team will enable the Council to work towards a culture of continuous improvement, through the adoption and application of;

- Further implementation of the Channel Strategy. This was first introduced as part of the Customer Services Review in 2010. As a result of the investment made in the IT infrastructure in 2013/14, we are now in a position to move this on significantly. Enabling on line forms that can be linked up to e-payments and the development of more self service options.
- BE;ST service improvements. Undertaking workshops with services centring around customer needs and followed by demand and capability analysis and process redesign. This reducing the amount of repetitive tasks, unnecessary steps and amount of time taken for service delivery. This promotes a culture of efficiency and continuous improvement and will provide teams with the skills required to undertake some elements of this work.
- Further development of income streams and revision of fees. Developing policies and benchmarking for the development of services and enabling them to be more self financing where possible.
- Design, collation and production of corporate performance reports.
- **Business Analyst.** Will be providing advice on IT systems and transformation to all services and assist with the delivery of efficiency savings across the Council. Provide advice and recommendations for Business Improvement and Transformation on IT systems and architecture. Work with Business Improvement Officers to identify opportunities and present Business Cases to support recommendations for the adoption of service improvements. Playing a major role in helping to reshape the council, working closely with Managers across the Council. Driving through transformational change within both our business systems and technical infrastructure, helping to deliver Council wide service improvements.
- **Business Improvement Officer 1.** Will progress the Channel Shift strategy across the organisation, working with all services in process re-design and development of self service where appropriate. Develop and role out BE;ST workshops to encourage and promote a culture of continuous improvement across the organisation. Feedback impact of improvements using cycle time analysis and use to support business case development. Work closely with the Business Analyst to implement new technology and software ensuring that all stakeholders are considered to maximise the effectiveness and opportunities. Be a point of reference for projects where necessary with the Civica IT Programme Manager.

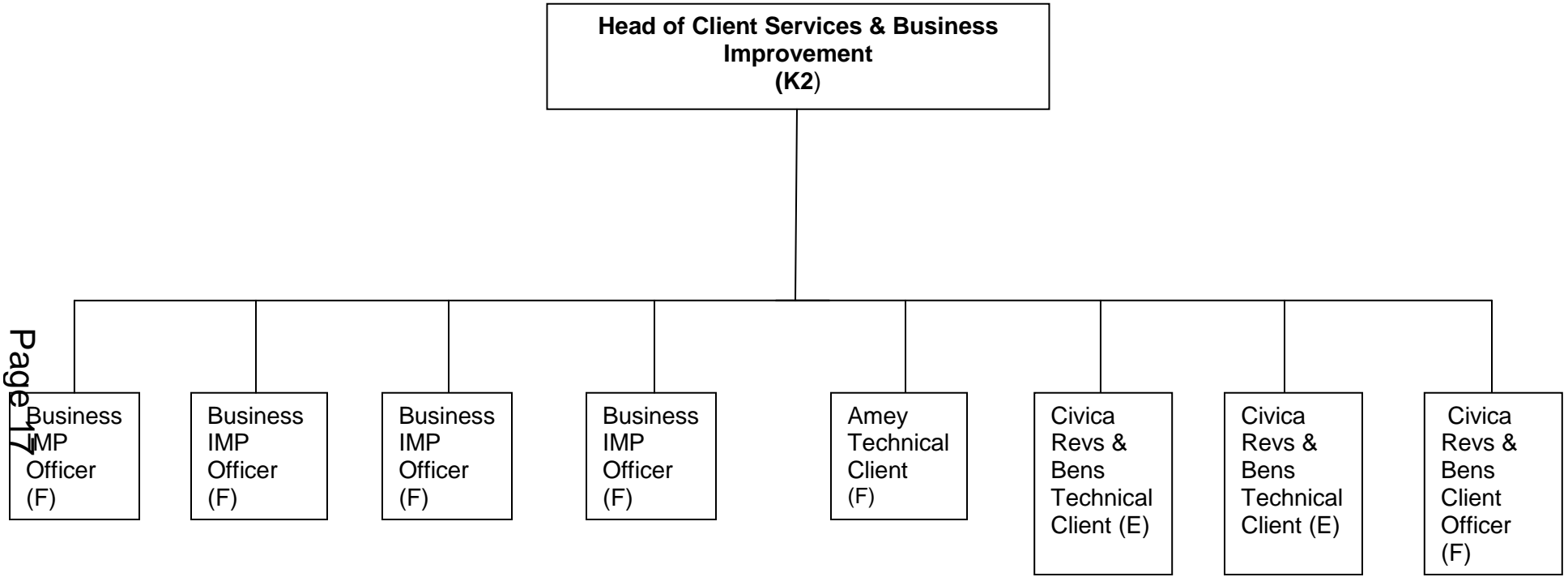
- **Business Improvement Officer 2.** Scope and research shared delivery options with private, public and third sector partners. Review existing services that have implemented charges and benchmark for fair policies on the introduction and review of existing charging structures. Develop business and funding opportunities in areas of transformation. Maintain the Council's performance framework against the Council Plan, producing monthly, quarterly and yearly reports for SMT and Cabinet. Work as part of project team with other projects that are reviewing services and functions.
- **The Client Management team** will ensure that we are getting the best out of our partnerships whilst maintaining the level of service standards that are required by the Council and Customers. With the introduction of new partnerships in service delivery over the past couple of years, it is something that we need to resource effectively in order to get the most out of the partnership and potential for identifying future savings and opportunities where possible.
- **Senior Client Officer** will become a point of reference for all client officers and will provide some supervisory support to the Head of Business Improvement. They will ensure that correct procedures are followed for decision making, attending committee meetings when reviewing performance, provide the client function to Aspire and GCH and for ensuring that all partners are providing up to date performance information, risk registers, business planning, strategic planning and point of reference for all partners when contacting the authority.
- **Civica Revenues & Benefits Client.** Ensure the services are provided in accordance with statute and the councils' constitutions. Delivery of the revenues, debtors, cashiers and housing / council tax support services. To contribute to the maintenance of good working relationships between the councils and their service delivery partners and stakeholders. Ensure effective processes and procedures are maintained to deliver the services in accordance with legislation policy and contractual requirements. Monitor the performance of the revenues and benefits contractor ensuring its adherence to contract targets and that a high standard of service is provided.
- **Civica Revenues & Benefits, technical client x 2.** These posts will cover the quality assurance verification checks in relation to the revenues and benefits service provided by Civica. They will represent the Council in enforcement proceedings at Magistrates Court and County Court for the recovery of Council tax and National Non Domestic rates. They will be responsible for submitting Discretionary Housing Payment returns to the DWP and overseeing the process associated with Housing Benefit and Council Tax Support scheme claims.
- **Amey Client officer.** This post will be responsible for the monitoring and improvement of the streetcare partnership. To work with all service areas associated with the Amey contract in the development of performance data and returns. Be the point of contact for all data associated with the contract and benchmark with other streetcare partnerships to identify potential efficiencies.
- **Civica IT client.** Responsibilities for this role will include, contribute to the development, review and implementation of the Council's corporate ICT strategy. Monitor the performance of the IT contractor and ensure adherence to contract targets and agreed standard of service delivery. Work with the contractor and stakeholders in the prioritisation of all projects and priorities for the Council. Collate and review all Non-standard work requests and seek agreement where funding required through capital projects steering group.

- **Head of Client Services & Business Improvement.** Manage relationships with external partners who are contracted to provide services to the Council to maximise performance, deliver within budgets and develop the strategic direction in line with Corporate objectives. Be the designated professional lead for safeguarding, supporting colleagues in fulfilling their child welfare and safeguarding responsibilities effectively. Ensure that contracts between the Council and external partners are adhered to and fit for purpose, making sure that SLA's associated with contracts are reviewed and updated in line with service delivery and budgets. Work on ad hoc projects within the Council when requested such as Cultural Services Review, Peer Review and Review of Building Control. Manage the corporate business information system and provide performance information for internal and external use. Work with members and staff in the production and update of the Council Plan and ensure that links are made to individual service Business Plans. Undertake reviews of service provision and partnership working when required and oversee delivery of organisations channel strategy. Promote and develop the culture of continuous improvement to all services across the Council.

Current Structure

Role	FTE / Grade	Salary
Business Improvement Manager	1 FTE - I	£44,673 - £47,319
Business Improvement Officer (0.5 FOI & DPA)	1 FTE - F	£23,945 - £26,539
Business Improvement Officer (0.5 Performance)	1 FTE – F	£23,945 - £26,539
Amey Technical Client Officer	1 FTE – F	£23,945 - £26,539
Business Improvement Officer	1 FTE – F	£23,945 - £26,539
Business Improvement Officer	1 FTE – F	£23,945 - £26,539
Civica Revs & Bens Technical Client	1 FTE – E	£21,067 - £23,188
Civica Revs & Bens Technical Client	1 FTE – E	£21,067 - £23,188
Civica Revs & Bens Client	1 FTE - F	£23,945 - £26,539
		£252,929
External Funding FOD		-£38000
Total		£214,929

Current Structure 9FTE



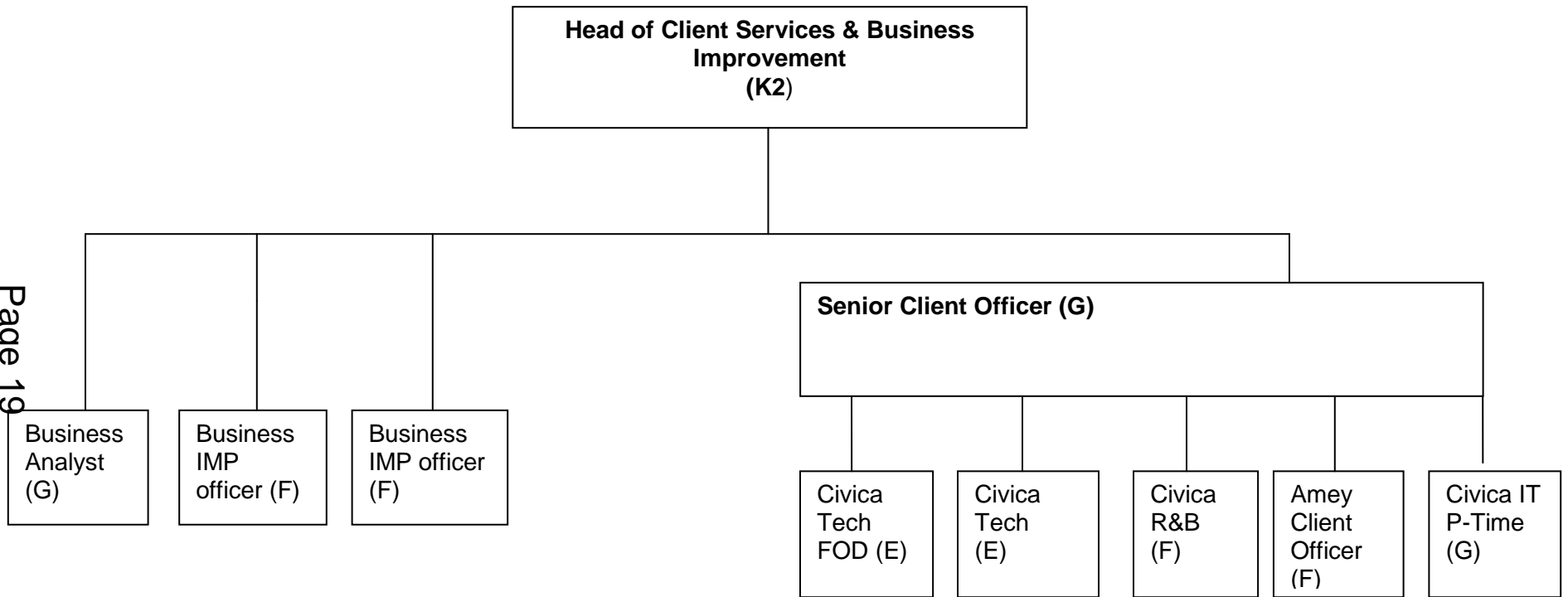
Proposed Structure

Current Job Title	Grade / FTE	Salary	Proposal next steps
Head of Client Services & Business Improvement	Job size 2	£44,673 - £47,319	No Change
Financial Projects Supervisor	1 x F	£23,945 - £26,539	Change in Job Title to Revenues & Benefits Client Officer
Contract Technician	1 x E	£21,067 - £23,188	No Change
Streetcare Partnership Client Officer	1 x F	£23,945 - £26,539	No Change
Business Improvement Officer	1 x F	£23,945 - £26,539	No Change
Business Analyst	1 x G	£27,323 - £29,528	Recruitment
Business Improvement Officer	1 x F	£23,945 - £26,539	Recruitment
Contract Technician (forest of dean contract)	1 x E	£21,067 - £23,188	No Change
Senior Client Officer	1 x G	£27,323 - £29,528	Recruitment
ITO Client Officer	0.5 x G	£13,661 - £14,764	Recruitment
Business Improvement Officer	1 x F	£23,945 - £26,539	Deleted
Business Improvement Officer	1 x F	£23,945 - £26,539	Deleted
Total		£273,671	
External Funding FOD		-£38000	
Total		£235,671	

There is an increase of **£20,742** required for the new proposed structure and this takes into account new responsibilities associated with the provision of the ITO contract.

Proposed Structure 9.5 FTE

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Overview of the Process

General support

Any reorganisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for employees.

HR support throughout the process will be provided by Ruth Aldridge and Ashley Gough. Support of a more general nature will also be provided by Sadie Neal, Business Improvement Manager and SMT – Martin Shields (Corporate Director of Services and Neighbourhoods) and Peter Gillett (Corporate Director of Resources).

Our aim at all times will be to provide clear and timely information for everyone involved and to maintain a close and open dialogue with the Trade Unions throughout.

Assimilation

In line with the Council's Organisational Change policy, where all of the following conditions apply, current post holders will be directly assimilated to the equivalent position in the new structure:

- the job is essentially the same (at least a 60% match), and
- the grade is the same, and
- the numbers of posts available is the same or greater than the number of current post holders.

Ring-fence competition

In line with the Council's Organisational Change policy, employees who do not secure a position in the new structure via direct assimilation will be included in a ring-fence if:

- their posts are deleted, and
- an alternative position or positions are introduced, and
- the employee's grade is the same (or one above / below) as the grade of the new post(s) or the employee is at the management tier appropriate to the new post(s).

Redeployment

Any employee who does not secure a post in the new structure or an ongoing position through transfer, change of working arrangements etc. will be given notice of redundancy and simultaneously placed on the redeployment register for the period of their notice.

Selection process

There will be a consistent, robust recruitment and selection process for the new posts.

Appeals

Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document that is available from HR.

Implications for those affected

We fully appreciate the challenging nature of this process, the anxiety and the uncertainty that may be felt by staff. It is important that we provide help and support throughout this period of change, particularly to those who are directly affected.

If any staff would like to be considered for voluntary redundancy or early retirement they should contact Ruth Aldridge or Ashley Gough for an informal discussion.

The Council's free, confidential and external counselling service can be contacted on 01452 750586.

Timetable

Consultation with SMT	22 nd July 2014
Consultation with Staff	18 th August 2014
Trade Union consultation	9 th August 2014
Close of consultation	15 th September 2014
Formation of new services & teams	TBC
Employee Forum	11 th September 2014
OD Committee	22 nd September 2014

How to respond

Please send your comments or questions to:

Sadie Neal
Business Improvement Manager
Email: Sadie.Neal@gloucester.gov.uk
Internal post: 4th Floor, Phillpotts Warehouse

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Appendix 2

Business Improvement Realignment Feedback on comments received

Employee Comments	Response, where necessary
<p>The Civica IT client Officer is shown as an H grade and although is subject to Hay evaluation, would it be appropriate to be supervised by the Senior Client Officer who is indicated to be a G?</p>	<p>This is a typo in the structure chart and the indicative grade for the Civica IT Client Officer should be G</p>
<p>Is the Head of service expected to play a direct role in the coordinating and leading of Business Improvement projects?</p> <p>Or will this be the role of the Business Analyst?</p> <p>Or is it intended to be no single lead for Business Improvement?</p>	<p>Yes – the Head of Service will have overall accountability for the delivery of the projects</p> <p>The Business Analyst will be primarily concerned with IT projects</p> <p>The Business Improvement Officers will be expected to take responsibility for delivering their activity</p>
<p>Should additional contracts such as parking enforcement be added to the list of responsibilities for the client team, would additional staff resource be sought or incorporated into on of the client officer roles?</p>	<p>Separate discussions are underway around parking enforcement, including resources required</p>
<p>When will the full job descriptions and person specifications be released?</p>	<p>JD/PS for each post will be finalized once the results of the consultation process have been considered. They will then be evaluated and released for information to staff for use in respect of the selection process</p>
<p>Will staff within the service have an opportunity to apply for posts prior to the jobs being open to external candidates?</p>	<p>The vacancies cited will be open for competitive recruitment, once the structure has been agreed. It is the City Council's intention to advertise the posts internally in the first instance and existing staff in the structure will be welcome to apply if they so wish</p>
<p>The timetable in the document is only partially populated are you able to clarify when expressions of interest need to be declared? When the posts will be Hay evaluated? When the interviews will take place? When new posts will be due to start?</p>	<p>The remaining dates in the timetable are contingent on the completion of the consultation process. Once this is done then staff affected will be provided with details of the process, supporting information and timescales</p>

<p>There is very little opportunity for career progression. This is particularly evident within the Business Improvement area of the service, where there is no step up between an F grade officer post and Head of Service. No opportunity is provided to allow officers to acquire experience in line management.</p>	<p>Development needs and opportunities to meet them will be considered as part of the SDR process. This may include informal as well as formal arrangements</p>
<p>My view is the current structure ("Current structure 9FTE") does not recognise the fact that while the 'Civica Tech' role (my role) (and the FOD equivalent role) does not report to the 'Civica Revs and Bens Client Officer' (Sarah), in practice many decisions relating to the work of the 'Civica Tech' role are made by the 'Civica Revs and Bens Client Officer' (for example, decisions re the overall relationship with Civica R&B; re the 10% quality checks; the R&B Client Officer was involved in recruiting the 'Civica Tech FOD' role). I am perfectly happy with the current structure and am not complaining about it at all but the structure as listed does not accurately reflect the actual practice / relationships / responsibilities.</p>	<p>Noted</p>
<p>You said when we met you don't expect there to be interviews for existing members of the team for their proposed roles as shown in the document. I think this means 'assimilation' applies (in the terminology of the document), though I don't think it specifically says this.</p>	<p>Agreed, although it should be noted that there will be no changes to the roles in the new structure</p>
<p>Detailed JDs/PSs are not in the restructure document and in the absence of these I cannot comment fully on what will eventually be the proposals. The document says other (non-new) posts will be substantially the same (as they are now), and that all JDs/PSs will be reviewed and amended where appropriate.</p>	<p>Noted</p>
<p>I would like to better understand what is included in the role of the Client Officer and the Senior Client Officer, as no job descriptions are currently available. Without job description it does make it difficult to understand the roles and how they may all fit together.</p>	<p>JD/PS for each post will be finalized once the results of the consultation process have been considered. They will then be evaluated and released for information to staff for use in respect of the selection process</p>

<p>I feel the Client Officer role would prove impossible if, in this role, they were not empowered to make decisions relating to the Revenues & Benefit contract. I feel the two Contract Technicians should report to the Client Officer (Revs & Bens). I will give just one example of how this could impact if this were not the case. As part of both GCC and FoD client functions 10% of benefit checks need to be completed. Without the responsibility for the Client Officer to manage the Technicians and ensure they are keeping on track with those checks they will not know if they are falling behind. The Client Officers role is to report on performance to both GCC and FoD operations and partnership boards, yet may have no authority to instruct the technicians to ensure they are still on track with that work. This is a basic control on the contract performance. Prior to the move to the Business Improvement Service the Contract Technician did report this post (which is me - shown below). I have also shown below how I think the structure could better work to ensure this risk is mitigated. This does not apply to the other Client Officers as they do not have the same responsibility. Regardless of the grade given I think this is a must to make this post work.</p>	<p>Noted</p>
<p>I'm aware the grades given are only indicative and are yet to be formally evaluated; however, I do feel that the role of Civic Client Officer is graded too low at grade F.</p> <p>I do not feel the grade reflects the complexity of the role and that additional responsibilities have been overlooked, for example, the role of the Revenues and Benefits client needs to make key decisions, which may differ from the the Amey client function, including, for example, dealing with complaints from external customers at the second stage. Also the responsibilities for the Forest of Dean (FoD) client function. The funding arrangements for the FoD include the full cost of the contract technician and the 25% Client Officer role. This would allow GCC to recognise these additional duties at no extra cost and still benefit from the arrangement</p>	<p>Noted</p> <p>Noted. This is an indicative grade and the posts will be formally evaluated</p>

financially.	
<p>With regards to the Senior Client Officer role, on the basis of the comments above, I would conclude that this role has also be graded incorrectly (or has an incorrect indicative grade) and should be grade H. The additional level of responsibility in this role for several contracts and large budgetary impact would appear to be worthy of this grade, again however I expect that these are only indicative.</p>	<p>Noted. This will be resolved through the evaluation process</p>
<p>It appears unusual that an IT Client Officer is paid more (grade H) than the Senior Client Officer, when it could be assumed that the senior position would require an equal, if not higher grade.</p> <p>If it is already recognised that Client Officers can be graded differently depending upon the skills required then it would seem acceptable that the Revenues and Benefits client officer could receive a higher grade than the Amey role as each role has different responsibilities. However, it may be considered that they are generic posts, in which case consideration should be given to aligning them to be the same (including the IT role).</p>	<p>This is a typo in the structure chart and the indicative grade should be G</p> <p>The existing Client Officers' posts have been evaluated on the basis of the requirements of each role. This will also be the case with the Civica IT Client Officer</p>