



Organisational Development Committee

Meeting: Monday, 24th November 2014 at 6.00 pm hours in North Warehouse, The Docks, Gloucester

Membership:	Cllrs. James (Chair), Dallimore (Vice-Chair), Haigh, Hilton and Norman
Contact:	Tanya Davies Democratic and Electoral Services Manager 01452 396125 tanya.davies@gloucester.gov.uk

AGENDA

1.	APOLOGIES To receive any apologies for absence.
2.	DECLARATIONS OF INTEREST To receive from Members, declarations of the existence of any disclosable pecuniary, or non-pecuniary, interests and the nature of those interests in relation to any agenda item. Please see Agenda Notes.
3.	MINUTES (Pages 5 - 10) To approve as a correct record the minutes of the meeting held on 22 September 2014.
4.	PUBLIC QUESTION TIME (15 MINUTES) To receive any questions from members of the public provided that a question does not relate to: <ul style="list-style-type: none"> • Matters which are the subject of current or pending legal proceedings, or • Matters relating to employees or former employees of the Council or comments in respect of individual Council Officers
5.	PETITIONS AND DEPUTATIONS (15 MINUTES) To receive any petitions and deputations provided that no such petition or deputation is in relation to: <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or • Matters relating to current or pending legal proceedings

6.	<p>HOUSING STRATEGY & ENABLING SERVICE REVIEW (Pages 11 - 36)</p> <p>To consider the report of the Corporate Director of Services and Neighbourhoods concerning the proposed new structure for the Housing Strategy and Enabling Service.</p>
7.	<p>BUSINESS IMPROVEMENT REALIGNMENT (Pages 37 - 58)</p> <p>To consider the report of the Head of Business Improvement concerning the proposed new structure for the Business Improvement Service.</p>
8.	<p>REVIEW OF PARKING SERVICES (Pages 59 - 66)</p> <p>To consider the report of the Corporate Director of Services and Neighbourhoods concerning the proposed new structure for Parking Services.</p>
9.	<p>DATE OF NEXT MEETING</p> <p>Monday 9 February 2015 at 6.00pm.</p>

M. Shields

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Martin Shields
Corporate Director of Services and Neighbourhoods

Date of Publication: Friday, 14 November 2014

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

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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.



ORGANISATIONAL DEVELOPMENT COMMITTEE

MEETING : Monday, 22nd September 2014

PRESENT : Cllrs. James (Chair), Dallimore (Vice-Chair), Hilton, Norman and Chatterton

Others in Attendance

Martin Shields, Corporate Director of Services and Neighbourhoods

Ashley Gough, Human Resources

Sadie Neal, Head of Business Improvement

Lucy Wright, Tourist Information Centre Service Manager

Jeff Thomas, Health and Safety Advisor

Tanya Davies, Democratic and Electoral Services Manager

7. DECLARATIONS OF INTEREST

7.1 There were no declarations of interest.

8. MINUTES

8.1 **RESOLVED** – That the minutes of the meetings held on 24 February 2014 and 24 March 2014 and 26 June 2014 be approved as correct records and signed by the Chair.

9. PUBLIC QUESTION TIME (15 MINUTES)

9.1 There were no public questions.

10. PETITIONS AND DEPUTATIONS (15 MINUTES)

10.1 There were no petitions or deputations.

11. REALIGNMENT OF THE TOURIST INFORMATION CENTRE

11.1 The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning the realignment of the Tourist Information Centre (TIC).

11.2 The TIC Service Manager outlined the proposals and explained that significant changes within the service necessitated a modernised structure to take account of the additional responsibilities taken on by the team and how the service had developed due to increased footfall and income.

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- 11.3 Councillor Hilton questioned whether the proposed additional cost of the service could be adequately covered by the increased revenue.
- 11.4 The TIC Service Manager noted that profit had spiked in 2009 as a result of the arrangement with National Express and that although the effect of this had decreased, profit remained at a good level. She explained that the cost of the service had been reduced through smarter and more efficient ways of working.
- 11.5 Councillor Norman noted that the financial information was complicated, but that the cost of the service had decreased significantly over recent years.
- 11.6 The Chair noted that staff was the biggest cost to the service and that it was difficult to see how the large reduction in the cost of the service had been achieved.
- 11.7 The Corporate Director of Services and Neighbourhoods advised that the cost of the service had also reduced as a result of shifting the emphasis away from internal recharges as the TIC did not draw significantly on the services of other council departments. He also noted that profit over recent years had stayed at a consistent level. He emphasised the importance of giving the award-winning service the opportunity to modernise and also to recognise the additional responsibility taken on by the Service Manager.
- 11.8 **RESOLVED** - That the proposed structure for the Tourist Information Centre service, set out in Appendix 1 to the report, be agreed.

12. HEALTH AND SAFETY POLICY

- 12.1 The Committee considered a report of the Head of Public Protection concerning the Council's health and safety policy and associated documents.
- 12.2 The Health and Safety Advisor highlighted the proposed changes to the policy, which included clear responsibilities for managers and staff, as well as mandatory training.
- 12.3 Councillor Norman asked the Health and Safety to seek clarification on the legal position in respect of the timetable for revisiting the policy.
- 12.4 The Chair noted that Employee Forum had requested some tweaks to the proposed policy.
- 12.5 **RESOLVED** –
- (1) That the revised Health and Safety Policy, as contained in Appendix 1, be agreed and adopted.
 - (2) That the revised policy be signed by the Corporate Director of Services and Neighbourhoods.

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13. UPDATED EMPLOYMENT POLICIES AND PROCEDURES

- 13.1 The Committee considered a report of the Head of Human Resources and Organisational Development regarding revised 'Absence Management' and 'Bullying and Harassment' policies.
- 13.2 The HR Advisor explained that all HR policies were in the process of being updated and simplified to focus on the key information for staff and managers and ensuring compliance with current legislation. He noted that consultation had taken place with staff focus groups, Trade Union Consultation Meeting and Employee Forum and that, following approval, they would be made available through Net Consent and staff would be briefed on changes, with training provided as necessary.
- 13.3 In response to a question from Councillor Norman regarding occupational health services, the HR Advisor explained that the Council used the services of an external private provider and through a consortium with other district councils. He advised that the arrangement was under review and all options for future provision would be considered.
- 13.4 In response to a question from Councillor Dallimore, the HR Advisor confirmed that, in respect of complaints from Members against Council officers, Members would be treated like members of the public in terms of the process followed, but not in terms of status.
- 13.5 **RESOLVED** - That the updated policies and procedures, as set out in Appendices 1 & 2, be adopted.

14. REALIGNMENT OF THE BUSINESS IMPROVEMENT SERVICE

- 14.1 The Committee considered a report of the Head of Business Improvement concerning the realignment of the Business Improvement Service.
- 14.2 The Head of Business Improvement explained that the nature of the service had changed significantly over recent months, retaining the business improvement focus and taking client services and performance functions. She advised that the additional posts proposed would ensure that the Council delivered these functions effectively and that the additional cost was in the region of £20,000.
- 14.3 Councillor Norman asked whether consideration had been given to sharing services with Gloucestershire County Council in respect on the IT Client Officer post.
- 14.4 Councillor Chatterton questioned whether the Civica IT Client Officer was graded at the appropriate level to secure the level of expertise and experience needed.
- 14.5 The Head of Business Improvement advised that the Civica Client Officer post would be a part time semi-technical position also responsible for contract management, and that there would be provision to buy in specialist expertise when required. She explained that the County would continue to provide support to the City and was likely to assist with recruitment to the post, however, sharing

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resources with the County was not viable because their resources were structured around their systems and software, which were different from many of the City's.

- 14.6 The Chair noted the grading of the Amey Client Officer post and questioned how the role fitted into the management of the Council's highest value contract. He emphasised the importance of robust contract management in light of past experiences and stated that Members needed further clarification on the wider approach before approving the proposed structure.
- 14.7 Councillor Norman stated that the Council needed to ensure that contract management savings targets could be met and that it must be able to demonstrate how they would be achieved.
- 14.8 The Head of Business Improvement explained that the Head of Neighbourhood Services would continue to lead on negotiations with Amey and the client officer position was a technical role with process and administrative responsibilities. She noted that the post had already been agreed as part of the review of Neighbourhood Services in 2013 and that it was proposed to move it into Business Improvement to locate all of the client services posts within one service.
- 14.9 The Corporate Director of Services and Neighbourhoods noted that improvements in contract management were required. He urged Members to approve the recruitment of the Civica IT Client Officer and seek additional information regarding the remaining client services posts.

14.10 **RESOLVED –**

- (1) That the Head of Business Improvement proceed with the recruitment of a Civica IT Client Officer.
- (2) That the remainder of the proposed structure for the Business Improvement Service be brought back to a future meeting following clarification of the wider approach to contract management.

15. EXCLUSION OF PRESS AND PUBLIC

- 15.1 **RESOLVED –** that the press and public be excluded from the meeting during the following item of business on the grounds that it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that if members of the press and public are present during consideration of these items there will be disclosure to them of exempt information as defined in Schedule 12A of the Local Government Act 1972 as amended.

Minute

Description of Exempt Information

- | | |
|----|---|
| 16 | Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. |
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16. MINUTES

16.1 **RESOLVED** – That the exempt minutes of the meetings held on 24 March 2014 be approved as correct records and signed by the Chair.

17. DATE OF NEXT MEETING

17.1 Monday 24 November at 6.00pm.

Time of commencement: 18:00 hours

Time of conclusion: 18:45 hours

Chair

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Meeting:	Organisational Development	Date:	24 November 2014
Subject:	Housing Strategy & Enabling Service Review		
Report Of:	Corporate Director of Services and Neighbourhoods		
Wards Affected:	N/A		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Helen Chard (Housing Strategy & Enabling Service Manager)		
	Email: Helen.Chard@gloucester.gov.uk	Tel:	396534
Appendices:	1. Service Review Proposal for Housing Strategy & Enabling 2. Table of Consultation queries and responses & full detail of 2 consultation responses		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of the report is to bring before Organisational Development Committee the proposed new structure for the Housing Strategy and Enabling Service in Appendix 1, and share the consultation responses that have been received, and consideration of these proposals.

2.1 Recommendations

2.1 Organisational Development Committee are asked to **RESOLVE** that the proposals for the restructure of the Housing Strategy and Enabling Team be approved and implemented.

3.0 Background and Key Issues

3.1 The Service restructure proposals reflect a number of changes that have occurred in recent years, including the changes within the development sector affecting housing delivery; changes in partnership working with statutory and voluntary sector partners; a decrease with the compilation of statistical housing data for Government and budgetary constraints.

3.2 Page 2-4 of Appendix 1, sets out in more detail the case for the restructure, and also reflects on the changing nature by which capital investment in housing is secured; the anticipated stock transfer of the City Council's housing stock to Gloucester City Homes and loss of workload associated with acquisition and disposal of council stock; and support arrangements affecting the way the housing services commissioned and operated.

3.3 The skill-set required to fulfil Enabling roles also continues to change, and so ensuring the continuous professional development of team members going forward

is vital. Given the role Enabling Officers undertake in negotiating/facilitating on projects typically between £0.5 & £25M It is important that Officers are professional, graded and empowered to take appropriate decisions; that they have a good understanding of housing and planning guidance or other associated legislation (e.g. Care, Procurement, Equalities), and the ability to respond in a more competitive business focused environment, with improved project management and commissioning skills.

- 3.4 The team currently operates by means of covering specific specialist areas of housing, this means that the workloads of team members can vary significantly and the workflow can be affected by any absences. The approach being promoted in the attached report moves team members toward a more generic style of working, and this anticipates individual team members being required to initiate or respond to a broader set of service requests. It is envisaged that this will create the need for some additional training, much of which could be through skill transfer within the team or ad-hoc courses as appropriate. Similarly, adapting existing skills, such as the ability to review and evaluate available evidence/literature/data and apply this approach to new work areas and initiate new provision or service improvement will be encouraged.
- 3.5 In addition, it is thought that for the purposes of career development, the more generic approach will offer a greater knowledge of wider strategic housing and development matters. Also the broader team member knowledge will most likely create better integration of specialist housing requirements into bricks and mortar initiatives.

4.0 Alternative Options Considered

- 4.1 The main alternative is the current status quo, where specialist work areas remain; however this seems less equitable where at times certain work areas are very resource intensive and others less so.
- 4.2 The responses received from the Strategy and Enabling Team have been considered and are included in Appendix 3

5.0 Reasons for Recommendations

- 5.1 To create a fairer way of distributing the work requirements for the team; to acknowledge that some areas of work have and will continue to significantly decrease; and to take opportunity to realign the resources to roles where the best corporate and strategic housing outcomes can be generated.

6.0 Future Work and Conclusions

- 6.1 The responses from the team generated very relevant matters for consideration and have been welcomed. Some of the responses were about clarification, roles and functions, which will be provided within any forthcoming job descriptions. The case for the retention of the Enabling Assistant continuing within the new structure, rather than the duties being absorbed within the F or G grade roles has been considered very carefully. Due to the extent of direction and supervision already necessary through the senior officer, it was thought that changes to process could be effective in maintaining good quality interactions with our partners and create the required

savings. It will be important for the Service Manager to ensure these new processes are embedded effectively in future service arrangements. In addition to the loss of work from the Enabling Assistant role associated with acquisitions and disposals of housing stock that will be undertaken in future via Gloucester City Homes, it remains the case that the position is seen as unviable.

7.0 Financial Implications

7.1 The proposals will create additional budget savings, beyond those secured in 2013-14 where an Enabling Assistant (0.5 FTE C Grade) wasn't replaced. The savings in total would be approximately £31,300 going forward.

(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 the usual matters to considered associated with potential redundancy/redeployment.

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

9.0 Risk & Opportunity Management Implications

9.1 Whilst the overall team size is proposed to decrease, it is envisaged that there will be sufficient capacity to undertake the statutory aspect of the team's work, including the production of Housing and Homelessness strategies and Need Assessments. The proposals also seek to realign some of the team resources to those officers with a focus on delivering affordable homes.

10.0 People Impact Assessment (PIA):

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

11.0 Other Corporate Implications

Community Safety

11.1 Part of the remit of the Service is to consider housing proposals their layout and design and housing tenure, and how proposals fit within different localities within the City. The proposals seek to redirect team resources to ensure these matters are adequately addressed.

Sustainability

11.2 The sustainability of housing is promoted through the Draft Housing Strategy and in negotiations with Developers based on our Planning Policies, to ensure we are able to seek good design, energy efficiency, minimise fuel poverty, and create communities where people want to live now and in the future.

Staffing & Trade Union

11.3 The proposals have previously been shared with Employee Forum and the Trades Union Forum and comments invited.

Background Documents: None

Review of Housing Strategy & Enabling

A proposal document for consultation

Introduction

The Council Plan is challenging us to deliver the council's priorities and demonstrate continuous improvement to ensure we offer high quality services; whilst remaining within budgetary constraints. The new Council Plan recognises the importance of housing interventions and wishes to see the implementation of a new housing strategy, delivered with some rigour, most importantly seeing the delivery of new homes in the City, including affordable homes to meet housing need.

Why is restructuring needed?

The Strategy and Enabling team has been successful with the delivery of affordable homes in a variety of settings, from general needs to specialist housing provision and in 2010 was the 2nd best performing Local Authority in the South West. (Measure no longer available)

Informally adjustments have been made within the team to adapt to changing market conditions affecting the construction sector and those wishing to rent or purchase, by encouraging or promoting a broader range of housing products. Similarly, it has sought to adjust service delivery arrangements to minimise homelessness, rather than offer only reactive homelessness services.

Capital investment options for housing initiatives have, and continue to change, expanding options with non-traditional partners, and creating a need to forge new relationships. Gloucester needs to focus on all methods of securing investment or revenue support, not only utilising government grants when they are available. There needs to be a more pro-active approach to engaging with organisations, businesses and communities to deliver mutually beneficial services and high quality homes for residents.

Housing services don't remain static, they adapt and flex, as do those of our statutory, voluntary and other partners; and understanding others' objectives and ensuring our plans dovetail to best effect, will ensure greater benefits for current and future residents of the city.

Given the value associated with investment decisions concerning housing for Developers, Providers and the Council, it is critical that the team demonstrates a sound working knowledge of housing, planning, legal and financial contexts to operate professionally and ensure value for money and probity.

It is timely that we review the way we operate, maximise the skills within the team and ensure we are structured as efficiently as possible to fulfil our housing and broader corporate ambitions.

Key outcomes

As a consequence of the review, the aim is for the Strategy & Enabling team to be fully equipped to deliver housing and broader council objectives, in what has become a more competitive business environment. Enabling Officers should be able to demonstrate an understanding of how best to commission services and secure the best possible outcomes; adapt with the changing business needs of existing and non-

traditional providers to maximise investment in best quality homes, housing services and neighbourhoods for the benefit of tenants and the wider community.

Team members should be able to demonstrate their flexibility and able to respond to varied work requirements across all areas of the Service, and apply their professional skills to a range of housing projects.

Proposals

At present the Service operates largely with team members operating within specialist areas of housing for e.g. development via the Planning system; specialist accommodation, homelessness, projects and maintaining an appropriate evidence base.

Whilst these specialisms have worked well, with individual officers gaining very in-depth knowledge on certain aspects of housing; what this doesn't allow for, is the uneven volume or flow of work relating to each specialism, and this may also be exacerbated where there is an absence. With expertise being broadened and developed across the team, this should lead to more flexibility to respond where the needs are greatest and allow for greater personal development.

Best practice around housing has seen a move away from specialist accommodation to using general needs accommodation, more often with personalised support linked to the individual. Therefore the nature of our involvement with other organisations, collaborating on specialist provision has significantly reduced and as a consequence, the viability of a specialist role is difficult to justify. An understanding of specialisms relative to particular groups is something that could be incorporated into a generic role.

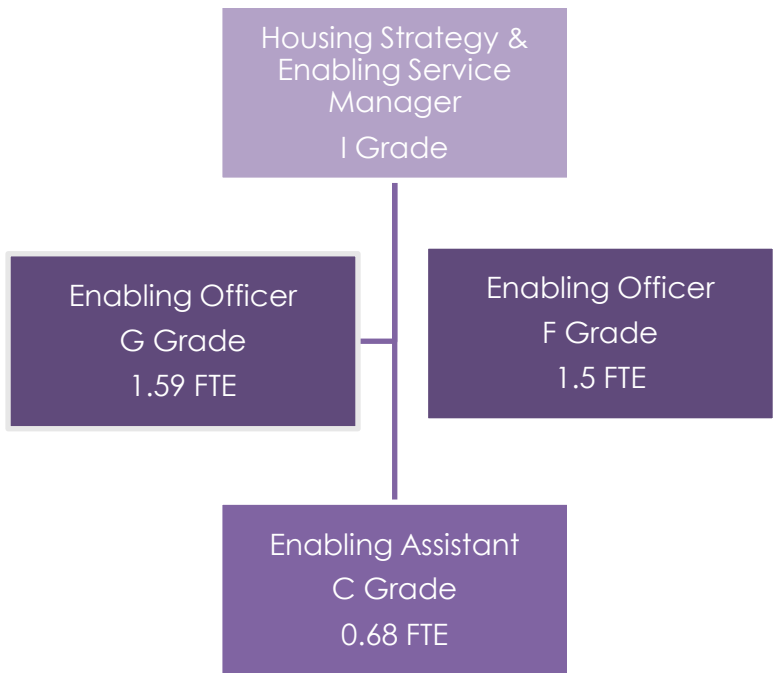
As a consequence of changes in the last few years, the recommendations are to work toward a more 'generic' Enabling Officer role(s). Such a generic role, would see all officers contribute toward the maintenance of a broad statistical housing evidence base; maintain a baseline knowledge of all strategic housing matters; and have the ability to evaluate evidence and good practice, to innovate and develop housing initiatives that improve existing provision, performance or quality. Enabling Officers should be able to evidence, articulate and enthuse others with their ideas, through presentations with Providers and other stakeholders, in meetings and in the form of bids to funding organisations.

More recently, we have seen mandatory government returns reduced, with a decrease in the volume and complexity of data required. It is also very likely should the stock transfer of the Council's housing stock proceed, that the requirement for the team to respond to requests for properties to be bought back, or requests such as those received through the statutory right of first refusal will cease and also transfer to Gloucester City Homes (GCH). Much of this work is undertaken by the Enabling Assistant. A large part of the remaining workload for the Enabling Assistant is concerned with support for S106 compliance, with the support of a more senior officer. Whilst the administrative support provided has been useful alongside a part-time Enabling Development officer, the proposals below would see the creation of two full-time generic roles, which should enable post-holders to have sufficient capacity to undertake their own record keeping, monitoring and stakeholder communications.

Whilst the aim is for a more generic approach across the whole team, the proposals still recognise it to be appropriate to have an identified lead, concerning homelessness initiatives, and our interactions with homelessness Providers. This is due to the breadth of homelessness legislation; knowledge regarding associated support needs; the complexities associated and welfare benefits issues for those who are homeless. It is envisaged that an F Grade Enabling role would undertake these duties, but would take on less responsibility in relation to higher financial value project work, procurement or planning work.

Enablers should be able to translate new initiatives into working projects with clear objectives, actions and an assessment of risk. In addition, Enabling Officers should be able to interact with personnel at all levels within our own or external organisations, and be able to present accurate information, or internal use or in public settings.

Existing Structure



Role	Grade	FTE	Total Service Costs
Service Manager	I	1	
Enabling Assistant	C	0.68	
Enabling Officer (Special Needs)	F	0.5	
Enabling Officer (Development)	G	0.59	
Enabling Officer (Homelessness)	F	1	
Enabling Officer (Projects & Communications)	G	1	
			184,300.02

A summary of the current team members' roles and remit is shown below for information.

Job Title	Grade	FTE	Duties
Housing Strategy & Enabling Service Manager	I	1	Developing the City's Housing & Tenancy Strategy, Member of Supporting People Partnership; Lead RP contact, Developing Service Business Plan; Team & Project management/support, Government Consultations & statutory return; Monitoring revenue & capital budgets; Liaison & Project work with GCH; Liaison with Regeneration, Economic Development & Planning.
Enabling Officer (Development)	G	0.59	Reviewing planning applications with affordable housing; negotiating on applications where affordable housing obligations are required; undertaking procurement work where the Council nominates Registered Providers; drafting s106 content for affordable homes; identifying any breaches to planning agreements; liaison with Registered Providers. Affordable Housing Policy content.
Enabling Officer (Projects & Communications)	G	1	Project based work, The Fleece, St Michaels Sq etc. instructing on associated legal agreements, preparation of tender specifications/evaluations; maintenance of statistical evidence base, including Strategic Housing Market Assessment (underpinning JCS); Coordinating consultation arrangements & collation of results; Coordination and update of web-site material for Strategic & Operational Housing services; Liaison with Migration partnerships & Home Office. Coordination of quarterly RP meetings and annual partnership meetings with individual RPs.
Enabling Officer (Special Needs)	F	0.5	Specialist Partnership Liaison for physical and learning disabilities; offenders and drug; mental health; and alcohol matters. Housing contact on Gypsy, Traveller & Travelling Showpeople matters. Equality issues; lettings plans for new developments. Related project work.
Enabling Officer (Homelessness)	F	1	Research homelessness initiatives, propose service improvements, monitor and evaluate outcomes. Raise orders & monitor Homelessness Prevention Grant spend; *submit PIE statutory homelessness returns. Coordinate training activities for homelessness team; Lead on 'gold standard' CLG benchmarking project; Rough Sleepers count; Domestic Abuse sanctuary arrangements and associated financial transactions; *Orders and requisition for Homelessness Services; implementation of new Supporting People proposals affecting Supported Accommodation; Liaison with Homelessness Providers.
Enabling Assistant	C	0.68	Respond to 'Buy Back' requests concerning former council & occasional other stock; coordinating arrangements where purchases are progressed; maintaining records for GIS to maintain an up to date record of all RP stock; responding to freedom of information requests; collating and submitting a range of data for mandatory CLG Housing return; collection of data from RPs to evidence s106 compliance; production of affordable housings stats.

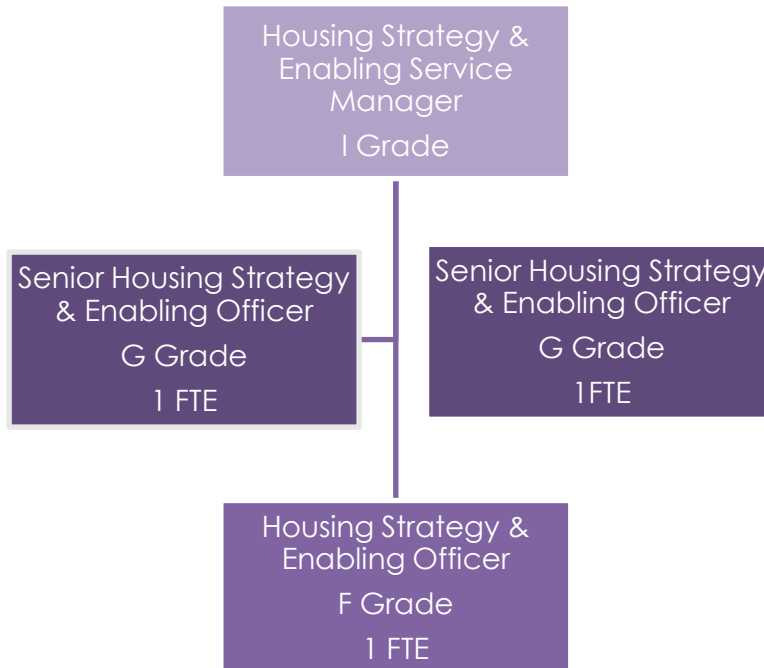
***Recommendation these items are absorbed back within the Operational Housing Team**

The next steps

The proposed structure below retains the Service Manager role, and is supported by three generic enabling officers. Two of the three generic officers will focus on projects of a higher financial value associated with new housing development, developer negotiations, procurement and business development with stakeholders. In addition there is an F graded position that will share many of the generic duties of the first two posts, however there will be less emphasis on higher value development, and will fulfil the strategic homelessness responsibilities.

Proposed Structure

Job Title	Grade	FTE	Grand Total
Housing Strategy & Enabling Service Manager	I	1	
Senior Housing Strategy & Enabling Officer	G	2	
Housing Strategy & Enabling Officer	F	1	
Previous savings (Unfilled Vacancy)			13,857.00
Current Savings			17,432.00
Total Savings			31,289.00



Proposed Generic Enabling Work Remit

The following indicates how the proposal will affect employees

Senior Enabling Officer	G	<p>Reviewing planning applications with affordable housing; negotiating on applications where affordable housing obligations are required; drafting s106 content for affordable homes; undertaking procurement work where the Council nominates Registered Providers; identifying any breaches to planning agreements related to affordable housing; liaison with Registered Providers. Affordable Housing Policy content.</p> <p>Initiating affordable housing projects; instructing on associated legal agreements, preparation of tender specifications/evaluations; maintenance of statistical evidence base, including Strategic Housing Market Assessment (underpinning JCS); Coordinating consultation arrangements & collation of results; Coordination and update of web-site material for Strategic & Operational Housing services; Coordination of quarterly RP meetings and annual partnership meetings with individual RPs; FOI enquiries; equality matters; disability, gypsy and traveller pitch/yard availability. Domestic Abuse sanctuary arrangements and associated financial transactions; offender, drug, alcohol and mental health matters.</p>
Enabling Officer	F	<p>Responding to initial Developer/RP enquiries concerning affordable housing initiatives. Setting out the LA approach to affordable housing requirements on s106 sites; maintenance of statistical evidence base, including City Council affordable housing statistics; coordinating consultation arrangements & collation of results; coordination and update of web-site material for Strategic & Operational Housing services; coordination of quarterly RP meetings and annual partnership meetings with individual RPs; research homelessness initiatives, propose service improvements, monitor and evaluate outcomes. Raise orders & monitor Homelessness Prevention Grant spend; Coordinate training activities for homelessness team; Lead on 'gold standard' CLG benchmarking project (or similar); Rough Sleepers count; Domestic Abuse sanctuary arrangements and associated financial transactions; FOI enquiries; offender, drug, alcohol and mental health matters; equality issues.</p>
Addition to Service Manager duties		Liaison with Migration partnerships & Home Office;

Current Role	Grade	FTE	Outcome	Comments
Housing Strategy & Enabling Service Manager	Grade I	1.0	No change	
<i>Enabling Officer (Development)</i>	<i>Grade G</i>	<i>0.59</i>	<i>Ring fenced to Enabling Officers</i>	<i>JD to be updated</i>
<i>Enabling Officer (Projects & Communications)</i>	<i>Grade G</i>	<i>1.0</i>	<i>Ring fenced to Enabling Officers</i>	<i>JD to be updated Other officers within ring-fence for this position.</i>
<i>Enabling Officer (Homelessness)</i>	<i>Grade F</i>	<i>1.0</i>	<i>Ring fenced to Enabling Officers</i>	<i>JD to be updated</i>
<i>Enabling Officer (Special Needs)</i>	<i>Grade F</i>	<i>0.5</i>	<i>Ring fenced to Enabling Officers</i>	
<i>Enabling Assistant</i>	<i>Grade C</i>	<i>0.68</i>	<i>Displaced</i>	<i>Employee to be registered for redeployment opportunities</i>

It is emphasised that these proposals are for consultation and, as such, final structures and roles may be revised as a result of consultation feedback.

Overview of the process

General support

Any re-organisation can be distressing for those involved and for their colleagues so it is recognised that it will be a difficult time for staff. Support will be provided throughout the process by Development Services Manager or through Human Resources.

The 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 in the event of any unforeseen vacancies occurring, these vacancies will be advertised internally only initially.

Appeals

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

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 an informal discussion about their options, including voluntary redundancy or early retirement please contact HR.

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

Timetable

Consultation with SMT Starts **18th August 2014**
Consultation with Staff Starts **27th August 2014**
Trade Union consultation Starts **27th August 2014**
Close of consultation **26th September 2014**
Review of feedback **29th September 2014**
TU Consultation **9th September 2014**
Employee Forum **11th September 2014**
OD Committee **Date to be convened**
Formation of new team Starts **to be confirmed**

How to respond

Please send your comments or questions to:
Helen Chard
Housing Strategy and Enabling Service Manager
1st Floor, Herbert Warehouse
Tel : 01452 396534
Email : helen.chard@gloucester.gov.uk

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Feedback on comments received

Employee Comments	Response, where necessary
<p>I have been told that the ‘Admin Support’ Post is to be made redundant and the proposal is for Senior Team Members to carry out their own Admin duties. My post contributes to the Development process and I feel that, in addition to the valuable work that I undertake, the post could be enhanced to incorporate more duties. This would save many G Grade hours and would also provide responsibility to ensure efficient management of new and existing housing stock, as follows.</p> <ul style="list-style-type: none"> • monitor planning applications to identify forthcoming developments. • report on the statistics for S106 thresholds. • expand the existing quarterly request for information sent to Registered Providers Grant Funding; HCA, Grant Funding; LA SHG, RSL Subsidy, Developer Subsidy. • set up and populate the Compliance Proforma. • send the details of the estimated completed dates of new rental properties to the Housing Team. • Use the Help to Buy South’s report system to aid compliance work and enhance the information held and its accessibility. • Use the annual update of RP housing stock to check returns for tenure changes i.e. monitor social rent converted to affordable rent, percentages of stair-casing/purchases of shared ownership. 	<p>The proposal is for the Admin Support post to be disestablished and the activities incorporated into the remaining posts. The additional duties would be a small element of the proposed roles. They would also be integral to the roles and could be accommodated within the revised working arrangements. Their inclusion will also ensure that there will be ownership and awareness of all duties and a reduction in the duplication of effort between the roles.</p> <p>It is recognised that many supplementary tasks have been undertaken by the Enabling Assistant. In the absence of resources, further rationalisation and prioritisation will be required to meet both the challenges this represents and also the financial pressures on the Council.</p> <p>Active consideration will be given to redeployment of the postholder into an alternative post.</p>

<ul style="list-style-type: none"> ensuring the information on the website is kept up to date and applying to put information on. 	
<p>Firstly clarity is required in relation to work which will no longer be done by the team or is work that should not be done by the team i.e.:</p> <ul style="list-style-type: none"> Homelessness operational issues (day to day engagement over rough sleepers). Affordable Home ownership options - customer relations. Working on the implementation of commissioning of Supporting People Services. Cold Weather protocol – (Strategic role is developing policies or protocols not implementing) DV casework (Sanctuary Scheme Referrals). 	<p>The intention of the restructure is to ensure that the team is able to focus on its core functions. Operational activity will be returned to the relevant teams.</p>
<p>The fact that the Homelessness Team Leader will be leaving the organisation provides an opportunity to clarify the Strategic and Operational roles, and ensure that operational issues remain within the remit of the operational team.</p>	<p>Agreed</p>
<p>In relation to the 2 G & F grade positions we note that there is overlap between these roles. The team welcomes a generic approach to working, improving job quality and the ability to manage workloads.</p>	<p>Noted</p>
<p>The overlap would suggest that consideration should be given to the F grade post being a career grade. It is the team's view that a structure with 3 G grade officers provides the best outcome for management of workloads and delivering quality outcomes.</p>	<p>There is a clear differential between the requirements of the roles at Grade F and Grade G. In addition, the proposed resources available at each level are deemed to be sufficient to meet the needs of the service.</p> <p>As such the proposal for a career-graded post at Grade F/G is not supported.</p>

<p>However without reassurances regarding assimilation into these roles staff would support the current proposal with the addition of a career graded post.</p>	<p>All staff at Grade F and G are eligible to be considered for the new posts in the proposed structure and therefore a ring-fenced selection process is warranted.</p> <p>This approach will be kept under review and may be amended, if appropriate, in the light of further developments.</p>
<p>The benefits of using existing staff resources, including background knowledge and understanding of process and partner contacts to create a new structure, in our view outweigh the risks of having to recruit to vacant positions because of redundancies and the risks associated with the recruitment process and also the possibility of need to train and develop new members of staff.</p>	<p>Agreed.</p>
<p>The team's view is that there may be an amount of admin to be picked up, that would represent VFM in that higher grade officers would be freed up from these tasks. The team has been unable to ascertain the exact extent of these tasks to date, against no detailed JDs have been provided as yet. However the team feels that it does merits some further consideration, taking the view that these tasks should be stand-alone (i.e. no handovers) and should also not be a task that should be dealt with by another team i.e. Affordable Home ownership queries.</p>	<p>Not supported - see above.</p>

Response 1

Housing Strategy and Enabling Service Review

Response to restructuring proposals

Firstly clarity is required in relation to work which will no longer be done by the team or is work that should not be done by the team i.e.:

- Homelessness operational issues (day to day engagement over rough sleepers).
- Affordable Home ownership options - customer relations.
- Working on the implementation of commissioning of Supporting People Services.
- Cold Weather protocol – (Strategic role is developing policies or protocols not implementing)
- DV casework (Sanctuary Scheme Referrals).

The fact that the Homelessness Team Leader will be leaving the organisation provides an opportunity to clarify the Strategic and Operational roles, and ensure that operational issues remain within the remit of the operational team.

In relation to the 2 G & F grade positions we note that there is overlap between these roles. The team welcomes a generic approach to working, improving job quality and the ability to manage workloads.

The overlap would suggest that consideration should be given to the F grade post being a career grade. It is the team's view that a structure with 3 G grade officers provides the best outcome for management of workloads and delivering quality outcomes. However without reassurances regarding assimilation into these roles staff would support the current proposal with the addition of a career graded post.

The benefits of using existing staff resources, including background knowledge and understanding of process and partner contacts to create a new structure, in our view outweigh the risks of having to recruit to vacant positions because of redundancies and the risks associated with the recruitment process and also the possibility of need to train and develop new members of staff.

The teams view is that there may be an amount of admin to be picked up, that would represent VFM in that higher grade officers would be freed up from these tasks. The team has been unable to ascertain the exact extent of these tasks to date, against no detailed JDs have been provided as yet. However the team feels that it does merits some further consideration, taking the view that these tasks should be stand alone (i.e. no handovers) and should also not be a task that should be dealt with by another team i.e. Affordable Home ownership queries.

Response 2

HOUSING STRATEGY & ENABLING ASSISTANT

I have been told that the Admin Support Post is to be made redundant and the proposal is for Senior Team Members to carry out their own Admin duties. When it was requested for my position to be moved to a centralised Admin Team a few months ago; my Manager 'argued' that my post was not just basic administration duties. Below gives an outline of how my post contributes to the Development process and also how I feel the Admin post could be enhanced to incorporate more duties within the process that I feel would save many G Grade hours and also provide responsibility to ensure efficient management of new and existing housing stock.

TASKS THAT I COMPLETE IN GREEN FONT

TASKS OF THE 'G' GRADE ELEMENT IN BLUE

TASKS THAT I DO NOT DO AT THE MOMENT BUT COULD FALL WITHIN MY 'REMIT'

Planning Permissions with Affordable Housing Opportunities

We **monitor planning applications** to identify forthcoming developments. We **negotiate where there is an affordable housing element**. We **have a system that monitors the delivery of affordable homes (Affordable Housing in Gloucester) and these planning applications need reporting alongside the ongoing and completed developments.**

Revised thresholds for S106:

- 5-9 units on a new development site - negotiate 20% Affordable Housing
- 10+ units on a new development site - negotiate a target of 40% Affordable Housing.

To:- Business Improvement Officer – **report stats biannually**

Development

When Detailed Consent Obtained we get a Planning Layout that shows where the affordable housing has been allocated, plot numbers and house types. **These basic details are transposed onto a Phase Spreadsheet.**

AH Monitoring

We send out a quarterly request to developing Registered Providers that includes: Unit Type, No. of Bedrooms, Unit Sq Meters, Tenure, Address, Building Standards, Code for Sustainable Homes, Lifetime Homes, Wheelchair, Supported Housing, Client Group, Not Started, Under Construction, Anticipated Completion Date, Completion Date. **Grant Funding; HCA, Grant Funding; LA SHG, RSL Subsidy, Developer Subsidy.** For new builds, 1 off acquisitions, conversions, disposals and mortgage rescue.

The above information does not come back 'in one hit'; as the development progresses we are 'fed' the information and **this is then transferred onto our 'Affordable Housing in Gloucester' spreadsheet as the information comes through over the duration of the development with expected dates and completion dates.**

We produce quarterly stats that provide numbers of completed Low Cost Home Ownership, Intermediate Rent, Mortgage Rescue, 1 off acquisitions, New Build Homebuy or Shared Ownership, Social Rent, Affordable Rent,.

AH Compliance

Very often we were not 'given' all of the information requested on the Phase Spreadsheet and this information needs to be 'chased'. For compliance purposes we add onto the Phase Spreadsheet a request for RP's to provide details of a sample of applicants; including earnings and price paid; this evidences the percentage of Open Market Value that the unit was sold at and also confirms that the unit was sold to people 'who could not afford to purchase on the Open Market'.

We then set up a **Compliance Proforma** and **Work through the requirements of the section 106** and input the gathered information onto the compliance Proforma to evidence compliance. **Following on we challenge non-compliance i.e. sq meters short of requirement, open market value; Developer sold at 75% instead of 70% of market value.**

Allocations

Once we have details of the estimated completed dates of new rental properties; we send these onto our Housing Team in order that they can forward plan allocations.

Local Authority Consent when an RP wishes to dispose of Housing Stock

We would investigate whether it is reasonable to recommend that the RP keeps the property (as all social housing is a valuable resource). Whether they could sell or even give the property over to another RP; otherwise we would need to confirm or reject in writing our consent to the disposal **(final consideration of consent to disposal).**

The following are some of the other projects and duties that I do/have carried out:

Help to Buy South (Low Cost Home Ownership Agency)

When an **existing homeowner** wishes to purchase an Affordable Housing property they can only do so with the **support of their Local Authority** (i.e. someone in a relationship breakdown that **could not** get a mortgage on their own to **purchase an open market property** and could not afford to stay in an existing property on their own because the mortgage is too high). **We have developed a system to record and**

process the support for Affordable Housing Applications. We record the applicants details, send them a form that we developed in order to ascertain affordability and if we ascertain that they could not access open market housing; we support the application in writing to the Registered Provider whom they may go on to purchase from.

We are able to log into the Help to Buy South's report system and this could aid our compliance work (this report system was introduced in April 2014 but does have some 'teething problems').

We have had reports that some shared ownership properties that are put onto the Help to Buy South's advertising system are already sold before they go on!

We found a shared ownership property for sale with an estate agent and asked Help to Buy South whether the property had:

- been advertised for 6 weeks with them before it went out to the Estate Agent – "they cannot tell with the system as it is at the moment!"
- Help to Buy said that when RP's sell a property through an Estate Agent ; they take the property off their website and then when the property is sold, RP's then put the property back on the website in order for the sale stats to go through and be reported as an affordable housing 'sale' to the HCA?

Help to Buy South's website is 'split' for people to search for either rented properties or affordable housing options to purchase; however Rent to Homebuy is advertised within the 'rental' section and we feel that this is a product that needs to be either in the purchase search area; or both purchase and rental.

- Rent to Homebuy; details of how the scheme works and costs involved are not very well explained on the site.

There has recently been a case where an elderly lady's shared ownership property is no longer able to meet her housing needs. She has approached the Council whether we would be interested in purchasing her share of the property and we have not received any of her financial details back.

- She only wants to move to a 2 bed property and she would only **qualify** for one bedroom in social housing.

We would recommend one of her options would be to purchase a 2 bed shared ownership property. However, as she needs support with the processes involved – **this could pose a problem 'who' will support this lady to move on to appropriate housing?** (Consideration: this could potentially SAVE a social housing unit for another prospective occupant).

There are MANY issues surrounding Help to Buy; above are just a few examples. On the Help to Buy South website it states "If you are looking for more options to

get a step on the property ladder, please contact your Local Authority for information on any local schemes they may offer”.

I have produced – “Gloucester City Affordable Home Ownership Information – A Guide for People who would have difficulty buying a property on the open market” (copy attached).

Inquiries from Members of the Public

Any inquiries would initially come to the Strategy & Enabling Assistant which can become a **time consuming process** i.e. 18 Aug 14: received a call from a man who saw an RP’s sign outside a new development which stated ‘in Partnership with Gloucester City Council’. I then passed on his inquiry to the RP (same day). 28 Aug applicant phoned me back complaining that the RP had not “got back to him”, I sent an email to the RP Development Manager **on my Manager’s instructions** (same day). 1 Sept 14: RP Manager copied me into an email asking his employee to contact the inquirer and update myself: 8th Sept 14: no response to date.

Local Authority Housing Statistics (an Annual Report to Government)

Please see the procedural report that I recently produced for a 1:1 session (attached).

GIS - Update of RP Housing Stock (Annual)

RP’s are asked to update their housing stock details that we hold annually in order to inform the GIS system **We could also use this information to check returns for tenure changes i.e.monitor social rent converted to affordable rent, percentages of stair-casing/purchases of shared ownership.**

Partnership Review Meetings – all active RP’s (Annually)

The administration of these meetings is either carried out by the Enabling Assistant or an Apprentice (if one in post):

- set up dates with Enabling Officers & RP Management
- book meeting rooms
- send RPs’ a template in order for them to respond with any agenda items that they would wish to discuss
- print correspondence in preparation for the meetings
- collate feedback from the meetings i.e. ‘what matters’
- **Further content/attendance**

RP Liaison Meetings

The administration duties involved in booking meetings/handouts and confirming attendance is either carried out by the Enabling Assistant or an Apprentice (if one in post): **Content/attendance**

Right Move (Quarterly for Statistics Report)

We monitor the rental charges section of the Right Move website in order to ascertain how the LHA is fairing with regards percentiles of affordability in various accommodation types i.e. room, 1 bed, 2 beds etc.

Statistics

Various statistics produced on request of Officers

Summarising of Government Directives

Produced to inform team at Team Meetings

The Hive

I designed a Staff Tasks/Business Plan/1:1 Management System that enabled our Staff and Project Meetings to become more purposeful. The Hive is now in its third year and has proved to be an effective management tool.

I also introduced two new columns on our Team Meeting Agendas' to include

- Objective of Agenda Item i.e. to inform, gather info/opinions etc.
- Required Outcome i.e. team decision

Managed Lifelink Department and produced Telecare Scoping Report on my return – (approx. 10 months Grade D)

I managed the Lifelink Service to cover long-term sickness. On my return I produced a report to inform strategy and service developments.

Equality Impact Assessments

I have worked with Enabling Officers and GCC Equality Officer Riki Moody on compiling and structuring Equality Impact Assessments

Member of Healthy City Partnership Board (approx 12 months):

I was a member of the Partnership Board and attempted to initiate a Community Referral Initiative.

GEAR Management Committee (8 years)

I was a member of the Gloucester Emergency Accommodation Resource Management during which time I helped interview new members of staff and was also on their Finance Committee. Unfortunately the GEAR Night Shelter's funding arrangements and sleeping conditions were the reasons why I resigned. I advised the Committee on several issues that I do not feel that they fully grasped (although I understood the reasons why). This was an amicable resignation.

Countywide Housing Needs Survey Administration

I helped with the tendering process for the Consultants and arranged many County-wide meetings in order for agreement of the content. The total costs were £222,000 for which I informed the amounts needed and invoiced the other districts (some split their costs over 2 financial years).

Right to Buy

I kept records of the income generated; in-line with Property Services and GCH (as there have been discrepancies in the past of amounts/numbers) (RTB's will be going over to GCH after stock transfer).

Right of First refusal/Private Sector Purchase Requests

Where GCC have the right of first refusal or we are requested to buy a property; I have carried out a lengthy process and responded to Applicants, Legal, GCH, Property Services regarding decline, purchase, conveyance and budgets in-line with GCC policy (this will be lengthy to explain – as with the development process on pages 1 & 2 and will be going over to GCH after stock transfer).

Budgets

I monitored the Strategy & Enabling budget reporting to the Manager spend and balance on a regular basis. I also raised orders and kept records/receipts and distributed petty cash.

Events and Consultations:

I have helped organise events and produced name badges, attendance sheet, hand-outs, and display information. Both in a public arena and also in a more formal situation; I have also facilitated at events and carried out consultations when requested.

Minutes of Meetings – Various

Freedom of Information

Various FOI's are received and the Admin Assistant will either respond or coordinate and record a response by the appropriate Enabling Officer.

Web

I have contributed to our website in the past but feel that ensuring the information is kept up to date and applying to put information on is not necessarily a G grade Officer's level of work.

Empty Homes

I visited many long-term empty properties and inspected/photo evidenced works carried out. I informed the owners of our powers of Empty Dwelling Management Orders/Compulsory Purchase powers and also informed them of a low cost loan service that was made available to them in a bid to bring their properties back into use. (Grade D)

The above duties are not exhaustive of the work that I have carried out; and many of them will still need to be carried out in the absence of an Admin Assistant.

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Meeting:	Trade Union Consultation	Date:	9 September 2014
	Employee Forum		11 September 2014
	Organisation Development Committee		22 September 2014
	Organisation Development Committee		24 November 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 This paper was previously presented to OD committee on 22nd September 2014 and it was requested that further work be undertaken to enable better understanding of the roles required within the service. The Head of Business Improvement has added more detail in appendix 1 to assist in understanding the services being delivered and the roles contained within the team.

3.2 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.

3.3 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)
	Feasibility 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. We also have functions that are retained within the council even when a service is shared with another district or outsourced to another provider.
- **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, providing client function to Aspire, GCH, Civica Revs and Bens and Civica IT. Ensuring that all partners are providing up to date performance information, risk registers, business planning, strategic planning, invoicing, change control notices and point of reference for all partners when contacting the authority and to assist with new projects associated with contracts and contract reviews.
- **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

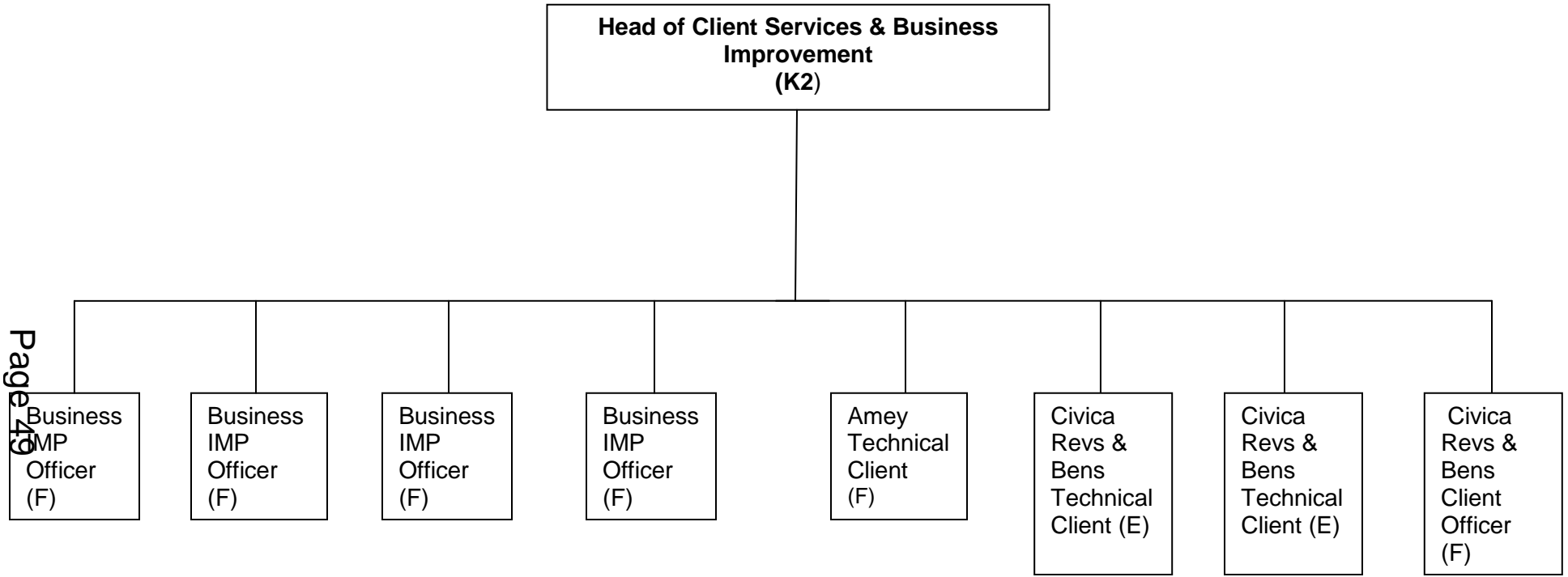
targets and agreed standard of service delivery. Work with the contractor and stakeholders in the prioritisation of all projects and priorities for the Council. Collate and review all Non-standard work requests and seek agreement where funding required through capital projects steering group. Work with stakeholders in the development of Council IT policy and Business Continuity Planning.

- **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 vulnerable adult 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
		-£38000
Total		£214,929

Current Structure 9FTE



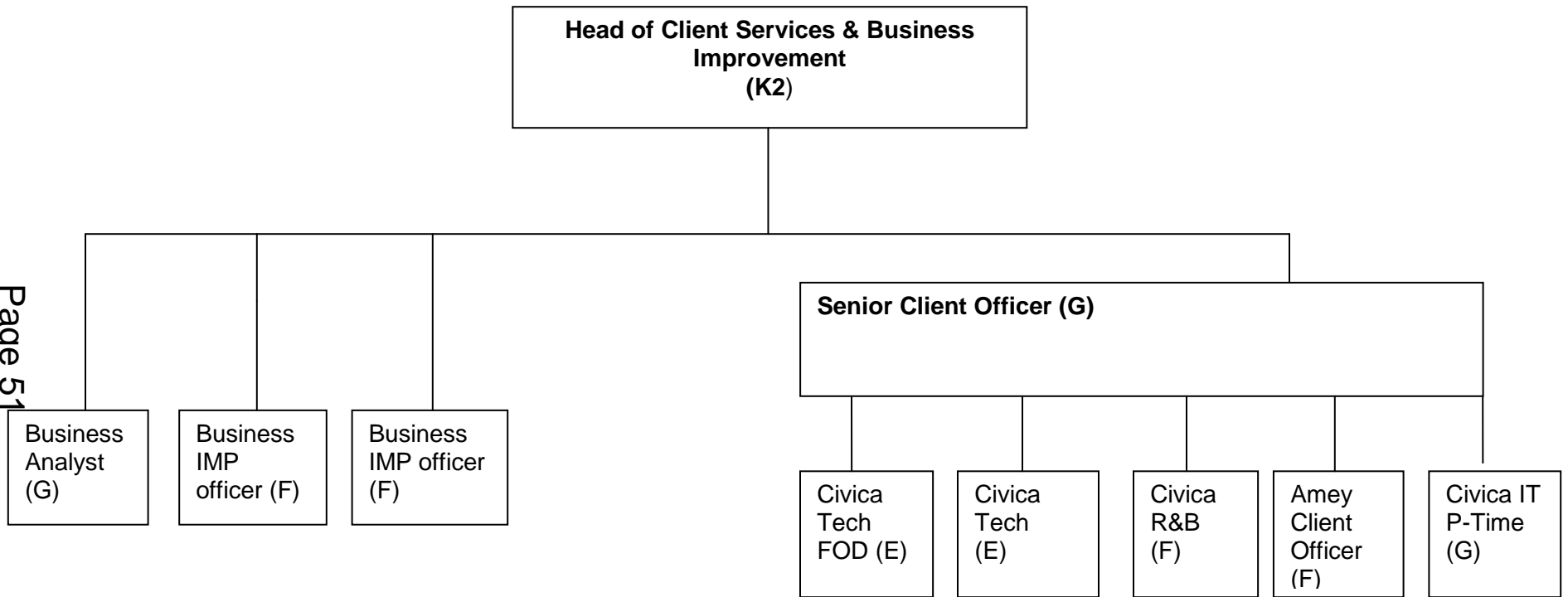
Proposed Structure

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
		£273,671	
		-£38000	
		£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
OD Committee	24 th November 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>

Gloucester City Council

Meeting:	Organisational Development Committee	Date:	24 November 2014
Subject:	Review of Parking Services		
Report Of:	Corporate Director of Services and Neighbourhoods		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Anthony Hodge, Head of Regeneration and Economic Development		
	Email: Anthony Hodge@gloucester.gov.uk	Tel:	39-6034
Appendices:	1. Parking Services Retained Structure 2. Parking Contract Supervisor Job Description		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 The purpose of the report is to seek approval for the proposed structure for the retained Parking Services, for consideration and approval.

2.0 Recommendations

- 2.1 Organisational Development Committee is asked to **RESOLVE** that the proposed structure for the Parking Services, set out in Appendix 1 to the report, be agreed.

3.0 Background and Key Issues

- 3.1 As part of a Parking Service realignment the City Council has signed up to a Gloucestershire framework agreement working closely with other local authorities. The resultant reduction in back office functions have, in turn, required a review of City Council staffing provision.
- 3.2 Proposals to outsource the Parking Services team were originally presented to staff and Trades Unions on 7th May 2013 to take effect on 1st July 2013. This was the start of a period of consultation on the proposed transfer.
- 3.3 However, the decision to implement the transfer was deferred for 12 months for contractual reasons. In March 2014 it was decided that a further independent review of the service and proposed outcomes should be conducted. This review was completed in September 2014 and, as a result it was identified that staff would need to be retained by the City Council to act in a contract monitoring capacity and to ensure that both legacy cases and all new work continue to be dealt with under the Traffic Management Act 2008 and its legal, timed constrained requirements.

3.4 It is therefore proposed that 1.6 FTE posts be retained in-house to meet this obligation and to safeguard the interests of the City Council. The remaining 2.0 FTE staff will be transferred to APCOA (the parking contractor) as originally planned.

4.0 Alternative Options considered

4.1 The ability of the City Council to carry out the retained activities is a key factor in determining the operational success of the outsourced services.

4.2 As such, no alternative proposals were considered to be viable.

5.0 Reason for Recommendations

5.1 It is clear that outsourcing the parking services will result in cost-savings for the City Council. However, these may be eroded without clear oversight of the contracts and compliance issues.

6.0 Future Work and Conclusions

6.1 On approval of the proposed structure, the selection process will commence.

7.0 Financial Implications

7.1 The retention of the activities and staff identified will result in a cost of £42,462, based on the top of the scale (+ approximately 30% on costs £12,739). However, it is considered that this cost can be off-set by savings in the contract and by reducing the exposure of the City Council to additional fees and expenses.

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

8.0 Legal Implications

8.1 There are no legal implications from this proposal.

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

9.0 Risk & Opportunity Management Implications

9.1 The proposed structure offers the appropriate level of resource to ensure an efficient and effective Parking Services team and as such, there are no risks associated with the proposals.

10. People Impact Assessment (PIA)

10.1 A PIA has been completed with no positive or negative impacts.

11. Other Corporate Implications

Community Safety

11.1 Not Applicable

Sustainability

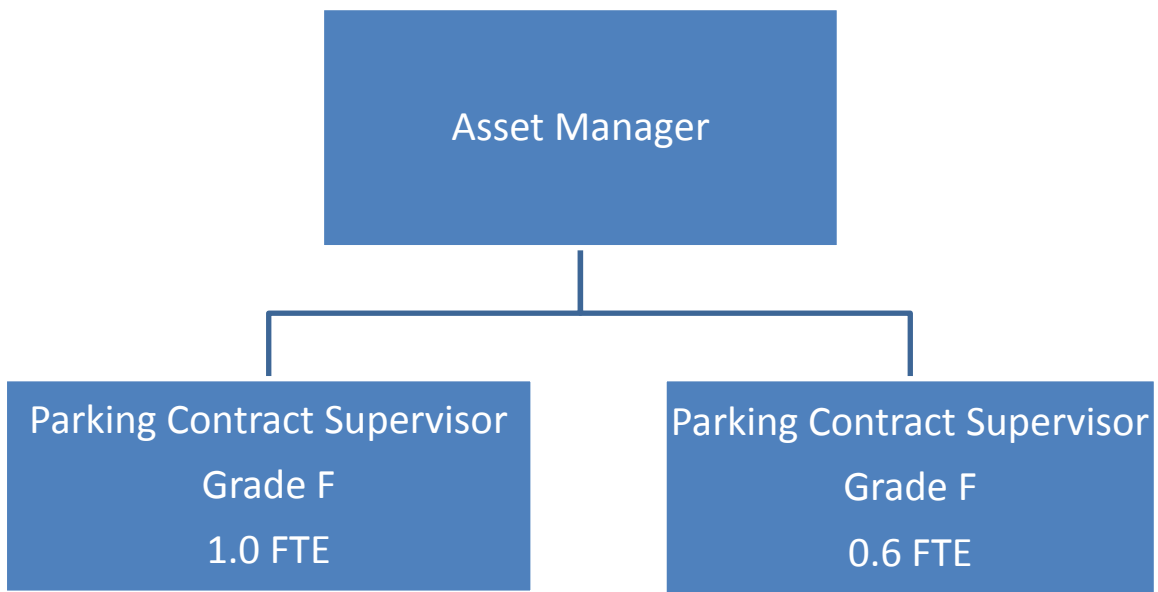
11.2 Not Applicable

Staffing and Trade Unions

11.3 All staff affected by these changes, together with the recognised Trade Unions, have been consulted throughout this process. The outcomes have been accepted although no formal comments have been received.

Background Documents: None

Appendix 1 – Parking Services Retained Structure



Appendix 2 – Parking Contract Supervisor Job Description



job description

<u>DIRECTORATE</u>	:	Resources
<u>SECTION</u>	:	Parking Services
<u>JOB TITLE</u>	:	Parking Contract Supervisor
<u>GRADE</u>	:	Grade F
<u>REPORTS TO</u>	:	Service Manager
<u>SUPERVISORY RESPONSIBILITY FOR</u>	:	None

JOB PURPOSE:

To ensure provision of an efficient parking administration service and provide NPAS court Liaison role for the enforcement of parking notices.

To support the City Council, to generate maximise the customer car parking experience and satisfaction.

Meeting its statutory and contractual duties in parking services and parking debt recovery. To consider presentations and appeals of penalty charge notices in conjunction with the Councils contractors. Approve the registration of debts at the Traffic Enforcement Centre and approve warrants to bailiffs for the collection of debts in conjunction with the Councils contractors. To monitor the performance of the City Councils Parking contractors and service providers, liaising with contractors and reporting to and assisting the Council's or Service Manager. To manage customer contacts which cannot be handled directly by the Contractor.

DUTIES AND RESPONSIBILITIES:

- Manage Gloucester City Councils Parking services to ensure maximum performance and efficiency.
- Monitor and carry out regular reviews in conjunction with Councils Parking Contracts.
- Prepare NPAS Statements and County Court Statements on behalf of the City Council.
- To represent the Council in all aspects of the National Parking Adjudication Service including the Debt Collecting Service provided by contractors.
- Develop and monitor the I.T. system for the administration of the service in conjunction with the Councils contractors.
- Deal with enquiries from the public relating to the service.

- Ensure all forms, letters and responses comply with procedures and statutory obligations as carried out by the Parking service Contractor.
- Ensure compliance with all financial and administrative procedures.
- To operate and develop the council's off street car parking business to deliver maximum benefit to the city in terms of supporting the city's economy, traffic management, revenue generation and customer experience and satisfaction.
- To develop business strategies and improvement plans for the council's off street car parking businesses, taking into account the impact of the city's regeneration programme, and to implement such plans within available budgets.
- To actively market and promote the appropriate use of the council's car parks and, more generally, promote considerate and good parking practices.
- To work, in partnership with others, to reduce crime and the fear of crime within and around the council's car parks.
- To regularly record, monitor and manage, performance data in respect of parking usage, revenues, appeal rates, debt recovery, general trends, customer satisfaction, equipment failures and issues etc. to assist in the drive to deliver the continuous improvement of the parking service.
- Ensure all work undertaken complies with the relevant enforcement policy and code of practice in accordance with Council and Statutory requirements.
- Conduct customer consultation exercises, analyse results for improvements / efficiencies in the service and for equality standard information.
- Ensure processing of personal data is undertaken within the corporate data protection guidelines.
- Carry out such other duties as required with the grading of the post.
- To be aware of the Council's core values and equal opportunities policy in employment and service delivery in own and others work.
- To substitute for the Service Manager in regards The City Council's Parking Services as and when required.
- To take responsibility for own and others work under health and safety at work.
- Undertake such other duties arising on a day-to-day basis, as are necessary for the smooth running of the Directorate and which fall within the general grading level of the post.

SIGNATURE OF SERVICE HEAD
DATE APPROVED

POSTHOLDER RECEIVED
DATE EFFECTIVE

DIRECTORATE : Resources
SECTION : Parking Services
JOB TITLE : Parking Contract Supervisor

	ESSENTIAL	DESIRABLE
Training and qualifications	<p>An appropriate qualification in business administration or at least 3 years' experience in a Parking Administration environment.</p> <p>Significant and relevant experience of parking and parking enforcement, including a thorough knowledge and understanding of current parking policies and the critical role that effective parking services play in a modern successful city.</p>	
General knowledge, skills, and experience	<p>Ability to apply parking policy with a wide and up to date knowledge and experience of Parking and Enforcement related legislation.</p> <p>Experience of using and developing I.T. systems including report writing functions.</p> <p>Ability to work to a high degree of accuracy within strict deadlines.</p> <p>Ability to work and motivate others to work as a team.</p> <p>Ability to communicate fluently, clearly and concisely both orally and in writing.</p> <p>Awareness of and responsiveness to organisational and member politics</p> <p>Experience of maintaining and developing service processes to promote continual improvement in efficiencies and customer service.</p>	

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