



Organisational Development Committee

**Meeting: Wednesday, 17th December 2014 at 5.00 pm in Meeting Room 1,
North Warehouse, The Docks, Gloucester, GL1 2EP**

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.	REALIGNMENT OF THE REGENERATION AND ECONOMIC DEVELOPMENT SERVICE (Pages 5 - 36) To consider the report of the Corporate Director of Services and Neighbourhoods concerning the realignment of the Regeneration & Economic Development Service.

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Martin Shields
Corporate Director of Services and Neighbourhoods

Date of Publication: Tuesday, 9 December 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.

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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.

If you, or someone you know cannot understand English and need help with this information, or if you would like a large print, Braille, or audio version of this information please call 01452 396396.

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- Do not re-enter the building until told by a member of staff or the fire brigade that it is safe to do so.

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Meeting:	Special Organisational Development Committee	Date: 17 th December 2014
Subject:	Realignment of Regeneration and Economic Development Service	
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. Review of Regeneration & Economic Development - Consultation Document 2. Consultation responses 3. Final proposal	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 This report sets out details of the responses received and considered during the period of consultation for the realignment of the Regeneration & Economic Development Service. The report seeks approval for the proposed revised structure and subsequent changes.

2.0 Recommendations

2.1 Organisational Development Committee is asked to **RESOLVE** that:

- i) The proposed structure for Regeneration & Economic Development, as set out in Appendix 3 to the report, be agreed; and
- ii) That a decision on the future of the Docks Catering Service be deferred pending the outcome of the Cultural Service review, and that in the interim, it is proposed to change the staff and opening hours as set out in paragraph 3.3 below.

3.0 Background and Key Issues

3.1 Proposals to restructure the Regeneration and Economic Development Service were originally presented to staff and Trades Unions through a consultation process that commenced on the 23rd October 2014 and concluded on the 12th November 2014. The Consultation Report was also presented to the Trade Union Consultation meeting on the 11th November 2014 and the Employee Forum on the 13th November 2014.

- 3.2 A significant number of comments were received from staff and Unison asking for the Docks Catering Service (DCS) to be retained, and these are summarised in Appendix 2. Unison also advised the Head of Regeneration and Economic Development that they also had a petition signed by 181 staff asking for the DCS to be retained.
- 3.3 The primary issue raised by the consultation related to the DCS. This is a sensitive issue and recognised as such. The challenge faced by the Council is that the DCS operates at a loss. This is difficult to justify when resources are limited, the Council's offices are located in the city centre with all its food outlets and with the Council working to deliver a challenging Corporate Plan to the benefit of Gloucester's Citizens. As a result of the consultation and input from staff, it is proposed to take the following stepped action:
- Step 1:** As an initial step, it is proposed to change the staff hours and reduce the kitchen opening hours (from 8.30am – 3.00pm to 9.00am – 2.30pm Monday – Thursday and 8.00am – 3.00pm to 8.00am- 2.30pm on a Friday). This would be complemented with already introduced price increases and careful purchasing and management. These changes will take effect at the earliest opportunity.
- Step 2:** In the longer term, it is proposed to incorporate the Docks Catering Service within the Review of Cultural Services, to form part of the proposed solution for catering at the Guildhall and Museums. A final decision on the future provision of this service will, therefore, form part of the outcome of that review.
- 3.4 Having listened to the views of people using this service, Step 1 will ensure a continuity of activity and the service to its customers, will remain largely unaffected. It will also be striving for efficiency and value for money. However, reducing opening hours may not ensure that the DCS will break even. To not break even would create the situation where the Council has to further subsidise the DCS.
- 3.5 By introducing Step 2 it will mean that the full extent of savings within the Regeneration and Economic Development Service cannot be achieved. However, it would be prudent to include it within the wider review to ensure that any economies of scale across the Council's broader catering offer can be achieved. This could also mean that the facility remains available to the staff for the foreseeable future.
- 3.6 The wider Cultural Service review is scheduled to be concluded early 2015. This would mean that the DCS may be subject to a further consultation process in the 2015 calendar year, subject to the outcome of that review.
- 3.7 Retaining the DCS pending the outcome of the Cultural Services review does not impact on the proposal to delete the Facilities Team Leader or Senior Custodian posts and to create a new single post of Senior Custodian. The amount of time required to manage the DCS has been identified as nominal (10%) and can be accommodated within the proposed new structure, for the short term, until the Cultural Services review is concluded.

3.8 The introduction of a two-step approach, is deemed the most appropriate way forward for the DCS. To strive for immediate efficiencies and to also consider the wider benefits of inclusion within the larger Cultural Services review.

4.0 Alternative Options considered

4.1 The objective of the restructure is to meet the required savings target of £100,000, as identified in the approved Money Plan. Alternative solutions have been considered as part of the DCS to consider if there is a more appropriate way to achieve those savings. The remainder of the proposals are deemed to be the only solution should the Council wish to carry on delivering its property based activity.

5.0 Reason for Recommendations

5.1 The recommendations are made on the basis to make the necessary savings. They also recognise the sensitivity surrounding the catering facility and the preferred option to find alternative provision, at no cost to the Council.

6.0 Future Work and Conclusions

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

7.0 Financial Implications

7.1 Implementing these proposed changes through closing the DCS would meet the required savings target. The existing salaries cost of the Service (Economic Development, Asset Management, Custodians, DCS and cleaning) is £848,300. The revised structure will generate a revised budget requirement of £746,127, representing a saving of £102,173. This meets the required identified savings target of £100,000.

7.2 Postponing a decision on the future of the DCS, as proposed by this report, does reduce the savings that can be achieved. The budget for the temporary running of the catering service will be adjusted to be a net cost of £5,500. This is the likely running cost under current arrangements and creates a shortfall on the savings target of £3,327. This savings shortfall will be managed by savings elsewhere within the service.

8.0 Legal Implications

8.1 Section 112 of the Local Government Act 1972 provides as follows:

“... a local authority shall appoint such officers as they think necessary for the proper discharge by the authority of such of their functions as fall to be discharged by them ...”

8.2 The realignment of the services within Regeneration and Economic Development Service will ensure that all services within those areas are maintained to support delivery of the Council Plan.

8.3 The Council's Organisational Change policy will be applied in moving from the current structure to the new structure. As with any situations involving potential

redundancies, there is always a possibility that the Council may be subject to unfair dismissal or other employment-related claims.

9.0 Risk & Opportunity Management Implications

- 9.1 The proposed structure offers the appropriate level of resource to ensure an efficient and effective Regeneration & Economic Development Team. The proposal will result in the need for greater work prioritisation but it also creates the opportunity to attract further funding through the Regeneration Team and the delivery of significant capital projects.

10. People Impact Assessment (PIA)

- 10.1 A PIA has been completed which has identified that the closure of the DCS may have an adverse impact on staff with mobility problems. A review of the staff records indicates that closure would affect one member of staff who may find it more difficult to access local outlets. As previously stated, in the event of the closure of the DCS, alternative provisions will be identified. Particular account will be taken of the options for staff with mobility or other relevant issues.

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.

Background Documents: None

Realigning Regeneration and Economic Development

A Proposal Document for Consultation

1. A new structure for Regeneration and Economic Development

Introduction

On 27th February 2014 full Council considered and approved Gloucester City Council's Money Plan 2014-19 and Budget Proposals for 2014/15. It acknowledged that Local Government was and is continuing to face the toughest financial outlook for many decades. The Local Government Finance Settlement had seen unprecedented reductions in formula grant, which would impact on resource availability and the ability of the local authority to continue to deliver services without change.

The Money Plan forecasts indicated the need for significant efficiency, service transformation and savings targets in each year. Asset Management, as part of the Regeneration and Economic Development Service, is required to make £100,000 of savings in 2014/15. This paper proposes how those savings can be made and how the Regeneration and Economic Development Service can be transformed to deliver on going relevant exemplar services.

Why is restructuring needed?

The primary reason behind the restructure is the need to make a saving of £100,000 as detailed above. This is also seen as an opportunity to undertake continuing service improvement, through updating the Service, to make it more integrated and to drive forward the next chapter in the delivery of property, economic, community development and regeneration activity for the City of Gloucester.

Changes are being implemented across the Council, including the transfer of the Council's housing stock, which makes the review even more relevant to ensure both the Asset Management and Economic Development (ED) Teams are appropriate and interface effectively with the rest of the Council's structure.

Proposals

The restructuring proposal is centered around two primary themes:

- a) Savings
- b) Integrated opportunities

These are explored in greater detail below.

- a) Savings

The target of £100,000 budget reduction is best secured through a restructure process to enable the savings to be made in a considered manner and to identify opportunities for better service provision. This will ensure that the Council's estates portfolio is suitably managed, continues to generate income and that the service continues to meet statutory obligations.

The Council owns a significant portfolio of properties and land, which creates ongoing management responsibilities which must be delivered. Furthermore the Council's

property portfolio draws an income in excess of £1.5million. It is important these assets are managed effectively to maximize their earning potential for Gloucester City Council. Reducing employee numbers must not prevent the Council from being able to deliver its management obligations and to maximise income generation. It will however, mean greater prioritisation is required.

The specific areas of Asset Management under consideration are:

- Central Asset Management
- Estate Management and Valuation
- Building Surveying
- Project Delivery
- Facilities

The office cleaning function currently managed by Asset Management has not been included as part of this review. However it is the intention that this will be considered as part of a follow on separate review process. Posts which are funded through sources other than the Council's revenue budget do not form part of this review.

In parallel with this review, further rationalisation is being undertaken of the Parking Enforcement Team. Without pre-empting the outcome of the Parking review currently underway, this proposal makes an assumption of possible savings which are outlined within the revised structure.

Central Asset Management

The Asset Manager's job description will be up dated and renamed Property Manager.

The Technical Business Support post remains unchanged.

The existing Street Engineer post will be unchanged.

Estate Management and Valuation

The Senior Surveyor and Valuer's post remains unchanged, whilst the Surveyor and Surveyor and Valuer posts (Grade G) will be combined into a single Surveyor post (Grade G).

Building Surveying

The vacant Senior Building Surveyor post will be deleted. The existing Building Surveyor Grade F post, focusing on Disabled Facilities Grant, and Building Surveyor post Grade G will be combined into a single Building Surveyor post Grade G.

Project Delivery

The Clerk of Works Grade F and Senior Project Assistant Grade G posts will be combined into a new post Building Works Officer Grade F. Project Assistant Grade D will remain unchanged other than being renamed Building Works Assistant.

The Terrier Officer post will be retained and amended to include project delivery work to support the new Regeneration Team.

Parking

Changes to this team will result in a reduction to 1.6 FTE posts. The Senior Administration post remains unchanged and a further 0.6 FTE post on a Grade F will be created alongside it. This post will be ring fenced for displaced parking team staff whose posts have been deleted.

Facilities

The Facilities Team Leader post, Grade F, and the Senior Custodian Grade D will be combined into the role of the Senior Custodian Grade E whilst the other Custodian posts remain unchanged. The Cleaner posts will remain unchanged as part of this review.

Docks Catering Service

The Docks Catering Service operated at a cost to the Council in 2013/14 of £10,300. The latest forecast for 2014/15 is for a similar loss. The Council budget currently allows for a loss of up to £24,000. Closure of the Catering Service will remove this requirement from the Council budget. The Service is popular with staff and it is convenient. However within the context of limited resources, this should not outweigh the financial implications and subsequent impact on services to the community. Rather than meeting this cost there are alternatives, not least through its closure. This will encourage staff to use local businesses to purchase lunchtime food. It will also remove the need to make further savings from other frontline activities.

b) Integrated Opportunities

Whilst the City Council is required to make these significant savings, it still needs to continue its property management function, not least to maintain the income generated by the City's property portfolio. Combined with this it needs to continue, in line with central government and local priorities, economic growth ambitions to meet the economic needs of a growing community.

The Economic Development team has built on the firm foundations it has created over a number of years. This provides significant opportunities to deliver an ever-increasing and challenging range of priorities as detailed in the teams Business Plan and Council Plan.

The ED team will also continue to host the City Centre Manager's post to bring a direct link between the urban fabric of the City Centre and its economic growth and prosperity opportunities. This post and its actions will very much have a focus on coordinating activity and ensuring the Council is on a business footing with its City Centre partners, with the emphasis on economic growth.

There are no proposals to make any further changes to the ED Team, at this time.

From savings identified through the restructure, a new team will be created called Urban Regeneration. This will consist of two new posts:

- Senior Regeneration Officer Grade H
- Regeneration Officer Grade E

It is proposed that these two posts report directly to the Head of Regeneration and Economic Development.

The Regeneration Team will be required to develop a programme of regeneration activity through identifying key sites across the City and driving forward their regeneration. Through working closely with the Economic Development and Property Teams, they will be responsible for developing more strategic business growth opportunities for the City e.g. contributing towards the delivery of Blackfriars and Kings Quarter, working with developers to enable development, to develop sub regional working, progress brownfield land schemes and public realm improvements. This team will be expected to secure external resources and to work closely with the Housing Strategy and Enabling Team to support estate regeneration and new residential scheme delivery.

A fundamental component of the Regeneration Team will be the securing of external funding to deliver the emerging regeneration strategy.

Whilst the Technical Support and Terrier Officer Posts will be under the line management responsibility of the Senior Surveyor, they will be a shared resource with the ED and Regeneration Teams.

All sections of Regeneration & Economic Development will be required to consider social inclusion as part of economic prosperity and growth. To champion and deliver direct links between economic activity and our areas of deprivation, to ensure local people can be given every opportunity, through Asset Based Community Development, to benefit from growth. The Regeneration Team in particular will be required to develop and implement projects and programmes which have specific cognisance to the needs of local communities and their ability to benefit from regeneration and growth.

Implementing these proposed changes will meet the required savings target. Table A below indicates that the existing cost of the Service is £848,300. The revised structure will generate a revised budget of £746,127, representing a saving of £102,173. This meets the required identified savings target of £100,000.

Table A

Total Proposed Service Costs	£746,127
Current Service Employee Budget	£848,300
Saving Achieved	£102,173

Impact

The proposal relating to the Parking Team capitalises on the changes to the off street and on street management systems. With on street returning to the County Council, thereby reducing the level of work directly undertaken by the Team, this provides the

opportunity to reduce the revenue cost to the Council. Due to the shift in work emphasis some staff will move across to ACPOA through TUPE arrangements thereby the reduction is made possible.

A vacant post Senior Building Surveyor Grade H is deleted thereby having no impact on capacity and making significant savings (enabling the creation of a Regeneration post). The Service has functioned without this post being filled, demonstrating that there is sufficient capacity and work prioritisation within the current structure to deliver asset management functions.

The reduction from 2 to 1 Building Surveyors posts will pose a challenge. One of the posts currently spends 100% of its time delivering Disabled Facility Grant Funded schemes. This will be reduced to a maximum of 50% of its time to enable other activity to be undertaken including general building works management and supporting funding bid preparation and submission. The delivery of Disabled Facility Grant schemes is not a statutory function. It is recognised that a reduction in capacity will result in not being able to satisfy demand. This work stream has been developed through the City being a preferred supplier of this function. Other suppliers exist which enables them to continue to deliver schemes to the residents of Gloucester. It will mean the City Council's capacity will be reduced, but this could be taken up by the private sector. The objective will be to fade out this work stream completely over 18 months with a shift in emphasis to estate management, building works supervision and bid delivery to draw in external funding.

The combination of the Surveyor posts Grade G will also require reprioritisation of work. It will impact on the delivery of procedural work including Community Right to Transfer, Community Right to Bid and the Transparency Agenda in that activity will need to be prioritised along with property disposal activity based on deadlines and Members requirements. The impact will be based on capacity issues going from two posts to one post. It will also impact on matters relating to disposal e.g. Barn Owl Centre and day to day estate management activity. This is recognised.

To address capacity issues discussions have commenced with the County Council and Tewkesbury Council to develop closer working relationships around property management and Community Right to Bid and Transfer activity. Tewkesbury have extensive experience of Community Right activity and working collaboratively around procedures would be an appropriate and efficient way of working. Discussions are ongoing with the County Council and Tewkesbury to develop opportunities where the Councils can work more closely to address work pressure areas. There are already strong working relationships in place displayed through the joint working over the delivery of the Blackfriars and bus station sites.

The combination of the Clerk of Works and Senior Project Assistant reflects reduced capital spend and work activity. It is considered that one post can effectively deliver the existing work programme. It also reflects a change in activity to project development through the new Regeneration Team who will be required to seek out and submit applications for funding for investment in the built environment. It demonstrates a greater emphasis on the Regeneration and Economic Development team being required to secure income from external sources and commissioning rather than reliance on the Councils capital programme and delivery in house.

With the proposed closure of the Docks Catering Service there is no longer the requirement of both a Facilities Team Leader and a Senior Custodian. The reduction in work is considered to be deliverable through a single full time post.

At present the Regeneration and Economic Development Team relies heavily on Gloucester City Council resources and in house capacity. The primary impact of these proposals is a move to create greater capacity in bidding for external resources to enable project delivery and to move more to a commissioning role. Although this is balanced by a continuation of existing activity although this will need greater prioritisation and closer working relationships with adjacent authorities.

2. The next steps

The proposed structure has been produced and sees the deletion of a number of posts. It also sees a combination of posts and the creation of new posts which reinforce capacity in applicable areas. Whilst the proposed structure represents a reduction in the capacity of the Asset Management Team this needs to be overcome through greater prioritisation of activity and a clearly identified set of priorities. Over a period of time, the transfer of the Council's housing stock will also have an impact on work activity.

These proposals will be subject to formal consultation with all staff and feedback will be welcomed.

The job evaluations

All of the new or amended roles discussed in this document will be evaluated by a Hay panel.

The Hay method of job evaluation continues to be the most widely accepted worldwide. The process of evaluating jobs enables many important applications, such as designing effective organisations; clarifying interdependencies and accountabilities; managing succession and talent; and setting competitive, value-based pay policies.

This rigorous job evaluation process has afforded the Council a common framework and language to more effectively design jobs within the structure that best supports the corporate strategy and plan.

The draft job descriptions will avoid over lengthy descriptions and explanations and are not an exhaustive list of tasks that the jobholder will be expected to do.

New Structure Chart

See Appendix 1 for the proposed structure chart.

3. 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 staff.

HR support throughout the process will be provided by Ashley Gough. Support of a more general nature will also be provided by the Senior Management Team.

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 on-going 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 and current vacancies.

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 Ashley Gough for an informal discussion.

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

Timetable

Consultation with Staff	23 rd October 2014
Consultation with the Trade Union	23 rd October 2014
Close of Consultation	12 th November 2014
Reviewing Feedback	13 th November 2014
Trade Union Consultation meeting	11 th November 2014
Employee Forum	13 th November 2014
Organisational Development Committee	24 th November 2014
Formation of new team structure	w/c 1 st December 2014

4. How to respond

Please send your comments or questions to:

Anthony Hodge, Head of Regeneration and Economic Development
Email: anthony.hodge@gloucester.gov.uk
Internal post: 5th Floor, Herbert Warehouse

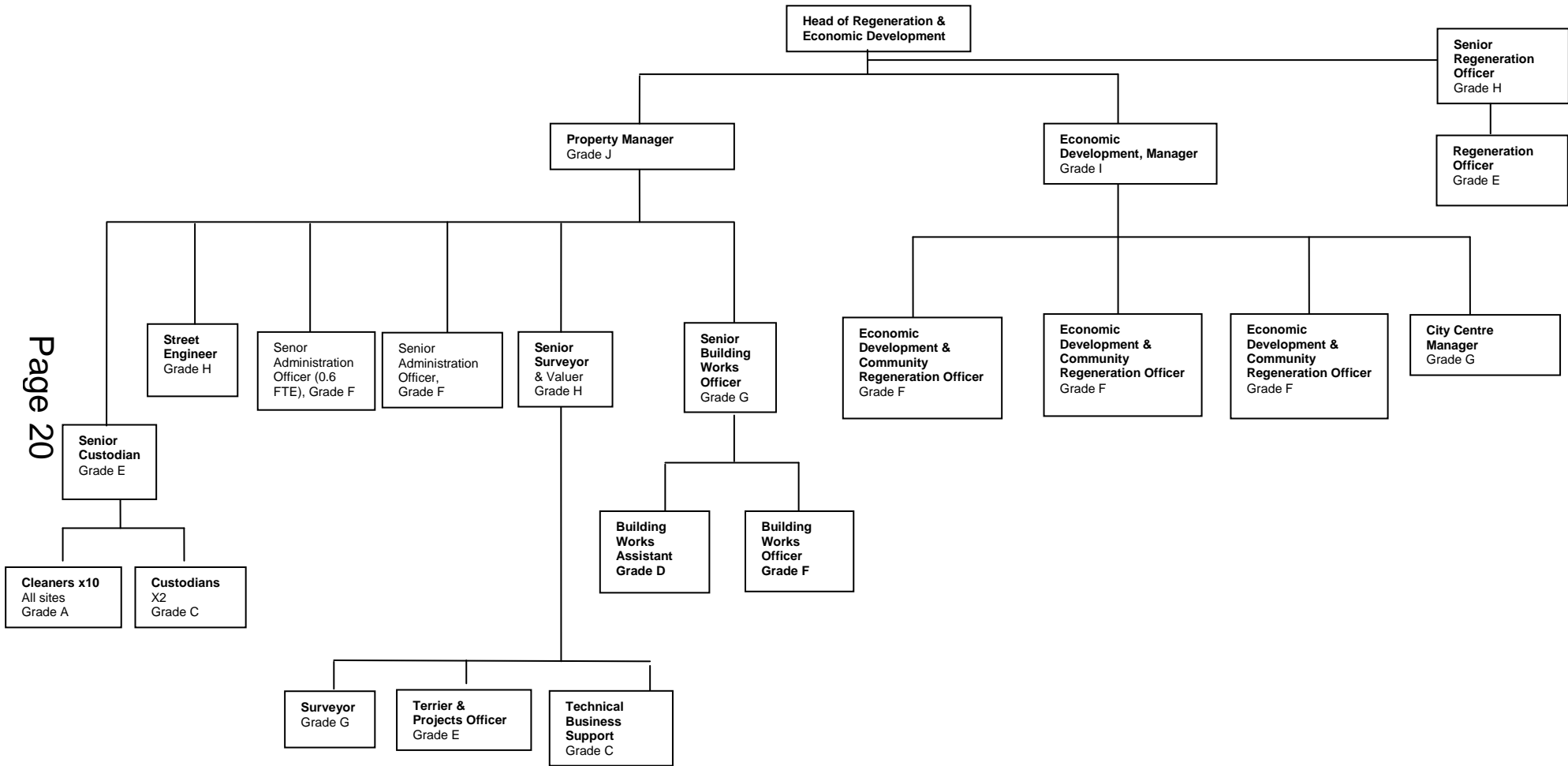
Appendix 1

How this structure will affect individual members of the team is detailed below:-

Name	Current Job Title	Status
Asset Management		
	Asset Manager, Grade J	Renamed to Property Manager
	Technical Business Support Officer, Grade C	No change
	Senior Surveyor & Valuer, Grade H	No change
	Streets Engineer, Grade H	No change
Vacant	Senior Building Surveyor, Grade H	Deleted
	Surveyor, Grade G	Ring Fenced for x1 Surveyor Post , Grade G
	Surveyor & Valuer, Grade G	
	Building Surveyor, Grade G	Ring Fenced for x1 Senior Building Works Officer, Grade G
	Building Surveyor (DFG), Grade F	
	Clerk of Works, Grade F	Ring Fenced for x1 Building Works Officer, Grade F
	Senior Project Assistant, Grade G	
	Project Assistant, Grade D	Renamed to Building Works Assistant
	Terrier Officer, Grade E	Assimilated to Terrier & Projects Officer, Grade E
Vacant	Senior Regeneration Officer, Grade H	New Post
Vacant	Regeneration Officer, Grade E	New Post
	Facilities Team Leader, Grade F	Ring Fenced for x1 Senior Custodian, Grade E
	Senior Custodian, Grade D	
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Cleaner, Grade A	No change
	Custodian, Grade C	No change
	Custodian, Grade C	No change
Parking		
	Senior Administration Officer, Grade F	No change
Vacant	Senior Administration Officer (0.6 FTE), Grade F	New Post
	Parking Enforcement Officer, Grade C	Post Deleted
	Parking Enforcement Officer, Grade C	Post Deleted
	Parking Enforcement Officer, Grade C	Post Deleted

Economic Development		
	Economic Development & Community Regeneration Manager, Grade I	No change
	Economic Development & Community Regeneration Officer, Grade F	No change
Vacant	Economic Development & Community Regeneration Officer, Grade F	No change
	Economic Development & Community Regeneration Officer, Grade F	No change
	City Centre Manager, Grade G	No change
Docks Complex Catering		
	Catering Officer	Posts Deleted
	Catering Assistant	
	Catering Assistant	
	Catering Assistant	

Appendix 2 – Organisation Chart



Regeneration and Economic Development Realignment

Feedback on comments received

Employee Comments	Response, where necessary
<p>General</p> <p>Unison members were uneasy with the very short length of the consultation and would like to request that this is extended to at least 30 days.</p>	<p>Noted. No previous requests for an extension have been received and extensive comments have now been received from Unison and employees</p>
<p>Catering Service</p> <p>Rather than close the HKP Kitchen altogether, my recommendation is to reduce the Catering team's working hours. This would only involve a slight reduction in the opening hours</p> <p>If the catering team remains this also allows meetings to be serviced as well as food for buffets and the various other catering duties such as Civic Events, breakfast clubs etc will remain unaffected.</p> <p>With the already increased prices, some more careful purchasing and management and increased footfall, breakeven is a very real prospect. This outcome would contribute the same level of savings as closure.</p>	<p>This proposal has a lot of merit but breakeven cannot be guaranteed and introduces risk to meet the savings target.</p> <p>A failure to generate the required savings and revenue would still require the budget savings to be found from elsewhere.</p>
<p>I joined the council in May this year and have used the canteen pretty much every day since joining, the quality and freshness of food is fantastic and the price is reasonable.</p> <p>I would like to see the canteen remain open, but should the decision be made to close it I would hope that the council do provide adequate storage should staff decide to bring fresh food in.</p>	<p>There is no question over the quality of food. Consideration would be given to adequate storage provision for staff should the catering service close.</p>
<p>With regard to the HKP Kitchen, perhaps if more emphasis was placed on pre-ordering, this would speed up the lunch time service and help staff to save time</p>	<p>Noted. Pre ordering would require a major culture change and would not guarantee the savings required.</p>

<p>on their purchasing.</p> <p>Consideration has to be given as to whether the correct prices are being charged and whether the Council can achieve the best economies of scale to meet them.</p> <p>If the decision is made that running an in house canteen is no longer viable, I would hope that serious thought would be given to alternative ways for staff to purchase food without leaving the building.</p> <p>While we are close to the City Centre and The Quays, it does take some time to get to the nearest sandwich shop or supermarket so an in house option would be preferable.</p>	<p>Consideration will be given to alternative service provision, subject to viability.</p> <p>Bearing in mind the City Centre location, it is not unreasonable for staff to use the outlets on offer.</p>
<p>I note the proposal to close the catering operation in the HKP kitchen. Have any alternative options been explored - a reduced service with shorter opening hours and more efficient processes in the kitchen ?</p> <p>Additionally, a survey to find out what people would actually like to see on sale in the kitchen may help to generate custom.</p>	<p>This has been considered but does not guarantee the savings required. The smaller the window of operation also creates greater emphasis to make a return during that period.</p>
<p>Withdrawing the catering facility would impact Customer Services greatly. Most of us work part time and therefore do not get a lunch break or, at best, only half an hour. This would mean we wouldn't be able to get anything to eat during our working day.</p>	<p>Noted. Alternative service provision would be considered, subject to viability.</p>
<p>There must be a strong case for a greatly reduced catering operation offering hot and cold drinks with perhaps a facility to pre-order a simple range of (brought in) sandwiches.</p>	<p>As above. Staff already have the ability to make hot and cold drinks. Drinks for meetings will not be impacted.</p> <p>Alternative provision of food would be considered that does not compromise building security or undermine resource availability.</p>

<p>I understand that the proposal is to close the kitchen as part of the restructure. Does this mean that there will be no refreshments available for partnership meetings, seminars or conferences? Will we have to get external caterers in or go elsewhere?</p>	<p>Full details of alternative service provisions will be given, if the decision to close the Kitchen is made.</p> <p>Drinks for meetings will not be impacted.</p>
<p>I wanted to advise how useful disabled staff find the staff canteen to be, particularly those with walking difficulties. They very rarely leave the offices at lunch time to head into town/the quays. As such, they rely on the staff canteen for lunch more so than most other people, and would be significantly affected by its proposed closure.</p>	<p>Noted. However there remains the need for savings to be made. Due to its central location, there are other outlets in close proximity to the City Council offices.</p> <p>It would not be unreasonable for staff to bring in their own food for lunch, thereby removing the need for a subsidised canteen.</p>
<p>The catering team provide a well-used and important service which many at the council use regularly. I use their service upwards of 3 times per week and know many people who use the service every day.</p> <p>The benefits include being able to quickly get food or drinks without needing to walk into town, particularly during bad weather. The argument has been put forward that not having this in-house service would increase the spend in the center. While this is true to a limited extent, a more likely outcome would be the total spend decreases due to the time it takes to walk into town and the cost of paying for more expensive food options when compared to the in-house catering.</p> <p>The overall cost, as noted above, of the catering team's offer is significantly cheaper than comparable offerings in town, but with similar levels of quality.</p>	<p>There are benefits of staff taking a break away from their desk. Staff are also able to bring in their own food at lunch time.</p>
<p>How much was invested in the setting up of the kitchen space and associated store areas? Losing this service would essentially write off at least part of this investment.</p>	<p>Noted, although research into local suppliers suggests that the costs are comparable if not lower, and more flexible, removing an on-going revenue cost and risk.</p>

<p>What would be the cost of external catering companies providing the same service which the in-house team provide? I would suggest that any like for like service for corporate events would be more costly from external sources.</p> <p>The figure of a loss of £10,300 was noted in the report and it would be good to better understanding what is included in this figure. If, for example, any of the costs associated with building works or facilities investment were included, this would obviously be unrealistic.</p> <p>The report also noted the operating loss should not affect services to the community. Employing 4 members of staff is a direct investment in the community and the salaries which they are given will be re-invested (to a certain degree) in the community.</p> <p>Two suggestions : expand the corporate and events catering to increase revenue; raise the cost of the food and drink by a fixed percentage. This would help to offset the losses noted in the consultation document.</p>	<p>Noted.</p> <p>Should the canteen close, every effort will be made for staff to have access to posts available within the City Council, in line with HR policies and procedures.</p> <p>Noted, although increased costs may make the facility unattractive to staff and be counterproductive.</p>
<p>Many staff rely on the catering service for hot food at midday and for snacks at other times throughout the day. It is short sighted to close this service as it will mean staff who currently work through their lunchtime and pop down to the kitchen for something to eat will have to spend more time away from their desk accessing lunch further afield.</p>	<p>All staff are entitled to a lunch break and are encouraged to take it away from their desks.</p> <p>It is quite within the ability of our staff and managers to manage their time or to bring in food. The City Council Office is also located within the City centre making access to food sellers readily accessible within a short distance.</p>
<p>How will catering for civic events be managed – this is currently prepared by The Docks Catering service?</p> <p>Where are the projected estimated costings for civic event catering requirements (by external companies) or will this service be provided by</p>	<p>Appropriate arrangements will be put in pace. Drinks for meetings will be unaffected although ordering of supplies will need to be considered.</p> <p>Should the catering service close, a procedure will be provided to budget holders to order food. It will be their</p>

<p>Guildhall/Museum catering staff instead who are on zero hour contracts?</p> <p>There will be a new cost to the Council from civic catering – currently this is hidden in existing staff wages – this is not discussed in the paper.</p>	<p>responsibility to order food for events, in conjunction with the Senior Custodian.</p> <p>Civic catering is currently dealt with through ordering and individual budget holders/codes. This will not change other than the process of food preparation and delivery</p>
<p>It seems short sighted to mothball the newly refurbished kitchen – which was provided at some expense (£20,000) and works well with the newly refurbished staff room over the mid-day period.</p>	<p>The proposal to close the Kitchen was not taken lightly. Alternative service provision will continue to be explored in the event that closure is agreed.</p>
<p>Maybe to increase income the kitchen could supply other adjacent Warehouses with lunchtime catering? It should be moved up to ground floor to enable access to visitors and external customers. The café could also be moved to the ground floor with a public counter so both staff and public can use facility. Why not bring back the trolley service this made money.</p>	<p>The success of additional revenue streams are not guaranteed and have therefore been discounted.</p> <p>There would also be cost and security considerations if these proposals were adopted.</p>
<p>Why is a service losing just 10K per annum being cut when the service as a whole brings in £1.5 million to the authority?</p>	<p>The savings are required to meet the targeted savings for the Asset Management Service, as identified through the Councils Money Plan.</p> <p>The closure of the Kitchen was identified as an alternative to the loss of additional posts within the remainder of Asset Management and the ability to build an Urban Regeneration team to contribute towards economic growth.</p>
<p>The loss of the catering facility is disappointing and a missed opportunity especially after the costly refurbishment of the basement to accommodate this function. This should not be wasted after such a short period.</p> <p>Could the catering team not look at generating an income by providing the much needed catering facilities elsewhere for City Council functions such as the City and Folk museums,</p>	<p>Noted. The proposal to close the Kitchen was not taken lightly.</p> <p>The outstations are already covered by separate catering arrangements but this is a potential option.</p>

Blackfriars and Guildhall?	
<p>Facilities</p> <p>If the Kitchen is retained then the role of Facilities Team Leader and Senior Custodian, as outlined in the consultation document, needs to be considered, to ensure the Custodian teams continue to operate in their usual smooth and professional way.</p> <p>If the Facilities Team Leader post is deleted will the Senior Custodian role take on the budgetary and contract management responsibilities ? Also will the Senior Custodian be responsible for procuring light refreshments for all meetings held at GCC ?</p>	<p>Noted.</p> <p>It is likely that the senior custodian role will take on these responsibilities.</p>
<p>The role of the City Marshall currently sits in the Senior Custodian's job description. This would need to be retained in the new role.</p>	<p>Agreed.</p>
<p>We have a situation where the Facilities Team Leader and Senior Custodian posts are being combined into a single post. Whoever eventually fills that role will have far more responsibilities than their existing roles and to be paid less than the higher role is at present will lead to feelings of low morale and disgruntlement, or if an external employee is employed, the quality of that person will be less than existing, due to the limited pay on offer.</p> <p>It is noted however that this lowering of the grade level would take into account reduced responsibility due to the catering team being deleted, if this is decided.</p>	<p>Noted. The grade for the successor role is indicative and intended to take account of the loss of the catering service. All new and revised posts will be subject to job evaluation to ensure that they are graded correctly.</p>
<p>Reducing number of custodians – relying on only 3 custodian's means more out of hours/anti-social working for each officer. It only needs 1 to be on leave and 1 sick to place all the burden of out of hours work on 1 custodian.</p>	<p>There is no change to the number of Custodians under these proposals. Workloads will continue to be monitored to ensure that they are manageable.</p>

<p>Asset Management</p> <p>Regarding the changes to the building surveying service, I note that the amount of DFG work that the re-structured service will be able to carry out will be reduced to 50%, this will have an impact on our potential to deliver DFG's in time if the alternative service, Mears Safe at Home, are unable to pick up the surplus.</p> <p>Also, the document doesn't mention the work in default projects that the building surveyor service picks up. This service is very useful and saves officers having to individually arrange their own WID when a notice is not complied with - will it still be available to us after re-structure ?</p>	<p>There will be a transition period as change comes into effect. These matters will be considered as part of that transition period to ensure business continuity.</p> <p>Noted and will be subject to further discussion with the Asset Manager.</p>
<p>The post of Senior Projects Officer should be ring-fenced to that of Senior Building Works Officer, due to its similarities, rather than the Building Works Officer post.</p> <p>Can it please be clearly explained exactly where the 60% similarity is between the post of Senior Projects Officer and ring fenced post of Building Works Officer?</p>	<p>Agreed. The ring-fence will be extended to include the Senior Projects Officer.</p> <p>The 60% overlap in duties only applies to assimilation. Ring-fencing occurs when: an employee's post is 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).</p>
<p>Were the existing JDs and PSs of employees discussed in detail with the Asset Manager ? Has his input been fully considered within the restructure? Will the interviewers be suitable when selecting for the new posts?</p> <p>Why were employees not engaged with for clarity?</p>	<p>The proposals were discussed with the relevant senior managers and their input considered.</p> <p>Affected employees will be consulted over the job descriptions once the structure has been agreed and prior to any job evaluation or selection process commencing.</p>

<p>The new regeneration posts could be assimilated within the existing skill set of Asset Management and this could make a significant saving.</p>	<p>Noted. This will be considered as part of the PS and JD's for the new posts.</p>
<p>The Southgate Street Townscape Heritage Initiative (THI) is a heritage-led regeneration project. A key element is the provision of valuation, survey and contract advice for works to buildings and public realm areas, as a means of delivering restoration projects. This work has been very ably provided through our partners in the Asset Management Team.</p> <p>I must reflect on the excellent work and support that has been provided by this Team in bringing this key City Council project forward, and the potential impact to the project as externally-sourced services would be likely to cost significantly more, and take longer to deliver. We would also lose any continuity in terms of local knowledge and understanding of the project.</p>	<p>Agreed. There is no intention to withdraw support from this, or any other project. There will need to be greater prioritisation in work activity.</p>
<p>The workload of the vacant position of Senior Building Surveyor has been absorbed by the Senior Project Officer. As a result it was recognised that this role was a necessity and consideration should be given to whether deleting it is logical. This may have a larger impact than anticipated on the department.</p> <p>Without the post of Senior Projects Officer both the Reception Refurbishment and the Accommodation Review projects would have needed to have been outsourced.</p> <p>The overall spend for both these schemes, plus numerous others delivered from concept to completion, would have increased significantly had they been outsourced.</p>	<p>Agreed. It is intended that the responsibility and capacity for in-house projects will be retained in the new structure.</p> <p>The savings need to be found, as per the approved Money Plan. The Council will undertake new ways of delivering projects and programmes.</p>

Our only Director is currently on leave and won't be returning until after the consultation period is finished. I do not feel it is appropriate to conduct the consultation period, consider potential amendments, and sign it off during this time.	The Director has been and will continue to be consulted on the proposals prior to final sign-off.
The Proposal Document for Consultation has been signed off by members. It would be useful to know what input they have had into the document, and what their knowledge is of the skill set of people within the Asset Management team.	The proposal document was agreed at the Gloucester Leadership Team and will be considered by elected members at both Employee Forum and Organisational Development Committee following the completion of consultation with staff and trades unions.
I should be grateful if a cost breakdown of the proposed savings were provided. As far as I am aware a £100K saving is approximately 2.5 posts (give or take). The Proposal Document for Consultation states that 16 posts are to be deleted, including the kitchen facilities. Even with the creation of 7 new posts, and that a number of the existing posts are part time positions this seems inaccurate.	<p>The revised structure reflects the required savings and the ability of the Council to deliver existing and changing priorities.</p> <p>The detail relates to individuals salaries which is not appropriate to make public.</p>
<p>Can it please be confirmed that the consultation period is correct. The Proposal Document for Consultation states that the consultation period is from the 23rd October to the 12th November 2014 which is only 21 days.</p> <p>The Organisational Change document, as supplied by HR, states that a minimum of 30 days is required before dismissal notices will be issued. It does not mention in the Proposal Document for Consultation when dismissal notices will be issued. Can it please be clarified whether the consultation period is the correct length, and when dismissal notices will be issued?</p>	<p>The consultation period may be extended if required to allow more time for responses.</p> <p>If staff are displaced from their roles and cannot be accommodated within the new structure then they will be treated as displaced.</p> <p>This will only be confirmed once the selection process has been completed and they will then be considered for redeployment across the whole council.</p> <p>If no suitable alternative posts can be identified during this period then they may be made redundant.</p>
I understand that my current salary would be protected for 12 months should I be successful in securing ring fenced	Yes, this is correct.

<p>position at a lower grade.</p>	
<p>When will the JDs and PSs be released for the ring fenced and new positions? I would assume that I could apply for one of the new positions as well as my ring fenced position. Can this please be confirmed?</p>	<p>The job descriptions will be produced once the final structure has been agreed. These will be subject to consultation with the relevant staff prior to finalisation. They will then be job evaluated and ring-fenced staff will have the opportunity to express an interest for the posts, as appropriate.</p> <p>A similar process will apply with the new posts. These will be released for internal applications once the selection and redeployment processes have been completed.</p>
<p>I think it is also worth mentioning that all people in posts that are at risk should be reminded to remain professional at all times. I understand that this is a difficult process and emotions will be strained but that does not excuse some behaviour that is beginning to emerge.</p>	<p>Agreed.</p>
<p>In terms of the Clerk of Works, Grade F, combined with the Senior Project Assistant, I would advise against the reduction in grading, given the level of work expected to be undertaken. Also the suggestion is for a whole post to be combined with an existing post, leading to potentially double the work.</p> <p>I would suggest changing the title of that post to Senior Projects Officer, particularly given the really technical and competent work being carried out by the current post-holder. The Senior Projects Officer currently prepares tender and preliminary documents, as well as legal documents and, to date, has provided a very competent service and offered logical and helpful suggestions.</p> <p>In terms of work streams, the cladding of unattractive facades projects will be requiring a significant amount of time from this senior position for some time to come, as well as on-going office moves</p>	<p>Noted. The resultant post will be job evaluated and the grade will take into account the level of responsibility.</p> <p>Noted.</p> <p>Noted.</p>

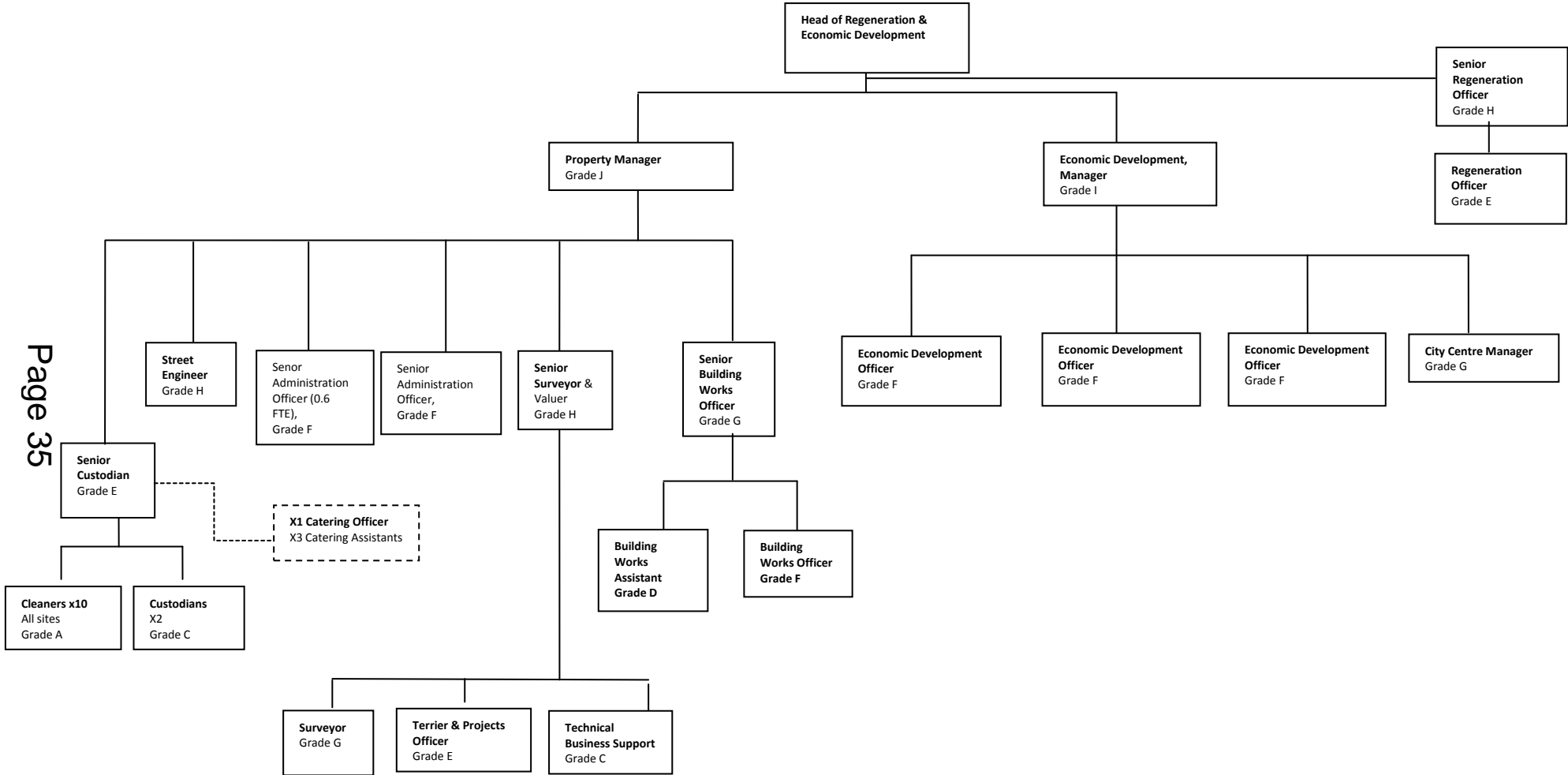
work.	
<p>New Regeneration posts – these posts are consulted on at an H & an E grade and yet they are expected to successfully bid for external funding to drive forward and deliver regeneration in the City.</p> <p>Unison feels these posts should be filled by existing staff as part of assimilation.</p> <p>We also challenge the need for two posts especially the H graded post. This looks like empire building to us.</p>	<p>The job descriptions for these roles will be finalised and the grades confirmed by job evaluation.</p> <p>This will be part of the selection process and staff will have the opportunity to express an interest in them.</p> <p>The roles are to provide essential regeneration expertise which will actively support the work of the City Council. Empire building is irrelevant bearing in mind the context of savings.</p>
<p>Why are existing posts being cut? The one surveyors post has only just been taken on? The proposals all seem rather short sighted?</p>	<p>The reduction in posts is required to meet the cost savings identified.</p>
<p>Concerns have been raised over the fairness of asking the less experienced staff to compete against well-established employees of the council, are they being set up to fail.</p>	<p>Noted. There is no intention to set staff up to fail. The ring-fences have been set to reflect the transition of duties and all appointments will be made on the basis of merit.</p>
<p>When will the JDs and PSs be released for the ring fenced and new positions? Unison feels that staff should be allowed to apply for both ring fenced posts and new posts. Can this please be clarified?</p> <p>If individuals feel they are in the wrong ring fence can they ask to apply for another post within another ring fence?</p>	<p>The job descriptions will be produced once the structure has been approved and staff will be able to comment on them prior to their finalisation.</p> <p>Staff can express an interest in the relevant ring-fenced posts and those that are vacant in the structure. If they feel that they should be ring-fenced to additional posts then this will be considered as part of the process.</p>
<p>Unison members whose posts are being deleted feel they should be considered for posts currently carried out by contractors or agency staff where they have the relevant skill sets. This could result in savings for the council.</p>	<p>There are two contractors engaged within the section, who are working on capital projects. These work streams are not part of the current establishment and are therefore not included in the realignment. However, this may be reviewed if necessary.</p>

<p>The review should include the consultant surveyor post which has been in existence for a number of years, if this post is required then this should be included in the running costs of the service rather than ignored, there is an obvious cost impact to this consultant service and employing an officer full time would be more cost effective rather than on a consultant rate.</p>	<p>As above.</p>
<p>The report mentions working with County and Tewkesbury Council to ease the workload of the proposed single Building Surveyor Valuer. Unison members feel there would be a cost implication in doing this, as neither County nor Tewkesbury are likely to perform work for Gloucester City for free.</p>	<p>Shared work is a recognised practice to access additional resources and to reduce both risks and costs.</p>
<p>Unison members are concerned that there seems to be an assumption that if a higher grade post is combined with a lower grade post, the resulting grade would be in between the current two grades.</p> <p>Unison members would question this assumption on advice from a trained Hay evaluator.</p> <p>When will the hay evaluations be carried out for the new posts and will these be completed before the selection process gets underway.</p>	<p>The grades are indicative and based on an initial management assessment. They will be formally evaluated and the grades set.</p> <p>This will be undertaken once the structure has been approved and the job descriptions finalised. This process will be completed before staff are asked to express any interest in the posts.</p>
<p>The loss of a builder surveyor will have a significant impact on the capacity to deliver, manage and care for the significant number of designated heritage assets and vacant national buildings within the city council's portfolio. Should the council continue to be successful in obtaining HLF funding how will this work be tendered, managed and implemented?</p> <p>The council also owns a number of</p>	<p>The provision of services will continue to be reviewed and prioritised to ensure that all requirements are met.</p>

<p>scheduled monuments which are redundant and again require regular maintenance and management, with the reduction in asset management staff as proposed there is the potential to have a harmful impact on the councils duty to care for these assets which is a prime attraction for visitors and a provides a sense community pride as set out within the Corporate plan.</p>	
<p>Regarding the two new regeneration posts proposed I question as to whether these are necessary in this format and at the expense of other posts. This type of function has had limited success through the work of the regeneration company (GHURC), what is required are additional resources who have expertise in the fields of building surveyors, planners, policy, conservation and urban design who can feed in and produce master plans and policy documents for the many vacant sites within the City and work with developers and interested parties. Officers with experience of bid writing to assist with external funding schemes for the city museums and guildhall, and options/viability appraisal work for the many designated assets which sit within the councils portfolio are desperately required, these types of bids take up a considerable amount of time to put together and deliver if awarded.</p>	<p>Noted. The Regeneration Team will be required to write and submit bids for external grant funding in the same way Gloucestershire Infrastructure Investment Funding, Local Transport Board Funding and Strategic Economic Plan grant support has been secured for the City by those already experienced in regeneration activity and bid writing</p>

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Appendix 3 – Organisation Chart



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