



Organisational Development Committee

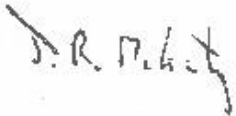
Meeting: Monday, 21st December 2015 at 6.00 pm in Civic Suite, North Warehouse, The Docks, Gloucester, GL1 2EP

Membership:	Cllrs. James (Chair), Dallimore (Vice-Chair), Haigh, Hilton and D. 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 - 20) To approve as a correct record the minutes of the following meetings: <ul style="list-style-type: none"> • Ordinary meeting, 24 November 2014 • Special meeting, 17 December 2014 • Special meeting, 17 June 2015 • Special meeting, 29 October 2015 • Special meeting, 25 November 2015
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 deputaions is in relation to: <ul style="list-style-type: none"> • Matters relating to individual Council Officers, or

	<ul style="list-style-type: none"> • Matters relating to current or pending legal proceedings
6.	<p>DELIVERING A DYNAMIC CORPORATE SUPPORT SERVICE (Pages 21 - 46)</p> <p>To receive the report of the Managing Director concerning the review of the Corporate Support Team.</p>
7.	<p>MUSEUMS SERVICE REVIEW</p> <p>To receive the report of the Corporate Director concerning a review of the Museums Service.</p> <p>PLEASE NOTE: This report will be issued as a supplement to the agenda when it is available.</p>
8.	<p>DATE OF NEXT MEETING</p> <p>Monday 21 March 2016 at 6.00 pm</p>



Jon McGinty
Managing Director

Date of Publication: Friday, 11 December 2015

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.

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Any recording must take place in such a way as to ensure that the view of Councillors, Officers, the Public and Press is not obstructed. The use of flash photography and/or additional lighting will not be allowed unless this has been discussed and agreed in advance of the meeting.

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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, 24th November 2014

PRESENT : Cllrs. James (Chair), Haigh and Norman

Others in Attendance

Anthony Hodge, Head of Regeneration and Economic Development

Sadie Neal, Head of Business Improvement

Helen Chard, Housing Strategy and Enabling Manager

Tanya Davies, Democratic and Electoral Services Manager

Ashley Gough, HR Advisor

APOLOGIES : Cllrs. Dallimore and Hilton

18. DECLARATIONS OF INTEREST

18.1 There were no declarations of interest.

19. MINUTES

19.1 **RESOLVED** – That the minutes of the meeting held on 22 September 2014 be approved as a correct record and signed by the Chair.

20. PUBLIC QUESTION TIME (15 MINUTES)

20.1 There were no public questions.

21. PETITIONS AND DEPUTATIONS (15 MINUTES)

21.1 There were no petitions or deputations.

22. HOUSING STRATEGY & ENABLING SERVICE REVIEW

22.1 The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning the proposed new structure for the Housing Strategy and Enabling Service.

22.2 The Housing Strategy and Enabling Service Manager introduced the report and summarised key features of the service review, which aimed establish a more generic team to ensure that resources were appropriately placed to deliver the functions of the service. She noted that staff had raised some points of clarification, including the option for a career graded post and the capacity in respect of

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administrative tasks and that the responses to these queries were contained within the appendix to the report. In respect of the over-arching approach to a generic style of working, the affected staff were broadly supportive of the proposals.

- 22.3 In response to questions from Members, the Housing Strategy and Enabling Service Manager explained that proposals to move away from specialisms towards a more generic approach to the work of the team would ensure more team members would be able to respond to uneven demands placed on the service, including homelessness, and also provide a level of resilience.
- 22.4 **RESOLVED** - that the proposals for the restructure of the Housing Strategy and Enabling Team be approved and implemented.

23. BUSINESS IMPROVEMENT REALIGNMENT

- 23.1 The Committee considered a report of the Head of Business Improvement concerning the proposed new structure for the Business Improvement Service.
- 23.2 The Head of Business Improvement acknowledged that the service review had previously been considered by the Committee on 25 September 2014 and that Members had requested more detail about the general approach to contract management and how this was reflected in the proposed new structure for the Business Improvement Service. She noted the additional information provided in the report and advised that a meeting had taken place with the Cabinet Member for Performance and Resources to discuss the internal processes around contract management. She advised that the structure proposed reflected the level of resource required to manage the functions retained by the Council in respect of the contracts let.
- 23.3 Councillor Haigh commented that the IT Client Officer post was essential to ensuring the success of the contract with Civica for the management of IT services and raised concerns about whether the grading of the post would attract the required level of knowledge and expertise; she questioned whether the role had been independently evaluated by a Hay Panel and suggested that the Council consider drawing on expertise from Gloucestershire County Council. She sought clarity on the role of the proposed Business Analyst.
- 23.4 Councillor Norman stated that he was supportive of the need for a Senior Client Officer to take on a supervisory role and establish a layer between the Head of Service and the Client Officers to ensure the effective day to day functioning of the service. He echoed concerns about the grade of the of the IT Client Officer and emphasised the importance of recruiting an individual with the appropriate skills.
- 23.5 The Head of Business Improvement advised that the Hay Panel had raised some queries about the grading of the IT Client Officer post and stated that she recognised the importance of recruiting a appropriate individual. She explained that the nature of contract management meant that the role required some day to day contract management administration along with the required IT expertise; it was recognised that there would be a need to buy in more specialised IT expertise for specific projects. She acknowledged the helpful relationship with IT officers at the County Council, but noted that the City Council shared very few systems with the

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County Council She explained that the Business Analyst would consider business needs and resources available and advise services how best their needs could be met in the most cost effective manner.

- 23.6 Members agreed that they would await the outcome of the recruitment process for the IT Client Officer with interest.
- 23.7 **RESOLVED** - that the proposed structure for the Business Improvement Service is agreed and implementation be progressed.

24. REVIEW OF PARKING SERVICES

- 24.1 The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning the proposed structure for the retained Parking Services.
- 24.2 The Head of Regeneration and Economic Development explained that proposals to outsource Parking Services had been presented to staff in May 2013 and were deferred for contractual reasons. An independent review was commissioned in March 2014 and subsequently the management of on-street parking transferred to Gloucestershire County Council, with the City Council retaining the management of its own car parks and APCOA undertaking the enforcement. As a result of the changes to the functions retained by the City Council it is proposed that two staff transfer to APCOA and 1.6 staff are retained by the Council to monitor the contract with APCOA and safeguard the Council's interests.
- 24.3 Members agreed that the principle of outsourcing Parking Services was likely to result in a saving to the Council and that it was clear that there was a need to retain a level of staffing to monitor the contract with APCOA. Members sought confirmation that TUPE arrangements applied following the deferral of the outsourcing in 2013 and subsequent transfer of functions to the County Council, and also that any adjustment to APCOAs management fee as a result of the transfer of staff would not outweigh the proposed saving to the Council.
- 24.4 **RESOLVED** - that the proposed structure for the Parking Services, set out in Appendix 1 to the report, be agreed subject to:
- (1) Confirmation that the TUPE arrangements had been deferred following the previous review of Parking Services and that TUPE criteria continue to apply at the present time.
 - (2) Confirmation that any adjustment to APCOAs management fee as a result of the transfer of staff does not outweigh the saving to the Council.

25. DATE OF NEXT MEETING

Monday 9 February 2015 at 6.00pm.

Time of commencement: 18:00 hours

Time of conclusion: 19:00 hours

Chair

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ORGANISATIONAL DEVELOPMENT COMMITTEE

MEETING : Wednesday, 17th December 2014

PRESENT : Cllrs. James (Chair), Haigh, Hilton and Norman

Others in Attendance

Anthony Hodge, Head of Regeneration and Economic Development

Tanya Davies, Democratic and Electoral Services Manager

Ashley Gough, Human Resources

Atika Tarajiya, Democratic Services Officer

APOLOGIES : Cllrs. Dallimore

26. DECLARATIONS OF INTEREST

There were no declarations of interest.

27. REALIGNMENT OF THE REGENERATION AND ECONOMIC DEVELOPMENT SERVICE

The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning the proposed realignment of the Regeneration and Economic Development Service.

The Head of Regeneration and Economic Development explained that feedback from the consultation process focussed principally on the suggested closure of the Docks Catering Service (DCS), which was recognised as a sensitive issue. The recommended short term measure, to reduce the DCS opening hours, would support the Council in achieving greater efficiencies and value for money. In the longer term the DCS would be included within the Commercial Review of Cultural Services.

The Head of Regeneration and Economic Development remarked that the remainder of the proposed restructure of the Regeneration and Economic Development service was unchanged following the consultation process and that outstanding workloads would be accommodated in the restructure.

In response to Members' questions regarding improvements to current processes, the Head of Regeneration and Economic Development explained that efforts were

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being made to improve efficiency through careful consideration of purchasing, pricing and staffing levels. He noted processes would continue to be reviewed.

In response to Councillor Haigh's concerns that closure of the DCS could result in low staff morale and discourage networking, the Head of Regeneration and Economic Development commented that it was healthy for staff to take breaks away from workstations and that staff could utilise local outlets which would make a contribution to the City's economy.

In response to Councillor Haigh's question regarding the breakdown of costs associated with DCS, the Head of Regeneration and Economic Development explained that only staffing costs had been taken into consideration when calculating the level of subsidisation and that the true cost to the Council may be more.

In response to Councillor James's query in respect of sufficient capacity within the Asset Management service to meet the Council's ambitions, the Head of Regeneration and Economic Development advised that savings would predominantly be achieved through back office efficiencies and that the additional regeneration posts would ensure that the Council was in a position to meet objectives and promote urban regeneration projects in the City.

RESOLVED:

- (1) That the proposed structure for Regeneration and Economic Development as set out in Appendix 3 to the report be agreed.
- (2) That a decision on the future of the Docks Catering Service be deferred pending the outcome of the Cultural Services review, and that in the interim, it was proposed to change the staff and opening hours as set out in paragraph 3.3 of the report.

Time of commencement: 17:00 hours

Time of conclusion: 17:25 hours

Chair



ORGANISATIONAL DEVELOPMENT COMMITTEE

MEETING : Wednesday, 17th June 2015

PRESENT : Cllrs. James (Chair), Dallimore (Vice-Chair), Chatterton (substitute for Councillor Kate Haigh) and McLellan (substitute for Councillor Jeremy Hilton)

Others in Attendance

Martin Shields, Corporate Director of Services and Neighbourhoods
Ashley Gough, Human Resources Adviser
Atika Tarajiya, Democratic and Electoral Services Officer

APOLOGIES : Cllrs. Norman

1. DECLARATIONS OF INTEREST

There were no declarations of interest.

2. PROPOSAL DOCUMENT FOR CONSULTATION

The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning the realignment of the City Council's management structure.

Members acknowledged the need to undertake a restructure following the reorganisation of the Senior Management Team and the introduction of the shared working arrangements with Gloucestershire County Council and 'One Legal' reducing the responsibilities of the existing roles within the executive management team.

RESOLVED:

- (1) That the proposed management structure as outlined in this report and set out in Appendix 1 be approved.
- (2) That the proposed process, set out in Appendix 1, for implementation of the new management structure be approved; and
- (3) That the Head of Paid Service be authorised to vary the proposed process for implementation of the new structure if necessary to ensure efficiency, effectiveness and fairness in implementing the new management structure.

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3. REVISIONS TO STANDING ORDERS FOR THE DISMISSAL OF STATUTORY OFFICERS

The Committee considered a report of the Monitoring Officer seeking approval to constitutional changes and to note potential contractual changes required to comply with legislation on the dismissal of the Head of Paid Service, Chief Finance Officer and Monitoring Officer (the 'statutory officers').

The Corporate Director of Services and Neighbourhoods advised that these amendments were as a result of changes to the law and the Council were obliged to comply with the legislation.

RESOLVED that the changes to the Constitution shown in Appendix 1 be noted and recommended to Council.

4. CEMETERIES & CREMATORIUM SERVICE - STAFFING UPDATE

The Committee considered a report of the Cemeteries & Crematorium Service Manager seeking approval to recruit an additional grounds operative (non-permanent) and to formalise permanent contracts for two catering assistants.

Members acknowledged the need for additional staff to maintain a high level of service and continue to generate income achieved over previous years.

Councillor James noted that having to require approval for this minor restructure had resulted in delays in appointing staff and ultimately to loss of income and queried if authorisation could be passed to Officers under delegated powers. The Corporate Director of Services and Neighbourhoods advised that a report outlining proposals to amendments to the Council's restructure policy would be presented to a future Organisational Development Committee after consultation with the Constitutional and Electoral Working Group on the 14 July 2015. He commented that the new proposals would take into account variable factors such as the scope of the restructure and numbers of staff affected and noted that this issue had also been raised by Employee Forum.

RESOLVED:

- (1) The recruitment of one non-permanent member of grounds staff be approved;
- (2) The conversion to permanent contracts, of 2 zero hour contract Catering Assistants be approved; and
- (3) The recruitment of three zero hour contract catering assistants be approved.

Time of commencement: 17:00 hours

Time of conclusion: 17:12 hours

Chair



ORGANISATIONAL DEVELOPMENT COMMITTEE

MEETING : Thursday, 29th October 2015

PRESENT : Cllrs. James (Chair), D. Norman, Haigh and Hilton

Others in Attendance

Jon McGinty, Managing Director

Anthony Hodge, Head of Regeneration and Economic Development

Colin Parkin, Interim HR Business Partner

Tanya Davies, Democratic and Electoral Services Manager

APOLOGIES : Cllr. Dallimore

5. DECLARATIONS OF INTEREST

5.1 There were no declarations of interest.

6. AN ORGANISATION FIT TO DELIVER OUR AMBITIONS

6.1 The Committee considered a report of the Managing Director (MD) concerning a review of the senior management structure.

6.2 The MD reported that the two week consultation period, which included meetings of the Trade Unions Consultation and Employee Forum and informal discussions with Group Leaders and stakeholders, had ended. In response to question raised during the consultation he explained that there were no plans to increase the Corporate Director salaries, that the of Head of Regeneration and Economic Development would not become a third Director and that the structure chart in the consultation document did not indicate an intentional hierarchy of functions. He noted that all respondents supported the proposal to retain two Corporate Directors and that all other comments had related to the functions sitting beneath each of the Corporate Directors. On that basis he sought to revise the recommendations in the report to seek approval to commence the recruitment process for the two Corporate Director posts and to be authorised to vary the remainder of the structure once appointments had been made.

6.3 Councillor Haigh stated that the Committee would need to understand the location of functions and number of posts under each Corporate Director and requested copies of the minutes of the Trade Union Consultation and Employee Forum meetings. She requested that the Committee be given the opportunity to comment on the job descriptions and person specifications.

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- 6.4 Councillor Hilton advised that prospective applicants would need to know the details of the positions they were applying for and the interview panel would need to be clear about the qualities candidates should possess. He queried the recruitment budget and whether the MD was confident of making an appointment at the salary level on offer
- 6.5 The MD advised that the structure identified in the consultation document would require only minor amendments following consideration of comments received from staff. He explained that he was working with the shared HR service to develop a simultaneous recruitment process, to include an assessment centre element, for both Corporate Director posts to provide flexibility in terms of appointing the best individuals or best team, and that he was confident that appointments would be made at the salary level on offer. He agreed to circulate the job description and noted that the Constitution did not prescribe the selection process, but that the Committee was responsible approving the appointment.
- 6.6 Councillor D. Norman noted the flexibility available within the salary range and raised concerns about the advert being published too close to the Christmas period.
- 6.7 The Interim HR Business Partner advised that the cost of recruitment would depend upon whether in-house resources would be utilised or whether an external consultant was required. He added that a single advert would be used for both posts and that it was anticipated that it would be published during November.
- 6.8 **RESOLVED –**
- (1) The proposed senior management structure (namely, a structure involving two Corporate Director posts) be approved.
 - (2) The Head of Paid Service be authorised to commence a recruitment process to appoint to these two Director posts, at the salary levels indicated within the report; and
 - (3) The Head of Paid Service, in consultation with the Leader of the Council, be authorised to vary the proposed management structure sitting beneath the new Directors once appointed, in order to (a) respond to the respective strengths of the individuals appointed to the positions, (b) to reflect comments received from officers and other stakeholders raised during the consultation process, and (c) respond to any emerging or changing policy priorities.
- 7. REALIGNING THE REGENERATION AND ECONOMIC DEVELOPMENT SERVICE**
- 7.1 The Committee considered a report of the Corporate Director of Services and Neighbourhoods concerning details of the responses received and considered during the period of consultation for the realignment of the Regeneration & Economic Development Teams seeking approval for the proposed revised structure.

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- 7.2 The Head of Regeneration and Economic Development (HRED) summarised the proposals and explained that the salaries proposed had been appropriately benchmarked to ensure that best chance of a successful recruitment process. He reported that he was working with the County Council to secure additional building works capacity following an unsuccessful recruitment exercise. He advised that the proposed structure would drive the regeneration agenda, securing income for the Council and meeting corporate priorities.
- 7.3 Councillor Haigh raised concerns that the HRED post had been created to focus on regeneration work, but that due expansion of the post's remit, a new post was being proposed to support the regeneration agenda; she questioned whether the appropriate functions sat with the HRED. She welcomed the inclusion of an apprentice within the structure, but asked that the reporting arrangements be reviewed to include further opportunities for career development.
- 7.4 The Chair stated that the HRED's responsibilities had not been expanded, but that since his appointment he had not had a fully staffed team.
- 7.5 The HRED advised that, prior to his appointment, there had not been a regeneration team and that through the restructuring processes a team had been created while also achieving the required level of savings. The Regeneration Manager post was a new post, but was largely created in place of the Economic Development Service Manager post which had previously been deleted. He noted the comments in respect of career development opportunities and agreed to review the reporting line for the apprentice, but advised that the primary objective of the proposal was to create a structure that would deliver the objectives within the Council Plan.
- 7.6 **RESOLVED** - The proposed structure for the Regeneration & Economic Development Team, as set out in Appendix 3 to the report, be agreed.

Time of commencement: 6.00 pm hours
Time of conclusion: 6.35 pm hours

Chair

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ORGANISATIONAL DEVELOPMENT COMMITTEE

MEETING : Wednesday, 25th November 2015

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

Others in Attendance

Lloyd Griffiths, Head of Neighbourhood Services

Anthony Wilson, Head of Planning

Colin Parkin, Shared HR Service

Tanya Davies, Democratic and Electoral Services Manager

8. DECLARATIONS OF INTEREST

8.1 There were no declarations of interest.

9. REALIGNMENT OF ENVIRONMENTAL PLANNING AND NEIGHBOURHOOD MANAGEMENT SERVICES

9.1 The Committee considered a report of the Head of Neighbourhood Services concerning proposals for a new Neighbourhood Management Service to realign the existing Environmental Planning and Neighbourhood Management Teams.

9.2 The Head of Neighbourhood Services summarised the proposals and explained that they would deliver the required £100,000 savings while protecting frontline services. He noted that no changes had been made to the proposals as a result of the consultation feedback.

9.3 Councillor Haigh asked if there were any future plans to work more closely with the Fire Service to deliver community safety work. She noted the proposed reduction in Neighbourhood Managers and advised that community groups struggled to know who to contact in respect of different matters that arose; she emphasised the importance of building relationships that would help the Council to deliver its aims.

9.4 The Head of Neighbourhood Services advised that Community Safety did not sit within the service areas in question and explained that the Neighbourhood Manager roles would be reviewed to help strengthen links with communities and deliver the Council's Asset Based Community Development priorities.

9.5 The Vice Chair explained that the Fire Service was represented on Safer Gloucester and that consideration would be given to whether Community Safety

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should sit with the Partnership and Engagement Team. She advised that the role of Neighbourhood Managers had changed over time and was currently more focused on environmental matters. She encouraged Members to refer issues raised by community groups to the Partnerships and Engagement Team and noted that the Council welcomed contact from such groups.

- 9.6 Councillor D. Norman noted that the £100,000 savings would be achieved through a combination of changes to the structure and an increase in income and questioned how the income would be factored in. He asked whether the officers were confident that the indicative grades for the posts being re-evaluated were accurate.
- 9.7 The Head of Neighbourhood Services advised that the known income had been built into the proposals and that any new income would be factored in as it arose. He confirmed that the posts had been evaluated at the indicative grades.
- 9.8 The Chair suggested that the service manager post be re-titled 'Neighbourhood Services Manager'.
- 9.9 Councillor Hilton asked whether the responsibility for the stray dog service sat within Neighbourhood Services and noted concerns about service users incurring substantial bills as a result of the changes to the service.
- 9.10 The Head of Neighbourhood Services advised that the stray dog service would transfer to Worcestershire Regulatory Services from 1 December 2015 and that a Neighbourhood Manager within the team would oversee the service for Gloucester City.
- 9.11 Councillor Haigh enquired about the effective date for the proposed redundancies.
- 9.12 The HR representative confirmed that redundancy notices would be issued following approval of the proposals and that individual contractual notice periods would apply.
- 9.13 **RESOLVED** - that the proposal to re-align the Environmental Planning and Neighbourhood Management Services as outlined in Appendix 3 is approved for implementation.

10. RESTRUCTURE OF PLANNING SERVICES

- 10.1 The Committee considered a report of the Head of Planning concerning proposals for a new structure for Planning Services.
- 10.2 The Head of Planning summarised the proposals and noted that the service was required to make £100,000 of savings as part of the budget.
- 10.3 Councillor Hilton queried where planning enforcement featured within the proposals and was advised that it was part of the Private Sector Housing Service, which did not form part of the proposals.

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- 10.4 Councillor D. Norman asked whether the proposals would have an impact on the service's ability to bring in income.
- 10.5 The Chair asked whether the proposals addressed the issues resulting for part-time working arrangements within the service.
- 10.6 Councillor Haigh noted the deletion of a technician post and the comments made about the workloads as part of the consultation feedback. She asked where the ad hoc tasks should be undertaken.
- 10.7 The Head of Planning explained that the Development Control team would be largely unchanged and that funding had been received to support the additional Senior Planner post. A bid had also been submitted to the Homes and Communities Agency for funding for a further Planner post to work on applications within the Housing Zone and, if approved, this would create capacity elsewhere in the team to focus on development control. He reported that steps had been taken to ensure that any issues arising from part-time working arrangements were mitigated to prevent any break in service and confirmed that ad hoc graphic design work should be directed to the County Council shared service.
- 10.8 The Vice Chair questioned the omission of any reference to the importance of ABCD within the functions of Planning Services and called for it to be included in the relevant job description.
- 10.9 The Head of Planning agreed that community engagement was an essential part of the planning process and that officers would seek to strengthen that approach.
- 10.10 Councillor Haigh stated that Councils were not resourced to underwrite ABCD.
- 10.11 The Vice Chair advised that officers should be expected to have an understanding of strength-based community development in order to have the appropriate conversations with communities about what they wanted and how they it could be delivered.
- 10.12 The HR representative advised that it was appropriate for job descriptions to make reference to alignment with relevant council priorities and an understanding on ABCD could be built into the service in that way.
- 10.13 **RESOLVED** - that the proposed structure for Planning Services be agreed and implementation be progressed.

Time of commencement: 6.00 pm hours

Time of conclusion: 6.30 pm hours

Chair

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Meeting:	Organisational Development Committee	Date:	21 December 2015
Subject:	Delivering a Dynamic Corporate Support Service – Consultation responses and Final Proposal		
Report Of:	Managing Director		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
Contact Officer:	Tanya Davies, Democratic and Electoral Services Manager		
	Email: tanya.davies@gloucester.gov.uk	Tel:	39-6125
Appendices:	1. Original consultation document 2. Feedback on comments received and revised proposals		

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 This report sets out details of the consultation and feedback on the comments received during the period of consultation on the proposed changes to Corporate Support team, which is currently part of Democratic and Electoral Services. The report seeks approval for the proposed structure, which has been revised as a result of the feedback received.

2.0 Recommendations

2.1 Organisational Development Committee is asked to **RESOLVE** that the proposed structure for the Corporate Support team, set out in Appendix 2 to the report, be agreed.

3.0 Background and Key Issues

3.1 Proposals to review the Corporate Support team were presented to staff on 27 October 2015 by the Democratic and Electoral Services Manager and the details of the proposals are outlined in Appendix 1. This was the start of a period of consultation with both staff and recognised Trade Unions, with the close of the consultation being on the 13 November 2015.

3.2 As part of the proposals, staff were asked to complete a Working Hours request to indicate their preferred working arrangements within the proposed structure. This was particularly relevant as the organisation was aware that the two members of the team currently on maternity leave had expressed a desire to return to work on a part-time basis.

- 3.3 As well as formally consulting the affected staff, the proposals were circulated for comment to the current Mayor and Sheriff, the Leader of the Council, Group Leaders and the Senior Management Team.
- 3.4 One joint response was received from staff and responses to the points raised are detailed in Appendix 2.
- 3.5 The proposals were also presented to the Trade Union Consultation Meeting and Employee Forum for comment. Trade Unions were generally supportive of the proposals, but questioned the additional costs and the need for a service review only 12 months after the last one. Members were also supportive, noting that aligning support for the Mayor and Sheriff with the wider Members' support function within the Democratic and Electoral Services Team would be beneficial.
- 3.6 As a direct result of the feedback received, the proposals were revised specifically to enable the new Team Leader post to be undertaken on a part-time or job-share basis (see Appendix 2). A further period of consultation was undertaken with staff and Trade Unions and individual meetings took place with staff.
- 3.7 No further changes have been proposed as a result of the additional consultation or meetings with staff and the final proposal is that which is contained in Appendix 2.
- 3.8 It is acknowledged that the ongoing uncertainty brought about by these changes can be worrying for those staff involved, and HR and senior managers will continue to offer support.

4.0 Alternative Options considered

- 4.1 The proposed structure of the service is designed to provide the appropriate level of resource in light of organisational changes and changes to the Corporate Support Team's workload.
- 4.2 A number of options were considered during formulation of the original proposal and the proposals have been revised in light of the feedback received; this demonstrates that significant thought has been given to the appropriate structure and working arrangements for the team.

5.0 Reason for Recommendations

- 5.1 The proposals for the review of Corporate Support will provide the City Council with a service that is able to support the realigned Senior Management Team and Leader of the Council. The new structure ensures the appropriate level of resourcing required to maintain a high-performing and effective Corporate Support Team.

6.0 Future Work and Conclusions

- 6.1 On approval of the proposed structure, the selection process for the Team Leader post will commence as this will directly impact upon the process for awarding the CSO posts.

7.0 Financial Implications

- 7.1 The cost of the proposed structure is approximately £92,000, requiring an additional budget of approximately £15,000. £12,000 was held over from the previous review of the service, earmarked for other service review intentions in the wider Democratic and Electoral Services Team that were subsequently not progressed. Therefore, additional budget of approximately £3,000 is required to fund to proposed structure and this will come from existing budgets. The exact cost of the revised structure will be dependent on the basis upon which the Team Leader role is undertaken (full-time, part-time or job-share).

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

8.0 Legal Implications

- 8.1 There are no legal implications associated with this proposal, other than relevant Human Resources matters, for which support is being provided from the Shared HR Service.

(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 Corporate Support Team and as such, there are no risks associated with the proposals.
- 9.2 There is a risk that individuals will fall outside of the posts available based upon the changes to the hours and days that they would like to work; however, as there are enough hours available within the CSO 2 FTE available, this is not considered to be a significant risk.

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.

- 11.4 A meeting was held with all affected staff at the beginning of the consultation process, to which Trade Union representatives were invited, and following circulation of the revised proposals, individual meetings were held with each member of staff.
- 11.5 Trade Unions had the opportunity to comment on the proposals at the Trade Union Consultation Meeting on 10 November 2015 and the Employee Forum meeting on 12 November 2015. The comments received were generally supportive and no written comments have been received.

Background Documents: None

Delivering a dynamic Corporate Support Service

A Proposal Document for Consultation October 2015

A new structure for Corporate Support

Introduction

In pursuance of savings agreed as part of the Council's Money Plan in February 2013 the post of Chief Executive was deleted from the Council's structure in March 2013. At this time, a review of the Corporate Support Service was already underway and was subsequently revised to take account of the reduction in senior management posts. The new team was formed on 8 September 2014, comprising 2.5 FTEs (subsequently increased to 2.6 FTEs after 6 months operation of the new team) and providing support to the following:

- Leader of the Council
- Corporate Director of Resources
- Corporate Director of Services and Neighbourhoods
- Civics (Mayor and Sheriff)

On 20 November 2014, the Council approved the appointment of a shared post with the County Council to take on the roles of Managing Director and Head of Paid Service for the City Council and Commissioning Director for the County Council. The successful candidate took up the post on 6 July 2015. Executive Support for the Managing Director post is based solely within the Corporate Support Team.

In recognition of the changes to the senior management structure that have occurred since the current team was formed, it is considered that a further review of the Corporate Support Team is now required.

The proposals contained within this consultation paper focus on delivering streamlined, effective and dynamic support for the Leader of the Council, Managing Director and Corporate Directors, and consideration of the appropriate location for support for the Council's civic function, ensuring that there is resilience as the Council moves forward.

Why is restructuring needed?

The current level of resource within the Corporate Support team does not meet the needs of the individuals that it supports and, specifically, the current working arrangements mean that the office is under-resourced at the end of the week. The inclusion of support for the civic function within this team has meant that, over time, the level of support provided to the Senior Management Team has been eroded as the need to build resilience in terms of the civic function has been a priority; however, the focus of the Corporate Support Team should be on strategic support and support for the civic function can more effectively be undertaken in an alternative appropriate place. Additionally it is considered that the current line management arrangements are unnecessarily complicated and that by having the team report directly to those they support, the service will function more effectively.

Previous reviews of the Corporate Support Team have focused on reducing duplication, eradicating waste and improving efficiencies in the way tasks are delivered and the new team will be expected to continue to work towards these aims.

A new structure will be proposed and the role of the Corporate Support Officer and current working practices will also be reconsidered.

Finally, whilst the review should be cognisant of the savings the Council needs to achieve, it is also important to ensure that there is a high performing team that is able to continue providing effective support to senior management now and in the future.

Proposals

This review of the Corporate Support Team will see the establishment of a new organisational structure. A new structure brings with it an opportunity to review working practices and deliver the level of support that Senior Management and the Leadership team requires. It should be emphasised that the proposals are for consultation and the structure may be revised as a result of the consultation feedback. Within this consultation document there is a chart showing the structure for the Corporate Support Team including the proposals to move the reporting arrangements. The main principles for the proposed new structure and working arrangements are as follows:

1. Reporting arrangements

It is proposed that line management responsibility for the team be moved to the Managing Director. This will ensure that support for the highest level of the organisation is managed by those who are directly affected by the performance of the service. This reporting arrangement is more rational than the current line management arrangements through the Democratic and Electoral Services Manager, who has little influence over the team's workload and is somewhat removed from the day-to-day work of the team.

2. Number of posts

In order to ensure that support arrangements are sufficient across the whole of the working week, including the basic requirement for office cover in the event of sickness and leave, it is proposed that the total resource be increased from 2.6 FTE to 3 FTE; the total resource within the team must equate to 3 FTEs across each working day. The current team comprised of 2.6 FTE was created based on the two-Director model of senior management and, following the recruitment of a Managing Director and a three month settling in period, it is clear that the current level of resource does not provide a sufficient level of support to the Leadership team and that the team are unable to meet demands at the end of the week when the level of resource is reduced. Part-time and job-share arrangements will be considered, however, to ensure operational continuity of support to the Leadership team, at least one post would need to be full-time and this will be a Team Leader post (see Section 3 below).

3. Structure

In order to create the appropriate reporting structure and introduce an opportunity for career progression, it is proposed to create a Corporate Support Team Leader post to manage the Corporate Support Officers; the Team Leader post will in turn be managed by the Managing Director. The Team Leader will be expected to co-ordinate the work of the team, ensuring excellent communication and collaborative working, and also to manage the performance of the Corporate Support Officers. It is considered that the Team Leader post should be a full-time position because the post holder will support both the Leader of the Council and the Managing Director. It is not considered to be suitable for job-share because of requirements for continuity across the week and consistency of management for the team; the line management capacity of the Managing Director is also a factor given that his role at the City Council is part-time. The Team Leader post will be subject to a job evaluation process.

4. Remit

Alongside the changes to the structure of the team it is proposed that support for the civic function will remain within the Democratic and Electoral Services Team, aligned to the wider Members' support role and making use of the team's strong links with Members. This will allow the Corporate Support Team to focus on support for strategic functions and potentially provide a level of support to members of the Senior Management Team who are currently not in receipt of administrative support.

The next steps

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

The cost of the proposed structure is approximately £92,000 based on each post being undertaken by a single FTE, requiring an additional budget of approximately £15,000. £12,000 was held over from the previous review of the service, earmarked for other service review intentions in the wider Democratic and Electoral Services Team that were subsequently not progressed. Therefore, additional budget of approximately £3,000 is required to fund the proposed structure.

The job evaluations

The new role discussed in this document will be evaluated by a Hay panel. There is no intention to submit the Corporate Support Officer post for re-evaluation.

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

Proposed Structures

The rest of this document details the proposed structures and rationale behind the changes being proposed, together with the timetable for consultation and implementation.

Appendix 1 shows the current structure and reporting arrangements for the Corporate Support Team and the proposed new arrangements.

Appendix 2 lists the proposed staff changes within the Corporate Support Team.

Appendix 3 shows the revised job description and person specification for the Corporate Support Officer role.

Appendix 4 shows the proposed job description and person specification for the Corporate Support Team Leader role.

All staff affected by these changes are encouraged to respond to the proposals, whether individually or as a team.

Overview of the Process

General support

Any reorganisation, no matter what the scale of the impact, can cause some uncertainty for those involved. HR support throughout the process will be provided by Bhavnita Patel. Support of a more general nature will also be provided by Tanya Davies, Democratic and Electoral Services Manager and members of 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 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 posts.

Appeals

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

Implications for those affected

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

Timetable

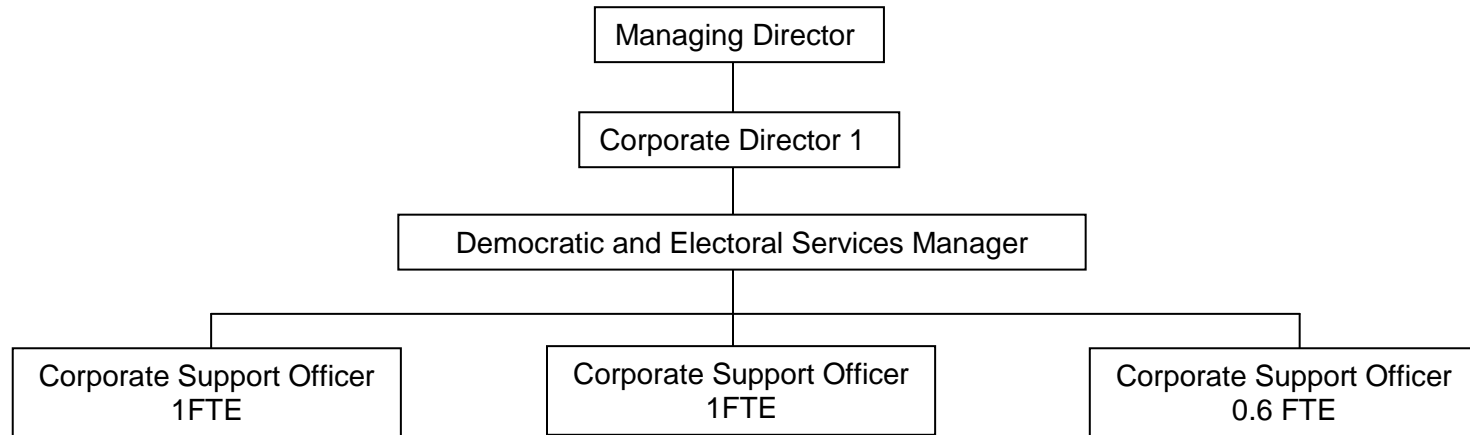
Consultation with Staff	26 October 2015
Consultation with Trade Unions	26 October 2015
Trade Union Consultation Meeting	10 November 2015
Employee Forum	TBC anticipated w/c 9 November 2015
Close of consultation	13 November 2015
Organisational Development Committee	25 November 2015
Formation of new team	TBC

How to respond

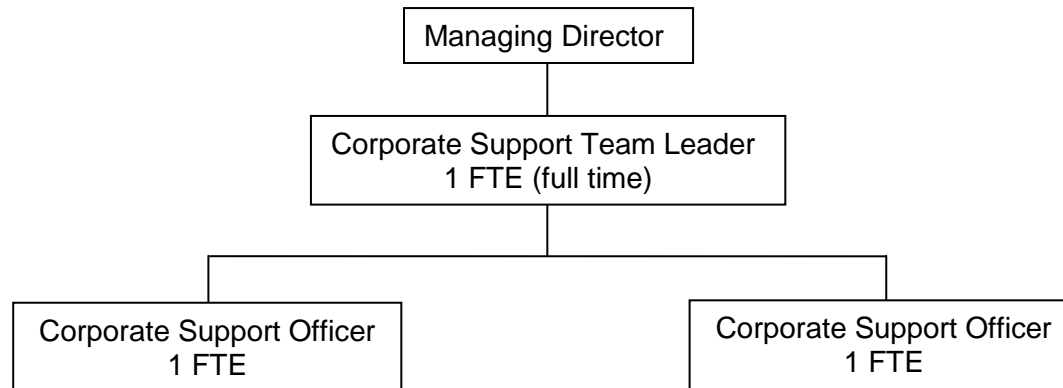
Please send your comments or questions to:

Tanya Davies
Democratic and Electoral Services Manager
tanya.davies@gloucester.go.uk
Internal post: 5th Floor Kimberley Warehouse

Current Structure for the Corporate Support Team



Proposed Structure for the Corporate Support Team



NB. It is proposed that the total resource will equate to 3 FTEs across each working day, however, part-time/job-share arrangements will be considered for Corporate Support Officer posts, subject to cover being sufficient from Monday to Friday.

Staff Changes

The following indicates how the proposals will affect individuals:

Corporate Support Officer 1 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer
Corporate Support Officer 0.6 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer
Corporate Support Officer 1 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer

DIRECTORATE : Managing Director's Office

SERVICE : Corporate Support Service

JOB TITLE : Corporate Support Officer

GRADE : E

REPORTS TO : Corporate Support Team Leader

SUPERVISORY RESPONSIBILITY TO : None

JOB PURPOSE:

To provide a comprehensive support service for the Senior Management Team and the Leader of the Council.

DUTIES AND RESPONSIBILITIES:

1. To manage Senior Management movements and appointments effectively and in a timely manner.
2. To ensure all aspects of meetings / conferences are organised, agendas developed and prompt action taken, maintaining timely responses to deadlines at all times.
3. To attend and minute meetings as required.
4. To remain conversant with workloads for Senior Management in order to assist with management of workload and field enquires on service issues.
5. To liaise with members of the public and elected Members on behalf of the Senior Management Team.
6. To provide a strictly confidential service to the senior management team. Due to direct access to highly confidential and sensitive information it is essential that complete confidence is maintained at all times.
7. To prioritise work and deal with it appropriately by distinguishing the urgent and important/information and action.
8. To undertake tasks, project work and research as directed with minimal supervision.
9. To receive, sort and prioritise mail, and emails, redirecting as appropriate and responding to all routine correspondence without direction
10. To provide cover across the team as and when required.
11. To take every opportunity to promote equality and diversity, eliminate harassment, discrimination and victimisation and to adhere to the duties of the Equality Act 2010.
12. Carry out any other duties which fall within the broad spirit, scope and purpose of this job description and which are commensurate with the grade of the post.

PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
Education & Qualifications	Advanced IT skills	
Experience & Knowledge	Previous experience of working as a Personal Assistant	Experience of working for a senior manager
	Appropriate level of data protection, security awareness and confidentiality awareness.	
	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels.	
Skills & Abilities	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels	
	Ability to arrange conferences and meetings	
	Ability to work and act on own initiative	
	Able to contribute positively to the team	
	Ability to demonstrate excellent communication skills both orally and written	
	Ability to develop effective administration and support systems	
	Ability to work to tight deadlines and under pressure	
	Ability to prioritise and manage own and others workloads	
	Able to ensure that internal policies and procedures are complied with	
	Willingness to work flexibly	

DIRECTORATE : Managing Director's Office
SERVICE : Corporate Support Service
JOB TITLE : Corporate Support Team Leader
GRADE : subject to job evaluation
REPORTS TO : Managing Director

SUPERVISORY RESPONSIBILITY TO : Corporate Support Officers (2 FTE)

JOB PURPOSE:

To lead and manage a comprehensive support service for the Senior Management Team and the Leader of the Council.

DUTIES AND RESPONSIBILITIES:

1. To manage and co-ordinate the work of the Corporate Support Team, including line management of staff.
2. To manage staff development, skills and reviewing performance in conjunction with the senior management team.
3. To co-ordinate workload and office cover arrangements, ensuring that the Senior Management Team and Leader of the Council have a sufficient level of support at all times.
4. To lead the Corporate Support Team in the identification and implementation of new working practices.
5. To manage Senior Management movements and appointments effectively and in a timely manner.
6. To ensure all aspects of meetings / conferences are organised, agendas developed and prompt action taken, maintaining timely responses to deadlines at all times.
7. To attend and minute meetings as required.
8. To remain conversant with workloads for Senior Management in order to assist with management of workload and field enquires on service issues.
9. To liaise with members of the public and elected Members on behalf of the Senior Management Team.
10. To provide a strictly confidential service to the senior management team. Due to direct access to highly confidential and sensitive information it is essential that complete confidence is maintained at all times.
11. To prioritise work and deal with it appropriately by distinguishing the urgent and important/information and action.
12. To undertake tasks, project work and research as required.
13. To receive, sort and prioritise mail, and emails, redirecting as appropriate and responding to all routine correspondence without direction
14. To provide cover across the team as and when required.
15. To take every opportunity to promote equality and diversity, eliminate harassment, discrimination and victimisation and to adhere to the duties of the Equality Act 2010.
16. Carry out any other duties which fall within the broad spirit, scope and purpose of this job description and which are commensurate with the grade of the post.

PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
Education & Qualifications	Advanced IT skills	
Experience & Knowledge	Experience of working for a senior manager	Experience of managing / supervising staff
	Appropriate level of data protection, security awareness and confidentiality awareness	
	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels	
	Experience of implementing new working practices.	
	Experience of arranging conferences and meetings	
Skills & Abilities	Ability to lead a multidisciplinary team and establish good working relationships at all levels	
	Ability to work and act on own initiative	
	Ability to demonstrate excellent communication skills both orally and written	
	Ability to develop effective administration and support systems	
	Ability to work to tight deadlines and under pressure	
	Ability to prioritise and manage own and others workloads	
	Able to ensure that internal policies and procedures are complied with	
	Willingness to work flexibly	

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Delivering a Dynamic Corporate Support Service

**Feedback on comments
received and revised
proposals for
consultation**

Introduction

The proposal document, 'Delivering a Dynamic Corporate Support Service' was issued for consultation to affected staff and to trade unions on 26 October 2015 and responses were invited during the consultation period. Observations were also invited from members of the Leadership team currently in receipt of support from the team, as well as the current Mayor and Sheriff and Group Leaders. A meeting was held with affected staff on 27 October 2015 and trade unions were invited to attend.

One formal response to the consultation was received and this was a joint response from the affected staff. Staff were also asked to complete a Working Hours request to indicate their preferred working arrangements within the proposed structure. The organisation wishes to thank the members of staff for taking the time to provide detailed responses to the proposals. Responses to the feedback from staff are detailed in Appendix 2.

The consultation document was considered at the Trade Union Consultation Meeting and a Special Meeting of the Employee Forum, where the proposals were generally well-received and the trade unions confirmed that they would not be submitting any written comments.

The proposals have been revised in light of the comments received from affected staff.

Revised proposals

1. Reporting arrangements

No changes proposed. It is still proposed that line management responsibility for the team be moved to the Managing Director.

2. Number of posts

No changes proposed. It is still proposed that the total resource be increased from 2.6 FTE to 3 FTE and that the total resource within the team must equate to 3 FTEs across each working day. Part-time and job-share arrangements will be considered.

3. Structure

It is still proposed that a Team Leader post (evaluated as Grade F), managed by the Managing Director, will be created within the required 3 FTE, however, part-time or job-share arrangements will be considered within the following parameters:

Part-time – minimum of 0.6 FTE, to include Thursdays and Fridays (to reflect current workload demands)

Job-share – two individuals each working 19.5 hours to cover the full working week (inclusive of a one hour overlap to allow for a thorough handover to take place)

In the event of a part-time arrangement being agreed, the remaining portion of the FTE will be filled through additional CSO resource to achieve the required 3 FTE across each working day.

The Team Leader will still be required to lead on support for both the Leader of the Council and the Managing Director.

4. Remit

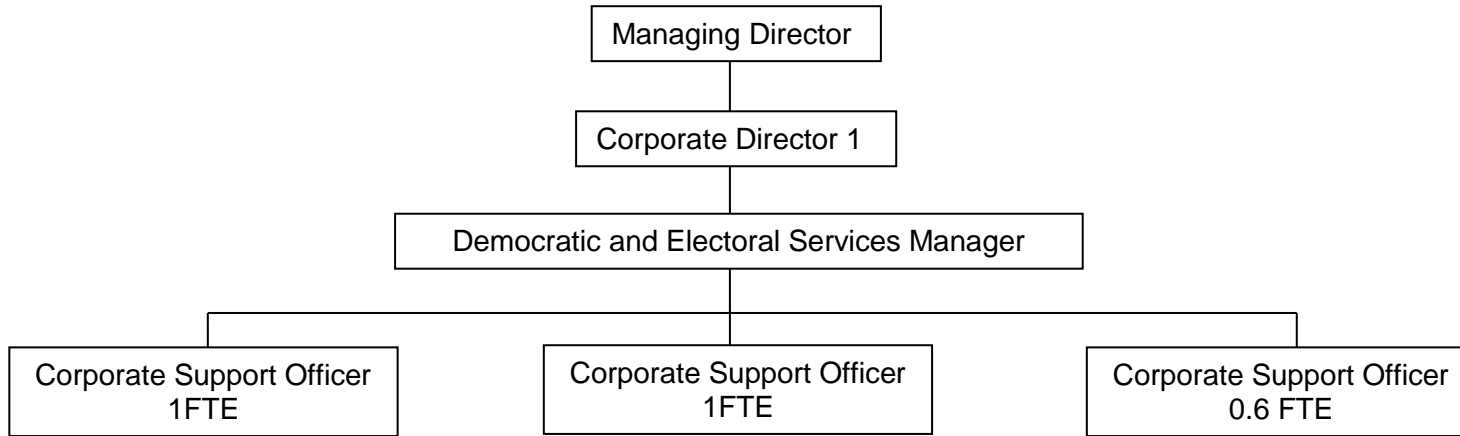
No changes proposed. It is still proposed that support for the civic function will remain within the Democratic and Electoral Services Team.

The next steps

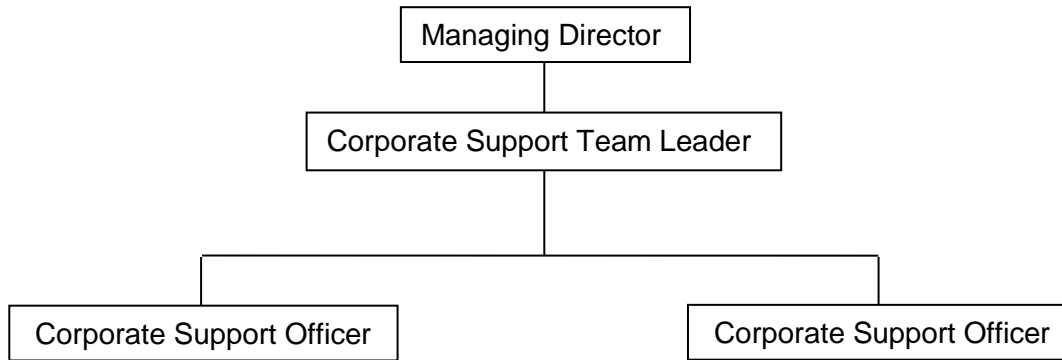
Affected staff are invited to review their Working Hours requests in light of the revised proposals and respond by 24 November 2015. Individual meetings will be arranged with staff to discuss their options. The revised proposals will also be sent to the trade unions.

In light of the further consultation required, the timescale for the review has been extended and it is anticipated that the final proposal will be considered by the Organisational Development Committee on 21 December 2015.

Current Structure for the Corporate Support Team



Proposed Structure for the Corporate Support Team



NB. It is proposed that the total resource will equate to 3 FTEs across each working day, however, part-time/job-share arrangements will be considered for all posts, subject to cover being sufficient from Monday to Friday.

Feedback on comments received

In the table that follows, comments have been grouped accordingly and responses provided.

Comment	Response
<p>Comments relating to the Team Leader role</p> <ul style="list-style-type: none"> We believe that within the organisation the CST is the one team which can easily be carried out on a job-share basis. It has been evidenced that the CSO role can successfully be carried out both part-time and job shared. By stating that the Team Leader role should be considered as a full-time position we feel that it is discriminating against those capable of this role who work part-time hours, therefore reducing their opportunity for career progression. We disagree that the requirement for a Team Leader should be a full-time position. This role can be successfully carried out on a part-time or job-share basis. There are higher management roles throughout the organisation that are and have been carried out on a part-time basis. For example, the Managing Director runs the whole organisation on part-time hours, the Democratic Services Manager runs the service on compressed hours and is not in the office on a Friday. Until recently the Head of Legal (who ran the whole of the Legal Service for the Organisation) was in the office 3 days a week. By grouping the Leader and the Managing Director to one position will put more pressure on the remaining two CSO's during times of absence and leave and therefore the level of support during this time will be reduced. Although the Leader and Managing Director are not in the office full-time they still require the same individual 	<p>Management agrees that the Corporate Support Officer roles lend themselves well to part-time and job-share arrangements, as detailed in the consultation document. Management accept that the Team Leader role could be undertaken on either a part-time or job-share basis within certain parameters. Part-time (minimum of 0.6 FTE) would be acceptable as long as the working days included Thursdays and Fridays to reflect the current workload demands, which could be subject to change. Job-share would be acceptable on the basis of two individuals each working two and half days with a two hour overlap to facilitate a thorough handover. As the central requirement within the proposal is for 3 FTE across each working day, any portion of an FTE remaining as a result of the Team Leader being part-time will be filled by additional CSO resource to achieve the required 3 FTE.</p> <p>Management agrees that there are many examples of managers operating flexible working arrangements successfully across the organisation; however the primary concern here is that the level of support is at an adequate level on each working day because the team is relied on for direct support by others. Although management accepts that the Team Leader role can be undertaken through a flexible working arrangement, this does not alter the requirement for 3 FTEs to be present on each working day.</p> <p>Although the Team Leader will be expected to lead on support to the Leader of the Council and the Managing Director, it does not follow that they will be responsible for carrying out all work requests emanating from those individuals. The team is expected to work collaboratively at all times, taking on tasks from any member of the Leadership team as</p>

<p>level of strategic support of a FTE. This is a very busy office which is demanding at times and we feel that this has not been fully recognised. Having individual 1:1's direct with those that the CSO support will benefit all by having closer working relationships, improving stronger support and having greater understanding of the daily workloads and requirements of both the Management and the CSO's.</p> <ul style="list-style-type: none"> • As the Team Leader post is a higher graded role with supervising responsibility, during periods of absence there is some concern with regard to the adequate cover expected from the two remaining CSO's. • Will the Team Leader be recruited before the CSO posts are filled? We have questions around this which we would like to discuss further. 	<p>and when required, with the Team Leader responsible for delegation and oversight as necessary. Therefore, short-term planned and unplanned absence is not expected to impact significantly on continuity of support. Individual reporting arrangements will only serve to reinforce a culture of 121 support and this is not desired; teamwork and collaborative working must be central to the team's approach.</p> <p>This directly contradicts previous requests to allow the Team Leader to be undertaken on a part-time basis. Again, the support element of the team's functions is a shared responsibility and as such continuity of support is expected in the event of planned and unplanned absence.</p> <p>This will depend upon the outcome of further consultation on the revised proposals.</p>
<p>Comments relating to the level of resource</p> <p>Increasing the resource from 2.6 to 3 FTE will not resolve the problems that occur during times of annual leave and sickness (i.e. having 1/2 people in the office). Also this increase will not provide sufficient strategic support for the current directorate along with additional support required for Cabinet, Councillors and other Managers. With the recent increase in Management, having 4 FTE's will ensure that the required effective and dynamic strategic support is provided to the Leader, MD and Directors across the whole of the working week (as demonstrated in previous years when a similar arrangement was in place). This option will also increase capacity within the team to provide additional support for Cabinet Members, Councillors and SMT. As the organisation has reduced in size over the past year, the current Corporate Support Team have found that there has been a much greater need to provide additional support to Cabinet members, councillors, managers and officers, which we have accommodated, but at times has also had an impact on the level of support provided to the current directorate.</p>	<p>It is recognised that the current level of resource does not meet the needs of the service; however, by increasing from 2.6 to 3 FTEs (across each working day) and moving support for the civic function away from the Corporate Support Team, the proposed level of resource will be adequate. The workload does not warrant a further additional FTE.</p>

<ul style="list-style-type: none"> We have considered that there may be cost implications involved for the additional FTE but as we have not had sight of the breakdown of costs (as requested by GMB during the meeting) we are unable to make exact calculations. Although we appreciate this will incur additional costs, we feel by increasing the team to 4 FTE's will be beneficial to the organisation as a whole. 	<p>The consultation document indicated that the proposed structure would cost an additional £3,000. The addition of one more FTE at Grade E would result in a further increased cost of £29,149 (salary plus on costs). This additional cost cannot be justified at the present time and, while a higher level of office cover is always desirable, this must be balanced against the workload to achieve the appropriate level of resource.</p>
<p>Comments relating to the reporting arrangements</p> <ul style="list-style-type: none"> The consultation document states that <i>“the current line management arrangements are unnecessarily complicated and by having the team report to those they directly support the service will function more effectively”</i>. We fully agree with this comment and by having an additional FTE there will be no requirement for a team leader as each Corporate Support Officer would report directly to those they support. This will enable the Leader/SMT to have a better understanding of the individuals and teams workload through 1:1's and appraisals. Currently we manage our own annual leave, liaising as a team, to ensure there is adequate support in the office before requesting our leave to be approved and this has never caused any problems. 	<p>If each member of the Corporate Support Team were to report to a different individual, there would be no accountable individual to encourage collaborative working or to co-ordinate and oversee the work of the team; achieving this is a priority within the proposal. Additionally, it would not be appropriate for any of the Corporate Support Officers to report to the Leader of the Council.</p> <p>The creation of the Team Leader post also creates an important opportunity for career progression within the team; without this post, the structure of the team remains flat.</p>
<p>Other comments</p> <ul style="list-style-type: none"> Prior to two members of the CST going on maternity leave, we worked well together as a successful team providing a high level of support and ensuring operational continuity to the Leadership team. Apart from the coordination of cover arrangements as mentioned above, this included sharing of workloads and flexible working during times of low resources. Flexibility - Although the current CSOs will be requesting to work part-time, the team can be flexible, with notice, with their working days to cover the office during periods of high demanding workloads, leave and sickness. 	<p>This is not in question, however, the Senior Management structure has changed and it is considered necessary to review to the structure of the team to reflect those changes.</p> <p>While management are grateful for these comments, such arrangements would not be enforceable, therefore, the appropriate level of permanent cover is the primary consideration and achieving 3 FTEs across each working day is the main priority.</p>

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