



## Organisational Development Committee

**Meeting: Thursday, 29th October 2015 at 6.00 pm in Meeting Room 1,  
North Warehouse, The Docks, Gloucester, GL1 2EP**

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

### AGENDA

<b>1.</b>	<b>APOLOGIES</b> To receive any apologies for absence.
<b>2.</b>	<b>DECLARATIONS OF INTEREST</b> 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.
<b>3.</b>	<b>AN ORGANISATION FIT TO DELIVER OUR AMBITIONS</b> (Pages 5 - 16) To receive the report of the Managing Director concerning a review of the senior management structure.
<b>4.</b>	<b>REALIGNING THE REGENERATION AND ECONOMIC DEVELOPMENT SERVICE</b> (Pages 17 - 38) To receive the report of the Corporate Director of Services and Neighbourhoods concerning the realignment of the Regeneration and Economic Development Teams.

**Jon McGinty**  
Managing Director

**Date of Publication: Wednesday, 21 October 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](mailto: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](mailto:democratic.services@gloucester.gov.uk).

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

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<b>Meeting:</b>	<b>Special Organisational Development Committee</b>	<b>Date:</b>	<b>29 October 2015</b>
<b>Subject:</b>	<b>An Organisation Fit To Deliver Our Ambitions</b>		
<b>Report Of:</b>	<b>Managing Director</b>		
<b>Wards Affected:</b>	<b>All</b>		
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework:</b>	<b>No</b>
<b>Contact Officer:</b>	<b>Jon McGinty, Managing Director</b>		
	<b>Email: jon.mcginty@gloucester.gov.uk</b>	<b>Tel: 39-6100</b>	
<b>Appendices:</b>	<b>1. Proposal Document For Consultation</b>		

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

1.1 This report sets out proposals for a revised senior management structure based upon retaining two Directors and re-organising the functions that each is responsible for. The report seeks approval for the proposed structure.

### 2.0 Recommendations

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

- (1) The proposed senior management structure as outlined in this report and set out in Appendix 1 be approved.
- (2) The proposed process, set out in Appendix 1, for implementation of the new management structure be approved; and
- (3) 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.

### 3.0 Background and Key Issues

3.1 The attached consultation document sets out the key issues and reasons for the recommendations. The new Managing Director has reviewed the senior management structure to ensure that it best delivers the Council's objectives. The review is also necessary to address both the forthcoming departure of the Corporate Director of Services and Neighbourhoods and existing secondment arrangements in respect of the other Corporate Director post, as well as to ensure that the Council's resources are organised to reflect and align with key partnership arrangements that have been, or are in the process of being, put in place.

- 3.2 It is proposed that the number of Directors remains at two in order to effectively discharge the Council's functions and support the Managing Director in his joint role with County Council; this is also consistent with the recommendations of the Peer Review. Broadly speaking, one Director will take on a 'service director' role, with the other being more focused externally on building relationships and partnerships, though both will need to have a well-rounded set of leadership skills.
- 3.3 The business areas and functions allocated to each director are indicated in the appendix and this includes the redistribution of various contract/client management functions to the services most directly affected by their performance in order to deliver a strong 'intelligent client' function. Furthermore, other service areas have been grouped together where it is considered that they can work more effectively together.
- 3.4 It is proposed that the Head of Regeneration and Economic Development will report directly to the Managing Director to provide additional support for delivering key regeneration objectives.
- 3.5 Finally, the Asset Based Community Development (ABCD) Team and Community Engagement Team have been separated from the wider Public Protection Team and given a more prominent role within the new Partnerships and Communities Directorate to reflect Council's emphasis on ABCD moving forward.
3. The consultation period is due to close on 28 October 2015 and any comments received will be verbally summarised for the Organisational Development Committee meeting. The proposals were considered by the Trade Union Consultation Meeting on 19 October and by the Employee Forum on 21 October.

#### **4.0 Alternative Options Considered**

- 4.1 It is considered that continuing with a two Director model is the Council's only viable option; the Council could not function effectively with less than two Directors and budget constraints prevent the addition of more.

#### **5.0 Reasons for Recommendations**

- 5.1 The Council's senior management structure needs to be reviewed in order to take account of and reflect the new partnership arrangements that have been, and are seeking to be, put in place, and the Managing Director is now in a position to bring forward proposals on how best to align the senior management structure to deliver the Council's objectives.
- 5.2 A review of the senior management structure is also required in order to address the departure of the Corporate Director of Services and Neighbourhoods and the expiration of second arrangements in respect of the other Corporate Director post.
- 5.2 The proposals also meet the recommendations of the Peer Challenge Review.

#### **6.0 Future Work and Conclusions**

- 6.1 If the recommendations are approved, the appropriate processes will be followed to implement the new structure and it is proposed that, in order to maximise the pool

of potential applicants in the shortest time, both positions are advertised simultaneously internally and externally. Approval for the process of Director appointments, along with consideration of their salaries and contractual terms, rests with the Organisational Development Committee.

## **7.0 Financial Implications**

7.1 Both Corporate Director job descriptions will be subject to evaluation by a Hay Group Consultant. For information, Corporate Director roles have previously been scored as 'Job Size 5', which would equate to salary scales of £80,427-£88,893.

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

## **8.0 Legal Implications**

8.1 The implementation of the new structure and selection of the Corporate Directors will need to follow due process by reference to internal HR procedures, employment law and the Constitution.

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

## **9.0 Risk & Opportunity Management Implications**

9.1 The proposals will ensure that the senior management structure is fit to deliver the Council's objectives and to reflect the establishment of key partnership working arrangements.

9.2 Resilience at senior management level will be achieved by filling both Corporate Director roles on a permanent basis, as recommended by the Peer Challenge Review.

## **10.0 People Impact Assessment (PIA):**

10.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

## **11.0 Other Corporate Implications**

### Community Safety

11.1 There are no specific issues arising from this report.

### Sustainability

11.2 There are no specific issues arising from this report.

### Staffing & Trade Union

11.3 There are no redundancy consequences from the proposals, as one Corporate Director is taking up a post elsewhere and the other is seconded into the position and has a substantive post that remains unaffected by this review. Trade Unions

and all staff have been invited to comment during the consultation process and any feedback will be reported to the Organisational Development Committee.

**Background Documents:** Peer Review Report  
HR Policies and Procedures



# **An Organisation Fit To Deliver Our Ambitions**

## **A Proposal Document for Consultation**

**October 2015**

## **A new structure for the Senior Management Team**

### **Why is restructuring needed?**

The new Managing Director (a shared role, working for both the City Council and the County Council) started work in July 2015. As Head of Paid Service, he has a statutory obligation to advise the City Council as to how best to organise its resources to deliver the Council's objectives. He has now been in post for three months and has developed sufficient understanding of how the Council works, and what it aspires to, to be able to bring forward proposals.

The Director of Services and Neighbourhoods (Martin Shields) is leaving the Council in December in order to take up a new role elsewhere, so this impending departure needs to be addressed. Additionally, the other Corporate Director role has been filled by Ross Cook on an 'acting up' secondment basis (with others below Ross acting up in turn). This chain of secondments is due to expire in February 2016 and again this will need to be addressed.

Lastly, the Council currently has in place (or is putting in place) a number of new partnership arrangements to provide strategic leadership in certain key business functions. The senior management structure of the Council needs to be reviewed in order to reflect and align with these partnerships.

### **Proposals**

In addition to addressing the impacts noted above, the key outcomes aimed to be achieved by this review are:

- To provide continuity wherever possible by minimising the degree of organisational change. The council has been through a considerable amount of structural change in recent years, and this review is cognisant of that fact.
- To provide sufficient senior management resource to effectively discharge the Council's functions, bearing in mind the partnership arrangements in place.
- To consider how best to provide an 'intelligent client' function to a number of outsourced and partnership service delivery arrangements.
- Bringing together a number of lines of business to provide greater synergy and cooperation.
- Boosting the position and importance that the Council places on Asset Based Community Development work, and working collaboratively with communities and partner agencies to best enable strong, value-creating communities.

In order to deliver these outcomes, a senior management structure as set out in appendix 1 is proposed. This diagram indicates functions, not individuals, and it is proposed that the new Directors (once appointed) are empowered to consider what management structures they need beneath them.

This structure reflects the following key points:

- As recommended by the most recent Peer Review, it is proposed that the number of Directors remains at two. This is necessary given that the Managing Director role is essentially a part-time one: it is not plausible that the Council could effectively function with less, and the Council cannot realistically afford more.
- One Director post could be described as more of a 'service director' role, whilst the other is more focused externally on creating and building relationships and partnerships with other agencies and communities. Both posts will be expected to act and take corporate responsibility as members of a Senior Management Team. Both posts will need to be filled by individuals with a broad well-rounded range of behaviours and skills, and this will need to be tested as part of the recruitment process.
- The Head of ED and Regeneration would report directly to the Managing Director. This will allow the MD to bring his experience to support the Leader and the post-holder on regeneration schemes, as well as providing an appropriate officer performance management structure for the post-holder.
- The proposal sees the redistribution of various contract/client management functions around the organisation, to embed these within those teams that have the greatest stake in their performance, rather than centralising a range of disparate contracts management into a single team. Doing so should help the Council deliver a strong 'intelligent client' function necessary to manage diverse services and relationships, and to best appreciate the delivery impacts. In the diagram in appendix 1, the boxes in blue indicate the proposed distribution of these functions.
- Certain functions have been grouped together where it is believed that they can work more effectively together. For instance, it is proposed that there is a deal of commonality and benefit in the integration of: Culture & Heritage (i.e. Guildhall & museums); City Centre management; TIC; Markets; Parking; Shopmobility; and the (officer) management of the relationship with MGL.

The Asset-Based Community Development and Community Engagement team have been separated from its current place within Public Protection, and will have a more prominent role within the new Partnerships and Communities Directorate.

### **The next steps**

This report focuses on the senior management structure needed for the City Council. A proposed structure has been produced that sees the recruitment and appointment of two Corporate Director posts. Consultation with staff and Trades Unions will take place, after which formal reporting and decision-making will begin.

It is proposed that in order to maximise the pool of potential applicants in the shortest time, both positions are advertised simultaneously internally and externally. Approval for the process of Director appointments, along with consideration of their salaries and contractual terms, rests with the Organisational Development Committee.

Draft job descriptions for the two Director roles will be developed prior to recruitment. These will identify, in a quantitative way, the significant areas within the council upon which the jobs impact, either directly or indirectly. The two job descriptions will be evaluated by a Hay Group consultant. 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.

A job's size and shape serves as a starting point for many job evaluation applications. Job size is determined by a post holder's Accountability, Know-How, and Problem Solving, and reflects the job's relative value to the organisation. The relative proportions of Accountability, Know-How and Problem Solving that make up the job determine its shape.

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.

Corporate Director roles have previously been scored as 'Job Size 5', which would equate to salary scales of £80,427 - £88,893. Incremental progression is not automatic within the Corporate Directors' grade and is based on performance.

### **Proposed Structures**

Appendix 1 shows the proposed new structure.

## **Overview of the Process**

### **General support**

It is recognised that any reorganisation can be perturbing for those involved and for their colleagues.

Any individual employees affected by this review have access to the Council's free, confidential and external counselling service and should raise queries with the City Council HR. Support to prepare for interviews will be considered if requested by employees.

HR advice and support to the Head of Paid Service will be provided by Gloucestershire County Council HR 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.

### **Consultation**

During consultation, which will last for a two week period, the City Council will invite comments, suggestions and alternatives from the trade unions and employees on any aspect of the proposed structure. Feedback should be provided in writing.

### **Selection process**

There will be a consistent, robust recruitment and selection process for the two Director posts. Appointments to Director roles are by a Member panel supported by the Head of Paid Service and HR.

### **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.

## Timetable

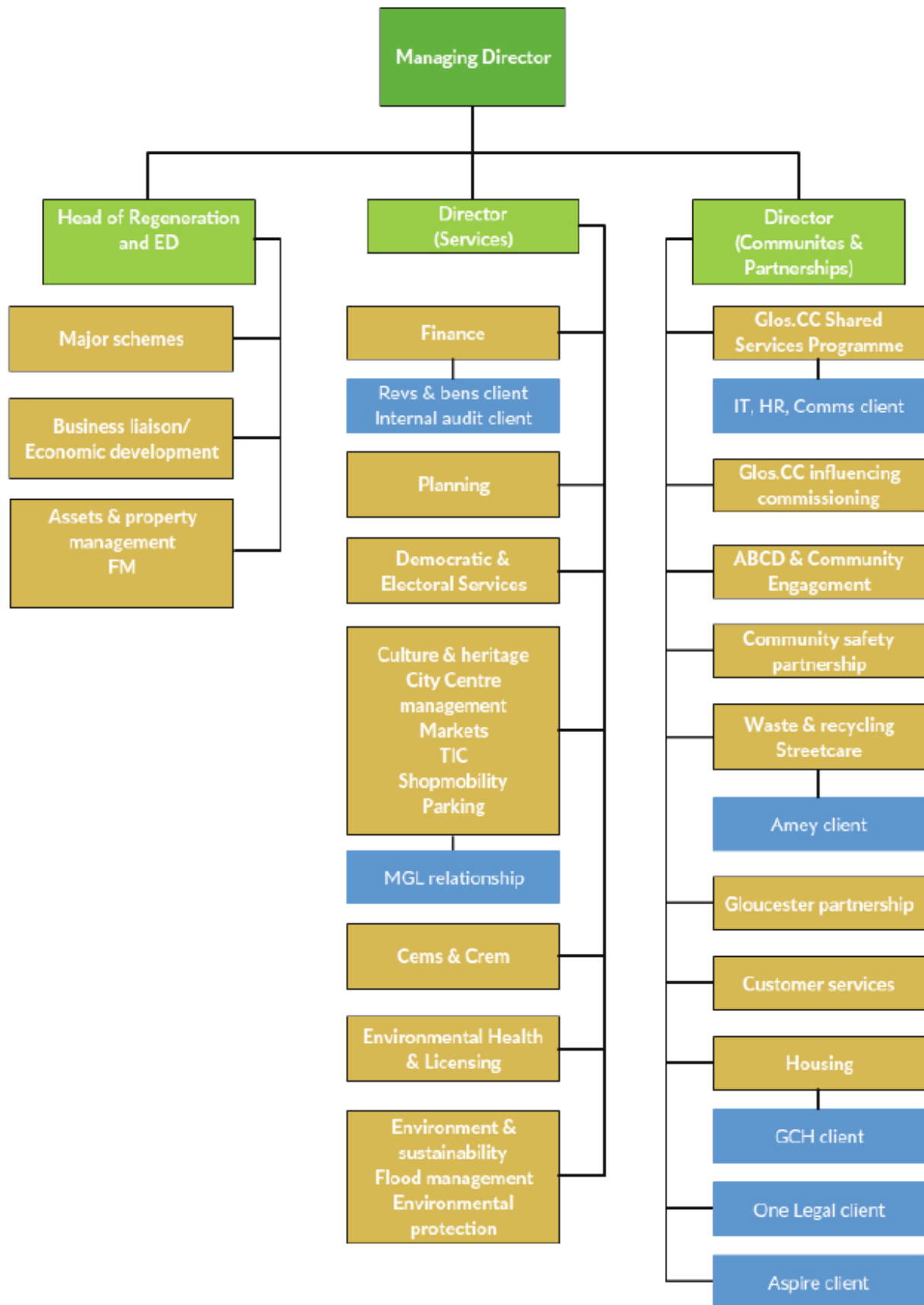
Consultation with Staff	14-28 October 2015
Consultation with Trade Unions	As above
Trade Union Consultation Meeting	19 October 2015
Employee Forum	To be circulated to members via email
Organisational Development Committee	29 October 2015

## How to respond

Please send your comments or questions to:

Jon McGinty  
Managing Director  
Email: [jon.mcginty@gloucester.gov.uk](mailto:jon.mcginty@gloucester.gov.uk)  
Internal post: 4th Floor, Phillpotts Warehouse

**Appendix 1 – Proposed Structure**



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<b>Meeting:</b>	<b>Special Organisational Development Committee</b>	<b>Date:</b> 29 <sup>th</sup> October 2015
<b>Subject:</b>	<b>Realignment of Regeneration and Economic Development Teams</b>	
<b>Report Of:</b>	<b>Corporate Director of Services and Neighbourhoods</b>	
<b>Wards Affected:</b>	<b>No wards directly affected</b>	
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework: No</b>
<b>Contact Officer:</b>	<b>Anthony Hodge, Head of Regeneration and Economic Development</b>	
	<b>Email: Anthony Hodge@gloucester.gov.uk</b>	<b>Tel: 39-6034</b>
<b>Appendices:</b>	<b>1. Review of Regeneration &amp; Economic Development Consultation Document</b> <b>2. Consultation responses</b> <b>3. Final proposal</b>	

**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 Teams within the Regeneration and 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 Team, as set out in Appendix 3 to the report, be agreed

**3.0 Background and Key Issues**

3.1 Proposals to realign the Regeneration and Economic Development Teams were originally presented to staff and Trades Unions through a consultation process that commenced on the 24<sup>th</sup> September 2015 and concluded on the 12<sup>th</sup> October 2015. The Consultation Report was also presented to the Trade Union Consultation meeting on the 6<sup>th</sup> October 2015. A formal meeting of the Employee Forum was not held but responses invited by email. The only response received was that by the trade union, Unison. The issues raised in that response are addressed in Appendix 2.

**4.0 Proposal**

- 4.1 Economy and Regeneration forms a key component of the Council Plan. It identifies Growing Gloucester's Economy as a key priority which includes:
- Attracting investment, nurturing & encouraging enterprise
  - A City with skills and job opportunities
  - A thriving centre and regeneration of the City
- 4.2 This is a demanding agenda that crosses both the regeneration and economic development activity areas. The Regeneration Team is currently separate to the Economic Development (ED) Team. The subject of this report, the realignment of the existing Regeneration & Economic Development Teams, looks to create a more multi-faceted team, under a single mid-tier manager, capable of delivering both the physical regeneration and economic development programmes for the city, needed to deliver the priorities identified above.
- 4.3 Vacancies within both teams provide a major opportunity to align both subject areas with minimum disruption. There is clear synergy between the activities of the two and by bringing them together will provide a significant ability to increase our economic regeneration capability.
- 4.4 Economic Development is very much about having a clear product or context allowing companies to stay, grow or relocate to Gloucester. Inward investment in its own right can bring significant benefits, but these are hard won. Investment needs a product in terms of sites, skills, business support and quality of life. This team will be driven to create this product through the delivery of three key components:
- Funding Opportunities – to identify funding opportunities and to have the ability and capacity to prepare coherent business plans to secure those opportunities. This will include establishing a pipeline of projects based around sites, premises, skills, business support.
  - Partnership – the City cannot work in isolation and must work with key partners including the Local Enterprise Partnership – GFirst. An ability to influence beyond Gloucester's boundaries will be essential not least as the devolution debate gains momentum. An ability to work with local community groups is also key to ensure local people are empowered, through ABCD, to benefit from the opportunities created
  - Delivery – the ability to seek out and secure funding opportunities, create a multi-dimensional ED product and working in partnership must all be complimented by a direct ability to deliver both the capital based and revenue based projects and programmes. Delivery is key to achieving the Council's key priorities and this will be enshrined in everything the team does.
- 4.5 The consultation process has not resulted in any substantive changes being proposed to the original paper contained in Appendix 1. However from discussions with the existing team members it is proposed that their job titles and job descriptions remain unchanged, and this is now reflected in the structure (Appendix 3).

4.6 The total existing budget available for the Regeneration and Economic Development Teams is £254,000. The proposed structure is costed at £266,000, which is more than the available resources. To address this and to ensure that the proposal places no further revenue burden on the Council, the ED Assistant post (£25k inc on costs) is proposed to be funded by the Regeneration Account. This will enable the service to make a £12k saving contribution to the general fund, and yet still increase capacity.

## **5.0 Alternative Options considered**

5.1 The objective of the restructure is to enable the team to effectively deliver the Council Plan within a clearly defined revenue envelope. Alternative proposals included do nothing however this was deemed as outdated and creating a “silo ” approach. Integration of activity is key to enable successful delivery.

## **6.0 Reason for Recommendations**

6.1 The recommendations are made on the basis to make the necessary service improvements .

## **7.0 Future Work and Conclusions**

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

## **8.0 Financial Implications**

8.1 The total existing budget available for the Regeneration and Economic Development Teams is £254,000. The proposed structure is costed at £266,000, which is more than the available resources. To address this and to ensure that the proposal places no further revenue burden on the Council, the ED Assistant post (£25k inc on costs) is proposed to be funded by the Regeneration Account.

## **9.0 Legal Implications**

9.1 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.

9.2 The Council’s Organisational Change policy will be applied in moving from the current structure to the new structure.

## **10.0 Risk & Opportunity Management Implications**

10.1 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 revenue and capital projects.

## **11. People Impact Assessment (PIA)**

11.1 The only impact identifiable is that the existing team members will have a line manager in place, that will enable more detailed performance management to be delivered, including support. Any other changes are to vacant posts.

## **12. Other Corporate Implications**

### Community Safety

12.1 Not Applicable

### Sustainability

12.2 Not Applicable

### Staffing and Trade Unions

12.3 All staff affected by these changes, together with the recognised Trade Unions, have been consulted throughout this process.

**Background Documents:** None

# **Realigning the Regeneration & Economic Development Teams**

## **A Proposal Document for Consultation**

**September 2015**

## **1. A new structure for Regeneration and Economic Development**

### **Introduction**

On 27<sup>th</sup> 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, was required to make £100,000 of savings in 2014/15. These savings were delivered. As part of that restructure, and within the approved budget envelope, a Regeneration Team was created.

The Regeneration Team is currently separate to the Economic Development (ED) Team. This paper looks to reprioritise the Regeneration and Economic Development Teams to create a more multi-faceted team, under a single mid-tier manager, capable of delivering both the physical regeneration and economic development programmes for the city. In doing so it looks to redistribute resources to create a full time managers post and to increase capacity.

This is however a structure proposed at this point in time. With ever increasing demands on our revenue account, this structure may change again in the relatively near future, depending on resource availability.

### **Why is restructuring needed?**

Economy and Regeneration forms a key component of the current Conservative majority administrations manifesto. This identifies the following key pledges:

- Boosting business growth
- Supporting city centre projects
- New gate street paving
- A new bus station
- Regenerating Blackfriars and Quayside
- A new indoor market
- "Purple Flag" status for the evening economy
- A new city centre cultural venue

This is a demanding agenda that crosses both the regeneration and economic development activity areas. Whilst resources are available to work towards the delivery of this agenda, the existing structure is out dated to deliver cross cutting themes. There are also a number of vacancies which provide the opportunity to create a much more dynamic and relevant service.

The City Council is also working towards the delivery of the Regeneration and Economic Development Strategy. The key components of this strategy are contained in Appendix 1

At present the City Council is reliant on a very small, yet dedicated team, to deliver this demanding agenda.

## **Proposal**

This proposal does not look to create any additional cost burden on the City Council. It looks to redirect existing resources and provide a revenue saving.

The vacant ED Manager post provides the opportunity to combine the Regeneration and Economic Development Teams into a single multi-faceted team. Many of the issues and skills cross over the two disciplines and to ensure integration and complementarity, it is proposed to combine the teams under a single manager, the Regeneration and Economic Development Manager.

This new team will be centered around three core objectives which will run through everything it does:

- a) Delivery
- b) Funding opportunities
- c) Partnership

These are explored in greater detail below.

### **a) Delivery**

The City Council has achieved significant success within the regeneration agenda. It has secured nearly £10M of external funding to deliver the new state of the art bus station. It has also successfully acquired the site needed to deliver this critical component of infrastructure.

Furthermore it has entered into a Memorandum of Understanding with the County Council to deliver a regenerated Blackfriars and Quayside area of the city. As part of the process it has also secured a further £3.1M of external grant.

Now that the funding is in place, the Regeneration & Economic Development team needs to deliver these challenging projects. This it will do through careful management, clearly identified milestones and careful prioritisation.

It also needs to develop and deliver a detailed work programme around boosting business growth, training and skills within the city. It needs to reestablish its inward investment activity and move swiftly towards project delivery. In particular it needs to:

- i) More proactively pursue investment opportunities
- ii) Create more opportunities for local businesses to access central government funding programmes

- iii) Support local businesses in their aspirations to grow and recruit locally
- iv) Ensure the city provides the workforce with the right skills

This activity must be underpinned through a combination of deep rooted private sector awareness and a realization that local communities need to be empowered, through ABCD, to benefit from the prosperity opportunities created.

## **b) Funding Opportunities**

With the continuing decline in the grant settlement to local authorities from central government, and the continued growth in the Local Enterprise Partnership network, being able to successfully compete for external resources will become a high priority if Gloucester's business community is to benefit from government initiatives.

GFirst is fast becoming the primary conduit for all grants from central government, the team must have the skills and ability to anticipate funding opportunities and to put forward coherent and persuasive applications with business plans to secure funding. However the team must be able to consider opportunities beyond the LEP network, and to have the ability to put together "cocktail" funding packages that are complex and yet secure the delivery of key projects.

The new team needs to develop a "pipeline " of both revenue and capital based projects, that form part of a coherent strategy, and that are ready to go when funding opportunities present themselves. These pipeline projects need to be able to present a sustainable and first class product that funding agencies will see as a tool to deliver their objectives, whilst also delivering the Councils own core priorities.

But it cannot just be about securing funding. The team must also have the skills and ability to deliver those projects and in doing so must be highly proficient in partnership working.

## **c) Partnership**

Key components of the Regeneration and Economic Development team will be the ability to work in partnership and to be flexible. The team will not be able to deliver such a demanding agenda in isolation and working with others will be a critical.

Business does not respect the administrative boundaries of local authorities and whilst the primary objective of the team must be to secure the increased prosperity of Gloucester (both through commerce and social wellbeing), it must be able to look further afield, being able to influence, to ensure benefits are secured by opportunities outside of our boundaries.

With greater integration with the County Council, and emerging work around increased collaboration with adjoining local authorities, through the devolution debate, the team must be open to and accept on going change, and to deliver within this context. The team will be required to work closely with our adjacent authorities, the County Council and Marketing Gloucester.



The team will be required to support the coordination and delivery of social, economic and physical regeneration initiatives in Gloucester, including developing its cultural offer. They will deliver discrete and major projects and ongoing activities, working in partnership with other officers, agencies and community based structures to achieve the Council's corporate priorities.

Regeneration & Economic Development will 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.

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 team in particular will be required to develop and implement projects and programmes which have specific cognisance to the needs of local communities.

Currently the Regeneration and Economic Development Team are structured as detailed in Appendix 3. This can be articulated as:

- x1 Economic Development Manager (0.68 FTE, Grade I)
- x3 Economic Development & Community Regeneration Officer (Grade F)
- x1 City Centre Manager (Grade G)
- x1 Senior Regeneration Officer (Grade H)
- x1 Regeneration Officer (Grade E)

Previous attempts to recruit a Senior Regeneration Officer proved unsuccessful. The post was advertised in January 2015. Following the advert five applications were received and two invited to attend an interview, which was declined by one applicant.

Following the interview of a single candidate it was not deemed appropriate to appoint. Whilst the applicant was perfectly competent, they did not demonstrate the skills and culture for the successful delivery of the city's demanding regeneration agenda.

Bearing in mind the limited interest in the more senior post consideration was given as to why it had generated such a limited response. The general consensus of opinion was that there was an insufficient pool of potential candidates with appropriate skills, within the travel to work area that could be supported by a salary of the scale approved.

The proposal contained within this paper would move the team onto the following footing through realigning existing resources:

- x1 Economic Development and Regeneration Manager (Grade K, £46k - £48K)
- x4 Economic Development & Regeneration Officers (Grade F £25K to £27k)
- x1 City Centre Manager (Grade G, £28k to £30k)
- x1 Regeneration & Economic Development Assistant (Grade D £19k - £21k).
- x1 Regeneration & Economic Development Apprentice

The existing x2 ED posts will remain unchanged. However the two additional ED posts will have a strong ED component, but will be orientated very much towards physical regeneration projects, based around the core principles of delivery, funding and partnership. The proposed structure is illustrated in Appendix 4.

Included is provision for an apprentice. The purpose of the apprentice post is to in the first instance provide an opportunity for a young person, but to also illustrate to other businesses the benefits of apprenticeships.

The ED Assistant post is intended as a “grow on” opportunity for the apprentice or other person. The objective being for the City Council to provide direct opportunities for those early in their career wanting to pursue an ED/public sector based profession.

The total existing budget available for the Regeneration and Economic Development Teams is £254,000. The proposed structure is costed at £266,000, which is more than the available resources. To address this and to ensure that the proposal places no further revenue burden on the Council, the ED Assistant post (£25k inc on costs) is proposed to be funded by the Regeneration Account. This will enable the service to make a £12k saving contribution to the general fund, and yet still increase capacity.

## **Benchmarking**

To ensure the recruitment process has a strong potential of success, the Economic Development and Regeneration Managers post (£46k - £48k) has been bench marked against other similar posts. These include:

- Kingston Upon Thames Economic Development Officer £46k - £51k
- Peabody Group Regen Manager £50k
- Senior Project Manager £42k -£46k Bristol City Council
- Regeneration Manager Medway £40k to £45K

Tested against jobs of a similar specification, the managers posts does seem to be in accordance with the market. In terms of the Economic Development & Regeneration Officer posts (£25k - £27k), the follow similar posts have been considered:

- East Cambridgeshire District Council EDO £20 to £28k
- Thamesmead Regeneration Officer (London ) £35k to £40k
- Hastings Borough Council £26k to £31k EDO and Regeneration Officer
- North Lincolnshire Council EDO £23k - £27k

Again, within this context, the salary of the posts appears comparable to other local authorities looking to require broadly similar posts.

## **Impact**

The proposal is not anticipated to have an adverse impact on any of the existing posts or the post holders (see Appendix 2).

## **2. The next steps**

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

### **The job evaluations**

All of the new 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 4 for the proposed structure chart.

## **3. Overview of the Process**

### **General support**

Any reorganisation, no matter what the scale of the impact, can cause some distress for those involved. 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**

Not applicable

## **Redeployment**

Not applicable

## **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**

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

## **Timetable**

TBC

Consultation with Staff	24 <sup>th</sup> September 2015
Consultation with the Trade Union	24 <sup>th</sup> September 2015
Trade Union Consultation meeting	6 <sup>th</sup> October 2015
Close of Consultation	12 <sup>th</sup> October 2015
Reviewing Feedback	13 <sup>th</sup> October 2015
Employee Forum	tbc w/c 5 <sup>th</sup> October 2015
Organisational Development Committee	tbc
Formation of new team structure	1 <sup>st</sup> November 2015

## **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](mailto:anthony.hodge@gloucester.gov.uk)  
Internal post: 5th Floor, Herbert Warehouse

### Summary of objectives contained within the emerging Regeneration & Economic Development strategy

#### Objective 1

- Kings Quarter and new bus station
- Blackfriars & Quayside including the former Fleece Hotel
- Enhance the city's cultural offer
- Gloucester Quays and Gloucester Docks to include the successful delivery of:
  - Baker's Quay – mixed use scheme
  - Llanthony Priory – a potential Heritage Lottery Funded scheme
  - 27/29 Commercial Road – buildings owned by the City Council
  - Orchard Square – the delivery of an exciting new public square
- West Quay – promoted by the Canal and River Trust
- Delivering a revitalised indoor market
- Secure Purple Flag status
- Canal Corridor – define and deliver a clear vision for this strategically important employment/ housing corridor
- Railway Triangle and Corridor – exploration of options for delivery of local housing and employment on the linked corridor sites
- Growing Gloucester's Economy
  - Collaborate with Gloucestershire County Council
  - Deliver a business and evening vitality grants programme
  - Develop our energy and digital based economies
  - Work with Marketing Gloucester to promote the city
  - Champion the development of strategic employment sites
  - Promote inward investment
  - Deliver a Business Improvement District
  - Secure external funding and income generating opportunities to the benefit of the local economy including Big Local, HLF and signposting/support for RGF.
  - Champion Gloucestershire Airport as a key economic driver

#### Objective 2

- Secure Purple flag status
- Promote the diversification of the city centre to include:
  - housing
  - enhanced leisure use
  - encouraging independent retail and food offer
- Promote and deliver our cultural offer based around our museums and other attractions,
- Seek opportunities to development and deliver office accommodation
- Enhance our markets offer, both indoor and outdoor, to generate further footfall into the City
- Deliver a programme of public realm renewal

- Enhance the City Centre through the delivery of a programme of improvements to unattractive facades, a new Tourist Information Centre , Car Park improvements and links to the Quays from the City Centre.

#### Objective 3

- Focus on a number small yet prominent sites to deliver collective urban renewal

#### Objective 4

- Through ABCD, empower our communities to position themselves to create directly, and benefit from, employment opportunities.
- Promote recruit local policies and opportunities.
- Work to ensure those in disadvantaged communities have the support benefit from new employment opportunities
- W employers and skills providers, ensure there is a direct correlation between skills supply and demand

#### Objective 5

- Promote and support business formation and growth
- Target high growth companies in key sectors to grow our business base through:
  - working closely with GFirst
  - developing appropriate marketing materials and channels
- Develop our business engagement programme
- Identifying key issues impacting on our businesses, such as Broadband, and work constructively to find solutions and deliver growth

#### Objective 6

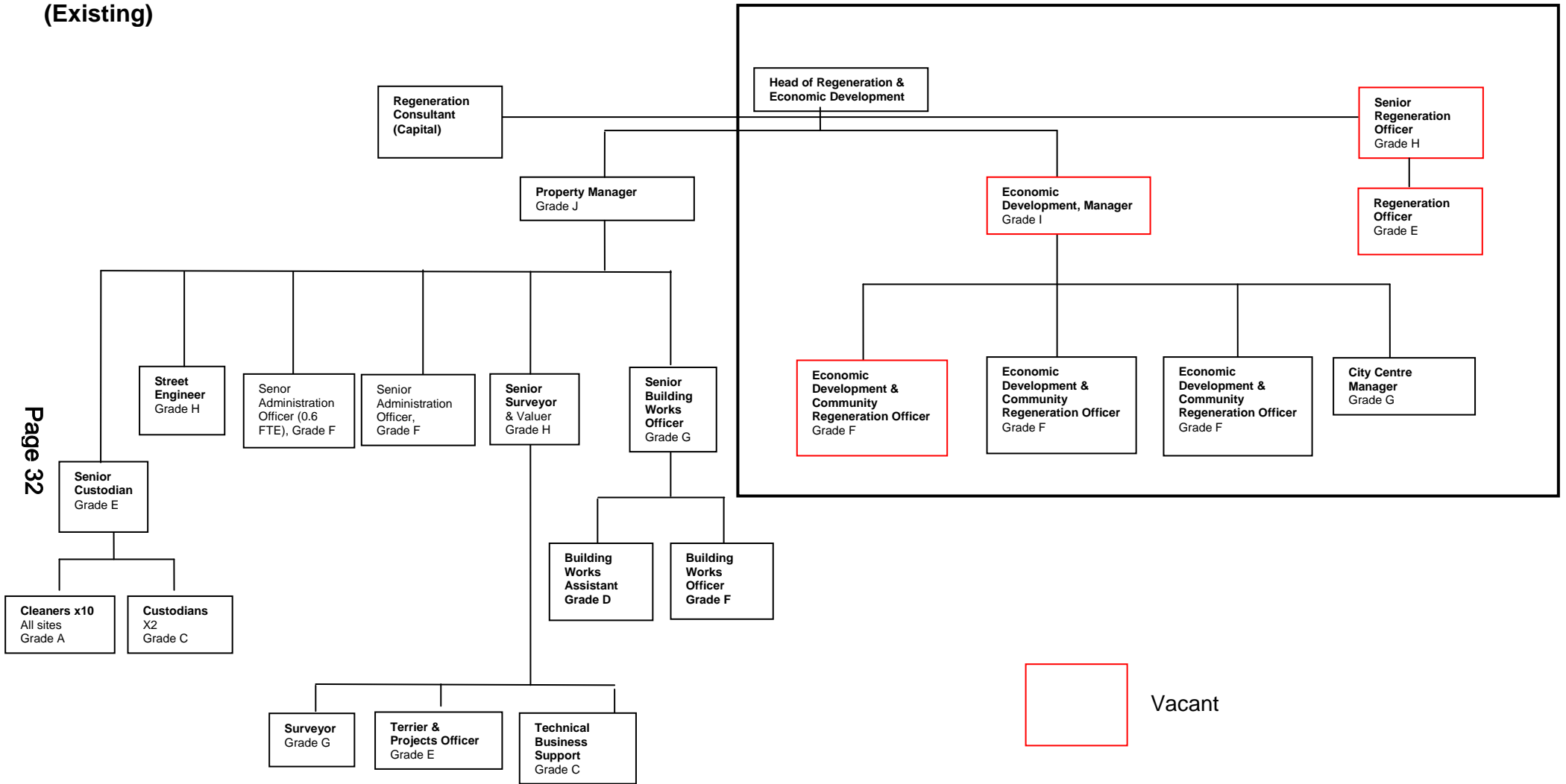
- Work in partnership with GFirst and adjoining local authorities to influence and achieve opportunities for growth beyond our boundaries that benefit Gloucester
- Support the delivery of Strategic Housing and Employment sites outside of the City's boundary
- Explore with GFirst and impacted adjacent local authorities opportunities for joint capacity building
- Actively support and promote the delivery of Joint Core Strategy sites

## Appendix 2

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

Name	Current Job Title	Status
<b>Regeneration &amp; Economic Development Team</b>		
Vacant	Economic Development and Regeneration Manager, Grade K	Amended Post
No Change	Economic Development & Community Regeneration Officer, Grade F	No change Grade F
No Change	Economic Development & Community Regeneration Officer, Grade F	No change Grade F
Vacant	Economic Development & Regeneration Officer, Grade F	Amended Post
Vacant	Economic Development & Regeneration Officer, Grade F	Amended Post
No Change	City Centre Manager, Grade G	No change Grade G
Vacant	Regeneration & Economic Development Assistant, Grade D	Amended Post
Vacant	Regeneration & Economic Development Apprentice	New Post

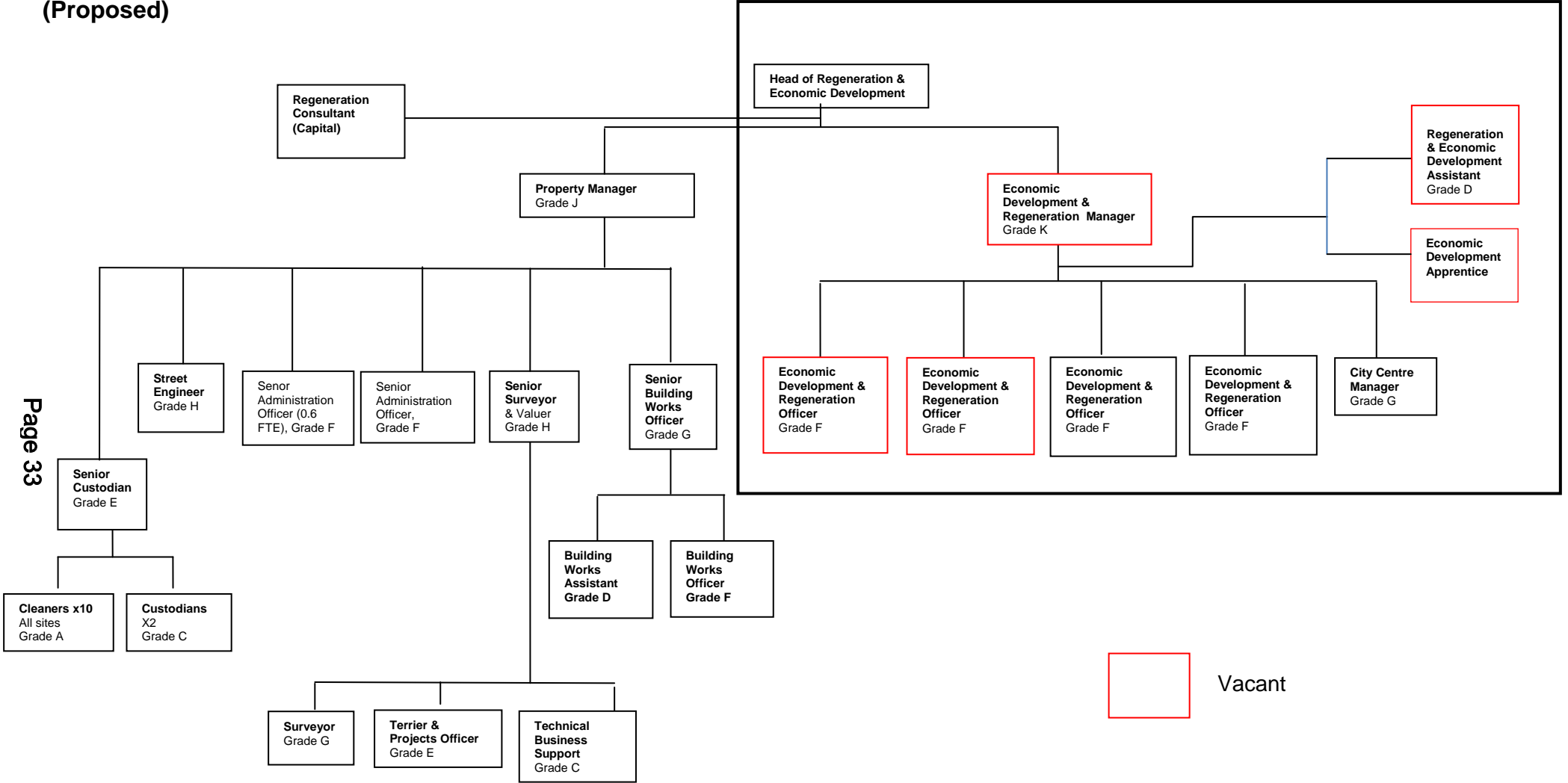
# Appendix 3 – Organisation Chart (Existing)



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# Appendix 4 – Organisation Chart (Proposed)



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**Appendix 2**  
**Regeneration and Economic Development Realignment**

October 2015

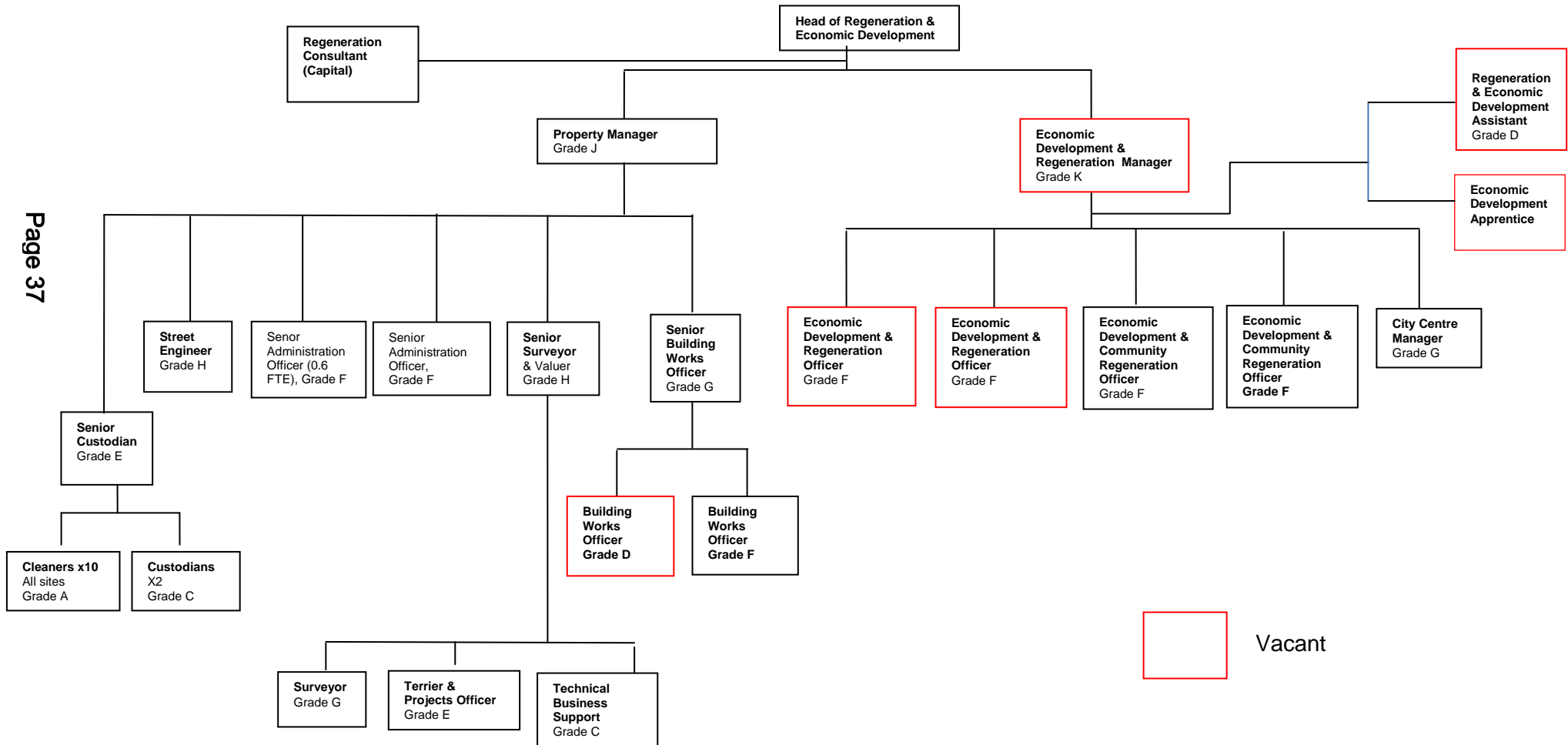
**Feedback on comments received**

<b>Employee Comments</b>	<b>Response, where necessary</b>
<p>You do also indicate that the proposal is to bring two teams together under one manager will this result in the loss of a managers post?</p>	<p>Though two teams are coming together there is no loss of a manager's post. The previous proposal required a number of posts reporting directly to the Head of Service. These will now report directly to the new Economic Development &amp; Regeneration Manager. This builds on an existing post, the Economic Development Manager which was previously a 0.6 FTE, Grade I. The post of Economic Development &amp; Regeneration Manager has been HAY evaluated via the normal process and has been graded as a K. This post will now be full time. These changes are as a result of the increased complexity and scope of the revised job.</p>
<p>The list of proposed projects and plans for delivery is also impressive but whilst many of these are probably aspirational they do seem a rather daunting challenge for the new team.</p> <p>A smaller list of projects would be more realistic and probably more easily achievable.</p>	<p>It is a challenging agenda and that is reflected in the grading of the management post and the type of candidate that will be sought. The work will also be phased over a number of years. The individual posts below the manager will not be expected to deliver the complete agenda but appropriately sized components relevant to their grading. Collectively it will equate to a significant contribution towards that agenda.</p>
<p>Have you considered that you are putting off prospective candidates by asking them to deliver too much too soon?</p>	<p>Candidates that like a challenge are sought for these posts, and in particular the managers post. However the delivery of the projects will be carefully managed to ensure that it is reasonable and realistic and meets each individuals capability within the parameters of the job description and specification</p>

<p>In terms of the new jobs or amended vacancies we welcome the inclusion of the apprentice and the D graded post. (Some members have asked is this an appropriate grading for a graduate a D/E to F career graded post allowing for progression might be considered). However why not make one of the other posts an E grade and one a G grade. The senior post should then be a grade H.</p>	<p>Where there are new posts then these have been evaluated via the normal HAY job evaluation process.. The structure that is proposed builds on the skills, knowledge and experience required at each level of the Economic Development &amp; Regeneration Team.. As outlined above there is a need for a grade K manager post in order to develop and deliver on the regeneration plan for Gloucester.</p>
<p>There seems little justification for creating huge pay gaps between grades when resources are limited and senior posts are already massively overpaid for what they do. For example the senior custodian manages ten cleaner's two custodians and the catering staff and is currently on an E grade.</p>	<p>The grading of the posts are considered appropriate, have been job evaluated and in line with what other Councils are looking to offer. If Gloucester City does not offer comparable wages then it will not be able to compete or recruit in these particular areas.</p>
<p>In an open discussion with the existing team members, concern was expressed about the changes to the job titles of the existing posts, to accord with the new posts, yet there was to be no changes to the existing posts job descriptions and job specifications</p>	<p>The existing two Grade F post job titles will remain unchanged as Economic Development and Community Regeneration Officers</p>
<p>Discussion with the Property Manager as part of the alignment process have identified the need for more resources to enable a vacant post to be filled. Despite attempt the post remains vacant in an area of the Service that is experiencing real pressure.</p>	<p>This realignment will attract a saving of £12,00m which I'm proposing in part will be re-invested into the Building Works Team by creating another post of Building Works Officer, grade F and deleting the post of Building Works Assistant, grade D.</p>

### Regeneration & Economic Development Service Proposed Final Structure

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