

# **Realigning the Business Improvement Team**

**DRAFT**

**A Proposal Document for  
Consultation**

## **A new structure for Organisational Change**

### **Introduction**

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

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

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

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

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

### **Rationale of changes within the Business Improvement Team**

#### **Introduction**

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

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

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

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

### Examples of Business Improvement Projects Introduced / Identified

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

### Proposals

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

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

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

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

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

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

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

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

## Role and Purpose of the Client & Business Improvement Service

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

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

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

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

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

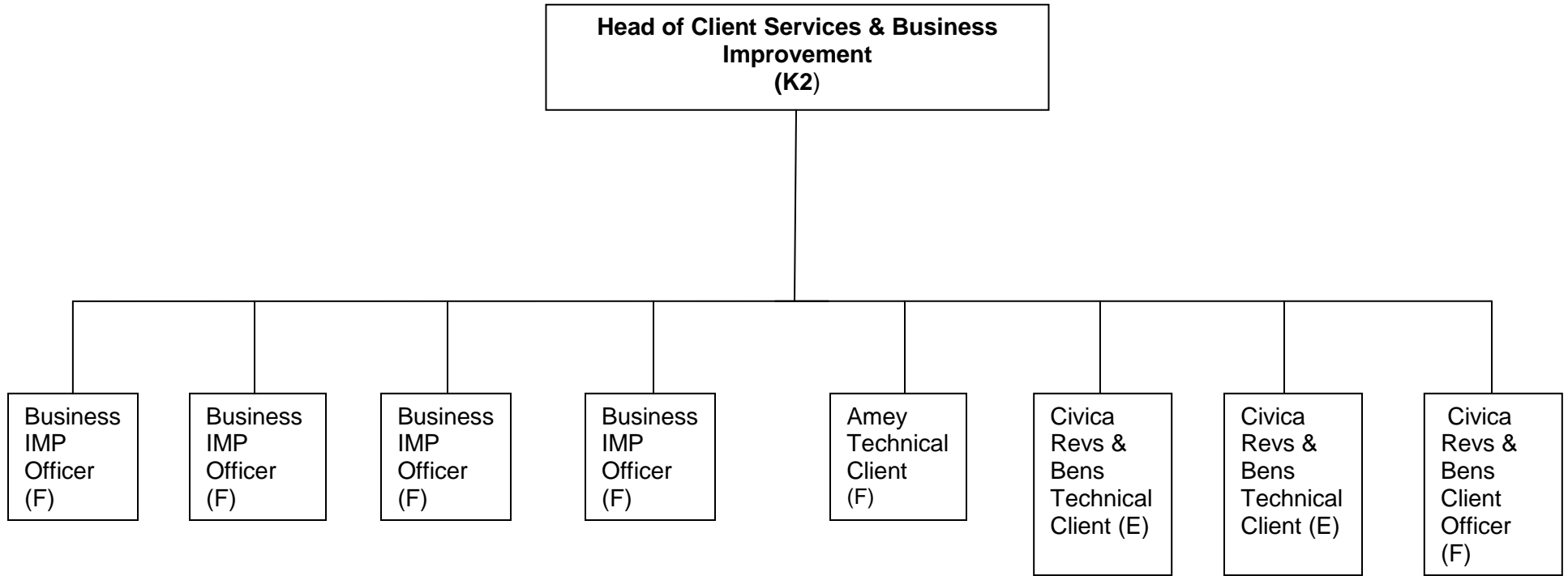
- **Head of Client Services & Business Improvement.** Manage relationships with external partners who are contracted to provide services to the Council to maximise performance, deliver within budgets and develop the strategic direction in line with Corporate objectives. Be the designated professional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

## Current Structure

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



**Current Structure 9FTE**

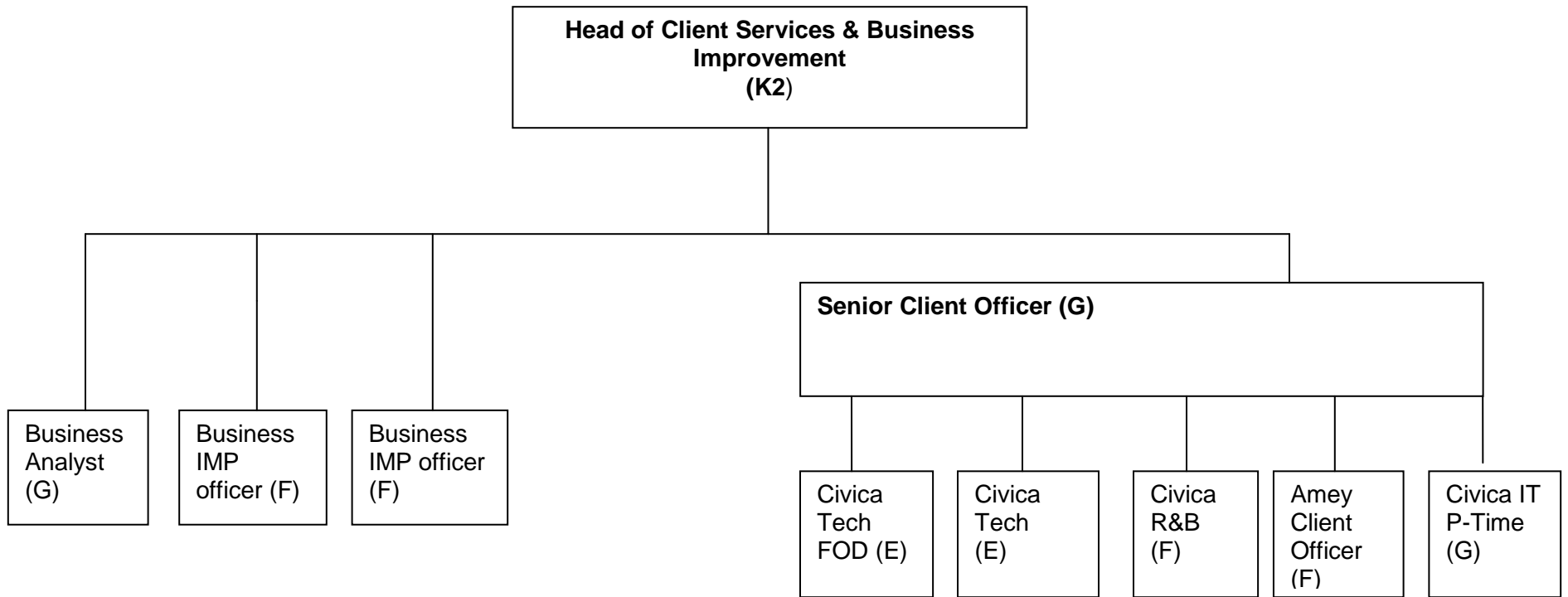


## Proposed Structure

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

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

**Proposed Structure 9.5 FTE**



## **Overview of the Process**

### **General support**

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

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

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

### **Assimilation**

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

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

### **Ring-fence competition**

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

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

### **Redeployment**

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

### **Selection process**

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

### **Appeals**

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

## Implications for those affected

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

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

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

## Timetable

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

## How to respond

Please send your comments or questions to:

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