

Realigning Regeneration and Economic Development

A Proposal Document for Consultation

1. A new structure for Regeneration and Economic Development

Introduction

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

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

Why is restructuring needed?

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

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

Proposals

The restructuring proposal is centered around two primary themes:

- a) Savings
- b) Integrated opportunities

These are explored in greater detail below.

- a) Savings

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

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

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

The specific areas of Asset Management under consideration are:

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

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

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

Central Asset Management

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

The Technical Business Support post remains unchanged.

The existing Street Engineer post will be unchanged.

Estate Management and Valuation

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

Building Surveying

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

Project Delivery

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

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

Parking

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

Facilities

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

Docks Catering Service

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

b) Integrated Opportunities

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

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

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

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

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

- Senior Regeneration Officer Grade H
- Regeneration Officer Grade E

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

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

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

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

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

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

Table A

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

Impact

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

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

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

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

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

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

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

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

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

2. The next steps

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

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

The job evaluations

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

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

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

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

New Structure Chart

See Appendix 1 for the proposed structure chart.

3. Overview of the Process

General support

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

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

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

Assimilation

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

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

Ring-fence competition

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

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

Redeployment

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

Selection process

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

Appeals

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

Implications for those affected

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

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

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

Timetable

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

4. How to respond

Please send your comments or questions to:

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

Appendix 1

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

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

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

Appendix 2 – Organisation Chart

