



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

## **A Proposal Document for Consultation**

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

### **Introduction**

With the ongoing delivery of the Corporate Plan for 2014 – 2017 at the heart of what we do, the City Council is looking to build on the good 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 Corporate 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.

As recommended by the recent Peer Review, it is proposed that the number of Corporate Directors remains at two. It is proposed that following the TUPE transfer of Legal Services to One Legal that a restructure takes place by amalgamating the role of the Head of Legal and Policy Development with the vacant post of Director of Resources to create a new role of Corporate Director.

### **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 and ongoing savings are required across the Council. 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.

With a realignment of service provision at Senior Management Level and the agreement between the City Council and 'One Legal' there is redundant capacity within both roles to allow the merging of the roles to take place.

This new structure brings opportunities to address the wider recommendations of the Peer Challenge Review and brings sufficient resilience to the Senior Management Team to achieve this. In addition, it follows on from the appointment of a Managing Director for the City Council & Commissioning Director for the County Council. A permanent appointment to the vacant Director post will complete the Senior Management Team, which has been under-resourced since July 2014.

With new working relationships with the County Council and other District Councils and a change in roles and responsibilities at Senior Management Team level there is no longer a need for the Director of Resources post in the format it was and a revised structure chart is shown at pages 5 & 6 of this document which clearly shows an emphasis on delivering 'frontline' services.

### **Proposals**

As with all previous realignments we will initially look to recruit to the newly created role through internal recruitment if candidates have the appropriate skills and experience. It should be emphasised that these proposals are for consultation, and as such a final structure and role profile may be revised as a result of consultation feedback.

For clarity, this review disestablishes the Director of Resources post and the Head of Legal & Policy Development post and creates a new Corporate Director role. The new role will focus on, but won't be limited to, responding to a gap in strategic oversight of events happening nationally, regionally and locally and emphasise the commitment given by the Council to support

our communities through Asset Based Community Development (ABCD). The structure chart on page 6 shows the proposed areas of responsibility for the proposed role.

In summary, these proposals update the Senior Management Team structure in terms of both shape and size, and will enable us to meet the future challenges, as well as realising the ambitions for Gloucester.

The key outcomes aimed to be achieved by this review 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 flatter, 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 improve 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.
- Reshaping of services based on what communities need whilst assisting communities to recognise and develop their own assets to deliver improvements (ABCD).
- 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.

## **The next steps**

This document focuses on the vacant Director of Resources role and the role of the Head of Legal and Policy Development.

A proposed structure has been produced that sees the disestablishment of both posts and the creation of a single Corporate Director role.

Consultation will take place with the affected employee(s) and Trade union(s) and then the formal reporting and decision making process will begin.

## **The job evaluation process**

All of the management roles within the organisation have been evaluated by a Hay Group consultant.

The Corporate Director (Resources), the Corporate Director (Services & Neighbourhoods) and Head of Legal & Policy Development roles have also been evaluated and two further job sizes were created for these roles (job sizes 4 and 5). These evaluations have been linked clearly to recognised Hay evaluation levels and are based on the market median.

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.

A draft job description for the role has been written and avoids over lengthy descriptions and explanations as it is not an exhaustive list of tasks that the jobholder will be expected to do.

The draft job description identifies, in a quantitative way, the significant areas within the council upon which the job impacts, either directly or indirectly.

### Hay Structure Chart

Off scale roles:

<b>Head of Regeneration. Head of Finance. Head of Legal and Policy Development</b>  <b>Job size 4</b>	£67,963 - £75,117
<b>Corporate Directors</b>  <b>Job size 5</b>	£80,427 - £88,893

Incremental progression is not automatic within the Corporate Directors' grade and is based on performance.

### The following indicates how the proposals may affect individual managers:

Head of Legal and Policy Development	Post Disestablished – Post holder placed at risk. Consideration for ring fenced for newly created Corporate Director role
Director of Resources	Post Disestablished
Corporate Director & Monitoring Officer	Newly created role

**Jon McGinty**  
**Managing Director**

**Martin Shields**  
**Corporate Director**

**Head of Finance**

**Head of Regeneration & Economic Development**

- S151 Officer
- Financial/ Technical Accounting
- Management Accounting
- Procurement
- Audit Client Management
- Financial Planning

**Head of Business Improvement**

- Client Relationships:-
- Enterprise
- Aspire
- GCH
- Civica
- One Legal
- Performance Management
- Business Improvement
- Service Reviews
- Performance Monitoring
- Admin
- FOI
- Data Protection

**Audit Risk & Assurance Manager shared with County**

- GAAP Partnership Management
- Internal Audit
- Risk Management
- Corporate Investigations
- Organisational Governance
- Value for Money Reviews

**HR & OD Service**

- Internal Equalities
- Training
- Induction
- Policies
- Staff support
- Apprenticeships
- Employee Relations
- Industrial Relations
- TU consultation
- Organisational Change
- Payroll client

**Housing Services Manager**

- Housing, Homelessness & Housing Advice

**Shared Services with County Council**

- Project Management

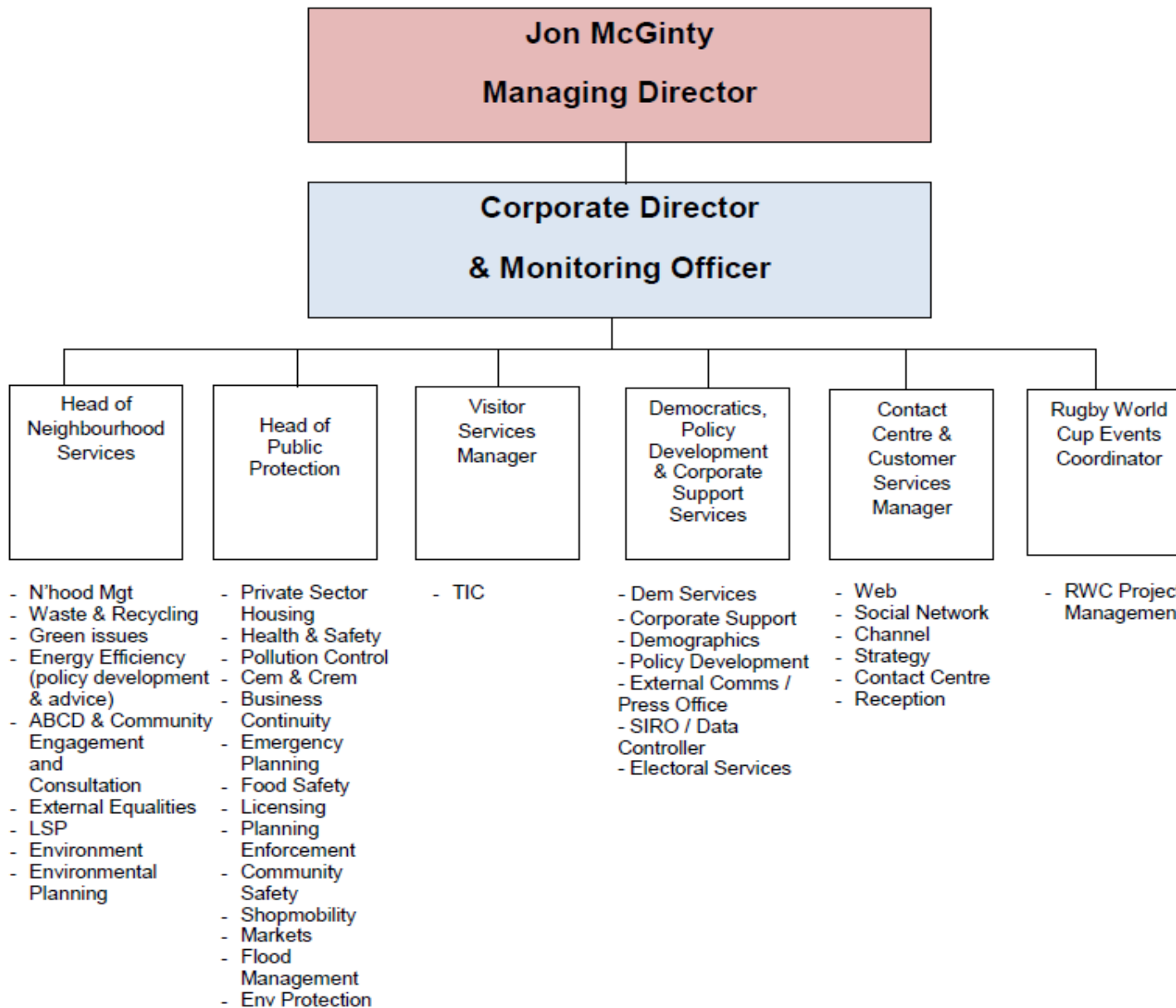
**Guildhall Manager  
 Museums Manager**

- Guildhall
- Museums

**Head of Planning**

- Conservation & Historic Buildings
- JCS
- Land use/allocation
- Planning Policy
- Supporting People
- Housing Strategy & Policy
- Development Control/Building Control
- Local Development

- Major schemes
- Assets & Property
- Business liaison/Economic Development
- City Centre Management
- MGL Client
- Parking
- Facilities



## **Overview of the Proposed Process**

### **General support**

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

The individual employees will have access to The Council's free, confidential and external counselling service and should raise queries with the City Council HR team along with support of a more general nature being provided by Martin Shields (Corporate Director of Services and Neighbourhoods).

Support to prepare for interviews will be considered if requested by the employee.

HR advice and support to the Corporate Director of Services and Neighbourhoods will be provided by Gloucestershire County Council HR in conjunction with the City Council HR.

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 30 day period, the City Council will invite comments, suggestions and alternatives from the trade unions and employee on any aspect of the proposed restructure, including the impact of any changes and creation and/or disestablishment of job roles etc. Feedback should be provided in writing although formal consultation meetings will be undertaken by Martin Shields with the affected employee and their representative if requested.

### **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 post. Appointments to Director roles are by a Member panel supported by HR. The interview will be through competency based assessment.

## 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 or Jo Hawkins for an informal discussion.

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

## Timetable

Consultation with employee	Starts 17 <sup>th</sup> April 2015
Trade Union consultation	Ongoing from 17 <sup>th</sup> April 2015
Close of consultation	Monday 18 <sup>th</sup> May 2015
Group Leaders	w/c 18 <sup>th</sup> May 2015
Employee Forum	Date tba
OD Committee	Date tba
Interview process	Date tba

## 4. How to respond

Please send your comments or questions to:

Martin Shields  
Corporate Director of Services and Neighbourhoods  
Email: [martin.shields@gloucester.gov.uk](mailto:martin.shields@gloucester.gov.uk)  
Internal post: 4th Floor, Phillpotts Warehouse