

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
Internal post: 4th Floor, Phillpotts Warehouse

Appendix 1 – Proposed Structure

