

# Gloucester City Council

<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>		
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<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