

Realigning the Regeneration & Economic Development Teams

A Proposal Document for Consultation

September 2015

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, was required to make £100,000 of savings in 2014/15. These savings were delivered. As part of that restructure, and within the approved budget envelope, a Regeneration Team was created.

The Regeneration Team is currently separate to the Economic Development (ED) Team. This paper looks to reprioritise the Regeneration and Economic Development Teams to create a more multi-faceted team, under a single mid-tier manager, capable of delivering both the physical regeneration and economic development programmes for the city. In doing so it looks to redistribute resources to create a full time managers post and to increase capacity.

This is however a structure proposed at this point in time. With ever increasing demands on our revenue account, this structure may change again in the relatively near future, depending on resource availability.

Why is restructuring needed?

Economy and Regeneration forms a key component of the current Conservative majority administrations manifesto. This identifies the following key pledges:

- Boosting business growth
- Supporting city centre projects
- New gate street paving
- A new bus station
- Regenerating Blackfriars and Quayside
- A new indoor market
- "Purple Flag" status for the evening economy
- A new city centre cultural venue

This is a demanding agenda that crosses both the regeneration and economic development activity areas. Whilst resources are available to work towards the delivery of this agenda, the existing structure is out dated to deliver cross cutting themes. There are also a number of vacancies which provide the opportunity to create a much more dynamic and relevant service.

The City Council is also working towards the delivery of the Regeneration and Economic Development Strategy. The key components of this strategy are contained in Appendix 1

At present the City Council is reliant on a very small, yet dedicated team, to deliver this demanding agenda.

Proposal

This proposal does not look to create any additional cost burden on the City Council. It looks to redirect existing resources and provide a revenue saving.

The vacant ED Manager post provides the opportunity to combine the Regeneration and Economic Development Teams into a single multi-faceted team. Many of the issues and skills cross over the two disciplines and to ensure integration and complementarity, it is proposed to combine the teams under a single manager, the Regeneration and Economic Development Manager.

This new team will be centered around three core objectives which will run through everything it does:

- a) Delivery
- b) Funding opportunities
- c) Partnership

These are explored in greater detail below.

a) Delivery

The City Council has achieved significant success within the regeneration agenda. It has secured nearly £10M of external funding to deliver the new state of the art bus station. It has also successfully acquired the site needed to deliver this critical component of infrastructure.

Furthermore it has entered into a Memorandum of Understanding with the County Council to deliver a regenerated Blackfriars and Quayside area of the city. As part of the process it has also secured a further £3.1M of external grant.

Now that the funding is in place, the Regeneration & Economic Development team needs to deliver these challenging projects. This it will do through careful management, clearly identified milestones and careful prioritisation.

It also needs to develop and deliver a detailed work programme around boosting business growth, training and skills within the city. It needs to reestablish its inward investment activity and move swiftly towards project delivery. In particular it needs to:

- i) More proactively pursue investment opportunities
- ii) Create more opportunities for local businesses to access central government funding programmes

- iii) Support local businesses in their aspirations to grow and recruit locally
- iv) Ensure the city provides the workforce with the right skills

This activity must be underpinned through a combination of deep rooted private sector awareness and a realization that local communities need to be empowered, through ABCD, to benefit from the prosperity opportunities created.

b) Funding Opportunities

With the continuing decline in the grant settlement to local authorities from central government, and the continued growth in the Local Enterprise Partnership network, being able to successfully compete for external resources will become a high priority if Gloucester's business community is to benefit from government initiatives.

GFirst is fast becoming the primary conduit for all grants from central government, the team must have the skills and ability to anticipate funding opportunities and to put forward coherent and persuasive applications with business plans to secure funding. However the team must be able to consider opportunities beyond the LEP network, and to have the ability to put together "cocktail" funding packages that are complex and yet secure the delivery of key projects.

The new team needs to develop a "pipeline " of both revenue and capital based projects, that form part of a coherent strategy, and that are ready to go when funding opportunities present themselves. These pipeline projects need to be able to present a sustainable and first class product that funding agencies will see as a tool to deliver their objectives, whilst also delivering the Councils own core priorities.

But it cannot just be about securing funding. The team must also have the skills and ability to deliver those projects and in doing so must be highly proficient in partnership working.

c) Partnership

Key components of the Regeneration and Economic Development team will be the ability to work in partnership and to be flexible. The team will not be able to deliver such a demanding agenda in isolation and working with others will be a critical.

Business does not respect the administrative boundaries of local authorities and whilst the primary objective of the team must be to secure the increased prosperity of Gloucester (both through commerce and social wellbeing), it must be able to look further afield, being able to influence, to ensure benefits are secured by opportunities outside of our boundaries.

With greater integration with the County Council, and emerging work around increased collaboration with adjoining local authorities, through the devolution debate, the team must be open to and accept on going change, and to deliver within this context. The team will be required to work closely with our adjacent authorities, the County Council and Marketing Gloucester.

The team will be required to support the coordination and delivery of social, economic and physical regeneration initiatives in Gloucester, including developing its cultural offer. They will deliver discrete and major projects and ongoing activities, working in partnership with other officers, agencies and community based structures to achieve the Council's corporate priorities.

Regeneration & Economic Development will 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.

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 team in particular will be required to develop and implement projects and programmes which have specific cognisance to the needs of local communities.

Currently the Regeneration and Economic Development Team are structured as detailed in Appendix 3. This can be articulated as:

- x1 Economic Development Manager (0.68 FTE, Grade I)
- x3 Economic Development & Community Regeneration Officer (Grade F)
- x1 City Centre Manager (Grade G)
- x1 Senior Regeneration Officer (Grade H)
- x1 Regeneration Officer (Grade E)

Previous attempts to recruit a Senior Regeneration Officer proved unsuccessful. The post was advertised in January 2015. Following the advert five applications were received and two invited to attend an interview, which was declined by one applicant.

Following the interview of a single candidate it was not deemed appropriate to appoint. Whilst the applicant was perfectly competent, they did not demonstrate the skills and culture for the successful delivery of the city's demanding regeneration agenda.

Bearing in mind the limited interest in the more senior post consideration was given as to why it had generated such a limited response. The general consensus of opinion was that there was an insufficient pool of potential candidates with appropriate skills, within the travel to work area that could be supported by a salary of the scale approved.

The proposal contained within this paper would move the team onto the following footing through realigning existing resources:

- x1 Economic Development and Regeneration Manager (Grade K, £46k - £48K)
- x4 Economic Development & Regeneration Officers (Grade F £25K to £27k)
- x1 City Centre Manager (Grade G, £28k to £30k)
- x1 Regeneration & Economic Development Assistant (Grade D £19k - £21k).
- x1 Regeneration & Economic Development Apprentice

The existing x2 ED posts will remain unchanged. However the two additional ED posts will have a strong ED component, but will be orientated very much towards physical regeneration projects, based around the core principles of delivery, funding and partnership. The proposed structure is illustrated in Appendix 4.

Included is provision for an apprentice. The purpose of the apprentice post is to in the first instance provide an opportunity for a young person, but to also illustrate to other businesses the benefits of apprenticeships.

The ED Assistant post is intended as a “grow on” opportunity for the apprentice or other person. The objective being for the City Council to provide direct opportunities for those early in their career wanting to pursue an ED/public sector based profession.

The total existing budget available for the Regeneration and Economic Development Teams is £254,000. The proposed structure is costed at £266,000, which is more than the available resources. To address this and to ensure that the proposal places no further revenue burden on the Council, the ED Assistant post (£25k inc on costs) is proposed to be funded by the Regeneration Account. This will enable the service to make a £12k saving contribution to the general fund, and yet still increase capacity.

Benchmarking

To ensure the recruitment process has a strong potential of success, the Economic Development and Regeneration Managers post (£46k - £48k) has been bench marked against other similar posts. These include:

- Kingston Upon Thames Economic Development Officer £46k - £51k
- Peabody Group Regen Manager £50k
- Senior Project Manager £42k -£46k Bristol City Council
- Regeneration Manager Medway £40k to £45K

Tested against jobs of a similar specification, the managers posts does seem to be in accordance with the market. In terms of the Economic Development & Regeneration Officer posts (£25k - £27k), the follow similar posts have been considered:

- East Cambridgeshire District Council EDO £20 to £28k
- Thamesmead Regeneration Officer (London) £35k to £40k
- Hastings Borough Council £26k to £31k EDO and Regeneration Officer
- North Lincolnshire Council EDO £23k - £27k

Again, within this context, the salary of the posts appears comparable to other local authorities looking to require broadly similar posts.

Impact

The proposal is not anticipated to have an adverse impact on any of the existing posts or the post holders (see Appendix 2).

2. The next steps

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

The job evaluations

All of the new 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 4 for the proposed structure chart.

3. Overview of the Process

General support

Any reorganisation, no matter what the scale of the impact, can cause some distress for those involved. 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

Not applicable

Redeployment

Not applicable

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

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

Timetable

TBC

Consultation with Staff	24 th September 2015
Consultation with the Trade Union	24 th September 2015
Trade Union Consultation meeting	6 th October 2015
Close of Consultation	12 th October 2015
Reviewing Feedback	13 th October 2015
Employee Forum	tbc w/c 5 th October 2015
Organisational Development Committee	tbc
Formation of new team structure	1 st November 2015

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

Summary of objectives contained within the emerging Regeneration & Economic Development strategy

Objective 1

- Kings Quarter and new bus station
- Blackfriars & Quayside including the former Fleece Hotel
- Enhance the city's cultural offer
- Gloucester Quays and Gloucester Docks to include the successful delivery of:
 - Baker's Quay – mixed use scheme
 - Llanthony Priory – a potential Heritage Lottery Funded scheme
 - 27/29 Commercial Road – buildings owned by the City Council
 - Orchard Square – the delivery of an exciting new public square
- West Quay – promoted by the Canal and River Trust
- Delivering a revitalised indoor market
- Secure Purple Flag status
- Canal Corridor – define and deliver a clear vision for this strategically important employment/ housing corridor
- Railway Triangle and Corridor – exploration of options for delivery of local housing and employment on the linked corridor sites
- Growing Gloucester's Economy
 - Collaborate with Gloucestershire County Council
 - Deliver a business and evening vitality grants programme
 - Develop our energy and digital based economies
 - Work with Marketing Gloucester to promote the city
 - Champion the development of strategic employment sites
 - Promote inward investment
 - Deliver a Business Improvement District
 - Secure external funding and income generating opportunities to the benefit of the local economy including Big Local, HLF and signposting/support for RGF.
 - Champion Gloucestershire Airport as a key economic driver

Objective 2

- Secure Purple flag status
- Promote the diversification of the city centre to include:
 - housing
 - enhanced leisure use
 - encouraging independent retail and food offer
- Promote and deliver our cultural offer based around our museums and other attractions,
- Seek opportunities to development and deliver office accommodation
- Enhance our markets offer, both indoor and outdoor, to generate further footfall into the City
- Deliver a programme of public realm renewal

- Enhance the City Centre through the delivery of a programme of improvements to unattractive facades, a new Tourist Information Centre , Car Park improvements and links to the Quays from the City Centre.

Objective 3

- Focus on a number small yet prominent sites to deliver collective urban renewal

Objective 4

- Through ABCD, empower our communities to position themselves to create directly, and benefit from, employment opportunities.
- Promote recruit local policies and opportunities.
- Work to ensure those in disadvantaged communities have the support benefit from new employment opportunities
- W employers and skills providers, ensure there is a direct correlation between skills supply and demand

Objective 5

- Promote and support business formation and growth
- Target high growth companies in key sectors to grow our business base through:
 - working closely with GFirst
 - developing appropriate marketing materials and channels
- Develop our business engagement programme
- Identifying key issues impacting on our businesses, such as Broadband, and work constructively to find solutions and deliver growth

Objective 6

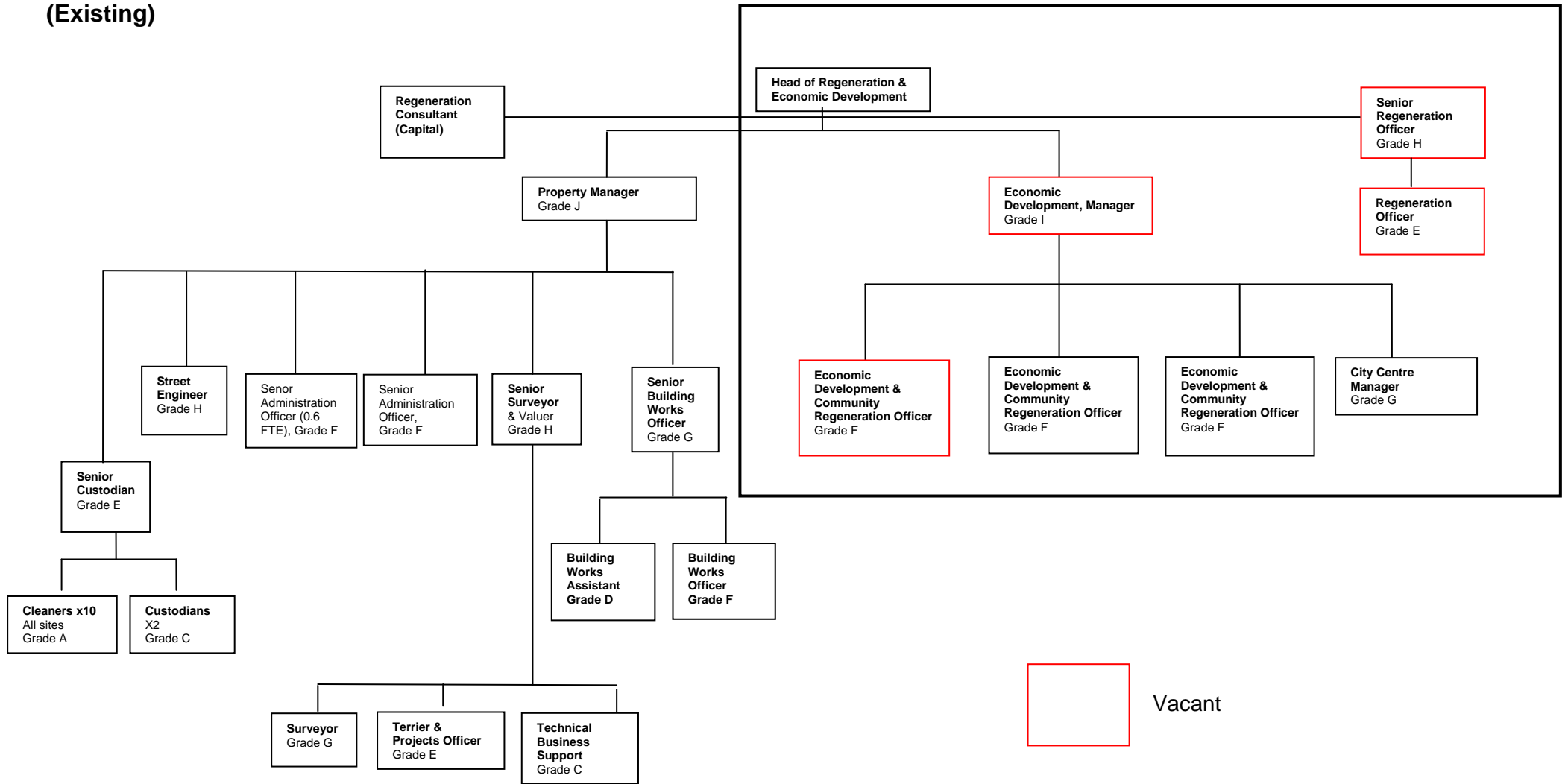
- Work in partnership with GFirst and adjoining local authorities to influence and achieve opportunities for growth beyond our boundaries that benefit Gloucester
- Support the delivery of Strategic Housing and Employment sites outside of the City's boundary
- Explore with GFirst and impacted adjacent local authorities opportunities for joint capacity building
- Actively support and promote the delivery of Joint Core Strategy sites

Appendix 2

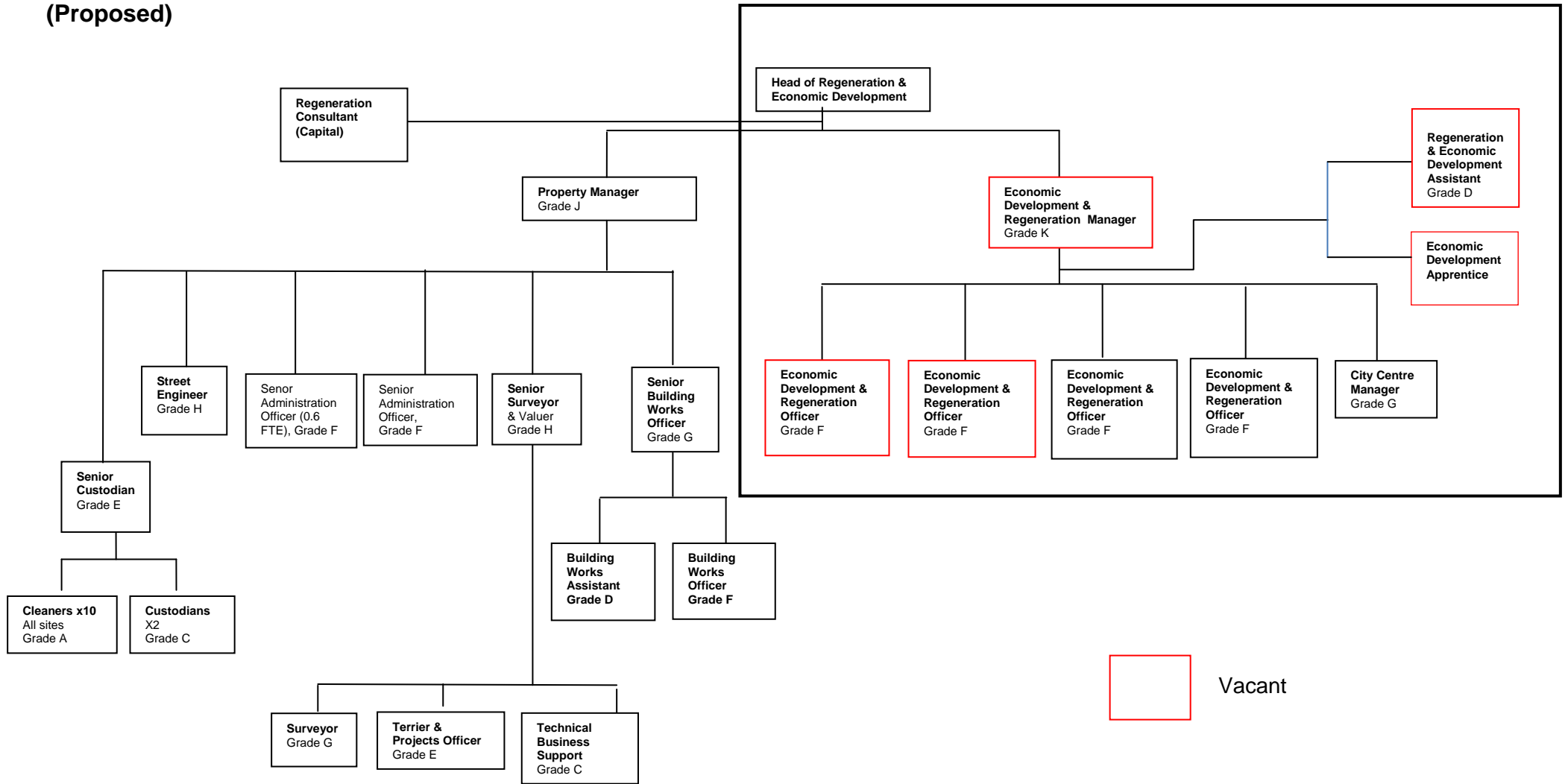
How this structure will affect individual members of the team is detailed below:-

Name	Current Job Title	Status
Regeneration & Economic Development Team		
Vacant	Economic Development and Regeneration Manager, Grade K	Amended Post
No Change	Economic Development & Community Regeneration Officer, Grade F	No change Grade F
No Change	Economic Development & Community Regeneration Officer, Grade F	No change Grade F
Vacant	Economic Development & Regeneration Officer, Grade F	Amended Post
Vacant	Economic Development & Regeneration Officer, Grade F	Amended Post
No Change	City Centre Manager, Grade G	No change Grade G
Vacant	Regeneration & Economic Development Assistant, Grade D	Amended Post
Vacant	Regeneration & Economic Development Apprentice	New Post

Appendix 3 – Organisation Chart (Existing)



Appendix 4 – Organisation Chart (Proposed)



Vacant