

Realigning the Environmental Planning and Neighbourhood Management Services

A Proposal Document for Consultation

1. A New Structure for Planning Services

Introduction

- 1.1 Full Council on 27th February 2014 considered and approved Gloucester City Council's Money Plan 2014-19. It articulated 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 Council 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.

2. The Current Structure of Neighbourhood Services

- 2.1 Neighbourhood Services within the Council is currently comprised of the following elements:
- i. Neighbourhood Management
 - ii. Environmental Projects (Waste & Recycling)
 - iii. Environmental Planning (shared management with Head of Planning)
 - iv. Cemeteries & Crematoriums

The current service structure which reports to the Head of Neighbourhood Services (not including Cemeteries & Crematoriums) is shown at Appendix 1 to this report.

3. The Need for Realignment

- 3.1 For the Environmental Planning Service, there is a requirement to make savings of £100,000 in 2015/16. With little or no scope to reduce revenue budgets, making these savings requires the realignment of Environmental Planning and Neighbourhood Management so that efficiencies from the synergies and cross over in posts can be realised. This consultation document proposes how such savings can be made whilst minimising the impact on front line services. It should be noted that the Cemeteries and Crematorium Service are not part of this re-alignment proposal.

4. Savings

Environmental Planning

- 4.1.1 The review of the Environmental Planning Service has been jointly developed by The Head of Neighbourhood Services and The Head of Planning. The Environmental Planning Service is currently managed by the Environmental Planning Service Manager who reports to both these Heads of Service

- 4.2 The principal cost savings associated with a proposed new service relate to the post of Environmental Services Manager changing in its overview to assume responsibility for the spaces and places work undertaken by Neighbourhood Management in addition to existing responsibilities such as Trees, Allotments, Landscape Planning and Countryside Unit. In order to create this necessary capacity the post would relinquish overview responsibility for Planning Conservation and Heritage.
- 4.3 The posts to be retained as part of an amended Neighbourhood Management Structure are:
- i. Neighbourhood Services Service Manager (Job Size 1)
 - ii. Senior Countryside Ranger (Grade F)
 - iii. Countryside Ranger x 2 (Grade E)
 - iv. Landscape Architect (Grade G)
 - v. Tree Officer (F)
 - vi. Tree & Landscape Assistant (C)
 - vii. Allotments Officer (C)
- 4.4 The posts of Senior Countryside Ranger, Landscape Architect, Tree Officer, Tree & Landscape Assistant and Allotments Officer will report directly to the Neighbourhood Management Service Manager. The 2 Countryside Rangers will continue to report to the Senior Countryside Ranger.
- 4.5 The other principal cost saving associated with this proposal is the deletion of the post of Environmental Coordinator. This role supports many internal services with work such as energy improvements within the Councils building assets and management of our transport fleet. It is proposed that this type of work sits within those services that are best placed to deliver them.
- 4.6 One other saving proposal relates to the posts of Landscape Architect and Allotments Officer. At present these posts are funded traditionally through the Council's revenue budget.
- 4.7 Cabinet has previously approved the use of s.106 monies to fund the work undertaken by the Landscape Architect. This consultation document proposes that the post of Landscape Architect changes to a Fixed Term Contract funded by monies received via s.106 developer contributions.
- 4.8 In respect of the Allotment Officer post, the Council receives monies each year from allotment fees and this consultation document proposes that the post of Allotments Officer changes to a Fixed Term Contract funded by monies received via allotment income.

Neighbourhood Management

- 4.9 In order to incorporate the 7 retained posts outlined in para 4.3, it has been necessary to review the existing Neighbourhood Management Structure.
- 4.10 In order to provide the necessary level of direct management support it is proposed to amend the role of Environmental Planning Services Manager as outlined in para 4.2, which will oversee the running of the Countryside Unit, Public Open Spaces Management and the places and spaces work of Neighbourhood Management. This post will report directly to The Head of Neighbourhood Services.
- 4.11 With the introduction of posts covering public open space work including trees, allotments and parks and open spaces this document proposes a reduction of Neighbourhood Manager posts from 4 to 3.
- 4.12 Another proposed change would see the 2 Neighbourhood Management Support Officers managed directly by The Senior Environmental Projects Officer and Neighbourhood Managers and have specific links to those teams. The two Neighbourhood Support Officer posts would not serve those two teams exclusively however and would remain flexible to meet the needs and priorities of the service at the direction of the Neighbourhood Management Service Manager and Head of Neighbourhood Services

Environmental Projects

- 4.13 In order to minimize the amount of direct reports reporting to the proposed Neighbourhood Management Service Manager and in recognizing the current role of the Environmental Projects Team in delivering significant savings to the AMEY Streetcare contract it is proposed that the Senior Environmental Projects Officer reports directly to the Head of Neighbourhood Services. No other changes are proposed for this team.

Summary of Total Savings

- 4.14 The estimated full year savings associated with the proposed realignment are summarised on the following page in Table 1.

Table 1 – Table of Proposed Full Year Savings

A	Current Service Employee Budget	£571,655.43
B	Total Proposed Employee Budget	£501,575.07
C	Initial Savings (A-B)	£70,080.36
D	Additional Budget (via Income)	£55,000.00
E	Total Savings (C&D)	£125,080.36

5. Job Evaluations

- 5.1 All of the amended roles discussed in this document will require evaluation by a Hay panel. This means that those grades accompanying amended posts in this document are indicative only and will be subject to a Hay evaluation in the future. 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.
- 5.2 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.

6. Structure Chart's

- 6.1 See Appendix 1, 2 and 3 for existing and proposed structure charts and an overview of individual staff changes that are proposed.

7. Overview of the Process

Support

- 7.1 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. Support throughout the process will be provided by Human Resources.

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

7.2 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-Fencing

7.3 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

7.4 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

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

Appeals

7.6 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

7.7 We fully appreciate the sensitive nature of this process and the anxiety and 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 Human Resources for an informal discussion. The Council's free, confidential and external counselling service can be contacted on 01452 750586.

Timetable

7.8 The proposed timetable is as follows:

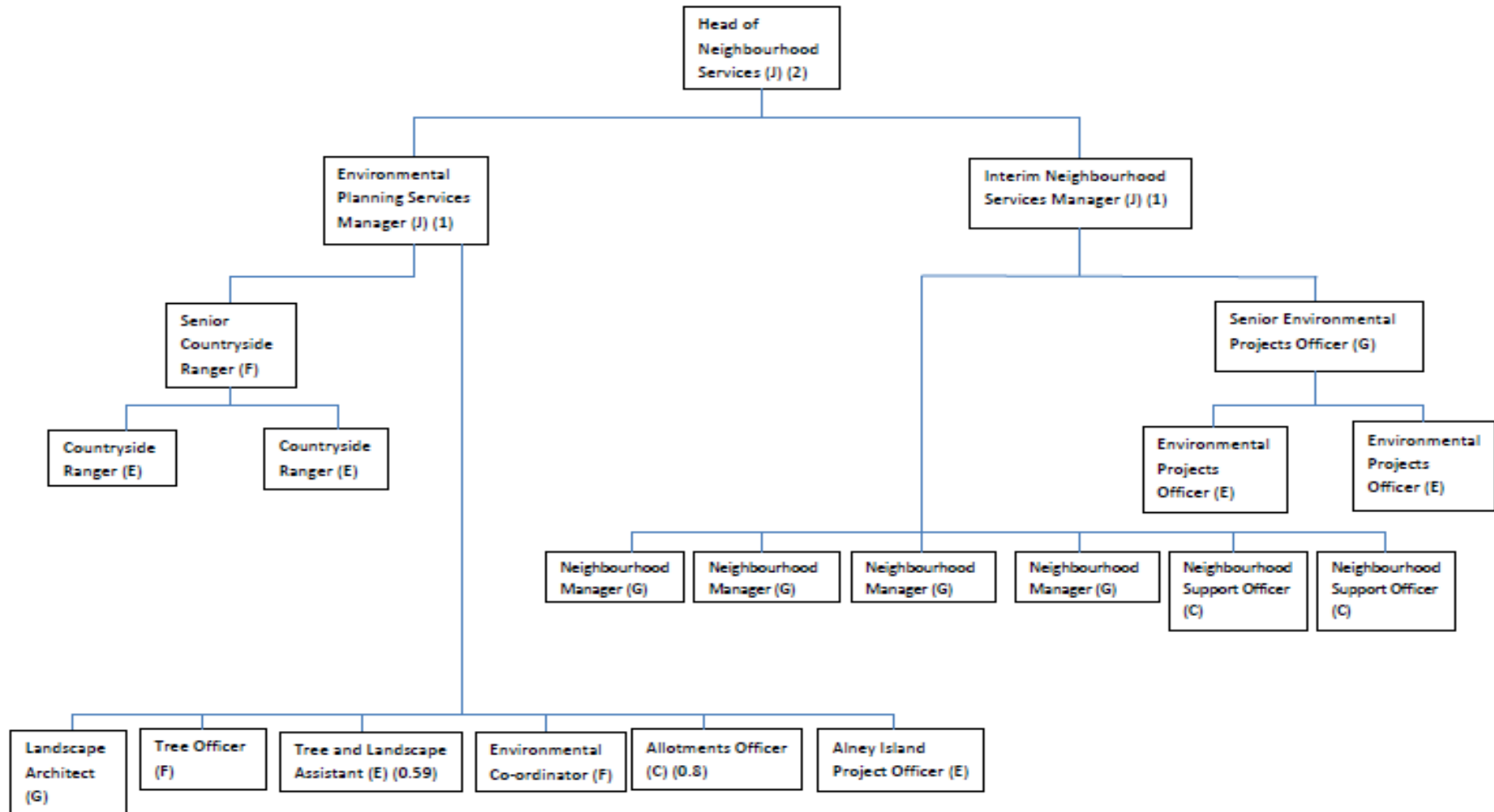
Consultation with Staff	w/c 12th October 2015
Consultation with Trade Union	w/c 12th October 2015
Trade Union Consultation meeting	w/c 19 th October
Employee Forum	w/c 19 th October 2015
Close of Initial Consultation	26 th October 2015
Reviewing Feedback	w/c 26 nd October
Organisational Committee	w/c 23 rd November 2015
Formation of new team structure	4 th January 2016

8. **How to respond**

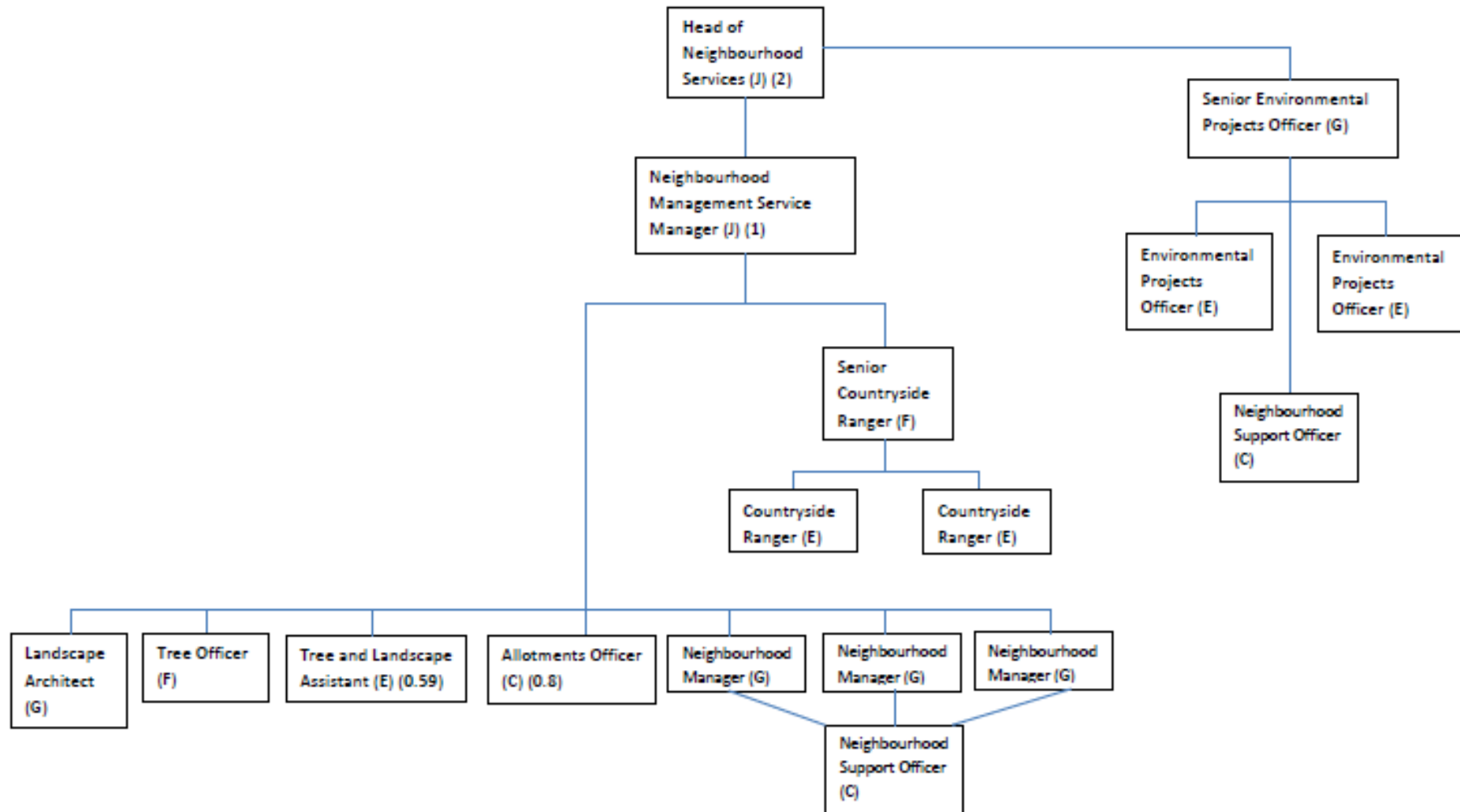
8.1 Please send your queries, comments or questions by 26th October 2015 to:

Lloyd Griffiths, Head of Neighbourhood Services
Email: lloyd.griffiths@gloucester.gov.uk
Tel: 01452 39(6355)

APPENDIX 1 – Existing Service Structure



APPENDIX 2 –Proposed Service Structure



Appendix 3 – Individual Staff Changes

Environmental Planning		
	Current Job Title/(Grade)/(FTE)	Status
	Environmental Planning Services Manager (J) (1)	Assimilated into post of Neighbourhood Management Services Manager
	Environmental Coordinator (F)	Post deleted
	Tree Officer (F)	No change
	Tree & Landscape Assistant (E) (0.59)	No change
	Landscape Architect (G)	Change to temporary contract (no fixed term) dependant on monies received via s.106 developer contribution monies
	Allotments Officer (C) (0.8)	Change to temporary contract (no fixed term) dependant on monies received via Allotment Income
	Senior Countryside Ranger (F)	No change
	Countryside Ranger (E)	No change
	Countryside Ranger (E)	No change
Neighbourhood Management		
	Current Job Title/(Grade)/(FTE)	Status
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Manager (G)	Ring fenced for post of Neighbourhood Manager
	Neighbourhood Support Officer (C)	Post to be formalised
Environmental Projects		
	Current Job Title/(Grade)/(FTE)	Status
	Senior Environmental Projects Officer (G)	No change
	Environmental Projects Officer (E)	No change
	Environmental Projects Officer (E)	No change
	Neighbourhood Support Officer (C)	No change

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