

Delivering a dynamic Corporate Support Service

**A Proposal Document for
Consultation**
October 2015

A new structure for Corporate Support

Introduction

In pursuance of savings agreed as part of the Council's Money Plan in February 2013 the post of Chief Executive was deleted from the Council's structure in March 2013. At this time, a review of the Corporate Support Service was already underway and was subsequently revised to take account of the reduction in senior management posts. The new team was formed on 8 September 2014, comprising 2.5 FTEs (subsequently increased to 2.6 FTEs after 6 months operation of the new team) and providing support to the following:

- Leader of the Council
- Corporate Director of Resources
- Corporate Director of Services and Neighbourhoods
- Civics (Mayor and Sheriff)

On 20 November 2014, the Council approved the appointment of a shared post with the County Council to take on the roles of Managing Director and Head of Paid Service for the City Council and Commissioning Director for the County Council. The successful candidate took up the post on 6 July 2015. Executive Support for the Managing Director post is based solely within the Corporate Support Team.

In recognition of the changes to the senior management structure that have occurred since the current team was formed, it is considered that a further review of the Corporate Support Team is now required.

The proposals contained within this consultation paper focus on delivering streamlined, effective and dynamic support for the Leader of the Council, Managing Director and Corporate Directors, and consideration of the appropriate location for support for the Council's civic function, ensuring that there is resilience as the Council moves forward.

Why is restructuring needed?

The current level of resource within the Corporate Support team does not meet the needs of the individuals that it supports and, specifically, the current working arrangements mean that the office is under-resourced at the end of the week. The inclusion of support for the civic function within this team has meant that, over time, the level of support provided to the Senior Management Team has been eroded as the need to build resilience in terms of the civic function has been a priority; however, the focus of the Corporate Support Team should be on strategic support and support for the civic function can more effectively be undertaken in an alternative appropriate place. Additionally it is considered that the current line management arrangements are unnecessarily complicated and that by having the team report directly to those they support, the service will function more effectively.

Previous reviews of the Corporate Support Team have focused on reducing duplication, eradicating waste and improving efficiencies in the way tasks are delivered and the new team will be expected to continue to work towards these aims.

A new structure will be proposed and the role of the Corporate Support Officer and current working practices will also be reconsidered.

Finally, whilst the review should be cognisant of the savings the Council needs to achieve, it is also important to ensure that there is a high performing team that is able to continue providing effective support to senior management now and in the future.

Proposals

This review of the Corporate Support Team will see the establishment of a new organisational structure. A new structure brings with it an opportunity to review working practices and deliver the level of support that Senior Management and the Leadership team requires. It should be emphasised that the proposals are for consultation and the structure may be revised as a result of the consultation feedback. Within this consultation document there is a chart showing the structure for the Corporate Support Team including the proposals to move the reporting arrangements. The main principles for the proposed new structure and working arrangements are as follows:

1. Reporting arrangements

It is proposed that line management responsibility for the team be moved to the Managing Director. This will ensure that support for the highest level of the organisation is managed by those who are directly affected by the performance of the service. This reporting arrangement is more rational than the current line management arrangements through the Democratic and Electoral Services Manager, who has little influence over the team's workload and is somewhat removed from the day-to-day work of the team.

2. Number of posts

In order to ensure that support arrangements are sufficient across the whole of the working week, including the basic requirement for office cover in the event of sickness and leave, it is proposed that the total resource be increased from 2.6 FTE to 3 FTE; the total resource within the team must equate to 3 FTEs across each working day. The current team comprised of 2.6 FTE was created based on the two-Director model of senior management and, following the recruitment of a Managing Director and a three month settling in period, it is clear that the current level of resource does not provide a sufficient level of support to the Leadership team and that the team are unable to meet demands at the end of the week when the level of resource is reduced. Part-time and job-share arrangements will be considered, however, to ensure operational continuity of support to the Leadership team, at least one post would need to be full-time and this will be a Team Leader post (see Section 3 below).

3. Structure

In order to create the appropriate reporting structure and introduce an opportunity for career progression, it is proposed to create a Corporate Support Team Leader post to manage the Corporate Support Officers; the Team Leader post will in turn be managed by the Managing Director. The Team Leader will be expected to co-ordinate the work of the team, ensuring excellent communication and collaborative working, and also to manage the performance of the Corporate Support Officers. It is considered that the Team Leader post should be a full-time position because the post holder will support both the Leader of the Council and the Managing Director. It is not considered to be suitable for job-share because of requirements for continuity across the week and consistency of management for the team; the line management capacity of the Managing Director is also a factor given that his role at the City Council is part-time. The Team Leader post will be subject to a job evaluation process.

4. Remit

Alongside the changes to the structure of the team it is proposed that support for the civic function will remain within the Democratic and Electoral Services Team, aligned to the wider Members' support role and making use of the team's strong links with Members. This will allow the Corporate Support Team to focus on support for strategic functions and potentially provide a level of support to members of the Senior Management Team who are currently not in receipt of administrative support.

The next steps

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

The cost of the proposed structure is approximately £92,000 based on each post being undertaken by a single FTE, requiring an additional budget of approximately £15,000. £12,000 was held over from the previous review of the service, earmarked for other service review intentions in the wider Democratic and Electoral Services Team that were subsequently not progressed. Therefore, additional budget of approximately £3,000 is required to fund the proposed structure.

The job evaluations

The new role discussed in this document will be evaluated by a Hay panel. There is no intention to submit the Corporate Support Officer post for re-evaluation.

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 description will avoid over lengthy descriptions and explanations and are not an exhaustive list of tasks that the jobholder will be expected to do.

Proposed Structures

The rest of this document details the proposed structures and rationale behind the changes being proposed, together with the timetable for consultation and implementation.

Appendix 1 shows the current structure and reporting arrangements for the Corporate Support Team and the proposed new arrangements.

Appendix 2 lists the proposed staff changes within the Corporate Support Team.

Appendix 3 shows the revised job description and person specification for the Corporate Support Officer role.

Appendix 4 shows the proposed job description and person specification for the Corporate Support Team Leader role.

All staff affected by these changes are encouraged to respond to the proposals, whether individually or as a team.

Overview of the Process

General support

Any reorganisation, no matter what the scale of the impact, can cause some uncertainty for those involved. HR support throughout the process will be provided by Bhavnita Patel. Support of a more general nature will also be provided by Tanya Davies, Democratic and Electoral Services Manager and members of 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

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 posts.

Appeals

Guidance on how to appeal against any stage of this process can be found in the Council's Organisational Change Document which is available from HR.

Implications for those affected

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

Timetable

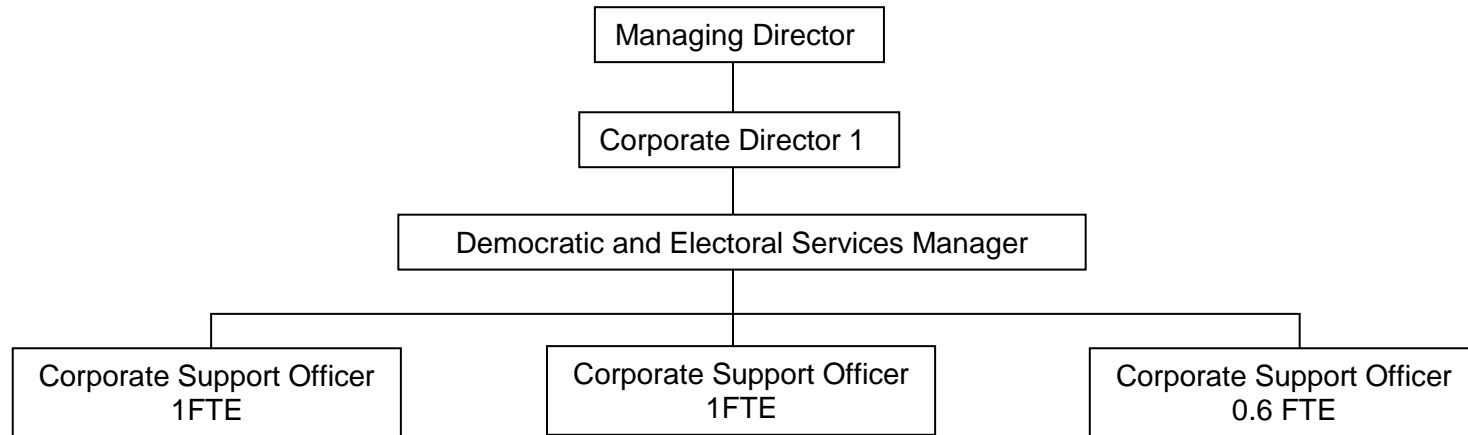
Consultation with Staff	26 October 2015
Consultation with Trade Unions	26 October 2015
Trade Union Consultation Meeting	10 November 2015
Employee Forum	TBC anticipated w/c 9 November 2015
Close of consultation	13 November 2015
Organisational Development Committee	25 November 2015
Formation of new team	TBC

How to respond

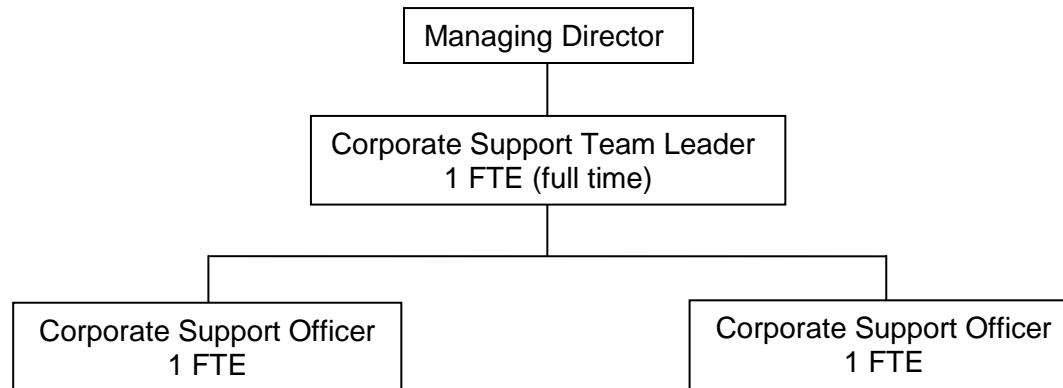
Please send your comments or questions to:

Tanya Davies
Democratic and Electoral Services Manager
tanya.davies@gloucester.go.uk
Internal post: 5th Floor Kimberley Warehouse

Current Structure for the Corporate Support Team



Proposed Structure for the Corporate Support Team



NB. It is proposed that the total resource will equate to 3 FTEs across each working day, however, part-time/job-share arrangements will be considered for Corporate Support Officer posts, subject to cover being sufficient from Monday to Friday.

Staff Changes

The following indicates how the proposals will affect individuals:

Corporate Support Officer 1 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer
Corporate Support Officer 0.6 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer
Corporate Support Officer 1 FTE	Included in ring fences for Corporate Support Team Leader and Corporate Support Officer

DIRECTORATE : Managing Director's Office

SERVICE : Corporate Support Service

JOB TITLE : Corporate Support Officer

GRADE : E

REPORTS TO : Corporate Support Team Leader

SUPERVISORY RESPONSIBILITY TO : None

JOB PURPOSE:

To provide a comprehensive support service for the Senior Management Team and the Leader of the Council.

DUTIES AND RESPONSIBILITIES:

1. To manage Senior Management movements and appointments effectively and in a timely manner.
2. To ensure all aspects of meetings / conferences are organised, agendas developed and prompt action taken, maintaining timely responses to deadlines at all times.
3. To attend and minute meetings as required.
4. To remain conversant with workloads for Senior Management in order to assist with management of workload and field enquires on service issues.
5. To liaise with members of the public and elected Members on behalf of the Senior Management Team.
6. To provide a strictly confidential service to the senior management team. Due to direct access to highly confidential and sensitive information it is essential that complete confidence is maintained at all times.
7. To prioritise work and deal with it appropriately by distinguishing the urgent and important/information and action.
8. To undertake tasks, project work and research as directed with minimal supervision.
9. To receive, sort and prioritise mail, and emails, redirecting as appropriate and responding to all routine correspondence without direction
10. To provide cover across the team as and when required.
11. To take every opportunity to promote equality and diversity, eliminate harassment, discrimination and victimisation and to adhere to the duties of the Equality Act 2010.
12. Carry out any other duties which fall within the broad spirit, scope and purpose of this job description and which are commensurate with the grade of the post.

PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
Education & Qualifications	Advanced IT skills	
Experience & Knowledge	Previous experience of working as a Personal Assistant	Experience of working for a senior manager
	Appropriate level of data protection, security awareness and confidentiality awareness.	
	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels.	
Skills & Abilities	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels	
	Ability to arrange conferences and meetings	
	Ability to work and act on own initiative	
	Able to contribute positively to the team	
	Ability to demonstrate excellent communication skills both orally and written	
	Ability to develop effective administration and support systems	
	Ability to work to tight deadlines and under pressure	
	Ability to prioritise and manage own and others workloads	
	Able to ensure that internal policies and procedures are complied with	
	Willingness to work flexibly	

DIRECTORATE : Managing Director's Office
SERVICE : Corporate Support Service
JOB TITLE : Corporate Support Team Leader
GRADE : subject to job evaluation
REPORTS TO : Managing Director

SUPERVISORY RESPONSIBILITY TO : Corporate Support Officers (2 FTE)

JOB PURPOSE:

To lead and manage a comprehensive support service for the Senior Management Team and the Leader of the Council.

DUTIES AND RESPONSIBILITIES:

1. To manage and co-ordinate the work of the Corporate Support Team, including line management of staff.
2. To manage staff development, skills and reviewing performance in conjunction with the senior management team.
3. To co-ordinate workload and office cover arrangements, ensuring that the Senior Management Team and Leader of the Council have a sufficient level of support at all times.
4. To lead the Corporate Support Team in the identification and implementation of new working practices.
5. To manage Senior Management movements and appointments effectively and in a timely manner.
6. To ensure all aspects of meetings / conferences are organised, agendas developed and prompt action taken, maintaining timely responses to deadlines at all times.
7. To attend and minute meetings as required.
8. To remain conversant with workloads for Senior Management in order to assist with management of workload and field enquires on service issues.
9. To liaise with members of the public and elected Members on behalf of the Senior Management Team.
10. To provide a strictly confidential service to the senior management team. Due to direct access to highly confidential and sensitive information it is essential that complete confidence is maintained at all times.
11. To prioritise work and deal with it appropriately by distinguishing the urgent and important/information and action.
12. To undertake tasks, project work and research as required.
13. To receive, sort and prioritise mail, and emails, redirecting as appropriate and responding to all routine correspondence without direction
14. To provide cover across the team as and when required.
15. To take every opportunity to promote equality and diversity, eliminate harassment, discrimination and victimisation and to adhere to the duties of the Equality Act 2010.
16. Carry out any other duties which fall within the broad spirit, scope and purpose of this job description and which are commensurate with the grade of the post.

PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
Education & Qualifications	Advanced IT skills	
Experience & Knowledge	Experience of working for a senior manager	Experience of managing / supervising staff
	Appropriate level of data protection, security awareness and confidentiality awareness	
	Ability to work as part of a multidisciplinary team and establish good working relationships at all levels	
	Experience of implementing new working practices.	
	Experience of arranging conferences and meetings	
Skills & Abilities	Ability to lead a multidisciplinary team and establish good working relationships at all levels	
	Ability to work and act on own initiative	
	Ability to demonstrate excellent communication skills both orally and written	
	Ability to develop effective administration and support systems	
	Ability to work to tight deadlines and under pressure	
	Ability to prioritise and manage own and others workloads	
	Able to ensure that internal policies and procedures are complied with	
	Willingness to work flexibly	