

Gloucester City Council Management Structure – the next phase

A Proposal Document for Consultation

February 2023

A new structure for the Senior Management Team

Why is restructuring needed?

As Head of Paid Service, the Managing Director has a statutory obligation to advise the City Council as to how best to organise its resources to deliver the Council's objectives. There are a number of imperatives that are driving the need to review senior management structures at this time.

First, the Director of Policy and Resources (Jon Topping), who acts as one of the Council's three Statutory Officers (known as the Section 151 Officer) is retiring from the Council in March, so this impending departure needs to be addressed as a legal requirement.

Additionally, the Transformation and Commercialisation Manager post (previously held by Bob O'Brien) has been left unfilled since September 2022, largely because the Council was insourcing its IT function in November 2022: it made sense to look across the IT and Transformation functions as a whole, once insourcing was complete and settled, to consider if and how to replace this post.

Lastly, the Council welcomed a Local Government Association Corporate Peer Challenge in November 2022, to provide critical and constructive feedback from a group of peers from other Local Authorities as to how well the Council is delivering against its priorities and target outcomes. Their report has just been received and made comments about senior management pressures and capacity (as well as about some of its partnership resourcing arrangements) which could partly be addressed through a restructure.

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.
- To provide sufficient senior management resource to effectively discharge the Council's functions.
- To provide an element of succession planning and 'growing our own' wherever possible, by providing a greater number of posts at Head of Service level which could provide a broader feeder pathway to any future Director level appointments.
- Bringing together a number of lines of business to provide greater synergy and cooperation, and to improve the delivery of customer services.

In order to deliver these outcomes, a senior management structure as set out in appendix 1 is proposed. The diagram indicates current service groupings though, as an organisation that practices empowering and distributed leadership, any new postholders (once appointed) are free to consider what management structures they need beneath them (as are existing management postholders, of course).

This structure reflects the following key points:

- To address one of the key recommendations made in the recent Peer Review, it is proposed that the senior management capacity of the organisation is increased from a complement of five Directors and Heads of Service to six. It is the view of the Managing Director that the Council would not function as effectively with fewer, and the Council cannot realistically afford more.
- This will be achieved by a structure of a Managing Director and a Director of Communities, and four Head of Service posts. One of those Head of Service posts will be described as 'Head of Finance and Resources' and act as the Council's Section 151 Officer (with a direct reporting line to the Managing Director, reflecting good practice) and another will be a new post described as 'Head of Transformation and Commissioning'. The remaining two Heads of Service posts and their teams will remain unchanged.
- The Customer Services function will move to report to the Head of Transformation and Commissioning, reflecting that transformation and improvement of the Council's customer service activity remains a core objective of the Council's transformational activity for the next few years. This change also addresses another recommendation of the Peer Review report, regarding the degree of stretch placed on the Director of Communities post.
- The IT and Transformation teams will be grouped together under a single Manager (post currently filled by Chris Webb). The Transformation team will consist of three posts from the Business Support team who largely deal with 'IT systems' (the Team Leader, and the two business systems support officers, posts currently filled by Pete Egan, Faisal Patel and Paul Banga) plus the two Business Analyst posts (Saima Ramzan and the vacant post currently under offer). The Transformation Team Leader will become a key lead role on the delivery and identification of key transformation projects in support of the IT Service Manager and Head of Service. To provide the management and line reporting oversight needed for the remaining Business Support team, and to bring together related functions and improve team resilience, it is proposed to combine the Corporate Support team with the remaining Business Support team, reporting to the Corporate Support Team Leader (currently filled by Karen Pinkney).
- The peer review also recommended that the Council urgently conduct a review of its external communications and transactional HR commissioned services (both currently provided by Gloucestershire County Council). It is therefore proposed that the Head of Transformation and Commissioning leads this review and takes on the internal client function for HR and Communications and (although not specifically referred for review in the Peer Review report) for the OneLegal partnership (hosted at Tewkesbury Borough Council).
- Although Internal Audit is another externally commissioned service, this relationship is largely driven by financial management considerations, so the internal client function should remain with the S151 Head of Service. For similar reasons, lead officer responsibility for the Airport (a jointly owned company with Cheltenham Borough Council) should remain with the S151 Head of Service.
- The Head of Place (currently filled by Dave Oakhill) would continue to report directly to the Managing Director. This will allow the MD to bring his experience to support the Leader and the postholder on regeneration schemes, and in particular his focus

on the Kings Quarter redevelopment which remains the largest single project and capital risk facing the Council in the coming years.

- It is proposed that the Policy and Governance Manager reports directly to the Managing Director, to reflect the close working relationship that already exists between the Democratic Services function and the Managing Director's role as principal advisor to Council Members, and to reflect his role as Returning Officer for elections. This reporting change will also help focus on addressing recommendations coming from the Peer Review regarding the Council's Corporate Performance Reporting, and will support the Corporate development and alignment of Council policies and strategies.
- Finally, to balance out management responsibilities across the senior management team more equitably, it is proposed that the Head of Culture reports to the Director of Communities.

The next steps

This report focuses on the senior management structure needed for the City Council. A proposed structure has been produced that will see the recruitment and appointment of two Head of Service posts. Consultation with staff and Trades Unions will take place, after which formal reporting and decision-making will begin.

Until the appointment of a new permanent S151 Officer, Council will need to designate an interim S151 officer. It is proposed to recommend to Council at its meeting in March that it designates Greg Maw, the current deputy S151 officer, as interim S151 officer and Hadrian Walters as interim deputy S151 officer.

It is proposed that in order to maximise the pool of potential applicants in the shortest time, both new Head of Service positions are advertised simultaneously internally and externally.

Draft job descriptions for the two Head of Service roles will be developed prior to recruitment (although one of these will effectively be a re-creation of the S151 Head of Service post that existed less than two years ago so would not need a grading review). The new Head of Transformation and Commissioning post job description will be evaluated by a Hay Group consultant prior to recruitment. Some other management posts affected by this restructure may also need a Hay job evaluation review, in particular the Corporate Support Team Leader and the Business Support Systems Team Leader.

Financial implications

Head of Service roles have previously been scored as 'Job Size 4', which would equate to salary scales (2022-23 rates) of £77,152 – 85,069.

The total current cost (including on-costs) of the senior management team of the Council (including the Monitoring Officer post provided through OneLegal) is c.£738k. The proposed revised structure is estimated to cost c.£835k, a difference of £97k. However, after netting off various off-setting savings from deleting other posts that

would be lost as part of this restructure, the net increase is estimated to cost an additional £34k.

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 business partner. 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 the City Council's HR Business Partner.

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 Head of Service posts. As these appointments are below Director level, appointments to these roles will be led by the Head of Paid Service, not Members, and supported by HR.

Timetable

Consultation with Staff	27 February – 10 March 2023
Consultation with Trade Unions	As above

How to respond

Please send your comments or questions by 10 March to:

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Appendix 1 – Proposed Structure

