

EMPLOYMENT COMMITTEE

THURSDAY 11 SEPTEMBER 2014

3.00 PM

Bourges/Viersen Rooms - Town Hall

AGENDA

Page No

1. **Apologies for Absence**

2. **Declarations of Interest**

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council.

3. **Minutes of the Meeting Held on 3 July 2014**

3 - 6

4. **Exclusion of the Press and Public**

In accordance with Standing Orders, Members are asked to determine whether agenda item 6, Appointment to the Posts of Head of Service for Sustainable Growth Strategy; Head of Service for Peterborough Highway Services and Head of Service for Development and Construction and Determination of Salary, which contains exempt information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority, as defined by Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972, should be exempt and the press and public excluded from the meeting when this report is discussed or whether the public interest in disclosing this information outweighs the public interest in maintaining the exemption.

5. **Growth and Regeneration Directorate Service Review**

7 - 70

6. **Appointment to the Posts of Head of Service for Sustainable Growth Strategy; Head of Service for Peterborough Highway Services and Head of Service for Development and Construction and Determination of Salary**

71 - 80



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Philippa Turvey on 01733 452460 as soon as possible.

Committee Members:

Councillors: M Nadeem (Chairman), J Holdich (Vice Chairman), W Fitzgerald, M Cereste, N Khan, C W Swift and N Sandford

Substitutes: Councillors: P Thacker, N Shabbir, J Okonkowski and Davidson

Further information about this meeting can be obtained from Philippa Turvey on telephone 01733 452460 or by email – philippa.turvey@peterborough.gov.uk

**MINUTES OF A MEETING OF THE EMPLOYMENT COMMITTEE
HELD AT THE TOWN HALL, PETERBOROUGH ON 3 JULY 2014**

Members Present: Councillors Nadeem, Holdich, Fitzgerald, North, Khan and Swift.

Officers Present: Lyn Neely, Acting Head of Human Resources
Karen Craig, Senior Human Resources Consultant (Policy and
Development)
Phil McCourt, Interim Head of Legal and Governance
Philippa Turvey, Senior Governance Officer

1. Apologies for Absence

Apologies were received from Councillors Cereste and Sandford.

Councillor North was in attendance as a substitute.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the Meeting held on:

3.1 3 February 2014

The Minutes of the meeting held on 3 February 2014 were agreed as a true and accurate record.

3.2 12 February 2014

The Minutes of the meeting held on 12 February 2014 were agreed as a true and accurate record.

3.3 20 February 2014

The Minutes of the meeting held on 20 February 2014 were agreed as a true and accurate record.

4. Changes to Employee Policies and Procedures

Councillor Fitzgerald joined the meeting.

The Employment Committee received a report on the changes to employee policies and procedures. The report was submitted to the Employment Committee following a referral from the Joint Consultative Forum following Education Consultative Forum meetings held on 21 and 30 January 2014. Appendices 4, 5 and 6 to the report were agreed by the trade unions on 3 June 2014.

Pay Policy, Appraisal Policy and Capability Process

The Employment Committee was requested to consider and agree to implement the following employment policies and procedures:

- i) (Centrally employed Teacher's) Pay Policy;

- ii) (Centrally employed Teacher's) Appraisal Policy;
- iii) (Centrally employed Teacher's) Capability Process;

The Senior Human Resources Consultant responded to comments and questions raised. It was advised that the Minutes of the Joint Consultative Forum and trade unions meetings were not included with the report as standard, however the date of agreement and a signatory sheet was kept as a record of these agreements.

The Committee discussed the inclusion of the paragraph "The council will not exercise its discretionary power to allocate additional scale points on the main scale for "excellent" performance", in the Teacher's Pay Policy. Concern was raised by several Members as to whether this was unduly restrictive.

A motion was proposed and seconded to approve the policies, with the deletion of this paragraph. The motion was carried.

RESOLVED:

The Employment Committee agreed to implement the following employment policies and procedures:

- i) (Centrally employed Teacher's) Pay Policy, subject to the deletion of the paragraph, "The council will not exercise its discretionary power to allocate additional scale points on the main scale for "excellent" performance";
- ii) (Centrally employed Teacher's) Appraisal Policy;
- iii) (Centrally employed Teacher's) Capability Process;

Reasons for the decision

To ensure that the Council operated within the School Teacher's Pay and Conditions Document.

Travel and Subsistence Policy

The Employment Committee was requested to consider and agree to implement the following employment policies and procedures:

- iv) Travel & Subsistence Policy;

The Committee questioned whether it was worth considering using an alternative calculation for mileage, other than HMRC figures. It was also clarified that submitting VAT receipts was currently a requirement to ensure that VAT could be reclaimed.

A motion was proposed and seconded to approve the policy. The motion was carried.

RESOLVED:

The Employment Committee agreed to implement the following employment policies and procedures:

- iv) Travel & Subsistence Policy;

Reasons for the decision

To move forward with improved Human Resources policies.

Overpayments Policy

The Employment Committee was requested to consider and agree to implement the following employment policies and procedures:

- v) Overpayments Policy;

A motion was proposed and seconded to approve the policy. The motion was carried.

RESOLVED:

The Employment Committee agreed to implement the following employment policies and procedures:

- v) Overpayments Policy;

Reasons for the decision

To move forward with improved Human Resources policies.

Whistleblowing Policy

The Employment Committee was requested to consider and agree to implement the following employment policies and procedures:

- vi) Whistleblowing Policy;

A motion was proposed and seconded to approve the policy. The motion was carried.

RESOLVED:

The Employment Committee agreed to implement the following employment policies and procedures:

- vi) Whistleblowing Policy;

Reasons for the decision

To move forward with improved Human Resources policies.

Chairman
3.00pm – 3:30pm

This page is intentionally left blank

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 5
DATE 11 SEPTEMBER 2014	PUBLIC REPORT

Contact Officer(s):	Simon Machen, Director of Growth and Regeneration	Tel. (01733) 453475
---------------------	---	---------------------

GROWTH & REGENERATION DIRECTORATE SERVICE REVIEW

R E C O M M E N D A T I O N S	
FROM : Director of Growth & Regeneration	
<p>(1) That Employment Committee reviews the Growth and Regeneration restructure proposals and response to consultation and approves the structure.</p> <p>(2) That Employment Committee agrees the 3 proposed job descriptions for the Deputy Chief Officer posts in Growth and Regeneration.</p>	

1. ORIGIN OF REPORT

This report follows the initial paper submitted to Employment Committee on 27 September 2013 by the Chief Executive regarding the senior management restructure. It provides further detail in relation to the restructure within the Growth and Regeneration directorate, the consultation that took place with staff, the revisions made to 3 deputy chief officer posts and the proposed job descriptions for these posts.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Employment Committee with the opportunity to review the Growth and Regeneration restructure and ensure that all senior management roles have job descriptions which accurately reflect the work undertaken and the standards expected of the post holder.

2.2 This report is for the Committee to consider under its Terms of Reference:

- No. 2.3.1.1 'To appoint Directors and Heads of Service and determine terms and conditions of employment'.
- No. 2.3.1.5 'To consider, and recommend appropriate actions where necessary in response to executive proposals relating to: (a) changes within a Department's/Division's structure which involve substantial changes in the responsibilities of first and second tier posts'.
- No. 2.3.1.6 'To promote and pursue a policy of equal opportunities in employment'.

3 TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
---	-----------	---	-----

4 BACKGROUND

4.1 Overview of Growth and Regeneration Directorate Service Review

4.1.1 Please see Annex 1, which sets out the Growth and Regeneration Directorate Service review conducted in February 2014. As set out in the paper, the aim of the review was to create a structure within the directorate which was best placed to respond to the move to a commissioning council delivery model and the establishment of the new Peterborough Highway Services partnership, as well as to respond to ongoing budgetary restraints. The restructure also provided an opportunity to further develop a traded service model with the aim of generating additional income to help offset core costs within the directorate.

4.1.2 Consultation was undertaken with staff across the directorate for a period of at least 30 days, in accordance with custom and practice at Peterborough City Council. Trade unions were consulted regarding the proposals and individual consultation was undertaken with those staff directly affected by the proposals.

The response to consultation document issued to staff in March 2014 can be found at Annex 2. This details the final structure proposed and the key changes for staff within the directorate. As the document demonstrates, feedback from staff was carefully considered before a final structure was confirmed.

4.1.3 Whilst most of the proposals within the Growth and Regeneration Directorate Service Review impact posts below deputy chief officer level, the proposals did result in the creation of the following 3 senior management posts, which are subject to scrutiny by Employment Committee:

- Head of Sustainable Growth and Delivery
- Head of Development and Construction
- Head of Peterborough Highway Services

4.1.4 The Head of Sustainable Growth and Delivery is responsible for the management and leadership of teams delivering a number of the Council's key policy documents including the Local Plan, Housing Strategy, Trees and Woodland Strategy and Biodiversity Strategy. The service leads on the Environment Capital corporate priority and includes the Council's natural and historic environment functions, and flood risk strategy. The Head of Sustainable Growth and Delivery provides services directly to a number of other councils.

It is proposed that this role would replace the post of Group Manager – Strategic Planning and Enabling.

4.1.5 The Head of Development and Construction is responsible for the management and leadership of the Council's planning applications and appeals, building control, and planning enforcement functions.

It is proposed that this role would replace the post of Group Manager – Development Management and include some elements of the Group Manager – Construction and Resilience role.

4.1.6 The Head of Peterborough Highway Services is responsible for the management and leadership of all highway and transport services including sustainable transport, highway maintenance, street lighting, and delivery of highway capital projects and client management of the Skanska highway services contract.

It is proposed that this role would replace the post of Group Manager – Peterborough Highway Services.

4.2 Job Descriptions for Growth and Regeneration Deputy Chief Officer Posts

- 4.2.1 Please refer to Annex 3 for the deputy chief officer job descriptions, which form part of the service review in Growth and Regeneration. These job descriptions were written in conjunction with the HR Manager for Growth and Regeneration using a standard template to ensure consistency and to facilitate the evaluation process.
- 4.2.2 Careful consideration was given to the competencies required to deliver the service requirements and the job descriptions identify common skills and experience, which are deemed necessary to operate successfully at a senior level within Peterborough City Council.
- 4.2.3 The job descriptions have been reviewed and approved by the Chief Executive and shared with the relevant portfolio holder in accordance with Part 3 Section 2.3.3.11 of the Constitution before being submitted for approval to Employment Committee.

4.3 Job Evaluation Process - Deputy Chief Officer Job Descriptions

- 4.3.1 The grading of posts at Head of Service level and above at Peterborough City Council is generally determined by reference to the Hay Group Job Evaluation Method, which is applied to determine the relative size and importance of jobs within the Council as well as their difficulty.
- 4.3.2 Under the Hay job evaluation method, each post is evaluated on its own merits, taking into consideration the context, organisation, reporting structures, relationships with other roles and the way in which the job operates within its environment. Roles are compared through an iterative process to create a rank order within an organisation.
- 4.3.3 The Hay evaluation method is based on measuring 3 factors; Accountability, Know-How and Problem Solving. During the evaluation process, the job content is analysed relative to each factor and is represented by a numerical value. These factor values are then totaled to determine the overall job size, providing an overall point score for each post.
- 4.3.4 To ensure the independence and accuracy of the evaluation process, all job descriptions are evaluated and validated by the Hay Group using the aforementioned Hay Group Job Evaluation Method. The job evaluation outcomes are then reviewed by a separate Public Sector Specialist within the Hay Group, to ensure consistency and accuracy in the evaluation process and to validate the outcomes.
- 4.3.5 Deputy Chief Officer posts which fall outside the scope of the Hay job evaluation scheme due to the content of the role will be evaluated under the most appropriate of the Council's alternative job evaluation schemes. In the majority of cases such posts will be evaluated under the local government NJC job evaluation scheme.

4.4 Job Evaluation Outcomes – Deputy Chief Officer Posts

- 4.4.1 The job evaluation outcome for each of the deputy chief officer posts within the Growth and Regeneration Directorate is set out underneath along with the applicable pay band and salary range. Please see Annex 4 for a table summarising this information.

Head of Service for Sustainable Growth Delivery

The post of Head of Service for Sustainable Growth Delivery has been allocated a point score of 702 points.

This places the post in Pay Band 7 of the senior manager pay scale, with a point range of 614 - 734 points and a band width of £53,294 – £65,137.

The median point on Pay Band 7 is £59,215.

Head of Service for Development and Construction

The post of Head of Service for Development and Construction has been allocated a point score of 702 points.

This places the post in Pay Band 7 of the senior manager pay scale, with a point range of 614 - 734 points and a band width of £53,294 – £65,137.

The median point on Pay Band 7 is £59,215.

Head of Service for Peterborough Highway Services

The post of Head of Service for Peterborough Highway Services has been allocated a point score of 732 points.

This places the post in Pay Band 7 of the senior manager pay scale, with a point range of 614 - 734 points and a band width of £53,294 – £65,137.

The median point on Pay Band 7 is £59,215.

5 IMPLICATIONS

- 5.1 This paper deals with Deputy Chief Officer posts within the Growth and Regeneration directorate. There should be no implications on any other area of the Council as similar posts across the council will have proceeded through the same process, thereby ensuring equitability and fairness.

6 CONSULTATION

- 6.1 No unions are recognised for collective bargaining purposes for staff on chief officer / deputy chief officer terms and conditions however trade unions have been notified and had an opportunity to contribute to the consultation process as there was a wider impact with other officers.
- 6.2 All staff impacted by the proposals have been consulted with individually and in accordance with Council policies as part of the development of the new Growth and Regeneration directorate.
- 6.3 All staff in the Growth and Regeneration Directorate have had the opportunity to provide feedback on the restructure proposals and this feedback has shaped the conclusions of the Director of Growth and Regeneration, including the content of the job descriptions.

7 ANTICIPATED OUTCOMES

- 7.1 The Council will have a structure in place in the Growth and Regeneration Directorate, which enables it to successfully deliver the Council's growth and Environment Capital priorities and deliver high quality and efficient services to the people of Peterborough.
- 7.2 The Council will have detailed job descriptions in place for the Deputy Chief Officers in the Growth and Regeneration Directorate which clearly define the scope of the roles and the associated accountabilities and responsibilities as well as the knowledge, skills and experience required on the part of the post holders to successfully perform in the role.
- 7.3 The Council can be reassured that a rigorous and independent job analysis and evaluation process has been undertaken in relation to the grading of all posts considered in this paper.
- 7.4 Through the application of Council policy and procedures in relation to the appointment of staff to posts, the Council can demonstrate transparent and fair systems of operation.

- 7.5 The Council will be able to demonstrate discipline and fairness in the management of its resources and will be able to maintain equity within its compensation processes when determining salaries for the posts considered in this paper.

8 REASONS FOR RECOMMENDATIONS

- 8.1 These proposed changes are to ensure the Council operates within frameworks that are lawful, best practice, transparent and consistent.

9 ALTERNATIVE OPTIONS CONSIDERED

- 9.1 Consideration was given as to whether job descriptions needed to be reviewed and re-evaluated for deputy chief officer posts. As there were changes to these posts, it was agreed that failure to revise and re-evaluate these job descriptions could lead to inconsistencies and inequalities.

BACKGROUND DOCUMENTS

- 10.1 JNC Chief Officer Handbook
- 10.2 Peterborough City Council Pay Policy Statement 2014/15

11. ANNEXES

- Annex 1: Growth & Regeneration restructure paper
- Annex 2: Growth & Regeneration outcome paper
- Annex 3: Deputy Chief Officer job descriptions
- Annex 4: Job Evaluation Data – Head of Service posts within Growth & Regeneration

This page is intentionally left blank

Peterborough City Council Growth and Regeneration Directorate Service Review – February 2014

Review of proposals to improve efficiency and better meet service priorities

Staff Consultation Document – 04 February 2014

1.0 INTRODUCTION

- 1.1 The purpose of this document is to outline a number of proposed changes to the staffing structure of the Growth and Regeneration Directorate and to explain the justification for change, the consultation process, the timescale, and the implications for staff affected by the restructure.
- 1.2 The majority of staff in the Directorate will not be directly affected by the changes, although there may be changes in their line management.

2.0 WHY DO WE NEED A RESTRUCTURE?

- 2.1 The Council's recent senior management restructure, the move to a commissioning council delivery model, the new Peterborough Highway Services partnership and the continuing challenge of local government finance combined necessitate a review of the staff structure in the new Directorate to ensure that it remains fit for purpose. We also need to further develop our recent traded service success to generate additional income and help offset core costs.

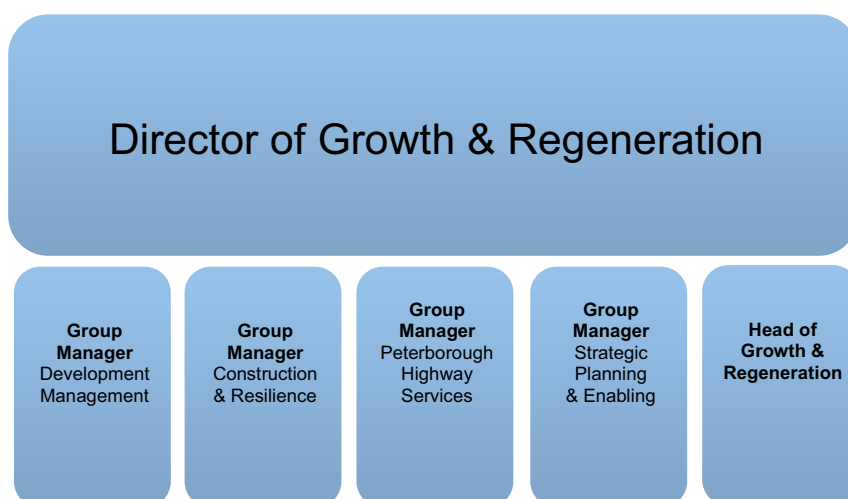
3.0 THE PROPOSED CHANGES

- 3.1 The proposed new team structures are included in this consultation and are summarised below. The majority of proposed new posts have been subject to job evaluation and the proposed grades are shown, other than Group Manager posts which are subject to the Senior Management Salary Review.

Management Structure

- 3.2 The existing management structure is set out below and includes 4 Group Managers.

GROWTH & REGENERATION current



- 3.3 The proposed new management structure is set out below. The role of Group Manager – Development Management will be widened to include strategic responsibility for Building Control. The role will be retitled Group Manager – Development and Construction and the existing post holder will be slotted into the role. The remuneration for this post will be evaluated as part of the senior management salary review. As a consequence, the role of the existing Building Control Manager will be widened to include greater budgetary and operational responsibility and the existing post holder is proposed to be slotted into the role. The new role will be called Building Regulation Manager and has been evaluated at grade 14. The existing post of Group Manager – Construction and Resilience will be reduced to a part time post (0.5 fte) and is proposed to be titled Resilience Manager.

GROWTH & REGENERATION - Proposed



Peterborough Highway Services

- 3.4 The new partnership with Skanska commenced on 1 October 2013 and a number of council employees transferred to Skanska on that date. The contract includes a 'road map' with the provision that a number of further posts can be transferred and affected staff have been previously advised where they fall within this scope. This paper proposes that the posts set out in the paragraphs below now be transferred and that there are changes to remaining team structures and individual roles.

Asset Management team

- 3.5 The following posts are proposed to TUPE transfer to Skanska.

- LLPG Custodian
- Asset Management Officer
- GIS Technical Officer
- Assistant Landscape Technical Officer

- 3.6 The existing role of Team Manager – Asset Management will be redefined to take commissioning responsibility for these areas of work and wider performance of the contract. The existing post holder will be slotted into this amended role which will be titled Asset and Contract Performance Manager. The post has been evaluated as a grade 13.

Highway Control team

- 3.7 The existing Highway Control team will be expanded to include those posts relating to drainage and flood and water management, as set out below. The existing Highway Control Team Manager will

manage these functions and be retitled Highway Development and Engineering Manager, with the existing post holder slotted into the role. The post has been evaluated as a grade 14.

3.8 Two new roles of ‘Principal Engineer Drainage and Implementation’ and ‘Principal Engineer Development’ will be created within the team. The ‘Principal Engineer Drainage and Implementation’ post has been evaluated at grade 12. The ‘Principal Engineer Development’ remains subject to job evaluation. The post holder of the existing Principal Engineer Drainage role will be slotted into the new ‘Principal Engineer Drainage and Implementation’, and the existing post deleted. The new ‘Principal Engineer Development’ role will be advertised internally in the first instance. The two Senior Engineer Development posts are proposed to be career graded which will include a grade 11 role and are subject to evaluation.

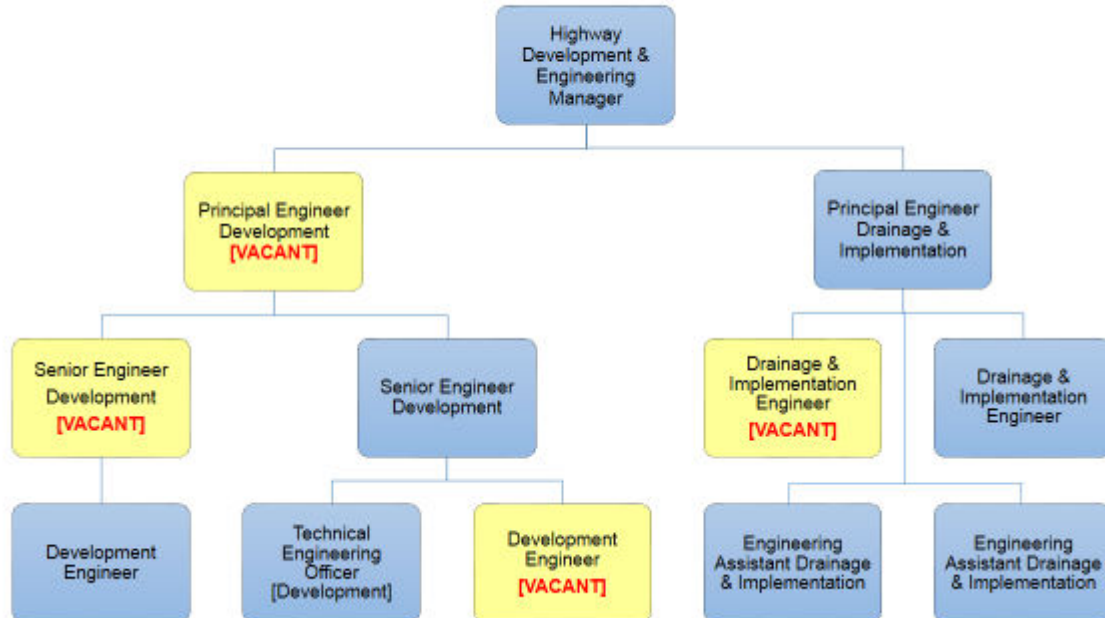
The development implementation and drainage roles are proposed to be amalgamated, creating two Drainage and Implementation Engineer posts (evaluated at grade 9). It is also proposed that two Engineering Assistant Drainage & Implementation posts will be implemented on a career grade system. The career graded structure will include a grade 7 role and these roles are subject to evaluation. The existing posts of Assistant Engineer Implementation, Engineering Assistant Implementation, Assistant Engineer Drainage and Engineering Assistant Drainage will be deleted. The existing post holders will be slotted into the new posts.

The following support role is proposed to TUPE transfer to Skanska:

- Technical Assistant Development

3.9 The proposed structure of the new team is set out below.

GROWTH & REGENERATION – Proposed Highway Control Team

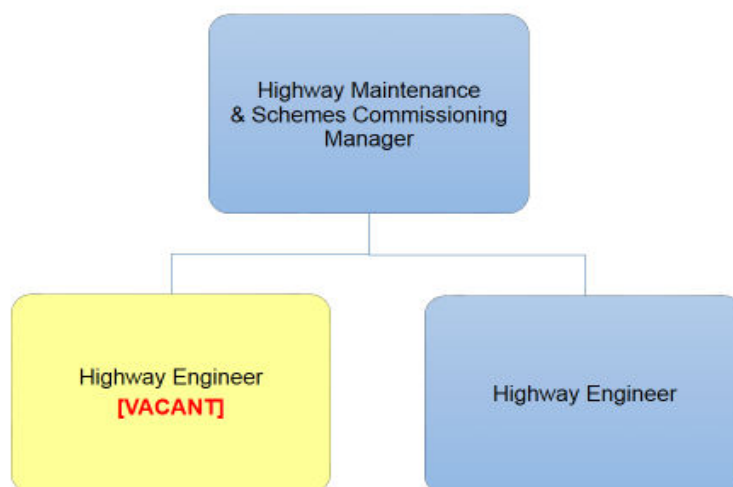


Highway Maintenance team

3.10 The Highway Maintenance Manager will be retitled Highway Maintenance and Schemes Commissioning Manager with commissioning responsibility for highway maintenance, winter service, public rights of way and all scheme delivery. The post has been evaluated at grade 14. It is proposed that there would be two reporting Highway Engineer posts which have been evaluated at grade 9. The existing Project Development Engineer post (formerly in the in the Infrastructure

Delivery team) and the vacant Senior Engineer Highways post in this team will be deleted. The Project Development Engineer post holder is proposed to be slotted into one of these new posts.

GROWTH & REGENERATION – Proposed Highway Maintenance Team



Network team

- 3.11 As set out above, those posts relating to drainage and flood and water management will transfer to the Highway Development and Engineering team. The Network Manager post will be retitled Network and Traffic Manager with responsibility for commissioning structures, street works and ITS solutions, and the existing post holder slotted into the post which has been evaluated at grade 13.

The following posts are proposed to TUPE transfer to Skanska.

- Senior Engineer Bridges
- Street Works Coordinator
- Assistant Street Works Coordinator
- Technical Assistant (Traffic)
- Technical Assistant (Drainage)

Transport and infrastructure planning team and passenger transport

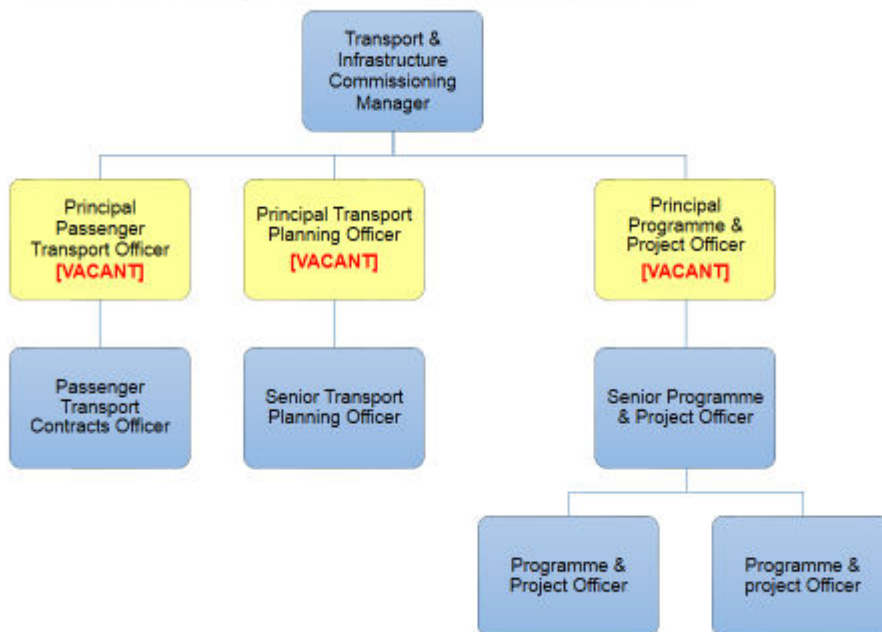
- 3.12 The following posts will TUPE transfer to Skanska.
- Transport Planning Officer x3
 - Sustainable Travel Officer x1 and [Vacant post] x2
 - Project Engineer (0.5 fte)
 - Technical Assistant [Vacant post] x 1
 - Senior Programme and Project Officer [Vacant post] x 1
- 3.13 The post of Transport and Infrastructure Planning Manager will be retitled Transport and Infrastructure Commissioning Manager with a greater emphasis on commissioning, programming planning and strategic engagement to support the wider work of the Directorate in leveraging in external grant funding and inward investment. The existing post holder will be slotted into this post and retain responsibility for street lighting and the post is grade 14 (subject to confirmation at a job evaluation panel). The posts of Technical Assistant and Travel Information and Monitoring Officer will be renamed Programme and Project Officer. The post of Transport Officer Accessibility & Sustainability will be renamed Senior Transport Officer.

3.14 The home to school transport function and associated posts below will transfer to the Head of Corporate Property and Children's Resources in the Resources Directorate to enable more focused delivery.

- Passenger Transport Operations Manager
- Transport officers x3
- Assistant Transport officers x2
- Specialist Transport Officer
- Drivers x4

3.15 The structure of the restructured team will be as set out below.

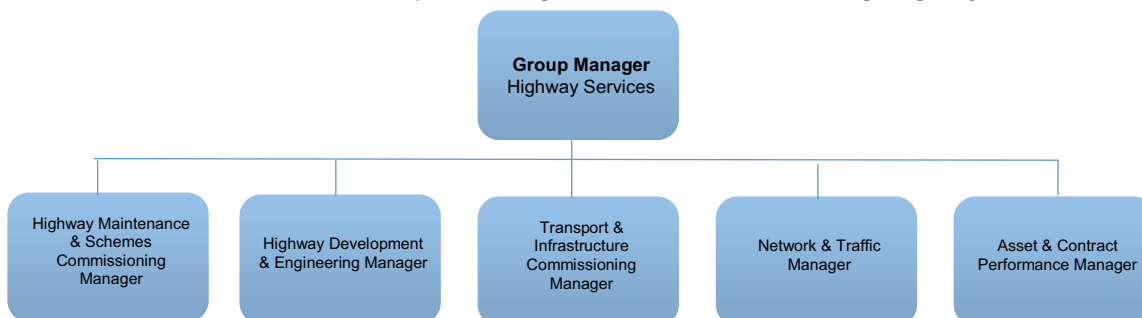
GROWTH & REGENERATION – Proposed Transport and Infrastructure Team



Management structure

3.16 The resultant management structure of Peterborough Highway Services will be as set out below. The Group Manager post will be evaluated as part of the senior management salary review to reflect the restructure and new Skanska contract.

GROWTH & REGENERATION – Proposed Management Structure of Peterborough Highway Services

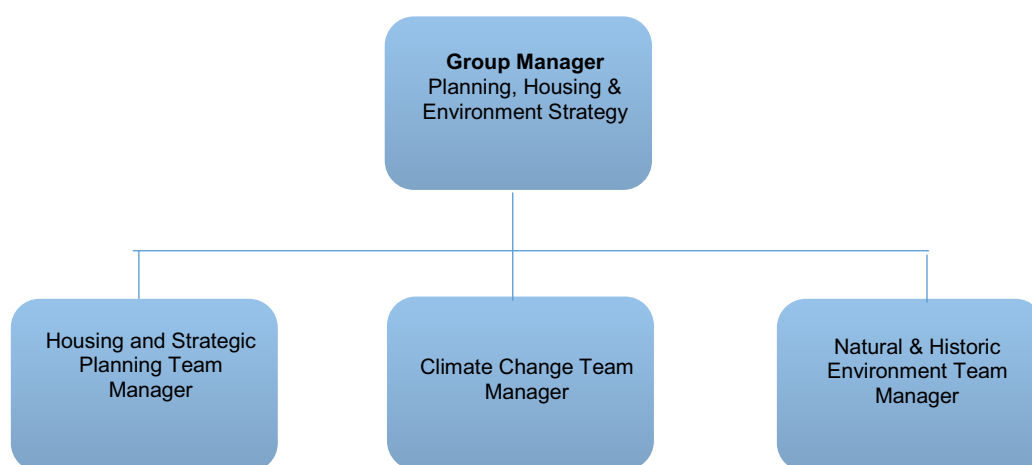


Planning, Housing and Environment Strategy

3.17 In order to create a better balance of responsibilities across Group Manager posts, and to embed natural and historic environment matters more closely with the policy and climate change function of the Directorate, it is proposed that the Natural and Historic Environment team be transferred to this service area (no staffing or other changes within this team are proposed).

- 3.18 The above transfer, together with the already confirmed deletion of the Planning Policy Manager post at the end of March 2014, necessitates a review of the management structure of this service area. There is also a need for the Group Manager to provide more strategic support to the Director. It is therefore proposed that below the Group Manager there will be three teams, each with a single manager as set out below.

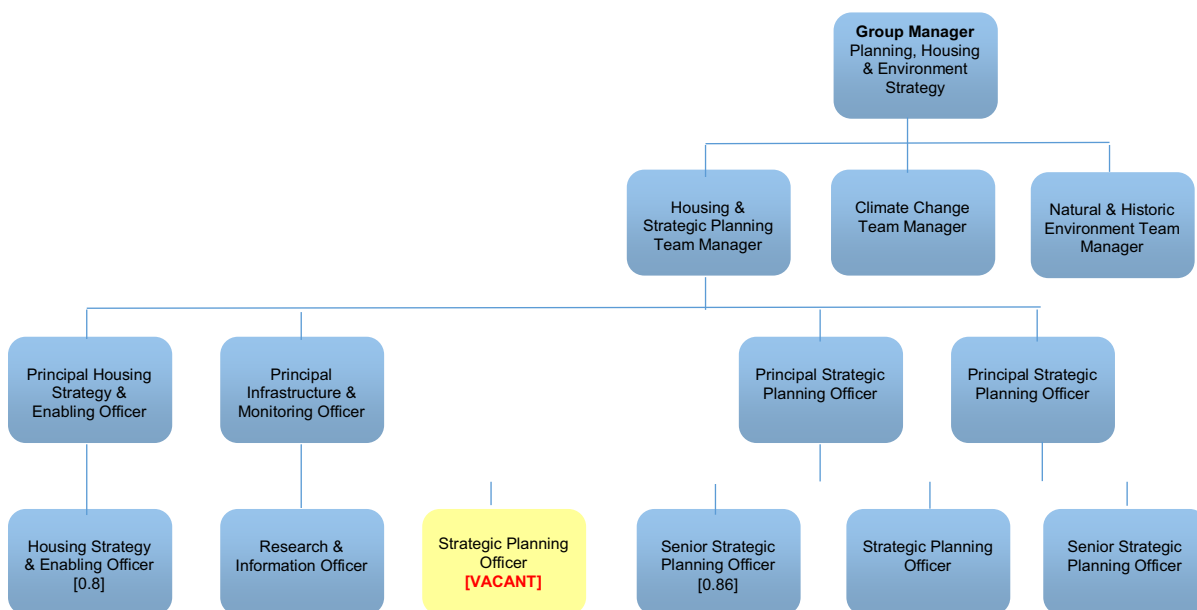
GROWTH & REGENERATION – Proposed Planning, Housing and Environment Strategy Team



- 3.19 For the Climate Change team, Rutland County Council has confirmed that it is proposing to cease, from 1 April 2014, its contract with PCC in respect of climate change services. The Climate Change Officer (Rutland) post will therefore be deleted and the post holder placed at risk of redundancy. No other changes are proposed in the Climate Change team.
- 3.20 The new Housing and Strategic Planning Team will be formed by the merger of three current teams: planning policy; research, monitoring, minerals and waste; and housing strategy and enabling.
- 3.21 The current Housing Strategy Manager post (which manages one part time post) will be retitled Principal Housing Strategy and Enabling Officer, with no other changes other than line manager
- 3.22 The current Research & Monitoring and Minerals & Waste Manager post will be deleted, and the post holder placed at risk of redundancy. The post holder will be ring fenced to apply for a new Principal Infrastructure and Monitoring Officer (evaluated at grade 12) role within the team as set out below.
- 3.23 A new post - Housing and Strategic Planning Manager (evaluated at grade 14) - will be created to manage this combined team. This will be advertised internally in the first instance.

The new Manager will be responsible for the team as a whole but will be supported by a strengthened tier of four principal posts as set out below, with these principal post holders expected to take on day-to-day management of a pool of staff below them in the team (with such management responsibilities being fluid depending on the projects and external contracts in place at any point in time, overseen by the new Manager):

GROWTH & REGENERATION – Proposed Sustainable Growth Strategy Team



The additional Principal Strategic Planning Officer post (grade 12) will be advertised internally in the first instance.

3.24 Finally, reflecting all of the above, the service area will be renamed the Sustainable Growth Strategy team. The Group Manager post will be evaluated as part of the senior management salary review.

Development Management & Building Control

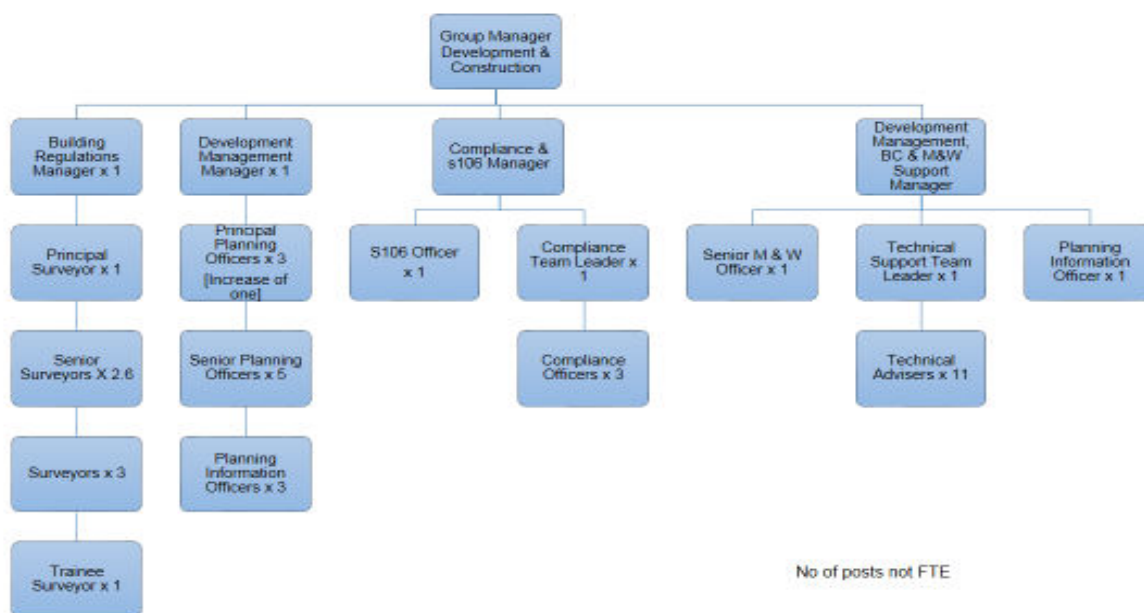
3.25 As set out above, it is proposed to merge the Development Management and Building Control teams under a single Group Manager – Development and Construction, and to move the Natural and Historic Environment posts to the Sustainable Growth Strategy team in order to create a better balance of responsibility across Group Manager posts within the directorate.

3.26 A further proposed change is to merge the two area planning application teams which will result in the deletion of the two Area Manager Development Management posts and their replacement with a Development Management Manager post (grade 15), and a further Principal Development Management officer post as set out below. The two existing post holders will be at risk of redundancy but ring fenced for interview for the new Development Management Manager post. The unsuccessful applicant will be slotted into a new Principal Development Management Officer post

(grade 13). This will provide greater flexibility in the use of operational staff and ensure consistency of service quality and performance.

- 3.27 In response to the nature of applications being received in Peterborough and in particular the requests for services being made from neighbouring authorities, it is proposed to create an additional Senior post within the Development Management Team, increasing the number to 5. As a consequence the number of Planning Information Officer Posts will reduce by 1 to 3.
- 3.28 As a result of the post reductions of Planning Information Officers, it is proposed that all post holders will be placed at risk and will be ring fenced to apply for the additional Senior Planning Officer post. If an appointment is made to the new role, it is proposed that the remaining 3 post holders slot into the remaining 3 Planning Information Officer posts.
- 3.29 Within the Building Control team it is also proposed to introduce a Principal Surveyor post (grade 12, subject to job evaluation) and to reduce the number of Senior Surveyor posts from 3.6 to 2.6 FTE. The Principal Surveyor will deputise for the Building Regulation Manager. This Principal Surveyor role will be advertised internally in the first instance.

GROWTH & REGENERATION – Proposed Development Management Team



Resilience

- 3.30 As explained above, the existing Construction and Compliance Group Manager post will be deleted and the post holder slotted into the new 0.5 fte post of Resilience Manager, with corporate responsibility for emergency planning, risk management, business continuity, safety at sports grounds and event safety.

4.0 DEFINITIONS USED IN THIS DOCUMENT

- 4.1 At risk – This is a member of staff who is at risk of redundancy because their substantive post is proposed to be deleted. If there are similar jobs being created, the staff member may be ‘slotted’ or ‘ring fenced’ to those positions, depending upon how similar they are to their substantive post. If there are no similar jobs, the staff member is entitled to apply for internal vacancies and be considered, providing they are a suitable candidate, before members of staff that are not at risk.

- 4.2 Slot – This is where a new post is directly comparable to a deleted post and there is no competition for that post from other staff in a similar role. In this instance, the post holder will be transferred (or slotted) into the new post.
- 4.3 Ring fence – This is where a post is broadly similar to a deleted post. The member of staff will be interviewed to determine their suitability for the role. This may be a competitive process if there are other 'ring fenced' staff. However, non-ring fenced staff will not be interviewed until the outcome of the ring fenced interviews are known.

5.0 PROPOSED TIMETABLES

5.1 Overview of consultation timeline (Restructure):

Date	Action
Tuesday 4 February	Union representatives meeting to outline proposals and process.
Thursday 6 February	Staff to be briefed.
w/c Monday 10 February	Stage one meetings commence with directly affected staff
w/c Monday 17 February	Activity expected to be minimal due to half term.
w/c Monday 24 February	Stage two meetings commence with directly affected staff
Thursday 06 March	Closing date for general responses to the consultation
w/c Monday 10 March	Consultation response emailed to all staff and trade unions
w/c Monday 17 March	Interviews for ring fenced posts
w/c Monday 24 March	Stage 3 meetings (if appropriate)
01 April	Proposed implementation date for the new structure

Overview of consultation timeline (TUPE):

Date	Action
Tuesday 4 February	Union representatives meeting to outline proposals and process.
Thursday 6 February	Staff to be briefed by Council Managers.
w/c Monday 10 February	Staff to meet with Skanska Managers (Group meeting). Drop in sessions to be provided by Council Managers.

w/c Monday 17 February	Activity expected to be minimal due to half term.
w/c Monday 24 February	Staff to meet with Skanska Managers (Group meeting). Drop in sessions to be provided by Council Managers if required.
Tuesday 04 March	Opportunity for staff to have 1:1 meeting with Skanska Managers.
w/c Monday 10 March	Staff to meet with Skanska Managers (Group meeting).
01 April	Proposed transfer date and "Welcome to Skanska" session

6.0 WHAT HAPPENS NEXT?

- 6.1 The process for consulting on the proposed restructure will be in line with the Council's usual 30 day consultation process and the Redundancy Policy (available on Insite) where applicable.
- 6.2 All staff in the Growth and Regeneration Directorate that are affected by the proposals are invited to comment on these proposals over the next 30 days. I would be pleased to hear your thoughts on any alternative ways you think we can improve service delivery whilst at the same time meeting the objectives outlined above.
- 6.3 Please send your comments to me either by letter or e-mail during the consultation period and at the latest 06 March 2014. If you would like to meet me to discuss any individual concerns and issues that you may have you can arrange a meeting with me through Melanie Churchill.
- 6.4 At the end of consultation after taking your feedback into account, I will compile a question and answer sheet addressing any issues raised along with the final structure and the job descriptions for new posts.
- 6.5 It is envisaged that any new arrangements following consultation will be implemented as soon as practicable.

Simon Machen
Director of Growth and Regeneration
04 February 2014

Peterborough City Council Growth and Regeneration Directorate Service Review – March 2014

Review of proposals to improve efficiency and better meet service priorities

Final proposals – 27 March 2014

1.0 INTRODUCTION

- 1.1 The purpose of this document is to summarise responses to the recent consultation, to set out changes to the staffing structure of the Growth and Regeneration Directorate, and the implications for staff affected by the restructure. A number of changes have been made as a direct result of feedback. A summary of the feedback received is attached – see Appendix 1
- 1.2 The majority of staff in the Directorate will not be directly affected by the changes, although there may be changes in their line management.

2.0 WHY DO WE NEED A RESTRUCTURE?

- 2.1 The Council's recent senior management restructure, the move to a commissioning council delivery model, the new Peterborough Highway Services partnership and the continuing challenge of local government finance combined necessitate a review of the staff structure in the new Directorate to ensure that it remains fit for purpose. We also need to further develop our recent traded service success to generate additional income and help offset core costs.

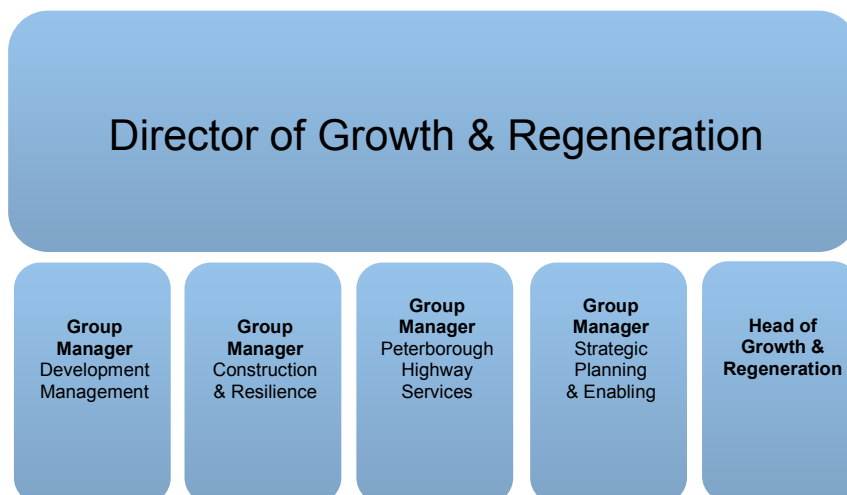
3.0 THE PROPOSED CHANGES

- 3.1 The new team structures are included in this consultation and are summarised below. The majority of proposed new posts have been subject to job evaluation and the proposed grades are shown, other than Group Manager posts which are subject to the Senior Management Salary Review.

Management Structure

- 3.2 The existing management structure is set out below and includes 4 Group Managers.

GROWTH & REGENERATION current



- 3.3 The new management structure is set out below. The role of Group Manager – Development Management will be widened to include strategic responsibility for Building Control. The role will initially be retitled Head of Development and Construction and the existing post holder will be slotted into the role. The remuneration for this post will be evaluated as part of the senior management salary review. As a consequence, the role of the existing Building Control Manager will be widened to include greater budgetary and operational responsibility and the existing post holder will be slotted into the role. The new role will be called Building Regulation Manager and has been evaluated at grade 14. The existing post of Group Manager – Construction and Resilience will be reduced to a part time post (0.5 fte) and retitled Head of Resilience.

GROWTH & REGENERATION - Management Structure

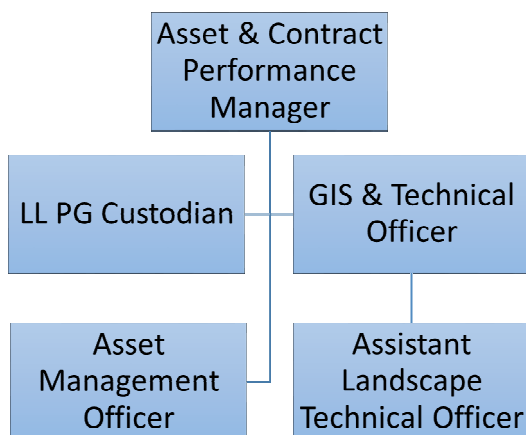


Peterborough Highway Services

- 3.4 The new partnership with Skanska commenced on 1 October 2013 and a number of council employees transferred to Skanska on that date. The contract includes a 'road map' with the provision that a number of further posts can be transferred and affected staff have been previously advised where they fall within this scope. Following detailed consideration of this option it has been agreed that no further staff will transfer at this time.

Asset Management team

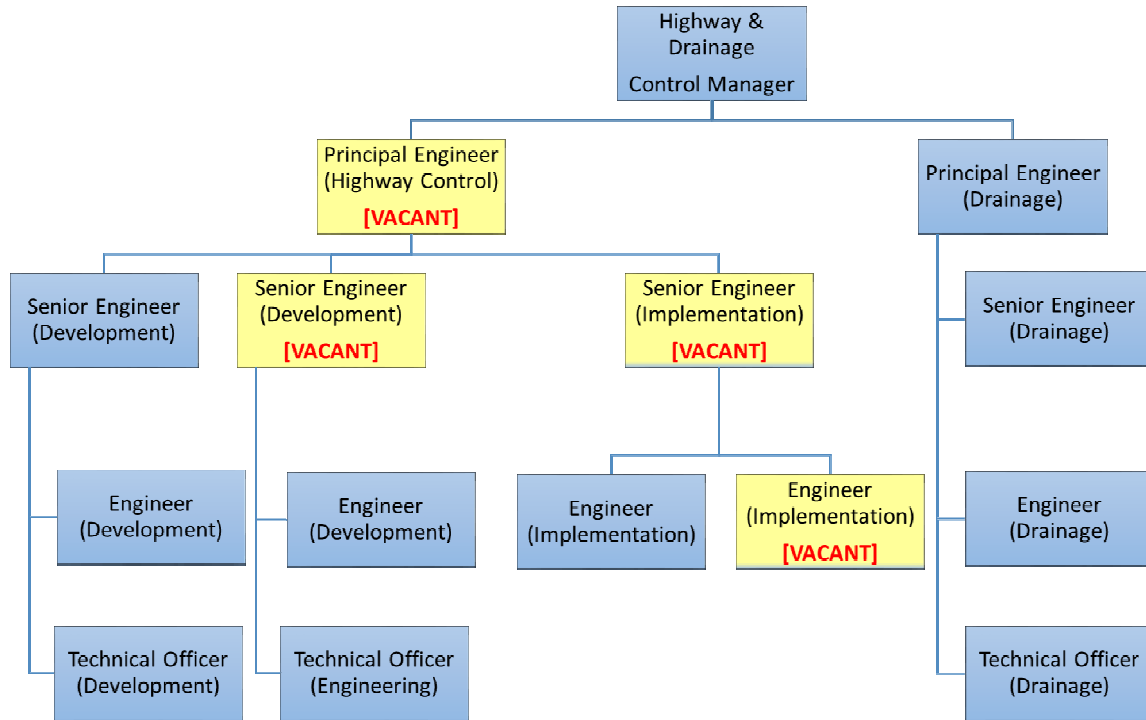
- 3.6 The existing role of Team Manager – Asset Management will be redefined to take commissioning responsibility for the wider performance of the contract. The existing post holder will be slotted into this amended role which will be titled Asset and Contract Performance Manager. The post has been evaluated as a grade 13.

GROWTH AND REGENERATION – Asset & Contract Performance Team**Highway Control team**

- 3.7 The existing Highway Control team will be expanded to include those posts relating to drainage and flood and water management, as set out below. The existing Highway Control Team Manager will manage these functions and be retitled Highway and Drainage Control Manager with the existing post holder slotted into the role. The post has been evaluated at grade 14.
- 3.8 A new role of Principal Engineer Highway Control (grade 12 – subject to job evaluation) will be created within the team. The following changes will also be made:
- The existing Assistant Engineer (Drainage) post will be retitled Senior Engineer (Drainage) (no change to grade)
 - The two existing Engineering Assistant (Development) posts will be retitled Engineer (Development). These will be career graded posts (grades 6-8), subject to job evaluation (post holders slotted at existing grade).
 - The existing Engineering Assistant (Implementation) post will be retitled Engineer (Implementation). This will be career graded (grades 6-8), subject to job evaluation (post holder slotted at existing grade).
 - The vacant Assistant Engineer (Implementation) post will be deleted and replaced with an Engineer (Implementation) post. This will be career graded (grades 6-8), subject to job evaluation
 - The existing Engineering Assistant (Drainage) post will be retitled Engineer (Drainage). This will be career graded (grades 6-8), subject to job evaluation (post holder slotted at existing grade).
 - The existing Technical Assistant (Development) post will be retitled Technical Officer (Development) (no change to grade).
 - The existing Technical Assistant (Implementation) post will be retitled Technical Officer (Engineering) (no change to grade).
 - The two existing Senior Engineer (Development) posts will become career graded (grades 9-11), subject to job evaluation (post holders slotted at existing grade).
 - The existing Technical Assistant (Drainage) post will be retitled Technical Officer (Drainage). (no change to grade)
 - The existing vacant Senior Engineer (Implementation) post will become career graded (grades 9-11), subject to job evaluation
 - The existing post of Principal Engineer (Drainage) is unaffected.

3.9 The proposed structure of the new team is set out below.

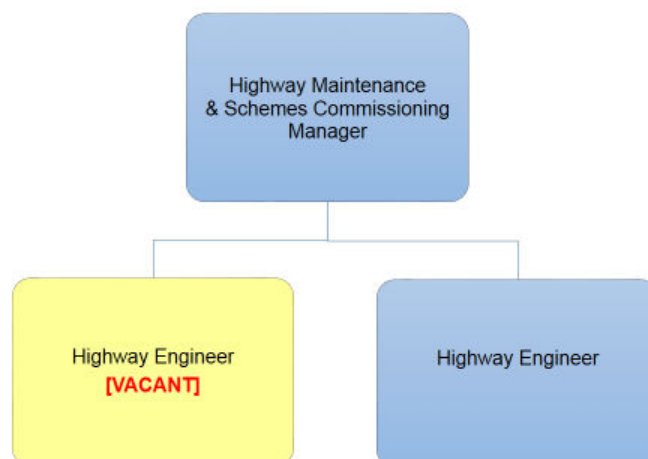
GROWTH AND REGENERATION – Highway and Drainage Control Team



Highway Maintenance team

3.10 The Highway Maintenance Manager will be retitled Highway Maintenance and Schemes Commissioning Manager with commissioning responsibility for highway maintenance, winter service, public rights of way and scheme delivery. The post has been evaluated at grade 14. There will be two reporting Highway Engineer posts which have been evaluated at grade 9. The existing Project Development Engineer post (formerly in the in the Infrastructure Delivery team) and the vacant Senior Engineer Highways post in this team will be deleted. The Project Development Engineer post holder will be slotted into one of these new posts.

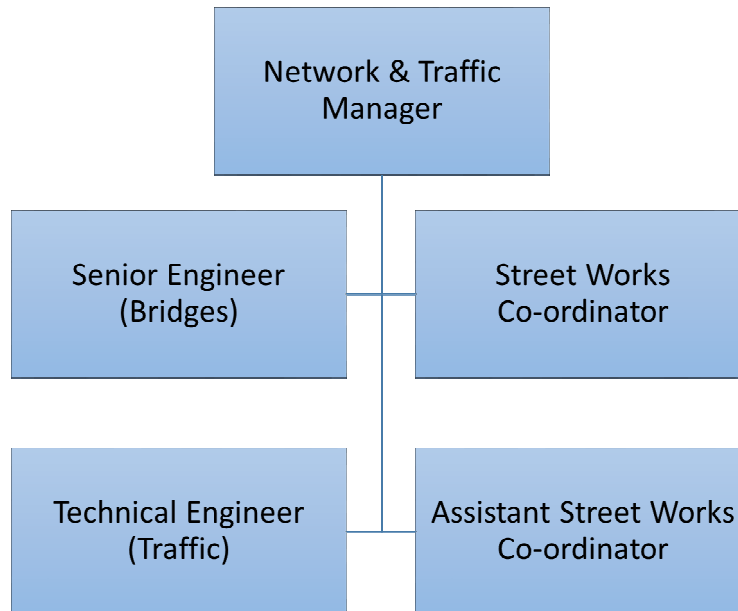
GROWTH & REGENERATION – Highway Maintenance Team



Network team

- 3.11 As set out above, those posts relating to drainage and flood and water management will transfer to the Highway and Drainage Control team. The Network Manager post will be retitled Network and Traffic Manager with responsibility for structures, street works and commissioning ITS solutions, and the existing post holder slotted into the post which has been evaluated at grade 13.

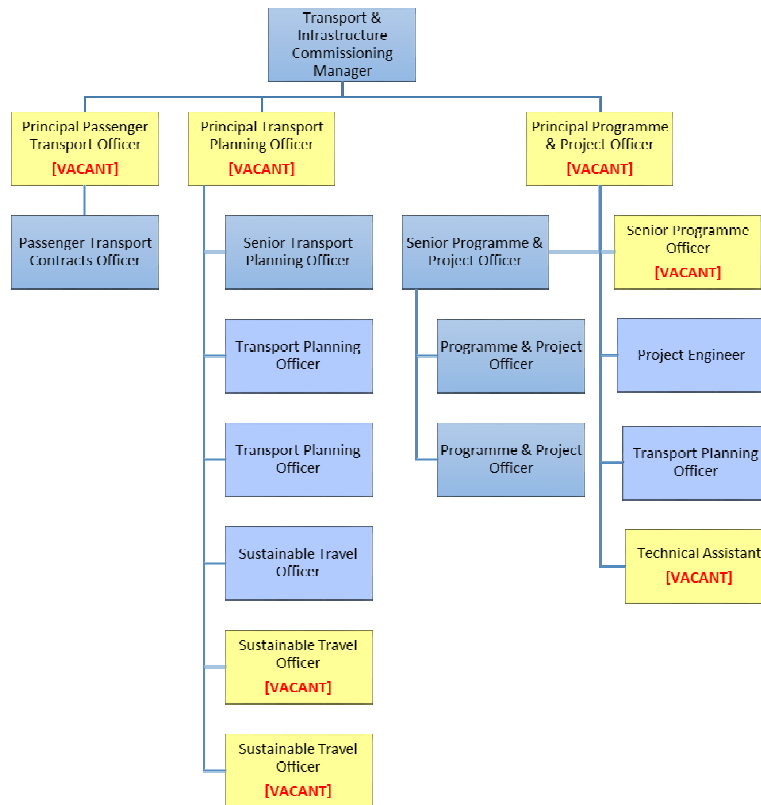
GROWTH AND REGENERATION – Network and Traffic Team



Transport and infrastructure planning team and passenger transport

- 3.12 The existing post of Transport and Infrastructure Planning Manager will be retitled Transport and Infrastructure Commissioning Manager with a greater emphasis on commissioning, programming planning and strategic engagement to support the wider work of the Directorate in leveraging in external grant funding and inward investment. The existing post holder will be slotted into this post and will also be responsible for major schemes as well as street lighting and the post is grade 14. The existing posts of 'Technical Assistant' and 'Travel Information and Monitoring Officer' will both be renamed 'Programme and Project Officer' (no change to grades). The post of Transport Officer Accessibility & Sustainability will be renamed Senior Transport Planning Officer (no change to grade).
- 3.13 The home to school transport function and associated posts below will transfer to the Head of Corporate Property and Children's Resources in the Resources Directorate.
- Passenger Transport Operations Manager
 - Transport officers x3
 - Assistant Transport officers x2
 - Specialist Transport Officer
 - Drivers x4
- 3.14 The structure of the restructured team will be as set out below.

GROWTH AND REGENERATION – Transport & Infrastructure Team

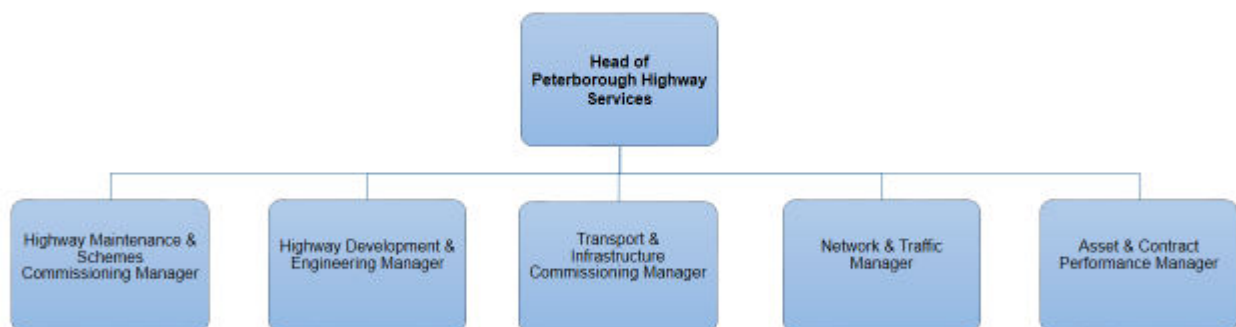


3.15 Vacant posts may continue to be filled through the Skanska contract.

Management structure

3.16 The resultant management structure of Peterborough Highway Services will be as set out below. The Group Manager post will be retitled Head of Peterborough Highway Services and evaluated as part of the senior management salary review to reflect the restructure and new Skanska contract.

GROWTH & REGENERATION – Management Structure of Peterborough Highway Services



Planning, Housing and Environment Strategy

- 3.17 The Natural and Historic Environment team will be transferred to this service area (no staffing or other changes within this team are proposed).
- 3.18 The Group Manager post will be retitled Head of Sustainable Growth Strategy and evaluated as part of the senior management salary review. Below this there will be three teams, each with a single manager as set out below.

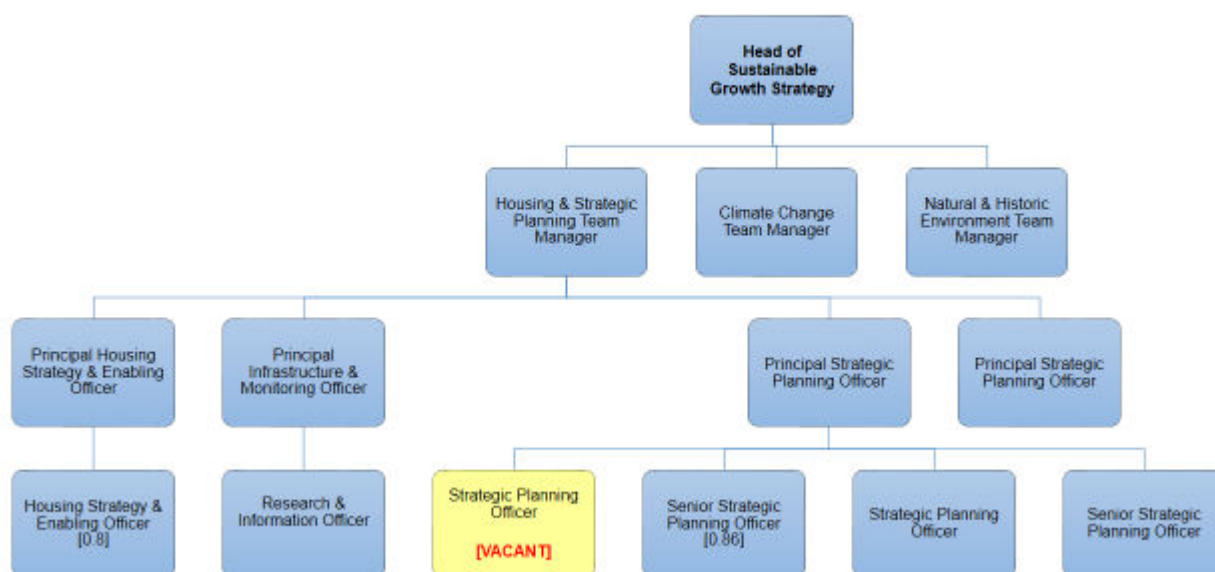
GROWTH & REGENERATION – Sustainable Growth Strategy Team



- 3.19 For the Climate Change team, Rutland County Council has confirmed that it will cease, from 1 April 2014, its contract with PCC in respect of climate change services. The Climate Change Officer (Rutland) post will therefore be deleted and the post holder is at risk of redundancy. No other changes are proposed in the Climate Change team, other than the team will be renamed Environment Strategy.
- 3.20 The new Housing and Strategic Planning Team will be formed by the merger of three current teams: planning policy; research, monitoring, minerals and waste; and housing strategy and enabling.
- 3.21 The current Housing Strategy Manager post (which manages one part time post) will be retitled Principal Housing Strategy and Enabling Officer, with no other changes other than line manager
- 3.22 The current Research & Monitoring and Minerals & Waste Manager post will be deleted, and the post holder is at risk of redundancy. The post holder is ring fenced to apply for a new Principal Infrastructure and Monitoring Officer (evaluated at grade 12) role within the team as set out below.
- 3.23 A new post - Housing and Strategic Planning Manager (evaluated at grade 14) - will manage this combined team. This will be advertised internally in the first instance.

The new Manager will be responsible for the team as a whole but will be supported by a strengthened tier of four principal posts as set out below, with these principal post holders expected to take on day-to-day management of a pool of staff below them in the team (with such management responsibilities being fluid depending on the projects and external contracts in place at any point in time, overseen by the new Manager):

GROWTH & REGENERATION – Sustainable Growth Strategy Team



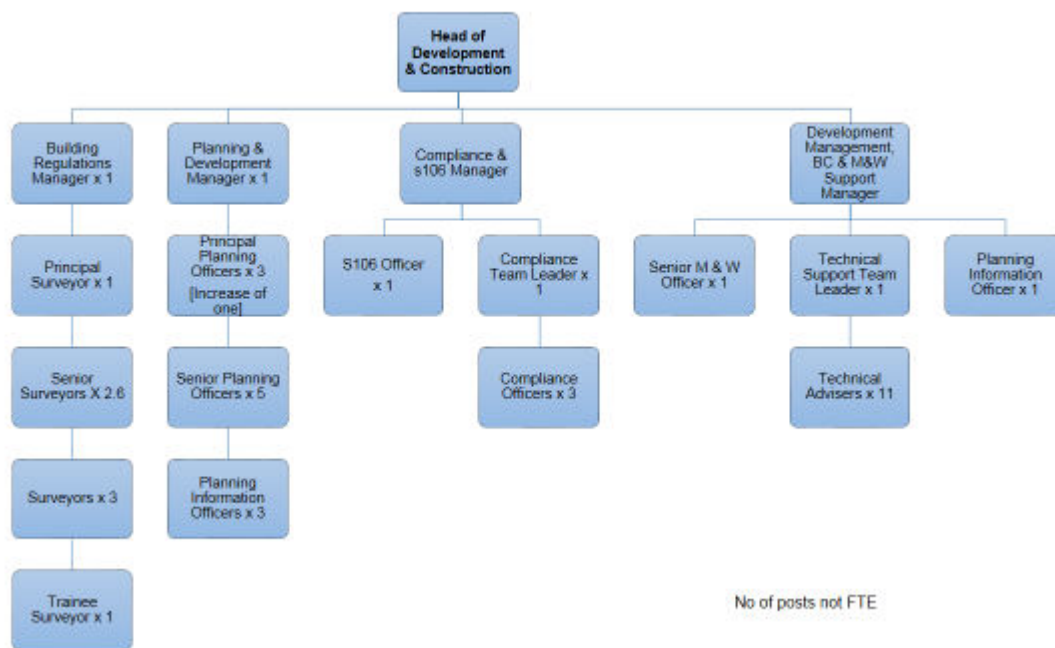
The additional Principal Strategic Planning Officer post (grade 12) will be advertised internally in the first instance.

- 3.24 Finally, reflecting all of the above, the service area will be renamed the Sustainable Growth Strategy team.

Development Management & Building Control

- 3.25 The Development Management and Building Control teams will be merged as set out above and the Natural and Historic Environment Team moved to the Sustainable Growth Strategy team.
- 3.26 The two area planning application teams will be merged which will result in the deletion of the two Area Manager Development Management posts and their replacement with a Planning & Development Manager post (grade 15), and a further Principal Development Management officer post as set out below. The two existing post holders are at risk of redundancy and ring fenced for interview for the new Planning & Development Manager post. The unsuccessful applicant will be slotted into a new Principal Development Management Officer post (grade 13).
- 3.27 An additional Senior post within the Development Management Team will be created, increasing the number to 5. As a consequence the number of Planning Information Officer Posts will reduce by 1 to 3.
- 3.28 As a result of the post reductions of Planning Information Officers, all post holders are at risk are ring fenced to apply for the additional Senior Planning Officer post. If an appointment is made to the new role, the remaining 3 post holders will slot into the remaining 3 Planning Information Officer posts.
- 3.29 Within the Building Control team a Principal Surveyor post (grade 12, subject to job evaluation) will be created and the number of Senior Surveyor posts reduced from 3.6 to 2.6 FTE. The Principal Surveyor will deputise for the Building Regulation Manager. This Principal Surveyor role will be advertised internally in the first instance.

GROWTH & REGENERATION – Proposed Development Management Team



Resilience

3.30 As explained above, the existing Construction and Compliance Group Manager post will be deleted and the post holder slotted into the new 0.5 fte post of Head of Resilience, with corporate responsibility for emergency planning, risk management, business continuity, safety at sports grounds, event safety. In addition the Health and Safety Team will be merged with Resilience and from April 2014 both teams will be situated within the Town Hall but remain in the Growth and Regeneration Directorate.

4.0 DEFINITIONS USED IN THIS DOCUMENT

4.1 At risk – This is a member of staff who is at risk of redundancy because their substantive post is proposed to be deleted. If there are similar jobs being created, the staff member may be ‘slotted’ or ‘ring fenced’ to those positions, depending upon how similar they are to their substantive post. If there are no similar jobs, the staff member is entitled to apply for internal vacancies and be considered, providing they are a suitable candidate, before members of staff that are not at risk.

4.2 Slot – This is where a new post is directly comparable to a deleted post and there is no competition for that post from other staff in a similar role. In this instance, the post holder will be transferred (or slotted) into the new post.

4.3 Ring fence – This is where a post is broadly similar to a deleted post. The member of staff will be interviewed to determine their suitability for the role. This may be a competitive process if there are other ‘ring fenced’ staff. However, non-ring fenced staff will not be interviewed until the outcome of the ring fenced interviews are known.

5.0 WHAT HAPPENS NEXT?

5.1 The new arrangements set out in this report will be implemented as soon as practicable and no later than 1 May 2014.

 Simon Machen
 Director of Growth and Regeneration

27 March 2014

Growth & Regeneration Restructure 2014 – feedback from the service areas

APPENDIX 1

Staff/team comments (summarised)	Response
Highway Control / Draining Team	
<p>1. Fully supportive of the joining of the Highway Control Team and the Drainage Team. Suggest “Highway & Drainage Development Manager” instead of Highway Development & Engineering Manager? The reason being that it makes no reference to the drainage element or SAB role that the team will perform in the not too distant future.</p> <p>2. Do not fully agree with, or fully understand the justification of, the introduction of another Principal Engineer. If all 4 positions (2 x Senior Engineer Development + 2 x Development Engineer), who currently provide planning consultations, are occupied, there should be adequate capacity and knowledge (at the senior level) to deal with any level of consultations or query. It would appear that the introduction of the Principal position is simply to balance out the team, as a result of the addition of the drainage team and the Principal position that comes with that.</p> <p>3. Following on from above, suggest that without the need for the additional Principal we retain a Senior Engineer post for the inspection part of the team, similar to our current structure. This will represent a saving between the Principal and Senior posts.</p> <p>4. Concerned that the two lower grade posts that sat within the inspection side of the team are being put under the line management of someone with little to no knowledge of highway construction. In addition, the Principal Engineer and team need to focus on the primary function of the service, that being a SAB.</p> <p>5. Fully support the need to bring together the inspection side of both the drainage/SuDS element and highway construction element as there are clear synergies here. Therefore propose a third arm of responsibility for “inspections”, which would report directly to Team Manager. This should consist of a Senior Engineer and two Assistant Engineers. Again the Senior Engineer should have the expertise and capabilities to deal with any issues on site without requiring input from myself. As work increases with the SAB work, an increase in staff in this area may well be necessary.</p> <p>6. Understand the reasons behind the need for a Principal Engineer on the drainage/SuDS</p>	<p>1. The title has been amended to “Highway & Drainage Control Manager”.</p> <p>2. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper. The need for a further principal engineer to support the team manager and the wider team has been identified.</p> <p>3. The new structure incorporates a Senior Engineer for the inspection team.</p> <p>4. This has been addressed in the revised structure.</p> <p>5. As above.</p> <p>6. Agreed.</p>

34

Staff/team comments (summarised)	Response
<p>side of the team as has been responsible for setting up what will be the SAB for PCC and will continue to have many challenges over the coming years in what is a new responsibility for the authority.</p> <p>7. Disagree with trying to combine the roles of both Engineering Assistants as their responsibilities are currently very separate. Whilst would support and encourage the cross learning of these individuals in time, for now, the knowledge and experience are completely differently weighted in their areas of expertise. As such, of the view that these should have separate job descriptions accordingly, with the ability to learn from one another being of secondary importance.</p> <p>8. Pleased to see career grading being introduced to the Senior Engineer Development roles (although a little surprised), and the two Engineering Assistant roles, but am disappointed that career grading has not been considered for all the roles. Do not understand the reasoning behind introducing this at the senior level and not for other lower grades that would benefit greatly from this and be inspired to do better. Would like to see career grading being introduced throughout. General idea is that there should be Senior Engineers at Grade 9-11, Engineers at Grade 7-9 and Assistant Engineers at Grade 6-8. For the technical officer roles. Do not feel that career grading is suitable given the duties covered by these posts. This type of structure and grading will allow individuals to progress to the next level and be rewarded.</p>	<p>7. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>8. There will be scope to further add to the existing proposed career grading's, when the SAB is implemented and additional income is available to develop the team accordingly.</p>
<p>Technical Assistant – Drainage and Technical Assistant – Development posts</p> <p>1. The proposal would have been better had the slides contained the staff names because the renaming of several post titles meant that some individuals were unable to identify which post they were occupying within the proposals resulting in confusion amongst staff.</p> <p>2. Some of the proposals are counter intuitive to generate efficiencies, for example the transfer of only one member of the existing drainage team to Skanska whilst the remainder of the team and function remain with PCC. Likewise from a commercial perspective, do not see the advantage to Skanska of accepting this role when they are not directly involved with the remainder of the process. It only achieves a change of line manager solely from the administration aspect because the work flow will still remain fully controlled by the Principal Drainage Engineer post. These proposed changes thereby place a further</p>	<p>1. We wanted continuity through the whole proposed restructure document, however your point made regards the renamed posts is well made and is acknowledged.</p> <p>2. The revised structure has retained the existing Technical Assistant (Drainage) post in house. (No longer TUPE transferred)</p>

35

Staff/team comments (summarised)	Response
<p>responsibility on a Skanska post and unnecessarily complicate the operation of the team.</p> <p>3. Without knowing the full details of the Technical Assistant – Development post role, would suggest that a similar argument applies, and the transfer of these two posts creates two “orphaned” posts within the structure.</p> <p>4. This further seems at odds with the transfer of the Senior Bridge Engineer post – which is currently with PCC, and the proposed transfer would result in all the specialist technical knowledge for the design and maintenance of bridges within Skanska, leaving the commissioning function with the client (at team manager level). Focus would be determined by Skanska rather than PCC which will inevitably result in a reduction in control by PCC.</p> <p>5. Given PCC’s priority for the delivery of growth, fail to see how the inspection functions can be achieved by essentially two posts (Drainage and Implementation Engineer and Engineering Assistant, Drainage and Implementation) given that there have previously been three posts solely dedicated to the inspection of new developments and the other two corresponding posts already have a full workload at present, prior to the predicted increase once the SAB becomes operational.</p> <p>6. Greater efficiencies and commercial benefit may potentially have been achieved by transferring all the remaining inspection functions to Skanska within this restructure. This would allow Skanska greater scope to refine how these services are delivered across a larger number of posts (with broadly similar remits). It may also serve to increase the knowledge and understanding of the links between the creation and adoption of new assets and the maintenance of existing ones.</p> <p>7. The proposed transfer of the two posts within the Streetworks team may result in a missed opportunity for this function to remain truly independent from the works provider and remain within the client under the Network and Traffic Manager post. Thus the transfer of these posts may therefore impact on the direct level of control that PCC retains over works on its highway network notwithstanding that the Traffic Manager function has been retained by PCC.</p>	<p>3. The revised structure has retained the existing Technical Assistant (Development) post in house. (No longer TUPE transferred)</p> <p>4. The new structure takes on board the commissioning model which the new contract and the authority are moving to. The partnership with Skanska gives added opportunities and the scope to further develop the service to the benefit of all.</p> <p>5. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper. It is recognised as the SAB function becomes operational the resource required will need to be re-assessed.</p> <p>6. The cradle to grave approach and the interaction with the new SAB functions needs to be established and reinforced at an early stage in the process. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>7. The function and duties will not change due to transfer. The authorities Traffic Manager role has ultimate powers.</p>

36

Staff/team comments (summarised)	Response
<p>1. Highways and Drainage team - given the recruitment issues it appears more important to retain the existing staff (which has been a problem recently), this helps to meet future demands from new developments and creating a service to sell. As such, believe the structure needs to be flexible but consistent. i.e. 5 tiers of comparable roles such as shown in Appendix 2</p> <p>2. Technical vetting for highways and drainage are different disciplines, there is a benefit in understanding each other's roles but combining them creates training and recruitment issues. In the current jobs market there is a shortage of senior highways inspectors, trying to find an inspector who also has senior level drainage experience may make it impossible to fill the role.</p> <p>3. Appendix 2 structure is based on bringing new staff in at the lower grades and if they remain in post for 8-12 years they will be paid respective of experience. The reason for this is because some of the elements of the Assistant Engineers roles are the same as the senior engineers and in reality an assistant engineer who remains in place for 12 years would probably be carrying out a very similar job to a senior engineer but at a lower cost to the council.</p> <p>4. The technical officers have been included, transferring them to Skanska at this time means we lose a lot of flexibility in their job roles. These roles are highly specific and have been developing along with the rest of the team.</p>	<p>1. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>2. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>3. There will be scope to further add to the existing proposed career grading's, when the SAB is implemented and additional income is available to develop the team accordingly.</p> <p>4. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p>
<p>1. The new Asset and Contract Performance Manager position should be accountable for Peterborough City Council's asset management ambitions ensuring that as an authority we actively adopt asset management principles and implement national initiatives as described above and including use of the Highway Maintenance Efficiency Programme (HMEP) resources.</p> <p>2. The two distinct but similar delivery functions associated with highway maintenance and new estate road implementation should be amalgamated into one role under the Peterborough Highway Services contract. This would allow efficiencies to be made both for</p>	<p>1. The intention is for this role to take on more of whole asset data collection and management, very much adopting the work of HMEP.</p> <p>2. This would need to be looked at through systems thinking. Keen to keep the cradle to grave approach of Highway Control, however there needs to be flexibility to</p>

37

Staff/team comments (summarised)	Response
<p>Peterborough City Council and Skanska for the benefit of the service as a whole.</p> <p>3. Recommendation is that the Highway Maintenance and Scheme commissioning Manager be responsible for the delivery of all schemes except defined major schemes as described in the consultation document and my job description. The salient point is that responsibility is for the <u>delivery phase</u> and as such it is essential that a clear boundary is established that clarifies the relevant roles and responsibilities.</p> <p>4. Recommend that the Senior Engineer Bridges position remains in-house and under the management of the Network Manager or alternatively under the management of the Highway Maintenance and Scheme Delivery Manager with no associated loss of either of the current Highway Engineer posts.</p>	<p>adapt to changing environments.</p> <p>3. This is the case. The process as a whole through the teams, needs to be clearly defined and mapped out, to obtain the most efficient and effective delivery model for the service. Ultimately we are one team.</p> <p>4. The Senior Bridge Engineer role is to be retained in-house.</p>
Transport and Infrastructure Planning	
<p>1. Is PCC concerned that not retaining any Travelchoice officers will damage PCC reputational as we aspire to be an Environmental Capital?</p> <p>2. Would it be possible to see the financial model as I think it is possible that the outsourcing of TP and LSTF officers may cost PCC more rather than save money?</p> <p>3. Is it believed that the PCC staff within the team will carry out all the work for TP and LSTF? Concerned that we will not have the resource to carry out the complex commissioning for PCC in the future.</p> <p>4. One of the senior posts seems to have been taken from the team and put within the highways commissioning manager structure even though the person was kept in specifically for their expertise in delivering major schemes, why?</p> <p>5. What is the rationale for decision to TUPE staff out of a commissioning team?</p> <p>6. What additional resource will be available as it seems we are just moving resource around from PCC to SKANSKA rather than them developing additional support?</p>	<p>1. Following detailed consideration, no further posts will TUPE transfer at this time.</p> <p>2. As above</p> <p>3. As above</p> <p>4. As above</p> <p>5. As above</p> <p>6. As above</p>

Staff/team comments (summarised)	Response
<p>7. Has the decision to transfer staff been taken without understanding the work they carry out?</p> <p>8. The restructure papers state that the Highways Commissioning Manager will be delivering all schemes. Is this correct? Can the position be clarified please?</p> <p>9. Why has the Transport & Infrastructure Commissioning Manager only have a monitoring role on budgets when previously it had accountability? Can you clarify what a monitoring role means, i.e. is this non-decision making? This seems odd for a commissioning manager to just monitor budgets.</p> <p>10. Would like to understand the rationale of moving home to school transport to strategic resources under a school infrastructure manager rather than keeping them within the transport and infrastructure team. Please clarify.</p> <p>11. There is no clear indication how street lighting area will function and which elements will be delivered by SKANSKA. Can this be clarified please?</p>	<p>7. As above</p> <p>8. The meaning of all schemes was meant to refer to not just highway maintenance schemes and I accept this was not clear. All but major infrastructure schemes will be delivered by the Highway Maintenance and Commissioning Manager.</p> <p>9. This has been picked up with the individual making the comment.</p> <p>10. The home to school transport will transfer to the Head of Corporate Property and Children Resources Directorate, to enable a more focused delivery with wider support for the team including safeguarding. The budget is already held within that directorate.</p> <p>11. Street Lighting will be delivered as currently.</p>
<p>12. The street lighting function currently has three organisations delivering the service as such, Serco, PCC and Skanska. Serco pick up the front end of the service, phones and emails reporting outages and basic queries. Should the individual delivering this function be on holiday or sick due to the Serco contract arrangements they do not have to provide cover. When there were a few more of us covering this function for temporary periods was not problematic but is now proving more tricky and with further staff transferring and fewer PCC staff to cover Serco this will probably become more difficult. I think that it makes sense for this role to be included in the next tranche of Skanska TUPEs. The post will be TUPE'd part of which was to provide cover for the phones when necessary and take responsibility for ordering and programming works with third parties such as UKPN. Therefore if Skanska are expected to cover this function periodically, can't see any</p>	<p>12. The cover for street lighting calls is being looked at and includes the Serco roles. This area will benefit from the systems thinking approach which we are looking to implement and pick up the street lighting service as a whole.</p>

39

Staff/team comments (summarised)	Response
<p>problems with them delivering the function full time, if they were to pick this up Skanska will be responsible for arranging cover should there be absence or holidays. As a partnership, don't think that it would be inappropriate for Skanska to take calls and issue work to themselves as such. Think it will also lend itself to a more coherent service end to end and a little more ownership. Additionally with street lighting going performance based in October we should be able to hand the service as a whole to Skanska from initial reporting to attendance and maintenance.</p>	
Development Management Restructure Proposals	
<p>40</p> <ol style="list-style-type: none"> 1. What are the new responsibilities at the top level? For example, how much of what you do, in terms of dealing with developers at the highest level, will you still do? At what point will the Group Manager Development Management take it over? It would be helpful to have additional clarity on this. 2. Why do we need another principal officer post? Not aware that the two principal officers we have are overworked at present. Wasn't the purpose of the restructure a few years ago partly to reduce the number of principals from four to two? 3. Why do we need another senior officer post? The three seniors currently here are managing and picking up on a lot of work that isn't actually senior level. As things stand, we have one senior post effectively vacant because of maternity leave, and this is not causing any problems at all. The only reason for creating a fifth senior post is if you want to have two seniors available for sending to other authorities, and not aware that there is currently that level of demand. 4. I have heard a rumour that the job description for Senior Officers has been changed so that eligibility for MRTPI is no longer an essential criteria. Is this correct? If so, is it for all 	<ol style="list-style-type: none"> 1. It is difficult to be exact on this as the context of the Directorate is changing significantly since the senior management restructure with new areas of responsibility and work streams. In simple terms the Director is no longer as able to be involved in hands on planning or some of his past corporate activities and so more will fall to his subordinate. In turn the subordinate will have to cascade some of his current activities to the tier below and so on. 2 & 3. The cascading of activities is expected to increase the workload on the principals and organisationally we need to be prepared for the anticipated uplift in development activity. In addition, we have aspirations for providing services to third party organisations (not just other planning authorities) and to be able to do this we need to have the resources available. We have actually turned away requests for senior level assistance in the last 12 months. 4. There has been no change regarding MRTPI eligibility as an essential criteria.

Staff/team comments (summarised)	Response
<p>senior posts or just the new one? In either case, the existing Senior Officers should be informed/consulted, as it will affect us. This could negatively affect us if the posts are at risk in the future, or if the post is subject to job evaluation.</p> <p>5. Having one less Development Management Officer will only result in seniors having to do more minor and householder work to pick up the slack; even more so if DMOs are sent out to other authorities.</p> <p>6. The idea of having one team is a good one. Having one team will ensure consistency and fair management.</p> <p>7. Why is the Natural and Historic Environment Team being moved over to Strategy? You have said that this is to give a better balance of responsibility, but is this the right reason? Surely the right reason to put a team in a particular place is because that's where it fits in terms of function, not to make the numbers even.</p> <p>8. Part of your justification for the restructure is that staff will increasingly be working for other authorities. As yet, only one person from the DM team is out at another authority. What will happen if the work from other authorities does not happen? Concerned that in this case you will have to make cuts next year, and having just created a top-heavy structure, it is those posts that will be cut because they are not needed internally.</p>	<p>5. Post restructure, a project is going to be instigated which will look to streamline the minor / householder application process which will still deliver the required standard of service but increase the caseload capacity of officers. There will inevitably be a proportion of caseload where officers will be working above / below their level as we are not in control of the type of applications that are submitted and we cannot continually vary the staff resource to match.</p> <p>6. Noted.</p> <p>7. There are close linkages between the functions / activities of Strategic Planning & Enabling and those of the Natural & Built Environment Team. The shift in management control is not expected to impact on the close working relationships between the Team and DM staff / the DM operation (see also item 3 in the Natural & Historic Environment Section below).</p> <p>8. The advantage of the strategy is that we are retaining a very valuable staff skills resource longer than we would perhaps otherwise be able to do.</p>
Building Control	
<p>1. Disappointed at the salary grades proposed for the Manager and Principal roles. The building control posts should not be subject to control by JE but, as building control is</p>	<p>1. Can understand the comments relating to Building Control being a separate trading unit relying mainly on</p>

41

Staff/team comments (summarised)	Response
<p>largely a self-financing business unit, salaries should reflect commercial pressures and market forces. It would therefore be preferable that the post of building control manager is retained at Grade 15 in order that the correct calibre of manager can be attracted in the future.</p>	<p>income received from undertaking plan checking and site inspection functions however the fact is that staff are PCC employees and therefore the single status agreement will apply with no exception and that includes the job evaluation process. The Council's Market Supplement Policy can be used in exceptional circumstances.</p>
Natural & Historic Environment	
<p>42</p> <ol style="list-style-type: none"> 1. Team are supportive of the restructure proposals however some reservations were expressed. 2. The key concern is that there is minimal information within the restructure papers regarding our team, and the lack of opportunity to discuss the proposals with the Group Manager Strategic Planning & Enabling. 3. With the key focus of the teams' current workload providing Development Management services and advice, concern is expressed that this priority may change (collectively as a team approximately 70-80% of our day to day workload sits within Development Management). The team fully accept the changing role of Local Authorities and a push to diversify and help balance out management responsibility, however they would like confirmation that the expectations of our team between Development Management and Planning Housing & Environment Strategy are aligned. Currently certain concerns are raised by the team when the highest proportion of the workload sits as a priority for our current group manager. 	<ol style="list-style-type: none"> 1. The support, in principle, is welcomed. 2. The reservations are noted. However, post those reservations being submitted, the Group Manager was available for discussion at the latter stages of the consultation (following his return from paternity leave), and had a constructive discussion with both the Team Leader and some members of the team. These discussions, we believe, further reassured the team that there would be no fundamental change to the role of the team, and it was confirmed that the service provided to Development Management will be continued. 3. However, as was discussed and welcomed by the team leader, the transfer to within the newly named Sustainable Growth Strategy section not only ensures an appropriate balance of management responsibilities across the directorate but will have the added benefit of the Natural & Historic Environment Team having an even stronger role in helping to develop both the new Local Plan for Peterborough and the new Environment Capital Action Plan, thus ensuring the team's priorities are embedded within them.

Staff/team comments (summarised)	Response
Minerals and Waste	
<p>1. It appears from the JDs for the new posts in the policy team, that none of the work presently undertaken by the Team Leader (Research and Information) will continue to be done by that team. This begs the question as to where the detailed work will transfer to and where the minerals and waste policy function sits within Planning Services.</p> <p>2. Much of the work currently undertaken by the Team Leader (Research and Information) is compulsory and the small part that isn't is highly desirable. Is there an intention that this work may leave that team and inevitably come to M&W?</p>	<p>1. The M&W policy function will remain within the same section, but covered by the new Housing and Strategic Planning Team. As and when M&W policy work arises (which, for the foreseeable future, is limited), it will be the responsibility of the new Manager of that team to ensure the work is appropriately covered, most likely by one of the planning policy officers.</p> <p>2. The statutorily required (as well as other, locally determined) elements of the deleted Team Leader (Research and Information) post will continue to be delivered within the section, and is appropriately accounted for in the new structure (including new posts) of the section. There is no intention to transfer such work to elsewhere within the department, though of course we expect all staff within the department to respond positively to work pressures of colleagues should such pressures arise within the department.</p>
Highway Control	
<p><u>Proposal to TUPE transfer of Technical Assistant (Highways) to Skanska</u></p> <p>1. Who will cover this post when the person is on leave?</p> <p>2. Would they be allowed to cover the other Technical Assistant (Development) role when they are on leave?</p> <p>3. Will they have access to the same software they currently use?</p> <p>4. The post generates income - approx. £45k per annum. We have been told that PCC will retain this income. What benefit will this be to Skanska? Will that role continue to accept cheques made payable to Peterborough City Council although employed by Skanska?</p>	<p>Re: Points 1 to 8. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>The revised structure has retained the existing Technical Assistant (Development) post in house. (No longer TUPE transferred)</p>

43

Staff/team comments (summarised)	Response
<p>5. Would the person go to the Highway Development & Engineering Team Manager for advice when they have a complex query? Would the Skanska line manager have the same knowledge and also time to deal with any queries?</p> <p>6. Would that person be allowed to attend team meetings? The duties are heavily linked with the rest of the Highway Control Team, as 90% of the team are on the Client side. Would Skanska be happy with this?</p> <p>7. If this post transfers to Skanska, an additional on-cost will be charged on top of the current salary, thereby costing the Council more for that post.</p> <p>8. The Technical Assistant's job description does not include Right of Way enquiries, but agreed to do this role temporarily in January 2012, when the Rights of Way Officer retired. This service is still being provided, 2 years on. If this was to continue, I presume Skanska would charge extra for this service as it is not included in the current job specification?</p>	
<p>TUPE proposal of Technical Assistant (Drainage)</p> <p>1. Serco ICT have advised that Skanska employees cannot have access to the GIS asset database system - won't be able to carry out one of the main functions of the job.</p> <p>2. This role will be essential in the delivery of the SAB function in all future aspects; such as validation, plotting assets on the asset register (GIS database) and keeping our microsite fully up to date to name a few. The SAB function will change and adapt over time, being a new responsibility. If this role were to be TUPE'd across is there the ability to later impose changes to the Job Description to fulfil the requirements of the SAB as a function? The SAB function will bring money into the Council, approximately £200,000 per annum in the first 3 years. Making sure the SAB and those that function within it are PCC employees will increase the future potential to sell the service externally without having added costs or restrictions.</p>	<p>Re: Points 1 to 7. The structure of the team has been reconsidered following feedback and is shown in the final restructure paper.</p> <p>The revised structure has retained the existing Technical Assistant (Drainage) post in house. (No longer TUPE transferred)</p>

Staff/team comments (summarised)	Response
<p>3. If this post is TUPE'd will the council have to pay for any additional services we ask of this post? Plus their upcharge of course.</p> <p>4. Will the post remain reportable to the Principle Drainage Engineer for day to day duties or is this going to be managed by Skanska?</p> <p>5. If the role is transferred would Skanska provide a fully trained replacement for this service during times of leave/sickness?</p> <p>6. The suggestion to transfer implies that the role carried out at present is a transferable one, i.e. a support role. In reality this role is the foundation of the Drainage Team and will remain so, it may not be an engineering role per say but it certainly is a technical one.</p> <p>7. If this role is TUPE'd to Skanska it is likely to reduce the teams' flexibility to adapt to future changes. It also has the risk of increasing overall costs to the Council and it will introduce unnecessary additional administration which puts added burden on the team at a time when work load is set to vastly increase.</p>	
<p>1. How much money do you think will be saved by outsourcing this one post? (bear in mind that approx. 85% is currently costed to capital) (also the hourly rate when charged back to PCC will be approx. £65/hr)</p> <p>2. Who will be managing the Highway structures delivery from a client point of view? (all that will be left in terms of control will be liabilities as most of the responsibilities will be transferred with the role. How will this work?)</p> <p>3. As the chosen contract has ended up being schedule of rates driven instead of service level deliverable as it perhaps should have been, what happens when the money runs out? The filter/sponge that was once the client role that would take risk based decisions on carrying out works and shape the future capital works programme will be very different when employed by a contractor who will not absorb anything like as much risk.</p> <p>4. Who will drive down prices when procuring capital schemes by applying engineering acumen and structures scheme delivery experience? The structures world is a different beast to the stationary cupboard. £10s if not £100s of thousands can be saved at this point and at the final account settlement end and have been in the past.</p>	<p>Following detailed consideration, no further posts will TUPE transfer at this time.</p>

45

Staff/team comments (summarised)	Response
Passenger Transport	
<p>1. Would like clarification of the change of role for the post of Team Manager – Passenger Transport Operations and the vacant post of Principle Passenger Transport Planning and Contracts Officer under the new structure.</p> <p>2. In Passenger Transport Operations there are two Assistant Transport Officer posts which have generic Job Descriptions. If both areas sit under two separate directorates how will this work?</p> <p>3. The bookings and scheduling of transport of the Community Link service is provided by Passenger Transport Operations. Will the bookings, scheduling and administration of the service transfer to the Resources Directorate? It is important to understand co-ordination of Community Link is only part of the role of Assistant Transport Officer.</p> <p>4. Also both areas use the same software e.g. Routewise and Novus so access to the software and also payment of any maintenance costs need to clear between departments. What happens if one department wishes to source an alternative product?</p> <p>5. Many of the services provided within Passenger Transport are planned to ensure transport is integrated. Public transport services transport a number of school students and being part of the same directorate means services are planned to meet demand. These are statutory services but feel the changes could result in difficulties to deliver the statutory functions.</p> <p>6. Contracts and Planning Officer is responsible for managing the processing of invoices, ensuring that cost codes and account codes are applied correctly and recorded. Is it proposed that this role will continue with the current tasks which are directly linked to Passenger Transport Operations? If this post is no longer responsible for finance processing for Passenger Transport Operations, resource will be required when transferring to Resources Department. If this post continues to complete the tasks it is important that we are located in the same office to ensure queries can be responded to by staff in Passenger Transport Operations.</p>	<p>These important points have been discussed and picked up in a separate meeting with affected individuals.</p>

46

Staff/team comments (summarised)	Response
<p>7. The re-structure document does not include details in regard to the decision to move Passenger Transport Operations team to Resources Directorate, however, presume this is because the budget for home to school transport is held in this directorate. Could you clarify the synergies between Passenger Transport and School Infrastructure?</p>	
<p>8. Comments / concerns regarding the proposed separation of the Passenger Transport team (PTO) and Contracts & Planning team (C&P) and the transfer of the PTO out of the Transport and Infrastructure team (T&I), are as follows:</p> <ul style="list-style-type: none"> a. The loss of an integrated transport team, including a loss of potential savings b. The crossover of roles within PTO and C&P teams c. The inevitable reduction in essential communication between teams d. The inevitable increase in workload for PTO as C&P becomes more closely linked with T&I <p>9. The separation of the PTO and C&P and transfer of the PTO to within Corporate Property & Children’s Resources will mean that the PTO loses its current “integrated” transport approach. As stated in the review document, the move to Children’s Resources will enable a more focused delivery, however the focus within Children’s Resources will undoubtedly be towards children’s transport and will significantly limit an integrated, joined-up approach for transport within the entire council. The vast majority of local authorities are moving towards integrated transport teams sitting in Transport departments as a way of combining transport across many services, as a way of making savings across all services for a council-wide benefit.</p>	<p>8. Much of the Council’s commissioning and procurement function sits within the Resources directorate, including a number of functions relation to education. The move of the home to school transport function will enable more focused delivery and have the support of the wider Directorate, particularly around issues such as safeguarding. Links to the Growth and Regeneration Directorate will be maintained, and there are many examples across the Council of functions that involve a number of different directorates, or external partners. For example, the procurement of new home to school contracts involves staff in SERCO and Governance, as well as the Growth and Regeneration Directorate. In addition, this new directorate has a core objective of the delivery of the growth of the city. This team does not have a natural fit with this agenda.</p> <p>9. There is statutory obligations and duties the authority needs to carry out in this area that need to be addressed. The two passenger transport posts in the structure are required to carry this out. Temporary posts have been used previously, however this hasn’t been ideal with no continuity of service.</p>

47

Staff/team comments (summarised)	Response
<p>10. PTO has been approached by Adult Social Care (ASC) several times over the last year with a view to us taking over their transport and looking to combine transport where possible, this has not been possible due to the contracts that ASC has put in place but this is still something that we are working towards in the longer term. An integrated all service approach will not be possible if we are sat within Children’s Resources, and this will therefore reduce the likelihood of us achieving savings across all services.</p> <p>11. PTO and C&P have always sat very closely and both teams’ workloads overlap. The separation of these two teams will severely affect the close working relationship that is required with the current roles / job descriptions / apportionment of work within the two teams.</p> <p>12. The absence of the C&P manager (now Principal Passenger Transport Officer) has possibly left the impression that the role was focused on public transport services, however the role is/was responsible for all contracts and planning including those for PTO. In the absence of a C&P manager, the PTO manager has had to take on the extra work involved in contract maintenance and tendering, including huge amounts of procurement work which, had the role been filled, should have been dealt with by a C&P manager in close liaison with the PTO manager. Would guess that approximately 30% of the work that the C&P manager would now deal with would be PTO-related. The management of the school contracts, tendering and procurement for PTO are significantly time-consuming jobs that require close liaison with the PTO manager and team.</p> <p>13. One of my main concerns is that once this transfer has gone ahead the link that C&P have with PTO will be lost, especially if PTO moves to Bayard Place, and this will inevitably lead to an increase in workload for PTO which is not justifiable considering our current workloads.</p>	<p>10. There will need to be a workable transition where posts have been shared.</p> <p>11. The Council has recently resolved to consolidate its office accommodation, including relocation from Stuart House which is a rented property. Staff are aware that that we will be vacating Stuart House this year. This team will be relocated to either Bayard Place or the Town Hall as part of this move.</p> <p>12. There is statutory obligations and duties the authority needs to carry out in this area. The two posts in the structure are required to carry this out. Temporary posts have been used previously, however this hasn’t been ideal with no continuity.</p> <p>13. These posts are involved with major scheme programme and project management as well as the Local Transport Plan. Street lighting will move to a performance based contract which will need to be managed and monitored, along with the major parkway column replacement programme.</p>

48

This page is intentionally left blank



Job Description

JOB TITLE: Head of Service - Development and Construction

REPORTS TO: Director – Growth & Regeneration

Job Purpose

To be accountable for the delivery of development and construction services, including:

- The Council's statutory roles of Local Planning Authority and Building Control Authority.
- The management of council staff and commissioning of services and projects.

To have overall responsibility for leading the service in developing, negotiating and performance managing internal and external stakeholders, ensuring that services are delivered and procured within budget, local and national policies, and legislation.

To maximise inward investment and funding towards new infrastructure in Peterborough through the proactive leadership of the service and negotiation with investors, to maximise the delivery of new homes and employment opportunities for Peterborough citizens.

To ensure that new development and the growth of Peterborough result in high quality physical and natural places that improve social, environmental and economic outcomes.

To maximize income to the Council through leading the commercial trading of services to partner organisations, including other local authorities.

To be a fully participating member of the Directorate Management Team, driving strategy and performance and championing the delivery of the Directorate vision with all stakeholders.

Play a key role in the development of the Directorate business plan, providing expert input, recommending the most effective models of service delivery, including where necessary service re-design.

Organisation

The post reports to the Director of Growth and Regeneration.

Areas of responsibility

The Head of Service of Development and Construction is responsible for leading and managing teams that deliver the following work streams:

- Planning application and appeal services
- Minerals and waste planning
- Building regulations services

- Development compliance and enforcement services
- Development viability assessment and implementation of the Community Infrastructure Levy
- Maximising income and community benefit through 'planning gain'
- Principal advisor to the Planning Committee
- Securing and delivering the commercial trading of services to partner organisations, including other local authorities

Financial responsibility

The Head of Service of Development and Construction is responsible for a wide range of demand-led budgets that total approximately £2.75m per year, as well as negotiating developer contributions to the Council from new development totalling over £5m per year.

Staff

Responsible for 4 direct reports with the staffing numbers totalling 40.

Principal Accountabilities / Responsibilities

- Ensure the services managed have clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the Council's service lead on all operational planning and building control functions, including the Council's statutory roles as Local Planning Authority, delivering innovative and high quality services.
- Support the Director of Growth and Regeneration to lead Peterborough's growth agenda for the Council by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Ensure that all the Council's statutory obligations relating to planning and building regulations are met.
- Maximise 'planning gain' and community benefit through the operation of planning processes.
- Maximise income from commercial trading of services.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Director of Growth and Regeneration.
- Deliver high quality services to support growth that achieve national recognition.

Leadership

- To deputise for the Director of Growth and regeneration as required.
- Lead the Development and Construction Management Team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately;
- Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner;

- Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Planning Committee, Scrutiny, all elected Members, as well as to other stakeholders.
- Sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally;

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.
- Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement;
- Ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets;
- Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs;
- Improve the overall management of resources [financial, human and other] in serving the public of Peterborough.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximize opportunities for income generation, whilst maintaining the highest standards of service delivery
- To commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the Council.
- Directly responsible for a budget of £2.75m.

Job Knowledge/ Skills/ Experience

- Qualified to degree level, or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable. This would include but is not limited to a RTPI or RICS.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the Council's full range of statutory functions as Local Planning Authority.
- Evidence of successfully working in a head of service role across a number of development and construction functions, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted infrastructure proposals and projects within a complex, political, multi discipline, multi-cultural environment.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Practical experience of working in the following areas is essential: -
 - customer-facing service operations
 - service improvement programmes
 - planning or building regulations

- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision and cross functional project working.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment and of winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a complex service area, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.
- Extensive knowledge and understanding of law, procedures and guidance in relation to the Council's full range of statutory functions as Local Planning & Building Control Authority.
- Experience of commercially trading services.
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Evidence of effective media and presentation skills.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.
- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

This page is intentionally left blank



Job Description

JOB TITLE: Head of Service - Peterborough Highway Services

REPORTS TO: Director – Growth & Regeneration

Job Purpose

To be accountable for the commissioning and delivery of all highway and transport services through the strategic Peterborough Highway Services partnership, including:

- The Council's statutory role of Local Highway Authority
- The management of council staff and commissioning of contracts, services and projects

To hold lead responsibility for the commissioning of highway and transport services

To have overall responsibility for commissioning and leading the service in developing, negotiating and performance managing internal and external stakeholders, ensuring that services are delivered and procured within budget, local and national policies, and legislation.

To maximise transport infrastructure investment in Peterborough through working with the Local Enterprise Partnership, Highways Agency and Government, to maximise the delivery of new homes and employment opportunities for Peterborough citizens.

Accountability for ensuring that the Peterborough highway network and associated assets are maintained to a safe standard and that any inconvenience to road users is minimised.

To be a fully participating member of the Directorate Management Team, driving strategy and performance and championing the delivery of the Directorate vision with all stakeholders.

Play a key role in the development of the Directorate business plan, providing expert input, recommending the most effective models of service delivery, including where necessary service re-design.

Organisation

The post reports to the Director of Growth and Regeneration.

Areas of responsibility:

The Head of Service of Peterborough Highway Services is responsible for leading and managing teams that deliver the following work streams:

- Management of the Peterborough Highway Services contract
- Transport policy and strategy (including LTP & LTTS)
- Securing major scheme funding (including through Department for Transport, Greater Cambridge & Greater Peterborough Local Enterprise Partnership, and Local Transport Body)
- Major scheme design, commissioning and implementation

- Sustainable transport including Travelchoice
- Capital and revenue transport programme delivery
- Highway development control
- Intelligent traffic systems and traffic management
- Street lighting
- Passenger transport including contracts and concessionary fares
- Highway network management and maintenance
- Highway asset management
- Streetworks management and co-ordination
- Bridges and structures
- Public rights of way
- Management and maintenance of former housing land asset
- Winter service
- Management and maintenance of watercourses and drainage
- Lead Local Flood Authority function
- Management of shared service provision with other local authorities e.g. Cambridgeshire and Rutland County Councils

The Head of Service of Peterborough Highway Services has lead accountability for delivering cost effective highway and transport services. This includes working with partner agencies to secure investment in transport infrastructure, and working with partner local authorities on cross boundary transport infrastructure schemes.

Financial responsibility

The Head of Service of Peterborough Highway Services is responsible for a wide range of demand-led budgets that total approximately £50M.

Staff

Responsible for 5 direct reports with the staffing numbers totalling 46. These staff are split across two operating sites.

Principal Accountabilities / Responsibilities

- Ensure Peterborough Highway Services has clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the Council's service lead on all highway and transport issues, including the Council's statutory roles as Local Highway Authority and Lead Local Flood Authority, delivering innovative and high quality services.
- Act as policy advisor on transport strategy, providing clear and objective advice to the Director of Growth and Regeneration on matters of policy including the development / implementation of appropriate strategies to meet the Council's statutory obligations such as the Local Transport Plan and Long Term Transport Strategy.
- Support the Director of Growth and Regeneration to lead Peterborough's growth agenda for the Council by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Ensure that all the Council's statutory obligations relating to highways and transport are met.
- Manage passenger transport services and ensure high standards of performance are met across these services and contracts.
- Ensure the delivery of the Council's public realm strategy and transport capital programme.
- Maximise income from external grants to deliver new infrastructure

- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Director of Growth and Regeneration.

Leadership

- Lead the Peterborough Highway Services Management Team and contract, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Director of Growth and regeneration as required.
- Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately;
- Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner;
- Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Scrutiny, all elected Members, as well as to other stakeholders.
- Sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally;

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.
- Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement;
- Ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets;
- Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs;
- Improve the overall management of resources [financial, human and other] in serving the public of Peterborough.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximize opportunities for income generation, whilst maintaining the highest standards of service delivery
- To commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the Council.
- Directly responsible for a budget of £50m.

Job Knowledge/ Skills/ Experience

- Qualified to degree level, or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable. This would include but is not limited to a CIHIE, CIHT or CSCS
- Detailed knowledge and understanding of law, procedures and guidance in relation to the council's full range of statutory functions as Local Highway Authority
- Evidence of successfully working in a head of service role across a number of highway and transport functions, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing large, multi-faceted infrastructure proposals and projects within a complex, political, multi discipline, multi-cultural environment.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Practical experience of working in the following areas is essential: -
 - customer-facing service operations
 - service improvement programmes
 - transport and highways
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision and cross functional project working.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment and of winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a complex service area, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly,

identifying issues, priorities and solutions and using effective models, techniques and resources to resolve issues.

- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

This page is intentionally left blank



Job Description

JOB TITLE: Head of Service - Sustainable Growth Strategy

REPORTS TO: Director – Growth and Regeneration

Job Purpose

To lead a high quality team delivering housing, planning and environment strategy, built and natural heritage services, through management of council staff and commissioning of services and projects.

To be accountable for the delivery of sustainable growth services, including:

- The Council's statutory role of Local Planning Authority in strategic plan making
- The management of council staff and commissioning of services and projects.

To have overall responsibility for leading the service in developing, negotiating and performance managing internal and external stakeholders, ensuring that services are delivered and procured within budget, local and national policies, and legislation.

To maximise inward investment in Peterborough through the proactive leadership of the service, and through policy formulation and land allocation, to maximise the delivery of new homes and employment opportunities for Peterborough citizens.

To ensure that the growth of Peterborough results in high quality and resilient physical and natural places that improve social, environmental and economic outcomes.

To maximize income to the Council through leading the commercial trading of services to partner organisations, including other local authorities (currently Fenland, Lincoln City, North Kesteven, and West Lindsey councils).

To be a fully participating member of the Directorate Management Team, driving strategy and performance and championing the delivery of the Directorate vision with all stakeholders.

Play a key role in the development of the Directorate business plan, providing expert input, recommending the most effective models of service delivery, including where necessary service re-design.

Organisation

The post reports to the Director of Growth and Regeneration.

Areas of responsibility:

The Head of Service of Sustainable Growth Strategy is responsible for leading and managing teams that deliver the following work streams:

- Planning policy including the Council's Local Plan
- Housing Strategy and the Strategic Tenancy Policy and services

- Delivery of the housing capital programme
- Flood and water management policy
- Climate change and the Council's Environment Capital Action Plan
- Biodiversity Strategy and services
- Trees and Woodland Strategy and services
- Built and natural heritage
- Archaeology
- Delivery and management of commercially traded services to partner organisations including other councils

Financial responsibility

The Head of Service of Sustainable Growth Strategy has lead accountability for developing and delivering the diverse suite of Council policy documents required to deliver the Council's Growth and Environment Capital corporate priorities, as well as delivering the £15m affordable housing capital programme.

The Head of Service of Sustainable Growth Strategy is responsible for a wide range of demand-led budgets that total approximately £6.5m annually.

Staff

Responsible for 3 direct reports with the staffing numbers totalling 24 (this does not include staffing in other Council's through management of Services). These staff are split across five operating sites.

Principal Accountabilities / Responsibilities

- Ensure the services managed have clear strategic direction with coherence between functions and responsibilities, established through service and organisational plans and within the resources allocated with the aim of achieving business objectives, enabling transformation and delivering performance improvements.
- Act as the Council's service lead on all housing, planning and environment strategy functions, including the Council's statutory roles as Local Planning Authority, delivering innovative and high quality services.
- Act as principal policy advisor on planning, housing and environment strategy, providing clear and objective advice to members on matters of policy including the development / implementation of appropriate strategies to meet the Council's statutory obligations.
- Support the Director of Growth and Regeneration to lead Peterborough's growth agenda for the Council by ensuring that policy, operational and commissioned service delivery maximises development and investment opportunities.
- Ensure that all the Council's statutory obligations relating to strategy formulation are met.
- Maximise community benefit through the development of the Community Infrastructure Levy and grant income.
- Maximise income from commercial trading of services.
- Maximise the delivery of affordable housing and deliver the Council's affordable housing capital programme.
- To undertake any other duties and responsibilities (including taking a lead responsibility for particular issues and projects) as may be required by the Director of Growth and Regeneration.
- Deliver high quality services to support growth that achieve national recognition.

Leadership

- Lead the Sustainable Growth Strategy team, supporting it to effectively manage the resources of the team (within budget) and ensure delivery of corporate priorities and client requirements.
- Actively encourage innovation and creativity across the services managed and commissioned, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working.
- To deputise for the Director of Growth and Regeneration as required.
- Responsible for the managerial leadership of those services and functions that are set within the direction of this post as well as for Council services corporately;
- Promote managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to improve services and solve problems in a coherent and integrated manner;
- Ensure that relevant and best professional advice, guidance and information is available in an intelligible and timely fashion to the Cabinet, Planning Committee, Scrutiny, all elected Members, as well as to other stakeholders.
- Sustain and improve the overall reputation of the Council and act in the best interests of Peterborough through effective representation locally, regionally and/or nationally;

Performance and Risk Management

- Develop and implement performance and outcome management of the services managed and commissioned to achieve the Council's strategic priorities in terms of partnership working and collaboration, the quality of engagement with local communities and businesses, significantly increasing the Council's visibility as a strong strategic leader and catalyst for investment.
- Ensure full compliance with the relevant legal, financial and procurement requirements and frameworks across the Council.
- Develop and embed a performance culture that delivers results through rigorous open challenge, personal accountability, disciplined execution and continual improvement;
- Ensure that all services/functions are delivered within and to budget and meet any identified and agreed savings targets;
- Provide managerial leadership to the improvement of corporate and service performance by ensuring that resources are targeted on the Council's priorities and meeting customer needs;
- Improve the overall management of resources [financial, human and other] in serving the public of Peterborough.

Financial Management

- To continually review and reshape service delivery to achieve financial efficiencies and maximize opportunities for income generation, whilst maintaining the highest standards of service delivery
- To commission and performance manage commercial clients, providers and partners to maximise income and minimise service delivery cost to the Council.
- Directly responsible for a budget of £6.5m.

Job Knowledge/ Skills/ Experience

- Qualified to degree level, or equivalent by experience.
- A relevant management or professional qualification and membership of a relevant professional body are desirable. This would include but is not limited to RTPI, CIH or RICS.
- Detailed knowledge and understanding of law, procedures and guidance in relation to the Council's full range of statutory functions as Local Planning Authority.

- Evidence of successfully working in a head of service role across a number of development and construction functions, in a complex stakeholder environment (either in local government or other large and complex organisations).
- Experience of successfully managing complex, political, multi discipline, multi-cultural strategy formulation.
- Evidence of ability to win and retain new clients and a track record in successfully securing consensus through negotiation.
- Practical experience of working in the following areas is essential: -
 - customer-facing service operations
 - service improvement programmes
 - planning and/or housing services
- Proven experience of influencing regional and national policy, including funding allocations, to benefit local priorities.
- Experience of contract specification and supervision and cross functional project working.
- Proven track record of strategic policy formulation, decision making and resource allocation and of problem solving and meeting objectives at a directorate level.
- Evidence of successful partnership development or delivery through partnerships including an ability to work with local partners to develop joint strategies for implementing government requirements and local service.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, workforce modernisation and organisational reform.
- Experience of working effectively in a political environment and of winning the confidence of elected members.
- Significant experience of the preparation, management and control of budgets for a complex service area, ensuring prioritising and targeting of resources to achieve maximum value for money and income generation.
- Experience of driving performance management using appropriate quality and management methods and models to deliver efficient and effective services through collaborative working.
- Evidence of personal commitment to diversity in the workplace and in the shaping of service outcomes.
- Extensive knowledge and understanding of law, procedures and guidance in relation to the Council's full range of statutory functions as Local Planning Authority.
- Experience of commercially trading services.
- An ability to relate to and win the confidence, trust and respect of Members, colleagues, partners and the wider community.
- Excellent management and leadership skills, which encourage commitment from others and promote a positive, motivated service culture.
- Excellent communication skills and the ability to communicate complex information both orally and in writing in a clear articulate and balanced way to a variety of audiences.
- Evidence of effective media and presentation skills, including at public inquiry.
- Excellent negotiation skills and an ability to influence outcomes through reasoning, persuasion and tact.
- Strategic and logical thinker and decision-maker able to provide practical and creative solutions to the management of partnership and directorate issues.
- High intellectual and analytical abilities; able to assimilate and analyse information quickly, identifying issues, priorities and solutions and using effective models, techniques and resources

to resolve issues.

- Strong financial and budgetary awareness with the ability to manage finance and wider resources within a strong performance management culture.
- Ability to use information technology to improve service delivery and reduce costs.
- Demonstrable continuous development and improvement of own leadership and professional practice.

Political Restriction

This post is politically restricted under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside work.

This page is intentionally left blank

ANNEX 4: JOB EVALUATION DATA

HEADS OF SERVICE FOR GROWTH & REGENERATION

POST TITLE	HAY POINT SCORE	PAY BAND	MEDIAN + 10 %	50 th PERCENTILE (MEDIAN)	MEDIAN -10 %
Head of Service for Sustainable Growth and Delivery	702	Pay Band 7	£65,137	£59,215	£53,294
Head of Service for Development and Construction	702	Pay Band 7	£65,137	£59,215	£53,294
Head of Service for Peterborough Highway Services	732	Pay Band 7	£65,137	£59,215	£53,294

This page is intentionally left blank

EMPLOYMENT COMMITTEE	AGENDA ITEM No. 6
11 September 2014	PUBLIC REPORT This report contains an exempt Annex, not for publication, by virtue of Paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972.

Contact Officer(s):	Simon Machen, Director of Growth & Regeneration	Tel. (01733) 453475
---------------------	---	---------------------

APPOINTMENT TO THE POSTS OF HEAD OF SERVICE FOR SUSTAINABLE GROWTH STRATEGY; HEAD OF SERVICE FOR PETERBOROUGH HIGHWAY SERVICES AND HEAD OF SERVICE FOR DEVELOPMENT AND CONSTRUCTION

1. ORIGIN OF REPORT

1.1 This report follows the papers submitted by the Director for Growth & Regeneration to Employment Committee, regarding the restructure proposals for the Growth & Regeneration directorate which affected Deputy Chief Officer posts and the job descriptions for the posts.

1.2 Employment Committee is now requested to formally appoint:

Richard Kay to the Head of Service of Sustainable Growth & Strategy
 Andy Tatt to Head of Service of Peterborough Highway Service
 Nick Harding to Head of Service of Development and Construction

and to determine the applicable salary for these post. The exempt annex to this report contains the information required by Employment Committee to formally agree the appointment and to determine the salary.

2. REASONS FOR EXEMPTION

2.1 The attached report is NOT FOR PUBLICATION in accordance with paragraph 4 of Schedule 12A of Part 1 of the Local Government Act 1972 in that it contains information relating to contemplated consultations or negotiations in connection with a labour relations matter arising between the authority and employees or office holders of the authority. The public interest test has been applied to the information contained within the exempt report and it is considered that the need to retain the information as exempt outweighs the public interest in disclosing it.

3. ANNEXES

Annex 1: Senior Management Pay Scale
 Annex 2: Job Evaluation Data for the Head of Service posts within Growth & Regeneration

ANNEX 1: SENIOR MANAGEMENT PAY SCALE

PAY BAND	POINT RANGE (HAY)	MEDIAN + 10 %	50th PERCENTILE (MEDIAN)	MEDIAN -10 %
Pay Band 1	1801 - 2140	£187,000	£170,000	£153,000
Pay Band 2	1508 - 1800	£155,240	£141,127	£127,014
Pay Band 3	1261 - 1507	£126,880	£115,345	£103,811
Pay Band 4	1056 - 1260	£104,500	£95,000	£85,500
Pay Band 5	880 - 1055	£90,135	£81,941	£73,747
Pay Band 6	735 - 879	£77,237	£70,215	£63,194
Pay Band 7	614 - 734	£65,137	£59,215	£53,294

ANNEX 2: JOB EVALUATION DATA

HEADS OF SERVICE FOR GROWTH & REGENERATION

POST TITLE	HAY POINT SCORE	PAY BAND	MEDIAN + 10 %	50 th PERCENTILE (MEDIAN)	MEDIAN -10 %
Head of Service for Sustainable Growth and Delivery	702	Pay Band 7	£65,137	£59,215	£53,294
Head of Service for Development and Construction	702	Pay Band 7	£65,137	£59,215	£53,294
Head of Service for Peterborough Highway Services	732	Pay Band 7	£65,137	£59,215	£53,294

This page is intentionally left blank

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank