

<b>EMPLOYMENT COMMITTEE</b>	AGENDA ITEM No. 5
<b>DATE</b> 11 SEPTEMBER 2014	PUBLIC REPORT

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## GROWTH & REGENERATION DIRECTORATE SERVICE REVIEW

R E C O M M E N D A T I O N S	
<b>FROM :</b> 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?	<b>NO</b>	If Yes, date for relevant Cabinet Meeting	N/A
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## **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

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