

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.

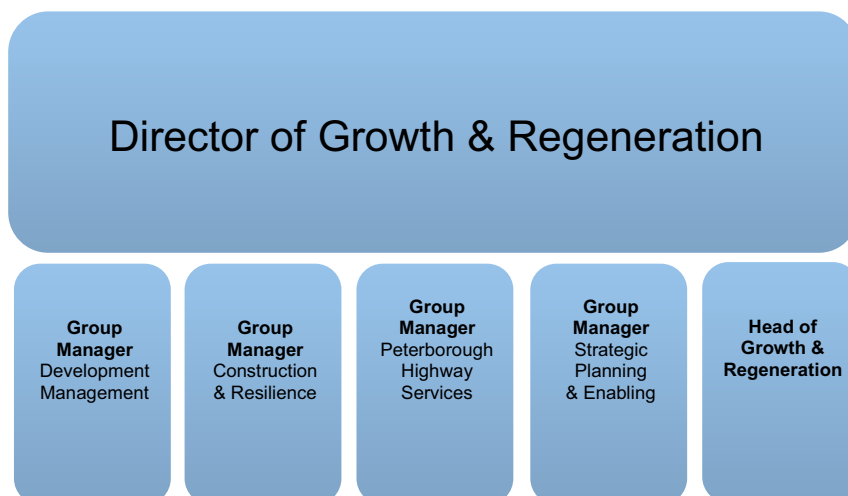
3.0 THE PROPOSED CHANGES

- 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.

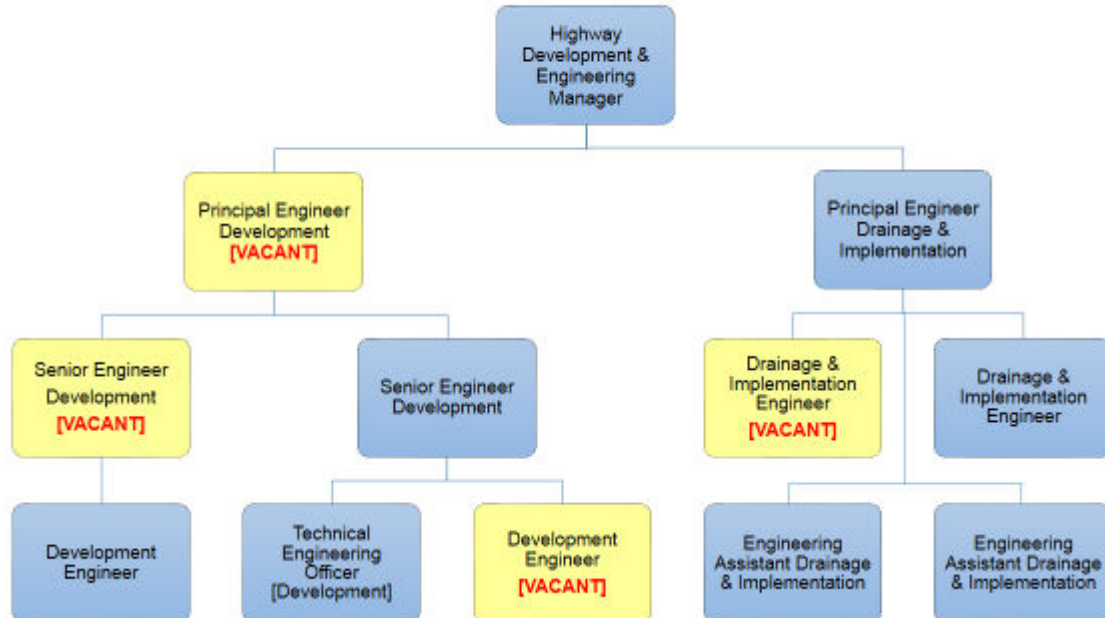
The development implementation and drainage roles are proposed to be amalgamated, creating two Drainage and Implementation Engineer posts (evaluated at grade 9). It is also proposed that two Engineering Assistant Drainage & Implementation posts will be implemented on a career grade system. The career 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

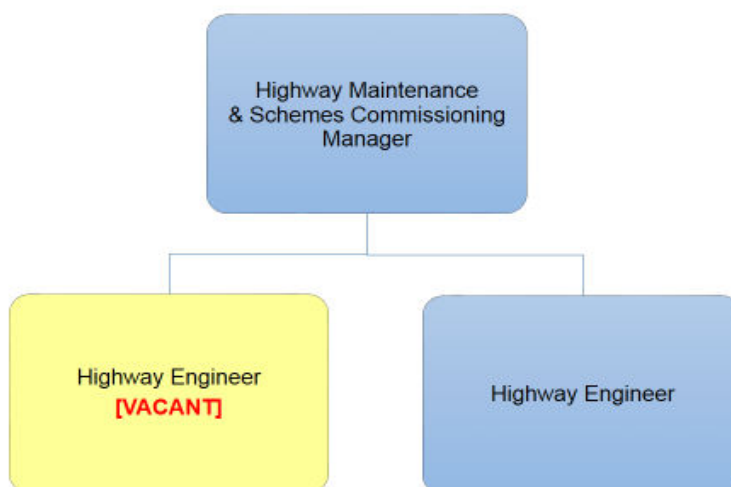


Highway Maintenance team

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

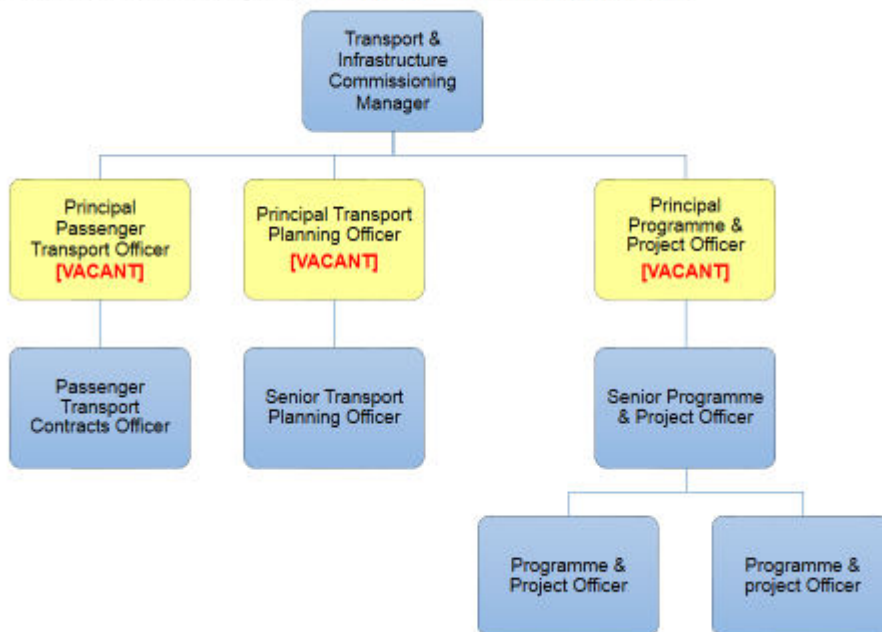
- 3.12 The following posts will TUPE transfer to Skanska.
- Transport Planning Officer x3
 - Sustainable Travel Officer x1 and [Vacant post] x2
 - Project Engineer (0.5 fte)
 - Technical Assistant [Vacant post] x 1
 - Senior Programme and Project Officer [Vacant post] x 1
- 3.13 The post of Transport 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.

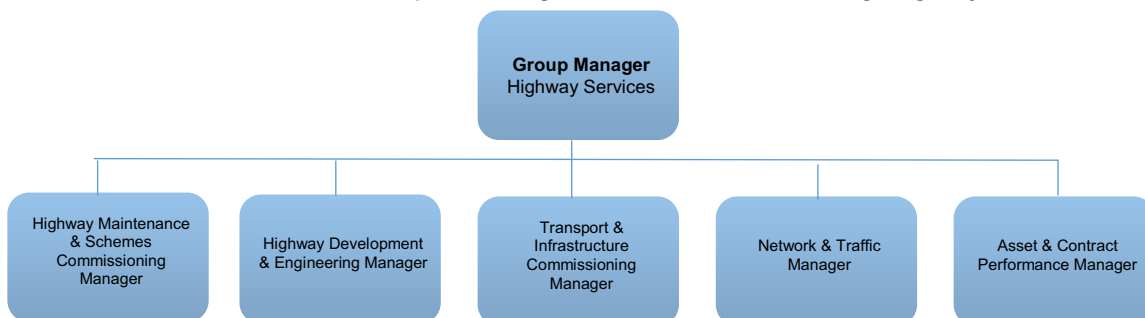
GROWTH & REGENERATION – Proposed Transport and Infrastructure Team



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

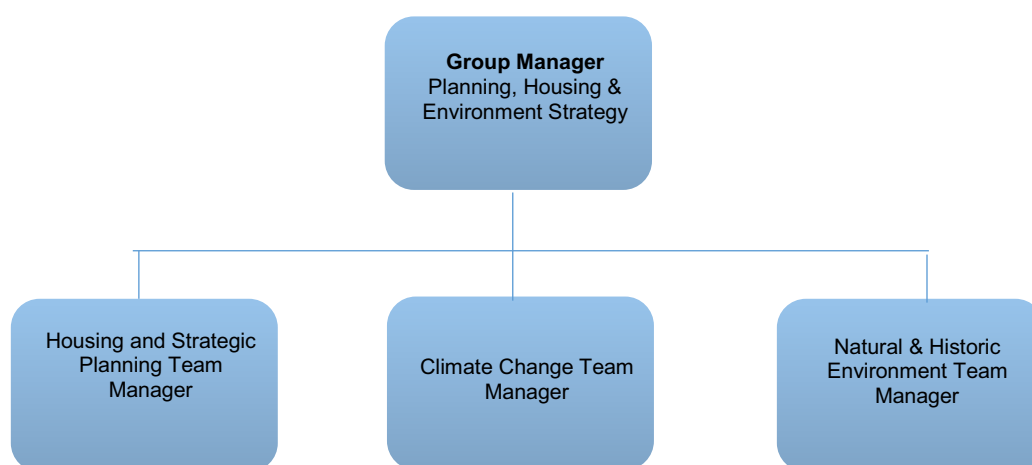


Planning, Housing and Environment Strategy

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.

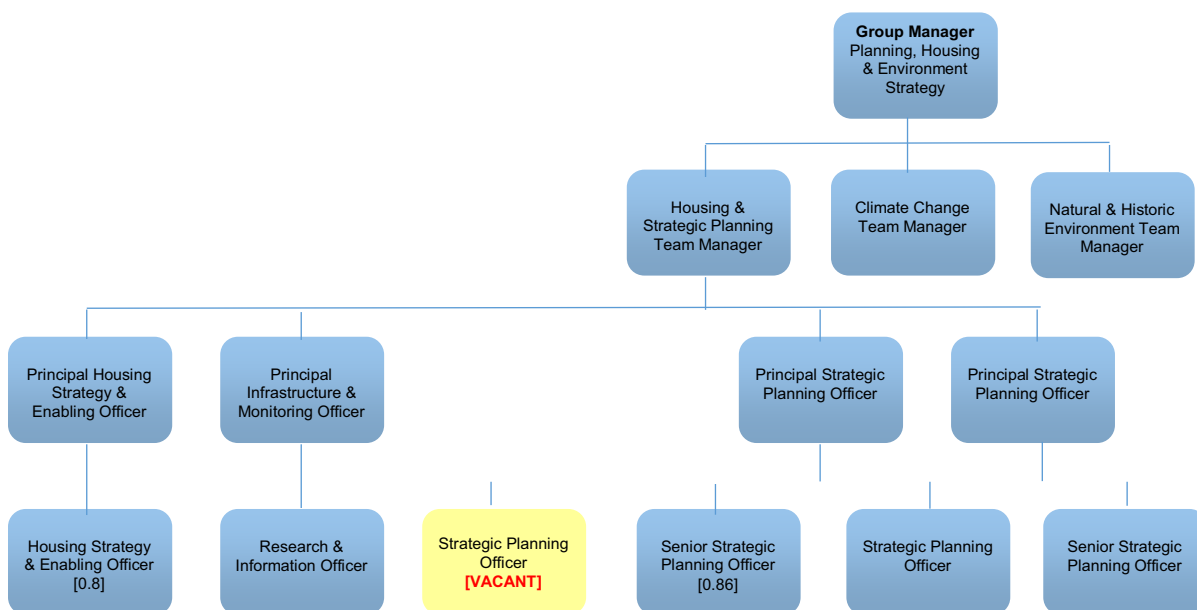
GROWTH & REGENERATION – Proposed Planning, Housing and Environment Strategy Team



- 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.

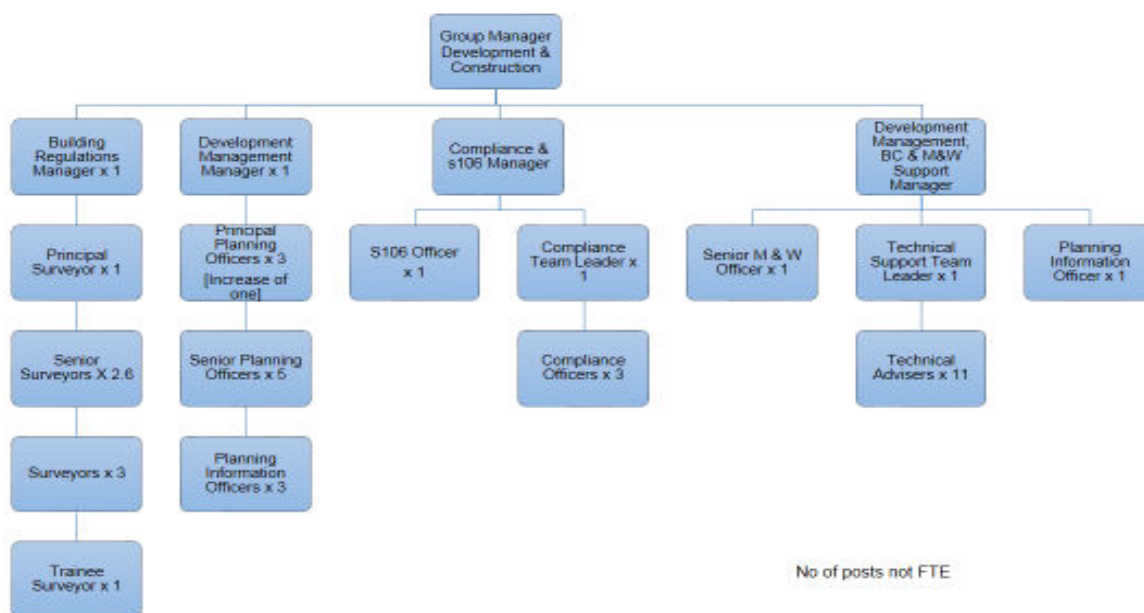
Development Management & Building Control

- 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