

# 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.

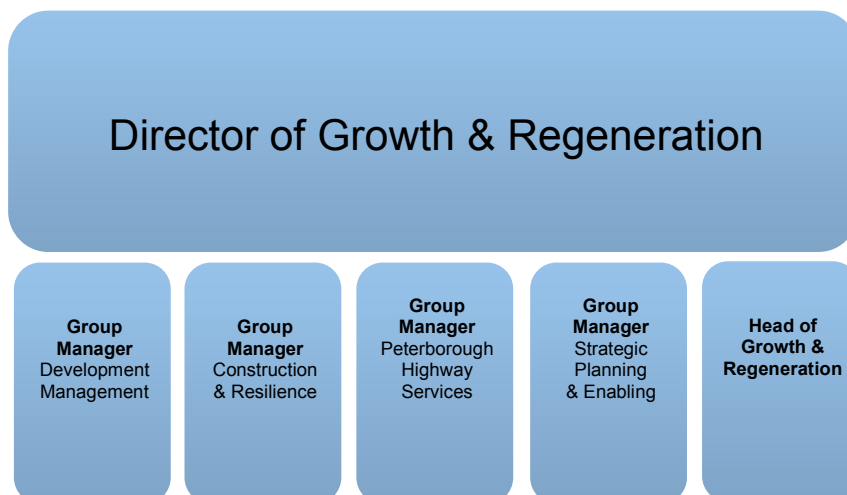
#### 3.0 THE PROPOSED CHANGES

- 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**

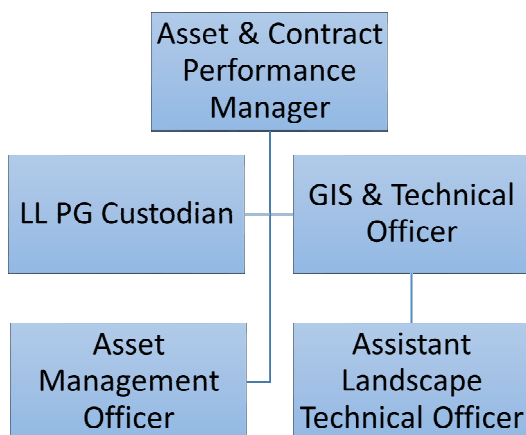


**Peterborough Highway Services**

- 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**

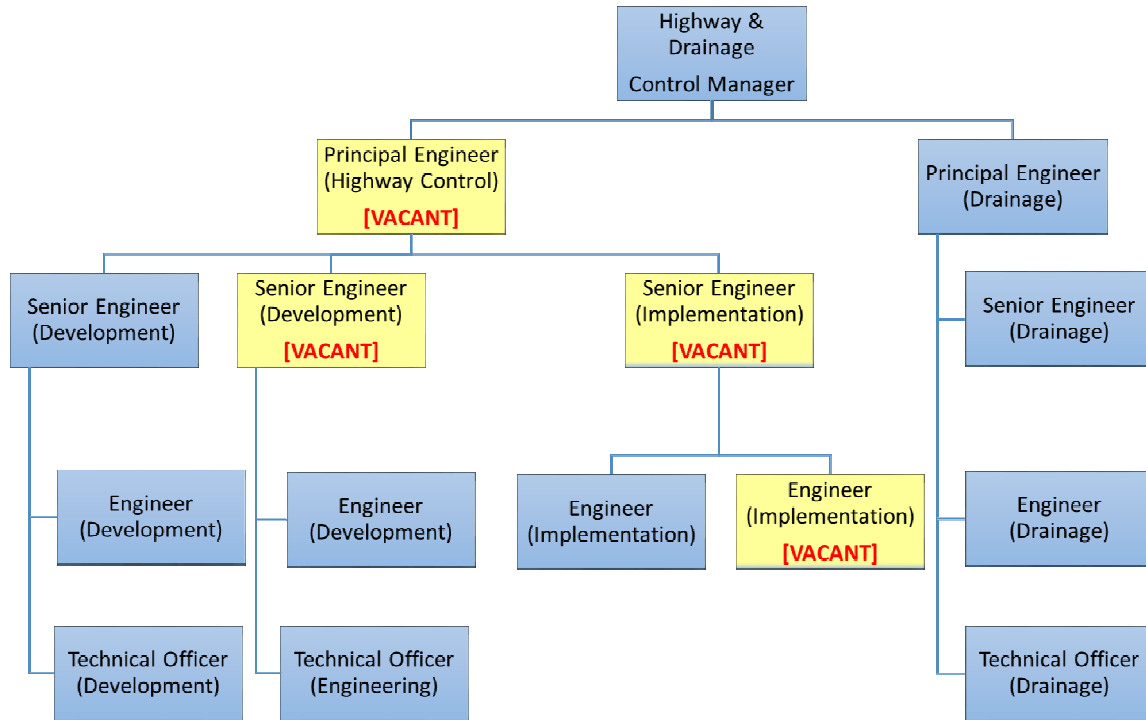
- 3.6 The existing role of Team Manager – Asset Management will be redefined to take commissioning responsibility for the wider performance of the contract. The existing post holder will be slotted into this amended role which will be titled Asset and Contract Performance Manager. The post has been evaluated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

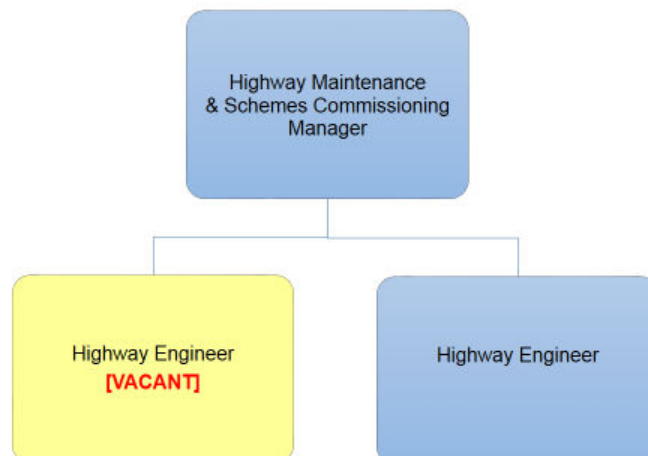
**GROWTH AND REGENERATION – Highway and Drainage Control Team**



**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**

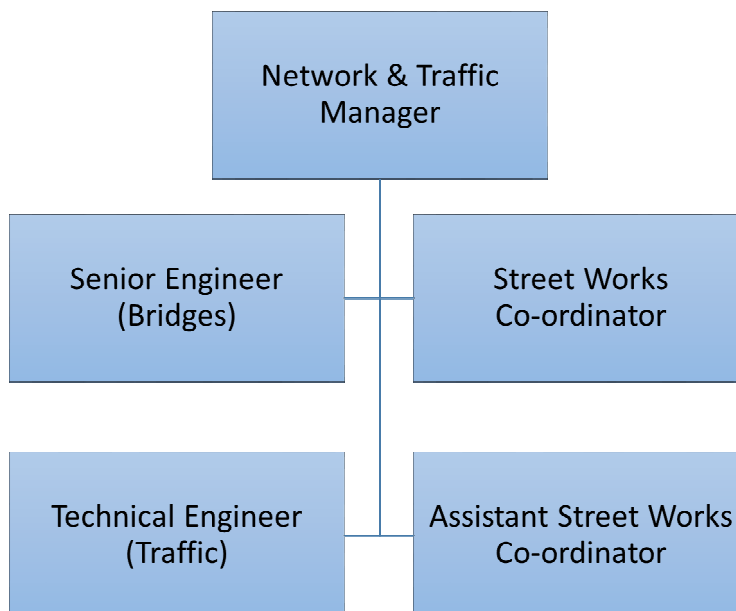




## Network team

- 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.

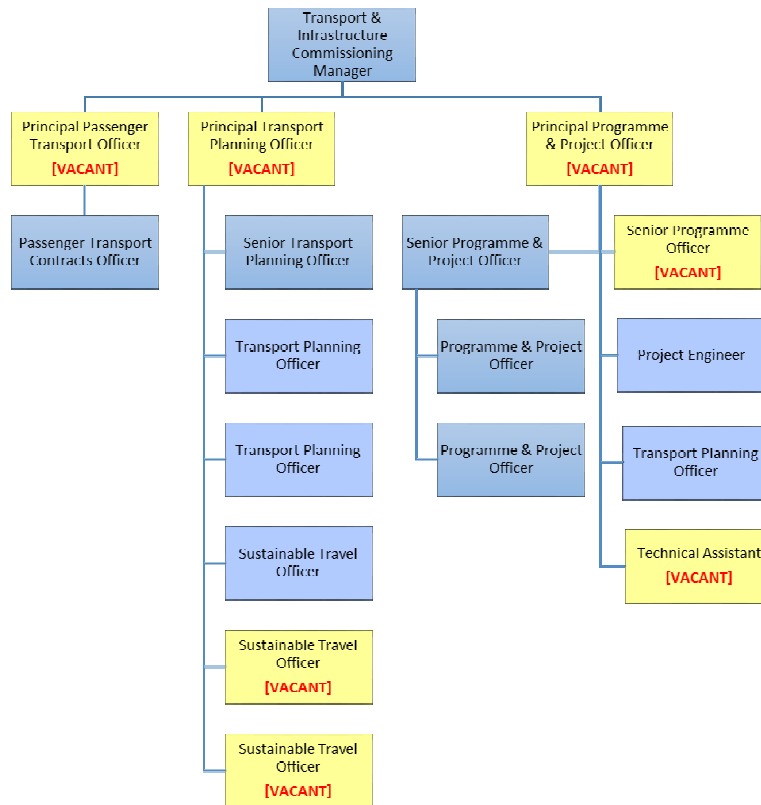
### **GROWTH AND REGENERATION – Network and Traffic Team**



## 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**

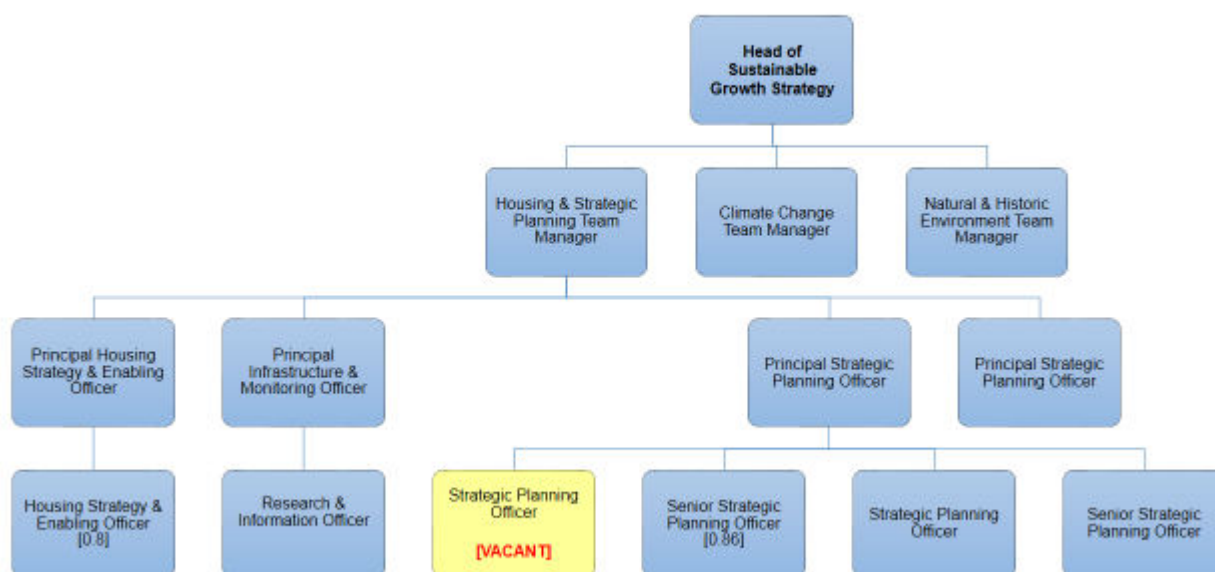


- 3.19 For the Climate Change team, Rutland County Council has confirmed that it will cease, from 1 April 2014, its contract with PCC in respect of climate change services. The Climate Change Officer (Rutland) post will therefore be deleted and the post holder is at risk of redundancy. No other changes 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**



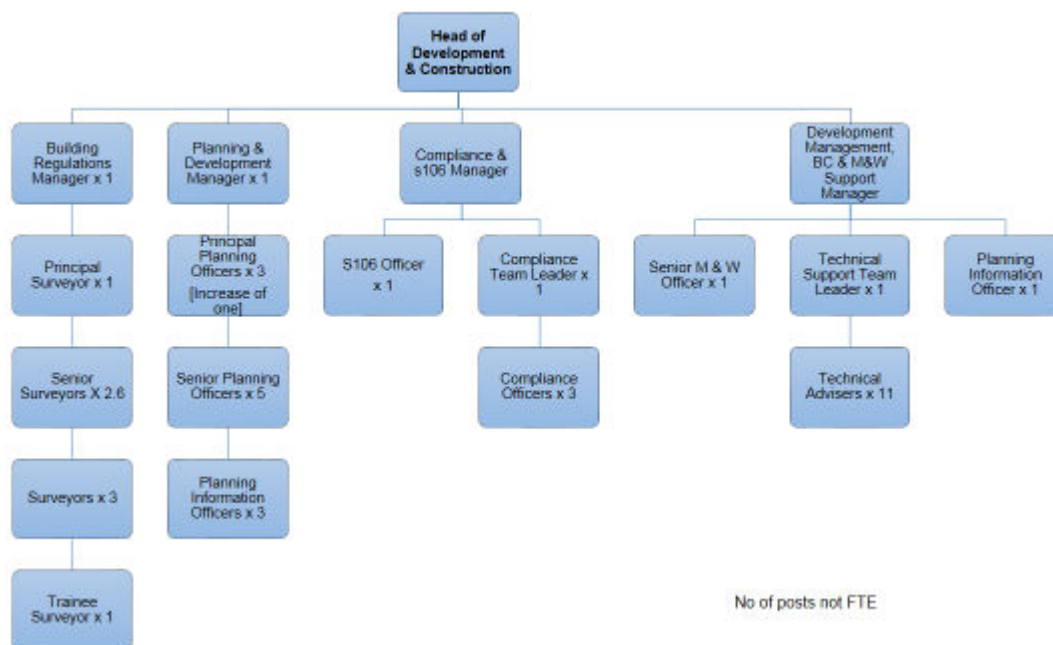
The additional Principal Strategic Planning Officer post (grade 12) will be advertised internally in the first instance.

- 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.

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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
<b>Highway Control / Draining Team</b>	
<p>1. Fully supportive of the joining of the Highway Control Team and the Drainage Team. Suggest “Highway &amp; Drainage Development Manager” instead of Highway Development &amp; 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 &amp; 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>

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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><b>Technical Assistant – Drainage and Technical Assistant – Development posts</b></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>

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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>

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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 <a href="#">Highway Maintenance Efficiency Programme</a> (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>

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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>
<b>Transport and Infrastructure Planning</b>	
<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 &amp; 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>

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>	
<p align="center"><b>Development Management Restructure Proposals</b></p>	
<p>40</p> <ol style="list-style-type: none"> <li>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.</li> <li>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?</li> <li>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.</li> <li>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</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>2 &amp; 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.</li> <li>4. There has been no change regarding MRTPI eligibility as an essential criteria.</li> </ol>

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 &amp; Enabling and those of the Natural &amp; 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 &amp; 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>
<b>Building Control</b>	
<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>

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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>
<b>Natural &amp; Historic Environment</b>	
<p>42</p> <ol style="list-style-type: none"> <li>1. Team are supportive of the restructure proposals however some reservations were expressed.</li> <li>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 &amp; Enabling.</li> <li>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 &amp; 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.</li> </ol>	<ol style="list-style-type: none"> <li>1. The support, in principle, is welcomed.</li> <li>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.</li> <li>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 &amp; 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.</li> </ol>

Staff/team comments (summarised)	Response
<b>Minerals and Waste</b>	
<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&amp;W?</p>	<p>1. The M&amp;W policy function will remain within the same section, but covered by the new Housing and Strategic Planning Team. As and when M&amp;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>
<b>Highway Control</b>	
<u>Proposal to TUPE transfer of Technical Assistant (Highways) to Skanska</u>	
<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. The revised structure has retained the existing Technical Assistant (Development) post in house. (No longer TUPE transferred)</p>

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Staff/team comments (summarised)	Response
<p>5. Would the person go to the Highway Development &amp; 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><b>TUPE proposal of Technical Assistant (Drainage)</b></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>

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Staff/team comments (summarised)	Response
<b>Passenger Transport</b>	
<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>

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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 &amp; Planning team (C&amp;P) and the transfer of the PTO out of the Transport and Infrastructure team (T&amp;I), are as follows:</p> <ul style="list-style-type: none"> <li>a. The loss of an integrated transport team, including a loss of potential savings</li> <li>b. The crossover of roles within PTO and C&amp;P teams</li> <li>c. The inevitable reduction in essential communication between teams</li> <li>d. The inevitable increase in workload for PTO as C&amp;P becomes more closely linked with T&amp;I</li> </ul> <p>9. The separation of the PTO and C&amp;P and transfer of the PTO to within Corporate Property &amp; 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>

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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&amp;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&amp;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&amp;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&amp;P manager in close liaison with the PTO manager. Would guess that approximately 30% of the work that the C&amp;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&amp;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>

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