



Agenda Item No: 16
Report To: Cabinet
Date: 10th October 2019
Report Title: Corporate Property & Projects - Service Changes
Report Author: Paul Mckenner, Head of Property & Projects
Portfolio Holder: Cllr. Paul Clokie, Regeneration and Corporate Property Portfolio Holder

Summary: The Cabinet are requested to consider the proposals in the report, the impact this will have on the delivery of service priorities and the consultation process followed.

The General Fund financial impact will be recoverable through capital projects and there is an increase in the Housing Revenue Account (HRA) resources to ensure the Affordable Housing Programme (AHP) is delivered. The detail of the AHP is in the HRA Business Plan report elsewhere on the agenda.

Key Decision: No

Significantly Affected Wards: Not applicable

Recommendations: The cabinet is recommended to:

- I. endorse the recommendation of the Joint Consultative Committee of 27th September 2019, which notes the outcomes of the consultation and proposals in the Corporate Property & Projects Service.
- II. approve the implementation of the service changes of the Corporate Property & Projects Service as outlined in the JCC report of 27th September 2019.
- III. Council to approve the potential costs of £46,427 resulting from early release of the pension on grounds of redundancy.

Policy Overview: The proposals will support the service in delivering both the current Council's corporate plan and its development; in particular the underlying principles.

Managing Restructure, Redundancy and Organisational Change policy.

Financial Implications: The service review proposals would result in a slight increase in the revenue budget and this will be managed within the service, through recharges to capital or the HRA to deliver the Affordable Housing Programme.

This does not allow for one off costs of £78,184 of which £46,427 results from early release of pension on those posts which redundancy may apply, together with the cost of redundancy of £31,757. The cost would be financed from the Service Pressure Reserve.

This is the worst-case scenario assuming alternative employment cannot be secured and in the event, this will be managed in accordance with Managing Redundancy and Organisational Change Policy of the Council.

Legal Implications: The proposals are being implemented in accordance with human resource policies and procedure. Risks are identified within the report. There are no strategic risks. The changes are in accordance with the council's Managing Redundancy and Organisational Change Policy.

Equalities Impact Assessment: There are no negative impacts on people with protected characteristics resulting from implementing these proposals. Affected employees have been invited to comment on the proposals as part of the consultation process.

Equality Impact Assessment attached.

Other Material Implications: The proposals have staffing implications that are outlined within the report attached JCC report. There are no other material implications.

Background Papers: JCC report and minutes of 27th September 2019.

Exemption Clauses: Exempt Appendix containing full termination costs
Not for Publication by virtue of Paragraph 1 and 2 Part 1 of Schedule 12A of the Local Government Act 1972.

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EXEMPT APPENDIX
NOT FOR PUBLICATION by virtue of Paragraphs
1 and 2 of Part 1 of Schedule 12A of the
Local Government Act 1972 namely:

Paragraph 1: Information relating to any individual

Paragraph 2: Information, which is likely to reveal the identity of an individual

TERMINATION COSTS – POST NUMBER’S 5037 AND 3139

Post Number	5037	3139	Total
Redundancy cost	£18,474	£13,283	£31,757
Pension costs	£14,647	£31,780	£46,427
Total	<u>£33,121</u>	<u>£45,063</u>	<u>£78,184</u>

The Council’s Retirement, Redundancy and Discretionary Compensation Policy sets out thresholds at which approval must be referred to full Council. In accordance with Government recommended practice, this is currently £100,000. The redundancy cost does not therefore require full Council approval. Where the total capital cost is below the threshold the Chief Executive, after consultation with Leader, Portfolio Holder and Management Team, has delegated authority to approve.

The Council’s policy on the application of pension scheme discretions is that all costs associated with early release of pension benefits must be approved by Council.

Equality Impact Assessment

1. An Equality Impact Assessment (EIA) is a document that summarises how the council has had due regard to the public sector equality duty (Equality Act 2010) in its decision-making. Although there is no legal duty to produce an EIA, the Council must have **due regard** to the equality duty and an EIA is recognised as the best method of fulfilling that duty. It can assist the Council in making a judgment as to whether a policy or other decision will have unintended negative consequences for certain people and help maximise the positive impacts of policy change. An EIA can lead to one of four consequences:

- (a) No major change – the policy or other decision is robust with no potential for discrimination or adverse impact. Opportunities to promote equality have been taken;
- (b) Adjust the policy or decision to remove barriers or better promote equality as identified in the EIA;
- (c) Continue the policy – if the EIA identifies potential for adverse impact, set out compelling justification for continuing;
- (d) Stop and remove the policy where actual or potential unlawful discrimination is identified.

Public sector equality duty

2. The Equality Act 2010 places a duty on the council, when exercising public functions, to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation;
 - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it (ie tackling prejudice and promoting understanding between people from different groups).

3. These are known as the three aims of the general equality duty.

Protected characteristics

4. The Equality Act 2010 sets out nine protected characteristics for the purpose of the equality duty:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership*
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

*For marriage and civil partnership, only the first aim of the duty applies in relation to employment.

Due regard

5. Having 'due regard' is about using good equality information and analysis at the right time as part of decision-making procedures.
6. To 'have due regard' means that in making decisions and in its other day-to-day activities the council must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations. This can involve:
- removing or minimising disadvantages suffered by people due to their protected characteristics.
 - taking steps to meet the needs of people with certain protected characteristics when these are different from the needs of other people.
 - encouraging people with certain protected characteristics to participate in public life or in other activities where it is disproportionately low.
7. How much regard is 'due' will depend on the circumstances. The greater the

potential impact, the higher the regard required by the duty. Examples of functions and decisions likely to engage the duty include: policy decisions, budget decisions, public appointments, service provision, statutory discretion, decisions on individuals, employing staff and procurement of goods and services.

8. In terms of timing:

- Having 'due regard' should be considered at the inception of any decision or proposed policy or service development or change.
- Due regard should be considered throughout development of a decision. Notes shall be taken and kept on file as to how due regard has been had to the equality duty in research, meetings, project teams, consultations etc.
- The completion of the EIA is a way of effectively summarising this and it should inform final decision-making.

Armed Forces Community

9. As part of the council's commitment to the Armed Forces Community made through the signing of the Armed Forces Covenant the council's Cabinet agreed in November 2017 that potential impacts on the Armed Forces Community should be considered as part of the Equality Impact Assessment process.

10. Accordingly, due regard should also be had throughout the decision making process to potential impacts on the groups covered by the Armed Forces Covenant:

- Current serving members of the Armed Forces (both Regular and Reserve)
- Former serving members of the Armed Forces (both Regular and Reserve)
- The families of current and former Armed Forces personnel.

Case law principles

11. A number of principles have been established by the courts in relation to the equality duty and due regard:

- Decision-makers in public authorities must be aware of their duty to have 'due regard' to the equality duty and so EIA's must be attached to any relevant committee reports.
- Due regard is fulfilled before and at the time a particular policy is under consideration as well as at the time a decision is taken. Due regard involves a conscious approach and state of mind.
- A public authority cannot satisfy the duty by justifying a decision after it has been taken.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- The duty is a non-delegable one. The duty will always remain the responsibility of the public authority.
- The duty is a continuing one so that it needs to be considered not only when a policy, for example, is being developed and agreed but also when it is implemented.
- It is good practice for those exercising public functions to keep an accurate record showing that they have actually considered the general duty and pondered relevant questions. Proper record keeping encourages transparency and will discipline those carrying out the relevant function to undertake the duty conscientiously.
- A public authority will need to consider whether it has sufficient information to assess the effects of the policy, or the way a function is being carried out, on the aims set out in the general equality duty.
- A public authority cannot avoid complying with the duty by claiming that it does not have enough resources to do so.

The Equality and Human Rights Commission has produced helpful guidance on "Meeting the Equality Duty in Policy and Decision-Making" (October 2014). It is available on the following link and report authors should read and follow this when developing or reporting on proposals for policy or

service development or change and other decisions likely to engage the equality duty. [Equality Duty in decision-making](#)

Lead officer:	Paul Mckenner
Decision maker:	Cabinet and Council
Decision: <ul style="list-style-type: none"> • Policy, project, service, contract • Review, change, new, stop 	Proposed review of Corporate Property and Projects Service.
Date of decision: The date when the final decision is made. The EIA must be complete before this point and inform the final decision.	October 2019
Summary of the proposed decision: <ul style="list-style-type: none"> • Aims and objectives • Key actions • Expected outcomes • Who will be affected and how? • How many people will be affected? 	Proposed new structure of Corporate Property and Projects service, including changes to terms and conditions of employment and potential deletion of posts.
Information and research: <ul style="list-style-type: none"> • Outline the information and research that has informed the decision. • Include sources and key findings. 	Initial informal Consultation
Consultation: <ul style="list-style-type: none"> • What specific consultation has occurred on this decision? • What were the results of the consultation? • Did the consultation analysis reveal any difference in views across the protected characteristics? • What conclusions can be drawn from the analysis on how the decision will affect people with different protected characteristics? 	<p>Consultation was undertaken as detailed above which result in the content of the report.</p> <p>The policy document complies with UK employment law and our Conditions of Service.</p>

Assess the relevance of the decision to people with different protected characteristics and assess the impact of the decision on people with different protected characteristics.

When assessing relevance and impact, make it clear who the assessment applies to within the protected characteristic category. For example, a decision may have high relevance for young people but low relevance for older people; it may have a positive impact on women but a neutral impact on men.

Protected characteristic	Relevance to Decision High/Medium/Low/None	Impact of Decision Positive (Major/Minor) Negative (Major/Minor) Neutral
<u>AGE</u> Elderly	None	Neutral
Middle age	None	Neutral
Young adult	None	Neutral
Children	None	Neutral
<u>DISABILITY</u> Physical	None	Neutral
Mental	None	Neutral
Sensory	None	Neutral
<u>GENDER RE- ASSIGNMENT</u>	None	Neutral
<u>MARRIAGE/CIVIL PARTNERSHIP</u>	None	Neutral
<u>PREGNANCY/MATERNITY</u>	None	Neutral
<u>RACE</u>	None	Neutral
<u>RELIGION OR BELIEF</u>	None	Neutral
<u>SEX</u> Men	None	Neutral
Women	None	Neutral
<u>SEXUAL ORIENTATION</u>	None	Neutral

<u>ARMED FORCES COMMUNITY</u> Regular/Reserve personnel	n/a	n/a
Former service personnel	n/a	n/a
Service families	n/a	n/a

Mitigating negative impact: Where any negative impact has been identified, outline the measures taken to mitigate against it.	None
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Is the decision relevant to the aims of the equality duty?	
Guidance on the aims can be found in the EHRC's Essential Guide , alongside fuller PSED Technical Guidance .	
Aim	Yes / No / N/A
1) Eliminate discrimination, harassment and victimisation	n/a
2) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it	n/a
3) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it	n/a

<p>Conclusion:</p> <ul style="list-style-type: none"> Consider how due regard has been had to the equality duty, from start to finish. There should be no unlawful discrimination arising from the decision (see guidance above). Advise on whether the proposal meets the aims of the equality duty or whether adjustments have been made or need to be made or whether any residual impacts are justified. 	<p>Due regard has been paid to equality through the drafting of documentation by qualified HR professionals trained in equality issues and review of relevant case law.</p> <p>Via consultation with affected employees</p>
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<ul style="list-style-type: none">• How will monitoring of the policy, procedure or decision and its implementation be undertaken and reported?	
EIA completion date:	9 th August 2019

Agenda Item No:

Report To: Joint Consultative Committee

Date: 27th September 2019

Report Title: Corporate Property & Projects - Service Changes

Report Author: Paul Mckenner, Head of Property & Projects

Portfolio Holder: Cllr. Paul Clokie, Regeneration and Corporate Property Portfolio Holder

Summary:	The purpose of this report is to enable JCC to consider and give advice upon proposals that have staffing implications of a material nature in regard to the Corporate Property & Projects service.
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Key Decision: No

Significantly Affected Wards: Not applicable

Recommendations: **That JCC considers and give advice upon the proposals contained within the report.**

Policy Overview: The proposals will support the service in delivering both the current Council's corporate plan and its development and in particular the underlying principles.

Managing Restructure, Redundancy and Organisational Change policy.

Financial Implications: See report section 7.

Legal Implications: The proposals are being implemented in accordance with human resource policies and procedure. Risks are identified within the report. There are no strategic risks. The changes are in accordance with the council's Managing Redundancy and Organisational Change Policy.

Equalities Impact Assessment: There are no negative impacts on people with protected characteristics resulting from implementing these proposals. Affected staff have been invited to comment on the proposals as part of the consultation process.

Other Material Implications: The proposals have staffing implications which are outlined within the report. There are no other material implications.

Background Papers: None

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1.0 Introduction and Background

- 1.1 This paper sets out proposals for the modernisation of the Corporate Property and Project's Service to enable it to deliver an effective service to match the Council's ambitions. There is a demanding requirement to deliver substantial revenue income streams to support the Council's medium term financial plan. This requirement is coupled with the continuation of the Council's ambitious delivery of a number of key corporate and service projects. Finally the service is charged with looking after the assets in the Council's ownership. These factors represent a significant step-change in the demands now placed on the Corporate Property and Project's Service as such we need to respond to these.
- 1.2 The Corporate Peer Review identified the need to ensure that resource allocations are aligned, operate within a structured framework to facilitate project delivery. This needs to be considered in the context of the Council's open outlook to income generation with good levels of risk assessment and business case evaluation before commitments are made.
- 1.3 Income generation has become increasingly important to support the revenue budget, meeting the Council's aim to be financially self-sufficient. All of which needs to be reflected in how the service is resourced and skilled to respond to the challenges ahead.
- 1.4 The Corporate Property and Project's Service has, in recent times balanced the competing demands and keep pace with an ambitious corporate delivery plan whilst, at the same time, managing the day-to-day activity of an increasing portfolio. The service also has additional responsibility for other assets that were previously managed by the services themselves. These assets are substantial in number and require a varying degree of management and maintenance for which the resource does not currently exist.
- 1.5 The Council has engaged in a number of major property acquisitions over recent years such as Elwick Place, Park Mall and International House. These are complex and require specialised support, which was previously outside the normal remit of a traditional local authority property services team.
- 1.6 This report proposes a number of staffing changes within the Corporate Property & Projects service. The proposals affect several areas of the service and are described area by area. The changes range in terms of scale and impact. They will be the subject of varying consultation processes, and have a range of implementation timetables. While not all the changes are of a material nature or necessitate JCC review, there are some that have a significant impact on individuals requiring consideration by Cabinet and Council.

2.0 Rationale for Change

- 2.1 The vision for the Corporate Property & Projects Service is to deliver a professional support service for the wider objectives of Ashford Borough Council. Aligning the service plan with the overall corporate plan and equally that of the medium term financial plan of the Council.
- 2.2 One of the main key priorities of the service will be to ensure the Council is meeting statutory compliance obligations that would otherwise put us at risk, an area where more thorough monitoring is required, feeding into corporate KPI's and aligning with renewed policy & procedure.
- 2.3 There is a drive to generate additional income, this will be derived from better understanding of our assets through condition surveys and other methods of investigation. This will lead to a more planned approach and "sweating" of our assets where required to better control and predict expenditure and manage our income more efficiently.
- 2.4 The key service functions necessary to do this will be:
- Commission services;
 - Professional and responsive valuation service;
 - Robust lease and tenant management service;
 - Ability to carry out detailed and complex appraisals of investment options;
 - Provide an efficient effective service for our customers – which will involve digital transformation, to improve business processes;
 - Professional;
 - Managing risk for ABC in ensuring on-going monitored property asset compliance;
 - Enhancing Property & Projects identity as a service throughout the organisation;
 - Cross-cutting ways of working throughout the service as well as good communication within the service and wider organisation;
 - Clearly defined roles and responsibilities within teams creating a clear accountability and sense of responsibility. Specific focus can then be achieved on key areas such as property management (landlord/tenant), soft Facilities Management hard Facilities Management, programming & procurement, project delivery, compliance, etc.;
 - A hierarchical structure that allows for resilience within the service.
- 2.5 The key outcomes for the authority that this will achieve will be:
- A planned but effective, responsive service;
 - Compliance with statutory requirements, leading to a reduction of risk;
 - Lower Voids/Higher Rents;
 - An effective and fit for purpose structure that encourages and supports decision making at the right level.

3.0 Proposals and Changes

The proposals and changes mentioned below are based on the proposed structure chart as per **Appendix 1**. The existing structure is attached at **Appendix 2**.

3.1 Corporate Property & Projects

- 3.1.1 The Head of Corporate Property & Projects (post no 3133) has been heavily involved in the delivery of a large number of key Corporate Projects and equally his involvement in the day to day operational activities has been considerable. The proposed changes to the structure will provide the Head of Service with the capacity to play an ever-increasing important role in horizon scanning for future development and commercial opportunities for the Council as well as lead the service to respond to the challenges facing the service now and in the future.
- 3.1.2 In order to facilitate this, there is the need to realign the service to meet the needs of the service and the management structure thereof.
- 3.1.3 The existing Property & Asset Manager (post no 6404) will have some changes to the post and title will change to Deputy Head of Corporate Property & Projects.
- 3.1.4 The post will become the nominated deputy to the Head of Service as well as having managers reporting to it, flattening the management structure. The core services relating to property building services, estates and facilities posts are considerable on the proposed structure and therefore it is proposed a deputy post is created. All existing reporting lines to the Head of Service would remain as current. Managers will be asked to attend meetings in his absence, which are relevant to their departmental areas.

Summary of proposed changes pre-consultation:

Head of Corporate Property & Projects (post no 3133) – no change

Property & Asset Manager (post no 6404) – change in job title to Deputy Head of Corporate Property & Projects

Summary of proposed changes post-consultation:

Head of Corporate Property & Projects (post no 3133) – no change

Property & Asset Manager (post no 6404) – change in job title to Deputy Head of Corporate Property & Projects

3.2 Procurement & Contract Management

3.2.1 There are three posts within the team, which covers the functions:

- Corporate procurement;
- Contract management;
- Corporate income management (incomes derived are now in excess of £4million).

3.2.2 Following a detailed review of contract management and extensive analysis of spend and supplier information, it was concluded that a number of recommendations were necessary. It was recognised that there was a need to organise and manage contracts differently from a compliance perspective and also to identify improvement opportunities through better performing contracts and reduced cost, including challenging some existing custom and practice. This resulted in the appointment of a new created post of a Contract Officer (post no 6417).

3.2.3 The challenge for the new post holder is to develop a Contract Management Strategy, providing a balanced approach that reflects the difference between large contracts, one off projects and other contracts to be procured and managed on an ongoing basis.

3.2.4 This also reflects that some contracts will be managed by individual services when they are specific to that service and others where there are common requirements across different services.

3.2.5 The precedent for the appointment of the Contract Officer (post no 6417) has been the introduction of a Procurement and Support Manager (post no 6000). The post plays an important part of a corporate resource that is required by the organisation. The resource is highly valued by colleagues to consult with and seek professional advice and to involve in tenders and procurement processes as and when required.

3.2.6 Following the aforementioned change, the management and operational responsibilities of the Procurement and Support Manager (post no 6000) have been amended to reflect the change in emphasis in contract management.

3.2.7 These changes have resulted in the post of Procurement and Support Manager (post no 6000) being changed to the post of the Procurement and Contract Manager (post no 6000).

3.2.8 The post holder will have:

- New responsibility for managing higher level member engagement, via the Contracts Officer;
- New responsibility to manage the contract management function throughout the authority including contract monitoring process;
- To ensure that colleagues now receive contract management advice and support, in addition to procurement;
- Providing strategic direction to the authority's contract management policy, in addition to existing procurement policy;
- Responsibility for managing support staff who deal with procurement support.

- 3.2.9 After a review of the management responsibilities, the post's grade has changed from MG7/8 to MG6 with the requirement for a formal CIPS qualification.
- 3.2.10 The post of Contract Officer (post no 6417) has remained unchanged since the appointment to post last year. The responsibilities of the post holder will be reviewed once the post holder has embedded a new culture of contract management in to the organisation.
- 3.2.11 A review of the technical and administrative work undertaken by the Special Project Coordinator (post no 3139) has indicated that the requirements of the service have changed from technical to administrative accountabilities. It is therefore proposed that the post is deleted from the establishment due to diminution of work.
- 3.2.12 A new post of Procurement & Support Assistant (new post) has been created with a focus on administrative as opposed to technical accountabilities, which is reflected in the grade of the post.

Summary of proposed changes pre-consultation:

Procurement & Support Manager (post no 6000) – change in job title to Procurement & Contract Manager and increase in grade to MG6

Contract Officer (post no 6417) – no change

Special Projects Coordinator (post no 3139) – proposal to delete post from the establishment

Procurement & Support Assistant (new post) SCP 24-27 – new post

Summary of proposed changes post-consultation:

Procurement & Support Manager (post no 6000) – change in job title to Procurement & Contract Manager, changes to proposed JD including a career grade which reflects the criteria for increase of grade from MG7 to MG6.

Contract Officer (post no 6417) – no change

Special Projects Coordinator (post no 3139) – proposal to delete post from the establishment

Procurement & Support Assistant (new post) SCP 24-27 – new post. Minor changes made to proposed JD.

3.3 Commercial Development & Regeneration

- 3.3.1 The post of Senior Commercial Development and Regeneration Manager (post no 6106), currently has the post of Commercial and Development Officer (post no 6258) reporting to the post holder and in turn the post of Garage Officer (post no 6336) reporting to this post. No direct reports are proposed; this will allow the post holder to focus on the delivery of a number of key complex corporate projects, which will deliver both regeneration and financial benefits. This particular post will assist the Head of Service in delivering key financial returns to support the Medium Term Financial Plan and will work on their own project portfolio. The post holder will be supported by other members of the team when required to ensure the deliverables are met on time and to budget. The JD has been revised to reflect this change and following evaluation of the revised JD the grade of the post remains unchanged at MG5.
- 3.3.2 It is proposed that the post of the former Commercial Development and Regeneration Officer (post no 6258) is deleted from the establishment due to diminution of work. The requirements will radically change. It was originally intended that this post would move from regeneration-oriented outcomes to managing the Council's growing portfolio of commercial assets, which derive an income stream to the Council. There will be a cessation in terms of the direct development and regeneration aspects. It is therefore proposed that a new post is created to focus on the Facilities Management & Property Management aspects, covered under section 3.5 of this report.
- 3.3.3 The post of the Garage Officer (post no 6336) will be renamed Garage & Compliance Officer (post no 6336). The Garage & Compliance Officer (post no 6336) will report to a new post of Senior Commercial Estates Officer (new post) under the Estates & Facilities team. The rationale for this is further explained within the section of Estates and Facilities. The compliance focus will be on matters such as effectively maintaining the asbestos register and collation of statutory compliance property information that will be reported corporately via corporate KPI's.

Summary of proposed changes pre-consultation:

Senior Commercial Development & Regeneration Manager (post no 6106) – no line management responsibilities under new structure

Commercial Development & Regeneration Officer (post no 6258) – proposal to delete post from the establishment.

Garage Officer (post no 6336) – change of job title to Garage & Compliance Officer (post no 6336), change of line manager and increase in grade to SCP 24-27

Summary of proposed changes post-consultation:

Senior Commercial Development & Regeneration Manager (post no 6106) – line management responsibility for the proposed Garage & Compliance Officer (post no 6336). This will place greater emphasis on the delivery of the Garage Commercialisation Strategy and the digital transformation for the service. Change of job title to Commercial Development & Regeneration Manager.

Commercial Development & Regeneration Officer (post no 6258) – proposal to delete post from the establishment.

Garage Officer (post no 6336) – change of job title to Garage & Compliance Officer (post no 6336), line management responsibility changed to Commercial Development & Regeneration Manager and increase in grade to SCP 24-27.

3.4 Property Building Services

3.4.1 The Property Building Services area will undertake:

- Planned maintenance;
- Day to day maintenance;
- Hard FM.

3.4.2 Reporting direct to the Deputy Head of Property & Projects (post no 6404) is the post of Property Building Services Manager (post no 5066). The current Property Building Services Manager (post no 5066) will have two direct reports as opposed to currently having four direct reports. These two direct reports are the Senior Mechanical Electrical Surveyor (post no 6177) and the Senior Property & Development Surveyor (post no 6100).

3.4.3 Under the Senior Mechanical and Electrical Surveyor (post no 6177) are the posts of a Building Maintenance & Energy Officer (new post) and a Technical Inspection Officer (post no 5133).

3.3.4 Under the Senior Property and Development Surveyor (post no 6100) are the posts of an Asset Surveyor (post no 6315) and a Building Services Technician will be made full time post (1.00 FTE) as opposed to currently being part time (0.4FTE) (post 6052).

3.3.5 The proposals will enhance resilience amongst managers, enabling the delivery of planned, reactive property maintenance & “hard Facilities Management” services.

3.3.6 The Property Building Services Manager (post no 5066) will be made a full time post (1.0 FTE) as opposed to currently being part-time (0.6 FTE). This is required to effectively manage the requirements of the position.

Summary of proposed changes pre-consultation:

Property Building Services Manager (post no 5066) – line management of 2 senior posts, increase in grade to MG6 and increase in establishment to 1.0 FTE

Senior Mechanical & Electrical Surveyor (post no 6177) – minor changes to JD and line management of 2 posts

Property & Development Surveyor (post no 6100) – change in job title to Senior Property & Development Surveyor. Line management of 2 posts and increase in grade to MG8.

Building Services Technician (post no 6052) – post currently part time and is increased increase to 1.0 FTE and is currently vacant.

Corporate Property Technical Officer (post no 5153) – change in job title to Technical Inspection Officer (post no 5153) in keeping with the role specifics and to avoid confusion with the Corporate Property Technical Assistant

Building Maintenance & Energy Officer (new post) SCP 30-33 – new post

Asset Surveyor (post no 6315) – change in line management from the Project Delivery Engineer (post no 6131) to the Senior Property & Development Surveyor (post no 6100)

Summary of proposed changes post-consultation:

Property Building Services Manager (post no 5066) – line management of 2 senior posts, increase in grade to MG6 and increase in establishment to 1.0 FTE

Senior Mechanical & Electrical Surveyor (post no 6177) – changes to JD including deputising for the Property Building Services Manager (post no 5066), line management of 2 posts and changes to the person spec.

Property & Development Surveyor (post no 6100) – change in job title to Senior Property & Development Surveyor. Line management of 2 posts and increase in grade to MG8. Changes to JD which include deputising for the Property Building Services Manager (post no 5066) and changes to the person spec.

Building Services Technician (post no 6052) – post currently part time and is increased to 1.0 FTE and is currently vacant.

Corporate Property Technical Officer (post no 5153) – retention of current job title to reflect the nature of the role. Changes to JD, re-evaluation and increase in grade from SCP 28-31 from SCP 26-29.

Building Maintenance & Energy Officer (new post) SCP 30-33 – no change

Asset Surveyor (post no 6315) – change in line management from the Project Delivery Engineer (post no 6131) to the Senior Property & Development Surveyor (post no 6100)

3.5 Estates & Facilities

3.5.1 The Estates & Facilities area will undertake:

- Landlord/tenant engagement, valuations;
- Lease agreements;
- Renting of units & soft Facilities Management.

3.5.2 In addition, the team will advise on the correct areas of property investment to lead to a planned growth in portfolio, to give a mixture of positive cash flow and capital growth.

3.5.3 A more focused and planned approach to this work can be achieved by separating the landlord property management aspect from the Property Building Services team delivering the hard Facilities Management service.

3.5.4 Bringing the soft Facilities Management under an estates and facilities area aligns with current facilities management providers we use in terms of outsourcing, such as International House and those we use in-house, such as for the Civic Centre.

3.5.5 The in-house facilities team will move from the Housing service to the Property & Projects service. The proposed structure will allow an improved corporate approach to corporate property as it aligns with the service provision on all aspects of facilities management. This allows for an improved use of the resources and existing knowledge within the two teams.

3.5.6 The Housing Operations Manager Property & Technology (post no 6074) will therefore no longer manage the Facilities function.

3.5.7 Reporting directly to the Deputy Head of Property & Projects (post no 6404) will be a new post of an Estates & Facilities Manager (new post). This post will be introduced to improve the management of property leased to third parties.

3.5.8 A new post of Senior Commercial Estates Officer (new post) will be created. This will address the lack of dedicated resource in property management aspects such as agreeing leases and looking at sales and acquisitions. This links to the need to 'sweat' our assets and better establish an income from a commercial outlook. Part of the work of this post is currently performed by Canterbury City Council and will therefore be brought in house.

3.5.9 The Garage and Compliance Officer (post no 6336) will report to the Senior Commercial Estates Officer (new post) together with the Corporate Property Technical Assistant (post no 6420). This effectively forms an 'estates' team focused on the management of assets encompassing the landlord tenant engagement, lease agreements in one place and better informing our future asset management approach.

3.5.10 There is a need to avoid duplication and overlaps between the current managerial and supervisory roles in the Facilities structure. The proposal is for the post of Building Facilities Officer (post no 5039) to be deleted from the establishment with the "hard FM" aspects of this post absorbed into the new post of Building Maintenance & Energy Officer (new post). This particular post will greatly assist in reducing both carbon and energy reduction and its impact on climate change. All of

which are increasingly corporately important.

- 3.5.11 It is proposed that the post of Facilities Team Leader (post no 5039) is deleted from the establishment with some activities currently carried out by the existing post holder moving to the new post of Senior Facilities Supervisor (new post).
- 3.5.12 The Senior Facilities Supervisor (new post) is an amalgam of some of the activities currently carried out by the Building Facilities Officer and by the Facilities Team Leader (post no 5039) with this reflected in the grade of SCP 26-29.
- 3.5.13 The Senior Facilities Supervisor (new post) will report to the Estates and Facilities Manager (new post). The team under the Senior Facilities Supervisor (new post) remains largely unchanged with the exception of the Cleaning Supervisor (post no 0083).
- 3.5.14 It is proposed that the post of Cleaning Supervisor (post no 0083) is deleted from the establishment to reflect the need for a flatter structure and remove the duplication currently in place with regard to the supervision of cleaning.
- 3.5.15 There is a new Facilities Assistant post (new post) which will improve resilience in the Facilities team.
- 3.5.16 The Council currently procures its valuation service from Canterbury City Council. The proposal is that this work will be brought in-house within the new structure and with the appropriate skill set as described in the revised JD's. Should the proposed structure be agreed it is envisaged that notice would be given to Canterbury City Council in October following Cabinet authority and would be implemented by the end of the financial year. The current arrangements can be terminated at any time.

Summary of proposed changes pre-consultation

Estates & Facilities Manager (new post) MG6 – new post

Senior Commercial Estates Officer (new post) MG7 – new post

Garage Officer (post no 6336) – change of job title to Garage & Compliance Officer (post no 6336), change of line manager and increase in grade to SCP 24-27

Corporate Property Technical Assistant (post no 6420) – change in line management from Property & Asset Manager (post no 6404) to Senior Commercial Estates Officer (new post)

Housing Operations Manager Property & Technology (post no 6074) – change in JD to reflect management of Facilities moving service area

Senior Facilities Supervisor (new post) SCP 26-29 – new post

Facilities Assistant (post no.'s 6242 & 6230-vacancy) – movement of service from Housing to Corporate Property & Projects, change in line management to Senior Facilities Supervisor and minor changes to JDs

Facilities Assistant (new post) SCP 12-15 – new post

Office Cleaner (post no's 0084, 0082) – movement of service from Housing to Corporate Property & Projects, change in line management to Senior Facilities Supervisor and minor changes to JDs

Commercial Development & Regeneration Officer (post 6258) – proposal to delete post from the establishment.

Building Facilities Officer (post no 5037) – proposal to delete post from the establishment.

Facilities Team Leader (post no 5039) – proposal to delete post from the establishment

Cleaning Supervisor (post no 0083) – proposal to delete post from the establishment

Summary of proposed changes post-consultation

Estates & Facilities Manager (new post) MG6 – new post

Senior Commercial Estates Officer (new post) MG7 – new post. Changes to proposed JD to reflect line management of proposed Garage & Compliance Officer moving to Commercial Development & Regeneration Manager.

Garage Officer (post no 6336) – change of job title to Garage & Compliance Officer (post no 6336), change of line manager and increase in grade to SCP 24-27. Reporting line changed to Commercial Development and Regeneration Manager (post 6106)

Corporate Property Technical Assistant (post no 6420) – change in line management from Property & Asset Manager (post no 6404) to Senior Commercial Estates Officer (new post). Minor changes made to JD.

Housing Operations Manager Property & Technology (post no 6074) – change in JD to reflect management of Facilities moving service area

Senior Facilities Supervisor (new post) SCP 26-29 – new post. Changes to proposed JD.

Facilities Assistant (post no.'s 6242 & 6230-vacancy) – movement of service from Housing to Corporate Property & Projects, change in line management to Senior Facilities Supervisor and minor changes to JDs

Facilities Assistant (new post) SCP 12-15 – deletion of proposed new post (replaced with new post of Office Cleaner).

Office Cleaner (post no's 0084, 0082) – movement of service from Housing to Corporate Property & Projects, change in line management to Senior Facilities Supervisor and minor changes to JD's. Additional post of Office Cleaner.

Commercial Development & Regeneration Officer (post 6258) – proposal to delete post from the establishment.

Building Facilities Officer (post no 5037) – proposal to delete post from the establishment.

Facilities Team Leader (post no 5039) – proposal to delete post from the establishment.

Cleaning Supervisor (post no 0083) – proposal to delete post from the establishment.

3.6 Project Delivery

- 3.6.1 The Project Delivery team will focus on capital projects assigned to the team. These will be from projects decided under PIDs approved by Management Team with a defined client agreed and to an agreed budget. The focus will be on non-housing development, regeneration & planned capital works. The Housing Development & Regeneration team has successfully appointed Employers Agents for approximately ten years to work alongside the officer team on the delivery of the Council's Housing Development Plan. In doing so this provides additional flexibility and resource capacity to be utilised in delivering high quality deliverables without the need to be involved in the day to day details of development. With strong client managers in place within the service, this is a function which is to commence with the delivery of the new Multi Storey Car Park. Similarly, this is the case in relation to Vicarage Lane and other large capital projects, for which it is proposed that an Employers Agent is appointed.
- 3.6.2 The appointment of an Employers Agent typically works for larger contracts in excess of £1m and enables the Council to 'de-risk' the deliverable and free off capacity for other council commitments.
- 3.6.3 It is proposed the post of Project Delivery Manager (post no 6180) continues as the manager of the team and post title remains unchanged. There are no proposed amendments to the JD.
- 3.6.4 The Project Delivery Quantity Surveyor (post no 5068) changes to a Senior Project Manager (Quantity Surveyor) (post no 5068), as there is more of a demand for project management as opposed to quantity surveying. If necessary, consultants can be brought in on various projects as this need fluctuates, the role within the team being for project managers to oversee these consultants.
- 3.6.5 There is no change to the Senior Architectural / CDM Technician post (post no 5087).
- 3.6.6 The Project Delivery Engineer (post no 6131) will have no line management responsibilities as the Asset Surveyor (post no 6315) moves to the Property Building Services area to better integrate into asset surveys and the delivery of "hard facilities management".

Summary of proposed changes pre-consultation

Project Delivery Manager (post no 6180) – Asset Surveyor (post no 6315) to transfer to Property Building Services

Project Delivery Quantity Surveyor (post no 5068) – change of job title to Senior Project Manager (Quantity Surveyor)

Senior Architectural / CDM Technician (post no 5087) – no change

Project Delivery Engineer (post no 6131) – line management of Asset Surveyor (post no 6315) to transfer to Senior Property & Development Surveyor (post no 6100)

Asset Surveyor (post no 6315) – move in line management from Project Delivery Engineer (post no 6131) to Senior Property & Development Surveyor (post no 6100)

Summary of proposed changes post-consultation

Project Delivery Manager (post no 6180) – Asset Surveyor (post no 6315) to transfer to Property Building Services

Project Delivery Quantity Surveyor (post no 5068) – change of job title to Senior Project Manager (Quantity Surveyor) – amendments to JD. Consultation is ongoing in relation to the proposed person spec and evaluation of the role. An update will be reported at the meeting as appropriate.

Senior Architectural / CDM Technician (post no 5087) – no change

Project Delivery Engineer (post no 6131) – line management of Asset Surveyor (post no 6315) to transfer to Senior Property & Development Surveyor (post no 6100) - no change

Asset Surveyor (post no 6315) – move in line management from Project Delivery Engineer (post no 6131) to Senior Property & Development Surveyor (post no 6100). Minor changes to proposed JD.

3.7 Housing Development & Regeneration

3.7.1 The Housing Development & Regeneration team concentrates on the capital delivery of development & regeneration delivery for Housing as the client. The works focused on are primarily Housing Revenue Account (HRA) and section 106 funded projects. Since the recent change to the amount of debt the HRA can hold, there has been the necessity to both accelerate housing developments and consider alternative ways of delivery. Supported by the Head of Housing Services this has necessitated the need to increase the establishment with a further Development Surveyor (new post) with an emphasis on programme management. In doing so this would free up capacity for the Housing Development & Regeneration Manager (post no 3213) to manage both an expansive programme and new ways of working.

3.7.2 Further changes proposed are:

- The Development & Regeneration Manager (post no 3213) has a change in job title to Housing Development & Regeneration Manager (post no 3213).
- There is no change to the Planning & Development Surveyor (post no 3126), Development Surveyor (post no 6264) and Business Support Officer (post no 6405).
- The Development & Regeneration Officer (post no 3128) post changes to Architect (post no 3128). This change reflects the nature of the post currently out by the post holder now and in the future. The proposal is for the post holder to deputise for the Housing Development and Regeneration Manager (post no 3213) in their absence on all matters relating to the Housing Delivery Programme. This will provide a greater continuity of service to the Head of Housing Service, which will enable effective communication to facilitate an expansive Housing Delivery Plan.
- Additional post of Development Surveyor is required to keep pace with the ever-increasing demands upon the team to accelerate the housing development programme.

Summary of proposed changes pre-consultation:

Development & Regeneration Manager (post no 3213) – change in job title to Housing Development & Regeneration Manager (post no 3213). Additional post of Development Surveyor in team

Planning & Development Surveyor (post no 3126) – no change

Development & Regeneration Officer (post no 3128) – change in job title to Architect (post no 3128) and increase in grade to MG7

Development Surveyor (post no 6264) – no change

Business Support Officer (post no 6405) – no change

Development Surveyor (new post) MG8 – new post

Summary of proposed changes post-consultation:

Development & Regeneration Manager (post no 3213) – change in job title to Housing Development & Regeneration Manager (post no 3213). Additional post of Development Surveyor in team

Planning & Development Surveyor (post no 3126) – no change

Development & Regeneration Officer (post no 3128) – change in job title to Architect (post no 3128) and increase in grade to MG7. Minor amendments to proposed JD.

Development Surveyor (post no 6264) – no change

Business Support Officer (post no 6405) – no change

Development Surveyor (new post) MG8 – new post

4.0 Staffing Implications

4.1 Headcount

4.1.1 The total headcount for the Service is increasing by 2. It is proposed that 5 existing posts will be deleted from the establishment requiring the post holders to be put at risk of redundancy. However it is considered that there is a redeployment opportunity for all of these staff in terms of the new posts in the revised structure.

4.2 Groupings

4.2.1 Staff have been placed into groups to determine the consultation pathway that needs to be followed as illustrated below.

Group	Impact	Post Numbers
1	Post significantly affected: proposal for deletion of post from establishment	0083, 3139, 5037, 5039, 6258
2	Some proposed contractual changes	0082, 0084, 3128, 3213, 5066, 5068, 5153, 6000, 6074, 6100, 6106, 6131, 6177, 6180, 6242, 6264, 6315, 6336, 6404, 6420
3	Some minor non-contractual changes	3126, 6405, 6417
4	No changes	3133, 5087

4.3 Deleted posts

Team	Post
Commercial Development & Regeneration	Commercial Development & Regeneration Officer (post no 5037)
Facilities	Building Facilities Officer (post no 5037)
	Cleaning Supervisor (post no 0083)
	Facilities Team Leader (post no 5039)
Procurement & Support	Special Projects Co-ordinator (post no 3139)

4.4 New Posts

Team	Job Title	Grade
Estates & Facilities	Estates & Facilities Manager	MG6
	Office Cleaner	SCP 8-11
	Senior Commercial Estates Officer	MG7
	Senior Facilities Supervisor	SCP 26-29
Housing Development & Regeneration	Development Surveyor	MG8
Procurement & Contracts	Procurement & Support Assistant	SCP 24-27
Property Building Services	Building Maintenance & Energy Officer	SCP 30-33

4.5 Additional Increases to the Establishment

Property Building Services Manager from 0.6 FTE to 1.0 FTE.
 Building Services Technician from 0.4 FTE to 1.0 FTE

5.0 Consultation

5.1 Consultation Process

- 5.1.1 As part of the consultation process the consultation paper was formally submitted to Unison and to the JCC Staff Side Representative on 12 August 2019.
- 5.1.2 The consultation paper was sent to the service Portfolio Holder and Deputy on 12 August 2019.
- 5.1.3 Individual meetings were arranged with staff in Group One on 12 August 2019 in order to distribute the consultation paper. Unison were invited to, and attended, the briefings.
- 5.1.4 A managers' briefing was arranged for all managers in Corporate Property & Projects in order to distribute the consultation paper. Unison were invited to, and attended, the briefing.
- 5.1.5 A staff briefing was held for all staff in Corporate Property & Projects and Facilities on 12 August 2019 in order to distribute the consultation paper. Unison were invited to, and attended, the briefing.
- 5.1.6 Arrangements were made to ensure that staff absent due to annual leave had the benefit of a personal briefing on their return to work.
- 5.1.7 After the staff briefing, the full suite of job descriptions was sent to all staff by email together with the current and proposed structure charts. A hard copy was placed in the post room to be accessed by those staff without access to email.
- 5.1.8 After the staff briefing, staff in Group One were notified in writing of their "at risk" status and invited to a formal consultation meeting.
- 5.1.9 After the staff briefing, staff in Group Two were invited to a formal consultation meeting.
- 5.1.10 After the staff briefing staff in Groups Three and Four were invited to comment and advised that they could request a consultation meeting should they wish to do so.
- 5.1.11 Formal consultation meetings commenced from Monday 19 August 2019 with one meeting being held earlier than this date at the request of the staff member to accommodate their annual leave.

5.2 Consultation Meetings

- 5.2.1 A total of 26 consultation meetings were held between Thursday 19 August 2019 and Wednesday 12 September 2019.
- 5.2.2 Four staff had two consultation meetings and one member of staff had three consultation meetings.

5.2.3 Staff were made aware that they had the right to take a trade union representative or workplace companion to consultation meetings. Unison attended consultation meetings as required and took an active role.

5.2.4 Comments were invited up to the date of the JCC meeting, which marks the end of the formal consultation period.

5.3 Consultation Feedback

5.3.1 As at 12 September 2019, a total of 70 queries, suggestions, requests or comments have been received either by email or at consultation meetings.

5.3.2 The queries and feedback ranged from staff requesting a copy of their existing current job description to making suggestions to the proposed structure or job descriptions.

5.3.3 A summary of significant queries, suggestions, request and comments can be found at Appendix 3.

5.3.4 Staff Side submitted feedback requesting clarification in relation to 7 matters in the consultation report on 16 August 2019; a response was sent on 20 August 2019.

5.3.5 As a result of the feedback from the consultation process the following changes were made to the proposals.

Structure	<p>Deletion of the additional Facilities Assistant post and replacement with an additional Office Cleaner post</p> <p>Change of reporting line for the Garage & Compliance Officer (post 6336) from Senior Commercial Estates Officer (new post) to Commercial Development & Regeneration Manager post 6106)</p>
Job title	<p>Technical Inspection Officer to Corporate Property Technical Officer (post 5153)</p> <p>Senior Commercial Development & Regeneration Manager to Commercial Development & Regeneration Manager (post 6106)</p>
Job descriptions: minor changes	<p>Architect (post no 3128)</p> <p>Asset Surveyor (post no 6315)</p> <p>Corporate Property Technical Assistant (post no 6420)</p> <p>Procurement & Support Assistant (new post)</p>
Job descriptions: significant changes not requiring full re-evaluation	<p>Garage & Compliance Officer (post no 6336)</p> <p>Senior Commercial Estates Officer (new post)</p> <p>Senior Facilities Supervisor (new post)</p>

	Senior Mechanical & Electrical Surveyor (post no 6177) Senior Property & Development Surveyor (post no 6100)
Job descriptions: Significant changes requiring full re- evaluation	Commercial Development & Regeneration Manager (post no 6106) Corporate Property Technical Officer (post no 5153) Procurement & Contract Manager (post no 6000)

5.4 Consultation Next Steps

- 5.4.1 Following the JCC meeting the proposals will progress to Cabinet and Council.
- 5.4.2 Subject to the outcome of the consultation process, and following JCC, Cabinet and Council, affected staff will be invited to an additional formal consultation meeting and advised that either the proposals have been declined, amended or accepted in full.
- 5.4.3 If the proposals are declined, affected staff will be advised. They will be invited to a one to one meeting with a representative of HR, for the purpose of reviewing the process that has been followed as part of the proposal and to discuss practical steps that can be taken to assist the individual going forward.
- 5.4.4 If the proposals are amended, affected staff will be advised further and the matter will revert to the appropriate approval committee.
- 5.4.5 If the proposals are accepted affected staff in Group One will be consulted with regarding the selection process for the new posts and vacancies in the structure.
- 5.4.6 Affected staff selected for redundancy, following a consultation process as set out above, will subsequently be served with their notice of termination by reason of redundancy and provided with information regarding their right of appeal against this decision.
- 5.4.7 Any potential terminations of employment, by reason of redundancy, following consultation as set out above are proposed to be communicated from 18 October 2019.
- 5.4.8 If the proposals are accepted, affected staff in Group Two will be advised of any changes to their contractual terms and conditions.
- 5.4.9 If the proposals are accepted, the selection process will commence.
- 5.4.10 There will be a need for a range of effective dates. For example, the movement of the Facilities team could not take place until the new manager, the Estates & Facilities Manager, is in post.
- 5.4.11 A carefully considered implementation plan will be devised, incorporating both individual and team changes. The plan will include training requirements and work movements and, at the operational level, systems access and seating plans.

6.0 Selection for Redundancy Process

- 6.1 Staff in Group One have been consulted in relation to the proposed selection process as detailed below.
- 6.1.1 Authority will be obtained to fill the new posts and existing vacancies in the structure via the "Request to Fill" process and Management Team approval.
- 6.1.2 Those staff in Group One will be invited to advise of their preference:-
- assimilation into one of the new or vacant posts in the structure in accordance with the Managing Redundancy, Restructure and Organisational Change Policy, or
 - to be considered for one of the new or vacant posts in the structure as a suitable alternative, or
 - redundancy
- 6.2 Salary protection and a trial period will be available to any staff in Group One redeployed to an alternative role, in accordance with the Managing Redundancy, Restructures and Organisational Change policy.
- 6.3 In the event that a suitable alternative is not available, affected staff will be consulted with regard to the termination of their employment by reason of redundancy.
- 6.3.1 Affected staff who are selected for redundancy will be served with their notice of termination by reason of redundancy and provided with information regarding their right of appeal against this decision.
- 6.4 Any remaining posts in the structure will be advertised internally in the usual way.

7.0 Budget and Implications Assessment

7.1 The proposals would result in a staff budget of £1,576,102 p.a. (inclusive of on-costs). This represents an uplift in salaries budget from £1,397,517 p.a. to £1,576,102 p.a. As a percentage change this equates to an approximate 13% uplift.

7.2 These costs can be off-set against direct savings that can be made as part of the restructure:

- The cost of the Facilities Assistant cover where 121 Fire and Security are being used to a difference between budget and actual of £18,081 in the last financial year.
- The Council has a commissioned service with Canterbury City Council to provide a valuation service to supplement our own property team. The total cost of the service is estimated to be £75,200 including a retainer of £25,200. Bringing the service in house will result in a direct saving to the Council.
- The proposed changes in the Housing Delivery, team would be fully funded under the HRA budget so can be discounted but would be a pressure to the HRA. The increase here is of £49,188. This is for the funding of an additional MG8 post and an increase from another MG8 to MG7.
- As a consequence of management responsibilities moving from Housing Services to Property Services. This will result in a saving of £30,232 and will result in a cost pressure in the housing revenue account of the same sum.

7.3 Therefore, it is expected that the growth in salary costs will be significantly managed within the service budget. An additional £5,884 to be found as a service pressure and £75,200 potential valuation savings to be reviewed over the period of implementation efficiencies.

	Current costs	Re-structure costs	Change
Staffing revenue (CA83, CL51, KG10, KA50)	£1,397,517 p.a.	£1,576,102 p.a.	£178,585 p.a. uplift
		TOTAL	£178,585 p.a.

	Current savings	Re-structure savings	Change
Potential direct savings (as described above)	£0 p.a.	£75,200 p.a.	£75,200 p.a. savings
Reduction in salary allocation (as described above)	£0 p.a.	£97,501 p.a.	£97,501 p.a.
		TOTAL	£172,701 p.a.
Pressure			£5,884 p.a.

7.4 Details of the additional costs in relation to redundancy and any early release of pension will be presented to Cabinet and Council for authorisation.

8.0 Next Steps in Process

8.1 The key steps are shown below with associated dates.

Date	Key steps
5 August 2019	Issue of draft cabinet agenda for inclusion
12 August 2019	Date to circulate A4 summary to first MT (Management Team)
12 August 2019	Commencement of formal consultation
9 September 2019	Call over, Leader & Portfolio Holder briefing to consider A4 summary
13 September 2019	Dispatch of JCC report
16 September 2019	Date to circulate draft report to MT
19 September 2019	MT report considered
27 September 2019	JCC
28 September 2019	End of formal consultation and staff advised of outcome of JCC
2 October 2019	Despatch of cabinet agenda – final report
7 October 2019	Group leaders
10 October 2019	Cabinet
17 October 2019	Full Council
18 October 2019 onwards	Staff advised of outcome of Cabinet and Council and their own individual position. Assimilation and selection Commencement of notice periods Advertising of any remaining vacancies
1 December 2019 onwards	Implementation

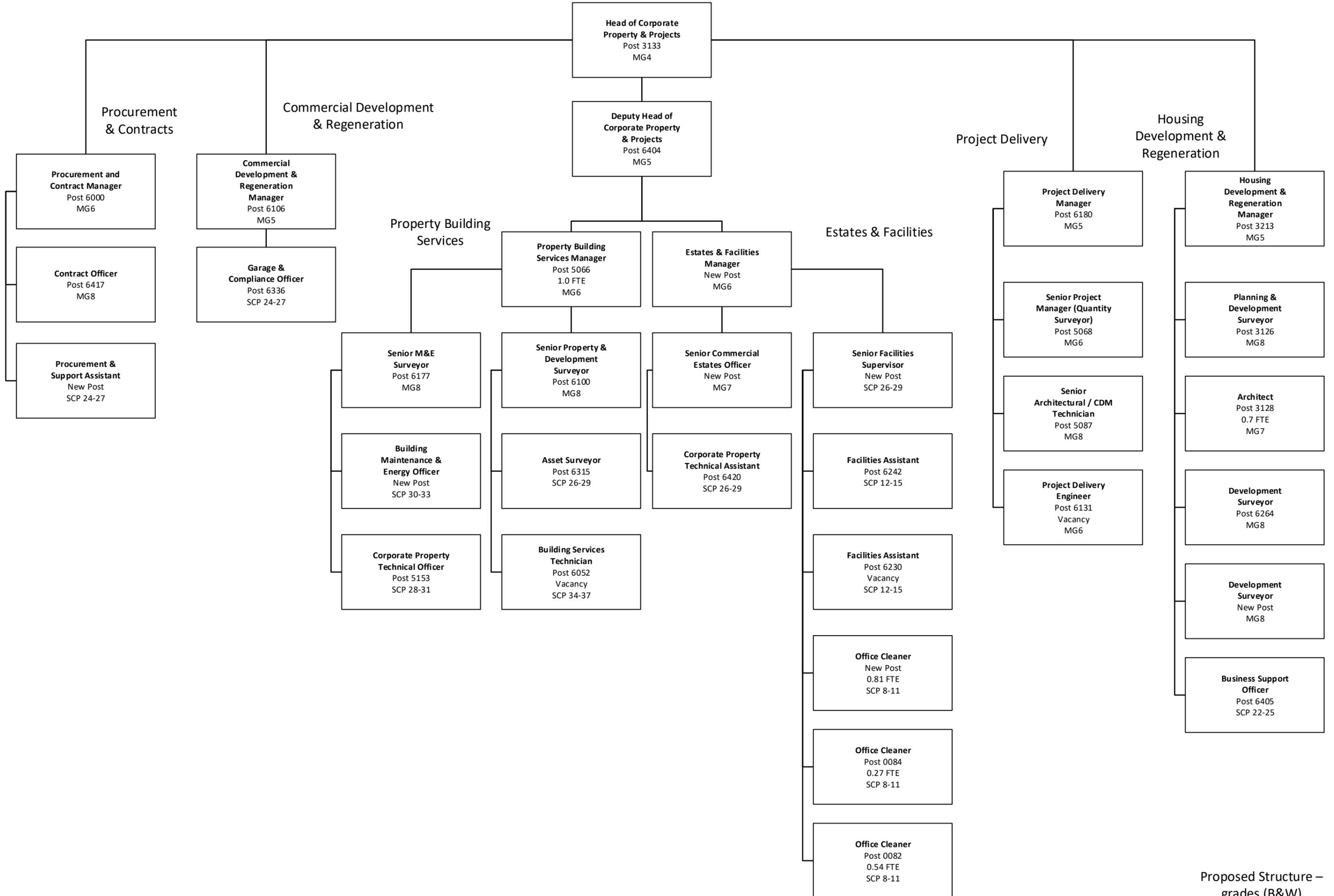
9.0 Conclusion

- 9.1 The above proposal are designed to ensure that staff and skills sets are retained within the Council to continue to provide a comprehensive property and project service, which will enhance and develop its positive reputation with its customers and stakeholders.
- 9.2 The proposal focuses on improving resilience within the service, not only on a daily basis but also looking forward in responding to the challenges facing local government at times of reducing government grant. This should be a positive outcome for all concerned.

10. Portfolio Holder's and Director's Views

- 10.1 A copy of the report has been provided to the Portfolio Holder prior to the JCC. Feedback is awaited and will be presented to the meeting.
- 10.2 The Director of Finance and Economy supports the proposals which are detailed above, together with those previously made as immediate interventions.

Corporate Property & Projects



Corporate Property & Projects

