

Consultation Paper
Amended following initial 45 day consultation

“TDC Corporate Restructure”

Circulated to:	Employee Council All staff at risk of redundancy Published on TOM
Date:	13 February 2014
Author:	Sue McGonigal (Chief Executive) Mark Seed (Director of Operational Services) Madeline Homer (Director of Community Services)

Contents

1. Background	4
1.1. Corporate restructure 2011 aims (achievements)	4
1.2. What’s changed since 2011	4
2. Vision.....	4
2.1. External Influence	4
2.2. Organisation culture change	4
2.3. Members	5
2.4. Focus on Finance	5
2.5. Public Relations and Communications.....	5
2.6. Skills and Capacity.....	5
3. Proposals.....	5
4. Senior Management Structure	6
4.1. Current Senior Management Structure.....	6
4.2. Proposed Senior Management Structure	6
5. Direct reports to the Chief Executive.....	7
5.2. The Executive Support team.....	7
5.3. PR and Publicity	7
6. Community Services	8
6.1. Current Community Services’ management structure	8
6.2. Proposed Community Services’ management structure.....	8
6.3. Proposal for other Community Services’ roles - Economic Development and Regeneration... 9	
6.4. Proposal for other Community Services’ roles – Housing Regeneration and Housing Services	10
6.5. Proposal for other Community Services’ roles – Planning and Building Control	10
6.6. Proposal for other Community Services’ roles – Safer Neighbourhoods	11
6.7. Proposal for Property Services	11
7. Operational Services.....	12
7.1. Current Operational Services’ management structure	12
7.2. Proposed Operational Services’ management structure	12
7.3. Proposal for other Operational Services’ roles–Operational Services	13
7.4. Proposal for other Operational Services’ roles–Technical Services	14
7.5. Proposal for other Operational Services’ roles – Maritime Operations	15
7.6. Proposal for other Operational Services’ roles – Line Management changes	15

Confidential Paper – not for onward distribution.

8. Corporate Resources	15
8.1. Current Corporate Services' management structure	15
8.2. Proposed Corporate Services' management structure	16
8.3. Proposal for other Corporate Resources' roles – Corporate & Regulatory Services	16
8.4. Proposal for other Corporate Resources' roles – Communications	17
8.5. Proposal for other Corporate Resources' roles – Procurement Services	18
8.6. Proposal for other Corporate Resources' roles – Performance & Policy	18
8.7. Proposal for other Corporate Resources' roles – Business Support	18
8.9. Proposal for other Corporate Resources' roles – Customer Contact and Engagement	18
8.10. Proposal for other Corporate Resources' roles	19
10.6. Slotting	20
10.7. Ring-fencing	21
10.8. Slotting/ring-fencing is not applicable	22
11. Redundancy and Redundancy Payments	23
11.1. Redundancy	23
11.2. Voluntary Redundancy	24
11.3. Redundancy Payments	24
11.4. Redundancy Payments and Tax	24
11.5. Notice Period	24
12. Next Steps	24
13. Future Changes	24
14. Appendices	25

1. Background

1.1. Corporate restructure 2011 aims (achievements)

1.1.1. Against a backdrop of a planned expansion of shared services, in 2011 the Council undertook a major restructure, which delivered substantial savings by bringing teams together under a reduced management structure; and by moving to more generic roles to enable teams to distribute work more effectively and better manage the peaks and troughs in workload.

1.2. What's changed since 2011

1.2.1. Central government has set out its commitment to reduce the national deficit, and as a result they have made, and will continue to make substantial reductions to the sums paid to Councils. They believe that Councils are able to accommodate the cuts through changing the ways that services are provided, using more private and voluntary sector providers, and by sharing services, particularly back office functions.

1.2.2. Thanet already has a mixed economy in terms of service provision, and is partner in EK Services which provides shared services for a number of functions, including the largest back office function; Revenues and Benefits. Whilst we will continue to look at the best way to deliver services, the last two years has seen a major shift in the planned scale of shared services in East Kent. East Kent partners have confirmed that there are no further plans to expand EK Services for the foreseeable future.

1.2.3. The management structure of 2011 was designed on the basis that the remaining support services would ultimately move into EK Services. However in 2012 it was realised that this was unlikely to happen and the structure was changed to include a new post of Director of Corporate Services and Transformation. This recognised the need to have robust management of the support services that remained with the council. It also added capacity to take forward a transformation programme, to enable the Council to develop plans to deal with the continuing budget cuts.

1.2.4. In light of the continuing reductions in the Government grants, and the fact that the Council is holding a number of vacancies in key senior posts, it is timely to review the structure. This is to make sure that our much reduced resources are directed to our priorities whilst providing us with sufficient flexibility for the future.

2. Vision

2.1. External Influence

2.1.1. We need to increase our capacity to engage and influence external groups, businesses, partners and organisations for the benefit of Thanet. To do this we need to release senior management capacity to be able to engage with and influence external groups.

2.2. Organisation culture change

2.2.1. We need to continue to transform our organisation so that we can serve the public effectively in the new economic climate. To do this we need to develop a customer service focus to our processes, structures and resources and be more flexible, resilient and creative.

2.3. Members

2.3.1. We need to develop our relationships with and support to our Members to make the most effective, sustainable and appropriate strategic decisions for Thanet. To do this we need to develop our member engagement strategy and processes.

2.4. Focus on Finance

2.4.1. We need to develop strategies and systems to minimise our spend, maximise our income and manage what we have to ensure best value for Thanet. To do this, we need to increase our capacity for strategic financial management with a commercial focus.

2.5. Public Relations and Communications

2.5.1. We need to manage public perception and relations to create appropriate understanding of our priorities, the services we provide and the value they bring. We also need to focus on communications internally to support employee engagement and drive the organisation's culture change. To do this we have needed to increase our capacity and skills in the areas of public relations and internal communications to maximise opportunities to raise awareness of our value to the District. We need to use the rest of our communications capacity to support our marketing activities and social media presence.

2.6. Skills and Capacity

2.6.1. We need adequate capacity and appropriate skills to ensure continued delivery of priority services. To do this we need to have an organisational structure that is designed to be flexible and to attract and retain the key skills required to deliver these services.

3. Proposals

3.1. Below are the details of the proposals broken down by Directorate. This documents the proposed changes to the structure, how jobs are affected and the reasons for each of the proposals. Where there is no reference to a post, this is because there are no proposed changes to that position.

3.2. Separate documents, appendices 1 and 2 contain the current and proposed organisation structure charts.

3.3. All job descriptions for proposed new and amended posts will be available on TOM from 25th October 2013.

3.4. It is proposed that the new structure will be in place by 1 April 2014.

4. Senior Management Structure

4.1. Current Senior Management Structure

4.1.1. This consists of:

- Chief Executive and S151
- Director of Community Services
- Director of Operational Services
- Director of Corporate Services and Transformation
- Corporate and Regulatory Services Manager
- Financial Services Manager and Deputy S151

4.2. Proposed Senior Management Structure

4.2.1. The Chief Executive and S151 role will be changed to Chief Executive. This role will retain all its current responsibilities excluding the statutory S151 role. Reporting directly to the Chief Executive will be:

- Director of Community Services
- Director of Operational Services
- Director of Corporate Resources / S151
- Executive Support Manager
- PR and Publicity Manager

4.2.2. The Section 151 role will transfer to a new post of Director of Corporate Resources. This is to increase the capacity at a senior level for strategic financial management and to support the Council's many and varied commercial transactions.

4.2.3. The Director of Community Services is to be retained. This role is responsible for the delivery of all services that are directly responsible for the wellbeing of residents and strategic services that influence the development and regeneration of the district. This includes community engagement, public and environmental protection, licensing and land charges, building control, planning, economic development and housing.

4.2.4. The Director of Operational Services is to be retained. This role is responsible for the delivery of all services that improve the appearance of the district as well as its commercial activities. This includes cleansing, grounds, foreshore, recycling and waste, civil and street scene enforcement, CCTV, technical services, the crematorium, cemeteries and maritime operations.

4.2.5. The Director of Corporate Services and Transformation is currently vacant. This role will be replaced by a new role of Director of Corporate Resources / s151 Officer and will form part of the Senior Management Team. This role increases the council's capacity for strategic financial management and strategic customer and member engagement. This role will also increase the council's skills and capacity for driving forward the corporate strategy required to deliver services more effectively within a decreasing budget. This role will act as the Council's s151 Officer and be responsible for corporate support services including: finance, procurement, business transformation, corporate governance and risk management, business continuity, legal services, communications and marketing, democratic and electoral services, property

Confidential Paper – not for onward distribution.
services, corporate ICT strategy and customer engagement.

4.2.6. The Corporate and Regulatory Services Manager position will be deleted from the structure. The services that currently report in to this post are being distributed across different directorates and as a result the work will be distributed into other manager roles.

Line management for the environmental health, licensing & land charges functions will be undertaken by a new Safer Neighbourhoods Manager role which will focus on the safety, health and wellbeing of our communities.

Line management for legal services and democratic services will sit with the Director of Corporate Resources.

4.2.7. The Monitoring Officer role will transfer to the Legal Services Manager post.

4.2.8. The Financial Services Manager and Deputy S151 position is to be retained and renamed Head of Financial Services and Deputy S151. This role will be responsible for the administration and stewardship of the council's financial affairs, performance and policy. In the absence of the Director of Resources it will also undertake the role of the responsible Finance Officer under Section 151 of the Local Government Act 1972. This role will form part of the Senior Management Team and will report directly to the Director of Corporate Resources / s151 Officer.

5. Direct reports to the Chief Executive

5.1. The proposed Senior Management team will report directly to the Chief Executive and this includes: The Director of Community Services, the Director of Corporate Resources / s151 Officer and the Director of Operational Services.

5.2 In addition, a post of Service Co-ordinator is created on a 1 year fixed term basis. This role will create short term capacity for resolving inter-service complaints relating to breaches of regulation or statute. It will report to the Chief Executive due to the profile and nature of the work to be undertaken.

5.2. The Executive Support team

5.2.1. The establishment of Director PAs was reduced by one full time equivalent following the departure of the Director of Corporate Services and Transformation. Since this time the PA to the Director of Corporate Services and Transformation has been temporarily redeployed to support the Communications team but it is agreed that this arrangement will cease before the end of this financial year.

5.3. PR and Publicity

5.3.1. PR and Publicity has until recently been managed by the Corporate Information Manager as part of the Communications team. As part of a review within the Communications team, two vacant posts have been converted into two new positions; PR & Publicity Manager and PR & Publicity Officer. The PR & Publicity Manager now

Confidential Paper – not for onward distribution.

reports directly to the Chief Executive and will manage the PR & Publicity Officer. This will ensure that the corporate strategic priority of managing public perception and relations, along with internal communications to support employee engagement, is given strategic priority and focus.

5.3.2. Due to the critical importance of these two positions for the organisation, both posts were released for recruitment prior to the Council-wide restructure during August 2013. This was agreed after careful consideration as to whether this would reduce the opportunities for anyone who will become at risk as a result of this restructure. Due to the specialist qualifications and skills required for these positions, these posts were released for internal applicants.

5.3.3. The Communications team (reduced by two full time equivalent posts) will report to the Director of Corporate Resources and is covered at section 8.4 of this consultation document.

6. Community Services

6.1. Current Community Services' management structure

6.1.1. This consists of:

- Strategic Community Manager
- Housing Regeneration Manager
- Planning Manager
- Building Control Manager
- Economic Development and Regeneration Manager
- Housing Services Manager

6.2. Proposed Community Services' management structure

6.2.1. It is proposed to re-align services within Community Services to improve joint working where service aims have synergies and staff working more closely together will result in efficiencies and improved customer outcomes.

6.2.2. The Strategic Community Manager role (currently vacant) will be deleted from the structure and responsibility for Community Safety and Sports and Events will transfer into a new service called Safer Neighbourhoods. Strategic responsibility for the Margate Task Force will sit with the Director of Community Services.

6.2.3. The Housing Regeneration Manager role will be deleted from the structure. Responsibility for housing regeneration will transfer into a new service called Housing Services.

6.2.4. The Planning Manager role will be deleted from the structure. Responsibility for planning services and strategic planning will transfer into a new services called Built Environment.

Confidential Paper – not for onward distribution.

- 6.2.5. The Building Control Manager role will be deleted from the structure. Responsibility for building control will transfer into a new service called Built Environment.
- 6.2.6. The Economic Development and Regeneration Manager role (currently vacant) will be deleted. Responsibility for these services will transfer into a new service called Economic Development and Asset Management.
- 6.2.7. The Housing Services Manager role will be deleted. Responsibility for housing services will transfer into a new service called Housing Services.
- 6.2.8. A new role of Head of Safer Neighbourhoods is created. This role will be responsible for the services that directly impact the safety and welfare of our communities. This will include: community safety (including strategy for CCTV), child safeguarding, events, environmental health, licensing and land charges.
- 6.2.9. A new role of Head of Built Environment is created. This role will be responsible for the services that facilitate good quality development to enhance the local economy in a way that is easily accessible by the public. This will include: Planning, Strategic Planning and Building Control.
- 6.2.10. A new role of Head of Economic Development and Asset Management is created. This role will be responsible for maximising the district's investment ambitions through a proactive approach to inward investment, business development, skills investment and asset management. The role will also lead on major regeneration projects. This will include: tourism, economic development, regeneration and asset management.
- 6.2.11. A new role of Head of Housing Services is created. This role will be responsible for leading on the delivery of all aspects of the Council's Housing Services functions. This includes developing and implementing the housing strategy and housing led initiatives to help regulate and improve conditions in the public and private sector. This will include: residual housing services, EKH client management and housing regeneration.
- 6.2.12. A new role of Community Asset Manager is created for a fixed period of one year. This will report to the Director of Community Services and will add capacity for the council in developing relationships with community groups, local businesses and third sector organizations to improve the management and maintenance of assets for the benefit of the wider community.

6.3. Proposal for other Community Services' roles - Economic Development and Regeneration

- 6.3.1. This service has been reviewed to reflect the Council's focus on the economic development agenda, the delivery of some key regeneration projects and asset management. The service is renamed Economic Development and Asset Management. Changes have been made to the structure to align it more clearly with work priorities and to simplify the management structure in the team.
- 6.3.2. The Community Development Officer role will be deleted from the structure.
- 6.3.3. The Economic Development Officer role will be deleted from the structure.

Confidential Paper – not for onward distribution.

- 6.3.4. The Regeneration Project Manager role will be deleted from the structure.
- 6.3.5. The Regeneration Manager role will be deleted from the structure.
- 6.3.6. A new role of Sector Development Manager is created. This role will report to the Head of Economic Development and Asset Management and will be responsible for implementing the delivery of the economic growth and regeneration strategy in partnership with the public, private and third sector.
- 6.3.7. A new role of Community Regeneration Officer is created. This role will report to the Sector Development Manager and will be responsible for the Council's engagement with the community and voluntary sector identifying opportunities for supporting growth of community organisations and the business sector through the development of skills and employability.
- 6.3.8. A new role of Capital Development Manager is created. This role will report to the Head of Economic Development and Asset Management and will be responsible for delivering regeneration projects that improve the physical environment and quality of life for residents, local businesses and visitors.
- 6.3.9. A new role of Project Design Officer is created. This role will report to the Capital Development Manager and will be responsible for scheme design and project management of the regeneration projects to improve the physical environment and quality of life for residents, local businesses and visitors.
- 6.3.10. All other roles within the Economic Development and Regeneration team will remain unchanged.

6.4. Proposal for other Community Services' roles – Housing Regeneration and Housing Services

- 6.4.1. A new role of Housing Asset Manager is created. This role will report to the Head of Housing Services and will be responsible for developing strategies and interventions for managing and allocating the council's housing stock and for the client management of East Kent Housing.
- 6.4.2. The Housing Options team will report to the Housing Asset Manager and all roles within this team will remain unchanged.
- 6.4.3. All other roles within the current Housing Regeneration team and the Housing Services team will remain unchanged.

6.5. Proposal for other Community Services' roles – Planning and Building Control

- 6.5.1. The Assistant Planning Manager role will be deleted from the structure.
- 6.5.2. A new role of Planning Manager is created. This role will report to the Head of Built Environment and will be responsible for managing the planning team.

Confidential Paper – not for onward distribution.

- 6.5.3. All Planning Officer posts will be protected with any current use of consultant services to cover vacant posts terminated pending the finalisation of the Planning Review.
- 6.5.4 The Planning Projects Manager will be renamed Strategic Planning Manager to better reflect the role.
- 6.5.5. A new role of Building Control Manager is created. This role will report to the Head of Built Environment and will be responsible for the efficient and legal checking of submitted plans for compliance with the Building Regulations and be the lead officer for partnering schemes and enforcement of associated legislation including access and safety matters which relate to buildings and licensed premises and the inspection of constructional works in progress.

6.6. Proposal for other Community Services' roles – Safer Neighbourhoods

- 6.6.1. The Community Safety Manager's role will be revised to have management responsibility for child safeguarding and events.
- 6.6.2. The Sports and Leisure Officer's role (currently vacant) will be deleted.
- 6.6.3 The Sports Development Officer role has been amended to include setting the direction for the sport and leisure across the district and manage the sport programme (Sport 4 NRG).
- 6.6.5. A new role of Community Engagement Officer is created. The role will be responsible for developing community strategies that support partnerships and provide administrative support to multi-agency meetings hosted by the Council.
- 6.6.6 A new role of Events and Community Projects Officer is created. This will report to the Community Safety and Leisure Manager and will be responsible for promoting safer community action.
- 6.6.7 A new role of Safer Neighbourhoods Support Officer is created. This will report to the Events and Community Projects officer and will provide co-ordination support across the Safer Neighbourhoods department.
- 6.6.8 The post of Senior Community Safety Coordinator is deleted.
- 6.6.9 A new role of Community Safety Team Leader is created. This will report to the Community Safety and Leisure Manager and creates line management capacity of the community safety coordinator team.

6.7. Proposal for Property Services

- 6.7.1. Property Services will transfer from Operational Services into the Economic Development and Asset Management Service within Community Services.
- 6.7.2. The post of Property Manager will be deleted. Responsibility for the property

Confidential Paper – not for onward distribution.

service will transfer to the Head of Economic Development and Asset Management.

6.7.3. A new 0.5 full time equivalent Technical Support post will be added and report to the Property Manager.

6.7.4. A new Facilities Manager post will be created which will report directly to the Property Manager. This post will have line management responsibility for the print and mail room teams, the general assistants and the messenger. This role adds management capacity to the facilities service to offset the deletion of the Property Manager post.

6.7.5. The Building Services Supervisor will be renamed Facilities Supervisor.

6.7.6. Business Services Assistants will be renamed Facilities Management Assistants.

6.7.7. Estates Surveyors will report to the Head of Economic Development and Asset Management.

7. Operational Services

7.1. Current Operational Services' management structure

7.1.1. This consists of:

- Thanet Frontline Manager
- Commercial Services Manager
- Property Manager
- Engineering and Technical Services Manager
- Crematorium and Cemeteries Officer and Registrar
- Maritime Operations Manager and Harbour Master
- Parks and Coast Manager

7.2. Proposed Operational Services' management structure

7.2.1. The Thanet Frontline Manager role is currently being undertaken by an interim contractor. This role will be consolidated to incorporate a widened amalgam of frontline public realm services that support each other in improving the quality of the built and natural environment in Thanet. This builds on the realignment of management responsibilities undertaken in 2012 and will now include public realm (including street scene and civil enforcement), recycling and waste, street cleansing, grounds and foreshore. The Thanet Frontline Manager role will not be ring-fenced to any individual as this is considered a new role. The new role will be called Head of Operational Services.

7.2.2. The Commercial Services Manager role will be deleted from the structure. Responsibility for these services will transfer into the Operational Services

Confidential Paper – not for onward distribution.
Enforcement role described below.

- 7.2.3. The Property Manager position is to be deleted. The property and facilities management service will move from Operational Services into Community Services to improve the Council's approach to asset management and regeneration strategy development. Details of changes to the Property and Facilities Management services are set out at section 6.7 above.
- 7.2.4. The Engineering and Technical Services Manager role is to be retained with a job title change to Technical Services Manager.
- 7.2.5. The Crematorium and Cemeteries Officer and Registrar role is to be retained.
- 7.2.6. The Maritime Operations Manager and Harbour Master role is to be retained.
- 7.2.7. The Parks and Coast Manager role will be deleted from the structure. Responsibility for these services will transfer into a new service under the Public Realm Manager.

7.3. Proposal for other Operational Services' roles – Operational Services

- 7.3.1. The Workforce Manager role will be deleted. Responsibilities of this current role will be split between the two service areas of Public Realm; and Recycling and Waste.
- 7.3.2. The Business and Technical Manager role will be deleted. Responsibilities of this role will be split between the two service areas of Public Realm; and Recycling and Waste.
- 7.3.3. A new role of Street Cleansing Manager is created. This role will report to the Head of Operational Services. This role will be responsible for delivering the highest quality cleansing of public spaces in Thanet. This will be through the most effective management of available resources and working in combination with other frontline services to reduce the causes of cleansing problems.
- 7.3.4. A new role of Recycling and Waste Manager is created to ensure the highest quality delivery and outcomes for the newly introduced recycling and waste collection service and ensure that this continues to develop. This new service is important to local residents, has an impact on a major area of sustainability and assists in reducing overall waste management costs in association with KCC. This role will also be responsible for the management of the in-house workshops, supporting the management of plant and machinery across frontline services. This role will report to the Head of Operational Services.
- 7.3.5. A new role Operational Support Team Leader is created. This role is created due to the large size of Thanet Frontline and its huge number of daily customer interactions. This role will be responsible for the effective delivery of customer, administrative and financial support to frontline managers. In addition the role will co-ordinate performance management and risk, as well as effective relationships with stakeholders, including educational activities and media campaigns.
- 7.3.6. The Customer / Supplier Management Officers are retained and renamed Operational Support Officers.
- 7.3.7 The Support Assistant role is to be retained and will move from the line management

Confidential Paper – not for onward distribution.
of the Public Realm Manager to the Operational Support Team Leader.

- 7.3.8. A new role of Environmental Education Officer is created. This will report to the Head of Operational Services and will work in support of all the Thanet Frontline teams. The post will be responsible for developing educational programmes including those for frontline staff to be ambassadors for the council. The role will develop relationships with key stakeholders, and assist in the planning and delivery of new initiatives and targeted action, including the effective role of enforcement services in seeking behaviour changes.
- 7.3.9. A new role of Public Realm Enforcement Manager is created. This role is created in recognition of the need to manage the parking and street scene enforcement services together so that they support the delivery of other frontline services, working with the Education Officer. The aim is to help to solve underlying causes of environmental problems by supporting efforts to seek behaviour changes, and reduce the cost of overall environmental management.
- 7.3.10 The Workshop Supervisor will be retained and will report to the Head of Operational Services to reflect that support is provided across the service.
- 7.3.11 The post of Waste Containment Officer (currently vacant) is deleted. The duties of this post have been transferred to the Environmental Education Officer.
- 7.3.12 A new role of Open Spaces Manager is created. This will report to the Head of Operational Services and will be responsible for Grounds, Minor Works, Foreshores and Coast projects.
- 7.3.13 The Grounds Manager post is deleted. The responsibilities of this post will transfer to the Open Spaces Manager.

7.4. Proposal for other Operational Services' roles – Technical Services

- 7.4.1. A new role of Deputy Technical Services Manager has been created in recognition of the council's need to manage effectively and safely the council's significant coastal and engineering assets. This role will be responsible for managing and delivering engineering projects through the Technical Services team, including seeking external funding and providing professional advice. Ensuring the technical safety of the council's estate, including our significant coastal assets. Developing and maintaining the council's emergency response and business continuity plans.
- 7.4.2. The role of Port and Harbour Engineer has been formally identified. Currently the council procures these services through the East Kent Engineering Partnership, but the consolidation of this role will replace this arrangement.
- 7.4.3. A new role of Electrician is created in recognition of the council's need to have direct access to these skills internally for the cost effective and safe management of the council's significant assets.
- 7.4.4. The Support Officer role currently within the Property Section will be deleted and replaced by the Technical Support Officer role that will be divided between the

Confidential Paper – not for onward distribution.

Property and Technical Services sections. The new role of 0.5 fte Technical Support Officer is created to support the Technical Services team to release professional engineering staff as much as possible to deliver key priorities and projects, including the administration of the emergency response and business continuity plans.

7.4.5. The role of Emergency Planning and Inspection Engineer is deleted. Responsibility for Business Continuity will transfer to the Director of Corporate Resources. The delivery of emergency planning will be managed as currently by the Technical Services Manager and shared between the Deputy Technical Services Manager, the Assistant Engineer (awaiting recruitment) and the Technical Support Officer. In addition, a revised service level agreement will be renegotiated with KCC.

7.5. Proposal for other Operational Services' roles – Maritime Operations

7.5.1. The Assistant Harbour Master role is currently vacant. This vacancy is on hold until the Port can attract a replacement ferry service or a range of alternative significant income sources.

7.5.2. A new role of Maritime Services Manager is created. This role will report to the Maritime Operations Manager & Harbour Master. The post will be responsible for taking forward the harbour office to deliver the highest quality customer services for harbour and port users. In addition, the role will play a key part in delivering significant change projects at Ramsgate Port, including seeking and managing external funding programmes.

7.6. Proposal for other Operational Services' roles – Line Management changes

7.6.1. As a result of the proposed changes outlined in Operational Services, there are several posts for which the line management will alter. The proposals for the most significant changes are listed below:

- Tree Officer to Grounds Management
- Open Spaces Officer to Grounds Management
- Street Scene Enforcement Manager to Operational Services Enforcement Manager within Operational Services.
- Foreshore Coordination Officer, Foreshore Maintenance Inspector and Thanet Coast Project Officer to Open Spaces Manager within Operational Services.

8. Corporate Resources

8.1. Current Corporate Services' management structure

8.1.1. This consists of:

- Financial Services Manager
- Corporate & Regulatory Services Manager
- Strategic Procurement Manager

Confidential Paper – not for onward distribution.

- Corporate Information Manager
- Policy and Performance Manager

8.2. Proposed Corporate Services' management structure

- 8.2.1. The Financial Services Manager role will be retained and will be expanded to include responsibility for procurement and policy and performance. The role will be renamed Head of Financial Services and Deputy S151.
- 8.2.2. As was explained in section 4.2.6, the Corporate & Regulatory Services Manager role will be deleted from the structure. Responsibility for these services will be split between Corporate Resources and Community Services (which will be responsible for Environmental Health and Licensing and Land Charges within its new structure).
- 8.2.3. The Strategic Procurement Manager role is to be amended. It will be line managed by the Financial Services Manager to provide a greater opportunity to streamline the purchase to pay processes, and to recognise the strategic importance that procurement and contract management has on the financial position of the council. Responsibility for the client side function will be removed from this post and transferred to the service managers that commission the shared service.
- 8.2.4. The Corporate Information Manager role is to be amended and renamed Communications Manager, with its remit revised to cover marketing and digital communications (including web design). The PR and Media function will be undertaken by the PR and Media team and the Information Management function (FOI, complaints and document management) will transfer to a new Customer Contact team.
- 8.2.5 A new post of Legal Services Manager and Monitoring Officer is created and will report to the Director of Corporate Resources.
- 8.2.6 A new post of Customer Contact and Engagement Manager is created and will report to the Director of Corporate Resources. This post will enhance the skills and capacity for engaging with the public to enable a cohesive approach to be taken in our dealings with the public; resulting in improved customer service and engagement..
- 8.2.7 The Democratic Services Manager will report to the Director of Corporate Resources.
- 8.2.8. The Business Transformation and Options Manager post is amended and renamed Business Transformation Manager. This is to reflect that the role will focus on coordinating the transformation activities as set out by SMT. It will report to the Director of Corporate Resources.

8.3. Proposal for other Corporate Resources' roles – Corporate & Regulatory Services

- 8.3.1. The Environmental Health Manager role will be deleted. Responsibilities of this role will be included within a new post of Safer Neighbourhoods Manager.
- 8.3.2. The post of Regulatory Services Manager will remain unchanged. It will transfer under

Confidential Paper – not for onward distribution.

the new Safer Neighbourhoods Manager where responsibility for licensing and land charges will sit.

- 8.3.3. The Democratic Services Manager post will remain and will be line managed by the Director of Corporate Resources.
- 8.3.5. The Legal Services Manager post (currently vacant) is deleted and replaced by Legal Services Manager and Monitoring Officer post.
- 8.3.6. An additional post of Senior Legal Officer will be added to the Legal Team. This is to increase capacity to deal with conveyancing, contract negotiations and other high volume workloads; this post will have supervisory responsibility for the posts of Senior Legal Executive, Conveyancing Assistant and Legal Clerk.
- 8.3.7. In addition to the changes to legal services proposed above, the interim Legal Services Manager is currently undertaking a review of the service. The results of this review will be fed back in to this consultation.

8.4. Proposal for other Corporate Resources' roles – Communications

- 8.4.1. The PR & Media Manager will be retained and report directly to the Chief Executive. The post will continue to have line management responsibility for the PR & Media Officer.
- 8.4.2. The post of Corporate Information Officer (currently vacant) will be deleted. Responsibilities will be transferred to a new Customer Contact Team. This team will comprise a Customer Contact and Engagement Manager and a Customer Contact Officer. They will be responsible for the design and management of the Council's processes for dealing with customer complaints and feedback, FOI, subject access requests and environmental information requests.
- 8.4.3. The posts of Communications Officers will be deleted.
- 8.4.4. A Marketing Officer posts is created. This post will report to the Communications Manager and will focus on traditional and on-line corporate marketing campaigns and public consultations; with responsibility for design through to delivery.
- 8.4.5 A Web and Digital Marketing Officer post is created. This post will report to the Communications Manager and will be responsible for the coordination and implementation of all digital communications.
- 8.4.6. The two Communications Assistant posts will be deleted.
- 8.4.7. A Web and Digital Marketing Assistant post will be created which will be responsible for supporting the marketing function and maintaining the Council's on-line and social media presence.
- 8.4.8. A Film and Commuications Officer post will be created and will be responsible for managing the film location process, from negotiating filming fees to on-site logistics as well as supporting the delivery of the Council's corporate marketing campaigns.

8.5. Proposal for other Corporate Resources' roles – Procurement Services

8.5.1. The post of Contracts and Partnership Relationship Manager will be deleted. Responsibility for client side management of externalised contracts will be transferred to the managers on an individual basis, as follows:-

Revenue and Benefits – Head of Financial Services

ICT – Director of Corporate Resources

Customer Services, Contact Centre and Gateway – Customer Contact and Engagement Manager

HR Services – Director of Corporate Resources

8.5.2 The Business Support Officer post is deleted. With the removal of the Strategic Organisation Development service this role is redundant.

8.5.3 The Corporate Support Officer post is deleted. With the removal of the Strategic Organisation Development service this role is redundant.

8.6. Proposal for other Corporate Resources' roles – Performance & Policy

8.6.1. The Policy and Business Planning Manager post will be retained and renamed Policy and Business Planning Manager. It will be line managed by the Head of Financial Services and Deputy S151.

8.6.2. The post of Corporate Support Officer will be retained and will report to the Policy and Business Planning Manager.

8.7. Proposal for other Corporate Resources' roles – Business Support

8.8.1. The Business Support and Compliance Manager post will be deleted. Responsibilities will be split between the Property Manager (for print and mail room) and the Director of Corporate Resources (for compliance).

8.8.2. The post of Service Support Supervisor will be deleted. Responsibilities will transfer to the new post of Facilities Manager (explained below).

8.9. Proposal for other Corporate Resources' roles – Customer Contact and Engagement

8.9.1. A new post of Customer Contact Officer is created and will report to the Customer Contact and Engagement Manager. This post will create robust information management system so that requests for information and complaints can be responded to efficiently, and management information is readily available to support improvement and change.

8.9.2. A new post of Customer Contact and Engagement Officer is created and will report to the Customer Contact and Engagement Manager. This post will work as part of the customer contact and engagement team and have specific responsibility for public

Confidential Paper – not for onward distribution.
consultations and the ongoing review and development of the council's equality and inclusion agenda.

8.10. Proposal for other Corporate Resources' roles

8.10.1. A new post of Corporate Resources Officer is created. This post will report to the Director of Corporate Resources and will provide support for corporate functions and processes.

9. Consultation Process

9.1. This extended consultation process will start with the unions (GMB and Unison) on 13 February 2014.

9.2. It is proposed to consult under Thanet District Council's Employment Stability Policy.

9.3. To comply with the Employment Stability Policy and relevant statutory requirements, the consultation period will run for a period of 10 calendar days. The last day for comments is 10am on Thursday 27 February 2014.

9.4. All feedback including suggestions or comments in relation to the proposal should be submitted using the feedback form on TOM. SMT will monitor and consider the content of your feedback on a weekly basis. Personal and confidential enquiries should be directed to your line manager. Feedback will be responded in the end of consultation document.

9.5. If you are directly affected, your manager will meet with you during the consultation period to hold a one to one meeting to talk through the impact of the restructure on you individually and discuss the proposal with you. If you are not directly affected but would like to discuss the proposals on a one to one basis, please discuss this with your manager.

9.6. Once all feedback has been received and considered, the final structure will be presented to the unions and published approximately a fortnight after the end of consultation. Feedback will be summarised (confidentially where required) in the End of Consultation Document.

10. Selection Process

10.1. All posts in the proposed structure are open to those affected by this restructure.

10.2. Staff affected and at risk of redundancy as a result of this proposal have had their jobs 'matched' against new and vacant posts within the proposed structure.

10.3. The matching process compares a current job against a proposed new or vacant post to ascertain whether the new/vacant role is a potential job match (suitable alternative employment) for an employee who is placed "at risk" of redundancy. For a job to be deemed a 'match' there needs to be significant overlap between the current and new /vacant job in terms of the job's status, grade, job location, hours, key dimensions, skills and qualifications. The differences in the two posts need to be insignificant in order for the new/vacant post to be deemed a match (suitable alternative employment). In determining a match for the skills required for a post, it is reasonable to expect new skills to be learnt within a four week period and this would be deemed an insignificant

Confidential Paper – not for onward distribution.
difference.

Confidential Paper – not for onward distribution.

10.4. Job matching has been carried out by a senior manager supported by EKHR and the results have been validated by SMT.

10.5. Following the job matching process, staff at risk of redundancy will fall into one of the categories detailed at sections 10.6, 10.7 and 10.8 below.

10.6. Slotting

10.6.1. This is where a job matching panel has proposed that a current post is a match to a new/vacant post and there are the same number of people and posts.

Following job matching, it is proposed that the following posts are slotted:

Current job title	Proposed job title
Business Transformation & Options Manager	Business Transformation Manager
Corporate Information Manager	Communications Manager
Financial Services Manager & Deputy S151	Financial Services Manager & Deputy S151
Contracts & Partnerships Relationship Manager	Customer Contact and Engagement Manager
Business Support & Compliance Manager	Maritime Services Manager
Strategic Procurement Manager	Strategic Procurement Manager
Commercial Services Manager	Operational Services Enforcement Manager
Building Control Manager	Building Control Manager
Regeneration Project Manager	Capital Development Manager
Business Support Officer (Strategic Organisational Development)	Customer Contact Officer
Service Support Supervisor	Facilities Manager
Support Officer (Business Services)	Customer Contact & Engagement Officer

Confidential Paper – not for onward distribution.

Community Development Officer	Community Regeneration Officer
Corporate Communications Officer	Wib & Digital Marketing Officer
Sports Development Officer	Sports Development Officer

10.6.2. Should there be no challenge to the above, the post holders will be confirmed in post at the end of consultation and will take effect from the implementation date. Until this time, the above forms part of the consultation for comment.

10.7. Ring-fencing

10.7.1. This is where a job matching panel has proposed that a current post is a match to a proposed new or vacant post and there are more people than posts.

10.7.2. Therefore employees occupying certain posts may apply for specific roles in the first instance. This is to ensure safeguarding of jobs over promotion opportunities.

It is proposed that the following posts will be ring-fenced as below:

Current Job Title	Ring-fenced posts
Housing Services Manager	Housing Asset Manager
Housing Regeneration Manager	Housing Asset Manager
Workforce Manager	Recycling & Waste Manager Street Cleansing Manager
Business & Technical Manager	Recycling & Waste Manager Street Cleansing Manager
Assistant Planning Manager (substantive & temporary)	Planning Manager Planning Officer
Planning Manager	Planning Manager
Community Liaison Officers	Community Engagement Officer Safer Neighbourhoods Support Officer Democratic Services Officer Corporate Resources Officer
Community Services Executive Officer	Community Engagement Officer Safer Neighbourhoods Support Officer Democratic Services Officer Corporate Resources Officer
Corporate Communications Assistants	Digital Marketing Assistant Film and Communications Officer

Confidential Paper – not for onward distribution.

- 10.7.3. Staff will need to provide a supporting statement for each role that they are ring-fenced to.
- 10.7.4. Where staff are ring-fenced for more than one post, they should complete a preference form indicating their order of preference for their ring-fenced posts as per the timetable at section 12. Staff should also complete a supporting statement for each of the jobs they are ring-fenced to and any other vacancies they wish to apply for. You will be considered for posts in your order of preference.
- 10.7.5. A skills form should also be completed and will be used, along with an appropriate supporting statement for short-listing for vacancies should you be unsuccessful for the posts you are ring-fenced to. Should you be short-listed, you will be invited to interview.
- 10.7.6. These three documents; Skills form, supporting statement and preference form are available to download from TOM (within the corporate restructure section).

10.8. Slotting/ring-fencing is not applicable

- 10.8.1. This is where an employee is in a post which has not been matched (based on the grade, job location, hours, key dimensions, skills and qualifications required for the post) to a proposed post.
- 10.8.2. In this case, they shall be given the opportunity to apply for any vacancies remaining once slotting and recruitment to ring-fenced posts has taken place.

Current posts not suitable for slotting / ring-fencing
Corporate & Regulatory Services Manager
Technical Assistant (Property Services)
Property Services Manager
Economic Development Officer
Emergency Planning and Engineering Inspection Officer
Parks and Coast Manager
Environmental Health Manager
Regeneration Manager
Grounds Manager
Senior Community Safety Coordinator

- 10.8.3. The following table details all vacant posts (as per the proposed structure) which have not been matched against an existing post and so will be open for selection initially from 'at risk' employees.

New/Vacant posts which have not been matched against an existing post
Director of Corporate Resources
Legal Services Manager and Monitoring Officer
Operational Support Team Leader
Open Spaces Manager
Safer Neighbourhoods Manager
Head of Housing
Head of Built Environment
Head of Economic Development and Asset Management
Deputy Technical Services Manager
Project Design Officer
Sector Development Manager

Confidential Paper – not for onward distribution.

Environmental Education Officer
Technical Support Officer
Events and Community Projects Officer
Housing Improvement Assistant
Public Protection Support Assistant
Electrician
Community Asset Manager
Community Safety Team Leader
Senior Housing Improvement Officer
Service Coordinator
Head of Operational Services

10.8.4. Please be aware that until the end of the consultation period, the above information and the proposed structure is subject to change and will be confirmed in the End of Consultation Document.

10.8.5. It is anticipated that the selection process for the new roles will be carried out during March 2014.

10.8.6. If there are personal challenges in relation to slotting or ring-fencing proposals please highlight this as soon as possible or at your one to one meeting with your manager.

10.8.7. All proposed job descriptions will be published separately on TOM.

10.8.8. The selection criteria that will be used to appoint people to roles will include (dependent on position):

- Competency based interviews
- Presentations
- Case studies
- Practical work based exercise
- Appraisal outcome score from appraisals April 2013

The selection process timeline can be found in Section 12.

11. Redundancy and Redundancy Payments

11.1. Redundancy

11.1.1. Due to the changes proposed, some redundancies are possible. The selection for the new roles will however be based on “the best person for the job” and will be fair and non discriminatory, demonstrated through the application and interview process. The individual must demonstrate that they can undertake the new role and have the ability to meet the needs of the business in the future.

11.1.2. Every effort will be made to avoid compulsory redundancies and to redeploy those who are not slotted or appointed into new posts in the structure.

11.1.3. If unsuccessful in obtaining a post in the structure, once notice of redundancy has been issued if a redeployment opportunity is found which is deemed by your manager to be a suitable alternative, pay protection would apply in line with Thanet District Council's Employment Stability policy.

11.2. Voluntary Redundancy

11.2.1. The period within which SMT will consider voluntary redundancies has now closed.

11.3. Redundancy Payments

- 11.3.1. All employees with more than two years continuous service have the right to receive a redundancy payment. This is a lump sum payment to compensate you for the loss of your job.
- 11.3.2. Redundancy payments are made in line with the Employment Stability Policy or any other policy, which may be in force at the time of consultation.
- 11.3.3. The method used to calculate redundancy payments can be found in the FAQ's within the restructure toolkit on the EKHR intranet site.

11.4. Redundancy Payments and Tax

11.4.1. Redundancy pay under £30,000 is not taxable. More information on whether elements of the payment, such as pay in lieu of notice (PILON), are taxable is available from HM Revenue and Customs. Pay in lieu of notice is money paid to you by your employer as an alternative to being given your full notice.

11.5. Notice Period

11.5.1. You will receive one week's notice for every year of service, up to a maximum of twelve weeks. Where you have less than four weeks service, you will be given notice detailed in your contract of employment.

12. Next Steps

Start of extended consultation period	13 February 2014
One to one meetings with staff who are newly at risk of redundancy	Between 13 February and 27 February 2014
End of consultation	10am 27 February 2014
Submission of appeals against slotting or ringfencing	10am 27 February 2014
Publication of end of consultation outcome	By mid March 2014
Submission of preference forms, skills forms and supporting statements	By 07 March 2014
Start of selection process	Mid March
Potential notices of redundancy issued	End of March
Implementation of new structure	01 April 2014

3. Future Changes

13.1. This restructure gives us management capacity and capability to take the organisation forward to find the efficiencies and opportunities to improve our services within a

Confidential Paper – not for onward distribution.
decreasing budget.

- 13.2. There is an expectation, that as part of the organisation's transformation to become a sustainable provider of quality public services, managers will be asked to review the structures and roles within their service areas. As part of this they will be asked to continue to work with their teams to identify more effective ways to improve the lives of our residents. To this end, there is an expectation that Thanet District Council will continue to evolve and further service reviews and restructures are likely in the future.

14. Appendices

Appendix 1 (separate document) – current organisation structure chart .

Appendix 2 (separate document) – proposed organisation structure chart.

Appendix 3 (separate document) – job descriptions for new and amended posts (will be available on TOM from Friday 25 October)