

**Consultation on the Proposed Restructure of the
Director Tier and Re-alignment of Divisions within the
GET Directorate**

Prepared by:

Barbara Cooper

Corporate Director, Growth, Environment and Transport

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1. Introduction

- 1.1 This document outlines the proposal to consult upon changes to the top tier of Growth Environment and Transport.
- 1.2 The consultation process will run for a period of 15 days during which time staff will have the opportunity to provide comments/feedback and/or alternative proposals. A final position will be confirmed once the consultation process has ended and all input has been duly considered.

2. Background and Context

- 2.1 The GET structure was defined in 2014 and whilst appropriate at the time, six years later the Council has a new Leader, a new cabinet, new cabinet members covering GET's responsibilities and new priorities so it was timely to review how the GET directorate is structured to ensure it is best able to respond to the priorities, opportunities and challenges ahead.
- 2.2 Working directly with the Departmental Management Team and the Senior Managers Forum, Anton Howarth (Senior HR Business Advisor) and Ed Austin (Senior Process Change Advisor) assisted with the thinking and shaping of proposals. Anton and Ed prepared a short questionnaire for both DMT and SMF members, focusing on the staff ambition for the Directorate, the barriers and enablers to realising that ambition and then key actions to make change happen. The survey responses were then explored further in 2 very well attended workshop sessions.
- 2.3 The survey and workshop sessions confirmed that a new structure is required. Key priorities such as the environment as well as anomalies in reporting lines and the need to address silo working; consistency in levels of support; and the need to reduce duplication and bureaucracy were seen as key issues to address.
- 2.4 The workshop sessions also identified that whilst structures are important, other issues also need to be prioritised at the senior GET wide level. As a result 4 further workstreams were identified which included the requirement to address behaviours, values and cultures; the need to revise the 'plan on a page' to communicate the role of GET within the corporate Strategic Reset programme and the emerging Interim Strategic Plan for KCC; the requirement to review budgets including the MTFP for the next 3 years; and to explore ways in which to further improve communications within the Directorate. Each workstream has a designated lead who will define key tasks as well as timescales for delivery.
- 2.5 Following the questionnaire and two workshops and after reviewing the feedback that was received, a Service Re-design approach was undertaken to assist with developing a set of design principles for the new structure. Many responses raised issues around the role of culture and behaviours in any structure and these have been

reflected in an introductory paragraph followed by the principles. The design principles against which the structure will be judged are as follows:

“As the overarching fundamental driver of change, a new GET structure should unlock ambition, innovation, normalise collaboration and cooperation and drive the sharing of knowledge and expertise with a focus on shaping places and serving communities in all their guises. In particular, the GET structure should:

- Align with and reflect the Council’s strategic priorities and increasing focus on outcomes and impact
- Taking account of Council policy decisions and priorities as well as our statutory responsibilities), enable GET to shape services to existing customers’ needs and non- users needs using an evidence and intelligence led approach
- Build our resilience and enable flexibility in responding to changing priorities and demands
- Deliver greater levels of transparency and consistency in accountability and responsibility
- Facilitate a direct relationship between strategic priorities and associated delivery by bringing together teams delivering similar outcomes and impacts
- Drive efficiency particularly by reducing duplication and bureaucracy
- Achieve a better balance across GET in Director’s responsibilities and resources
- Be affordable.

2.6 These design principles provided a set of parameters, opportunities and constraints upon which to make decisions about how the divisions within GET ought to be configured moving forward.

3. The Proposal

3.1 Three Divisions are now proposed to constitute the GET Directorate, each headed by a Director level post. The Divisions are Environment & Waste; Transportation; and Growth & Communities. The proposed shape represents a realignment of current functions within the Directorate. This re-alignment of functions has meant that it has been required to review the current Operational Director Job Descriptions and also consider the implications for those individuals who directly report into the Corporate Director of Growth, Environment & Transport. The impact on those individual roles is outlined below.

3.2 In terms of the impact of the re-alignment of the new functions, this is outlined in Appendix five.

In Highways, Transportation & Waste, current functions within this division will remain in the new proposed Transportation division, however, Waste will be transferred to the new proposed Environment & Waste division. The new Transportation division will be overseen by the Director of Transportation.

Within Environment, Planning & Enforcement: Sustainable Businesses & Communities, Natural Environment & Coast, Flood & Water Management, Kent

AONB, Country Parks, Countryside Partnerships, Public Rights of Way, Explore Kent and Heritage Conservation are proposed to be transferred to the new Environment & Waste division, which will be overseen by the Director of Environment & Waste. The current role of Director of Environment, Planning & Enforcement is proposed to be deleted due to the significant change in services that are currently overseen by that role.

Services that reside under Public Protection are proposed to transfer into the new Growth & Communities Division which will be overseen by a Director of Growth & Communities; this includes Coroners, Gypsy & Travellers Service, Community safety including Community Wardens, and Trading Standards.

Sport & Physical Activity, Planning Applications and Strategic Planning will also transfer to the new Growth & Communities division.

Economic Development, and Libraries, Registration & Archives will no longer be distinct divisions and are proposed to be transferred into the new Growth & Communities division, which will be overseen by the Director of Growth & Communities. The current role of Director of Economic Development is proposed to be deleted because the responsibility for overseeing those functions is proposed to reside with the Director of Growth & Communities moving forward.

The Head of Libraries, Registrations and Archives is not proposed to incur any changes other than a change of Line Management as the role is now proposed to report into the Director of Growth & Communities rather than the Corporate Director for Growth, Environment & Transport.

The Portfolio Delivery Manager will continue to report separately into the Corporate Director for Growth, Environment and Transportation until Directors are appointed and then will be assigned to a new Director line manager.

Finally, under the proposed re-alignment of services, functions and divisions within GET, some Heads of Group will report into one Divisional Director but with a dotted line to another Divisional Director as a temporary interim arrangement that would be subject to further review as part of a phase two consultation which will take place once the new Corporate and Divisional Directors have been appointed.

3.2.1 Current Structure Charts and Job Descriptions can be found in Appendix Two.

3.2.2 Proposed Structure Charts and Job Descriptions can be found in Appendix Three.

3.3 How will it affect posts?

3.3.1 The posts directly affected by this proposal are:

Post title	Grade	Existing number of posts (FTE)	Proposed number of posts (FTE)	Impact of Proposal
Director of Environment, Planning and Enforcement	KR17	1	0	Role is deleted
Director of Economic Development	KR17	1	0	Role is deleted

The total number of posts it is proposed to make redundant is therefore two.

3.3.2 It is proposed that all other posts will continue in the new structure. However, there may be minor amendments to some posts as follows:

Post Title	Grade	Number of posts (FTE)	Amendment
Director of Highways, Transportation and Waste	KR17	1	Role will incur change of title to "Director of Transportation" and changes to job role of less than 25%
Head of Libraries, Registrations and Archives	KR15	1	Change of Line Manager
Portfolio Delivery Manager	KR14	1	Change of reporting once Corporate and Operational Directors are appointed

3.3.3. It is proposed the following new posts will be created in the new structure

New Post title	Grade	Number of posts (FTE)
Director of Environment and Waste	KR17	1
Director of Growth and Communities	KR17	1

All proposed actions in the tables above are subject to confirmation of the final proposal following the receipt of consultation feedback and County Council endorsement.

- 3.4 The date it is intended that the proposed changes will take effect from will be 1st April 2021

4. Equalities Impact Assessment

- 4.1 An initial screening of this document has been undertaken to inform an Equalities Impact Assessment.
- 4.2 A copy of the initial screening can be found in Appendix Four.

5. Mitigation to avoid Dismissals on the grounds of redundancy

- 5.1 We will try to avoid dismissals on the grounds of redundancy where possible. To do this, we will consider the following options

Slotting - If a post is largely unchanged in the new structure it can be considered as a possible 'slot' for the post holder if the following three conditions are met:

- the job must be the same grade as before the reorganisation,
- there are the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in terms of job accountabilities, activities and broad objectives.

Ring-Fence recruitment – Individuals who are at risk of redundancy as part of this consultation process will be provided priority consideration for available vacancies as part of a recruitment process. Further details concerning this will be provided after the period of formal consultation has been completed and will be subject to the outcome of the consultation.

At Risk- Any employees who have not been appointed to a new post or slotted into their existing post will be 'at risk' of redundancy and given redeployee status. Where redeployees meet the identified minimum criteria for a vacancy they will receive an interview alongside other candidates.

Voluntary Redundancy- If you are interested in voluntary redundancy/early retirement please submit an email as an expression of interest to **Barbara Cooper by 8th December 2020**. Please note this is an expression of interest only. It is not always possible to release staff who would like to volunteer; any request for voluntary redundancy will be considered by management taking into account the number of requests, cost and need to retain key skills and knowledge.

If you are in the LGPS and 55 or over you will be entitled to take your pension without any actuarial reduction. If you wish to receive a pension estimate please note that the figures can take up to 30 working days to come from the Pensions Section and therefore early requests are advisable. Alternatively your annual benefit statement will give you an estimation for what you would receive at that point in time and the formal estimate would not likely to be less than that quoted.

If you pay additional contributions, such as an AVC, or you have, or believe you may have, a deferred pension with the LGPS built up from a previous role, you are advised to contact the Pensions Section on 03000 413488 or email pensions@kent.gov.uk for advice. Further information can also be found on: www.kentpensionfund.co.uk

If you would like to receive a redundancy or pension estimate, please contact Anton Howarth (Senior HR Business Advisor) from the Human Resources Team, on telephone number: 03000 421824 or email address: anton.howarth2@kent.gov.uk. You can also calculate your own manual redundancy estimate using the redundancy 'ready reckoner' table in the Kent Scheme Conditions of Service, Section I Appendix 2.

6. Recruitment and Selection

- 6.1 The proposal creates new posts within the structure. Subject to confirmation of the final proposal, appointments to these posts will be made via a recruitment and selection exercise, which will consist of a Member Panel Interview, and Wave & Hogan Psychometric tests.

Individuals who are at risk of redundancy as part of this consultation process will be given priority consideration as part of the wider selection process for the available vacancies.

7. Timescales

- 7.1 The draft timetable below provides a guide to the key dates in the process. Please notes these dates may be subject to change

Event	Date
Start of formal consultation period	23 rd November 2020
End of Consultation	8 th December 2020
Feedback and Final proposal announced	11 th December 2020
Staff notified of personal status	11 th December 2020
Start of Recruitment and selection into new posts	January 2021
Implementation of new structure	1 st April 2021

8. Communication & Consultation

- 8.1 Communication and Consultation will be on a collective basis (e.g. staff consultation meeting, team meetings with manager). We will also consult on an individual basis, where appropriate, when a member of staff requests a 1:1 meeting with management to discuss the proposal. If you would like to request an individual meeting with the Director of Growth, Environment and Transportation please contact Barbara Cooper on 03000 415981

- 8.2 We invite feedback and questions on the proposal or any counter-proposals you may have in writing to Barbara Cooper at Barbara.Cooper@kent.gov.uk by 8th December 2020. Feedback can be given on the whole Proposal, or just particular aspects of it.

The recognised trade unions have also been asked for their feedback. Staff are welcome to submit any feedback via the trade unions if preferred instead of direct to management.

- 8.3 As with large scale reviews updated information regarding the proposals will be available on K-Net for staff to view during the process.
- 8.4 Once the consultation process has ended all feedback and input will be duly considered by management. This may mean that the proposal may change to reflect the feedback received. The final proposal will be communicated to staff and the trade unions after this consideration has taken place.

9. Support Available for Staff

- 9.1 We recognise that any change process can cause uncertainty and be unsettling for staff. To help staff through the process the following support is available.

Support Line – this is a free service offered by KCC allowing staff up to a maximum of seven free sessions of counselling a year It is totally confidential and to make an appointment please contact Support Line as follows:

- Tel: 03000 411411
- Email: supportline@kent.gov.uk

- 9.2 Line Manager – Barbara Cooper will be available to support you through your team meetings and 1:1 meetings, to provide help with questions concerning the proposals and keep you up to date with communications.
- 9.3 If you are a member of a trade union they are able to offer support. We recommend you contact them direct if you require additional support.
- 9.4 Further support is available on the Moving On page on KNet using the link below.
<http://knet/ourcouncil/Moving%20on/Pages/Introduction.aspx>

This page contains links to other pages and documents which may be of interest.

- Redeployment – including information on Support Line
- Redundancy - including information on i-resilience – an online tool to help you identify and improve how you manage pressure , particularly during periods of change
- Retirement
- Kent Scheme Terms and Conditions of Service – Section I Redundancy [Kent Scheme Terms and Conditions of Employment, Section I, Redundancy](#)

APPENDIX 1 FREQUENTLY ASKED QUESTIONS

APPENDIX 2 CURRENT STRUCTURE CHARTS AND JOB DESCRIPTIONS

**APPENDIX 3 PROPOSED STRUCTURE CHARTS AND JOB
DESCRIPTIONS**

APPENDIX 4 EQUALITY IMPACT ASSESSMENT

APPENDIX 5 RE-ALIGNMENT OF GET FUNCTIONS