

**Bolsover District Council**

**Executive**

**5 October 2015**

**Property and Estates Staffing Report**

**Report of the Joint Assistant Director of Property & Estates**

This report is public

**Purpose of the Report**

- To seek Executives approval to take forward and implement a restructure to the Property and Estates department as outline within the report.

**1 Report Details**

**Background**

- 1.1. In August 2014 the Appointments Committee appointed an Assistant Director with responsibility for Estates and Property. This appointment was the final stage of the restructure of the Strategic Alliance Management team which had arisen as a result of the reduction in the number of Directors from four to two. The current shape of the service has also been affected by the fact that there have been a number of secondments agreed since the inception of the Strategic Alliance. The Assistant Director was charged with implementing a new departmental structure. The first stage has been completed by way of introducing a new joint management structure below the Assistant Director which was ratified by the Strategic Alliance Joint Committee and the respective approval routes within each council (Bolsover and North East Derbyshire). The initial staff consultation for the remainder of the structure has concluded and the outcome of the consultation is included within the body of the report.
- 1.2. The Property and Estates department broadly operates under three distinct areas, Facilities/Contract Management, Commercial Property and Development Projects. The present structure reflects a number of changes made to staffing levels at both authorities and has been revised many times as areas of responsibility have moved between Heads of Service/Assistant Directors. As a consequence, there is little in the way of a coherent structure or alignment of services within the department.

Management have been giving consideration to the future structure and have come to the view, including through consultation with staff, that the most appropriate solution would be for the:

- Facilities and Contracts Manager to take responsibility for the property services functions, including the contract team, engineers and facility management at both NEDDC and BDC. All services are to remain as separate areas within each of the councils, but will benefit greatly by implementing joint asset management, joint procurement and joint contractor solutions.
- Commercial Property and Development Manager will take responsibility for business centre management, commercial property, estate management and development projects. Business centre management has been jointly managed for over two years. However, all other aspects of the service are to remain as separate areas within each of the councils, but will benefit greatly by implementing joint lease documentation, joint management processes, joint procurement and joint contractor solutions.

- 1.3. The structure is designed to add resilience, capacity and ongoing service improvement to the property and estates function and takes account of an ever increasing workload as a consequence of the growth agenda.
- 1.4. It is not envisaged that any staff will be placed at risk as a result of the proposed structure, however one member of staff within the engineers section (REG 031) has asked to be considered for voluntary redundancy. This has been reflected within the proposed structure and will be investigated and implemented subject to members approving delegated powers to the Executive Director Operations following a satisfactory financial viability appraisal.
- 1.5. The attached existing and proposed structure charts show the changes described above.
- 1.6. On the basis that the recommendations as set out in this report are agreed, then the structure set out above would be subject to the joint Policy and Procedures for Organisational Review. Once appointed, employees will remain on the establishment of their substantive authority but may work across both Councils as necessary to enable appropriate cover and a consistent service to customers, officers and members.

## **2 Conclusions and Reasons for Recommendation**

- 2.1 Following on from the appointment of a Joint Assistant Director to manage the service it is considered appropriate to take steps to regularise the current secondment arrangements and to ensure that a resilient and cost effective service is provided for both authorities.
- 2.2 The proposed structure will allow the Property and Estates team to operate more effectively as a single team with clear management arrangements allowing for greater sharing of expertise and management of capacity between both councils. While cost implications cannot be finalised until JE implications are known, officers are committed to delivering proposals within existing approved budgets. Whilst

direct financial efficiencies are not the focus of the proposals, any cost efficiencies identified will be taken as savings.

### **3 Consultation and Equality Impact**

- 3.1 Initial consultation with employees and the trade unions has taken place in line with the Policy and Procedure for Organisational Review. Further consultation on Job Descriptions, Person Specifications, etc will take place as appropriate prior to implementation.
- 3.2 An Equality Impact Assessment is not considered necessary as the impact of the proposed change is low and internally focused.

### **4 Alternative Options and Reasons for Rejection**

- 4.1 Officers are of the view that the current arrangements do not provide an appropriate structure for the effective delivery of Property and Estates service. Given the conclusion that a restructure is required, Officers have taken the view that staff should remain with their current employer rather than transferring over to a host authority. It is considered that this is the most appropriate way forward for the service as it will enable the restructure to be concluded in a shorter timescale and will have less impact on staff and service delivery.

### **5 Implications**

#### **5.1 Finance and Risk Implications**

The restructure will be undertaken with the objective of operating within existing approved budgets at both Council's with savings identified and secured where appropriate. As already stated Officers are committed to establishing a cost effective structure which can be funded within existing approved budgets.

One of the objectives of the restructure is to provide a more resilient service to both Council's which will reduce the risks of an under-performing or failing service developing. The restructure is also aimed at securing more robust managerial arrangements which recognise the extent of the ad hoc secondments and joint working between the two authorities which has evolved over the last three years.

#### **5.2 Legal Implications including Data Protection**

There are no legal or data protection issues arising directly from this report.

#### **5.3 Human Resources Implications**

It is anticipated that no staff will be placed at risk during the restructure exercise. The proposals are covered by the joint Policy and Procedures for Organisational Review as agreed by both Councils. The proposals will be subject to ongoing consultation with affected employees and Trade Unions.

Although in some cases employees will on occasion carry out work for both Councils they will be employed by one authority dependant on their existing contract of employment, as such existing terms and conditions will apply. The employing organisation for each post has been included on the proposed structure. Where appropriate and subject to agreement with the employees concerned individual contracts of employment would be varied.

## 6 **Recommendations**

6.1 That Cabinet consider the proposals for the Property and Estates Restructure and:

- (a) Notes that the Assistant Director, Property Services will conduct a formal consultation in accordance with the Policy and Procedures for Organisational Review with affected employees and recognised trade unions on the implementation of the revised structure as outlined in the report.
- (b) Agrees that the Executive Director Operations, following consultation with the Deputy Leader, be given delegated powers to approve the costs associated with voluntary redundancy of post (REF 031) subject to a satisfactory financial viability appraisal
- (c) Notes that the Chief Executive will use his delegated powers to amend the structure following the removal of post REF031 from the structure.

## 7 **Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	n/a
<b>Links to Corporate Plan priorities or Policy Framework</b>	Providing Our <b>Customers</b> with Excellent Service <b>Transforming</b> Our Organisation

## 8 **Document Information**

<b>Appendix No</b>	<b>Title</b>
	Current structure charts Proposed Senior Management Structure Chart
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	

<b>Report Author</b>	<b>Contact Number</b>
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Report Reference –