

REPORT OF THE CORPORATE DIRECTOR – PLACE

PLACE DEPARTMENT STRUCTURE

Purpose of the Report

1. To seek Committee approval to a revised structure for the Place Department so that capacity and resources can be realigned to deliver the Council's ambitions for place, economic growth and prosperity.

Background and context

2. The Council Plan sets out a clear and ambitious vision of a future Nottinghamshire. Where Nottinghamshire is a great place to raise a family, to grow your future, to start your business and to enjoy later life. The Place Department sits at the heart of delivering economic growth, prosperity and many of the commitments in the Council Plan.
3. On the 21 June 2017 Policy Committee approved a new senior management structure. The structure introduced two new Service Director Roles for 'Investment and Growth' and 'Communities and Place' and a number of changes at the Group Manager tier.
4. A formal consultation with staff and trade unions was launched on 22 June 2017 and closed on 21 July 2017. The consultation asked for feedback on the portfolios and roles of Group Managers in order to identify the best fit for operational teams in the new structure. This report seeks approval to the final structure and changes resulting from feedback received during the consultation.

Consultation Feedback

5. In total, 42 written responses were received to the consultation, many of which considered the proposals in great depth. A response was prepared and made available to all staff which summarised the responses into nine themes which were:-
 - Increasing capacity and coordination of growth activities, including liaison with developers, businesses and with partners on major projects
 - Ensuring functions (specifically Highways and Property) remain joined up and coherent where reporting lines are being changed
 - Ensuring functions (including Community Safety and Trading Standards) remain joined up with other parts of the Council where reporting lines are being changed

- Clarity of accountability and responsibility for relationships, including clienting, with partners and providers
- Line management of the Voluntary and Community Sector Team
- Line management of the Cultural Commissioning team
- Line management of the Property Compliance team
- Co-location of teams currently housed in offices across the County
- Scale and scope of the Group Manager roles, and the scope of responsibilities between the 2 Divisions

6. A copy of the response to the consultation can be found in appendix A.

New Structure

7. A copy of the Place proposed new structure can be found in appendix B. Each of the two Service Directors will be supported by a tier of Group Managers as set out in Appendix A. Group Managers will be key to ensuring the successful delivery of both the operational and universal place services, and achieving our new growth ambitions. To ensure costs remain within the current resource envelope, there is no proposed increase or decrease in the number of Group Managers, but the current Group Manager roles have been reviewed following the outcome of the consultation.
8. It was recognised during the consultation the need for a 'Culture and Communities Group' that brings together functions within the Place and Communities Division who play a key role in achieving the outcomes of a new strategy which is currently under development for 'Supporting Communities'. Interim arrangements have been put in place for two teams which may form this new group, these are the Cultural Services & Commissioning and Community & Voluntary Sector Teams. The new group will be established within the current cost envelope and the appropriate location for this group will be identified within the existing management capacity. The Service Director Place and Communities will be responsible for ensuring this takes place.
9. The Property Compliance Team have temporarily been located alongside other compliance and safety related functions within the Emergency Planning Group. This is an interim measure pending a wider organisational review of learning from national events such as Grenfell Fire and health and safety. Following that review, it is proposed to consider any further changes required to ensure we manage risk and compliance in relation to our services and properties.

Regeneration Programme Managers

10. Four new Regeneration Programme Manager posts are proposed within the 'Investment and Growth Division'. The posts are required to drive the growth and prosperity agenda and will hold the primary relationship with the Midlands Engine, HS2 and other strategic growth and investment programmes such as the development of new business parks across the County. These posts are additions to the establishment and will be funded from a range of sources, including using government funds where possible such as in the delivery of HS2.

Implementation

11. It is proposed that where possible the new structure will go live on 1st October. In order to ensure the highest level of service continuity, transitional management arrangements and a transition plan will be put in place as required. Transitional arrangements are paying particular attention to managing risk, health and safety, partnership relationships and customer service.

Reasons for Recommendations

12. To align place-based functions within one locus of control and ensure sufficient capacity to deliver the growth and prosperity ambitions of the County Council and to meet the drivers for change outlined above.

Statutory and Policy Implications

13. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS:

It is recommended that:

1. Policy Committee agree the structure as set out in Appendix B with effect from 1st October 2017.

Adrian Smith
Corporate Director - Place

For any enquiries about this report please contact:

Constitutional Comments – SLB 25/08/2017

14. Policy Committee is the appropriate body to consider the content of this report. The Council's Employment Procedure Rules state that all reports regarding changes to staffing structures must include HR advice, and that consultation must be undertaken with the recognised trade unions.

Financial Comments [RWK 04/09/2017]

15. The costs of the proposed structure will be met from within the existing revenue budget allocation for the Place Department

Human Resources Comments – JP 01/09/2017

16. Full consultation has taken place with employees and the recognised trade unions. The county councils enabling process and relevant HR procedures will be used in making appointments to the new structure.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Previous published reports to Policy Committee dated July 2015 – Review of Senior Management Structure.

Place Department Restructure – Policy Committee 21 June 2017

Electoral Division(s) and Member(s) Affected

- All

Appendix A – Consultation Response

Theme	Response
<p>Increasing capacity and coordination of growth activities, including liaison with developers, businesses and with partners on major projects.</p>	<p>Additional capacity – 4 Regeneration Programme Manager posts to be created on the establishment to report to Group Manager Growth & Development. These posts will provide additional capacity and capability to deliver the Place Plan and County Council growth ambitions, including major projects and developments.</p> <p>It is also agreed to recruit to vacancies in Growth & Economic Development team to reflect the functions below and ensure sufficient capacity to deliver.</p> <p>Function of Growth & Economic Development team</p> <ul style="list-style-type: none"> - To lead on policy and programme development and the commissioning of economic development, enterprise and skills services. - To design and deliver growth and economic development projects and programmes, (Broadband, Leader, Business Hub, Digital Business Support) strengthening our approach to governance and programme management across the Department - To reach across whole Department to ensure activities coordinated and aligned to Place Plan and growth outcomes. - To coordinate internal governance to drive and monitor regeneration programmes and growth projects - To hold the relationship with Business community and key partners including the LEP and Midlands Engine.
<p>Ensuring functions (specifically Highways and Property) remain joined up and coherent where reporting lines are being changed.</p>	<p>Working to the new Place Plan will ensure teams are working to a single, shared set of priority outcomes and working coherently together to achieve them with a single set of shared performance measures reported to Place Leadership Team and Committees.</p> <p>Culture/leadership</p> <ul style="list-style-type: none"> - An agreed culture of collaboration will help teams to work cohesively together to achieve ‘win-win’ outcomes, building on established strong relationships between teams. - Learning and development for Group Managers and Team Managers in working as ‘system leaders’ to focus on achieving outcomes through collaboration. - Place Leadership Team to provide the leadership to enable collaboration across teams and to support, broker or resolve any conflicts. <p>Single, shared system to coordinate and monitor service requests and complaints from residents/businesses ensuring quality customer experience across retained teams and with commissioned providers/partners. Place Leadership Team to monitor and review performance and standards by exception.</p>

Theme	Response
	<p>Single, shared Members Enquiry system to monitor enquiries, information and service requests from Members across teams and with providers/partners. Place Leadership Team to monitor and review performance by exception.</p>
<p>Ensuring functions (including Community Safety and Trading Standards) remain joined up with other parts of the Council where reporting lines are being changed.</p>	<p>Excellent relationships across the Social Care and Trading Standards/Community Safety system have been developed and embedded in recent years which help improve outcomes for vulnerable residents.</p> <p>The move to the Place Department for the Trading Standards and Community Safety services must retain these relationships; managers and officers will be encouraged and supported to do this. Access to information systems, the MASH and integration of teams will also continue to ensure continuity of joint working and an integrated service offer to residents.</p>
<p>Clarity of accountability and responsibility for relationships, including clienting, with partners and providers.</p>	<p>It is recognised that a number of teams and individuals will have direct relationships with commissioned services and partners, these will be maintained to ensure continuity of service. A single point of leadership/accountability will nonetheless be required. Accountability and responsibility for clienting roles (including with ASDMs) is defined and embedded in Group Manager Job Descriptions.</p> <p>For each of the ASDMs and commissioned services, the relevant Group Manager is defined as having strategic responsibility and accountability for the planning, commissioning and delivery of given services with a leading role in delivering wider Place outcomes. The postholder will be afforded the necessary authority to pursue these outcomes with the necessary resources to provide professional leadership in the relevant service area, manage risk and deliver the cultural change and collaboration required to implement Place based services. These Group Managers will also support Service Directors in embedding a consistent approach and rigour to commissioning, contract management, and service improvement and performance management across the Department.</p>
<p>Line management of the Voluntary and Community Sector Team</p>	<p>The impact of this team is valued across all outcome areas, it is recognised that the team needs to have a place in the structure that reflects that value and impact. Strong arguments were made during the consultation for housing the team in either division and as a standalone function.</p> <p>A new strategy is currently under development for 'Supporting Communities' linked both to the new Council Plan and Place Plan; this strategy will set out how we work with all communities across the County and commission services from the sector using a new joint funding pot. It is proposed that a 'Culture & Communities Group' is established in the Department that brings together relevant functions within the Place and Communities Division to play a key role in achieving these outcomes. This will be done within the current cost envelope and the appropriate location for this group will be identified within the existing management capacity. The Service Director Place and Communities following Committee approval will be responsible for ensuring this takes place.</p>

Theme	Response
	<p>Until the strategy has been completed and proposals brought forward for a new 'Culture and Communities' group, the VCS Team will remain under the leadership of the Group Manager Planning.</p> <p>In the interim, joint Team meetings will take place with VCS Team, Cultural Commissioning Team and Community Safety Team with appropriate Group Managers. These joint meetings will help to start to develop stronger links between the teams and to co-produce both the Supporting Communities Strategy and the configuration of the new 'Culture and Communities Group'.</p>
Line management of the Cultural Commissioning team	<p>The team commissions services that have impact across a wide range of outcome areas. There were many potential reporting lines for this team and many synergies to explore with Place services raised through the consultation. It is also recognised that there are a range of changes taking place with this team, including further transferring of functions to external providers.</p> <p>It is proposed that this team is embedded as a distinct 'block' with the Place Commissioning group pending establishment of 'Culture & Communities Group' (see paragraph above) at which point the team would transfer into the new group.</p> <p>Joint team meetings will help to bring forward synergies and new relationships as well as enable co-production of the shape of the new Group.</p>
Line management of the Property Compliance team.	<p>The initial proposal was to embed this function in the Place Commissioning group. Following responses to the consultation, this team will move to sit alongside other compliance and safety related functions within the Emergency Planning Group.</p> <p>This is an interim measure pending a wider organisational review of learning from national events such as Grenfell Fire and health and safety. Following that review, it is proposed to consider any further changes required to ensure we manage risk and compliance in relation to our services and properties.</p>
Co-location	<p>Many responses expressed desire for co-location of teams and functions especially where teams will adopt new reporting lines, but need to collaborate to achieve shared outcomes.</p> <p>The benefits of co-location are recognised. To support this, Place related functions currently located in Trent Bridge House will be brought into County Hall and co-located on either the 3rd or 4th Floors as a new base for the Department. Exact locations and configurations are to be determined with Group Managers and the Smarter Working Team and planning for this will commence in September 2017.</p> <p>Consideration will also be given to area/locality based teams through the Smarter Working Programme,</p>

Theme	Response
	including a review of the use of digital systems and processes.
Scale and scope of the Group Manager roles, and the scope of responsibilities between the 2 Divisions.	<p>Proposals were made to increase the number of Directors and Group Managers to manage the scale and scope of the various roles. This is not affordable.</p> <p>Proposals were made to house the Catering, Facilities and County Supplies Group in the Place and Communities Division. The rationale for this proposal was understood, however this is not supported, the Group will be aligned with commercial and investment functions in the Growth & Investment Division.</p> <p>Proposals were made to transfer Highways, including CPU, Flooding and Countryside Access to Growth & Investment. This was carefully considered, however these key functions, alongside Transport and Travel services are viewed to be integral to creating great communities as part of our universal offer to all residents and as such fit strongly with the Place & Communities Division.</p>

Place Department New Structure

Appendix B – Place Department New Structure

