

REPORT OF THE CORPORATE DIRECTOR – PLACE

PLACE DEPARTMENT STRUCTURE

Purpose of the Report

1. To seek Committee approval to a revised senior management 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 draft 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. Place, economic growth and prosperity are key to achieving this ambition.
3. The Place Department sits at the heart of delivering this vision. For many people living in towns and villages across our county, standards of living are high and families make the most of what Nottinghamshire has to offer. Our beautiful countryside, our excellent housing, schools and infrastructure, our warm and welcoming communities and our fantastic cultural offer and heritage.
4. A strong Place Department will help sustain what local residents value about Nottinghamshire, whilst ensuring the County Council achieves its ambition for inclusive growth and prosperity. There are many significant opportunities for growth in the County, not least our important role in the Midlands Engine and in bringing forward the development of HS2 and the ambitious developments at Toton. These opportunities will bring new jobs, better housing, more connectivity and more prosperity to our County's residents and businesses, but only if we have a Place Department with the right capacity and resources, aligned to our vision.
5. The emerging Place Plan has two overarching outcomes – growing our economy and creating successful places where people want to live and enjoy.
6. Research indicates that successful places tend to display the following characteristics:
 - They are desirable places to live, work, study, invest and visit: with a good housing choice and cultural offer; strong schools and healthcare; and a safe, attractive and sustainable environment. They have a strong identity, local pride and sense of belonging.

- They have good connectivity – with the ability to move easily by car, bus, train, cycle/walk between jobs, homes and local services. Businesses are linked to each other, physically and virtually. The place is well connected internally and with other places.
 - They have a strong and skilled labour market – with a high proportion of people economically active, skilled at all levels to meet the needs of businesses, and skilled for the future to adapt to new ways of living and working.
 - They have a strong enterprise culture - driven by research and innovation - a diverse and enterprising business base within which businesses are easily created and grow to scale, with strong local supply chains and providing 'good' jobs for people.
7. Whilst Nottinghamshire as a whole already performs highly in a number of these areas, our ambition is for greater growth, ensuring more people and businesses can thrive in our county. Growing our economy is not only key to achieving the vision of a future Nottinghamshire, but also key to the Council's Medium Term Financial strategy. In future, funding for Council services will be increasingly reliant on the income generated through increased business rates and the Council Tax base. A strong Place Department will be key to growing these sources of funding for the County Council.

The drivers for change

8. If we are to achieve our ambition for growth and prosperity we will need to ensure our capacity and resources are aligned to the new priorities.
9. The Place Department was created following the Policy Committee decision in July 2015 to realign the Council's senior management structure. The current structure is configured in a number of service groupings covering:
- a. Environment, Transport and Property
 - b. Environment and Highways
 - c. Planning and Voluntary Services
 - d. Economic Development & Devolution
10. Cultural Services currently sit within the Children's, Families and Cultural Services Department (CFCS). Trading Standards, Community Safety, Emergency Planning, the Registration Service and Community Safety are currently within the Adult Social Care, Health and Public Protection Department (ASCH & PP).
11. As we move forward, there are number of drivers for change, these include:
- a. Addressing the interim arrangements built into the initial Place Department structure given the externalisation of highways and property services into Alternative Service Delivery Models Arc and Via.
 - b. Resolving the interim positions and temporary arrangements related to the development of proposals for devolution that were ongoing at the time.
 - c. Seeking to increase the available resource in the Department focused on economic growth and regeneration priorities which is currently limited and fragmented across different service areas.

- d. Providing a single line management and leadership focus to place-related functions to be transferred into the Department from ASCH&PP and CFCS.
- e. Aligning the Department functions to the new Committee structure, the Council Plan and emerging Place Plan.
- f. Creating the conditions for a stronger culture aligned to residents priorities and our growth ambitions in the Midlands Engine, Local Enterprise Partnership and in regional programmes such as the delivery of HS2.
- g. Improving lines of accountability and responsibility across tiers of leadership to manage service delivery, commissioning and client management of externalised services as well as to better govern programmes and projects across the Department.

A new Place Department structure

12. A proposed senior management structure for the Place Department is set out in Appendix A. The structure focuses on the two overarching outcomes of the emerging Place Plan and reflects the new committee structure, aligning activity and capacity with Policy Committee (Economic Development & Property) and the Communities and Place Committee. The structure therefore includes the introduction of two revised Service Director roles, for 'Investment and Growth' and 'Communities and Place'.
13. The 'Investment and Growth Division' would be responsible for a range of functions to help drive the growth and prosperity agenda including economic development, regeneration, land and assets, planning, development management. The Division would also hold lead responsibility for the Council's emerging Development Company, traded services and potential traded companies. This Division would hold the primary relationship with the Midlands Engine, D2N2 LEP, HS2 and other growth and investment partnerships.
14. The 'Communities and Place Division' would be responsible for the functions that help make Nottinghamshire a great place to live, work and visit. This would include waste, environment, highways, transport and the voluntary and community services. It is proposed that this Division will accommodate place related functions being transferred into the Department from ASCH&PP and CFCS. This would include Cultural Services, Trading Standards, Emergency Planning, Community Safety and the Registration Service. This Division would also be responsible for commissioning key services from our external partners and providers including Via, Arc, Inspire and Veolia. This Division would hold the primary relationship with, amongst others, the Safer Notts Partnership, Waste Partnership and the commissioning of capital works related to schools.
15. 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 will be reviewed.
16. In addition to the review of the Group Manager roles and portfolios, there will be a series of changes of line management in both Group Manager and Team Leader tiers. It is not

envisaged that there will be any significant change to the roles or remits of Team Leaders or reduction in the number of posts overall.

17. This report sets out the top level structure of the department and the expectation, combined with the cascading of the structure throughout the department, is that this restructure will not increase the overall salaries cost of the department.
18. Informal consultation has taken place with managers in the Place Department over a number of months to inform and shape the proposed high level structure. Following the decision of Policy Committee formal consultation will be launched more widely. This will include consultation with the recognised trades unions and staff outside the Place Department.

Implementation

19. It is proposed that some elements of the new structure go live on 1st October. Where necessary, implementation and transition will take place in phases, however, if it is possible to implement some changes before this date, the opportunity will be taken. In order to ensure the highest level of service continuity, transitional management arrangements and a transition plan will be put in place as required.
20. The Council will minimise the potential for uncertainty for officers, key partners and stakeholders and ensure effective service continuity by undertaking the consultation and implementation processes as quickly as possible within the terms of the Council's agreed employment policies and procedures.
21. The structure will be populated using the Council's existing Enabling Process and in line with the Council's constitution for more senior posts.

Other Options Considered

22. A number of alternative options for the structure have been considered as part of informal consultation with managers in the Place Department. Alternative options would have required more radical approaches with significantly changed operating models and a range of different structures of management. The alternatives were discounted either because they represented too significant a disturbance to service continuity or were unaffordable. The report recommends the preferred option following this exercise.

Reasons for Recommendations

23. 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

24. 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 proposed senior management structure as set out in Appendix A with effect from 1st October 2017.
- 2) A further report is brought back to Policy Committee for approval of the lower level structure following completion of formal consultation.

Adrian Smith
Corporate Director - Place

For any enquiries about this report please contact:

Constitutional Comments (SLB 06/06/2017)

25. Policy Committee is the appropriate body to consider the content of this report.

Financial Comments (NS 05/06/17)

26. The financial implications are as stated in the report.

Human Resources Comments (JP 30/05/17)

27. The revised structure will be populated in accordance with the Council's agreed employment policies and procedures paying due consideration to the vacancy control process, redeployment and enabling procedures. Formal consultation will take place with staff and the recognised Trades Unions.

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.

Electoral Division(s) and Member(s) Affected

- All

Appendix A – Proposed Structure

