

28 July 2021

Agenda Item: 5

## **REPORT OF THE CORPORATE DIRECTOR, PLACE**

### **REVIEW OF TRANSPORT PROGRAMME DELIVERY TEAM STRUCTURE**

#### **Purpose of the Report**

1. To seek approval to alter the staffing structure of the current Transport Programme Delivery team within the Planning Group to provide a dedicated focus aligned to the two main work areas within the existing team, the project management remit to provide the necessary significant infrastructure and the wider transport related investment, growth and planning initiatives at a regional and national level.

#### **Information**

2. Historically the Transport Planning and Programme Development (TPPD) team has been focussed on new infrastructure, local priorities and operational objectives. In order to simplify engagement for members, local priorities and operational projects are now undertaken by the Highways Group under the line management of Gary Wood, Group Manager, Place Department and a paper ([Highways and Transport Group Staffing Structure](#)) recommending this was approved at the March 4<sup>th</sup> meeting of the Communities and Place committee.
3. Having undertaken a review of the remaining service there is a need to expand a refreshed Transport Programme Delivery (TPD) team to take advantage of national and regional transport related funding initiatives. The current establishment is one team manager lead and two project personnel, and these are currently committed full time to the delivery of existing major projects such as the A614 Outline and Final Business Cases. Should this continue there is a risk that Nottinghamshire County Council does not maximise the benefit of wider funding initiatives such as the more recent Building Back Better, the Levelling Up and UK Shared Prosperity funds in respect of transport and highways initiatives. Furthermore, the team needs to position itself so that it makes the most of our relationships with key strategic agencies and external partners such as the Local Enterprise Partnership, Midlands Connect, East Midlands Council, Highways England, the rail operating companies and Network Rail.
4. Going forward the TPD team will need additional capacity to engage with projects such as the Maid Marian and Dukeries Line (currently in feasibility); the A46 Highways England scheme at Newark; and the Freeports and Development Corporation where the wider travel and transport impacts will need to be thoroughly assessed and reviewed.

## Proposal

5. The proposal is to have an expanded project management function and that new project manager posts are established to help improve the development and delivery management of major transport programmes and projects, and to help enable more resources to be committed to developing our regional transport liaison work such as the joint work through Midlands Connect, Highways England and local and regional rail improvements. These posts will also support bidding for funding rounds for strategic transport planning and major transport schemes.
6. This refocussed Transport Programme Delivery – Investment and Growth team will continue to front the more strategic regional and national roles and provide a dedicated largely project management remit to help ensure Nottinghamshire is more ready to take advantage of any new significant funding streams to provide the necessary infrastructure to deliver both growth but also address the environmental / climate change agenda.
7. The following work areas / projects would then be proactively covered, rather than the largely current reactive response the authority is currently able to deliver:
  - Major Road Network improvements; including A614/A6097 corridor, Kelham bypass, MARR capacity improvement
  - Major public transport upgrades; including Midland Mainline electrification, High Speed 2 East and connectivity issues, potential park and rides, rail enhancements to Robin Hood Line (Dukeries) / Maid Marian Line / Castle Line / Poacher Line
  - Strategic transport implications from growth plans, such as identified through Local Plan work, Development Corporation proposals, Freeports, Masterplan exercises
  - Strengthen travel planning as part of planning agenda and utilise behavioural change to deliver the environmental / climate change agenda.
  - Influence Strategic Road Network considerations (Highways England responsibility) including those on A46 at Newark as part of Trans Midland Trade Corridor, A52, and A1.

## Delivery

8. The new structure will need its funding model to be adjusted to be more consistent with the re-charging approach adopted by our external delivery agents Via. In other words where staff are working on schemes that are included within approved capital programmes their time is recharged to the project to reflect the real justifiable cost of delivering such a programme.
9. The impact on the existing revenue salary budgets is cost neutral with the remainder of the budget sourced from a variety of locations, with the option currently to recharge fees to projects such as Gedling Access Road, A614 corridor improvement, Toton (HS2) growth plan, Section106 schemes, S106 travel plan monitoring, Access Fund, and Active Travel Fund. These funding sources will change over time depending on bidding opportunities, but wherever funds are secured through new sources a staffing element should be included within that fund's programme. The elements of any such committed and approved capital projects will be recharged to the project costs only where these costs are eligible to be capitalised, i.e. where the employees activities have contributed

directly to bringing an asset to a location and into a condition so that it is capable of operating as intended. Any pure feasibility work will be charged to the remaining revenue budgets within the team, or development budgets such as from the business rates pot.

### **Future Progress Benefits**

10. The likely benefits of such a restructure are:
- Enable NCC to positively contribute to and influence regional bodies
  - Support growth agenda proposals
  - Promote local rail improvements
  - Develop Place Plan future infrastructure priorities

### **Consultation**

11. Following a formal, four-week consultation period with staff , and with the unions, a small number of comments, suggestions and concerns were received at the time when the local priorities and operational development unit of the former team were moved to the Highways Group. Where concerns have been raised these have been discussed with individual members of staff.
12. The proposed staffing arrangement for the altered team is shown in Appendix 1.
13. All new posts and posts with changed responsibilities arising from the new structure will be subject to job evaluation.

### **Other Options Considered**

14. The team could stay as at present, but this would not provide the capacity and capability to deliver transport and infrastructure projects.

### **Reason for Recommendations**

15. The proposal will support Member aspirations for local transport improvements and ensure this authority is ready to deliver major infrastructure improvements whenever any opportunities arise.

### **Statutory and Policy Implications**

16. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Finance Implications**

17. The financial implications are detailed in paragraphs 8 & 9. There is no additional cost implication of this proposed restructure with all costs being picked up within existing budgets.

## **Human Resources Implications**

18. The proposal has been subject to a four week formal consultation period and there is ongoing discussion with the affected staff and their union representatives about the proposed changes.

## **RECOMMENDATIONS**

It is **RECOMMENDED** that Committee:

- 1) Approve the restructuring and new focus of the team detailed in this report; and
- 2) Authorise the new posts for recruitment.

**Adrian Smith**  
**Corporate Director, Place**

**For any enquiries about this report please contact:** Matthew Neal, Service Director, Investment & Growth, Tel: 0115 9773822

### **Constitutional Comments (SJE – 02/07/2021)**

19. This decision falls within the Terms of Reference of the Economic Development & Asset Management Committee to whom responsibility for approval of the relevant departmental staffing structures has been delegated.

### **Financial Comments (SES 06/07/2021)**

20. The financial implications are set out in paragraph 17, the details are set out in paragraphs 8 and 9.

21. There is no additional cost implication of this proposed restructure with all costs being picked up within existing budgets.

22. The impact on the existing revenue salary budgets is cost neutral with the remainder of the budget sourced from a variety of locations. These funding sources will change over time depending on bidding opportunities, but wherever funds are secured through new sources a staffing element should be included within that fund's programme. The elements of any such committed and approved capital projects will be recharged to the project costs only where these costs are eligible to be capitalised, i.e. where the employees activities have contributed directly to bringing an asset to a location and into a condition so that it is capable of operating as intended. Any pure feasibility work will be charged to the remaining revenue budgets within the team, or development budgets such as from the business rates pot.

23. The internal costs can only be charged to the capital programme where the costs have been robustly evidenced.

### **HR Comment (JD – 10/05/21)**

24. A four week formal consultation process with staff and TU colleagues has already taken place. The Corporate enabling process and / or recruitment and section process will be adopted to populate the 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.

## **Electoral Division(s) and Member(s) Affected**

- All