



REPORT OF THE CORPORATE DIRECTOR, PLACE

HIGHWAYS AND TRANSPORT GROUP STAFFING STRUCTURE

Purpose of the Report

1. To seek approval to commence consultation on updating the staffing structures of the Highways and Transport Group.
2. To seek approval to delegate responsibility for the final shape of the staffing structure to the Corporate Director of Place following consultation with staff.

Information

3. A number of changes are proposed to the current structure, and these are designed to respond to changes in demand and ensure that the Group is able to deliver the ambitions of the County Council and to build on the good work and reputation of the Group. The key drivers for the changes are:
 - The recent Highways Review, that concluded that the NCC highways client needed extra resources to increase the County Council's influence and control over highway functions including for major projects and network management.
 - A requirement to provide additional resources in our transport teams due to increased workload in our key day to day transport activities and significant changes as a result of our Bus Service Improvement Plans and Enhanced Partnership with operators.
 - a requirement to provide additional resources around the demands of our Local Transport Plan activity including active travel infrastructure following our Active Travel Fund bid successes and the requirement to produce a new comprehensive Local Transport Plan once new government guidance is released.
4. The structural changes are set out in graphical form in the **Appendix** to this report and are detailed further below.

Local Transport Plan and Programme Development Team

5. The Local Transport Plans & Programme Development (LTP&PD) Team is responsible for the development of transport strategy, including the Local Transport Plan (LTP), and their associated highways programmes. Following the recent Highways Review, it is proposed that the LTP&PD team will take on road safety strategy and policy functions, as well as continuing a programme management role for major/significant active travel infrastructure programmes. Significant additional funding is being made available by government for active travel infrastructure programmes and electric vehicle charging infrastructure resulting in a need for additional resource within the team to plan, bid for, and manage delivery of

such programmes. The Department for Transport (DfT) has also announced that it expects all local transport authorities to review their LTPs and plans to issue guidance later this year on timescales and what will be required as part of the review.

6. To meet these additional demands within the team it is therefore proposed that a post is created to take on and oversee the additional strategy/policy responsibilities; and that two posts are created to take on and oversee programme/project planning and delivery (such as active travel and electric vehicle charging infrastructure programmes). It is proposed that the three posts will be funded from recharges to the relevant capital programmes and from the recently announced Local Transport Plan grant funding.

Highways Contract Management Team

7. The forthcoming A614 improvements and other major highway schemes which Via EM Ltd. will undertake on the County Council's behalf, have created an additional demand upon the Contract Management Team to provide engineering and contractual oversight. This demand cannot be met from within the Team's existing structure as it is fully deployed upon similar tasks associated with the County Councils Highways Capital and Revenue programmes. It is therefore intended to create a post to provide this additional engineering and contractual oversight on major highway schemes. It is proposed that this post is recharged to the relevant major project budgets.
8. The Highways Review identified Member's desire for the County Council to have a greater degree of control over the Highway Service. The Review's recommendations will therefore result in additional tasks being undertaken by the Contract Management Team which cannot be accommodated from within its existing structure. These additional demands arise not only from the enhanced degree of oversight which the Team will now provide but also from modifications to the arrangements for commissioning works from Via EM Ltd. and the support which the Team will be required to provide to the Authority's various internal clients. It is therefore proposed that an additional post is created to undertake these tasks and it be funded from existing highways revenue budgets.

Traffic Manager Team

9. Central Government have invited local authorities to apply for the powers to enforce moving traffic offences from the summer of 2022. Nottinghamshire County Council has indicated its support for acquiring these powers and as a consequence a temporary Project Officer is required to manage the consultation and application process. In addition, as confirmed by the Highways Review, the Authority wishes to explore the full implications of adopting a Lane Rental Scheme to support the Streetworks Permit Scheme. The Project Officer will work alongside an existing consultant to develop this initiative in detail. The post can be wholly funded from external revenue from the service area.

Network Management Team

10. Following on from the highways review, which highlighted the need to return a greater level of influence and control over district management and asset management functions, it is intended to establish a new Network Management Team which will work alongside the current Via teams to improve our overall service offering to the public. It is proposed that the Team will form a more informed and influential client for district management and asset matters. It is proposed that the team consist of a Team Manager and four staff as shown in Appendix 1. It is intended that this new team is funded from existing highway budgets.

Passenger Transport Teams

11. A review of the current structure has highlighted that pressure has been growing to maintain existing services and facilities, deliver externally funded improvements including the Rural Mobility Fund Demand Responsive Transport (DRT) and developer funded improvements; whilst also adapt to changing industry standards. In parallel to this the Council's is required to introduce Enhanced Partnerships, which increase the Council's role in the development and monitoring of bus services and bus infrastructure. The following changes are therefore proposed:

Interchange Manager

12. It is proposed to change the current Interchange Officer role to Interchange Manager and include additional responsibilities previously undertaken by the Facilities and Partnership Manager to enable the new Enhanced Partnerships and Facilities Manager to concentrate on Enhanced Partnership programme delivery. The new Interchange Manger will take on budget management and forecasting and greater responsibility for property and staffing related issues.

Interchange Assistant

13. It is proposed to establish the post of Interchange Assistant at Retford Bus Station for two days a week to undertake essential administrative tasks as part of a development of the service at the bus station. The current Interchange Assistant post at Worksop Bus Station will be reduced from full time to three days a week with their administrative tasks condensed over these days.

New Transport Facilities Officer and Funding and Delivery Officer

14. It is intended to split out the work currently undertaken primarily by the current Partnerships Officer and Facilities and Information Officer and establish a new Transport Facilities Officer role. This Officer will be responsible for bus stop facilities, maintenance & delivery, hot spot resolution/accessibility improvements & support interchange project delivery. The Funding and Delivery Officer will concentrate on input into Planning applications and delivery of S106 /S278 schemes related to bus stop infrastructure.

New Enhanced Partnerships Delivery Officer (2yr post)

15. There is a requirement to establish a new Enhanced Partnerships (EP) Delivery officer to help implement our Bus Service Improvement plans. They will focus on EP programme delivery, EP Board administration, data collection and data analysis. The Council is required to report back to the Government regularly on Bus Service Improvement Plan and Enhanced Partnerships and this will also form part of the role.

Bus Network officer (2yr post)

16. The Government recently announced further funding to support the bus Industry up until October 2022 and there is a risk that the Commercial local bus network will see some reductions once this funding ends as its unlikely patronage levels will return to pre-pandemic levels. Therefore, there is a need to review our current tendered network to ensure people continue to have access to jobs, training, health and leisure opportunities across the County. This new post will be responsible for liaising with commercial operators and where required external consultants to plan, implement and monitor the supported local bus network: and provide innovative technology led solutions including Demand Responsive Transport to

deliver the County Council desired outcomes.

New Compliance Officer

17. There is currently only 0.6fte Compliance officer for the whole County and it is proposed to introduce a further post to help with the monitoring of 70+ local bus contracts, SEND contracts and other transport contracts. They will also be responsible for the monitoring of Enhanced Partnership standards for buses and infrastructure which include 4 bus stations, 2 on street interchanges and over 5000 bus stops.
18. The number of contracts is forecast to increase as the service continues to grow and compliance is an important way to ensure the highest quality of services for Nottinghamshire residents to ensure they are safe and enjoy a comfortable journey. A further 2 Compliance Officers will be required if successful with the BSIP submission to DfT.

Information and Data Manager

19. It is proposed to disestablish the current Facilities and Information Officer and establish a new Information and Data Manager to reflect the increased reliance on bus service data for the provision of network-wide real time information and traffic light priority; expectation for a one stop shop/integrated public transport website and the need to market Council supported bus services to ensure their long-term sustainability at this challenging time for the bus sector.

New Transport Facilities Assistants

20. It is proposed to establish two further Transport Facilities Assistant posts to assist the Facilities and Partnership team to support the senior practitioners to maintain, develop and deliver new bus stop infrastructure, focusing on bus registration data processing, passenger information production, resident correspondence, complaints investigations and supporting the input into planning applications and delivery of S106 /S278 schemes related to bus stop infrastructure. One of the posts will be permanent and the other will be a two-year fixed post.

Commercial Assistant (0.4fte)

21. The current structure has been reviewed following the 20/21 school (incl. SEND) application process and it has become apparent that there is insufficient resource to deal with the increasing SEND U16 and P16 applications, appeals and invoice reconciliation.
22. Therefore, it is proposed to create an additional 0.4 Commercial Assistant post to assist in processing of applications and reconciling invoices.
23. The proposed changes in the Passenger Transport Teams will be funded by a combination of recharge against government grant funding and existing NCC transport budgets, with recharge to capital / BSIP funding where appropriate.

Transport & Travel Services Team

24. There has been significant growth in school and social care transport over the past 5 years both in numbers being carried and the complexity of the needs which have to be managed. In 2017 the SEND Project board identified the growth which has proved to be consistent in every year since then, budgets and pressures have been adjusted to try and keep pace with this growth which is identified as a national problem being faced by every Authority responsible for Home to School Transport.

25. The staffing structure in Transport & Travel Services has not been reviewed since 2016 and the measures below are designed to support the current teams and meet the annual growth. In the 2021/22 academic year we have seen an increase of around 60 pupils with significant needs and the expectation for 22/23 is a further increase of around 55 pupils to fill additional places at Nottinghamshire schools. In our Mainstream schools we have seen a growth in pupil numbers and more pupils unable to find a place in their nearest or catchment school resulting in additional transport being required to schools outside of the local area. Early figures for the 22/23 academic year suggest up to 392 pupils may be allocated places at schools outside of their local community where transport will be needed to meet our statutory duty. Therefore, it is proposed to make the changes as indicated below.

Transport Solutions

26. To create a new post increasing the number of Transport Solutions Assistants from 4 to 5. This will strengthen our ability to provide high quality, safe and appropriate transport for our vulnerable users.

Mainstream & Local Bus

27. To increase the number of Transport Assistants from 1 to 2. This will ensure that we can meet our statutory obligations and meet increase demands for transport.

Consultation

28. It is intended to undertake a formal, four-week consultation period with staff from the group, and with the unions in line with normal restructuring processes, with the final structures being decided by the Corporate Director of Place.

29. The current and proposed staffing arrangements for all five teams is shown in **Appendix 1**.

30. All new posts and posts with changed responsibilities arising from the new structure will be subject to job evaluation.

Reasons for Recommendations

31. To enable the Highways and Transport Group to fully deliver all aspects set out in the Council Plan and respond to:

- The recent Highways Review, concluding that the NCC highways client needed extra resources to increase the County Council's influence and control over highway functions including for major projects and network management
- An increased workload in our key day to day transport activities and significant changes as a result of our Bus Service Improvement Plans and Enhanced Partnership with operators
- Increased demands on our Local Transport Plan activity including active travel infrastructure following our Active Travel Fund bid successes and the requirement to produce a new comprehensive Local Transport Plan once new government guidance is released

Statutory and Policy Implications

32. 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.

Financial Implications

33. The purpose of this restructure is to have more effective highways arrangements following on from the Highways Review and meet new demands the within the Highways and Transport Group, rather than to make a budgetary saving. The restructure will be contained within existing budgetary provision including income streams, government grants and recharges to capital projects.

Human Resources Implications

34. The proposals will be subject to a four-week formal consultation period and there will be ongoing discussion with the affected staff and their union representatives about the proposed changes. The County Council's agreed enabling process will be applied in making appointments to the posts in the revised structure. Where applicable staff will be supported through the redeployment process. It is not envisaged that there will be any redundancies or TUPE transfer of staff.

RECOMMENDATIONS

- 1) That approval is given to commence consultation on updating the staffing structures of the Highways and Transport Group as set out in the report and shown in **Appendix 1**.
- 2) That approval is given to delegate responsibility for the final shape of the staffing structure to the Corporate Director of Place following consultation with staff as set out in the report.

Adrian Smith
Corporate Director, Place

For any enquiries about this report please contact: Gary Wood, Head of Service, Highways and Transport, Tel: 0115 9774270

Constitutional Comments (LW 31/03/2022)

35. Highways and Transport Committee is the appropriate body to consider the content of the report.

Financial Comments (SES 19/04/2022)

36. The financial implications are set out in paragraph 33 of the report.

37. The purpose of this restructure is to have more effective highways arrangements following on from the Highways Review and meet new demands the within the Highways and Transport Group, rather than to make a budgetary saving. The restructure will be contained within existing budgetary provision including income streams, government grants and recharges to capital projects.

HR Comments (JP 05/04/2022)

38. The HR implications are within the body of the report. This includes reference to appropriate consultation with the recognised trade unions and staff. The proposals will be subject to HR policies and procedures including job evaluation, enabling and recruitment policies.

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.

- None.

Electoral Divisions and Members Affected

- All.