



## ADDITIONAL / TO FOLLOW AGENDA ITEMS

This is a supplement to the original agenda and includes reports that are additional to the original agenda or which were marked as 'to follow'.

### NOTTINGHAM CITY COUNCIL

### APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE

**Date:** Tuesday, 8 September 2015

**Time:** 2.00 pm

**Place:** LB31-32 - Loxley House, Station Street, Nottingham, NG2 3NG

**Governance Officer:** Zena West **Direct Dial:** 0115 8764305

### AGENDA

### Pages

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| <b>4</b> | <b>ESTABLISHING ADDITIONAL RESOURCE TO COORDINATE AND LEAD THE DELIVERY OF THE STRATEGIC REGENERATION PROGRAMME</b><br>Report of the Deputy Chief Executive and Corporate Director of Development and Growth | 3 - 12  |
| <b>6</b> | <b>CHIEF EXECUTIVE'S REVIEW – TRADE UNION COMMENTS AND RESPONSE (EXEMPT FROM PUBLICATION)</b><br>Report of the Chief Executive   | 13 - 14 |

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**APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE - 8 September 2015**

<b>Title of paper:</b>	Establishing additional resource to coordinate and lead delivery of the Strategic Regeneration Programme	
<b>Director(s)/ Corporate Director(s):</b>	David Bishop, Deputy Chief Executive and Corporate Director of Development and Growth	<b>Wards affected:</b> All
<b>Report author(s) and contact details:</b>	David Bishop, Director of Development and Growth 0115 8763950 Hannah Gemmill, HR Business Partner 0115 8763633	
<b>Date of consultation with Portfolio Holder(s) (if relevant):</b>	Councillor Collins – Leader of the Council, and Portfolio Holder for Strategic Regeneration (ongoing discussion)	
<b>Other colleagues who have provided input:</b>	Hannah Gemmill, HR Business Partner (0115 87 63633) Jim Driver, Finance Business Partner	
<b>Relevant Council Plan Strategic Priority:</b> (you must mark X in the relevant boxes below)		
Cut crime and anti-social behaviour		<input type="checkbox"/>
Cutting unemployment by a quarter		<input checked="" type="checkbox"/>
Ensure more school leavers get a job, training or further education than any other City		<input type="checkbox"/>
Your neighbourhood as clean as the City Centre		<input type="checkbox"/>
Help keep your energy bills down		<input type="checkbox"/>
Good access to public transport		<input checked="" type="checkbox"/>
Nottingham has a good mix of housing		<input checked="" type="checkbox"/>
Nottingham is a good place to do business, invest and create jobs		<input checked="" type="checkbox"/>
Nottingham offers a wide range of leisure activities, parks and sporting events		<input type="checkbox"/>
Support early intervention activities		<input type="checkbox"/>
Deliver effective, value for money services to our citizens		<input checked="" type="checkbox"/>
<b>Summary of issues (including benefits to citizens/service users):</b>		
This report proposes to temporarily establish the post of Strategic Regeneration Coordinator within the Development and Growth Department for a period of two years with an option for extending to a third year.		

<b>Recommendation(s):</b>	
<b>1</b>	To establish the post of Strategic Regeneration Coordinator.

## **1. BACKGROUND**

- 1.1 The ACOS report on 7 July 2015 set the context of a new capital programme for the Council and outlined the following:
- 1.2 The fundamental new component of the ambitious capital programme is the strategic regeneration programme that will run for the next few years. Existing regeneration project resources and some new temporary posts will be brought together under senior coordination to lead and deliver this programme in a new Strategic Regeneration Group.
- 1.3 The capital schemes being delivered will include in their budgets the provision for full cost assignment for these additional temporary resources.
- 1.4 Current position and proposal: An interim senior Regeneration Officer has been in place since the New Year and it has been assessed that this capacity and resource is vital to the development agenda, success and delivery of the Council's strategic regeneration programme. The Council has been successful in achieving funding to enable its growth and the workload has grown significantly as a result of this. Resource to coordinate and lead all of the programmes in a coherent way is imperative for its success.
- 1.5 The key responsibilities are outlined in the job description which can be found in Appendix 1.

## **2. REASONS FOR RECOMMENDATIONS (INCLUDING OUTCOMES OF CONSULTATION)**

- 2.1 The recommendation in this report will enable the Council to meet its strategic regeneration programme led by the Strategic Regeneration Board and will ensure there is coherent oversight of all projects and programmes

## **3. OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS**

- 3.1 To retain the current workforce structure for the Council is not a preferred option as it does not respond to the challenges presented by the significant regeneration programme and ambitions for the City. Without additional capacity and resource this will place significant risk and capacity issues on other areas of the Council and will not ensure a joined up 'one vision' approach to the regeneration programme across the city.

## **4. FINANCIAL IMPLICATIONS (INCLUDING VALUE FOR MONEY/VAT)**

- 4.1 This report proposes the establishment of a temporary post of Strategic Regeneration Coordinator for a period of two years. It is anticipated that the post will be graded at SLMG1 at an annual cost of £105,241. The cost will be

met by fees charged to capital projects within the Strategic Regeneration Committee programme.

**5. RISK MANAGEMENT ISSUES (INCLUDING LEGAL IMPLICATIONS AND CRIME AND DISORDER ACT IMPLICATIONS)**

*Legal Implications – John Bernard-Carlin, Team Leader, Housing, Employment & Education Team (Legal Services) (Tel 0115 876 4391 or email: [john.bernard-carlin@nottinghamcity.gov.uk](mailto:john.bernard-carlin@nottinghamcity.gov.uk))*

- 5.1 Taking into account the level of the proposed post (anticipated to be SLMG 1) and the fact that the post will be reporting directly to the Corporate Director, the creation of the new post (albeit for a fixed-term of 2 years with an option to extend to 3 years) should be considered to amount to a significant restructure and is therefore subject to the approval of ACOS.
- 5.2 Under Section 7 of the Local Government and Housing Act 1989, any appointment to the proposed post should be made on merit.
- 5.3 The proposed post will be a ‘deputy chief officer’ post under Section 2 of the Local Government and Housing Act 1989. The appointment will therefore be subject to the well-founded objections process with members of the Council’s Executive under paragraph 5 of Part II, Schedule 1 to the Local Authorities (Standing Orders) (England) Regulations 2001.
- 5.4 Taking into account the level of the proposed post (anticipated to be SLMG 1) and the fact that the post will be reporting directly to the Corporate Director), it is advised that the interview process should be in accordance with paragraph 2.3 of the Council’s Officer Employment Procedure Rules (*The Chief Executive, Deputy Chief Executive or nominated Corporate Director will convene a politically balanced interview panel consisting of five elected councillors, including one minority group councillor.*)

**HR Implications – Hannah Gemmill, HR Business Partner (Tel: 0115 8763633 or email: [hannah.gemmill@nottinghamcity.gov.uk](mailto:hannah.gemmill@nottinghamcity.gov.uk))**

- 5.5 Senior Regeneration resource has been in place for a trial phase since the New Year, and this period has allowed clarification of the remit and scope contained in this proposal. Due to the size and scale of the strategic regeneration programme, the review has concluded that a senior level post is essential for delivering the strategic regeneration programme in a coordinated manner including delivery of all projects that are agreed by the Strategic Regeneration Board.
- 5.6 Further to the review it is proposed that this post is established on a temporary fixed term basis of 2 years to ensure delivery of the next phase of projects with an option to extend for a third. As funding will come from fees charged to capital projects there will be no strain on the departmental budget.

- 5.7 If this post is not put in place it will create significant risk for department in its ability to deliver commitments across its other programmes.
- 5.8 Due to project delivery timescales is proposed that the post will be recruited to immediately by David Bishop, Senior Councillors and HR, with the panel convened by David Bishop.

**6. EQUALITY IMPACT ASSESSMENT**

- 6.1 Not required.

**7. LIST OF APPENDICES**

- 7.1 Appendix 1 - Job Description and Person Specification.

**8. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION**

- 8.1 None.

**9. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

- 9.1 None.

**Post Title: Strategic Regeneration Coordinator (Temporary 2 years)**  
**Grade: To be evaluated**

### **Job Purpose**

The Strategic Regeneration Coordinator role will lead and coordinate the successful delivery of a large number of significant regeneration projects and support the Corporate Director for Development and Growth in delivering the wider development agenda across the city. These projects must be delivered in such a way that secures the maximum development and regeneration advantage to the City.

Nottingham's Leaders ensure their services are effectively and efficiently managed to secure the best outcomes for citizens. You will provide strategic contribution to the fulfilment of corporate priorities and objectives through visionary leadership and management, continual improvement, maximising performance and tackling underperformance and ensuring that your services are reflective of customer need and demonstrate value for money.

Nottingham Leaders are passionate and committed to improving outcomes for Nottingham, its citizens, environment and reputation. They instil a 'One Nottingham, One Council, One Purpose' approach and ensure "Citizens are at the Heart" of everything they do.

### **Key Responsibilities**

The Strategic Regeneration Coordinator is responsible for ensuring the successful management and delivery of several large scale regeneration projects and programmes which align to the strategic outcomes and objectives of the Council and deliver evidenced benefits for the citizens of Nottingham City. The Post holder will manage a small core team directly, and effectively pull together a range of wider multidisciplinary coordinated resources in programme and project teams, to successfully deliver.

### **Key strategic priorities**

1. To progress the Council's strategic development projects and programmes to completion, on budget, within specified timescales and achieve agreed outcomes.
2. To work with Councillors, Chief Executive, Corporate Director and Director colleagues to lead and coordinate a coherent strategic regeneration programme, ensuring that direction and support is available to all parties involved in the strategic regeneration board.
3. To provide advice to the Chief Executive, Corporate Leadership Team, Executive and Portfolio Holders on the viability of a large number of regeneration projects, supporting the Corporate Director for Development and Growth to scope and commission activity, working with and reporting to leadership programme boards.
4. To ensure optimal development deals are secured and progressed to closure
5. To turn scheme concepts and outline funding into projects in construction with appropriate supporting project resources in place, ensuring timely adherence with all Gateway Procedures and Processes, and within an agreed Capital Programme.
6. To lead delivery management across concurrent/ interdependent projects / programmes with accountability for timescales and resources and ensuring the Corporate Leadership Team and Chief Executive are apprised of progress.

7. To manage key and emerging strategic risks facing the Council's regeneration portfolio, ensuring engagement with external and internal stakeholders, to agree risk management strategy, mitigation and recovery.
8. To effectively manage scheme development and contracts and establish programme governance arrangements by ensuring programmes are managed to appropriate quality and performance against agreed milestones.
9. To establish and manage successful relationships at a senior level with strategic partners, Government agencies, external developers and contractors to achieve the desired programme outcomes and benefits for the Council and the citizens of the City
10. Lead and develop staff within the service to ensure that they:
  - Establish effective management of the service
  - Deliver their agreed targets
  - Work in a corporate and co-operative way with all stakeholders

### **Key generic responsibilities**

#### **Leads by Example**

1. To inspire and motivate colleagues, demonstrating passion and commitment to improving outcomes for Nottingham, by setting a clear strategic direction for the service and ensuring the vision is translated into business and service planning and clear objectives and outcomes.

#### **Manages People**

2. To take ultimate accountability for the performance of the service, driving performance and improvement by tackling underperformance and mediocrity and holding people to account, whilst ensuring high performance is matched with reward, recognition and incentives. Providing a coaching and learning environment and ensuring that talent identification is a priority and strategies are in place to manage and build a diverse talent pool.

#### **Works Collaboratively**

3. To work closely with citizens and key partners towards finding shared Council, city and regional solutions, building a network of internal and political support to influence and drive change.

#### **Delivers Results**

4. To demonstrate a relentless drive for efficiency, improvement and value for money, leading and embedding a culture of execution and disciplined focus on outcomes, establishing appropriately rigorous systems of scrutiny, review and performance monitoring without putting in place unnecessary barriers to organisational pace and outcome delivery.
5. To drive new bold and radical ways of doing business, benchmarking performance against wider sectors and standards of excellence, ensuring all decisions and plans are based on sound business cases to deliver Council priorities and realising city outcomes.

#### **Ensures Citizens are At The Heart of Everything We Do**

6. To set the highest standard of customer service, rigorously monitoring processes and practices, ensuring that citizens and customers are engaged and involved in shaping services and seeking regular feedback to ensure continual improvement.



**Other duties**

7. To ensure that services within your remit comply with relevant Council Policies and professional Codes of Practice.
8. To support the City Council's emergency planning, critical incident and service response arrangements through participation in out-of-hours call out and management cover.

## Person Specification– Strategic Regeneration Coordinator

AREA OF RESPONSIBILITY	REQUIREMENT	MEASUREMENT				
		P	A	T	I	D
<b>1. Technical requirements</b>	Proven track record in strategic development funding and contractor negotiations		✓		✓	
	Experience of successful negotiation at senior level in contractual and procurement matters		✓		✓	
	Proven track record in managing a portfolio of complex and varied programmes simultaneously, on budget and to specified timescales		✓	✓	✓	
	Experience of devising and implementing successful strategies to recover strategic projects/ programmes in difficulty					
<b>2. Work to promote mutual respect and good relations</b>	Able to provide a service to a diverse range of service users, partner organisations and staff to promote good relations and equality		✓	✓	✓	
	Sophisticated understanding of equality issues and how they affect different sections of the community				✓	
	Experience of handling conflict and managing sensitive issues to achieve positive outcomes		✓		✓	
<b>3. Qualifications</b>	Formal qualification in Project Management e.g. MSP, Prince2, APM or professional qualification in construction e.g. Chartered Civil Engineer or substantial experience of delivering successful complex projects to time and to cost		✓		✓	
<b>4. Leadership</b>	Proven experience of motivating and developing others		✓		✓	
	Experience of successfully coordinating multiple teams of project resources		✓		✓	
	Experience of working with senior individuals and complex clients with credibility		✓		✓	

<b>5. Performance</b>	Understanding the importance of and commitment to incorporating the public, private and voluntary sectors in service delivery		✓		✓	
	Ability to give clear direction and role model Nottingham City Council's Leadership Competencies		✓			
	Experience of effectively managing the performance of individuals, teams and services through effective performance management systems		✓			
	Ability to manage finance and other resources to deliver priorities efficiently		✓		✓	
<b>6. Projects</b>	Ability to establish and develop monitoring systems for the continuous development of people and services				✓	
	Ability to assess risk whilst effectively developing and managing services / strategic priorities		✓			
	Experience of successfully managing a portfolio /range of complex construction projects on time and within budget		✓			
	Ability to critically analyse the business and formulate innovative and practical solutions				✓	
	Ability to overcome barriers to progress		✓		✓	
	Ability to establish, drive and effectively communicate change				✓	
<b>7. Work related circumstances</b>	Ability to work outside normal office hours		✓			
	Ability and willingness to travel both inside and outside the council area as requested		✓			

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By virtue of paragraph(s) 1, 2, 3, 4, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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