

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

Reference Number:

4360

Author:

Sarah White

Department:

Growth and City Development

Contact:

Sarah White

(Job Title: Project Manager, Email: sarah.white1@nottinghamcity.gov.uk, Phone: 01158763410)

Subject:

Approval of Staffing Resources for Transformation and Improvement

Total Value:

£649,000 (Type: Revenue)

Decision Being Taken:

1) To approve the allocation of funding towards staffing resources for transformation and improvement, as set out in Appendix A. The funding allocation is being approved by the Chief Executive as an executive decision, and the establishment of posts will be approved by the Chief Executive as a non-executive decision under Delegation 16. Authority to take this decision was delegated to the Chief Executive, in consultation with the Leader of the Council, by the Executive Board at its meeting on 20 July 2021.

2) To delegate authority to the relevant Corporate Director to carry out a procurement process for the appointment of appropriate consultants (if required) for posts within their remit, and from with the approved budget, through the Use of Consultants Approval Form.

**Reasons for the Decision(s)**

The Council is on a rapid journey of improvement as set out in the Recovery and Improvement Plan (R&IP), adopted at Full Council on 25 January 2021. Delivery of both the R&IP and organisational transformation requires significant financial investment - time, skills and technology - to ensure that its impacts are meaningful in operational and financial terms. The Council has received support from the Ministry of Housing, Communities and Local Government (MHCLG) in the form of a Capitalisation Direction in two tranches: £20 million for 2020/21 and an in principal allocation of up to £15 million in 2021/22 to support transformation, modernisation and an invest to save if required. Council resources have been stretched to capacity during the Coronavirus pandemic and, in order to deliver the transformation required, it will require greater capacity through a blend of external specialist resource combined with the skills and experience of existing staff. Delivery is of a complex nature and additional resources will provide focus and a faster pace of change.

£15 million has been set aside to provide the necessary resource to support this investment. It is not set aside for business as usual (BAU) activity, but for short-term, highly targeted spend and technology investment. The aim is to see work as 'task and finish', with the appropriate transfer of skills to Council staff. Organisational arrangements have been put in place involving both officers and councillors to drive this transformation activity, and individual business cases will be developed and signed off through these arrangements. The allocation of this overall funding is delegated to the Chief Executive, in consultation with the Leader of the Council. This report seeks to allocate a proportion of the funding towards staffing resource for improvement works. A summary of the overall funding allocation is set out in Appendix A. The total amount for staffing requiring approval is £7.136 million. £2.550 million has been approved already, and this decision relates to the first of the staffing posts, totalling £0.649 million.

**Briefing notes documents:**

Appendix A - summary of resources requiring approval.pdf

**Other Options Considered:**

1) To not approve the allocation of this funding: this option was rejected as this would mean that the Council is unable to meet the requirements set out in the R&IP. 2) To approve some, but not all of the allocations of funding: this option was rejected, as the requests for resource have been reviewed and challenged by the Finance team and considered valid.

**Background Papers:**

None

**Published Works:**

Report to the Executive Board on 20 July 2021: Transformation and Improvement Update (<https://committee.nottinghamcity.gov.uk/ieListDocuments.aspx?CId=177&MId=9108&Ver=4>)  
 Delegated Decision 4271: Improvement and Transformation: Programme Management Office Interim Director - Appointment of Consultant (<https://committee.nottinghamcity.gov.uk/ieDecisionDetails.aspx?ID=7622>)  
 Delegated Decision 4294: Improvement & Transformation - Appointment of expertise for the Project Management Office (<https://committee.nottinghamcity.gov.uk/ieDecisionDetails.aspx?ID=7647>)

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| <b>Affected Wards:</b>  | Citywide   |
| <b>Colleague / Councillor Interests:</b>                                    | None   |
| <b>Consultations:</b>   | Those not consulted are not directly affected by the decision.   |
| <b>Crime and Disorder Implications:</b>                                     | There are no implications on crime and disorder.   |
| <b>Equality:</b>  | EIA not required. Reasons: This decision does not represent proposals for a new or changing policy, service or function. |
| <b>Social Value Considerations:</b>   | Not applicable.  |
| <b>Relates to staffing:</b>   | Yes  |
| <b>Decision Type:</b>   | Officer  |
| <b>Executive Decision?</b>  | Yes  |
| <b>£50,000 or more:</b>   | Yes  |
| <b>Scheme of Delegation Reference Number or Other Source of Delegation:</b> | Executive Board decision on 20 July 2021: Transformation and Improvement Update  |
| <b>Subject to Call In:</b>  | Yes  |
| <b>Call In Expiry date:</b>   | 08/09/2021   |
| <b>Advice Sought:</b>   | Legal, Finance, Procurement, Human Resources, IT   |

**Legal Advice:**

The rationale for this decision has been clearly set out and follows on from the delegation given to the Chief Executive Officer by Executive Board in July 2021. Deployment of resource in order to deliver the required improvements needs to be undertaken in a clear and transparent manner and in accordance with good governance processes. In all other regards the decision raises no significant legal issues and is supported.

Advice provided by Malcolm Townroe (Director of Legal and Governance) on 25/08/2021.

**Finance Advice:**

This decision seeks the approval of resources to support the improvement work streams as identified in the Recovery and Improvement Plan. The value of this decision is £0.649 million and represents the non-executive element of the improvement resources required. The approval of this funding is delegated to the Chief Executive in consultation with the Leader of the Council in the report to Executive Board on 20 July 2021.

The total amount of improvement resource requiring approval is £7.136 million. £0.649 million is contained within this decision, £2.550 million has already been approved and a further £1.904 million is being undertaken across separate decisions. Specific details of the resource requests are contained within the Appendix attached to this decision. Spend should only be incurred where it aligns to the outcomes and objectives of the Recovery and Improvement Plan.

This decision is to be funded in full from the Transformation and Improvement reserve. Spend will need to be monitored to ensure approval limits are not exceeded. Should any further funding be required then appropriate approval will need to be sought.

Once approved, Theme leads should follow the managers' resourcing process and guidance to adhere to Governance, Finance and Procurement rules.

Advice provided by Ceri Walters (Head of Commercial Finance) on 27/08/2021.

**Procurement Advice:**

Procurement will work with the recruiting officer to identify the compliant route to secure resources. The process developed for securing resources outlines the role of Procurement in supporting the delivery of the programme and will ensure best value is achieved for each requirement.

Advice provided by Steve Oakley (Head of Contracting and Procurement) on 20/08/2021.

**HR Advice:**

Recruiting managers are to follow the resourcing process to ensure that Procurement and Finance processes are adhered to from the outset. HR will support recruiting managers in identifying suitable redeployees to fill roles wherever possible.

Due to the limited time available for recruitment and the critical nature of the work, a number of posts will require the use of agencies to either source (via a finders fee) or provide 'off Council payroll' candidates. Where an agency is used solely to source a candidate for a role via a finders fee, or where an Council recruitment process is undertaken (posts on the Council payroll), these must be uploaded onto the Recruitment portal using the prefix 'Improvement'. The relevant appendix should be uploaded in place of the standard 'Business case to recruit'. Where a role is filled by an individual paid through the agency (off Council payroll), GRI should be used as outlined in the managers' resourcing process.

Selected candidate(s) who will be on the Council payroll should commence on a starting salary of Level One within the respective Grade, unless the appointed colleague is already in employment at the Council and on Level Two of the same grade, in which case the employee would be matched over at the rate of pay they currently receive. Employees on the Council payroll should also undergo a probation or internal move process as relevant. Any employees recruited on fixed-term contracts should be referred to redeployment in good time (12 weeks before the end of their contract is due to expire).

Advice provided by Emily Jones (HR Consultant) on 24/08/2021.

**IT Advice:**

The IT Service supports the proposals made in this delegated decision. The IT Service will work with 'Theme' managers to support the delivery of IT related objectives. The IT Service will also work with the Project Management Office for the programme to help them plan and acquire any additional IT products and services required for the delivery of the programme.

Advice provided by Paul J. Burrows (IT Change, Projects & Strategy Manager) on 25/08/2021.

**Signatures:**

Melbourne Barrett (Chief Executive)  
SIGNED and Dated: 31/08/2021