

Nottingham City Council Delegated Decision



Nottingham
City Council

Reference Number:

4401

Author:

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Department:

Finance and Resources

Contact:

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Subject:

Approval of Staffing Resources for Transformation and Improvement #2 - MTFS and Risk & Assurance Themes

Total Value:

£283,000 (Type: Revenue)

Decision Being Taken:

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.

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 central Government 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' 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 as set out in Appendix A. This decision is linked to previous decisions for resourcing in Delegated Decision 4360.

Briefing notes documents:

Appendix A - Theme 1 - MTFS - non-exec.docx, Appendix A - Theme B - Risk Assurance non exec.docx

Other Options Considered:

- 1) To not approve the allocation of funding: this option was rejected, as this would mean that the Council would be 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>)
Delegated Decision 4360: Approval of Staffing Resources for Transformation and Improvement
(<https://committee.nottinghamcity.gov.uk/ieDecisionDetails.aspx?ID=7715>)

Affected Wards:

Citywide

Colleague / Councillor Interests:

None

Consultations:

Date: 13/10/2021

Other: Councillor David Mellen

The Chief Executive consulted with the Leader of the Council on 13 October 2021.

Crime and Disorder Implications:

There are no implications on crime and disorder.

Equality:

EIA not required. Reasons: This decision does not represent proposals for a new or changing policy, service or function.

Social Value Considerations:

Not applicable.

Relates to staffing:

Yes

Decision Type:

Officer

Executive Decision?

Yes

£50,000 or more:

Yes

**Scheme of Delegation
Reference Number or Other
Source of Delegation:**

Executive Board decision on 20 July 2021: Transformation and Improvement Update

Subject to Call In:

Yes

Call In Expiry date:

22/10/2021

Advice Sought:

Legal, Finance, Procurement, Human Resources, IT

Legal Advice:

This decision follows on from the delegation approved by Executive Board in July 2021 and raises no significant legal issues for consideration.

Advice provided by Malcolm Townroe (Director of Legal and Governance) on 14/09/2021.

Finance Advice:

This decision seeks the approval of resources to support the improvement work streams as identified in the Recovery and Improvement Plan. The 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. £0.283 million is contained within this decision, £2.550 million has already been approved and a further £2.683 million is awaiting approval. Details of the resource requests are contained within the Appendix A, 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 Philip Gretton (Finance Analyst) on 25/08/2021.

Procurement Advice:

The manager's resourcing process and guidance lays out a process for colleagues to support them when identifying resources. Provided the process is followed, this raises no Procurement concerns. Procurement will provide advice to colleagues on any procurement process required.

Advice provided by Steve Oakley (Head of Contracting and Procurement) on 27/08/2021.

HR Advice:

Several themes detail spend from the Transformation and Improvement resource relating to headcount, including via engagement of consultants for which costs are specified, or through Council employment for which roles and grades are specified in most cases. Where Council grades are to be confirmed, job evaluation will be required.

Any appointments or engagement should adhere to appropriate Council policies and frameworks, including current vacancy management approaches, and should consider redeployment opportunities and any restructuring activity underway or proposed. An emphasis on maximising opportunities to progress the Council's Equality, Diversity and Inclusion aims should be maintained throughout.

HR will provide further advice to colleagues on specific processes as required.

Advice provided by Joanne Zylinski (Senior HR consultant) on 26/08/2021.

IT Advice:

The IT Service supports the proposals made in this 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 and Strategy Manager) on 26/08/2021.

Signatures:

Mel Barrett (Chief Executive)
SIGNED and Dated: 15/10/2021