

Title of paper:	Revised Senior Officer Structure to support the Council’s Recovery and Improvement Programme	
Director(s)/ Corporate Director(s):	Melbourne Barrett Richard Henderson	Wards affected: ALL
Report author(s) and contact details:	Hannah Gemmill Hannah.gemmill@nottinghamcity.gov.uk	
Other colleagues who have provided input:	Frank Jordan – Corporate Director of Resident Services Catherine Underwood – Corporate Director of People Services Sajeeda Rose – Corporate Director of Growth and City Development Clive Heaphy – Corporate Director of Finance and Resources Phil Gretton – Strategic Finance Business Partner Andrew Griffiths – Senior HR Consultant Wayne Bexton – Director of Carbon Reduction, Energy and Sustainability Malcolm Townroe – Director for Legal and Governance	
Date of consultation with Portfolio Holder(s) (if relevant)	Cllr Neal – 5 th July ACOS chair briefing, Cllr Webster 5 th July 2022 Cllr Mellen - 7 th July Cllr Longford - 24 th June Cllr Khan - 24 th June Cllr Wynter - 24 th June & 5 th July Cllr Kotsonis – 24 th June & 5 th July Cllr Woodings – 29 th June Cllr Williams – 4 th July Cllr Bernard – 14 th June	
<p>Does this report contain any information that is exempt from publication? YES</p> <p>This report is exempt from publication under paragraph numbers 2 and 4 of Schedule 12A to the Local Government Act 1972 because it contains information which is likely to reveal the identity of an individual and also relates to contemplated consultations in connection with labour relations matters arising between the authority and employees of the Authority and, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. It is not in the public interest to disclose this information because it details information regarding the creation and deletion of posts which will impact on individuals and they have not yet been consulted on the proposals.</p>		
Relevant Council Plan Key Outcome:		
Clean and Connected Communities Keeping Nottingham Working Carbon Neutral by 2028 Safer Nottingham Child-Friendly Nottingham Healthy and Inclusive Keeping Nottingham Moving Improve the City Centre Better Housing Financial Stability Serving People Well	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

1. Summary of issues (including benefits to citizens/service users)

- 1.1 The high level restructure implemented by the Chief Executive in 2021 identified that Corporate Directors would be required to come back with proposals for restructuring their Directorates in a way which would achieve value for money overall. Corporate Directors have adopted a One Council collegiate approach to the development of proposals, which the Chief Executive has reviewed and endorsed in his capacity as Head of Paid Service, responsible for the organisation and management of the council's staff. The Head of Paid Service is required to report to Council on the resources required to ensure that the organisation can properly carry out its functions, in accordance with statutory requirements including complying with the Best Value duty. This is such a report.
- 1.2 This paper outlines the strategic rationale and proposals for the redesign of the Council's Senior Management structure to enable it to have the capacity to deliver its strategic objectives for the benefit of the City, its residents, and its communities, in accordance with the requirements of the council's "Together for Nottingham" recovery and improvement plan, in pursuance of continuous improvement in line with the council's Best Value duty.
- 1.3 In addition, the paper outlines how the proposals have been informed by extensive engagement with a wide range of staff, other colleagues and external reviews.
- 1.4 The Chief Executive and Corporate Directors are committed to continuing to have effective engagement in place to support decisions regarding the structure of the Council and the proposals outlined in this report will be the subject of further formal consultation and engagement before final decisions are made.
- 1.5 In the context that the Secretary of State has provided evidence to support his view that the council is in breach of its Best Value duty to support a minded to proposal for statutory intervention, the urgency for progressing these proposals cannot be overstated. Therefore, the funding package outlined supported by the Section 151 Officer utilises a drawdown from the Financial Resilience Reserve, in part for one year, together with incorporation of the proposals within the integrated process for the 2023 -2027 MTFP process, to support urgent implementation.

Recommendation(s):

- | | |
|---|---|
| 1 | To approve, subject to consultation, the relevant changes to chief officer/deputy chief officer posts within Resident Services:

Change of Post Titles: <ul style="list-style-type: none">• Corporate Director of Residents Services to Corporate Director of Communities, Environment and Resident Services.• Director of Community Protection to Director of Communities• Director of Neighbourhood Services to Director of Resident Services• Director of Sport and Culture to Director of Sport, Culture and Tourism |
| 2 | To approve, subject to consultation, the relevant creations and deletions of chief officer/deputy chief officer posts within Growth and City Development:

Creation of : <ul style="list-style-type: none">• Director of Housing |

	<ul style="list-style-type: none"> • Director of Planning & Transport <p>Deletion of:</p> <ul style="list-style-type: none"> • Director of Major Projects • Director of Planning & Regeneration <p>Transfer of:</p> <ul style="list-style-type: none"> • Carbon Reduction, Energy and Sustainability to Communities, Environment and Resident Services.
3	<p>To approve, subject to consultation, the relevant creations and deletions of chief officer/deputy chief officer posts within People Services:</p> <p>Creation of:</p> <ul style="list-style-type: none"> • Director of Commissioning & Partnerships • Education Partnerships Lead • Head of Finance & Business <p>Deletion of:</p> <ul style="list-style-type: none"> • Director of Education Strategy
4	<p>To approve, subject to consultation, the relevant creations and deletions of chief officer/deputy chief officer posts within Finance and Resources:</p> <p>Creation of :</p> <ul style="list-style-type: none"> • Director of Finance • Director of Customer Services • Chief Information Officer • Director of Commercial, Procurement & Contract Management (Fixed Term) • Director of Strategy, Policy, Performance and Communications (Assistant Chief Executive) • Head of Governance • Head of Legal • Head of Executive Support <p>Deletion of:</p> <ul style="list-style-type: none"> • Head of Commercial Finance • Head of Strategic Finance • Head of Customer • Director of Strategy Performance, Comms and Policy • Director of Commissioning & Procurement • Head of Legal & Governance
5	<p>To note and endorse the financial strategy put forward by the Section 151 Officer to expedite the necessary improvements in the organisation's structure and capacity without delay.</p>

2. Reasons for recommendations

- 2.1 Nottingham City Council has a proud history and a strong track record of investing in the delivery of services for its residents, communities and businesses. However, the challenging nature of the context in which local government has been working in recent years, as well as significant failings within the council which have led to government intervention, requires the organisation structure to be both simplified – building on the Chief Executive’s initial High Level Restructure – and strengthened in a number of key areas. This is required to provide the Chief Executive assurance, and in turn members, assurance that the council can secure continuous improvement in relation to economy, efficiency and effectiveness to meet its Best Value duty.
- 2.2 The Council has ambitions for the City and needs to be able to collaborate with internal and external stakeholders but at the same time demonstrating sufficient corporate grip and coordination – it needs to deliver its strategic objectives and do the basics of running a complex Core City well.
- 2.3 To achieve this, requires us to operate as **One Council** which will help coordinate the implementation of new ways of working across the whole organisation. The Council already has many of the ingredients it will need to be successful in the future, but it needs to ensure they are organised in the most effective way possible, so that the structure, frameworks, programmes and systems are aligned to reflect the ambitious agenda it has for Nottingham.
- 2.4 The redesign of the structure will better meet the needs of our customers and citizens. It will require a coordinated effort across the entire organisation (as well as the wider public, business, voluntary, and community sector landscape in the city).
- 2.5 Therefore, at the heart of these proposals is the drive to create the Council that Nottingham needs for it to be a successful City.
- 2.6 The proposals would;
- Create the strategic capacity for the Council to lead its ambitious agenda for the City in relation to the Environment, Economic Development, Transport, Housing, Tourism, Equalities and Diversity.
 - Provide the capacity required for the Council to effectively engage, support and work with partners and the City’s communities to enable community cohesion, safety and safeguarding leading to improved outcomes for residents.
 - Enable the delivery of the Council’s transformation agenda particularly through the strengthening of its approach and resource to create and deliver effective Commissioning, Commercial, Digital and Customer Strategies.
 - Ensure and provide assurance that the Council has an aligned framework and systems in place to provide effective governance and the appropriate control environment.
 - Provide effective support services to enable the council to meet its strategic objectives and to support the effective delivery of front-line services.

- Embed the development of strategy, policy and delivery where accountability, responsibility and delivery are integrated within the same strategic function to improve decision making, transparency and enabling the effective delivery of services.
- Respond to specific areas highlighted within the Together for Nottingham plan such as the creation of a corporate landlord while creating the appropriate structure to address the issues highlighted in relation to the management of the Council's Housing Functions.
- Align and integrate key services in groupings to improve the customer experience and the delivery of core services to our residents and customers.
- Support the culture change required across the Council and support One Council, One Team approach.

3. How engagement has been used to develop these proposals

- 3.1 Extensive engagement has, and continues to be, a key feature of the approach taken by the Chief Executive and Corporate Directors in the design of the Council's structure. Rather than design a new structure in isolation, it has been a fundamental feature of the approach taken to date that colleagues have had the opportunity to share fully the range of issues that are important to them and to provide feedback on the proposals that have been outlined to date.
- 3.2 In 2020, an initial assessment was undertaken by the Chief Executive which was based on feedback of the Non-Statutory Review together with a review of internal and external information. This led to a draft proposal for a new high-level structure which was subject to engagement with all Directors and Heads of Service in 2020. Following this engagement, the Chief Executive implemented phase one of the high-level structure creating four corporate directors with clear areas of responsibility.
- 3.3 Subsequently, the Chief Executive and Corporate Directors have undertaken significant engagement and review exercises throughout the Winter and Spring of 2021/22.
- 3.4 This has included the feedback received from the Decision-Making Accountability (DMA) review process with a focus on how to align functions more effectively and how to utilise existing resources in the best way possible (see appendix 9 - principles).
- 3.5 All 34 service areas took part in structured conversations, and through that process 620 interviews took place with individuals from front line employees to the Chief Executive. Written feedback was received from 11 colleagues, and 42 colleagues attended drop-in sessions. Feedback was obtained to seek views in relation to how and at what levels of the organisation decision are and should be made, accountability, behaviours and culture and suggestions for service improvements. (An equalities breakdown of interviewees is included at appendix 7).
- 3.6 Detailed feedback was provided to every Corporate Director and Director (or Head of Service if no aligned Director) who then shared it with their management team and staff groups.

- 3.7 Furthermore, the Chief Executive and Corporate Directors have been supported by focussed reviews in specific areas undertaken with external support such as CIPFA's work around implementing a 'Corporate Landlord' model and a review of the Council's Housing Functions.
- 3.8 The Chief Executive and Corporate Directors used all of this feedback and intelligence to develop a set of principles (appendix 9) to underpin the future design of the Council's structure and outlined initial proposals regarding the key alignment of services across the four directorates of the Council in an engagement paper (appendix 8). This was the subject of a further specific engagement exercise with Directors and Heads and Service as well as wider engagement with trade unions and all colleagues. The feedback from this exercise has been reviewed and has informed the current proposals which are now to be tested through a further stage of formal consultation with trade unions and those staff directly affected by the proposals supported by wider engagement with colleagues.

4. Other options considered in making recommendations

- 4.1 As outlined the proposals have been developed following extensive engagement and seek to address the structural issues raised in the Non-Statutory Review and carried forward in to the Together for Nottingham improvement plan. The proposals also seek to ensure that the council management structure has the capability and capacity required to address the broader issues of governance and financial management, as well as keeping abreast of best practice, advocacy, engagement and collaboration. There have been a number of iterations of the structure which have evolved as feedback has influenced the final proposals.
- 4.2 In light of outcomes of the non-statutory review, engagement with the non-statutory intervention provided through the Improvement and Assurance Board (IAB), together with governments recent minded to proposal to introduce a statutory intervention package to secure the council's compliance with its Best Value duty, it is considered imperative to progress at pace these proposals, which are identified as a key action contained in the Together for Nottingham improvement plan. There is not a viable 'do nothing' option.

5. Consideration of Risk

- 5.1 Due regard has been given to managing the risk associated with these proposals. The Council has seen many changes in structure recently, so morale throughout the organisation may be affected. It is imperative that senior officers are cognisant of this in carrying out their staff management responsibilities and that we support them effectively. Support will be available for colleagues proposing these changes as they may also be personally affected. One key aspect is to ensure timely and effective communications through the process, adopting an open and transparent approach with all conversations that need to take place.
- 5.2 A Communications Plan has been prepared to mitigate any negative impact, with key individuals, stakeholders and groups identified, and a clear timeline of activities identified. Conversations with all those affected will take place in a timely manner, to ensure that individuals are kept abreast of proposed changes and how this may affect their roles. Managers will be kept well informed regularly, with dedicated HR resource allocated to each Directorate to support the change process.

5.3 Service delivery is paramount and the changes proposed will be managed to minimise any adverse impact, however, some changes have a greater impact than others, so there will be a period of adjustment required in some service areas. The implementation plan takes into account different phases to mitigate this aspect, with some Directorates ready to implement at an earlier stage than others. The stages of implementation will be clearly communicated throughout the organisation with clear timescales and communication to support the phased implementation. (Appendix 6)

6. Background (including outcomes of consultation)

6.1 Following the initial assessment by the Chief Executive, based on external and internal information and the feedback of the Non-Statutory Review (NSR) a draft proposal was sent to all Directors and Heads of Service in November 2020 seeking to engage with and invite feedback on a new high level structure.

6.2 Responses were received from all divisions with strong support for the proposed four Directorate areas. Feedback identified a number of services within these directorates that were aligned in such a way that the structure was not facilitating / supporting clear decision making and accountability, was creating duplication and was not providing clear direction or priorities.

6.3 Following this engagement and taking on board feedback from the NSR, the Chief Executive implemented phase one of the high level structure creating four corporate directors with clear areas of responsibility. Two of these roles were vacant and recruitment was undertaken with both post holders taking up post on 1st September 2021. As the next phase of the review of high level structure, Corporate Directors were tasked with undertaking a detailed review of each of their Directorates.

6.4 The non-statutory review stated that “a fundamental culture shift is required together with a much simpler structure, working together, with clear accountability and a strong personal and collective performance management regime starting from councillors and focused through the Chief Executive right down the organisation.”

6.5 Following extensive engagement and consultation based on the agreed organisation design principles (appendix 9) a revised senior structure is being proposed for consultation to ensure alignment and decision making is in the right place and that the Council has a fit for purpose structure.

7. Proposals for Each Directorate

7.1 The proposals for each directorate are based on an assessment of their contribution to the strategic objectives to be delivered through the structure as outlined above and have been informed by the extensive engagement and review work that has been undertaken. The detailed proposals for each directorate are provided at appendices 1 – 4a but a high-level summary is provided below.

Communities, Environment and Resident Services

7.2 The proposals include the renaming of the Resident Services Directorate to Communities, Environment and Resident Services Directorate. The proposed structure for the directorate would support the strategic objectives for the future structure of the Council in the following ways:

- 7.2.1 The proposals create strategic capacity to support the City in promoting and celebrating the City and its communities particularly in relation to Tourism, Sport and Events.
 - 7.2.2 Capacity is included in the proposals to strengthen the Council's work in relation to partners, community engagement, community cohesion and community safety.
 - 7.2.3 The alignment of services provides further support for the Council's leadership role in relation to sustainability, environmental management and carbon reduction.
 - 7.2.4 The proposed alignment supports the delivery of effective, efficient, integrated and customer focused front-line services for residents (supported by effective support and enabling functions).
- 7.3 The proposal is to structure the directorate along four divisions as follows
- 7.3.1 Resident Services
 - 7.3.2 Sport, Tourism and Culture
 - 7.3.3 Communities
 - 7.3.4 Carbon Reduction, Energy and Sustainability

Growth and City Development

- 7.4 The proposed structure for the directorate would support the strategic objectives for the future structure of the Council in the following ways:
- 7.4.1 Housing – through the creation of a new Housing Division to include the strengthening of the Council's housing client function and to provide strategic co-ordination and leadership on all housing related functions including preparation for in-housing the councils housing management of its local authority owned stock.
 - 7.4.2 Strengthen the co-ordination of all planning and transport related functions to ensure greater strategic alignment and co-ordination of important place shaping functions of the council.
 - 7.4.3 The creation of a Corporate Landlord model which will integrate all property management and oversight in a more joined up and integrated manner.
 - 7.4.4 Strengthen the capacity within Economic Development to position the council to effectively respond to levelling up policy opportunities for Nottingham and position the City to benefit from a Mayoral Combined Authority.
 - 7.4.5 The alignment of services provides further support for the Council's leadership role in relation to place shaping of the City in driving liveability and quality of place.
 - 7.4.6 The proposed alignment supports the delivery of effective, efficient, integrated and customer focused services for external facing functions.

7.4.7 The proposal is to structure the directorate along three divisions as follows:

Housing

Planning and Transport

Economic Development and Property

Finance and Resources

7.5 The aim of the Finance and Resources Directorate is to provide consistent, effective and timely strategic and operational services to the Council and to its Directorates to enable the objectives and outcomes of the city to be met.

7.6 Without professional and properly resourced enabling services, front line services cannot be safely delivered in line with our legal, statutory and policy framework and which meet our best value requirement and our fiduciary duty to the citizens of Nottingham.

7.7 In particular, services will focus on four broad areas:

7.7.1 Transactional services (such as paying invoices and managing cash).

7.7.2 Compliance based service to ensure that our legal and statutory duties are met.

7.7.3 Directorate advice and support for activities, including commercial activities, to enable the achievement of service plans.

7.7.4 Strategic advice and plans to the Council as a whole.

People

7.8 The proposals for People Services support the Council's core strategic objectives in respect of:

7.9 The retention and alignment of strategy, policy and delivery of core areas of the Council's statutory responsibility and ambitions by maintaining the existing divisional structure of Adults, Children's, Education and Public Health.

7.10 The creation of a revised leadership structure in Education reflects the capacity required to secure the Council's strategic partnerships for Education which focus on achieving outcomes for children in the city.

7.11 The move of Housing Aid to the wider Housing function of the Council and Services to Schools to the Education Division will ensure these specialist services are appropriately aligned.

7.12 The strengthening and alignment of the Council's commissioning capability with the statutory responsibilities and profile of investment in People Services will support strategy, partnership, outcomes for citizens and Best Value. The proposals note the importance of increasing capacity within commissioning to reflect a proportionate investment in managing our commissioned spend.

7.13 The proposal to create a new Business and Performance role at senior level, reporting to and supporting the Corporate Director is proposed to ensure the Directorate functions effectively within the finance, performance and business processes of the Council.

8. Finance colleague comments (including implications and value for money)

8.1 For NCC to address the issues in the Non Statutory Review and become a high performing Council with a financially sustainable outlook, it needs to ensure that its front line and enabling function structures are fit for purpose in terms of both capacity and capabilities.

8.2 This review identifies an optimised management structure to ensure that the council has the necessary leadership and management skills and capacity to provide clear and effective leadership organised with the focus on the customer. It reverses, in a number of areas, previous budget reductions which have led to an overall weakening of the Council's ability to deliver its services to a high quality in line with modern practices.

8.3 The net cost of these proposals is circa £1.311m per annum, made of gross costs of £2.974m with savings from the deletion of posts and existing budgetary provisions totalling £1.663m. For the purposes of costing it is assumed the costs are shared (e.g. with HRA) where possible and that income is only used as the source of funding when a post is dependent on this income.

8.4 The costings assume on costs in addition to base salaries of 33.45% (17.90% employers pension contribution, 15.05% employers National Insurance and 0.50% Apprenticeship Levy) offset by a 4.00% vacancy allowance.

8.5 As the need to implement these changes is urgent, the net funding requirement for the changes will be met initially through the Financial Resilience Reserve (created through past annual underspends) for one year only. Beyond this period, the Council will need to find compensating savings through the integrated MTFP process, primarily through transformation and digitalisation, to meet the long term cost of the structure.

8.6 These figures will be built into the MTFP and the long term savings will form a part of the overall medium terms savings.

Clive Heaphy, Corporate Director, Finance and Resources

9. Legal colleague comments

9.1 The proposals set out for consideration in the report are put forward in accordance with the requirements of the Council's Constitution as identified in the Human Resources comments. Those comments also correctly identify that the proposals trigger consultation requirements which will need to be adhered to in order to minimise the risk of any legal challenge.

Malcolm R. Townroe – Director of Legal and Governance 7 July 2022

10. Other relevant comments – Human Resources

- 10.1 The report outlines a proposal to redesign the organisational senior management structure, with a second ‘phase’ of changes to be undertaken within services at a Divisional level. The initial proposals form a significant restructuring of the Council’s management tiers and require ACOS approval, as changes include the deletion, creation and movement of Chief Officer and Deputy Chief Officers, across Directorates. The proposals provide for a review at ACOS, following CLT feedback, and so meet constitutional requirements.
- 10.2 The changes impact upon a number of employees of the organisation and statutory legislation around consultation will be triggered. This will require the organisation to undertake a minimum period of consultation with its recognised trade union representatives. The timescales provided (appendix 5) indicate that at least 45 days consultation will be required. Affected employees will need to be consulted with in relation to the changes and how they are personally impacted, therefore it is critical that the relevant management groups are advised and supported appropriately to undertake this process effectively and to help manage associated risks. It should also be noted that managers may themselves be affected by the proposals. However considerable engagement and internal communication has already taken place which will significantly help.
- 10.3 The proposal embeds the new leadership behaviours, by adding these into the job descriptions of all Senior Leadership roles within the Council. Managers will hold conversations with all colleagues whose job descriptions have received this amendment to support the embedding.
- 10.4 An equality impact assessment has been undertaken to understand the potential impact of the proposed changes, including against the existing workforce profile (appendix 10). The Council is underrepresented by colleagues with protected characteristics across its workforce and this is also the case across our senior leadership and management team (‘SLMG’ colleagues). Further consideration should also be given to the opportunity to help address this under representation when new, vacant roles are advertised, following the consultation process. Any appointments to Chief or Deputy Chief Officer arising from the recommendations will follow due process through the consultation period and our legal requirements linked to protecting staff from redundancy where possible. If new appointments are made these will follow due process under the constitution.

Andrew Griffiths, Senior HR Consultant, 30 June 2022

11. Crime and Disorder Implications (If Applicable)

11.1 N/a

12. Social value considerations (If Applicable)

12.1 N/a

13. Regard to the NHS Constitution (If Applicable)

13.1 N/a

14. Equality Impact Assessment (EIA)

14.1 Has the equality impact of the proposals in this report been assessed?

No:

An EIA is not required because:

Yes:

14.2 Attached as Appendix 10, and due regard will be given to any implications identified in it.

15. Data Protection Impact Assessment (DPIA)

15.1 Has the data protection impact of the proposals in this report been assessed?

No:

15.2 No DPIA is needed specifically for the production of this report as there is not a high data protection risk in the report itself; you are not naming individuals in it or using any other identifiers in the report. Furthermore, you are not targeting individuals in the report in any way and the information does not relate to anyone's individual pay or performance.

15.3 The wider DMA project may need a DPIA as it involves the collection of some personal data from staff across the Council. This is being taken forward as a separate action.

Theresa Pollard 1st July 2022.

Yes:

16. Carbon Impact Assessment (CIA)

16.1 Has the carbon impact of the proposals in this report been assessed?

No:

16.2 A carbon impact assessment is not required as the changes will not impact the delivery of strategic objectives.

Wayne Bexton – Director of Carbon Reduction, Energy and Sustainability – 7th July

17. List of background papers relied upon in writing this report (not including published documents or confidential or exempt information)

17.1 N/a

18. Published documents referred to in this report

Non-Statutory Review of Nottingham City Council, Max Caller CBE, November 2020

Together for Nottingham, Recovery and Improvement Plan, Nottingham City Council 2022

Letter from Max Soule, DLUHC, proposing Statutory Intervention Package including appointment of Commissioners, 23 June 2022

SCHEDULE OF APPENDICES – ACOS 18 JULY 2022

Number	Title	Summary
Appendix 1	Communities Environment and Resident Services	Report detailing the proposed Directorate vision and changes
Appendix 1a	Communities, Env Resident Svs proposed structure	Proposed Directorate senior level structure chart
Appendix 2	Finance and Resources	Report detailing the proposed Directorate vision and changes
Appendix 2a	Finance and Resources proposed structure	Proposed Directorate senior level structure chart
Appendix 3	Growth and City Development	Report detailing the proposed Directorate vision and changes
Appendix 3a	Growth and City Development proposed structure	Proposed Directorate senior level structure chart
Appendix 4	Peoples Directorate	Report detailing the proposed Directorate vision and changes
Appendix 4a	Peoples proposed structure	Proposed Directorate senior level structure chart
Appendix 5	Consultation timetable	Proposed timetable for consultation.
Appendix 6	DMA Review project plan	Proposed timeline for service reviews over the next year/18 months
Appendix 7	EDI Data	EDI data giving breakdown of DMA interviews.
Appendix 8	Phase two Council Structure Report for Engagement	
Appendix 9	Principles	Organisation design principles and DMA principles
Appendix 10	EIA Senior Management Review 2022 v1	