

Appointment and Conditions of Service Committee – 5 December 2024

Title of paper:	Revision to Council's Senior Structure – Transformation and Change	
Director(s)/ Corporate Director(s):	Sajeeda Rose, Chief Executive	Wards affected: ALL
Report author(s) and contact details:	Lee Mann, Strategic Director of HR and EDI Lee.Mann@nottinghamcity.gov.uk	
Other colleagues who have provided input:	Beth Brown, Interim Director of Legal and Governance (MO) Clare Williams, Assistant Director Strategic Finance	
Date of consultation with Portfolio Holder(s)	27 November 2024	
Does this report contain any information that is exempt from publication? No		
Relevant Council Plan Outcome:		
Green, Clean and Connected Communities	<input checked="" type="checkbox"/>	
Keeping Nottingham Working	<input checked="" type="checkbox"/>	
Carbon Neutral by 2028	<input checked="" type="checkbox"/>	
Safer Nottingham	<input checked="" type="checkbox"/>	
Child-Friendly Nottingham	<input checked="" type="checkbox"/>	
Living Well in our Communities	<input checked="" type="checkbox"/>	
Keeping Nottingham Moving	<input checked="" type="checkbox"/>	
Improve the City Centre	<input checked="" type="checkbox"/>	
Better Housing	<input checked="" type="checkbox"/>	
Serving People Well	<input checked="" type="checkbox"/>	
Summary of issues (including benefits to citizens/service users):		
<p>The report proposes the addition of a new fixed term post to the Council's senior structure, that will lead on Transformation and Change. Additional senior capacity is now required given the Council's position to lead on the Transformation and Change agenda, which will be increasingly critical to delivering a revised budget strategy and the Council's Improvement Plan.</p>		
Recommendation(s):		
1	To approve the proposal to create an additional, two-year fixed term, Strategic Director of Transformation and Change within the Council's structure, which will also provide leadership and oversight for the Customer Services and IT functions as key enabling services.	
2	To note that as an interim arrangement, the proposed Strategic Director of Transformation and Change will report to the Chief Executive alongside the Director of Legal and Governance and Strategic Director of HR and Equality and Diversity and Inclusion prior to options for a permanent management structure being presented to the Appointments and Conditions of Service Committee for consideration and approval.	

1. Reasons for recommendations

- 1.1 The Chief Executive, as Head of Paid Service, has a duty under Section 4 of the Local Government and Housing Act 1989 to keep the organisation's staffing structure under review, and to put forward proposals to the council they deem necessary in order to deliver the Council's strategic priorities. In the current context of Nottingham City Council, by way of Directions issued to the Council on 22 February 2024, the Secretary of State has enabled Commissioners to exercise all functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff.
- 1.2 Following the resignation of the Assistant Chief Executive (Director of Policy, Performance and Communications) who had previously also led on transformation and change, the Council went out to recruit. With the additional focus on transformation within the role and the current operating context of the Council, the selection panel felt the role to be too broad to attract the right calibre of candidate to deliver the Council's priorities which became evident following the recruitment process and lack of candidates that came forward with the range of skill sets required.
- 1.3 The proposal contained within this report seeks to ensure that the Council's senior officer structure provides sufficient resources to deliver the Authority's functions in relation to the corporate transformation agenda given how critical that will be as part of delivering the overall improvement the Council needs to achieve.
- 1.4 As per the Article 9 of the Council's Constitution, the Appointments and Conditions of Service Committee (ACOS) approve proposals for any significant restructure of the Council's management, where it involves the transfer, addition or deletion of a Chief Officer or Deputy Chief Officer post to or from a directorate.

2. Other options considered in making recommendations

- 2.1 Retention of the Transformation and Change functions within the remit of the Assistant Chief Executive (Director of Policy, Performance and Communications) has been considered. Recent recruitment activity has shown broadening the remit of the role didn't produce the calibre of candidates required to fill the post substantively and therefore the option to disaggregate the functions has been taken to strengthen capacity and capability in the senior structure of the Council.

3. Consideration of Risk

- 3.1 The proposal to create an additional Strategic Director position to lead on transformation and change for the organisation will also bring together key enabling functions within its remit, enabling improved accountability across services that will be instrumental to successful delivery of transformation and change. The proposal for the additional temporary post will mitigate current risks in relation to transformation, operational delivery, regulatory requirements and delivery of budget savings.

4. Background (including outcomes of consultation)

- 4.1 The Council is a large and complex organisation with a turnover of circa £1.1 billion per annum, c.6600 staff, together with a number of arm's length company arrangements. The Council needs to be able to demonstrate sufficient senior management capacity to successfully improve grip and assurance in relation to improving corporate governance and financial management, together with the necessary capacity to drive transformational improvement and change in order to maintain or improve outcomes at lower cost.
- 4.2 Previously, transformation and change, including the Corporate PMO function has been within the remit of the Assistant Chief Executive (Director of Policy, Performance and Communications) post. The IT function currently reports into the Corporate Director of Finance and Resources.
- 4.3 The proposed Strategic Director of Transformation and Change will lead the Corporate PMO, Change & OD, Transformation, IT and Customer Services functions. This will provide additional leadership capacity in delivering against the Council's Improvement Plan priorities and the Budget Strategy. In addition, bringing key enabling services together under a single Strategic Director will provide additional accountability and partnership working across the functional areas.
- 4.4 Temporarily disaggregating the IT function from within Finance and Resources directorate will provide additional capacity within the remaining Finance function to be spent on delivering a balanced budget, reviewing the finance operating model and delivering a new service offer within the finance function.
- 4.5 As reported to Council on 11 November 2024, the interim changes to reporting lines within Finance and Resources include the move of the Strategic Director of Legal and Governance (MO) and Strategic Director of HR & EDI to report directly into the Chief Executive prior to options for a permanent management structure being presented to the Appointments and Conditions of Service Committee for consideration and approval.
- 4.6 At this stage no change is proposed in the number or grading of posts of Directors and Heads of Service within the revised structures. As part of the budget consultation process, it is proposed that the Council as a whole reviews management spans and layers of management, on behalf of the Chief Executive, taking into account changes transformational savings programmes which will provide opportunities to reduce the costs of management in due course, as part of the council moving towards a revised operating model.

5. **Commissioner comments**

- 5.1 Confirmation that proposal can proceed.
29th November 2024

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

- 6.1 This post will be funded through a combination of capital and transformation budget. Finance will review the option to capitalise some or all of the cost for this post as soon

as more clarity on the proportion of activity carried out which relates to capital transformation projects is known.

Clare Williams
Strategic Finance Lead
27 November 2024

7. Legal colleague comments

7.1 In accordance with section 4 of the Local Government and Housing Act 1989 where they consider it appropriate to do so, it is the duty of the Head of Paid Service to prepare a report for the authority setting out their proposals that detail;

(a) the manner in which the discharge by the authority of their different functions is co-ordinated;

(b) the number and grades of staff required by the authority for the discharge of their functions;

(c) the organisation of the authority's staff; and

(d) the appointment and proper management of the authority's staff.

This report is prepared in pursuance of that duty.

7.2 In accordance with the Terms of Reference for the Appointments and Conditions of Service Committee in Article 9 of the Council's constitution it is the responsibility of the Committee to approve proposals for any significant restructure of the Council's management, where it involves the transfer, addition or deletion of a Chief Officer or Deputy Chief Officer post to or from a directorate.

7.3 This report seeks to create a new Strategic Director who within our constitution is a Deputy Chief Officer.

7.4 The Commissioners appointed on 22 February 2024 by the Secretary of State have the ability by virtue of powers granted under section 15 of the Local Government Act 1999

- To agree as necessary any changes needed to the Authority's operating model and redesign of council services to achieve value for money and financial sustainability.
- To implement an improved officer structure and performance management framework for the Authority which provides sufficient resources to deliver the Authority's functions in an effective way.

Beth Brown
Head of Legal
27 November 2024

8. HR comments

- 8.1 The proposal reflects the scale of the challenge and specific, specialist skill sets required within the Chief Officer cohort to deliver the Council's objectives. With the additional challenges of delivery of change and transformation, additional leadership capacity across these and related functional areas will mitigate the risks of non-delivery.
- 8.2 In relation to the wider Council structure, reviews will be established to identify further organisational design opportunities where services are grouped together to improve collaboration, service delivery and further transformation opportunities. This will also include a consistent application of management tiers and spans of control across the organisation, which will seek to identify further savings from management cohorts across the council's structure.
- 8.3 Recruitment to the proposed role on an interim basis will be subject to Article 14 (Officer Employment Procedure Rules) of the Constitution.

Lee Mann
Strategic Director of HR & EDI
19 November 2024

9. Crime and Disorder Implications

9.1 Not applicable

10. Social value considerations

10.1 Not applicable

11. Regard to the NHS Constitution

11.1 Not applicable

12. Equality Impact Assessment (EIA)

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

No

Yes

13. Data Protection Impact Assessment (DPIA)

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

No

Yes

14. Carbon Impact Assessment (CIA)

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

No

Yes

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

15.1 None

16. **Published documents referred to in this report**

16.1 Articles 9 and 14 of Nottingham City Council's Constitution