



**Report of Terry Collins, Chief Executive**

**Councillor Brian Stephens, Cabinet Portfolio Holder for  
Neighbourhoods and Local Partnerships**

**Councillor Kevin Shaw, Cabinet Portfolio Holder for Housing and  
Assets**

**Councillor Carl Marshall, Cabinet Portfolio Holder for Economic  
Regeneration**

**Councillor Joy Allen, Cabinet Portfolio Holder for Transformation,  
Culture and Tourism**

**Electoral division(s) affected:**

None

**Purpose of the Report**

- 1 To seek Council approval to establish two new posts of:
  - Corporate Director Regeneration, Economy and Growth
  - Corporate Director Neighbourhoods and Climate Change
- 2 To inform Council of the deletion of the posts of Corporate Director Regeneration and Local Services and the Director of Transformation and Partnerships and the subsequent re-distribution of responsibilities to other posts.

**Executive summary**

- 3 Ian Thompson, Corporate Director Regeneration and Local Services has resigned from his post and will leave the organisation in January 2020. This has provided an opportunity to review the structure of the Corporate Management Team, ensuring leadership is aligned to the council's strategic priorities and that appropriate resources are in place to deliver the wider partnership vision for the county.

- 4 Having considered the current span of responsibility and level of workload associated with the current Corporate Director Regeneration and Local Services role and the significant and increasing focus on regeneration, climate change and the environment, it is proposed to delete this role and establish two new Corporate Director posts as follows;
  - Corporate Director Regeneration, Economy and Growth;
  - Corporate Director Neighbourhoods and Climate Change.
- 5 The Director of Transformation and Partnerships submitted an application for voluntary redundancy which given the naturally time limited nature of the transformation programme and the significant milestones achieved across all major projects has been approved. Accordingly the post will be deleted from the structure.
- 6 Details of the proposed changes including the proposed re-alignment of Heads of Services are set out in the report.

### **Recommendation(s)**

- 7 Council is recommended to:
  - i) Approve the creation of two new posts of Corporate Director Regeneration, Economy and Growth and Corporate Director Neighbourhoods and Climate Change; and
  - ii) note the deletion of the Corporate Director of Regeneration and Local Services post and the Director of Transformation post and consequent proposed changes

## **Background**

### **Regeneration and Local Services**

- 8 The role of Corporate Director of Regeneration and Local Services was established in October 2016 and amalgamated the former Neighbourhood Services and Regeneration and Economic Development service groupings.
- 9 Since then, the council has evolved, and new priorities have been identified. In particular, the volume and scale of regeneration projects, which are vital for the county to prosper, has grown significantly. It is anticipated that the council could continue to attract new regeneration and growth opportunities although it is important there is the required capacity and leadership to take forward this important area of work so that these can be delivered.
- 10 Major regeneration projects such as developments at INTEGRA 61 at Bowburn, Jade Enterprise Zone (adjacent to Dalton Park), Forrest Park development at Newton Aycliffe, Milburngate, Aykley Heads and University developments in Durham city will require significant work to deliver. The council also has a strategic role in relation to housing, asset management and planning matters in the county which will require dedicated leadership and strategic focus. Attracting new developments and regeneration opportunities will continue to be a key area of focus for the council in the future. The council is also committed to delivering its Towns and Villages regeneration programme.
- 11 Climate change and the environment are major priorities for the council and residents. It is important that the council has appropriate leadership in place across these priorities to ensure it can shape and influence policy whilst delivering high quality services that are valued by local residents.
- 12 The council declared a climate change emergency on 20 February 2019 which included ambitious targets to reduce its own carbon emissions (60% by 2030) and to investigate what further actions are necessary to make County Durham carbon neutral by 2050. To achieve these targets strategic focus and leadership is required working with partners and organisations across the county and region.
- 13 The council's highways asset is vital to allow the transportation of our residents, visitors and businesses across the county. The asset incurs significant investment and management whilst the effective delivery of services such as refuse and recycling, street cleaning, grounds maintenance and street lighting are critical frontline services.

## **Transformation and Partnerships**

- 14 The council has been successfully implementing one of the largest transformation programmes in the country. Review meetings with the Director of Transformation and Partnerships have established that the major projects within the programme have now been developed sufficiently to provide a natural transition to business as usual.
- 15 The HQ project is now on site for construction with risk transferred to the developer. All co-ordination and programming with the strategic sites in Crook, Spennymoor, Seaham and Meadowfield has been completed, with Crook providing the blueprint for the council's smarter working arrangements. Completed on time and to budget and, most importantly, with evaluation showing that staff feel more productive and have a better work life balance in the new arrangements, the lessons learned from Crook are now being applied to all strategic sites and the staff move from County Hall.
- 16 Moving the council's archives out of County Hall and creating an innovative new history centre is also at an advanced stage, with designs favourably received across all AAPs and a planning application imminent.
- 17 Unitisation of strategic support services has been completed and the transformation of business services is very well advanced, with all savings targets delivered or on track to be delivered.
- 18 The wide ranging and inclusive process to develop a new vision to drive partnership working for the next decade has been completed. Now in their second decade, AAPs continue to be an innovative and sector-leading example of how to work well in partnership and deliver genuine community engagement on the ground.

## **Issues for Consideration**

- 19 The resignation of the Corporate Director of Regeneration and Local Services and the voluntary redundancy request of the Director of Transformation and Partnerships provides an opportunity to review the structure of the Corporate Management Team (CMT).
- 20 The current CMT structure (appendix 2) and the proposed new structure (appendix 3) are attached to this report.
- 21 It is considered that the proposed new structure provides capacity to allow the council to more effectively manage the services it provides.

- 22 It is proposed there will be no change to the associated Head of Services roles within Regeneration and Local Services, re-alignment will be required as demonstrated below:

**Corporate Director Regeneration, Economy and Growth**

- Managing Director Business Durham
- Head of Development and Housing
- Head of Corporate Property and Land
- Head of Transport and Contract Services
- Head of Culture, Sport and Tourism

**Corporate Director Neighbourhoods and Climate Change**

- Head of Technical Services
- Head of Environment
- Head of Community Protection Services
- Head of Partnerships and Community Engagement

- 23 Whilst the current arrangements have served the council well, moving forward it is vital there is the necessary leadership capacity to enable us to achieve our ambitions, with a continued focus on building a high-quality economy, addressing the challenge of climate change and ensuring the provision of customer focussed environmental services.
- 24 The proposals reflect the council's strategic approach to creating more, better paid jobs and the focus on regeneration activity across the county, which is attracting significant investment. This area requires significant strategic capacity and focus to ensure County Durham can continue to maximise economic opportunities in an ever more competitive environment whilst continuing to work on existing initiatives such as Town and Village Masterplans and the development of the strategic employment site at Aykley Heads.
- 25 Climate change and the environment dominate the national and local agenda. The council is taking a leading role in developing a commitment to environmental responsibility and has a desire to lead across the county and country on climate change. The report sets out that it is vital that the council demonstrates leadership in this area that is a key focus now and into the future.

- 26 The role profiles for the two newly proposed Corporate Director posts are attached at appendix 4 and 5. The annual salary for both roles is £148,583.
- 27 The voluntary redundancy application from the Director of Transformation and Partnerships was approved by the Corporate Director of Resources in consultation with the relevant Cabinet members under delegated powers in accordance with the Council's Pay Policy and officer scheme of delegation. This has been supported on the basis that there is a well-established and appropriately managed transformation agenda including governance and project management arrangements to support progression of key council projects as well as the move to the new headquarters site.
- 28 In supporting this voluntary redundancy, and associated deletion of the Director of Transformation and Partnerships post, existing Heads of Service will be re-aligned as follows;

<b>Head of Service</b>	<b>Re-aligned to:</b>
Head of Strategy	Corporate Director of Resources
Head of Communications and Marketing	Chief Executive
Head of Transformation	Corporate Director of Resources
Head of Partnerships and Community Engagement	Corporate Director Neighbourhoods and Climate Change

### **Approval of New Posts**

- 29 In accordance with the Council's Pay Policy Statement, the creation of any new Corporate Director post requires the approval of council.
- 30 Subject to approval a meeting will then be held with the Chief Officer Appointments Committee who are involved in appointments at Chief Officer level within the Authority with a view to recruiting to the posts.

### **Conclusion**

- 31 This report sets out details of the deletion of the post of Corporate Director Regeneration and Local Services and the creation of two new posts of Corporate Director Regeneration, Economy and Growth and Corporate Director Neighbourhoods and Climate Change. The proposals will enable the Council to have a better strategic focus on

existing and future regeneration projects, growing the economy, climate change and the portfolio associated with the environment.

- 32 The deletion of the role of Director of Transformation and Partnerships will also offset the cost of the proposals.
- 33 It is proposed that affected Heads of Service will be re-aligned as outlined in this report.

### **Background papers**

- None

### **Other useful documents**

- None

### **Author(s)**

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## **Appendix 1: Implications**

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### **Legal Implications**

In considering the proposals for new posts and approving the voluntary redundancy of the Director of Transformation post, regard has been had to the Openness and Accountability in Local Pay Guidance. The proposals are in accordance with the Council's Pay Policy.

### **Finance**

The net cost of deleting the posts of Corporate Director Regeneration and Local Services and Director of Transformation and Partnerships and creating the two new posts set out in this report is £27,700 including on-costs. These costs can be accommodated from efficiencies within the cash limit budgets without impacting on MTFP10.

### **Consultation**

Consultation on proposals has taken place with trade unions and affected Heads of Service.

### **Equality and Diversity / Public Sector Equality Duty**

Recruitment will be undertaken in accordance with the Council's policy and procedures.

### **Climate Change**

The restructure report includes proposals to create new posts, one of which has a strategic focus on the environment and climate change.

### **Human Rights**

No specific issues relevant to this report.

### **Crime and Disorder**

N/a

### **Staffing**

Staffing proposals are as set out in the report.

### **Accommodation**

N/a



**Risk**

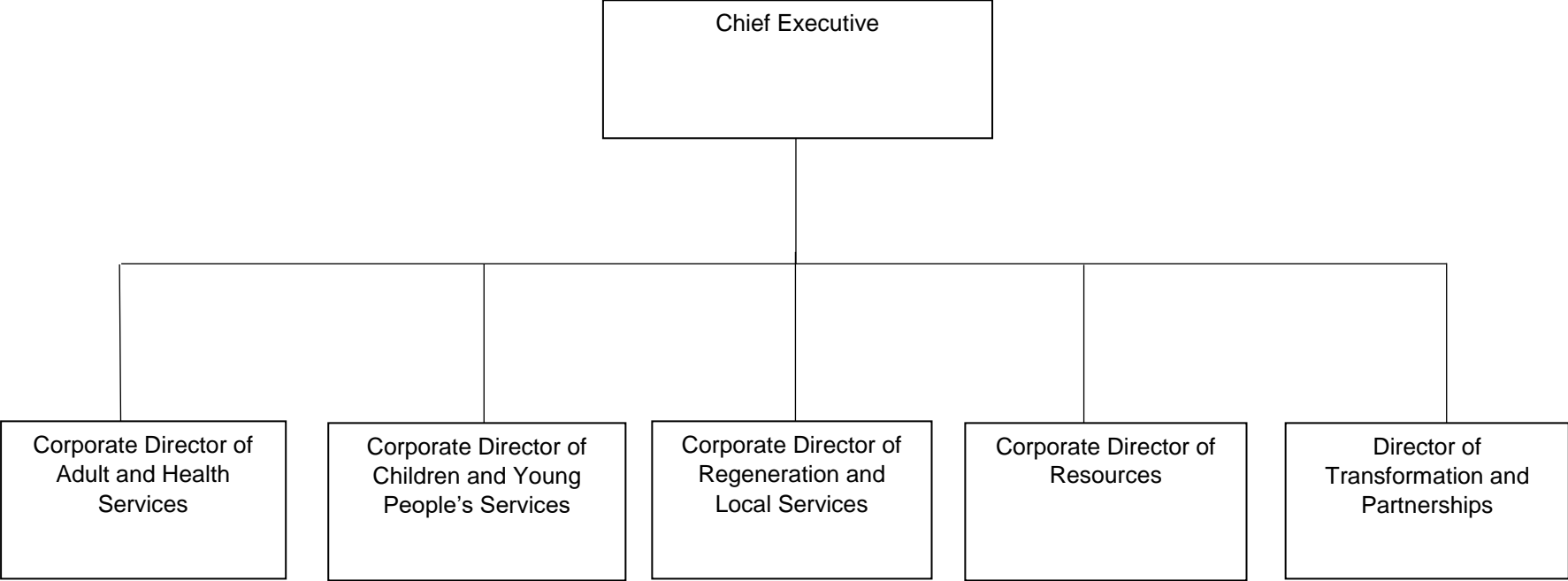
The report sets out proposals for CMT structural changes which will ensure the structure is aligned to the Councils priorities.

**Procurement**

N/a

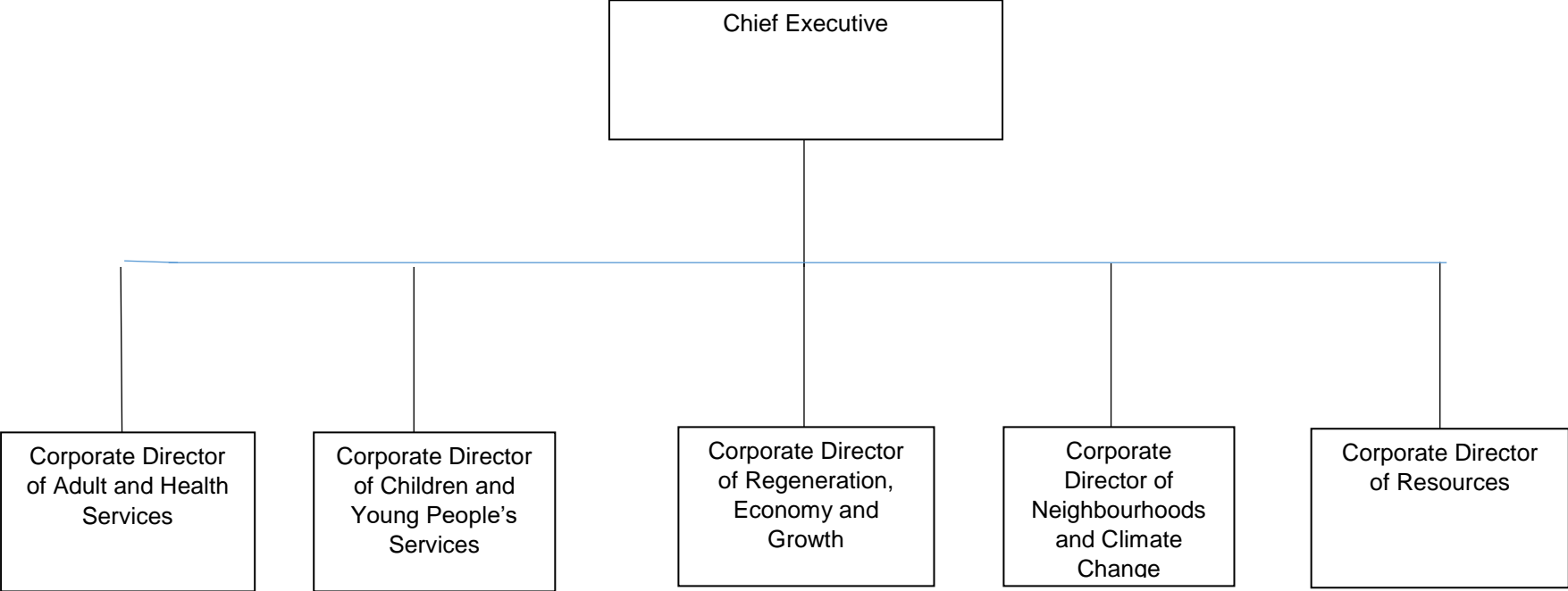
**Appendix 2**

**Existing CMT Structure**



**Appendix 3**

**Proposed CMT Structure**



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## **Appendix 4: Job Description - Corporate Director of Regeneration, Economy and Growth**

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<b>Job Title:</b>	Corporate Director of Regeneration, Economy and Growth
<b>Reports to:</b>	Chief Executive Officer
<b>Direct Reports:</b>	Heads of Service within Service Area
<b>Job Purpose:</b>	To take a corporate role in supporting the Chief Executive, the Leader and the Cabinet to achieve the Council's vision for the residents and communities of County Durham. Take the lead role on the Council's approach to regeneration and economy, leading the delivery of services within the portfolio.

### **Corporate Responsibilities:**

Member of the Corporate Management Team developing a strong corporate approach to all aspects of council business. Ensuring all council assets, skills, resources, influence and intelligence are collectively focused to maximise impact on priority policy areas.

### **Key Corporate Tasks - shared accountability with the Chief Executive and other Directors to:**

- Develop, deliver and achieve strategic priorities, objectives, values and long- term vision for the council;
- Provide advice and support to Councillors;
- Develop and maintain a one organisation ethos with demonstrable commitment to corporate culture;
- Manage overall performance of the council;
- Ensure a corporate approach which provides visible and effective leadership, and which focuses on outcomes for customers and the community;

- Develop the Council's wider leadership role and delivery of effective partnership working;
- Lead on major cross-cutting theme(s) and/or whole council 'champion' for a geographical area;
- Ensure implementation of corporate policy covering the control of Health and Safety risks.

### **Service Responsibilities:**

The provision of all services within County Durham related to:

- Business Durham;
- Economic development and housing
- Corporate property and land
- Transport and contract management
- Culture, sport and tourism

### **Key Directorate Tasks:**

- Lead on the development of strategy and policy
- Lead on development and delivery of a customer focused approach, including the establishment of consultation frameworks and the development of services in response to feedback.
- Drive service excellence and sound financial management promoting a culture of value for money, innovation, performance management and empowerment amongst individuals and teams to ensure continuous improvement.
- Represent the Council at local, regional and national forums, and take the lead role in developing regional partnerships with the public, private and voluntary sectors
- Ensure required responses are made to national agenda and legislation.

- Undertake any relevant statutory duties and responsibilities on behalf of the Council associated with the role.
- Ensure provision of advice and guidance to the Chief Executive, the Cabinet and the Overview and Scrutiny Committee as required;
- Ensure the principles of equality and diversity and the Council's other corporate values are embraced and underpin all work for employees and service users;
- Accountable for the effective management and deployment of all resources;
- Build capacity and develop skills to enable the Council to deliver on its priorities and ambitions;
- Ensure that effective and efficient Health, Safety and Welfare systems are in place.

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## **Appendix 5: Job Description – Corporate Director of Neighbourhoods and Climate Change**

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<b>Job Title:</b>	Corporate Director of Neighbourhoods and Climate Change
<b>Reports to:</b>	Chief Executive Officer
<b>Direct Reports:</b>	Heads of Service within Service Area
<b>Job Purpose:</b>	To take a corporate role in supporting the Chief Executive, the Leader and the Cabinet to achieve the Council's vision for the residents and communities of County Durham. Take the lead role on the Council's approach to climate change and environment leading the delivery of services within the portfolio.

### **Corporate Responsibilities:**

Member of the Corporate Management Team developing a strong corporate approach to all aspects of Council business. Ensuring all Council assets, skills, resources, influence and intelligence are collectively focused to maximise impact on priority policy areas.

### **Key Corporate Tasks - shared accountability with the Chief Executive and other Directors to:**

- Develop, deliver and achieve strategic priorities, objectives, values and long- term vision for the Council;
- Provide advice and support to Councillors;
- Develop and maintain a one organisation ethos with demonstrable commitment to corporate culture;
- Manage overall performance of the Council;
- Ensure a corporate approach which provides visible and effective leadership, and which focuses on outcomes for customers and the community;
- Develop the Council's wider leadership role and delivery of effective partnership working;

- Lead on major cross-cutting theme(s) and/or whole council 'champion' for a geographical area;
- Ensure implementation of corporate policy covering the control of Health and Safety risks;

### **Service Responsibilities:**

The provision of all services within County Durham related to:

- Climate change strategy
- Environmental services
- Community protection services
- Technical services
- Partnerships and community engagement
- CCU and community safety

### **Key Directorate Tasks:**

- Lead on the development of strategy and policy
- Lead on development and delivery of a customer focused approach, including the establishment of consultation frameworks and the development of services in response to feedback.
- Drive service excellence and sound financial management promoting a culture of value for money, innovation, performance management and empowerment amongst individuals and teams to ensure continuous improvement.
- Represent the Council at local, regional and national forums, and take the lead role in developing regional partnerships with the public, private and voluntary sectors
- Ensure required responses are made to national agenda and legislation.
- Undertake any relevant statutory duties and responsibilities on behalf of the Council associated with the role.



- Ensure provision of advice and guidance to the Chief Executive, the Cabinet and the Overview and Scrutiny Committee as required;
- Ensure the principles of equality and diversity and the Council's other corporate values are embraced and underpin all work for employees and service users;
- Accountable for the effective management and deployment of all resources;
- Build capacity and develop skills to enable the Council to deliver on its priorities and ambitions;
- Ensure that effective and efficient Health, Safety and Welfare systems are in place.