

**By:** Roger Gough – Leader  
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**To:** County Council

**Date:** 10<sup>th</sup> December 2020

**Subject:** Realignment of Top Tier posts in the Growth, Environment and Transport Directorate

**Classification:** Unrestricted

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**SUMMARY:** This paper sets out proposals to realign senior posts and Divisions in the Growth, Environment and Transport Directorate. This would see the deletion of two current Director roles and the introduction of two new Director roles reporting to the Corporate Director. There would also be changes to a third Director post.

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## **1. RECOMMENDATIONS**

- 1.1 The County Council is invited to approve the recommendation of the Personnel Committee to agree:
- the deletion of the posts of Director Environment, Planning and Enforcement and Director Economic Development in the Growth, Environment and Transport Directorate.
  - the introduction of three new Divisions, each headed by a new Director role – Transportation; Environment and Waste; and Growth and Communities.
  - consequential amendments to the current role of Director Highways and Waste
  - that the new structure will operate from 1 April 2021 and that the selection to the new posts will begin immediately if the County Council endorses the recommendation. The current proposal would result in the Director Highways and Waste being “slotted” under existing HR policies to the new post of Director - Transportation. Appointments to the other two posts will be made by Personnel Committee through a Member Appointment Panel

## **2. INTRODUCTION**

- 2.1 The current organisational structure of the Growth, Environment and Transport (GET) Directorate consists of four Divisions. Three of these - Highways, Transportation and Waste; Environment, Planning and Enforcement; and Economic Development are led by Directors and the fourth, Libraries, Registration and Archives, by a Head of Service.
- 2.2 This structure was introduced in October 2014 and has worked well since then. However, the Council’s priorities have evolved over the last six years,

as reflected in changes to the Cabinet posts which have responsibility for the Directorate's services, and it has been determined that these priorities will be better achieved and the needs of customers and service users better met if there is a change to the way the Divisions within the Directorate are configured.

- 2.3 The Corporate Director, Growth, Environment and Transport has worked with her Divisional Management Team (DMT) and senior managers (SMF) over the last few months to review the enablers, barriers, and key actions required to achieve the ambitions for the future direction of GET services, including looking at the optimum future shape for delivery.
- 2.4 The conclusions from the detailed analysis undertaken confirmed that a restructure was both timely and required. The feedback demonstrated a clear rationale to review how functions and services were arranged within the directorate and to re-align these with strategic priorities and customer need.
- 2.5 A set of design principles were agreed which provided the basis for the current proposals and allow better alignment to the Authority's strategic priorities and customer need.

### **3 ORGANISATION DESIGN APPROACH**

- 3.1 The approach taken by the Corporate Director GET to Service Redesign has followed the Authority's best HR/OD practice guidance for effective organisation design. The focus of the work has been to take a high level approach to GET's functions and services, linking strategy to operational delivery.
- 3.2 The Redesign activity identified key workstreams required to support the restructure, recognising that a restructure alone does not serve to exploit all opportunities for development and improvement nor address all challenges being faced by the Directorate.
- 3.3 As part of the approach, design principles have been proposed which build on the feedback from the first phase of engagement with managers across the Directorate. The effectiveness of the new structure will be assessed against these principles.
- 3.4 The Corporate Director GET has set out the following ambition for the new structure: "As the overarching fundamental driver of change, a new GET structure should unlock ambition, innovation, normalise collaboration and cooperation and drive the sharing of knowledge and expertise with a focus on shaping places and serving communities in all their guises."
- 3.5 The structure has been designed to:
  - Align with and reflect the Council's strategic priorities and increasing focus on outcomes and impact
  - Taking account of Council policy decisions and priorities as well as our statutory responsibilities), enable GET to shape services to existing

customers' needs and non-users needs using an evidence and intelligence led approach

- Build our resilience and enable flexibility in responding to changing priorities and demands
- Deliver greater levels of transparency and consistency in accountability and responsibility
- Facilitate a direct relationship between strategic priorities and associated delivery by bringing together teams delivering similar outcomes and impacts
- Drive efficiency particularly by reducing duplication and bureaucracy
- Achieve a better balance across GET in Director's responsibilities and resources
- Be affordable.

3.6 The proposed structure which is explained in section 4 of this report has been assessed against these principles and it is believed that the structure meets the objectives set out.

#### 4 PROPOSED TOP TIER DIRECTORATE STRUCTURE

4.1 Three new Divisions are proposed, each headed by a Director level post. The Divisions are Environment and Waste; Transportation; and Growth and Communities. The strategic responsibilities and associated functions for each role are detailed below, along with estimates of the net revenue budget and staffing numbers for each Division.

4.2 The proposed shape represents a realignment of current functions within the Directorate, although over the next few months consideration will be given to a movement of some activity providing whole Council support into the Corporate structure and whether there are any functions elsewhere in the organisation that align more closely with these three strategic areas and should move into this Directorate. These considerations would have no impact on the overall proposed shape or the balance of responsibilities across the three new Divisional Directors.

4.3 The four Cabinet Members with responsibility for GET services have all indicated that they are supportive of these proposals.

4.4 The responsibilities of the three new Director post are summarised below:

<b>DIRECTOR OF TRANSPORTATION</b>	
<b>£68.9m</b> net revenue budget <b>455/697</b> FTE/Headcount	
<b>STRATEGIES</b>	Transport for the South East Local Transport Plan 4/5 Well Managed Highways/Asset Mgt Plan Kent Rail Strategy Freight Action Plan Active Travel Strategy

<b>SERVICE LEVEL STRATEGIES</b>	Road Casualty Reduction Strategy Winter service Policy
<b>FUNCTIONS</b>	<p>Services involved with the management of the highway (and related) assets including bridges, drainage, streetlighting and footways in Kent.</p> <p>Specific public transport services including the ENCTS concessionary fare scheme, subsidised bus schemes and the Kent Travel saver as well as managing the provision of SEN transport on behalf of the CYPE Directorate.</p> <p>Transport related capital programme including schemes funded by such programmes (but not limited to) the HIF, Local Growth Fund, Get Britain Building.</p>

<b>DIRECTOR OF ENVIRONMENT AND WASTE</b>  <b>£78.3m</b> net revenue budget <b>205/329</b> FTE/Headcount	
<b>STRATEGIES</b>	<p>KES &amp; ELES Climate Change Adaptation Plan Kent Waste Strategy</p> <p>Kent Minerals and Waste Local Plan Kent Joint Municipal Waste Strategy AONB Management Plans Biodiversity Strategy Heritage strategy</p>
<b>SERVICE LEVEL STRATEGIES</b>	<p>Local Flood Risk Management Strategy PROW Improvement Plan Country Parks Strategy Pollinator plan</p>
<b>FUNCTIONS</b>	<p>Sustainable businesses and communities Waste services including waste infrastructure, planning and development, and waste compliance Minerals &amp; Waste Local Plan Natural, historic and coastal environment</p> <p>Country Parks, PROW and Explore Kent Host Countryside Partnerships, Kent Downs AONB and partner to High Weald AONBs.</p>

<b>DIRECTOR OF GROWTH AND COMMUNITIES</b>	
£23.4m net revenue budget 619/1123 FTE/Headcount	
<b>STRATEGIES</b>	R and R / E&P Strategy Kent Design Guide GIF Housing strategy LRA Strategy Cultural strategy Digital strategy
<b>SERVICE LEVEL STRATEGIES</b>	Community Safety Agreement & Framework Strategic Framework for Sport & Physical Activity
<b>FUNCTIONS</b>	Economic development Business Growth Investment including S106/CiL  Strategic Planning to include Local Plans, planning applications  Development control function  Libraries, Registration and Archives  Public Protection including Trading Standards, emergency planning, KSS, Community safety inc wardens and Coroners  Sport & Physical Activity  Gypsy & Traveler Service

## 5 CONSULTATION

- 5.1 Following the agreement of Personnel Committee to recommend this structure to the County Council, a formal 15 day consultation process was initiated with the officers directly impacted.
- 5.2 There are two permanent Directors who will be directly affected by the proposals. A third individual is currently covering the third Director post on an interim basis. All three individuals, along with other members of the Growth, Environment and Transport senior management team, have been fully involved in the design work that has led to this proposal.
- 5.3 In addition, there is some impact on specific Head of Service roles such as the Head of Strategic Planning & Policy and Head of Planning Applications

Group, but this will be addressed as part of a second phase of this process.. Interim arrangements will be implemented to ensure that these individuals and service delivery are not impacted at this stage of the process.

- 5.4 It is proposed that all other roles are aligned to the new Divisions, changing line management as required. Although there will be no impact on the majority of staff within GET as part of this phase of the process, extensive communications with all staff is planned during the consultation and implementation period as the importance of them being engaged and understanding the rationale for the realignment of services and how they are impacted is recognised as critical to future success.
- 5.5 Once the Directors are in post, further design work will be completed on the structures within each Division. Any subsequent changes will be the subject of further staff consultation.
- 5.6 The consultation pack with relevant appendices including a structure chart and the job descriptions for the roles, is included at Appendix A of this paper.
- 5.7 At the time this paper was published, three responses to the consultation had been received. The consultation is widely open to staff in GET and responses are not restricted to those directly impacted. One of the three responses received so far is from a senior officer who is directly impacted and who confirms support for the proposed structure. The submission raises some questions about the process for appointing to the Director roles and some suggested clarification in the wording of the job descriptions. The suggested changes to the job descriptions would not impact on the overall shape of the Divisions or the grading of the posts and will be considered alongside any other comments received. All the points raised in the submission will be fully considered and a detailed response sent to the individual concerned.
- 5.8 The other two responses to the consultation so far are from officers who are suggesting that the Public Rights of Way service should not sit within the Environment and Waste Division. As described earlier in this paper, the proposed structure has been built from a thorough review of the strategic outcomes required for the Growth, Environment and Transport Directorate and the overall objectives for the restructure have been clearly articulated (see sections 3.4 and 3.5). While it is recognised that there could be alternative locations for some services, including Public Rights of Way, the overall shape of the new Divisions as described in this paper will optimise delivery of these objectives and the required strategic outcomes for the Directorate.
- 5.9 If further responses are received after publication that materially alter what is proposed in this paper, the County Council will be updated at its meeting on the content and whether any alternative changes to the structure are recommended as a result.

## 6 FINANCIAL CONSIDERATIONS

- 6.1 The GET salary budget already includes allocation for three Director posts at KR17. The new roles have all been graded at KR17, therefore, there are no additional costs associated with this proposal.

## 7 RECOMMENDATIONS

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**Background Documents:** “Update on top tier posts”. Personnel Committee report, 10 November 2020