

HAMPSHIRE COUNTY COUNCIL

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| Committee: | Employment in Hampshire County Council |
| Date: | 5 July 2021 |
| Title: | Senior Management Update |
| Report From: | Chief Executive |

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Purpose of this Report

1. The purpose of this report is to provide an update to EHCC on the organisational and senior management changes since the last management capacity update paper in March 2019.

Recommendation(s)

2. It is recommended that the EHCC Committee note the adjustments that have been made to departmental arrangements as outlined in the body of the report.

Executive Summary

3. Detailed in the paper are recent and proposed changes to some of the departmental management teams (DMTs) across the organisation. Also included in the paper are details of re-shaping and aligning services to ensure service delivery remains strong and that sufficient capability and capacity are in place to provide ongoing leadership to meet continuing financial pressures.
4. It was agreed, as per the Corporate Management Capacity paper submitted to EHCC on 13 March 2019 that 'Directors should have the ability to nominate an existing Assistant Director as a formal deputy to provide support and additional capacity on transformation and departmental leadership. Such arrangements will only apply to established and 'senior' Assistant Directors and should have little if any financial implications, all of which will be borne within departments'. The areas of change that are detailed further in this paper are:
 - Strengthening the Adults' Health and Care departmental management team (DMT)
 - Re-alignment of the functions from the Transformation and Governance team to other areas of the County Council

- Re-shaping of CCBS DMT including the appointment of an Assistant Director to become Deputy Director and the proposed appointments of 2 existing senior leaders into Assistant Director roles
- the appointment of an existing Assistant Director to Deputy Director within Children's Services.

5. **Adults' Health and Care**

6. The ongoing challenges arising from financial pressures, alongside the increasing demand for social care services, continue to require strong leadership capability and capacity. This is particularly critical given the recent and ongoing impact of the covid-19 pandemic with continued commitment to further integrated working across the social care and health sectors.
7. For the last three years, the Director of Transformation and Governance has had a dual role also operating as Interim Deputy Director for Adults' Health and Care (AH&C) in order to provide additional capacity and capability to the AH&C DMT. This has proved to be highly successful, particularly in relation to partnership working with the NHS and the ongoing support and leadership he has provided across the complex health and social care landscape given the impact of the pandemic.
8. During the last year it became increasingly apparent that AH&C required a whole time Deputy in order to meet the increasing demands of the role and service.
9. As a result, a review was commissioned to determine how best this could be achieved, taking into account the requirements of AH&C and the service functions delivered through the Transformation & Governance (T&G) directorate of Corporate Services.
10. During the review the Deputy in AH&C requested that he be able to concentrate fully on his role in AH&C and in support of this the review focussed on how the functions within Transformation and Governance could be re-aligned to other Departments therefore removing the need for a separate Director of Transformation and Governance. Further details relating to the functional re-alignment of T&G are contained within the following section, starting para 12.
11. As a result, and in line the relevant HR policies and processes, the role of Deputy Director AH&C has become the sole remit of the current role holder.

12. **Transformation and Governance**

13. Following the decision to disaggregate the combined role of Director of T&G and Interim Deputy Director of AH&C, as referenced above, consideration for future service delivery of the T&G services was needed.

14. Whilst undertaking the review several practical principles emerged including:

- The grouping of some activities, e.g. Democratic Services, Legal, Corporate Complaints, Insurance, Data and FOI requests are traditionally grouped together and is a structure mirrored in many other Local Authorities. To split this grouping up and move it out of the Monitoring Officer's remit would add complication as well as the increased possibility of duplication.
- Whilst the functions of Emergency Planning, Health and Safety, and Risk Management, were under the leadership of the Head of Law & Governance and Monitoring Officer, they are separate entities and share several key characteristics in terms of both their function as part of a wider organisational strategy and in terms of their operational deployment. It was therefore considered that there was a strong logic for retaining these functions together in any future leadership structure.
- The Transformation Practice operated as a direct resource into the AH&C, Children's Services and ETE departments and it was important that this resource was maintained in any future re-alignment.

15. Following this review, and taking account of areas that naturally aligned either to each other or to other council departments, as well as identifying which departments required additional capability or capacity of specific skill sets, it was determined to dissolve the current Transformation and Governance arrangements and redistribute the functions, people and resources as follows:

- Law and Governance, including the Monitoring Officer, Democratic Services, Legal, Corporate Complaints, Insurance and Data and FOI requests – moved, under the existing line management of the Monitoring Officer, to the Chief Executive's function with overall line management resting with the Chief Executive.
- Procurement – moved to the direct line management of the Corporate Resources Director to become part of the Corporate Resources Department.
- Emergency Planning, Health and Safety and Risk Management – grouped together functionally and moved to CCBS.
- Transformation Practice – based on current service delivery, almost wholly distributed to AH&C, Children's Services and ETE with direct line management through Departmental structures.

16. A high level summary is provided below:

| Transformation and Governance functions | Alignment wef 10 May 2021 |
|--|---|
| Law and Governance | Chief Executive |
| Emergency Planning | CCBS |
| Health and Safety | CCBS |
| Risk | CCBS |
| Strategic Procurement | Corporate Resources |
| Transformation Practice | Children's Services / Adults' Health & Care / ETE |

17. These changes were consulted upon and took effect on 10 May 2021.

18. Culture, Communities and Business Services:

- **Culture and Information Services**
- **Natural Environment and Recreation Service**

19. As previously mentioned, the Council is facing significant financial and organisational challenges and as a result the Culture, Communities and Business Services department continues to review its operating model, realising savings and creating more efficient ways of delivering services aligned to evolving business need.

20. Following the departure of two Assistant Directors in Autumn 2020, the Director has undertaken a review resultant in the emergence of a new operating model realigning current services to new functional areas and creating two new sub directorates; Culture and Information Services and Natural Environment and Recreation.

21. This change brings together common services and in doing so facilitates greater collaboration and cohesion across functional areas, will continue to drive high performance, create more efficient ways of working, maximise digitalisation and greater service integration, whilst enabling savings to be realised at a management and leadership level across the newly formed functional areas.

22. As part of this programme of work, the Director of CCBS has been considering the role and future requirements of the departments senior leadership team (DMT) in the context of the changing landscape, emerging priorities and future operating model.

23. In doing so, it has become clear, that in order ensure the right capability and capacity is in place to maintain ongoing success across all services, that the CCSB DMT will continue with four senior leadership roles. One will take a lead

for Culture and Information Services, the other will take a lead for the Natural Environment and Recreation service.

24. Given the criticality of these roles, interim arrangements are in place, with temporary appointments to both Assistant Director roles being drawn from our current leadership.
25. The recommendation is now to confirm these arrangements on a substantive basis and in doing so, ensure that capacity and capability at the required level is retained, ensuring essential stability at a time of significant challenge. It is therefore proposed that a Member Appointment Panel be convened to consider confirmation of these arrangements.
26. This is a process which meets the requirements of Standing Orders and has been adopted for a number of years whereby Panels have approved the appointment of internal candidates to key senior management roles. This enables the County Council to appoint senior managers who are developing their career and provides opportunities to create and build capacity in the organisation.
27. **Deputy Director, CCBS and Deputy Director, Children's Services**
28. As part of the review into the re-shaping of the CCBS services, and the transfer into CCBS of functions previously aligned to the Transformation and Governance directorate as referenced earlier in this paper, it was considered timely to consider the need for a CCBS Deputy role.
29. The continued stretched and demanding agenda within Children's Services, combined with the increased demands on the time of the current Director since becoming Vice President and subsequently President of the Association of Directors of Children's Services (ADCS), it was considered appropriate to formalise a Deputy role for the service. Whilst the report to EHCC on 13 March 2019 indicated that there may be a need to convert two Assistant Director roles in to two Deputy roles, the current decision is to convert only one at this time. This resulted in the role of Assistant Director for Children and Families widening to include the remit for Deputy.
30. Careful consideration was given, for both roles, to the associated financial implications of which there was little impact, as well as the need to continue to ensure the right level of expertise and capability was maintained and available to be drawn upon as needed.
31. Therefore, in accordance with EHCCs prior agreement, and as referenced in para four above:

- the role of the existing Assistant Director of Transformation has been widened to include accountabilities for additional functions as well as the remit of Deputy Director.
- the role of the existing Assistant Director, Children & Families has been widened to include the remit of Deputy Director.

32. **Conclusion**

33. The core purpose of this paper was to ensure the Committee be updated on changes to the way in which some of the Council services have been re-shaped to preserve ongoing high quality service delivery, continued efficiencies and which have resulted in role changes from within existing resource.

34. As a result, that this report is noted.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

This proposal does not link to the Strategic Plan but potentially impacts the County Council's workforce strategy.

Other Significant Links

Direct links to specific legislation or Government Directives

| <u>Title</u> | <u>Date</u> |
|-------------------------------|---------------|
| Corporate Management Capacity | 13 March 2019 |

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

| <u>Document</u> | <u>Location</u> |
|-----------------|-----------------|
| None | |

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

Equality objectives are not considered to be adversely affected by proposals in this report.