

HAMPSHIRE COUNTY COUNCIL

Committee:	Employment in Hampshire County Council
Date:	11 November 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 July 2021.

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 and as summarised below:
 - Completion of the changes in Corporate Services following appointment of the Chief Executive.
 - Deletion of the post of Assistant Director Transport.
 - Deletion of the post of Assistant Director Economic Development.
 - Revision of the role of Deputy Director of ETE and Lead on Economy, Infrastructure and Spatial Planning, subject to a Member Appointment Panel.
 - Expansion of the role of Head of Transformation ETE and redesignation to Assistant Director of Transformation and Business Services Group subject to a Member Appointment Panel.
 - widening of the remit of the Assistant Director of Highways, Traffic & Engineering and the change of job title to Assistant Director of Highways, Engineering and Implementation.
 - widening of the remit of the Assistant Director of Waste Planning & Environment.

Executive Summary

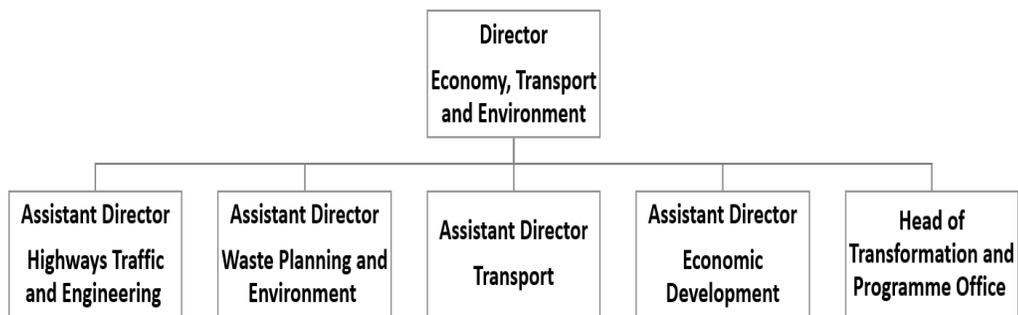
3. Further to the report submitted to EHCC in July, this paper confirms the actions taken in relation to Corporate Services.
4. Also detailed in the paper are recent and proposed changes to the departmental management team for ETE (Economy, Transport and Environment) in order to ensure service delivery remains strong and that sufficient capability and capacity are in place to provide ongoing leadership to meet continuing financial pressures.
5. 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'.
6. The areas of change within ETE incur no additional costs and are detailed further in this paper.

Corporate Services

7. All recommendations as agreed by EHCC on 5 July 2021 have been progressed and completed, with key updates being:
 - The following roles were subject to a Member Appointment Panel in September, the outcome being that the postholders were confirmed in permanent roles:
 - Director of Corporate Operations / Chief Financial Officer,
 - Director of Human Resources, Organisational Development & Communications and Engagement Services
 - Head of Finance
 - Director of Shared Services
 - The permanent appointment to two Deputy Chief Executive roles are on hold for a period of 12-months, during which time interim arrangements are in place with the Director of Children's Services and the Director of Adults' Health and Care appointed respectively to each of the deputy roles to provide effective cover and continuity.
 - Selection and offer has been made, following a Member Appointment Panel, in October, to the new role of Assistant Chief Executive, with a focus on the County Deal and Partnerships.

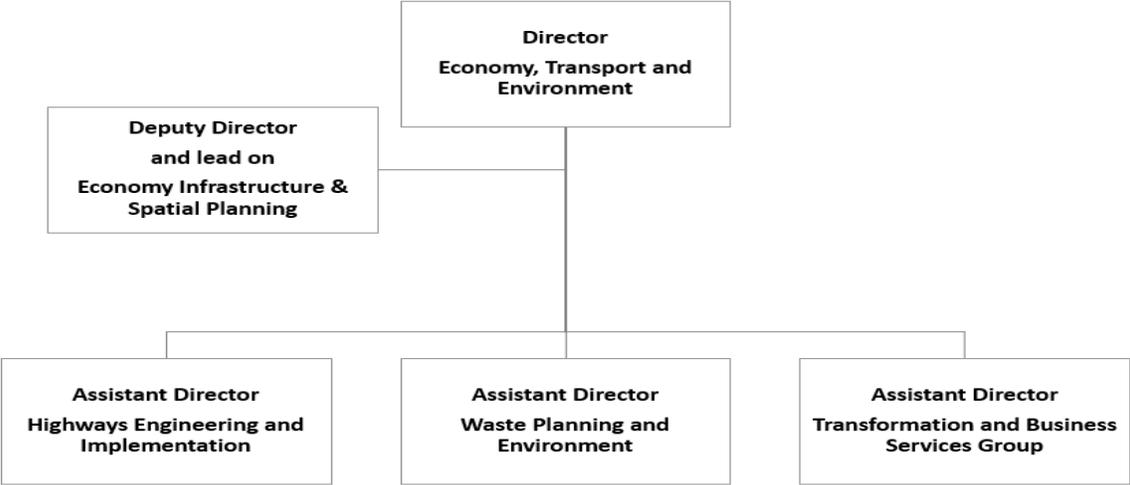
ETE DMT

8. There have been several key factors in the last few years that have resulted in careful consideration of how the departmental management team for ETE needs to be shaped in order to ensure it has in place, and is able to retain, the capability and capacity it needs over the next 2 to 5 years.
9. Some of the key drivers include challenging savings targets (SP23); re-shaping some of its service delivery models to maximise efficiencies and effectiveness; the exit of two senior leaders within a 12-month period, one being a planned retirement, the other as a result of the individual securing a role elsewhere.
10. The Director of ETE has therefore been reviewing the departmental management structure and considers that now is the right time to effect a small number of changes to ensure retention of current and critical expertise.
11. The DMT up until recently has been made up of:
 - Assistant Director Highways Traffic and Engineering
 - Assistant Director Waste Planning and Environment
 - Assistant Director Transport (post holder leaving 21 November 2021)
 - Assistant Director Economic Development (post holder left December 2020, and has been covered since then through interim arrangements)
 - Head of Transformation and Programme Office



12. The new DMT will be re-shaped to include:

- Deputy Director of ETE and Lead on Economy, Infrastructure & Spatial Planning
- Assistant Director of Highways, Engineering and Implementation
- Assistant Director of Waste, Planning and Environment
- Assistant Director of Transformation and Business Services Group



13. The following two roles are expansions to current roles and do not require any governance to progress, however it is important that EHCC is sighted on changes as they develop:

Assistant Director - Highways, Engineering and Implementation

14. This role will continue to hold its current responsibilities for ensuring that robust and effective management of services are in place which deliver value for money, balanced budgets, income generation and to make a full contribution to the organisation’s Transformation and Savings programmes. In addition to these responsibilities the remit will widen to include the whole of ETE’s Capital Programme and developer funded work through road agreements. The full remit of the role includes highways, traffic and engineering services as well as the management of significant external contracts. The majority of the ETE workforce is aligned to this service area and the current role-holder will continue to be accountable.

Assistant Director – Waste, Planning and Environment

15. The current role-holder is and will continue to be accountable for the responsibilities of this role which include waste and recycling, environmental services as well as the County Council’s statutory planning responsibilities. The additional

responsibilities of the role will include strategic oversight and accountability for responding to climate change and the significant changes being introduced by the current Government to waste and recycling.

16. The following two roles are new, and have substantive senior managers undertaking these on an interim basis; and so in line with the County Council's Constitution and Standing Orders, EHCC are asked to agree that an Appointment panel considers both roles with a view to confirming both posts and individuals.

Deputy Director of ETE and Lead on Economy, Infrastructure & Spatial Planning

17. The creation of a Deputy role, which also combines two previous roles (Assistant Director of Economic Development and Assistant Director of Transport) will provide a strong cohesiveness to the areas of strategic spatial planning and development management, along with economic development and regeneration, strategic land use and transport planning and reflect the County Council's enhanced place shaping role. The responsibilities sit well alongside each other and fit with the Deputy aspects of the role given the reach across all areas of the department. Having a Deputy Director for ETE will ensure there is effective cover and ongoing resilience in place.
18. The current role holder has been undertaking a proportion of this role since January 2021 on an interim basis, and has taken up the wider elements since September, alongside a significant role on co-ordinating and leading the technical input to the County Deal initiative.

Assistant Director of Transformation and Business Services Group

19. The Head of Transformation role has had accountability for all matters relating to ETE's transformation agenda, and whilst it already reports to the Director of ETE it doesn't have a formal place on the DMT.
20. It is now considered the right time, given the ongoing challenges around the transformation agenda and 2023 savings targets to make this role a full member of the Departmental Management team and to widen the remit to include strategic oversight and accountability for the department's transformation programme including SP23, as well as performance management, service planning and co-ordination of the department's resource. Furthermore, the role has been expanded to be the department lead for management and leadership development, inclusion and diversity, safeguarding, department SIRO and Prevent, and in doing so, is the ETE DMT lead on such initiatives corporately.

21. All above changes above will be made in accordance with governance approvals being in place where required.
22. In summary, and given the criticality of these roles, the interim arrangements referenced and the appointments requested are being drawn from our current senior leadership cadre.
23. The recommendation is now to confirm, where relevant, 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. A Member Appointment Panel will therefore review the relevant proposals and consider whether to confirm these arrangements. 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.

Financial Implications

24. There are no additional costs resulting from this report, all costs are contained within the current budgets.

Consultation and Equalities

25. It is not envisaged that an equalities impact assessment will be required for any of the updates included in this paper.

Climate Change Impact Assessment

26. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

Climate Change Adaptation and Carbon Mitigation

27. The carbon mitigation tool and climate change adaptation tools were not applicable on this occasion because the decision relates to a programme that is strategic/administrative in nature.

Conclusion

28. The core purpose of this paper was to ensure that the Committee is updated on changes to the way in which the ETE DMT is being re-shaped to preserve ongoing high quality service delivery, continued efficiencies and which have resulted in role changes from within existing resource; whilst also seeking agreement to the proposal for a Member Appointment Panel to review and consider confirming current arrangements from temporary to permanent.
29. The recommendation is to agree these arrangements to ensure that capacity and capability at the required level is retained, ensuring essential stability at a time of significant challenge.
30. It is therefore proposed that a Member Appointment Panel considers confirmation of these arrangements. 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.

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

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Corporate Management Capacity	13 March 2019
Senior Management Adjustments	5 July 2021

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.