

# HAMPSHIRE COUNTY COUNCIL

## Decision Report

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	18 June 2018
<b>Title:</b>	The Director of Culture, Communities and Business Services
<b>Report From:</b>	Chief Executive

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### 1. Recommendation(s)

It is recommended that Cabinet:

- 1.1. Gives approval for the recruitment of a new Director of Culture, Communities and Business Services;
- 1.2. Notes that, further to this exercise, future steps may be taken, subject to Cabinet approval as required, for the re-configuration of certain key services within the Corporate Management Team.

### 2. Executive Summary

- 2.1. The purpose of this paper is to seek Cabinet approval for the recruitment of a new Director of Culture, Communities and Business Services (CCBS) in light of the impending retirement of the current post holder. The paper also acknowledges that, while the case is established for the retention of the CCBS Department, hence the need for a replacement director, some further work may be required to re-position certain services in line with the future strategic direction of the County Council.

### 2. Contextual information

- 2.1. CCBS is an unusual department that is probably unique to Hampshire County Council in its scope, scale and variability. That is implied but not fully described by the department's current title. The cultural services are now largely "outsourced" successfully to the Hampshire Cultural Trust but CCBS leads on the council's "client side" oversight of the trust and its activities. The community element refers to a rich and complex set of services which range from the Library Service through to our Country Side Service (including the county's exceptional network of country parks) and the separate Outdoor Service encompassing some significant statutory responsibilities such as rights of way. The business element is arguably the most transformed

dimension to the department if not the council, including the Property Services (formerly County Architects), selling building related services to Hampshire and other schools and other public sector agencies, HC3S, one of the largest catering businesses in local government together with Hampshire Transport Management who work for Highways England and Skanska and County Supplies. These services are run on a strong commercial basis and have been key to the County council's evolving business and income generation strategy. Most are at least self-sustaining now in their business models and this commercial dimension to CCBS has been central to the department's success and integral to the council's financial strategy. The majority of these services make contributions to the overheads of the county council and generate a surplus. CCBS also encompasses Office Accommodation, including Facilities Management for the County Council's estate and for our shared service partners in Police and Fire. CCBS is the organisational home for additional functions such as our responsibilities for the County Coroner, County Archives and Records, the Hillier Arboretum, Great Hall, Broadband and the Scientific Service. In addition it manages Regulatory functions (much of which are statutory) such as Trading Standards and Registration.

- 2.2. The reasoning behind the establishment of this complex department is a matter for organisational history and has included a series of previous departmental mergers. However, what is clear is that the financial and delivery performance of the existing department has been consistently strong over many years. Whereas the Corporate Management Team (CMT) have repeatedly and closely considered the construct of the department, as should be expected in all circumstances but especially through the recent transformation programmes, CMT has concluded that in broad terms the structure remains fit for purpose for the County Council's business and service arrangements.
- 2.3. The serving Director for CCBS has signalled her intention to retire towards the end of this calendar year, allowing time for an effective external recruitment campaign, subject to this decision.
- 2.4. As members would expect, notwithstanding the reasoning explained in paragraph 2.2 for the success of CCBS, in the context of our continuing transformation work and the financial constraints upon the County Council, CMT has given prolonged and careful consideration as to whether this director post can be deleted. This is an exercise that applies to any new vacancy, with proportionately and necessarily more rigour applied to more senior posts. The reasoning is as follows.
- 2.5. Firstly, as described above, the unique scope and scale of the services included do require focussed leadership. In particular, that leadership requires a consistency of commercial acumen that can secure and progress the existing and future outward facing and commercial services that are increasingly key to the County Council's medium term financial strategy. Secondly, the capacity of CMT as it stands would struggle to absorb the redistributed responsibilities that would follow the deletion of the post. CMT has seen a number of recent reductions in its size, the most recent being the

effective shift of the Director of Governance and Transformation into a part-time capacity in order to absorb additional duties as the Deputy Director of Adults' Health and Care. There is no question that if required to do so then CMT will absorb the redistributed responsibilities. There is also no question that in doing so future performance would be compromised and service and financial risks increased, through denuded senior capacity. Clearly this is a judgement call in the face of unprecedented financial challenges. However, it remains the case that the County Council, through CMT, continues to run an increasingly complex set of businesses to the value of circa £2 billion per annum and the removal of such core capacity in this way at this time would represent a false economy.

- 2.6. There remains one qualification to the proposal to retain a general status quo in the shape of CCBS pending recruitment. The nature of the changing shape of local government and our transformation work suggests that further work may be required in due course to amend the shape of existing departments.

### **3. Finance**

- 3.1. There are no additional financial implications to this report as the proposed decision would work within existing costs.

### **4. Consultation and Equalities**

- 4.1. *[EIA to be inserted]*.

**CORPORATE OR LEGAL INFORMATION:**

**Links to the Strategic Plan**

**This proposal does not link to the Strategic Plan but, nevertheless, requires a decision for the good governance of the County Council.**

**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.)**

Document

Location

None

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

1.1. 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 under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

### **1.2. Equalities Impact Assessment:**

It is considered that this Report will have no adverse impact or cause no disadvantage to groups with protected characteristics.

### **2. Impact on Crime and Disorder:**

2.1. There is no direct impact as a result of this decision

### **3. Climate Change:**

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?
- c) 3.1. There is no direct impact as a result of this decision