

Universal
Services

Select Committee Briefing

10 July 2023

Patrick Blogg – Director of Universal Services

Page 1

Agenda Item 6

Universal Services

Directorate Management Team



Patrick Blogg
Director

Page 2

Highways,
Engineering &
Transport



Tim Lawton
Assistant
Director

Property, Business
Development and
Transformation



Mike
Bridgeman
Assistant
Director

Recreation,
Information &
Business Services



Jo Heath
Assistant
Director

Waste &
Environmental
Services



James
Potter
Assistant
Director

Amanda
Beable
US Head of
Transformation



Mandy Emery
HR Business Partner



Suzie Hanlon
Deputy Head of
Legal Services



Jenny
Wadham
Finance Business
Partner



Universal Services Branches

Tim Lawton

HIGHWAYS, ENGINEERING & TRANSPORT

- Highways Delivery
- Highways Commissioning
- Highways Traffic
- Transport Schemes
- Engineering Services
- Hampshire Transport Management
- M27 Junction 10 Project

670 people

Mike Bridgeman

PROPERTY, BUSINESS DEVELOPMENT & TRANSFORMATION

Property Services

- Design & Delivery
- Estates
- Frameworks & Contracts
- Integrated Facilities Management
- Pipeline & Programmes
- Technical Standards Assurance & Risk

Transformation & Business Services

- Business Development
- Business Strategy & Improvement
- Business Support
- Customer Contact
- Democratic Services & Capital
- Transformation

576
people

Jo Heath

RECREATION, INFORMATION & BUSINESS SERVICES

- Archives and Records
- Countryside Service (inc. Basingstoke Canal & County Farms)
- Coroners Service
- Sir Harold Hillier Gardens
- Hampshire Outdoor Centres
- Great Hall (strategy only)
- Registration Service
- River Hamble Harbour Authority

568 people

James Potter

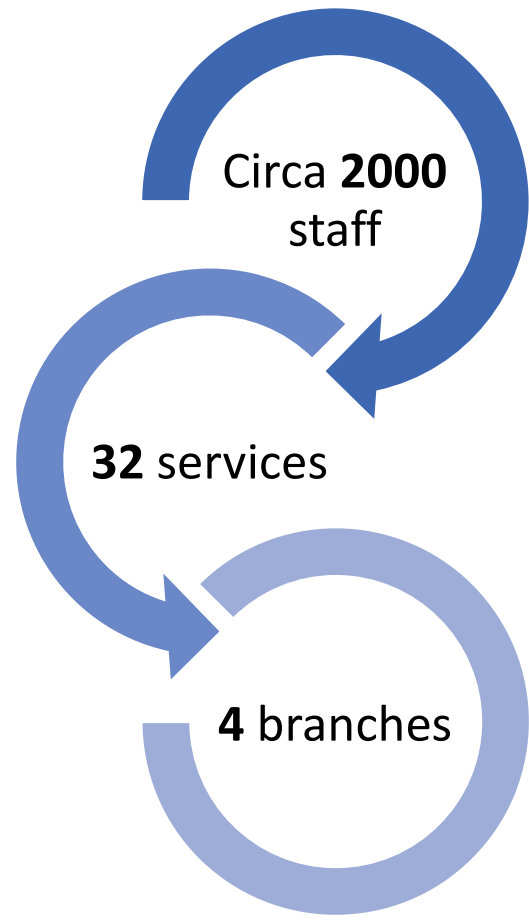
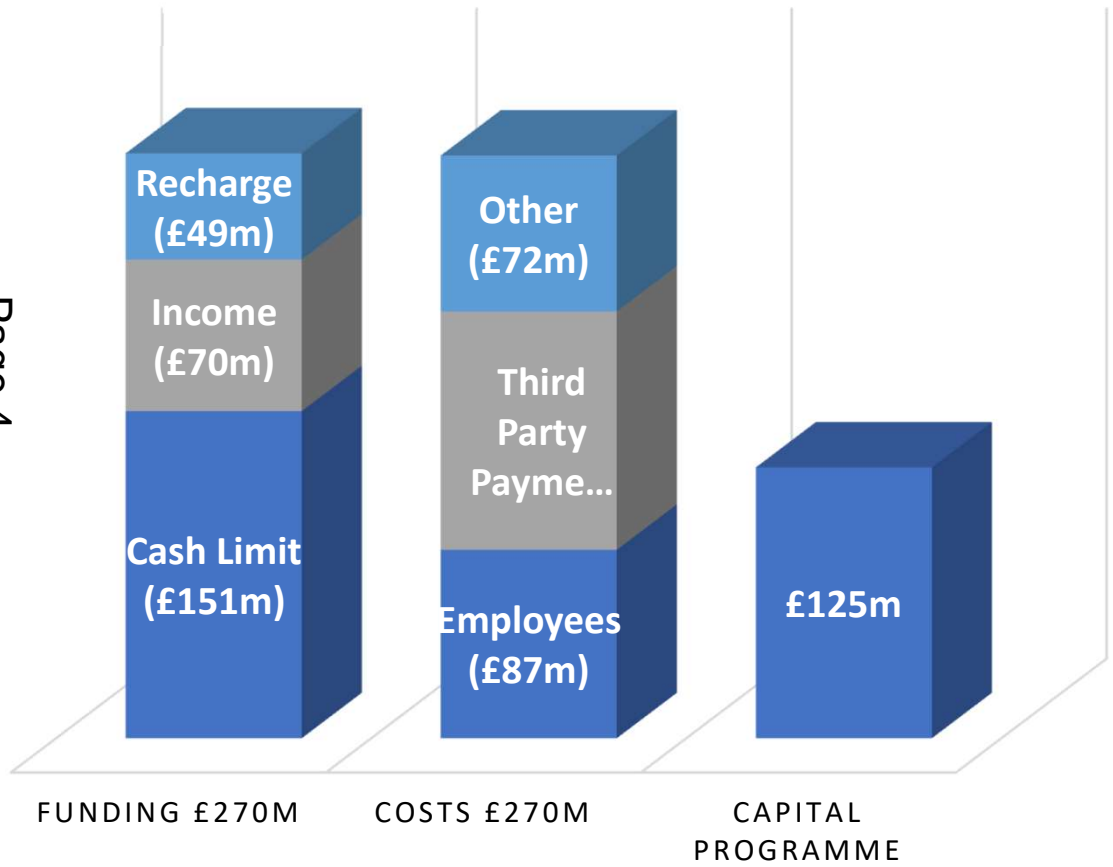
WASTE & ENVIRONMENTAL SERVICES

- Waste and Environmental Services
- Planning Control and Development Management (includes Minerals and Waste and Reg 3 Planning Applications and Enforcement)
- Asbestos Management
- Hampshire Scientific Services
- Trading Standards

159 people

Summary of Universal Services

Page 4



Highways Engineering and Transport

Key Challenges and areas of focus:

- 1. Highway Maintenance** - The highways service is currently facing unprecedented challenges following a difficult winter period that has had a catastrophic impact on the condition of the local road network. This is a national issue. Extra funding from both DfT and local resources has ensured maximum focus can be put on recovery, but this will take time and there is a risk next winter could yield similar impacts. Collaboration, innovation and new ways of working are actively being explored to ensure optimum service delivery and improved public perception .
- 2. Inflationary pressures** - Whilst inflation is generally stabilising, the construction sector has been slow to react and this has kept prices and costs high, largely due to commercial risk and financial uncertainty. This has impacted the delivery of HCC transport capital schemes. For highway maintenance the contractual inflationary increase for 23/24 is 29% for capital activity, 11% for revenue work.
- 3. Recruitment and Retention.** It is becoming increasingly difficult to attract, recruit and retain staff for frontline, support and professional roles. This is impacting service delivery in all areas.



Hampshire ranked **3rd County** in UK for satisfaction with highway maintenance, **1st in SE region.**

Property, Business Development and Transformation

Key Challenges and areas of focus:

1. **Staff recruitment in a buoyant market** – salaries are seeing a widening of the gap between private and public sector pay for more senior roles. Inability to recruit to some roles is meaning that current teams are stretched with many holding significantly more work than should be. This could lead to retention issues if not resolved.
2. **Repairs and Maintenance budget** - insufficient for an ageing assets base – over 10,000 buildings spread over 1,000 sites. Does not enable works beyond critical Health and Safety, compliance and maintenance to be carried out.
3. **Decarbonisation and climate adaptation for the public sector** – the need for a step change in government funding to enable faster progress. Current funding to meet government targets is wholly inadequate.



Recreation, Information and Business Services

Key Challenges and areas of focus:

1. **There is a high dependency on income** from choose to use Services such as Outdoor Centres, Country Parks, Hilliers, Archives and Registration. Sustaining income generating activities and exploiting commercial opportunities to create new income streams is a key focus for the branch.
2. **A broad range of legislation and regulations govern our statutory activity.** We need to be aware of changes, understand the implications and be agile in our response.
3. **Services are delivered in conjunction with partners, other organisations and agencies.** We are ensuring that these are mutually beneficial and delivering the best value service to our residents.
4. **Recruitment & retention** is an issue for some services along with high turnover and the impact on the health and wellbeing of remaining staff.



Waste and Environmental Services

Key Challenges and areas of focus:

1. Implementation of the requirements of the Environment Act 2021

- Waste - Uncertainty over implementation timetable and funding for Extended Producer Responsibility; Deposit Return Scheme and Consistency of Collection
- Nature recovery - Delays in initiating Local Nature Recovery Strategy and links to November's implementation for the new Biodiversity Net Gain requirements
- Flood and Water Management – review of case for implementation of Schedule 10 of Flood and Water Management Act which if implemented would give powers to local authorities as Sustainable Drainage Systems (SuDS) Approving Bodies (SABs)



2. Recruitment & Retention - Challenges in recruiting and/or retaining qualified staff

3. Limitations of operating commercial activities within a Local Government Authority

Questions

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