

HAMPSHIRE COUNTY COUNCIL**Decision Report**

Decision Maker:	Employment in Hampshire County Council
Date:	13 November 2014
Title:	Leadership, Management and Development: Next Steps
Reference:	6219
Report From:	Chief Executive

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1. Introduction

- 1.1. The County Council has had a long history of supporting professional development for its staff across a large range of functions. These include social care, education, property, IT, law, accountancy, engineering, human resources and leadership and development.
- 1.2. The County Council remains one of the largest public sector employers of these professions in the South East. In addition, the Council has had a longstanding commitment to support staff through change, personal development, leadership and updating skills. More recently the Council has invested heavily in supporting large numbers of staff affected by change, i.e. the Integrated Business Centre (IBC), go through programmes to understand what is happening to public services and public service markets and how the County Council is modernising its infrastructure.
- 1.3. This report looks at the opportunities that exist for making a further step change in management, leadership and development, recognising the qualities and skills required of staff from the top to the bottom of the organisation and increasingly the important role of leadership, change management, project management, cross-boundary working and advocacy that sits alongside our business and transformation strategies. Cabinet recently approved Transformation to 2017 involving the further reduction of £100 million of revenue spending, but also the key partnerships and themes around which public services in Hampshire and beyond will be developed towards the end of this decade. Having a suitable leadership programme that complements that strategy is essential.
- 1.4. This report recommends that the County Council explores, with the relevant business schools, universities and other organisations, how it might shape a further iteration of its management, leadership and development programmes, recognising that our staff capacity is key to improved performance in public sector markets against the backcloth of further financial

austerity. These proposals would be further recognition of the need to embed succession planning deeper into the management of the Council.

2. Charting capacity for the future

- 2.1 The business strategy of the County Council over the last decade has been one of developing strong and effective financial stewardship of resources, looking to change the Council's professional functions into business activities such as the Integrated Business Centre, working for and with partners to gain economies of scale, replication and market share. This has been accompanied by strong developments around our business units, services and departments, looking to develop commercial acumen in public markets, and working with Deloitte in challenging areas of transformation, digital operations, external spend, and supply chain management.
- 2.2 The business strategy has been to adapt and transform the organisation to one that continues to commission, design and provide a wide range of public services to residents and other public organisations. Performance at a high level is a given.
- 2.3 The County Council has in public sector markets leadership positions in Business Services and Trading services (e.g. services to schools, property and I.T. It also has significant professional services that are high performing and shared with other organisations (for example Children's Services and the Isle of Wight). It is also growing its capacity in health and social care markets to begin to embed integrated health and social care working, pooled budgets, and transformation in those markets. The Council has also moved to provide services to other organisations and LEPs around transportation and engineering. Our design, construction and procurement services are thought by many to be of the highest order in public service markets. Some other services such as our Business units and Property have had external clients and commissions for over 25 years.
- 2.4 Leadership has played a significant part in positioning these services and functions and strong support from elected members over a long period of time has been a hallmark of staff development in Hampshire. The relentless pursuit of efficiency needs to be matched by the same resolution for the development of our management talent.

3. Public Service Markets

- 3.1 Public services are changing and arguments abound about how much resource will be available to continue to provide public services for the future. Becoming more efficient, being able to transform what the Council does, and to ensure that we can motivate, lead and develop staff across the scale of the business is arguably at a premium. Even maintaining the current success of the organisation and its people will require enormous contributions in the weeks, months and years ahead.
- 3.2 In terms of management, leadership and development, the Council has often adopted an approach that is voluntary, generic and widely applicable, given the scale and numbers of staff that the Council employs. Often the emphasis and focus has been about supporting change and communication. Often there has been little hard edged evaluation about the change over time that

some of the programmes have delivered. Given the breadth in skills and contribution expected of Council staff, much of this needs to continue, particularly around frontline service staff. Against a background of more financial austerity and a desire for greater opportunities and higher organisational performance, then a more surgical, focused, evaluated and challenging leadership programme should be considered. This should apply to the Corporate Management Team, departmental Management Teams and to a range of groups of staff, particularly in key areas of middle management where development opportunities will often exist.

- 3.3 In an extended organisation such as the County Council with its partnerships with Fire, Police, other local authorities and health, it becomes less relevant to look at leadership and development purely in terms of opportunities and vacancies, but much more in terms of wider succession planning around capacity building. The next generation of top managers are probably within the County Council. Their identification, development, and support, over the next five to ten years is an essential complementary step to our financial planning, service planning and capacity building for public sector markets. These developments would underpin Transformation to 2017 and beyond.
- 3.4 The arrival of (a relatively new) Head of HR and Workforce Development provides an opportunity to look at current arrangements in terms of leadership and development. What works, what doesn't, and what needs to be reshaped. This also gives us an opportunity to look at the skills and capacity that we have to develop these programmes. Funding for this work has been set aside in our transformation programme(s) approved by Cabinet.

4. Next Steps

- 4.1 It is therefore proposed that the Chief Executive and the Head of HR and Workforce Development look at the existing public and private markets to establish:
1. The nature of public and private offerings for leadership and management development;
 2. The opportunities to join with other organisations and institutions (for example the Cabinet Office) and institutions (Oxford Business School) that would allow us to develop on the back of existing high quality provision; and
 3. How best to develop these approaches within the County Council recognising that our Private Sector Partner has made available opportunities for collective staff development at a high level in a joint venture with Deloitte.

5. Recommendation

- 5.1 That the Committee approves the report and the Chief Executive reports on progress and outcomes to the next meeting.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision to enable progress to be made on identifying potential management, leadership and development programmes, recognising that staff capacity is key to improved performance in public sector markets against the backcloth of further financial austerity.

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.)

DocumentLocation

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:

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

2. Impact on Crime and Disorder:

2.1. Not applicable.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption? Not applicable

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? Not applicable.