

MINUTES of a meeting of the **CABINET MEMBER FOR STRATEGIC LEADERSHIP, CULTURE AND TOURISM** held on 26 February 2019 at County Hall, Matlock

PRESENT

Cabinet Member – Councillor B Lewis

Apologies for absence were submitted on behalf of Councillor R Flatley

01/19 **MINUTES RESOLVED** that the minutes of the meeting held on 11 October 2018 be confirmed as a correct record and signed by the Cabinet Member.

02/19 **ARTS GRANTS 2019-20** Approval was sought to award grants to nine community arts groups and the Live and Local rural and community touring scheme for 2019-20.

If agreed, the Head of Arts would continue to monitor the funded organisations and hold review meetings as appropriate. Each funded organisation was required to submit an annual report on their activities, with clear evaluation of the work, plus financial accounts and a three-year business plan

Ten organisations had applied for funding for 2019-20, as listed below, and it is proposed to maintain the level of grants awarded at the same level as made in 2018/19.

Organisation	Granted 2018-19	Requested 2019-20	Recommendation for 2019-20
Buxton Festival	£5,723	£5,723	£5,723
Fleet Arts	£18,006	£21,692	£18,006
High Peak Community Arts	£18,006	£18,006	£18,006
Junction Arts	£15,200	£15,200	£15,200
Learning Through Arts	£16,028	£20,000	£16,028
Level	£24,925	£24,925	£24,925
Orchestras Live	£6,377	£6,377	£6,377
People Express	£16,323	£16,323	£16,323
Wash Arts	£3,642	£3,642	£3,642
Live & Local	£13,582	£13,582	£13,582
Total	£137,812	£145,470	£137,812

RESOLVED to approve the award of grants, as detailed in the body of the report.

03/19 ESTABLISHMENT OF NEW POSTS – ASSISTANT DIRECTOR OF COMMUNICATIONS AND CUSTOMERS, PROJECT MANAGER AND PROJECT OFFICERS Approval was sought to establish a permanent post of Assistant Director of Communications and Customers and to establish a channel shift programme that included approving the creation of a temporary channel shift team.

Cabinet, at its meeting on 31 January 2019, approved a new Enterprising Council Strategy which set out the Council's approach to becoming an Enterprising Council.

Being an enterprising council required a rapid pace of change and a hugely challenging and ambitious one council programme of transformation which would result in long lasting cultural change. Moving away from more traditional and paternalistic approaches to service delivery and fundamentally changing relationships with local people and communities would be vital.

A number of key steps had been identified to support the work going forward that would ensure there was clarity about the scope of the enterprising council approach and would also support the development of a stronger narrative for communication with both employees, stakeholders and residents.

A review of communications across the Council had identified that there had been a gradual reduction in communications resources within the corporate communications team over recent years, including leadership capacity. This had eroded capacity and skills in some areas, only to be replaced by a more expensive devolved communications model in services areas, which did not have the benefit of being anchored to a central plan or strategy. This had weakened the ability of Corporate Communications to play a leadership role across DCC, which was fundamental in ensuring the Council's priorities were communicated and understood by employees, partners and residents.

It was intended that the communications resources and activities identified within service departments be re-aligned into a strengthened corporate communications function. This would realise not only financial benefits but would also lead to a more strategic approach overall. Major priorities for this included strengthening the resources that go into internal communications and engagement, strengthening relationships with partnership organisations, developing greater levels of insight about Derbyshire's communities, building DCC's digital maturity and developing our capabilities around behaviour change. There was also scope to identify opportunities to raise income in a way that reduced the net cost of

communications. In order to move to a one council approach to communications across the Council and realise the benefits set out above, it was proposed to create a new role of Assistant Director Communications and Customers (Grade 16) which will lead communications and customer services across the Council, reporting to the Director of OD and Policy.

In order to move the Council forward, it was intended that a council-wide Channel Shift Programme should be launched, sponsored by the Director of OD & Policy. Should the new post of Assistant Director of Communications and Customers be approved, it was proposed that the role should assume responsibility for the delivery of the programme. The scope of the programme would be to:

- Establish a programme board to review and steer progress
- Define, agree and publish DCC's Channel Strategy
- Review DCC's services against the strategy, documenting the baseline current position (which channels they currently offer, volumes, costs)
- Review and document DCC's existing channel capabilities
- Produce a decision matrix to assist departments in deciding which services should use which channels for what purpose and when
- Propose a set of projects to form the implementation of the Channel Shift programme – this is likely to include a mixture of ICT deliverables (new channels, new capabilities) and business service redesign.

The programme was intended to initially run for 2 years, before then being embedded into each department's 'business as usual' operating model as a new way of working.

It was proposed therefore that the following roles are established to support the programme.

- Grade 12 Project Manager (24 month contract) – to lead the programme and deliver the above
- Grade 9 Project Officer (x4) (12 month contracts) – one to focus on each department, to support the reviews, analysis and decision making required to deliver the programme

Reporting to the Head of Customer Services, the Project Manager would lead the development and implementation of key corporate policies and plans related to the Council's Channel Shift programme across the whole of DCC, and provided advice and support to internal and external stakeholders to effectively implement agreed Channel Shift changes across a range of difference services.

The Project Officer roles would contribute to the successful delivery of the Council's Channel Shift programme, by undertaking research, analysis and interpreting data, presenting reports and information and assisting in the coordination and delivery of service specific projects including taking responsibility for part or a whole project.

Oversight of this work would be undertaken by the Customer Focus Work stream as part of the Enterprising Council approach and will also report into the ICT Governance Board.

The Organisation Development and Policy Division was created as part of the Commissioning, Communities and Policy senior management restructure in January 2018. The structure already included the post of Head of Policy and Research and subsequently, a new post of Head of HR had been established as part of the decision to centralise HR across the Council, also reporting to the Director of OD and Policy. Should the new post of Assistant Director Communications and Customers be approved, it was proposed to rename the Head of HR to Assistant Director HR and the Head of Policy and Research to Assistant Director Strategy and Policy. The senior management structure for OD and Policy will then be finalised and was shown in Appendix 1, to the Strategic Director's report. The structure was compliant with the Council's OD principles.

RESOLVED to approve (1) the establishment of the post of Assistant Director of Communications and Customers;

(2) the posts associated with establishing the Channel Shift programme of work; and

(3) the renaming of the posts of Head of HR and Head of Policy and Research as set out in the Strategic Director's report.

04/19 BUDGET MONITORING 2018-19 - MONTH 9 The Cabinet Member was informed of the current budget monitoring position as at the end of month 9 (October to December 2018).

The budget for the Strategic Leadership, Communities and Tourism portfolio currently stood at approximately £13.159m. The budget monitoring for month 9 was currently showing an underspend of £0,393m

Details were given of the key variances:-

Communications – underspend £0.244m - The key underspend relates to staff turnover and vacancies, mainly in the Contact Centre

Policy – underspend £0.135m - The main underspend relates to vacancies, payment of a grant to Bolsover CVP (no longer in operation) and a reduction in running costs.

In relation to conservation the Environmental Studies were allocated a savings target of £0.120m which they are not going to achieve this year. The Conservation and Design section have transferred £0.200m to an earmarked reserve to fund two grade 10 posts over two years

The savings allocated for 2018/19 were set out in Appendix 2 to the Joint report. The savings allocation for the Portfolio was £0.568m, of which £40k had been achieved. The balance relating to Libraries would be met by the implementation of the Library Strategy in 2019/20.

For Communications and Policy, these savings are scheduled to be met in 2019/20, along with £0.220m from previous years, mainly by re-structuring the services.

The shortfall is being met by funds allocated by Council in the 2019/20 budget, reserves and underspends.

In respect of ETE, the Environmental Studies and Forest Schools were allocated a saving of £0.120m, but this would not be achieved until 2020/21.

The shortfall was being met by funds allocated by Council in the 2019/20 budget (£0.214m), reserves and underspends (£0.314m).

The current balances on the Portfolio's Earmarked Reserves, totaling £4.132m, were listed in Appendix 1 to the Joint report. These had been earmarked for corporate issues or committed to projects and initiatives that contribute to the Council's Council Plan pledges and priorities.

RESOLVED to note the monitoring position for period 9 of the 2018-19 revenue budget.

05/19 AWARD TO EXTERNAL RECIPIENTS – VITAL VALLEY (HERITAGE LOTTERY FUND GREAT PLACE SCHEME) - This report was withdrawn.