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**Service Director – Legal, Governance and
Commissioning**

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Friday 20 July 2018

Notice of Meeting

Dear Member

Personnel Committee

The **Personnel Committee** will meet in the **Leadership Meeting Room - 1st Floor, Civic Centre 3, Huddersfield, HD1 2TG** at **1.00 pm** on **Monday 30 July 2018**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Personnel Committee members are:-

Member

Councillor Shabir Pandor (Chair)
Councillor David Sheard
Councillor Peter McBride
Councillor Graham Turner
Councillor Naheed Mather
Councillor John Taylor
Councillor David Hall
Councillor Nigel Patrick
Councillor John Lawson

When a Personnel Committee member cannot be at the meeting another member can attend in their place from the list below:-

Substitutes Panel

Conservative

D Bellamy
B Armer
V Lees-Hamilton
M Thompson

Green

K Allison
A Cooper

Independent

T Lyons
C Greaves

Labour

E Firth
M Sokhal
S Hall
R Walker
H Richards

Liberal Democrat

A Pinnock
R Eastwood
A Munro
C Iredale

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

This is where Councillors who are attending as substitutes will say for whom they are attending.

2: Minutes of Previous Meeting

1 - 4

To receive the Minutes of the previous meeting held on 25 April 2018.

3: Interests

5 - 6

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputation/Petitions

The Committee will receive any petitions and hear any deputations from members of the public.

A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The Committee will hear any questions from the general public.

7: Senior Management Structure - Update

7 - 12

To receive an update on senior management arrangements.

Contact: Deborah Lucas, Head of People Services

8: Exclusion of the Public

To resolve that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

9: Industrial Relations - Update

To receive an update on industrial relations matters.

Contact: Deborah Lucas, Head of People Services

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Contact Officer: Steve Copley

KIRKLEES COUNCIL

PERSONNEL COMMITTEE

Wednesday 25th April 2018

Present: Councillor Shabir Pandor (Chair)
Councillor Terry Lyons
Councillor John Taylor
Councillor Graham Turner
Councillor Nicola Turner

In attendance: Jacqui Gedman - Chief Executive
Deborah Lucas – Head of People Services
Karl Battersby – Strategic Director Economy and Infrastructure

Apologies: Councillor David Sheard (Chair)
Councillor David Hall
Councillor Peter McBride

1 Membership of the Committee

Apologies for absence were received from Cllr Sheard, Cllr David Hall, and Cllr McBride.

Cllr D Firth substituted for Cllr D Hall and Cllr Patrick substituted for the Conservative vacancy.

In the absence of Cllr Sheard, Cllr Pandor was appointed as Chair for the meeting.

2 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 13 February 2018 were approved as a correct record.

3 Interests

There were no interests declared.

4 Admission of the Public

It was agreed that agenda items 10 and 11 would be considered in private session.

5 Member Question Time

No questions were received.

6 Deputation/Petitions

No deputations or petitions were received.

Personnel Committee - 25 April 2018

7 **Sickness absence in 2017/18 and 2018/19**

The Committee considered an update on levels of sickness absence in 2017/18 and proposals to improve attendance in 2018/19.

The Committee noted that the target for sickness absence was set at 10 days in 2017/18, reducing to 9 days per employee in 2018/19. Since July 2017 the average days lost per employee was 12.2 days with averages varying across directorates.

The report indicated that the main reasons for absence were stress, mental ill health and musculoskeletal. Statistics indicated that whilst absence was higher in Kirklees Council, the reasons for absence were in line with national trends. The Committee noted the approach taken to date within Kirklees to reduce absence.

Deborah Lucas continued to explain that as part of work on the People Strategy , a Health and Wellbeing Strategy would be developed, informed by intelligence, to move to a more proactive and preventative approach. Part of the considerations would be ensuring that councillors had timely oversight of the issues.

The Committee welcomed the proposals and made suggestions concerning the separation of statistics to provide a more accurate picture of absence levels. Councillors supported the use of intelligence to try to understand the underlying reasons for absence, including management approach.

RESOLVED –

(1) That the update on sickness management be noted.

(2) That the Committee supports proposals to improve the quality of attendance management information and the development of a Workforce Health and Wellbeing Strategy.

(3) That as part of development work, consideration be given to clarifying arrangements for councillor oversight of sickness absence and management.

8 **Employee Relations Sub Committee - 25 January 2018**

The Committee received for background information the minutes of the meeting of the Employee Relations Sub Committee held on 25 January 2018.

RESOLVED - That the minutes of the meeting of the Employee Relations Sub Committee held on 25 January 2018 were noted.

9 **Exclusion of the Public**

RESOLVED - The Committee resolved that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

10 Update on Human Resources and Industrial Relations and Trade Union Relationships in the Council

(Exempt information relating to consultations or negotiations, or contemplated consultations and negotiations, in connection with a labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. The need to maintain confidentiality around negotiations with the trade unions outweighs the public interest in disclosing the information)

Further to the Personnel Committee on 13 February 2018, the Committee received an update from Karl Battersby on the progress being made in the discussions with the trade unions.

In summary, today's report focused on:-

- The outcome of the Employee Relations Sub Committee (25 January 2018) which had considered the outcome of the Central Negotiating Team (7 December 2017) regarding issues in Refuse Collection Services.
- Relationships between the management and trade union sides at the present time.
- The proposals and timescales for work to address the areas under discussion.

It was agreed that a further report on the Waste Review be submitted to the Employee Relations Sub Committee.

RESOLVED -

- 1) That the update on developments since the last meeting of the Committee be noted.
- 2) That the proposed approach concerning untaken leave be endorsed by the Committee.
- 3) That a further report on the findings of the Cleansing Review be submitted to the Employee Relations Sub Committee.

11 Succession Planning and Managing Change

(Exempt information relating to particular employees. The public interest in maintaining the exemption, which would protect the rights of the individual under the Data Protection Act 1988, outweighs the public interest in disclosing the information and providing greater openness in the council's decision making)

Following a previous report to Personnel Committee in December 2017 and a subsequent verbal update at the Personnel Committee meeting on 13 February, Jacqui Gedman presented an update report which focused on:-

- A proposal to extend the existing temporary senior management arrangements in respect of the posts of Strategic Director of Corporate

Personnel Committee - 25 April 2018

Strategy and temporary Service Director in Housing, until no later than 31 December 2018.

- A review of strategic leadership requirements and structures to report to Personnel Committee within 6 months.

RESOLVED –

- 1) That the Committee note the update on the senior management structure.
- 2) That approval be given to extend the temporary arrangements for the posts of Strategic Director of Corporate Strategy and Service Director, Housing to a maximum of 31 December 2018.
- 3) That the Personnel Committee consider a further report at a future meeting on the future senior leadership arrangements.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Personnel Committee			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting:
Personnel Committee
Date: 30th July 2018

Title of report: Senior Management Update

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Is it in the Council's Forward Plan?	No
Is it eligible for "call in" by Scrutiny?	No
Date signed off by <u>Director</u> & name Is it signed off by the Director of Resources? Is it signed off by the Service Director – Legal, Governance and Commissioning (monitoring Officer)?	Jacqui Gedman , Chief Executive 20 th July 2018 Julie Muscroft 20 th July 2018
Cabinet member portfolio	Cllr David Sheard, Leader of the Council, Cllr Shabir Pandor, Deputy leader of the Council

Electoral [wards](#) affected:
None
Ward councillors consulted:
None

Public or private: Public

1. Purpose of report

- 1.1 To receive an update from the Chief Executive about the senior management structure.
- 1.2 To seek approval to establish two member appointment panels to appoint to the Strategic Director for Children and Families and the Service Director for Finance (S.151 officer).
- 1.3 To seek approval to establish a new role within the Economy and Infrastructure Directorate of Service Director for Growth and Housing and to delegate authority to the Strategic Director Economy and Infrastructure and the Head of People Services to develop a role profile for this new post.
- 1.4 To seek approval to establish two member appointment panels to recruit to the newly established post of Service Director for Growth and Housing and the vacant post of Service Director for Economy and Regeneration.
- 1.5 This report builds on the reports to Personnel Committee of 25th April 2018, 13th February 2018, 18th December 2017, 19th September 2017 and 25th January 2017

2. Children's and Families Directorate

- 2.1 As part of our improvement plan and our partnership with Leeds City Council, there has been a focus on strengthening leadership capacity and capability in the directorate. This has resulted in permanent staffing appointments and less reliance upon interim and agency workers, which in turn has brought stability to the directorate, in particular, stability in leadership.
- 2.2 Given the positive progress that we are making on our improvement journey, it is timely that we now begin to work towards appointing our own Strategic Director for Children's and Families who will be in place to take over the statutory responsibility as the partnership arrangement tapers off. This individual will join us during our improvement journey, will work alongside and learn from our partners from Leeds and will prepare to take on the DCS role, once that statutory responsibility transfers back to us. This way forward has been endorsed by the minister and the Commissioner who is in place to oversee the improvement of our Children's Services.
- 2.3 The role is currently out to advert and will close at the end of July. Technical assessments will take place during August and final panel interviews are anticipated early to mid-September. The Personnel Committee is asked to give approval to establish a member appointment panel that will determine the appointment to this post.

3. Corporate Strategy and Public Health Directorate

- 3.1 In February 2018, the Service Director for Finance, IT and Transactional Services became vacant. Since this time, the statutory role of the s.151 officer has been undertaken by the Head of Finance on a temporary basis.
- 3.2 The role is currently out to advert and will close at the end of July, with technical interviews taking place during August. It is anticipated that final panel interviews will take place early to mid-September. The Personnel Committee is asked to give approval to establish a member appointment panel that will determine the appointment to this post.

4. Economy and Infrastructure Directorate

- 4.1 The Strategic Director for Economy and Infrastructure took up post on 1st February 2018. Since his appointment, the Strategic Director has taken the opportunity to review the senior leadership capacity across his directorate and set out the resources required in order to deliver an ambitious agenda for Kirklees going forward.
- 4.2 At a senior level, there are currently two Service Director posts; one with responsibility for Commercial, Regulatory and Operational Services and the other with responsibility for Economy, Regeneration and Culture. In addition to these posts, in December 2017, the Personnel Committee agreed to the establishment of a temporary Service Director post to provide additional in-house capacity whilst the new Strategic Director assessed the senior leadership arrangements in that area. The temporary role was also in place to provide additional senior capacity, ensuring that Kirklees continued to be involved at a strategic level in regional matters.
- 4.3 In terms of the two permanent Service Director posts, the postholder undertaking the responsibility for Commercial, Regulatory and Operational Services is currently seconded out to provide leadership to KNH and acting-up responsibilities have been put in place to provide a level of cover in her absence; the other permanent postholder has recently resigned; the postholder in the temporary role remains in place on a fixed term contract until no later than 31st December 2018.
- 4.4 Having taken time to review the current position and the future ambitions that the Council has in this area, the Strategic Director is of a view that the current portfolios are too broad and do not allow a framework for the effective alignment of functions, which means that leadership and management capacity at that senior level is limited. He is therefore keen to strengthen capacity, given our ambitions. A proposal is set out below.
- 4.5 Housing growth is a significant priority going forward, with a very challenging agenda. It needs driving at a senior level, with someone who has the drive and capacity to make it happen. The Strategic Director is therefore proposing to establish a permanent post of Service Director for Growth and Housing. This new post would be established at the same level as other

Service Director posts (Grade 22 – SCP70-72) and can be accommodated within overall budgeted resources built into 2018-19 approved budget plans, following the organisation wide senior management review. The key duties for this new role would include:

- All housing functions, including managing the current relationship with KNH (pending review);
- All planning functions;
- Highways and related functions, focusing on a more joined up approach;
- Culture, events, museum and galleries, which are currently under the line management of the Service Director for Economy, Regeneration and Culture.

Subject to approval from Personnel Committee, the Strategic Director for Economy and Infrastructure in conjunction with the Head of People Service will develop a detailed role profile for this new post. It is proposed that this post is recruited to externally as soon as possible and that Personnel Committee agree to establish an appointments panel to determine recruitment to the post.

4.6 In terms of the newly vacant post Service Director for Economy, Regeneration and Culture, the Strategic Director proposes that this post is retained, although there would be a change to the portfolio and designation. Going forward, the post would be designated as Service Director for Economy and Regeneration with a revised portfolio covering the following key areas:

- The delivery of major regeneration projects
- Asset and facilities management
- Business engagement and inward investment
- Economic strategy and skills

It is proposed that this post is recruited to externally as soon as possible and that Personnel Committee agree to establish an appointments panel to determine recruitment to the post.

4.7 In terms of the Service Director for Commercial, Regulatory and Operational Services, it is proposed that this role is retained and that it also takes on responsibility for the following areas:

- Dedicated lead for enforcement activity for the council
- Fleet management

4.8 The proposed changes will strengthen leadership and management capacity across the directorate and will also provide the framework for the realignment of functions to ensure a best fit.

5. Cabinet portfolio holder recommendation

5.1 There is no specific Portfolio Holder recommendation

6. Officer recommendation

6.1 The Personnel Committee is recommended to:

- Agree to establish member appointment panels to recruit to the Strategic Director for Children and Families and the Service Director for Finance (S.151 officer). The composition of the panels will be a ratio of 3:1:1.
- Approve the establishment of a new role within the Economy and Infrastructure Directorate of Service Director for Planning and Housing Growth and delegate authority to the Strategic Director Economy and Infrastructure and the Head of People Services to develop a role profile for this new post
- Agree to establish member appointment panels to recruit to the newly established post of Service Director for Planning and Housing Growth and the vacant post of Service Director for Economy and Regeneration. The composition of the panels will be a ratio of 3:1:1.

7. Contact officer

Jacqui Gedman, Chief Executive

8. Service Director responsible

Deborah Lucas, Head of People Service

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