

**Name of meeting:**

**Personnel Committee**

**Date: 30<sup>th</sup> July 2018**

**Title of report: Senior Management Update**

<b>Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	No
<b>Is it in the <a href="#">Council's Forward Plan</a>?</b>	No
<b>Is it eligible for "call in" by <a href="#">Scrutiny</a>?</b>	No
<b>Date signed off by <u>Director</u> &amp; name</b>  <b>Is it signed off by the Director of Resources?</b>  <b>Is it signed off by the Service Director – Legal, Governance and Commissioning (monitoring Officer)?</b>	Jacqui Gedman , Chief Executive 20 <sup>th</sup> July 2018  Julie Muscroft 20 <sup>th</sup> July 2018
<b>Cabinet member <a href="#">portfolio</a></b>	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 25<sup>th</sup> April 2018, 13<sup>th</sup> February 2018, 18<sup>th</sup> December 2017, 19<sup>th</sup> September 2017 and 25<sup>th</sup> 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 1<sup>st</sup> 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 31<sup>st</sup> 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