



Name of meeting:

Personnel Committee

Date: 29th October 2018

Title of report: Update on Senior Management Arrangements

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 19 th October 2018 Julie Muscroft 19 th October 2018
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council, Cllr David Sheard, 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 on recent senior management appointments.
- 1.2 To seek approval to formally establish the role of Strategic Director of Corporate Strategy and Commissioning and to establish a member appointment panel to recruit to the new post.
- 1.3 To note a proposal to review and realign a number of portfolios at a senior level and to strengthen the office of the Chief Executive. This will provide us with a strong foundation from which we can meet the strategic needs and ambitions of the Council as well as providing us with the capacity to strengthen our position and reputation as a high performing, outcome driven organisation, not only at a regional level but at a level where we are nationally recognised for our achievements.
- 1.4 This report builds on the reports to Personnel Committee of 30th July 2018, 25th April 2018, 13th February 2018, 18th December 2017, 19th September 2017 and 25th January 2017.

2. Update on Senior Management Appointments

- 2.1 As part of our improvement plan and our partnership with Leeds City Council, we have focused on strengthening leadership capacity and capability in the directorate.
- 2.2 Given the positive progress made on our improvement journey, at its last meeting, the Personnel Committee agreed to convene an appointment panel to recruit to our own Strategic Director for Children's and Families so that we have an individual in place and ready to take over the statutory responsibility as the partnership arrangement tapers off.
- 2.3 Following a rigorous process, which was supported by an independent recruitment partner, Mel Meggs was successful in being appointed to the role. Mel is currently the Deputy Director of Children's Services at Rotherham and will join us at the beginning of December 2018; she will initially work alongside our partners from Leeds as she prepares to take on the full statutory responsibility, when it transfers back to us at an appropriate point next year.
- 2.4 Since the last Personnel Committee meeting and following a national recruitment process, supported by an independent recruitment partner, we have also appointed Eamonn Croston as our S.151 Officer.
- 2.5 Finally, at its last meeting, the Personnel Committee agreed to convene two appointment panels to oversee the recruitment to two senior roles within the Economy and Infrastructure Directorate - Service Director for Planning and

Housing Growth and Service Director for Economy and Regeneration. Working with an independent recruitment partner to undertake a rigorous national selection process for both roles, we will shortly be conducting the final interviews for these roles and a verbal update on the successful candidates will be reported to the Personnel Committee at the meeting.

3. Corporate Strategy Directorate

- 3.1 At its meeting on 19th September 2017, Personnel Committee agreed to establish a temporary role of Strategic Director of Corporate Strategy. The establishment of this role was in recognition of the volume of change and scale of the budget challenges and in recognition of the further stability and capacity that was required at this senior level in the organisation.
- 3.2 Following approval, the role was filled from within the existing Service Directors and has provided much needed strategic oversight of all the corporate services which are key enablers to our transformation ambitions. The role has provided a strong focus on strategy which is critical in supporting our move to being a commissioning council and has given clarity around our outcome based approach to service delivery.
- 3.3 Given the positive impact of this role, at its meeting on 25th April 2018, the Personnel Committee agreed to extend the temporary arrangement for a further 8 months to give the Chief Executive sufficient time to review the strategic leadership requirements, ensuring that these meet the needs and ambitions of the Council and the Partnership going forward.
- 3.4 Having reviewed those requirements, the Chief Executive is now very clear that the temporary role of Strategic Director of Corporate Strategy is integral to the successful achievement of the Council's ambitions to become a commissioning and outcome based authority. The proposal is therefore that this role is confirmed as a permanent post in the senior leadership structure, that the role title is amended to Strategic Director of Corporate Strategy and Commissioning to more accurately reflect its responsibilities and that an external recruitment process is undertaken as soon as possible. In this respect, Personnel Committee is also requested to establish a member appointment panel to oversee that recruitment process.
- 3.5 In addition to the above, the Chief Executive has recognised that in order to have clearly aligned corporate portfolios that operate in an efficient and seamless manner, a number of functions beneath the Strategic Director of Corporate Strategy and Commissioning will need to be reviewed and realigned. This realignment is within the delegation of the Chief Executive and will take place in conjunction with the Strategic Director and the relevant postholders.
- 3.6 The Chief Executive has also recognised that in order to strengthen our regional/national influence and reputation, there is a requirement to bring in some temporary additional expertise and capacity within the office of the Chief Executive. This capacity will support the Chief Executive and Leader of

the Council in strengthening our identity and in putting Kirklees firmly on the map with regard to our public standing, achievements and reputation.

3.7 The Chief Executive is therefore planning to establish a temporary role for up to 12 months in order to support the delivery of these outcomes. The impact of this role will be reviewed after a period of 8 months. Given that the level of the post would sit beneath a Director level in the organisation, the Chief Executive has delegated authority to establish such a role without the approval of the Personnel Committee. It is, however, important that this committee is sighted on the creation of this new role as it highlights the commitment to establishing the regional and national reputation of Kirklees as a great place to live, work, visit and invest.

3.8 Funding for this temporary role and the permanent role of Strategic Director of Corporate Strategy and Commissioning will be provided from within existing budgeted resources.

4. Cabinet portfolio holder recommendation

4.1 There is no specific Portfolio Holder recommendation

5. Officer recommendation

5.1 The Personnel Committee is recommended:

- To note the update from the Chief Executive on recent senior management appointments;
- To approve the permanent establishment of the role of Strategic Director of Corporate Strategy and Commissioning and to establish a member appointment panel to recruit to the new post following an external advertisement. The composition of the panel will be a ratio of 3:1:1.
- To note the Chief Executive's proposal to review and realign a number of portfolios at a senior level, in conjunction with the Strategic Director of Corporate Strategy and relevant postholders;
- To note the Chief Executive's plan to establish a temporary role, for a period of up to 12 months, which will support the Council to improve its influence and reputation at a regional and national level.

6. Contact officer

Jacqui Gedman, Chief Executive

7. Service Director responsible

Deborah Lucas, Head of People Service