

**Personnel Committee**

**Date: 4<sup>th</sup> November 2019**

**Update on Senior Management Arrangements**

<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>	Rachel Spencer-Henshall 22 <sup>nd</sup> October 2019
<b>Is it signed off by the Service Director – Legal, Governance and Commissioning (Monitoring Officer)?</b>	Julie Muscroft 24 <sup>th</sup> October 2019
<b>Cabinet member <a href="#">portfolio</a></b>	Cllr Turner – Corporate 24 <sup>th</sup> October 2019

**Electoral [wards](#) affected:**

**None**

**Ward Councillors consulted:**

**None**

**Public or private: Public**

## **1. Purpose of report**

- 1.1 To receive an update from the Strategic Director for Corporate Strategy, Commissioning and Public Health on changes to senior management arrangements.
- 1.2 To seek approval to increase the establishment of Service Directors by one full-time equivalent role and to agree to convene a member appointment panel to recruit to the new role. This new role will be focused on Customers and Communities and bring together a number of functions that are currently managed in different parts of the Council.
- 1.3 To note the reconfiguration of existing adult social care Service Director capacity to create one role covering mental health, learning disabilities and in-house care services given the increased pressure in this area and the agenda on integration.
- 1.4 To agree to the temporary extension of the existing two part-time Service Director roles in adult social care that are due to expire in December 2019; these extensions are to ensure leadership stability and capacity remains whilst the above change is worked through and an external recruitment exercise is undertaken. In addition, the Committee is asked to agree to convene a member appointment panel to recruit to this reconfigured role.
- 1.5 This report builds on the reports to Personnel Committee of 29<sup>th</sup> October 2018, 30<sup>th</sup> July 2018, 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. Update on Senior Management Recruitment**

- 2.1 Following an external recruitment exercise and the subsequent internal promotion of an existing Service Director into the role of Strategic Director for Corporate Strategy, Commissioning and Public Health, the portfolio for the vacated role was reviewed and reconfigured to that of Service Director Strategy and Innovation. This reconfiguration was to strengthen capacity around the development and delivery of corporate planning and strategy and to bring an innovative approach to transformation across the organisation. Following an external recruitment process overseen by a panel of elected members, a successful candidate was appointed to that role in May of this year.
- 2.2 At around the same time, the role of Service Director for Environment was also subject to an external recruitment exercise overseen by a member panel and an individual commenced in role in June of this year. Unfortunately, the individual tendered their resignation within a few months of commencement and the role is currently being readvertised. Pending the outcome of that recruitment exercise, which is being overseen by a panel of members, an interim Service Director has been appointed to ensure effective leadership is maintained across this area.

### **3 Proposed changes**

- 3.1 Within the current Adults and Health Directorate, there is increasing pressure on the provision of mental health, learning disabilities and in-house care services as well as a pressure on integration. The proposal is therefore to reconfigure two part-time Service Director roles which are on fixed term contracts into a single new Service Director role that is focused on the aforementioned areas. The role will be funded from within existing budgets and it is proposed that an external, member led recruitment exercise to fill this role is undertaken at the earliest opportunity. Given the timescales relating to senior recruitment processes, including notice periods, it is unlikely that a successful candidate will be in post for at least six months. As part of the portfolio for this role, a new Head of Service for the regulated in-house care services will be created; this reflects the risks that this set of services present as the needs of service users become ever more complex and the regulatory framework is ever more demanding.
- 3.2 There are currently a range of customer facing and community functions and services that sit across the organisation, under a variety of leadership arrangements. Some of these (libraries, customer services, community plus etc.) are managed by an existing part time Service Director whose contract expires in December 2019. Given the benefits that will be derived from bringing these services together with other front facing services such as Communities, it is proposed to create a new full time Service Director for Customers and Communities that covers this broader portfolio to replace the existing part time role. This will enable a real focus on these services working together to achieve the best outcomes for our residents. This role will have a matrix management arrangement and be accountable to a number of Strategic Directors as it will deliver outcomes across the Council, including for vulnerable children, adults and families as well as putting into operation the place based working approach. An external, member led recruitment exercise to fill this role is proposed and this will process will commence as soon as possible; it is noted, however, that taking into account the recruitment cycle including notice periods, any successful candidate is unlikely to be in post for at least six months.
- 3.3 It is therefore proposed that the two existing part time Service Directors have their contracts temporarily extended from December 2019 to provide transitional cover until the successful candidate commences in role.
- 3.4 The above changes also reflect the recommendations from our peer challenge in relation to increased leadership capacity, building on the community plus model as well as creating an environment where we are able to share posts between strategic directors in order to best facilitate collaborative working.

#### **4. Other changes**

- 4.1 Given the significant programme of work within the Economy and Infrastructure Directorate, a decision has been taken to transfer the responsibility for KNH to the Strategic Director for Adults and Health; this will enable the Strategic Director for Economy and Infrastructure to focus on the town and village regeneration schemes, the work to re-procure the waste contract and the redesign of operational services.
- 4.2 The alignment of housing with adult social care is relatively common and reflects the positive contribution that a good housing offer can make to increase the independence of people who need social care. To reflect the move and highlight the importance of this housing function being integrated into the Adults and Health directorate, it is proposed that the directorate is redesignated to “Adults, Housing and Health”.
- 4.3 A copy of the revised senior management structure which includes the proposals set out in this report is attached at Appendix 1.

#### **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 note the update from the Strategic Director for Strategy, Commissioning and Public Health on recent and proposed changes to senior management arrangements;
  - To approve an increase to the establishment of Service Directors by one full-time equivalent and to agree to convene a member appointment panel to recruit to the new role. This new role will be focused on Customers and Communities and bring together a number of functions that are currently managed in different parts of the Council. The composition of the member panel will be a ratio of 3:1:1.
  - To note the reconfiguration of existing adult social care Service Director capacity to create one role covering mental health, learning disabilities and in-house care services given the increased pressure in this area and the agenda on integration. The Committee is also asked to agree to convene a member appointment panel to recruit to this reconfigured role. The composition of the member panel will be a ratio of 3:1:1.
  - Support the contract extensions for the two part-time Service Directors to ensure adequate capacity during the transitional period.

**7. Contact officer**

Deborah Lucas, Head of People Service

**8. Strategic Director responsible**

Rachel Spencer-Henshall, Strategic Director for Strategy,  
Commissioning and Public Health