

**Personnel Committee**  
**5<sup>th</sup> March 2020**  
**Update on Senior Management Arrangements**

**Purpose of report: To update Personnel Committee on a number of changes to Senior Management arrangements and seek approval to convene a number of recruitment panels**

<b>Key Decision - 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>	<b>Not Applicable</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>Key Decision – No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>No</b>
<b>Date signed off by Chief Executive</b>	<b>Jacqui Gedman 26<sup>th</sup> February 2020</b>
<b>Is it also signed off by the Service Director for Finance?</b>	<b>Eamonn Croston 26<sup>th</sup> February 2020</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	<b>Julie Muscroft 26<sup>th</sup> February 2020</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Pandor 26<sup>th</sup> February 2020</b>

**Electoral wards affected: None**

**Ward councillors consulted: N/A**

**Public or private: Public**

**Has GDPR been considered? Yes. Not applicable, as no personal information included.**

## **1.0 Purpose of Report**

- 1.1 To receive an update from the Chief Executive on changes to senior management arrangements.
- 1.2 To formalise the role of Service Director Resources, Improvement and Partnerships.
- 1.3 To seek approval to disestablish the role of Strategic Director for Economy and Infrastructure following the resignation of the existing incumbent and to establish two new roles of Strategic Director; one role to focus on environment and climate change as well as bringing together property functions and leading on the delivery of the Council's capital programme; the other to focus on focus on growth and regeneration covering housing growth, town centre regeneration, planning and major project delivery.
- 1.4 To seek approval to create Service Director capacity of one additional role across highways and property to enable the effective delivery of very challenging agendas in these areas.
- 1.5 To seek agreement to convene member appointment panels to recruit to the above roles.
- 1.6 This report builds on the reports to Personnel Committee of 4<sup>th</sup> November 2019, 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.

## **2.0 Senior Management Update**

- 2.1 In November 2019, this Committee gave approval to establish and recruit to the roles of Service Director Customers and Communities and Service Director Mental Health and Learning Disabilities. Following successful external recruitment exercises, two internal candidates were appointed to these roles. Both applicants took up their new roles on 1<sup>st</sup> March 2020.
- 2.2 A temporary arrangement has also been in place over the past 6 months to deliver the role of Service Director Resources, Improvement and Partnerships in Children's Services. This has been funded by a Service Director role that was vacant on the structure and has been filled on a secondment basis. The temporary role has had a positive impact in Children's and the proposal is that the role is formalised on a permanent. It will be permanently funded by the disestablishment of the vacant post on the structure.
- 2.3 The Strategic Director for Economy and Infrastructure is due to leave the Council on the 1<sup>st</sup> August 2020. There is therefore a need to consider what the senior management arrangements should look like post August. It is intended to begin recruitment and appoint in time to have a handover before the current post holder leaves the Council.

- 2.4 The Economy and Infrastructure Directorate is the most diverse in the Council, covering a significant range of public facing services and currently faces significant challenges, including:
- A huge regeneration agenda, with Blueprints for both Huddersfield and Dewsbury
  - Modernisation of front line environmental services, particularly cleansing and highways
  - A requirement to fundamentally change our waste collection arrangements and put in place new arrangements for the disposal of our waste
  - A significant housing growth agenda, in particular a number of key sites in Council ownership
  - Delivery of a very ambitious capital programme
  - Responding to climate emergency
- 2.5 In Kirklees, the level of focus required on environmental services, particularly cleansing, has taken a disproportionate amount of the Strategic Director's time, especially at a time when there is such a significant growth and regeneration agenda. Whilst progress has been made across many areas, we are now firmly in delivery mode and that requires additional capacity.
- 2.6 Members will also be aware of the outcome of the LGA Peer Review in 2019 which was very positive about the Council's growth agenda and the scale of ambition but recognised that capacity to deliver is an issue.
- 2.7 It is of note that a number of Councils have had similar challenges with their place based Directorates and we have seen an increasing trend to split those directorates and most senior roles into two – one essentially to focus on environment matters and the other on growth and regeneration.

### **3.0 Proposed Changes**

- 3.1 It is therefore proposed to split the current Strategic Director role into two roles, to provide that additional capacity and focus.
- 3.2 One role would focus on environment and climate change also bringing together property functions and the delivery of the Council's capital programme. The second role would focus on growth and regeneration covering housing growth, town centre regeneration, planning and major project delivery.
- 3.3 In addition, to further strengthen capacity, it is proposed to review the existing Service Director role for Environment and create an additional Service Director role, which would sit under the Strategic Director for Environment and Climate Change. This new role would be created in recognition of the fact that the current Service Director for Environment already has a very broad and challenging remit – one which is required to modernise a significant frontline waste service that impacts on every single citizen in Kirklees as well as managing the Council's property assets and the Council's highway network. It is therefore crucial that these areas are given an absolute focus by more than one Service Director.

- 3.4 The proposal is therefore to enable the existing Service Director for Environment to have a discrete focus on modernising waste services and creating an additional Service Director to focus on property and highways. This additional role would focus on delivering the Council's asset strategy, maintaining the Council's highway network and also programme manage the delivery of the Council's wider capital programme. This role would be very much focussed on delivery and compliance, freeing up the current service Director for Environment to focus on the waste modernisation agenda.
- 3.5 Further changes will be required at Head of Service level and these will be considered at a later date, once the senior appointments have been made.

#### **4.0 Recommendation**

- 4.1 It is recommended that this Committee agrees to:
- Formalise the role of Service Director Resources, Improvement and Partnerships.
  - Disestablish the role of Strategic Director for Economy and Infrastructure and establish two new roles of Strategic Director; one role to focus on environment and climate change as well as bringing together property functions and leading on the delivery of the Council's capital programme; the other to focus on focus on growth and regeneration covering housing growth, town centre regeneration, planning and major project delivery
  - Increase Service Director capacity by one to work across highways and property to enable the effective delivery of very challenging agendas in these areas
  - Convene member appointment panels to recruit to the above roles.

#### **5.0 Contact officers**

Jacqui Gedman, Chief Executive

Deborah Lucas, Head of People Services