

Name of meeting: Personnel Committee

Date: 3rd March 2021

Title of report: Update on Senior Management Arrangements

Purpose of report: To update Personnel Committee on a number of changes to the senior management arrangements and to seek approval to convene a number of recruitment panels

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?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Chief Executive	Jacqui Gedman – 22 nd February 2021
Is it also signed off by the Service Director Finance?	Eamonn Croston – 22 nd February 2021
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 22 nd February 2021
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council

Electoral wards affected: N/A

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered: Yes

1.0 Purpose of Report

- 1.1 To receive an update from the Chief Executive on changes to senior management arrangements
- 1.2 To seek approval to realign the Service Director, Environment, and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
- 1.3 To establish a new post of Service Director, Culture and Visitor Economy, to report to the Environment and Climate Change Directorate.
- 1.4 To note the structure implemented within the Growth and Regeneration Directorate to accommodate incoming staff and functions from Kirklees Neighbourhood Housing.
- 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 5th March 2020, 4th November 2019, 29th October 2018, 30th July 2018, 25th April 2018, 13th February 2018, 18th December 2017, 19th September 2017 and 25th January 2017
- 1.7 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.

2.0 Strategic Director Appointments

- 2.1 On 5th March 2020 Personnel Committee agreed to disestablish the post of Strategic Director, Economy and Infrastructure, and create two new Strategic Director portfolios of Environment and Climate Change, and Growth and Regeneration. It was noted in the report that this split of Place-based functions has become common across large unitary authorities as they seek to allow a focus for both regeneration and place shaping, but also the delivery of excellent and efficient front-line services. Within Kirklees the addition of an ambitious climate change programme, delivery of the Town Centre blueprints, the end of the waste services PFI contract and the insourcing of KNH were also strategic drivers for the split.
- 2.2 Member appointment panels were convened over the Summer of 2020 and both posts were appointed to.
- 2.3 The new Strategic Directors were both in post with the Council by the end of September 2020.
- 2.4 The new Strategic Directors developed initial 100-day plans for their directorates which included accelerating the delivery of existing programmes of work, developing strategic priorities and reviewing existing organisational capacity to deliver the ambitions set out above. During this time the Strategic Directors also considered the split of the services which had been agreed before they joined the Council and whether this model was still the most appropriate to enable a framework for delivery of the Council's ambitions.
- 2.5 The review of organisational capacity was aided by the learning and recommendations from the 2019 LGA Peer Review which highlighted concerns

regarding organisational capacity, the agreement to bring KNH into the Council and the associated scrutiny process that went before it and recent Overview and Scrutiny Management Committee items on both Climate Change and the Culture, Tourism and Heritage Strategies.

- 2.6 The processes and considerations detailed above have resulted in the proposed senior management structures detailed at Sections 3 and 4 of this report.

3.0 Environment and Climate Change

- 3.1 It is proposed to seek approval to realign the Service Director, Environment; and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
- 3.2 The realignment of these Service Director portfolios will create capacity to deliver on the Council's ambitious climate change programme, both in terms of the Council's and the Borough's journeys towards net zero carbon and greenhouse gases. The realignment will also allow the Service Director, Environmental Strategy and Climate Change, to ensure that the Council's climate change ambitions are embedded across all Council services. This post will also have responsibility for overhauling the Council's regulatory functions and will ensure that they are aligned to our wider climate commitments, are focused on place-based delivery and are supporting economic recovery and the businesses we regulate.
- 3.3 As part of the review of the split of services inherited by the incoming Strategic Directors, it was agreed by the Executive Team that the Council's Visitor Economy, Culture and Tourism Services, Museums, Galleries and Markets would transfer to the Environment and Climate Change Directorate. It is proposed that the services detailed above, along with the Council's Venues services (Town Halls, Venues, Catering Services and Cleaning Services) would sit in a new Service Director portfolio of Culture and Visitor Economy.
- 3.4 The new post of Service Director, Culture and Visitor Economy will create additional senior management capacity to drive forward the Council's cultural development aspirations. This will include overseeing the development of a new Visitor Economy strategy framework, acting as the client/end user for the development of the Cultural Heart Town Centre regeneration blueprint programme and leading the development of the Kirklees Year of Music 2023 programme. Against this backdrop, this post will have an overtly commercial focus and support the development of the well-established commercial service areas with the Service Director's portfolio, lead on the development of the business cases for the cultural assets proposed as part of the new Cultural Heart regeneration proposals, and support the wider Council in developing its corporate commercial strategy.
- 3.5 It should be noted that funding for the above post will be contained within the overall approved budgetary provision for 2021/22.
- 3.6 The proposed new structure for the Environment and Climate Change Directorate is attached at Appendix A to this report.

4.0 Growth and Regeneration

- 4.1 The Strategic Director for Growth & Regeneration has undertaken a review of the Service Director roles within the directorate. Whilst there are no proposed increase in the number of roles, there are changes to portfolios and changes that relate directly to the transfer back to the Council of KNH.
- 4.2 The two existing Service Director posts have been reviewed to better align the portfolios with the Council's requirements. The reviewed roles are now Service Director Skills & Regeneration and Service Director Development. The Service Director Skills & Regeneration is currently vacant and being covered on an interim basis. This role will shortly be advertised and will be subject to selection by a member recruitment panel. The post of Service Director Development has been filled by an existing Service Director within the directorate.
- 4.3 To prepare for the transfer of KNH into the Council, the position of Chief Executive at KNH has been redesigned and redesignated as Service Director Homes and Neighbourhoods. This position will have full responsibility for the Council's housing functions that were previously KNH. This role has been filled by an existing Service Director from within the Growth and Regeneration directorate.
- 4.4 The revised structure for the Growth and Regeneration Directorate is attached at Appendix B to this report.

5.0 Recommendations

- 5.1 It is recommended that this committee agrees to:
- Realign the Service Director, Environmental Services, and the Service Director, Highways and Property posts by operational and strategic areas of responsibility across the new Service Director portfolios of Climate Change and Environmental Strategy and Highways and Streetscene.
 - Establish a new post of Service Director, Culture and Visitor Economy, to report to the Environment and Climate Change Directorate.
 - Note the arrangements implemented for the accommodation of KNH as well as the realignment of Service Director portfolios in the Growth and Regeneration directorate.
 - Convene member appointment panels to recruit to the above roles

6.0 Contact Officers

Jacqui Gedman, Chief Executive

Colin Parr, Strategic Director, Environment and Climate Change

David Shepherd, Strategic Director, Growth and Regeneration

Deborah Lucas, Head of People Services