

Human Resources Committee

**Thursday, 16 May 2024 at 6.30 p.m.
Committee Room - Tower Hamlets Town Hall,
160 Whitechapel Road, London E1 1BJ**

Combined Agenda

1. **DECLARATIONS OF INTERESTS (PAGES 5 - 6)**

Members are reminded to consider the categories of interest in the Code of Conduct for Members to determine whether they have an interest in any agenda item and any action they should take. For further details, please see the attached note from the Monitoring Officer.

Members are reminded to declare the nature of the interest and the agenda item it relates to. Please note that ultimately it's the Members' responsibility to declare any interests and to update their register of interest form as required by the Code.

If in doubt as to the nature of your interest, you are advised to seek advice prior to the meeting by contacting the Monitoring Officer or Democratic Services

2. **APPOINTMENT OF VICE CHAIR**

3. **MINUTES (PAGES 7 - 12)**

To agree the unrestricted minutes of the Human Resources Committee meeting held on 07 March 2024.

4 .1 **Human Resources Committee Terms of Reference, Quorum, Membership & Dates of 2024/25 Meetings (Pages 13 - 22)**

4 .2 **Establishment of Appeals Sub-Committees 2024/25 (Pages 23 - 32)**



- 4.3 Establishment of Appointments Sub-Committee 2024/25 (Pages 33 - 40)
- 4.4 Update on Senior Recruitment (Pages 41 - 46)
- 4.5 Employee Relations Casework and Policy Quarterly Review (Pages 47 - 74)
- 4.6 CEO Update on Council Transformation (Pages 75 - 94)
- 5. Human Resources Work Plan 2024/25
- 6. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT
- 7. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

Contact for further enquiries:

Justina Bridgeman, Democratic Services,
justina.bridgeman@towerhamlets.gov.uk
020 7364 4854

<https://democracy.towerhamlets.gov.uk/>



Agenda Item 1

DECLARATIONS OF INTERESTS AT MEETINGS– NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Code of Conduct for Members at Part C, Section 31 of the Council's Constitution

(i) Disclosable Pecuniary Interests (DPI)

You have a DPI in any item of business on the agenda where it relates to the categories listed in **Appendix A** to this guidance. Please note that a DPI includes: (i) Your own relevant interests; (ii) Those of your spouse or civil partner; (iii) A person with whom the Member is living as husband/wife/civil partners. Other individuals, e.g. Children, siblings and flatmates do not need to be considered. Failure to disclose or register a DPI (within 28 days) is a criminal offence.

Members with a DPI, (unless granted a dispensation) must not seek to improperly influence the decision, must declare the nature of the interest and leave the meeting room (including the public gallery) during the consideration and decision on the item – unless exercising their right to address the Committee.

DPI Dispensations and Sensitive Interests. In certain circumstances, Members may make a request to the Monitoring Officer for a dispensation or for an interest to be treated as sensitive.

(ii) Non - DPI Interests that the Council has decided should be registered – (Non - DPIs)

You will have 'Non DPI Interest' in any item on the agenda, where it relates to (i) the offer of gifts or hospitality, (with an estimated value of at least £25) (ii) Council Appointments or nominations to bodies (iii) Membership of any body exercising a function of a public nature, a charitable purpose or aimed at influencing public opinion.

Members must declare the nature of the interest, but may stay in the meeting room and participate in the consideration of the matter and vote on it **unless:**

- A reasonable person would think that your interest is so significant that it would be likely to impair your judgement of the public interest. **If so, you must withdraw and take no part in the consideration or discussion of the matter.**

(iii) Declarations of Interests not included in the Register of Members' Interest.

Occasions may arise where a matter under consideration would, or would be likely to, **affect the wellbeing of you, your family, or close associate(s) more than it would anyone else living in the local area** but which is not required to be included in the Register of Members' Interests. In such matters, Members must consider the information set out in paragraph (ii) above regarding Non DPI - interests and apply the test, set out in this paragraph.

Guidance on Predetermination and Bias

Member's attention is drawn to the guidance on predetermination and bias, particularly the need to consider the merits of the case with an open mind, as set out in the Planning and Licensing Codes of Conduct, (Part C, Section 34 and 35 of the Constitution). For further advice on the possibility of bias or predetermination, you are advised to seek advice prior to the meeting.

Section 106 of the Local Government Finance Act, 1992 - Declarations which restrict Members in Council Tax arrears, for at least a two months from voting

In such circumstances the member may not vote on any reports and motions with respect to the matter.

Further Advice contact: Linda Walker, interim Director Legal, 020 7364 4348.

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to the Member's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE HUMAN RESOURCES COMMITTEE

HELD AT 6.34 P.M. ON THURSDAY, 7 MARCH 2024

**COMMITTEE ROOM - TOWER HAMLETS TOWN HALL, 160 WHITECHAPEL
ROAD, LONDON E1 1BJ**

Members Present in Person:

Councillor Bellal Uddin	-(Chair)
Councillor Kabir Ahmed	-(Cabinet Member for Regeneration, Inclusive Development and Housebuilding)
Councillor Saied Ahmed	-(Cabinet Member for Resources and the Cost of Living)
Councillor Abdul Wahid	-(Cabinet Member for Jobs, Skills and Growth)
Councillor Sabina Khan	

Officers In Attendance Virtually:

Gail Simpson	-(Interim Head of Human Resources)
Catriona Hunt	-(Head of Human Resources)
Richard Penn	-(Advisor to Mayor Lutfur Rahman & CEO)
Carole S. Bowes	-(Employment Lawyer, Legal Services, Directorate Law, Probity and Governance)
Justina Bridgeman	-(Democratic Services Officer, Committees)

Officers Present Virtually:

Julie Lorraine	-(Corporate Director, Resources)
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1. DECLARATIONS OF INTERESTS

There were no declarations of pecuniary interests.

2. MINUTES

The minutes of the Human Resources Committee meeting held on 28 November 2023 were approved and signed as a correct record of proceedings.

3. WORK PLAN

Noted.

4. REPORTS FOR CONSIDERATION

4.1 Employee Relations Casework Policy Update 23/24 Q2

Julie Lorraine, Corporate Director of Resources, gave the Committee an overview of the employee relations casework from 01 October 2023 to 31 December 2023. Members were informed that in regard to the Housing Options issue, Trade unions indicated to the Chief Executive that they would support a vote of strike action. A subsequent meeting with union members was conducted and written requests were made for a listening group facilitated by a director with staff, and consideration be given for a formal mediation with management and staff.

Other issues related to scheduled meetings after close of business, inconsistencies with paid overtime between service teams and flexi time concerns. A meeting has been scheduled for 11 March 2024 with Paul Patterson, Corporate Director for Housing and Regeneration, and the service Director. A consistent approach in addressing the trade unions will be held.

Committee members were informed that a manager who staff expressed concerns about has now left the organisation. The outcome of the collective grievance is expected shortly.

Further to questions from the Committee, Julie Lorraine, Gail Simpson, Catriona Hunt and Carole Bowes;

- Clarified that the increase in grievances relate to Tower Hamlet Homes cases received now back in-house. A trend analysis on Tribunals with quarterly comparisons can be submitted to the Committee for consideration.
- Observed that there are ongoing tribunal cases which began several years ago and details can be added to the Employee Relations Casework report going forward if required. A review of the Acas pre-conciliation process is currently being conducted.

- Clarified that changes in the top tier structure of the council account for data located in the former Place directorate and newly established Communities directorate. Future reports will specify where they initially come from.
- Confirmed that the waste services dispute has been resolved and approximately 127 temporary staff members are now permanent members of the council. The trade unions and HR staff were praised for their hard work in negotiations to resolve the matter.
- Explained that an independent specialist and the monitoring officer are currently reviewing all outstanding grievance cases.
- Noted that an Employee Assistance Programme (EAP) is available for staff to discuss any work or wellbeing related concerns. Full details are available on the intranet.

Following the report, Committee members noted that a comprehensive approach to resolving staff issues is required.

RESOLVED that;

1. A trend analysis on Tribunals with quarterly comparisons to be submitted to the Committee for review.
2. The report be noted.

4.2 Update on Senior Recruitment

Julie Lorraine, Corporate Director of Resources, introduced the report which provided the current senior recruitment positions to senior management vacancies and the interim arrangements in place. The report was submitted late due to the delay in obtaining confirmation of appointments and announcements regarding postholders. The required pie chart amendments were noted, although overall figures remain correct.

Following the report, Committee members requested a timeline of when senior management posts will be filled.

RESOLVED that;

1. Timelines on when senior management posts will be filled be submitted to the Committee for review.
2. The report on the current position on the recruitment to senior management vacancies be noted.

4.3 Update on Disciplinary Action Process for Statutory Officers

Richard Penn, Advisor to Mayor Lutfur Rahman and the Chief Executive Officer, submitted the report which outlined new procedures in regard to disciplinary processes for the Head of Paid Service (CEO), Monitoring Officer (Director of Legal Services) and the Section 151 Officer (Chief Finance Officer). The report was delayed due to consultations with stakeholders.

Mr Penn informed members that the constitution does not currently have adequate procedures in place for dealing with statutory officers, if one of them was subject to disciplinary action. The Committee was asked to provide all three senior staff with the same special procedures and contractual entitlement that the CEO already has, to ensure a level of external independence within the process. The constitution would require amendments if it were approved.

The Committee were given a brief overview of the process, which would include the establishment of a politically balanced investigation and Disciplinary Committee, to examine any senior statutory officer concerns requiring disciplinary action. If it were deemed necessary, an independent investigator would then be commissioned and findings considered by the independent members of the Standards Committee. If a recommendation for dismissal was made, this would be taken to Full Council to give final approval.

A second request was made for an Appeal Sub-committee to be formed for recommendations other than dismissal. If a recommendation for suspension was made, this would be delegated to the HR Director in consultation with the Chair of the Investigation and Disciplinary Committee.

Further to questions from the committee, Richard Penn;

- Clarified that the constitution requires amendment, the revised processes are a contractual obligation for the Chief Executive and should be extended to the other senior statutory staff members. The Local Government Association has recommended councils adopt this procedure as a matter of course.
- Suggested that the wording of the recommendations be amended to 'Director of Workforce, OD and Business Support 'or equivalent and in consultation with the Mayor, to ensure this is reflected in the constitution.

Following the report, On a vote of 4 in favour 0 against and 1 abstention,

Committee members **RESOLVED** that;

1. The report wording is amended to 'Delegate to the Director of Workforce, OD and Business Support **or equivalent and in consultation with the Mayor** the Chair of the investigation and

Disciplinary Sub-Committee the power to suspend a Relevant Officer in cases of urgency’

2. The report wording is amended to ‘Agree that the Director of Workforce, OD and Business Support **or equivalent and in consultation with the Mayor** is delegated authority to make minor non-material changes to the procedures set out in Appendix 1, following consultation with the Chair of the Human Resources Committee before the final version is presented to Council for agreement.’
3. The report on the updated Disciplinary Action Processes for Statutory Officers be **AGREED** and noted.

4.4 Pay Policy 2024/25

Julie Lorraine requested members consider the draft 2024/25 pay policy statement and propose any changes. Members were also requested to delegate to the Chief Executive, in consultation with the Director of Workforce, OD and Business Support, Chair of the HR Committee and Monitoring Officer, any minor amendments to the pay policy statement. The report was delayed due to an urgent policy recommendation for submittance to Full Council on 20 March 2024.

Ms Lorraine noted minor amendments in the report, primarily the wording associated with the threshold and lump sum, expanded the wording that relates to the benchmarking to include the wider market and amending the wording to ‘Director of Workforce, OD and Business Support or equivalent ‘

Following the report, the Committee requested;

- Amending the wording to ‘Director of Workforce, OD and Business Support or equivalent and in consultation with the Mayor, Chair of the HR Committee and Monitoring Officer, any minor changes to the 2024/25 pay policy statement’.

RESOLVED that:

1. The report wording is amended to ‘Delegate to the Chief Executive, in consultation with the Director of Workforce, OD and Business Support, **or equivalent and in consultation with the Mayor**, Chair of the HR Committee and Monitoring Officer, any minor changes to the 2024/25 pay policy statement.
2. The report on the pay policy statement 2024/25 be **AGREED** and noted

5. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

None.

6. EXCLUSION OF THE PRESS AND PUBLIC


RESOLVED

1. That in accordance with the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting on the grounds that the remaining agenda item contained information defined as exempt or confidential in Part 1 of Schedule 12A to the Local Government Act 1972.

The meeting ended at 7.44 p.m.

Chair, Councillor Bellal Uddin

Human Resources Committee

Non-Executive Report of the: Human Resources Committee 16 May 2024	 TOWER HAMLETS
Report of: Director of Legal and Monitoring Officer	Classification: Open (Unrestricted)
Human Resources Committee Terms of Reference, Quorum, Membership and Dates of Meetings 2024/25	

Originating Officer(s)	Justina Bridgeman, Committee Services Officer and Matthew Mannion, Head of Democratic Services
Wards affected	All wards

Executive Summary

This report sets out the Terms of Reference, Quorum, Membership and Dates of Meetings of the Human Resources Committee for the Municipal Year 2024-25 for the information of the Human Resources Committee members.

Recommendations:

The Human Resources Committee is recommended to:

1. Note its Terms of Reference, Quorum, Membership and Dates of future meetings as set out in Appendices 1, 2 and 3 to this report.
2. Determine the preferred time at which the scheduled meetings will start.

1. REASONS FOR THE DECISIONS

- 1.1 The report is brought annually to assist new and returning Members by informing them of the framework of the Committee set out in the Council's Constitution.

2. ALTERNATIVE OPTIONS

- 2.1 Not applicable to this report

3. DETAILS OF THE REPORT

- 3.1 The Annual Meeting of the Full Council to be held on 15 May 2024, Council is anticipated to re-establish the Human Resources Committee, appoint its membership and to delegate to it a range of duties and responsibilities in accordance with the Constitution.

3.2 As per tradition, following the Annual General Meeting of the Council at the start of the Municipal Year, all committees note their Terms of Reference, Dates of meetings, Quorum and Membership for the forthcoming Municipal Year. These are set out in **Appendix 1 and 2** of the report.

3.3 Meetings are scheduled to take place at 6.30pm **See Appendix 3.**

4. EQUALITIES IMPLICATIONS

4.1 When drawing up the schedule of dates, consideration was given to avoiding school holiday dates and known dates of religious holidays and other important dates where at all possible.

5. OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment

5.2 No specific statutory implications arising from this noting report.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 There are no direct financial implications arising from this report.

7. COMMENTS OF LEGAL SERVICES

7.1 The terms of reference for the Human Resources Committee are as set out in the Council's Constitution agreed by Council.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 –Terms of Reference of Committee.
- Appendix 2 –Membership for the Committee – TO FOLLOW

- Appendix 3 – Dates of Committee Meetings 2024/25 – TO FOLLOW

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

- None.

Officer contact details for documents:

N/A

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Terms of Reference of Committee

Human Resources Committee

Summary Description: The Committee is responsible non-executive HR and personnel issues such as recruitment of chief officers and employee appeals against dismissal.

Membership: 7 Councillors

Functions	Delegation of Functions
<p>1. To determine major policy on the terms and conditions on which staff hold office within allocated resources</p>	
<p>2. To determine the criteria for the appointment of the Head of Paid Service and other statutory and non-statutory chief officers and deputy chief officers and to establish Appointments Sub-Committees to consider such appointment</p>	<p>The Monitoring Officer and the Director of Workforce, OD and Business Support are authorised to appoint members to Appointment Sub-Committees in line with the Director of Legal and Resource Directorate Schemes of Delegation in Part D of the Constitution.</p>
<p>3. To make recommendations to Full Council on the appointment of the Head of Paid Service</p>	
<p>4. To establish a Sub-Committee to consider any proposal to discipline and/or dismiss the Head of the Paid Service, the Monitoring Officer or the Chief Financial Officer in accordance with the Officer Employment Procedure Rules set out in Part C, Section 38 of this Constitution and to appoint a minimum of two (2) 'Independent Persons' to such Sub-Committee</p>	<p>The Monitoring Officer is authorised to make or amend Committee/ Subcommittee/ Panel appointments in accordance with Section 24 of this Constitution</p>

<p>5. To consider and determine any appeal by employees under human resources procedures requiring a Member level decision.</p>	<p>None</p>
<p>6. To establish an Employee Appeals Sub-Committees to be convened by the Monitoring Officer or Director of Workforce, OD and Business Support as appropriate for determination of the above appeals referred to in paragraph 6 above. Such Sub-Committees to comprise a maximum of five (5) Members of the Council with a quorum of three (3) and as far as possible to reflect ethnicity and gender balance</p>	<p>The Monitoring Officer is authorised to make or amend Committee/ Subcommittee appointments in accordance with Section 24 of this Constitution. 71 The Director of Workforce, OD and Business Support is authorised to appoint Members to Employee Appeals Sub-Committees in line with the Resources Directorate Scheme of Delegation as set out in Part D of the Constitution</p>
<p>7. To receive general update reports on employee appeals against dismissal and other Appeals processes and cases as required (<i>as determined by the Director of Workforce, OD and Business Support</i>)</p>	<p>None</p>

Quorum: 3 Members of the Committee.

COMMITTEE 2024-2025

<p style="text-align: center;">Human Resources Committee (Seven members of the Council) – <i>to be tabled at the meeting</i></p>		
Aspire Group (4)	Labour Group (2)	Ungrouped (1)
Councillor xxxxxx Councillor xxxxxx Councillor xxxxxx Councillor xxxxxx Substitutes Councillor xxxxxx Councillor xxxxxx Councillor xxxxxx	Councillor xxxxxx Councillor xxxxxx Substitutes Councillor xxxxxx Councillor xxxxxx	Councillor xxxxxx

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**HUMAN RESOURCES COMMITTEE MEETING DATES
2024-2025**

The Human Resources Committee will meet 5 times this year. The following dates are available in the Corporate Diary for 2024/25:

- 16 May 2024
- 26 September 2024
- 12 December 2024
- 05 February 2025
- 05 May 2025

Meetings are scheduled to take place at 6.30pm. The Committee may arrange other meetings as and when necessary to consider any urgent issues as well as arranging meetings for detailed scrutiny reviews and challenge sessions.

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Non-Executive Report of the: Human Resources Committee Thursday, 16 May 2024	 TOWER HAMLETS
Report of: Linda Walker, Interim Director of Legal & Monitoring Officer	Classification: Open
Establishment of Appeals Sub-Committees 2024/25	

Originating Officer(s)	Matthew Mannion, Head of Democratic Services
Wards affected	(All Wards);

Executive Summary

The terms of reference of the Human Resources Committee include establishing an Employee Appeals Sub-Committees to be convened by the Monitoring Officer or Director of Workforce, OD and Business Support as appropriate for determination of appeals under human resources procedures requiring a Member level decision.

This report recommends the establishment of a sub-committees for this function for the current municipal year, proposes a procedure for its meetings and criteria for membership of each sub-committee in accordance with the Constitution and agreed procedures.

Recommendations:

The Human Resources Committee is recommended to:

1. Agree the terms of reference for Employee Appeals Sub-Committees 2024/25 as set out at Appendix A of this report;
2. Agree the Employee Appeals hearing structure as set out at Appendix B of this report.

1. REASONS FOR THE DECISIONS

The Constitution requires that the Human Resources Committee sets up Employee Appeals Sub-Committee to determine of appeals under human resources procedures requiring a Member level decision.

2. ALTERNATIVE OPTIONS

- 2.1 The are no alternative options, if the Sub-Committees are not set up then the Council will not be able to hear appeals under human resources procedures requiring a Member level decision.

3. DETAILS OF THE REPORT

APPEALS SUB COMMITTEE

- 3.1 For appeals by employees under human resources procedures that require a Member-level decision, the Employee Appeals Sub-Committee comprises of an ad hoc panel for each appeal dependent on availability. This panel will include in each case a Chair and two other Councillors drawn from the Committee Members and its appointed substitutes. Once appointed for a particular appeal, the membership of the Sub-Committee must remain the same throughout all stages of that appeal. An additional clause to specify that the membership of any Appeals Sub Committee be politically balanced was agreed by the Committee at its first meeting in 2023/24. The Director of Legal is authorised to make or amend sub committee appointments in accordance with Section 24 of the Constitution (from the nominations received from Members/Groups as required).
- 3.2 Members can only sit on an Appeals Sub–Committee if they have received annual training at this Council on policies and procedures relevant to the consideration and determination of the appeal which the sub–committee is charged.
- 3.3 The terms of reference and membership arrangements for the Employee Appeals Sub-Committee are attached at Appendix A. Also attached is the Appeals hearing structure (Appendix B).

4. EQUALITIES IMPLICATIONS

- 4.1 The recruitment process will follow equalities best practice to ensure a diverse range of potential candidates. Members of the Appointments Sub-Committee will be trained on appointments and on equalities practices.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.

- Data Protection / Privacy Impact Assessment.

Best value

- 5.2 Agreeing appropriate procedures for the consideration of appeals by officers is important in ensuring the Council's officers can support the Best Value obligations.

Risk Management,

- 5.3 There is a risk that the Council's reputation will suffer if the recruitment and employee appeals process does not operate smoothly and effectively. The recommendations detailed above aim to mitigate this risk by implementing a standardised approach to all such appeals.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1

7. COMMENTS OF LEGAL SERVICES

- 7.1 Under the Council's Constitution the Human Resources Committee is required to set up an Employee Appeals Sub-Committee to determine of appeals under human resources procedures requiring a Member level decision.

- 7.2 When considering the criteria for the Employee Appeals Sub Committee, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Section 4 above sets out the steps which will be taken with regard to ensuring the Council meets its obligations in this regard.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Appendix A – Terms of reference and membership arrangements for the Employee Appeals Sub-Committee
- Appendix B – Appeals hearing structure.

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

- NONE.

Officer contact

Joel West, Democratic Services Team Leader 020 7364 4207

EMPLOYEE APPEALS SUB-COMMITTEE

Terms of reference:

1. That the Human Resources Committee establish an Employee Appeals Sub-Committee with the following terms of reference:-
 - To consider and determine appeals by employees under human resources procedures requiring a member level decision.

Membership:

2. That the membership of the Employee Appeals Sub-Committee comprise:-
 - 2.1 A panel of **three members** to be appointed by the Director of Legal on an ad hoc basis for each employee appeal from a pool of all Members and Substitutes of the Human Resources Committee, on the basis of politically proportionality and in accordance with the wishes of the leaders of the relevant political groups.
 - 2.2 The first item of business at each Employee Appeals Sub-Committee shall be to appoint, from amongst the Sub-Committee Members, a Chair for the appeal hearing.
 - 2.3 The quorum for the Employee Appeals Sub-Committee shall be three Members.
 - 2.4 Members may serve on an Employee Appeals Sub-Committee panel only after they have received annual training at this Council on policies and procedures relevant to the consideration and determination of the appeal with which the Sub-Committee is charged.
 - 2.5 In the case of an appeal which gives rise to any issues relating to safeguarding of adults or children, no Member may sit on the Employee Appeals Sub-Committee to consider that appeal unless they have previously received training in safeguarding matters to the satisfaction of the Director of Legal and the Corporate Director, Children's Services or the Corporate Director, Health and Social Care as appropriate.
 - 2.6 The Director of Legal shall be authorised to convene meetings of the Employee Appeals Sub-Committee, to discharge functions on its behalf, subject to the criteria set out in paragraphs 2.1 to 2.5 above

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APPEAL HEARING STRUCTURE

1. **Introduction of parties and explanation of structure.**
 - In attendance:
 - Members hearing the Appeal
 - Human Resources Adviser
 - Legal adviser to the Panel
 - Committee Clerk or other note taker
 - Manager presenting case.
 - Appellant
 - Appellant's Representative (only one representative will be allowed to attend the hearing and this may be a Trade Union Representative or a work colleague.
2. **APPELLANT'S CASE** will be put first using supportive evidence, documentation and witnesses.
3. **MEMBERS HEARING THE APPEAL** will ask any points regarding the Appellant's case, including questions to witnesses.
4. **THE MANAGER PRESENTING THE CASE may ask** points of clarification only of Appellant or witnesses. If either side does not wish to check any points with the witnesses, they may leave the hearing at this stage.
5. **THE MANAGER** will then present his / her case, explaining why the original decision was considered appropriate.
6. **MEMBERS HEARING THE APPEAL MAY ASK** questions of the Manager and his / her witnesses.
7. **THE APPELLANT** (or his / her representative) **may ask** points of clarification only from the Manager or his / her witnesses.
8. **APPELLANT'S CONCLUDING REMARKS** (if any)
9. **MANAGER'S CONCLUDING REMARKS** (if any)
10. **AFTER AN ADJOURNMENT** if the Members are able to come to a decision within a reasonable timescale the Chair of the Sub Committee hearing the Appeal will give the decision. If the decision is likely to take some time the parties will be offered the option of being notified of the decision the following working day by the Human Resources Adviser. The decision will be confirmed in writing to the Appellant.

APPEALS UNDER THE DISCIPLINARY PROCEDURE

1. The function of the Appeal is to consider the evidence in the light of the submissions made by the Appellant, together with the Council's response and to decide upon the fairness and reasonableness of the decision. It is not a rehearing. It is a review process.
2. In reaching a decision, the Panel of Members should consider the following: -
 - (i) Has any new evidence been presented which was not heard by the Chair of the original Panel? New evidence will only be considered if it was not available to the deciding officer and is relevant to the matter.
 - (ii) Was the decision procedurally correct.
3. If the Appeal grounds are on procedural irregularities, the Panel must decide whether there were any such irregularities and, if so, whether these prejudiced the disciplinary decision to such an extent that a fair hearing was not possible.
4. Appeals against disciplinary action will only be considered on one or more of the following reasons:
 1. The PROCEDURE, - the grounds of appeal should detail how procedural irregularities prejudiced the disciplinary decision.
 2. The FACTS, - Failure to take account of material evidence.
 3. The DECISION, The decision did not justify the level of disciplinary sanction imposed. The Panel will decide if the decision was a decision a reasonable employer could reasonable make.

APPEALS UNDER THE SICKNESS PROCEDURE

APPEALS AGAINST DISMISSAL UNDER THE SICKNESS PROCEDURE:

THE STRUCTURE OF THE HEARING FOLLOWS THE DISCIPLINARY CODE.

THE GROUNDS FOR APPEAL ARE: -

1. That the medical opinion was wrong
2. That redeployment was a viable option
3. That having regard to operational requirements, financial constraints and personal circumstances, it would have been reasonable to allow a longer period to recover before a final decision was made.
4. That there were procedural irregularities by the Council in the operation of the scheme, and these irregularities prejudiced the case to such an extent that a fair hearing was not possible.

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<p>Non-Executive Report of the:</p> <p>Human Resources Committee</p> <p>Thursday, 16 May 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Linda Walker, Interim Director of Legal & Monitoring Officer</p>	<p>Classification: Open</p>
<p>Establishment of Appointments Sub-Committee 2024/25</p>	

Originating Officer(s)	Matthew Mannion, Head of Democratic Services
Wards affected	(All Wards);

Executive Summary

The terms of reference of the Human Resources Committee include the determination of criteria for the Appointments Sub-Committees established from time to time to consider the appointment of statutory and non-statutory Chief Officers and Deputy Chief Officers. This report recommends the establishment of a sub-committee for this function for the current municipal year, sets out the process for Chief Officer/Deputy Chief Officer appointments and proposes criteria for membership of each sub-committee for the Committee’s agreement.

Recommendations:

The Human Resources Committee is recommended to:

1. Consider the options presented at section 6 of the report to amend the process for the appointment to Chief Officer and Deputy Chief Officer posts and determine whether these or any other changes should be made to the appointments process.
2. Agree the terms of reference for Appointments Sub-Committees for the remainder of the municipal year 2024/25 as set out at section 4 of this report and the process for appointment to Chief Officer and Deputy Chief Officer posts as set out at section 5 of the report, subject to any amendments agreed in recommendation 1 above.
3. Delegate authority for any minor changes to the appointment process arising from the recommendations above to the Head of Democratic Services following consultation with the Chair of the Human Resources Committee.

1. REASONS FOR THE DECISIONS

The Constitution requires that the Human Resources Committee sets up Appointment Sub-Committees to determine senior officer appointments.

2. ALTERNATIVE OPTIONS

- 2.1 Some alternative options for amending the appointment process are set out in Section 6 of this report.
- 2.2 If the Sub-Committee is not established then the Council will not be able to proceed with appointments to senior officer posts.

3. DETAILS OF THE REPORT

- 3.1 Under the Officer Employment Procedure Rules at Part 4.9 of the Council's Constitution, the Appointments Sub-Committee will be established on criteria approved by the General Purposes Committee (should expected changes to the Council's committee structure be agreed at the Annual Council meeting on 17 May 2023, this will shortly be changed to Human Resources Committee) comprising relevant Councillors to make appointments to Chief Officer and Deputy Chief Officer posts.
- 3.2 The criteria and an appointment process designed to meet the requirements of the Constitution, to be clear and transparent for Councillors and officers, and to follow recruitment best practice resulting in a successful and fair appointments process have previously been agreed.
- 3.3 This report sets out the process for Chief Officers and Deputy Chief Officers. The process for the appointment of a Chief Executive is agreed separately.

Terms of reference

- 4.1 It is proposed that in accordance with the Council's Constitution, the Committee establish an Appointments Sub-Committee with the following terms of reference:- "To make appointments to Chief Officer and Deputy Chief Officer posts in accordance with the Council's Constitution and the agreed Recruitment and Selection Procedures."

Membership

- 4.2 In accordance with the proportionality rules for all Council Committees, it is proposed that the following arrangements, should apply;
 - a) For a **Chief Officer** (Corporate Director level) and **Deputy Chief Officer** (Director level) appointment, the Appointments Sub-Committee shall comprise of **five Councillors** as follows:-

- Three members nominated by the leader of the majority group, at least one of whom must either be the Mayor or a member of the Executive; and
 - Two Councillors nominated by the leader of the largest opposition Group.
- b) The Director, Workforce, OD & Business Support (or their respective nominee) is authorised to agree the dates of Appointments Sub-Committee meetings and following liaison with the Mayor and Group Leaders, to agree the membership of the Sub-Committee for each appointment that is required in accordance with nominations from the Mayor and group leaders; to receive their nominations, in accordance with the above allocation of places,
- c) The Mayor and political groups are expected to assist in achieving a Sub-Committee whose overall composition is diverse in terms of gender and ethnicity wherever possible. In the event that the initial nominations do not produce such a Sub-Committee, the Monitoring Officer or the Head of Democratic Services (or their respective nominee) after consultation with the Director, Workforce, OD & Business Support will discuss with the respective group leaders and the Mayor options for amending one or more of those nominations as necessary to achieve sufficient diversity.
- d) Members can only sit on an Appointments Sub-Committee if they have received training at this Council on recruitment and selection.
- e) The quorum for the Appointments Sub-Committee shall be at least three members.

5. PROCESS FOR APPOINTMENT OF CHIEF OFFICERS AND DEPUTY CHIEF OFFICERS

- 5.1 The rules governing the appointment of Chief Officers/Deputy Chief Officers are set out in the Council's Officer Employment Procedure Rules (Section 38 of the Constitution), which are in turn substantially derived from statutory provisions (primarily the Local Authorities (Standing Orders) (England) Regulations 2001). In practical terms the following is an outline of the process. This may be abbreviated or some elements of the process may not be required in the case of an internal-only recruitment or interim appointment.

Advertisement and longlisting

- 5.2 The Council may use recruitment consultants to assist with senior appointments. The Director, Workforce, OD & Business Support will work with the recruitment consultants and the Head of Paid Service or the relevant Corporate Director to establish a timeline for the recruitment process and agree any advertisements in accordance with Council policy.
- 5.3 Following advertisement, the Director, Workforce, OD & Business Support, the recruitment consultants and the Head of Paid Service or relevant Corporate

Director will agree a long-list of candidates and details of the process to follow this may include information visits, the use of assessment tools such as in-tray and other testing. Long-listed candidates will then undergo an assessment process.

Shortlisting and interviews

- 5.4 If necessary, the Appointments Sub-Committee may then meet to consider the results of the long-list process and the recruitment consultants' and officers' recommendations; and agree a shortlist of candidates for interview.
- 5.5 The Appointments Sub-Committee will then meet again to interview the shortlisted candidates. The officers will table suggestions for questions at the start of the meeting. References for candidates will be available for consideration but will only be considered once the ASC has decided who to appoint.

Appointment

- 5.6 If the Appointments Sub-Committee agrees on a candidate suitable for the post of Chief Officer/Deputy Chief Officer, it must inform the Mayor and each member of the Executive of its 'provisional intention to make an offer' to the preferred candidate. The Mayor and Executive members then have a two day period in which they may notify any objection to the making of the appointment. If no such objection is received within that period, a firm offer will be made. Should an objection be received the Appointments Sub-Committee would be required to reconvene to consider any objection and make a determination.

Note: Sub-Committee membership throughout the appointment process must remain the same

- 5.7 Membership of the Sub-Committee must remain the same throughout the process for an appointment and there can be no substitutions once the process has commenced for a particular appointment. A member of the Sub-Committee who ceases his/her participation after the Sub-Committee has started to meet may not be replaced. Rather the Sub-Committee would continue with a reduced number of members, subject to remaining quorate. Equally, a member of the Sub-Committee who does not participate in a stage of the process (e.g. shortlisting) may not then take part in a subsequent stage (e.g. interviews).
- 5.8 These provisions represent good recruitment practice. However, there may be occasions when their strict application could work against other aspects of best practice - for example by reducing the diversity of the Sub-Committee in terms of gender or ethnicity. In such exceptional circumstances the Director, Workforce, OD & Business Support may waive the requirement at 5.7 above in order to ensure a sufficiently diverse membership of the Sub-Committee, provided that consistency is maintained within each distinct stage of the appointment process (but see paragraph below).

6 OPTIONS FOR AMENDING THE APPOINTMENT PROCESS

6.1 The Committee may wish to consider the following possible amendments to the process as is set out above for the 2024/25 year:

Membership

6.2 To amend the wording at paragraph 4.2 above as follows:

- a) For a **Chief Officer** (Corporate Director level) and **Deputy Chief Officer** (Director level) appointment, the Appointments Sub-Committee shall comprise of **five Councillors** as follows:-
- Three members nominated by the leader of the majority group **from within that group**, at least one of whom must either be the Mayor or a member of the Executive; and
 - Two Councillors nominated by the leader of the largest opposition Group **from within that group**.

Advertisement and Longlisting

6.3 To replace the wording at paragraph 5.3 above with:

Following advertisement, the Director, Workforce, OD & Business Support, ~~the recruitment consultants and the Head of Paid Service or relevant Corporate Director~~ will **convene a meeting of the sub committee to** agree a long-list of candidates and details of the process to follow, this may include information visits, the use of assessment tools such as in-tray and other testing. Long-listed candidates will then undergo an assessment process.

Appointment

6.4 To amend or remove the existing discretion on continuity of membership of appointment sub committees as set out in paragraph 5.8 above.

6.5 If any or all of the above amendments are approved by the Committee, there may be the need for further minor style and consistency changes to the remainder of the process. Accordingly, it is suggested the Committee delegates these minor changes to the Head of Democratic Services following consultation with the Chair.

6. **EQUALITIES IMPLICATIONS**

6.1 The recruitment process will follow equalities best practice to ensure a diverse range of potential candidates. Members of the Appointments Sub-Committee will be trained on appointments and on equalities practices.

7. OTHER STATUTORY IMPLICATIONS

7.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

Best value

7.2 Agreeing appropriate procedures for the appointment of senior officers is important in ensuring the Council recruits the best leadership team available to support the Best Value obligations.

Risk Management,

7.3 There is a risk that the Council will not be successful in securing the best staff and its reputation will suffer if the recruitment and selection process for senior staff does not operate smoothly and effectively. The recommendations detailed above will ensure the Council complies with the statutory requirements for the appointment of Chief Officers and Deputy Chief Officers.

7.4 Should the Committee agree that a sub committee be convened to longlist candidates in all instances (see paragraph 6.3) there may be an increased risk of delays to senior officer recruitment.

7.5 Should the Committee agree to remove the current provision for discretion on membership of appointment sub committees (see paragraph 6.4), there may be an increased risk of delays to senior officer recruitment.

8. COMMENTS OF THE CHIEF FINANCE OFFICER

8.1 The report seeks agreement of the terms of reference, changes to the process and delegation relating to the Human Resources Committee. These changes do not result in financial implications.

9. COMMENTS OF LEGAL SERVICES

9.1 Under the Council's Constitution it is for the Human Resources Committee to determine criteria for the appointment of statutory and non-statutory Chief Officers and Deputy Chief Officers for Appointments Sub-Committees, which may be established from time to time to consider such appointments.

- 9.2 The Local Authorities (Standing Orders) (England) Regulations 2001 require that an Appointments Sub-Committee include at least one member of the Executive. The regulations also set out a statutory 'objection' procedure under which an appointment may only be confirmed if there is no well-founded objection to the proposed appointment by the Mayor or a member of the Executive.
- 9.3 When considering the criteria for Appointments Sub Committees, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). There is information in section 6 above relevant to these considerations.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- None.

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

- NONE.

Officer contact for more information

Joel West, Democratic Services Team Leader 020 7364 4207

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<p>Non-Executive Report of the:</p> <p>Human Resources Committee</p> <p>16 May 2024</p>	
<p>Report of: Julie Lorraine, Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Update on Senior Recruitment</p>	

Originating Officer(s)	Pat Chen, Acting Director of Workforce, OD & Business Support
Wards affected	None

Special circumstances justifying urgency consideration / Reasons for urgency

Work to complete this report took longer than expected. However, it is important that the committee review progress on senior officer recruitment at each meeting.

It is vital to extend interim arrangements quickly to avoid risk of leaving posts unfilled and to approve continuation of the Specialist consultancy and service contract arrangements to ensure that capacity for senior officer recruitment is maintained during a critical period of transformation.

Executive Summary

This report updates Members on recruitment to senior posts.

Recommendations:

The Human Resources Committee is recommended to:

- a) Note the current position on the recruitment to senior management vacancies and any interim arrangements in place.
- b) Approve the extension of external interim arrangements beyond the six-month period.
- c) Approve the continuation of retained specialist consultancy service contract arrangements supporting the senior recruitment programme.

1. REASONS FOR THE DECISIONS

- 1.1 The Human Resources Committee has responsibility for the appointment to Chief/Deputy Chief Officer posts. It is usual practice for the Committee to establish Appointment Sub-Committees to fulfil the recruitment process and to receive regular progress reports.
- 1.2 Section 5.2 of the Officer Employment Procedure Rules states the engagement of Chief Officers, to permanent positions or interim positions of over six months, will be through the normal recruitment process overseen by the Human Resources Committee.
- 1.3 Section 5.3 states that where an interim appointment, approved by the Chief Executive, extends beyond six months it must be approved at the next available Human Resources Committee and in any case not later than two months after the end of the extension.

2. DETAILS OF THE REPORT

2.1 Background

Human Resources Committee received an update in March 2024. This report sets out the current status of recruitment to vacant senior roles in the corporate structure. It also seeks approval to extend the interim arrangements as set out in the following table. For clarity and transparency some of the arrangements summarised below are in place on an internal “acting up bases” covered by an existing employee, rather than an externally sourced interim arrangement. For completeness both are included below

2.2 Senior Management vacancies and progress of recruitment

The detail of the progress on the recruitment to senior roles is set out in the table below. This also includes any interim arrangements.

Job title	Current arrangements	Comments
Corporate Director Health & Adult Social Care	Acting up arrangements in place – Somen Banerjee	Final interviews took place on 29 April 2024. Offer made; recruitment checks ongoing.

Corporate Director Children's Services (DCS)	Interim cover arrangements in place – Stephen Reddy	Final interviews took place on 23 April 2024. Offer made; recruitment checks ongoing.
Corporate Director Housing and Regeneration	Interim cover arrangements in place – Paul Patterson	Advertised April 24. Final interviews will be early June 24. Approval needed for extension to interim arrangements
Director Legal Services (Monitoring Officer)	Interim cover arrangements in place – Linda Walker	Final panel delayed due to availability of key members, pending new date.
Director Public Realm	Acting up arrangements in place – Ashraf Ali	Will be readvertised May/June 24.
Director Planning & Building Control	Sripriya Sudhakar started in post on 18 March 2024	Appointment made
Director Culture	Jahur Ali started in post on 2 April 2024.	Appointment made
Director Commissioning and Youth	Acting up arrangements in place – Layla Richards	Elements of post being reviewed
Director Growth and Economic Delivery	Acting up arrangements in place – Ellie Kershaw	Post and structure being reviewed
Director Customer Services	Acting up arrangements in place – Leah Sykes	Post and structure being reviewed
Director Strategy Improvement & Transformation	Interim cover arrangements in place – Robin Beattie	Post and structure being reviewed

		<i>Approval needed for extension to interim arrangements</i>
Director of Workforce, OD & Business Support	Acting up arrangements in place – Pat Chen	Post and structure being reviewed
Director of IT	Acting up arrangements in place – Hemanth Shanthigrama	Post and structure being reviewed.
Interim Director of Housing & Transformation	Interim cover arrangements in place – Tracey Grey	Post and structure being reviewed

Note: the extension of external interim arrangements beyond 6 months is requested for posts that are currently being actively recruited to or are subject to review as part of the wider organisational transformation.

2.3 Specialist consultancy and service contract arrangements.

The committee is aware of our utilisation of a specialist consultant who has been supporting our senior recruitment both permanent and externally sourced interims. placement programmes.

1) Anne-Marie Scott

Anne-Marie leads our senior appointment processes including recruitment campaigns and on boarding.

The committee's approval is sought to continue these arrangements as required until such time as our senior recruitment programme is completed and permanent post holders are successfully on-boarded into the organisation.

3. EQUALITIES IMPLICATIONS

3.1 The Council is committed to equalities and such considerations will be part of the recruitment process and informs the procurement process. All posts are recruited to on merit. Recruitment to the vacancies will be carried out in accordance with the Council's procedures.

4. OTHER STATUTORY IMPLICATIONS

4.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management, • Crime Reduction,
- Safeguarding.

4.2 Recruitment to the senior management structure enables the Council to deliver excellent services for residents and deliver the associated financial saving.

4.3 Risks associated with recruitment will be mitigated by the engagement of specialised recruitment adviser(s) to work with us on the identification of suitable candidates.

4.4 The roles are all member appointments and an Appointments Sub-Committee has been set up for each role. Some roles may also involve wider engagement of members, external stakeholders, and internal staff during the selection process.

4.5 The council exercises sound best value practice and diligence in relation to senior recruitment. This has been demonstrated in practice when a post is advertised, and a decision taken not to appoint either because of emerging structural changes that could affect the post or where members consider there to be no suitable candidate. In such cases, either external interim arrangements or internal acting up arrangements maybe put in place or extended. Demonstrating the member's commitment to secure the best solution for the council rather than the swiftest or cheapest .

4.6 There are no other specific implications arising from this report.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

5.1 The posts are part of the agreed core management team structure and sufficient base budget funding will be set aside to meet the cost associated with these posts.

6. COMMENTS OF LEGAL SERVICES

6.1 This report provides an update on Chief Officer recruitment activity and there are no legal implications in relation to this.

Linked Reports, Appendices and Background Documents

Linked Report


- None

Appendices

- None

Officer contact details for documents:

- Pat Chen – pat.chen@towerhamlets.gov.uk

Cover Report to: Human Resources Committee 16 May 2024	 TOWER HAMLETS
Report of: Pat Chen, Acting Director of Workforce, OD and Business Support Services	Classification: Unrestricted
Quarter 4 and annual report on Employee Relations casework and policy	

Originating Officer(s)	Gail Simpson, Acting Head of HR
Wards affected	None

1. EXECUTIVE SUMMARY

- 1.1. The attached report is to update the HR Committee on the level and management of employee relations casework and policy within the Council, highlighting progress made. This report is for Quarter 4 (January – March 2024) and for the annual period 1 April 2023 to 31 March 2024.

2. RECOMMENDATIONS:

- 2.1. The HR Committee is recommended to:
1. Note the report.

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Employee Relations Quarter 4 Report on Casework and Policies and Annual Casework Assessment 2023-24

2023/24 (1 April 2023 to 31 March 2024)

30/04/2024

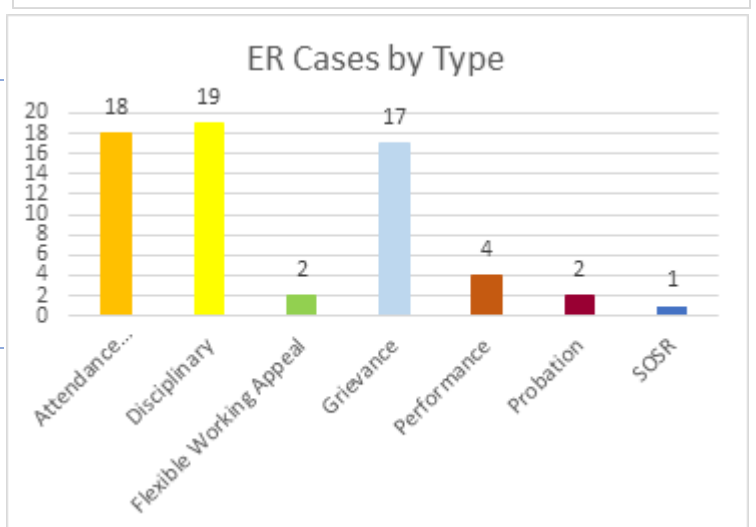
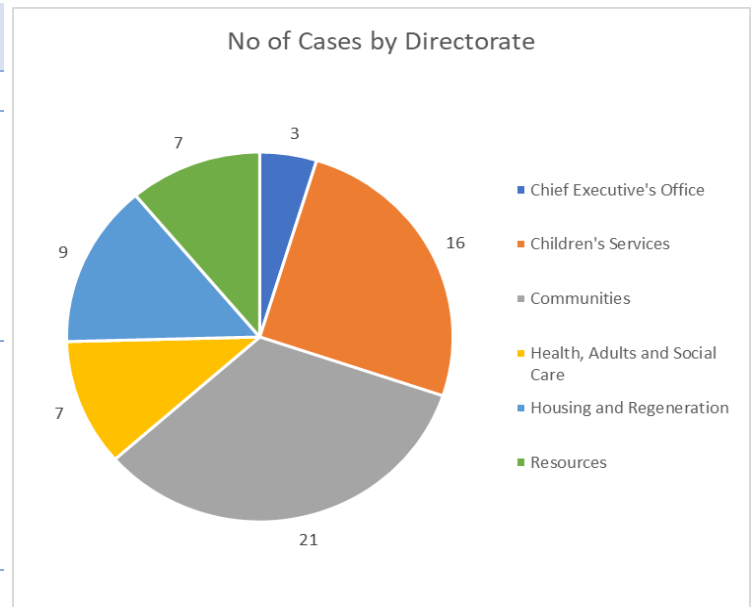
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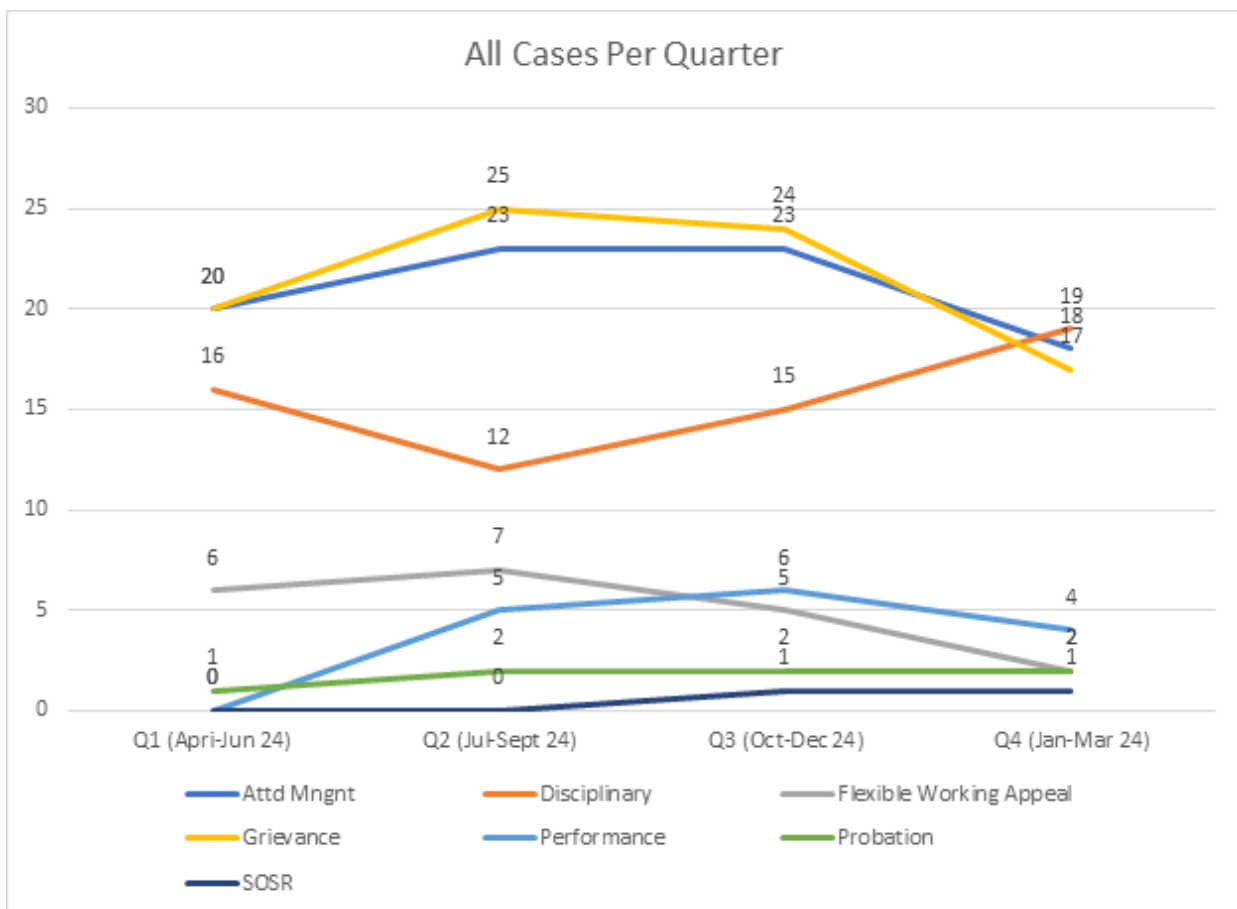
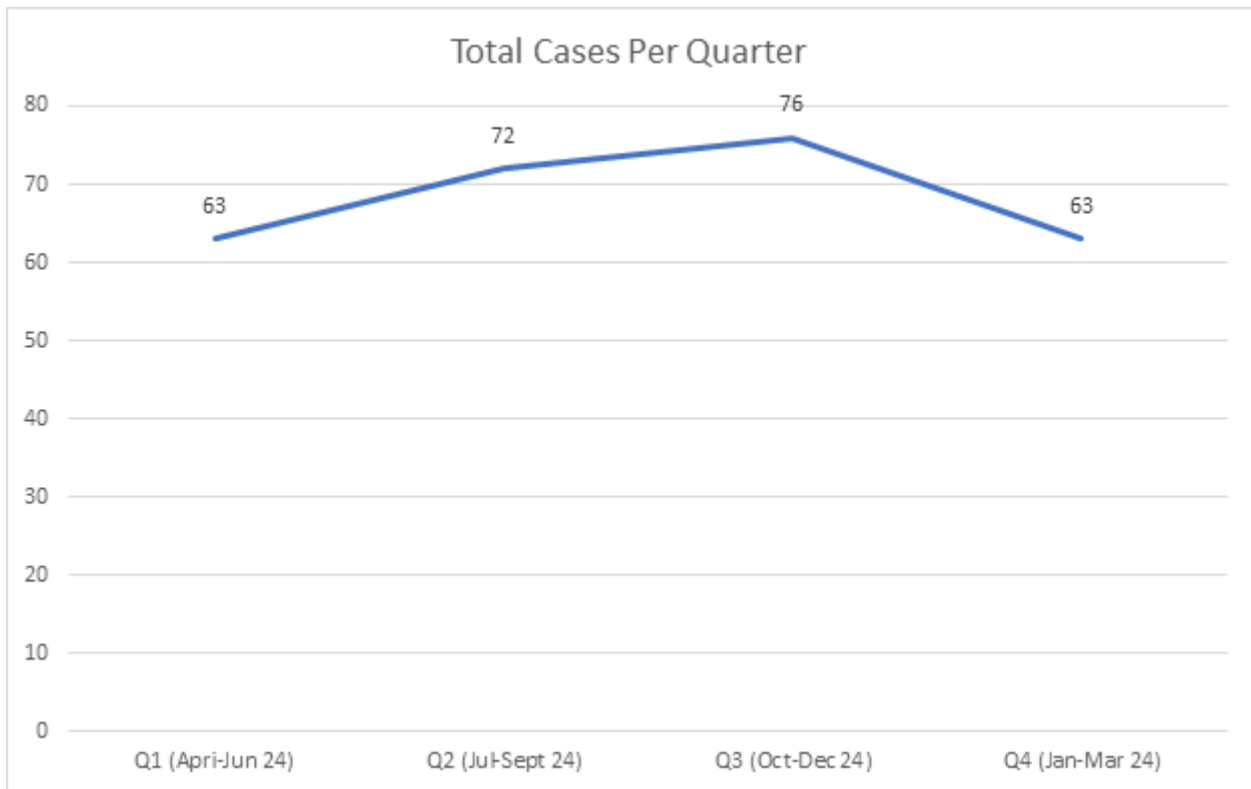
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Quarter 4 (1st Jan 2024 – 31st March 2024)

1. Dashboard

Cases by Directorate	No of Cases
Attendance Management	18
Children's Services	7
Communities	6
Health, Adults and Social Care	1
Housing and Regeneration	3
Resources	1
Disciplinary	19
Chief Executive's Office	1
Children's Services	4
Communities	7
Housing and Regeneration	3
Resources	4
Flexible Working Appeal	2
Health, Adults and Social Care	1
Housing and Regeneration	1
Grievance	17
Chief Executive's Office	2
Children's Services	3
Communities	7
Health, Adults and Social Care	3
Housing and Regeneration	1
Resources	1
Performance	4
Children & Culture Services	1
Children's Services	1
Health, Adults and Social Care	1
Resources	1
Probation	2
Health, Adults and Social Care	1
Housing and Regeneration	1
SOSR	1
Communities	1
Grand Total	63





2. Summary of Key Quarter 4 Casework Data (1 Jan 24 to 31 Mar 24)

- 2.1. At the end of the period, 39 cases were open and 24 had been closed by 31st March 2024. There were 63 cases handled in total in this period (13 cases less than the total for quarter 3). Of the 24 cases closed in this quarter, 5 cases were appealed. The most cases were in the largest of the Directorates (Communities and Children's).
- 2.2. Looking overall at cases by type, disciplinary, attendance management and grievances were the highest (19 disciplinaries, 18 attendance management involving 3 dismissals, and 17 grievances). There were also 4 performance cases, 2 flexible working appeals, 2 probation cases and 1 dismissal for some other substantial reason (SOSR).
- 2.3. Of the 17 grievances (1 collective and 16 individual), 2 grievances relate to concerns about line managers, 11 relate to complaints about other colleagues, 2 relate to verbal abuse/inappropriate behaviour, 1 relate to terms and conditions, and 1 relates to sexual harassment. Of the 17 grievances, 11 were opened before Q4 (31 Dec 2023) and 6 opened in Q4.
- 2.4. Of the 19 disciplinaries, 5 were alleged misconduct cases, 14 were gross misconduct cases. 7 cases were in Communities and the rest spread across other Directorates. 13 disciplinaries were still open at the end of the reporting period. 6 disciplinaries cases were closed. Of those 6 closed 3 received a final written warning, 1 was withdrawn and 1 case was resolved informally. Of those 3 final written warnings, 1 case is being appealed.
- 2.5. The benchmark of 120 days is a reasonable and realistic timeframe for a council, where complex cases are the norm and thorough investigations undertaken by independent in-house investigators are time consuming. 24 cases were closed in this period, and the average length of time to resolve the cases was 243 calendar days. 4 complex cases took over 200 days to be resolved. The average length of time was 146.7 days for the remaining 20 closed cases. At the end of Q4 in 2023 the average time to resolve cases was 145 days, and at the end of Q4 in 2022 it was 175 days.
- 2.6. In addition to support for formal cases the HR team also deal with informal queries that come through the corporate inboxes and many cases are handled informally with the guidance of HR.
- 2.7. At the end of this period, there were 18 live Employment Tribunal cases.
- 2.8. Equalities data is reported annually and is provided in Annex A to D as part of the annual assessment of data.

3. Policy Development

- 2.9. As a result of statutory employment law changes effective from 6 April 2024, there have been some changes to policies. These are summarised below.
- 2.10. **Changes to Flexible Working Requests:** There is now a statutory right to apply for flexible working from the first day of employment and staff have a right to submit two flexible working requests in a 12-month period, although only one request can be considered at a time. A Head of Service cannot reject a request outright nor without a consultation meeting with the staff member. If a Head of Service has concerns about a request, new legislation requires that they have a consultation meeting with the staff member to discuss the request

in more detail. After the consultation meeting the flexible working request can be refused but only for business related reasons which the Head of Service must set out in writing to the staff member. Reasonable grounds for refusal are set out in the Policy. There is no change to a staff member's right to appeal against a decision. The final key statutory change is that all requests must be dealt with within 2 months of a request being submitted and this includes any appeal, so it is essential that managers consider requests in a timely way.

- 2.11. **Changes to Carer's Leave:** A staff member is entitled to take up to one unpaid working week of leave every 12 months to give or arrange care for a dependent who has: a physical or mental illness or injury that means they're expected to need care for more than 3 months; a disability (as defined in the Equality Act 2010); care needs because of their old age. The dependent does not have to be a family member and can be anyone who relies on the staff member for care. Full details of entitlements and the process that managers must follow can be found in the Special Leave policy which has been updated to reflect this new statutory entitlement.
- 2.12. **Changes to Paternity Leave:** Eligible staff can take 2 weeks paid paternity leave. This can now be taken in one block of 2 weeks or 2 separate blocks of 1 week. Additionally, the leave must be taken within 52 weeks following the birth of the baby or placement for adoption (previously the leave had to be taken within the first 56 days). The policy and application form have been updated to reflect these changes and can be accessed on the Bridge.
- 2.13. **Changes to redundancy protections for pregnant employees or those returning to work from maternity or adoption leave:** Employees who are pregnant or returning from maternity, adoption or shared parental leave will gain priority status for redeployment opportunities in a redundancy situation. Under the current law, employees on maternity leave, shared parental leave or adoption leave already have special protections including the right to be offered a suitable alternative vacancy, if one is available, before being made redundant. The Protection from Redundancy (Pregnancy and Family Leave) Act 2023 extends the priority status to pregnant employees and those who have recently returned from maternity/adoption leave and shared parental leave. The new legislation extends redundancy rights so they apply: From the point an employee informs their employer they are pregnant; Until 18 months after the expected week of childbirth, the child's birth date, or date of adoption, for employees returning from maternity leave, shared parental leave or adoption leave. The Organisational Change policy and application form have been updated to reflect these changes and can be accessed on the Bridge.

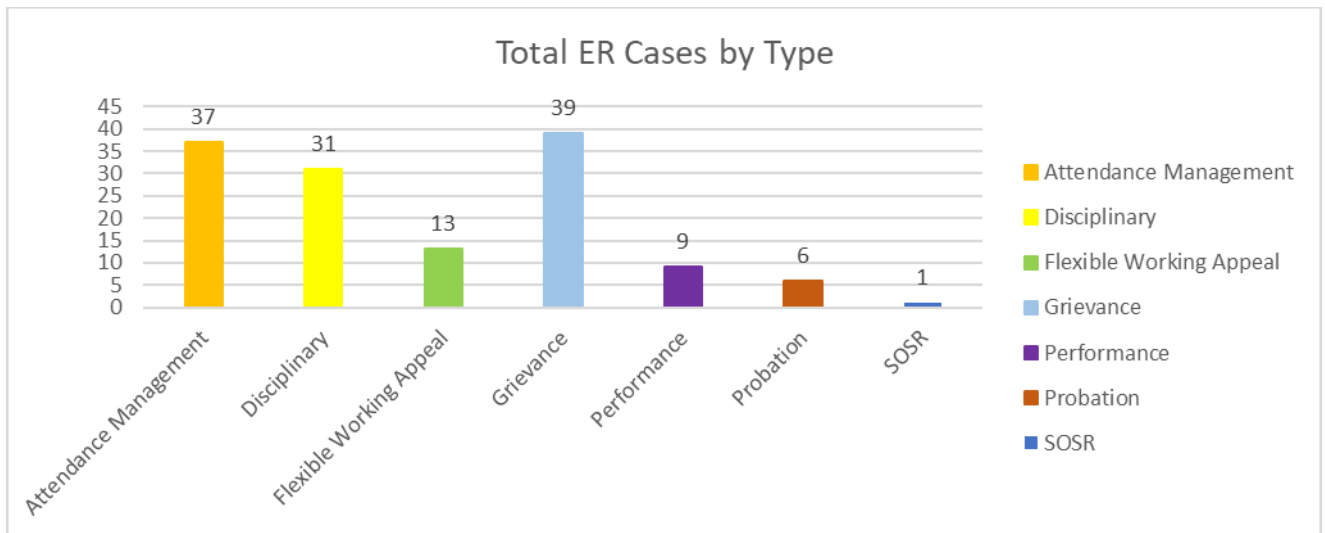
Yearly Report April 2023 – March 2024

4. Dashboard

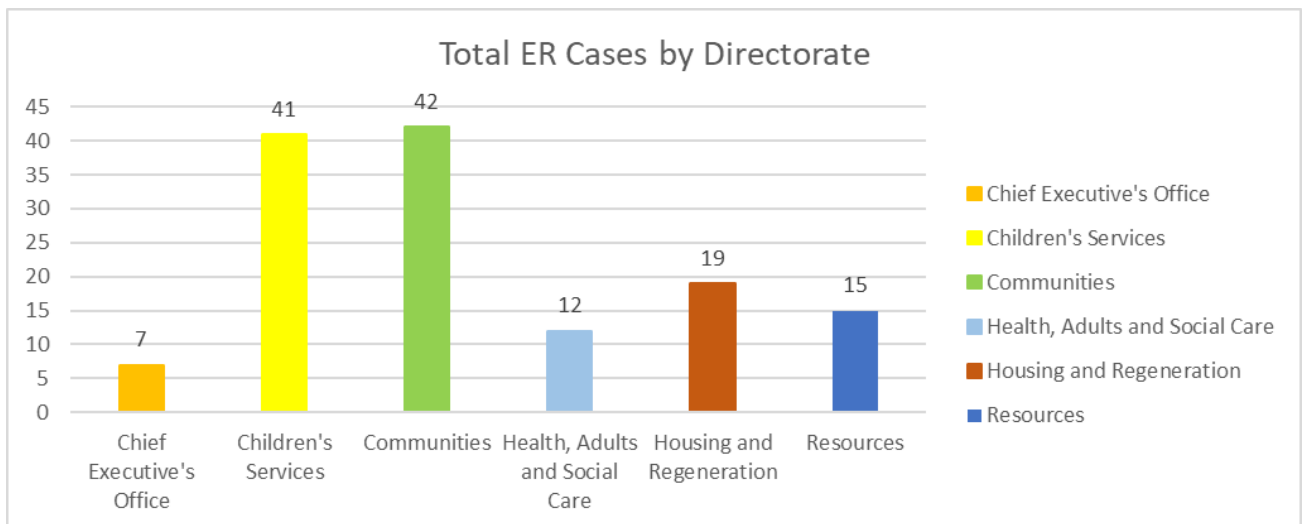
ER Cases by Type	No of Cases
Attendance Management	37
Chief Executive's Office	1
Children's Services	12
Communities	13
Health, Adults and Social Care	3
Housing and Regeneration	3
Resources	5
Disciplinary	31
Chief Executive's Office	1
Children's Services	5
Communities	15
Housing and Regeneration	5
Resources	5
Flexible Working Appeal	13
Children's Services	9
Communities	1
Health, Adults and Social Care	1
Housing and Regeneration	1
Resources	1
Grievance	39
Chief Executive's Office	5
Children's Services	9
Communities	12
Health, Adults and Social Care	4
Housing and Regeneration	6
Resources	3
Performance	9
Children's Services	4
Health, Adults and Social Care	3
Housing and Regeneration	1
Resources	1
Probation	6
Children's Services	2
Health, Adults and Social Care	1
Housing and Regeneration	3
SOSR	1
Communities	1
Grand Total	136

ER Cases by Directorate	No of Cases
Chief Executive's Office	7
Attendance Management	1
Disciplinary	1
Grievance	5
Children's Services	41
Attendance Management	12
Disciplinary	5
Flexible Working Appeal	9
Grievance	9
Performance	4
Probation	2
Communities	42
Attendance Management	13
Disciplinary	15
Flexible Working Appeal	1
Grievance	12
SOSR	1
Health, Adults and Social Care	12
Attendance Management	3
Flexible Working Appeal	1
Grievance	4
Performance	3
Probation	1
Housing and Regeneration	19
Attendance Management	3
Disciplinary	5
Flexible Working Appeal	1
Grievance	6
Performance	1
Probation	3
Resources	15
Attendance Management	5
Disciplinary	5
Flexible Working Appeal	1
Grievance	3
Performance	1
Grand Total	136

(Includes 4 collective grievances)



(includes 4 collective grievances)



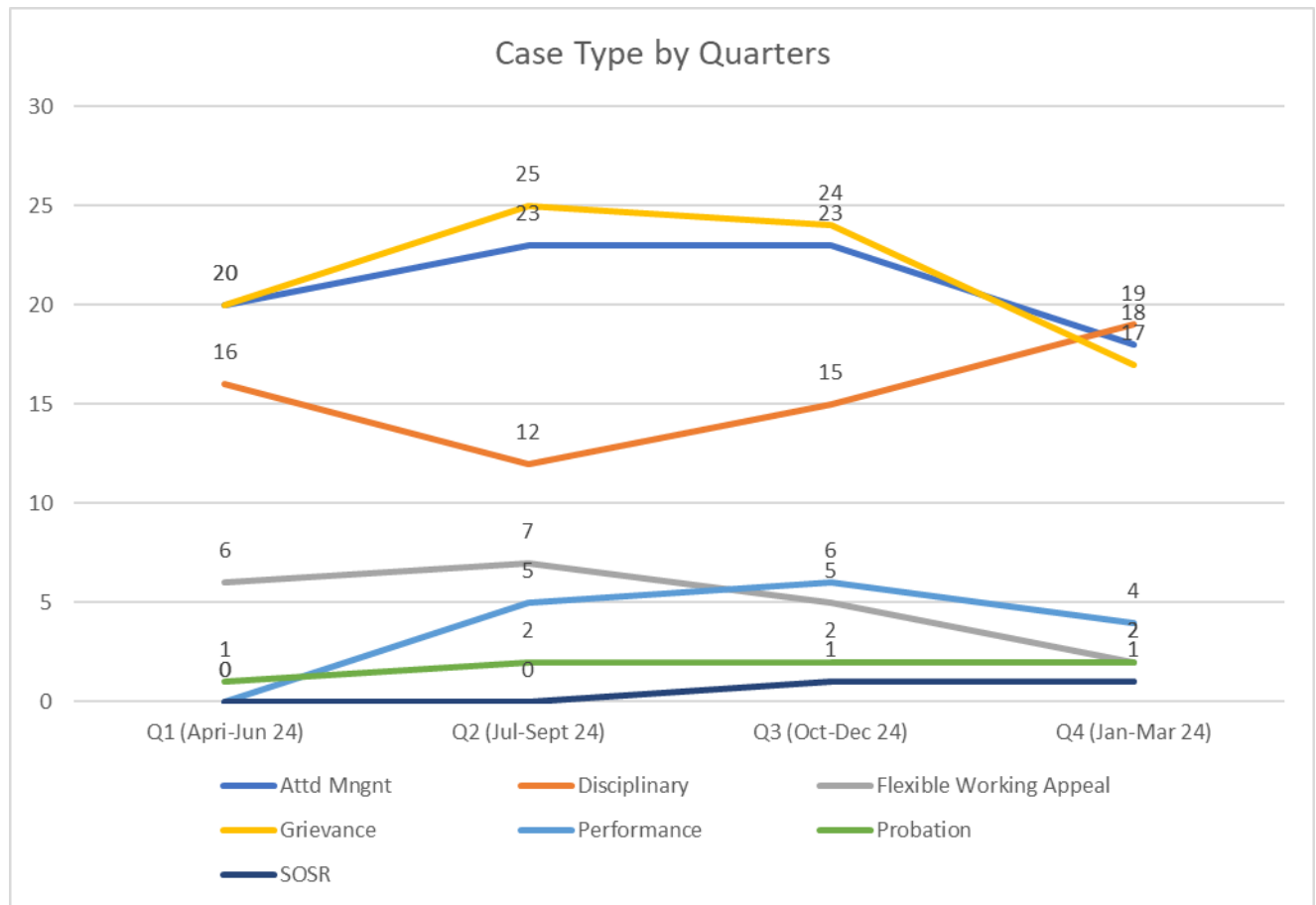


Table – All Casework by Directorate compared to the total number of staff in Directorates

Employee Directorate	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Chief Executive's Office	7	5.1%	→	Chief Executive's Office	145	3.4%
Children's Services	41	30.1%	↑	Children's Services	1052	25.0%
Communities	42	30.9%	↑	Communities	918	21.8%
Health and Adult Social Care	12	8.8%	↔	Health and Adult Social Care	397	9.4%
Housing and Regeneration	19	14.0%	↓	Housing and Regeneration	887	21.1%
Resources	15	11.0%	↓	Resources	810	19.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

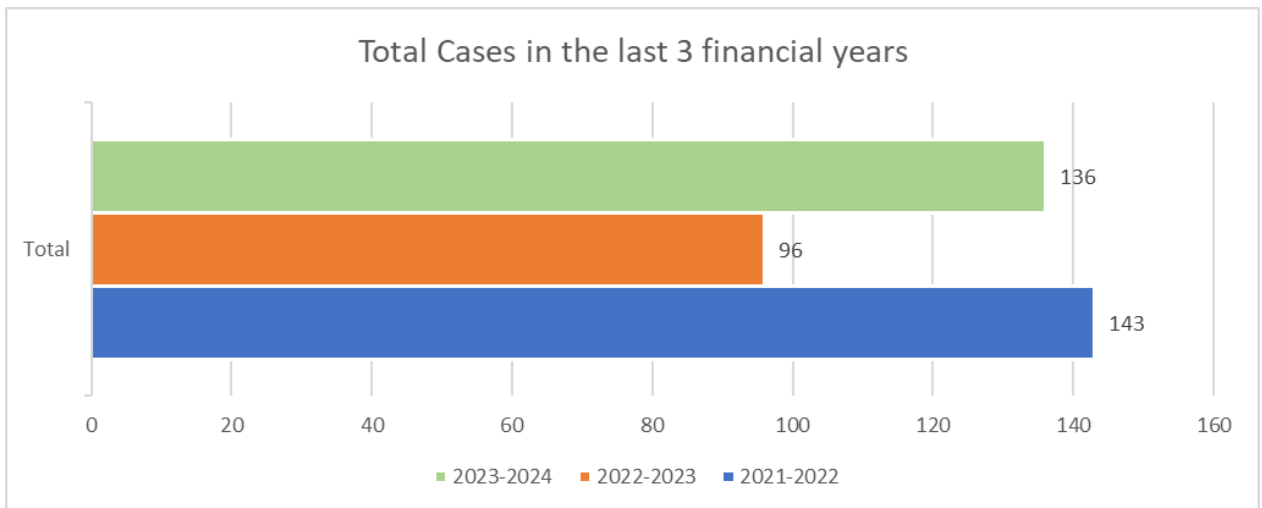
5. Summary of Annual Casework Data (1 April 2023 to 31 March 2024)

- 4.1. The data shows that 136 cases were handled over the reporting period 1 April 2023 to 31 March 2024. At the end of the reporting period there are 38 open cases and 98 cases have been closed. The numbers are comparable to the previous year, with slightly higher open cases at the end of the reporting period (last year it was 33 cases open, and 63 had been closed).
- 4.2. In respect of types of cases over this period, the data shows 39 grievances (35 individual and 4 collective), 37 final stage attendance management cases, 31 disciplinaries, 13 flexible working requests, 9 performance management cases, 6 probation cases and 1 SOSR (some other substantial reasons).
- 4.3. Consistently over this period, the greatest number of cases continue to be in Communities with 42 cases, and Children Services with 41 cases, with a higher percentage of cases compared to their workforce percentage.
- 4.4. Of all 98 closed cases, the average time taken to resolve cases was 162 days. 40 of these closed cases were above the benchmark resolution time of 120 days. Of those under 120 days, (58 cases) the average time to resolve was 50 days. A significant reason for exceeding timeframes relates to the availability of the investigators to undertake this duty in addition to their substantive post and cases can be delayed by sickness absence and in certain cases of gross misconduct, external third-party enquiries.
- 4.5. There were 8 suspensions over the year and 1 case involving revised temporary duties during the investigation phase.
- 4.6. Looking at disciplinary outcomes (i.e., those disciplinaries which closed): 6 final written warnings (5 Upheld and 1 Part Upheld), 4 involved dismissals, 1 were resolved informally, 2 final written warnings, and 1 was withdrawn.
- 4.7. The majority of grievance cases involve discrimination or harassment (17), complaints about the conduct of colleagues or managers (11). 4 grievances are related to terms and conditions, 3 are related to sexual harassment allegations, 2 to discrimination and 2 related to insulting or inappropriate behaviour. Looking at grievance outcomes (i.e., those grievances which closed): 12 were resolved informally, 10 were not upheld, 6 were partially upheld, 1 required further monitoring of the employee involved and 1 employee left the Council. The in-house mediation service was established to tackle the number of grievances raised by staff, offering an alternative route outside of the formal grievance process to resolve disputes swiftly and effectively between staff. The service was called upon 5 times in the year and was successful with each attempt. Mediation normally takes a matter of days to organise and resolve matters.
- 4.8. The data provided in Annexes A to D provides an equalities profile of those staff involved in cases compared to the equalities profile of the workforce as a comparator.
- 4.9. Whilst the numbers are small and we cannot report on individual cases, of the grievances that were reported as being against the line manager or colleague, 73% were from Black, Asian, and multi-ethnic staff; 45% of these cases involved line managers who were from Black, Asian, and multi-ethnic staff; 36% of these cases were being handled by White deciding managers and 18% from Black, Asian, and multi-ethnic staff (often senior staff hear cases and this percentage is reflective of the workforce make up).
- 4.10. Whilst the numbers are small and we cannot report on individual cases, 71% of disciplinaries involved Black, Asian, and multi-ethnic staff; 45.2% of these cases involved

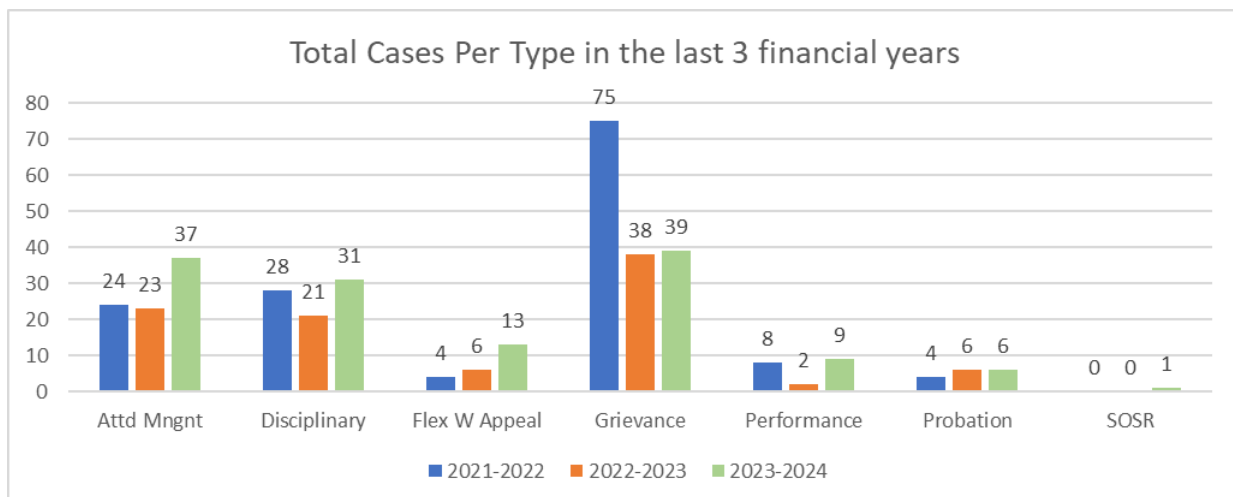
line managers who are Black, Asian, and multi-ethnic and 35.5% of these were White; 51.6% deciding managers were White and 19.4% were Black, Asian, and multi-ethnic staff.

6. Casework Assessment Over 3 Years

5.1. The HR Committee requested that a longer term look at casework was provided. The following tables illustrate the trend in casework management over the last 3 years. The table below shows that 2023 to 2024 has increased from the previous year but has not reached the level of 2021 to 2022.



5.2. The organisational structure has changed during the last 3 years, increasing from 4 Directorates to 5. Given that some services have moved between Directorates the distribution of cases in each Directorate cannot be accurately reported. However, we can assess the case types over the 3-year period. The following table shows case totals by type for each year and shows a significant fall in grievances since 2021-2022, and an increase in formal case management of attendance related to sickness.



7. ANNEX A – Equalities (all cases vs workforce)

ER & Workforce Equalities Comparison Apr 23 to Mar 24

- The data of those involved in cases is compared against the equalities data for all of the workforce.
- The percentages calculated were rated on the proportion of the employee and of the overall headcount percentage.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 1 – All Casework by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	8	5.9%	→	Asian	246	5.8%
Bangladeshi	34	25.0%	←	Bangladeshi	1090	25.9%
Black	30	22.1%	→	Black	905	21.5%
Decline to State	7	5.1%	-	Decline to State	1	0.02%
Missing	3	2.2%	←	Missing	262	6.2%
Mixed	5	3.7%	→	Mixed	119	2.8%
Other	4	2.9%	→	Other	53	1.3%
Somali	4	2.9%	→	Somali	14	0.3%
White	41	30.1%	↓	White	1519	36.1%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to ethnicity.

Table 2 - All Casework by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	81	59.6%	→	Female	2362	56.1%
Male	55	40.4%	←	Male	1847	43.9%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to gender.

Table 3

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	24	17.6%	→	Decline to State	612	14.5%
Gay	1	0.7%	←	Gay	60	1.4%
Heterosexual	105	77.2%	→	Heterosexual	3228	76.7%
Lesbian	2	1.5%	→	Lesbian	32	0.8%
MISSING	3	2.2%	←	MISSING	224	5.3%
Prefer to self-describe	1	0.7%	→	Prefer to self-describe	2	0.05%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to sexual orientation.

Table 4 - All Casework by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	1	0.7%	→	Buddhist	20	0.5%
Christian	36	26.5%	←	Christian	1322	31.4%
Decline to State	20	14.7%	→	Decline to State	471	11.2%
Hindu	2	1.5%	→	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	4	2.9%	←	Missing	222	5.3%
Muslim	43	31.6%	→	Muslim	1263	30.0%
No religion	24	17.6%	→	No religion	680	16.2%
Other	6	4.4%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	136	100.00%		Grand Total	4209	100.00%

There is no significant disproportionate impact relating to religion.

Table 5 - All Casework by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	16	11.8%	→	Declined to State	383	9.1%
Missing	6	4.4%	↓	Missing	676	16.1%
No	94	69.1%	→	No	2806	66.7%
Unaware	2	1.5%	←	Unaware	88	2.1%
Yes	18	13.2%	↑	Yes	256	6.1%
Grand Total	136	100.00%		Grand Total	4209	100.00%

The number of cases involving disabled staff is higher than the workforce proportion with a declared disability. Tables below on case type show that this is related to grievances.

Table 6 - All Casework by Age

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	2	1.5%	→	16 - 24	61	1.4%
25 - 34	16	11.8%	→	25 - 34	595	14.1%
35 - 44	47	34.6%	↑	35 - 44	1109	26.3%
45 - 54	31	22.8%	←	45 - 54	1087	25.8%
55 - 64	30	22.1%	←	55 - 64	1130	26.8%
65 - 74	10	7.4%	→	65 - 74	217	5.2%
75 - 84	0	0.0%	-	75 - 84	10	0.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

The age range with a higher percentage of involvement in cases compared to the workforce percentage is in the 35-44 age range.

Table 7 - All Casework by Residents

Resident	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Yes	50	36.8%	→	Yes	1107	26.3%
No	75	55.1%	→	No	2253	53.5%
Missing	11	8.1%	↑	Missing	849	20.2%
Grand Total	136	100.00%		Grand Total	4209	100.00%

This table shows that the majority of staff involved in a formal case were non-residents.

8. ANNEX B – Equalities (grievance vs workforce)

Grievance Cases & Workforce Comparison - Equalities Breakdown Apr 23 to Mar 24:

- The equalities data for 35 grievance cases was analysed.
- Collective grievances (4 cases) were excluded from this comparison because they involve multiple staff with a variety of protected characteristics.
- The data is compared against the equalities data for the whole workforce and presented as a percentage.
- Vacant posts were removed.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 8 – Grievances by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	0	0.0%	-	Asian	246	5.8%
Bangladeshi	11	31.4%	↑	Bangladeshi	1090	25.9%
Black	10	28.6%	↑	Black	905	21.5%
Declined to state	4	11.4%	↑	Declined to state	1	0.0%
Missing	1	2.9%	→	Missing	262	6.2%
Mixed	2	5.7%	→	Mixed	119	2.8%
Somali	2	5.7%	→	Other	53	1.3%
White	5	14.3%	↑	Somali	14	0.3%
Other	0	0.0%	-	White	1519	36.1%
Grand Total	35	100.00%		Grand Total	4209	100.00%

Grievances raised by Bangladeshi and Black staff are of a higher percentage than their workforce percentage.

Table 9 – Grievances by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	27	77.1%	↑	Female	2362	56.1%
Male	8	22.9%	↓	Male	1847	43.9%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances raised by staff the percentage of females is greater than their workforce percentage.

Table 10 – Grievances by Sexual Orientation

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	7	20.0%	↑	Decline to State	612	14.5%
Gay	0	0.0%	-	Gay	60	1.4%
Heterosexual	24	68.6%	↓	Heterosexual	3228	76.7%
Lesbian	1	2.9%	→	Lesbian	32	0.8%
Missing	2	5.7%	→	Missing	224	5.3%
Prefer to self-describe	1	2.9%	→	Prefer to self-describe	2	0.0%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances raised by staff there is no significant disproportionate impact relating to sexual orientation for those who have declared.

Table 11 – Grievances by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	1	2.9%	→	Buddhist	20	0.5%
Christian	4	11.4%	↓	Christian	1322	31.4%
Decline to State	9	25.7%	↑	Decline to State	471	11.2%
Hindu	0	0.0%	-	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	3	8.6%	→	Missing	222	5.3%
Muslim	13	37.1%	↑	Muslim	1263	30.0%
No religion	3	8.6%	↓	No religion	680	16.2%
Other	2	5.7%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For grievances of note the percentage of Muslim staff raising grievances are marginally more than their overall workforce percentage.

Table 12 – Grievances by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	5	14.3%	↑	Declined to State	383	9.1%
Missing	1	2.9%	↑	Missing	676	16.1%
No	20	57.1%	↓	No	2806	66.7%
Unaware	1	2.9%	→	Unaware	88	2.1%
Yes	8	22.9%	↑	Yes	256	6.1%
Grand Total	35	100.00%		Grand Total	4209	100.00%

For employees raising grievances there is a higher percentage of staff with a declared disability compared to the overall workforce data for staff with declared disabilities. This is for 8 cases in total.

Table 13 – Grievances by Age

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	1	2.9%	→	16 - 24	61	1.4%
25 - 34	2	5.7%	↓	25 - 34	595	14.1%
35 - 44	16	45.7%	↑	35 - 44	1109	26.3%
45 - 54	11	31.4%	↑	45 - 54	1087	25.8%
55 - 64	4	11.4%	↓	55 - 64	1130	26.8%
65 - 74	1	2.9%	←	65 - 74	217	5.2%
75 - 84	0	0.0%	-	75 - 84	10	0.2%
Grand Total	35	100.00%		Grand Total	4209	100.00%

The bulk of staff submitting grievances are between 35-44 and 45-54, and those in these age ranges are higher in percentage than the percentage of overall workforce in these age ranges, most significantly for those in the 35-44 age range.

9. ANNEX C – Equalities (disciplinary vs workforce)

Disciplinary Cases Versus Workforce - Equalities Breakdown Apr 23 to Mar 24:

- There were 31 disciplinary cases equalities data analysed for employees.
- The data is compared against the total headcount equalities.
- The percentages calculated were rated on the proportion of the Employee and of the overall headcount percentage.
- Vacant posts were removed.
- Key elements for the comparison have been listed on each category:
 - ← Slightly lower than workforce
 - Slightly higher than workforce
 - ↓ Significantly lower than workforce (more than 5%)
 - ↑ Significantly higher than workforce (more than 5%)

Table 14 – Disciplinary by Ethnicity

Employee Ethnicity	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Asian	4	12.9%	↑	Asian	246	5.8%
Bangladeshi	10	32.3%	↑	Bangladeshi	1090	25.9%
Black	6	19.4%	←	Black	905	21.5%
Declined to state	2	6.5%	↑	Declined to state	1	0.0%
Missing	0	0.0%	-	Missing	262	6.2%
Mixed	1	3.2%	→	Mixed	119	2.8%
Other	1	3.2%	→	Other	53	1.3%
Somali	0	0.0%	-	Somali	14	0.3%
White	7	22.6%	↓	White	1519	36.1%
Grand Total	31	100.00%		Grand Total	4209	100.00%

Disciplinary cases involving those with an Asian and Bangladeshi employee ethnicity are of a higher percentage than the percentage for their ethnicity for the overall workforce.

Table 15 – Disciplinary by Gender

Employee Gender	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Female	11	35.5%	↓	Female	2362	56.1%
Male	20	64.5%	↑	Male	1847	43.9%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of men involved in disciplinary cases are higher than for the male workforce percentage.

Table 16 – Disciplinary by Sexual Orientation

Employee Sexual Orientation	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Bisexual	0	0.0%	-	Bisexual	51	1.2%
Decline to State	7	22.6%	↑	Decline to State	612	14.5%
Gay	0	0.0%	-	Gay	60	1.4%
Heterosexual	23	74.2%	←	Heterosexual	3228	76.7%
Lesbian	0	0.0%	-	Lesbian	32	0.8%
Missing	1	3.2%	←	Missing	224	5.3%
Prefer to self-describe	0	0.0%	-	Prefer to self-describe	2	0.0%
Grand Total	31	100.00%		Grand Total	4209	100.00%

For disciplinaries there is no significant disproportionate impact relating to employee sexual orientation for those who have declared.

Table 17 – Disciplinary by Religion

Employee Religion	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Buddhist	0	0.0%	-	Buddhist	20	0.5%
Christian	7	22.6%	↓	Christian	1322	31.4%
Decline to State	4	12.9%	→	Decline to State	471	11.2%
Hindu	1	3.2%	→	Hindu	59	1.4%
Jewish	0	0.0%	-	Jewish	23	0.5%
Missing	1	3.2%	←	Missing	222	5.3%
Muslim	10	32.3%	→	Muslim	1263	30.0%
No religion	7	22.6%	↑	No religion	680	16.2%
Other	1	3.2%	→	Other	125	3.0%
Sikh	0	0.0%	-	Sikh	24	0.6%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of those with no stated religion involved in disciplinaries is higher than the workforce percentage.

Table 18 – Disciplinary by Disability

Employee Disability	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
Declined to State	4	12.9%	→	Declined to State	383	9.1%
Missing	1	3.2%	↓	Missing	676	16.1%
No	23	74.2%	↑	No	2806	66.7%
Unaware	0	0.0%	-	Unaware	88	2.1%
Yes	3	9.7%	→	Yes	256	6.1%
Grand Total	31	100.00%		Grand Total	4209	100.00%

The percentage of staff with a no declared disability for disciplinary cases is higher than the percentage of staff with a no declared disability for the workforce.

Table 19 – Disciplinary by Age-

Employee Age	Staff by Cases	%	Greater or Lesser Proportions	Overall Workforce Data	No of Staff	%
16 - 24	1	3.2%	→	16 - 24	106	2.49%
25 - 34	6	19.4%	→	25 - 34	675	15.85%
35 - 44	12	38.7%	↑	35 - 44	1134	26.64%
45 - 54	4	12.9%	↓	45 - 54	1064	25.00%
55 - 64	6	19.4%	↓	55 - 64	1073	25.20%
65 - 74	2	6.5%	→	65 - 74	197	4.62%
75 - 84	0	0.0%	-	75 - 84	6	0.15%
Grand Total	31	100.00%		Grand Total	4209	100.00%

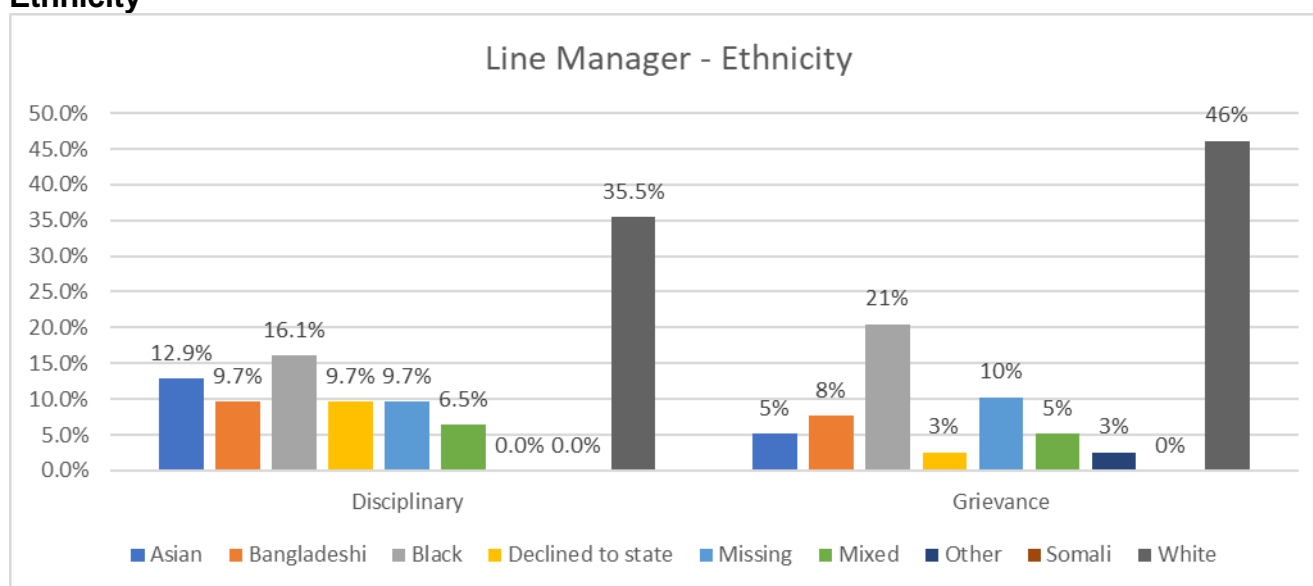
The range of staff of an age range between 35 and 44 involved in disciplinary cases is higher than the percentage for that age range in the workforce.

10. ANNEX D – Equalities (LM & DM)

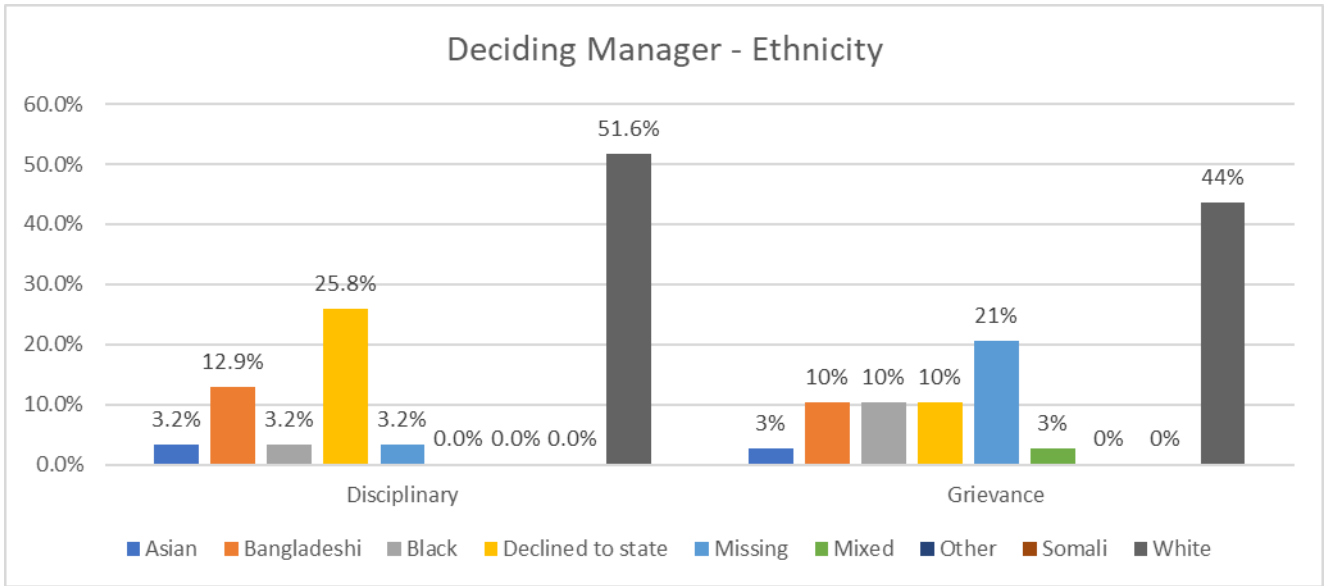
Line Manager and Deciding Manager Equalities Breakdown Apr 23 to Mar 24:

- The equality breakdown of line managers and deciding managers are detailed below.
- The data is on grievances and disciplinaries given that these case types are the highest across the year.
- The 'line manager' is the actual line manager of the staff member who raised the grievance / is subject to disciplinary action.
- The 'deciding manager' is the manager who is responsible for making the decision in each of the type of cases (grievance / disciplinary etc). It is not normally the actual line manager, hence the distinction.
- Carers, Transgender and Pregnancy were not reported as there aren't enough data for Line Manager and Deciding Managers.
- The missing category applies to cases involving an agency/consultancy worker who was a line manager or a deciding manager for whom we do not hold and cannot access equalities data.

Ethnicity

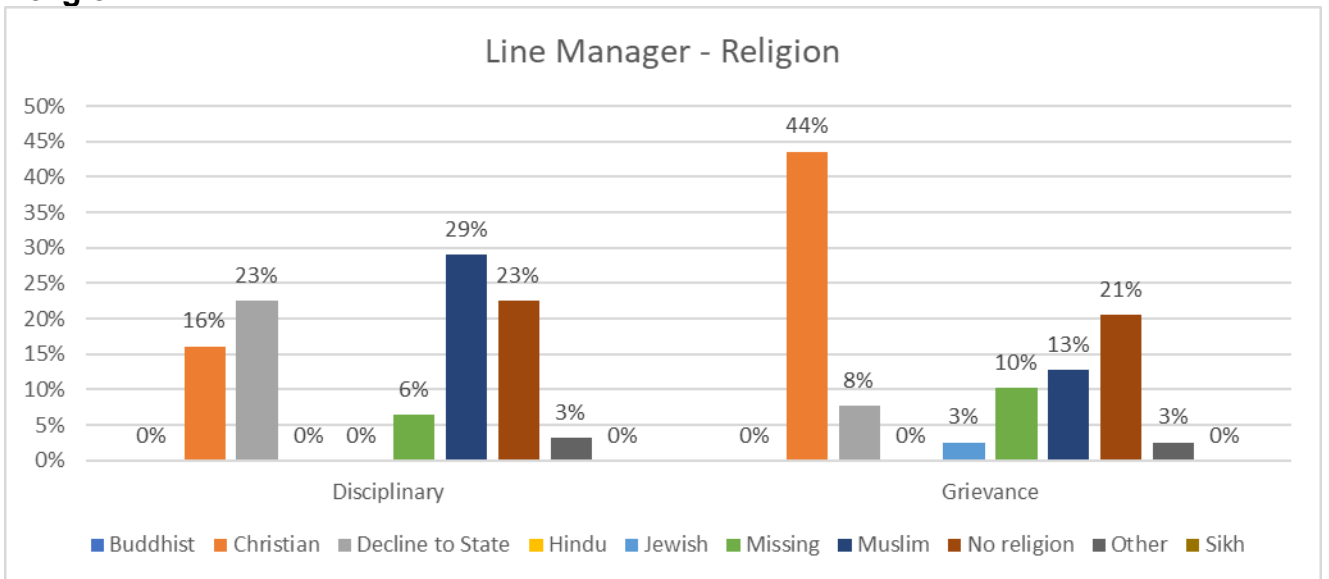


This table shows that line managers of staff raising grievances or of staff who are disciplined are predominantly white.

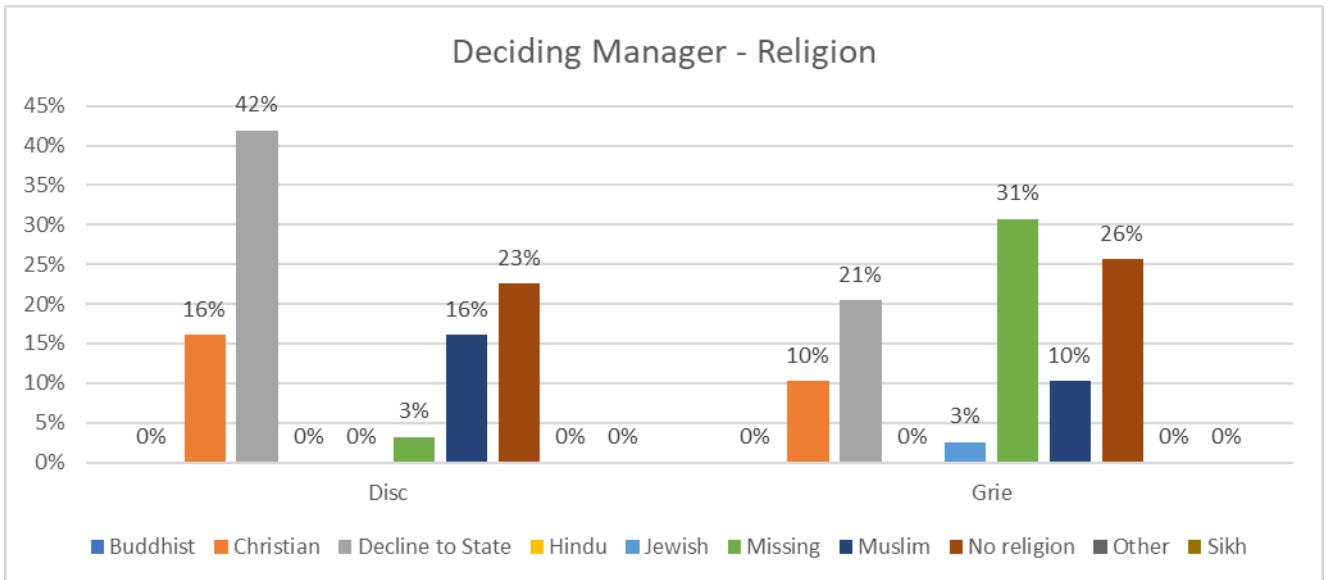


This table shows that deciding managers for grievance and disciplinary cases are predominantly white.

Religion

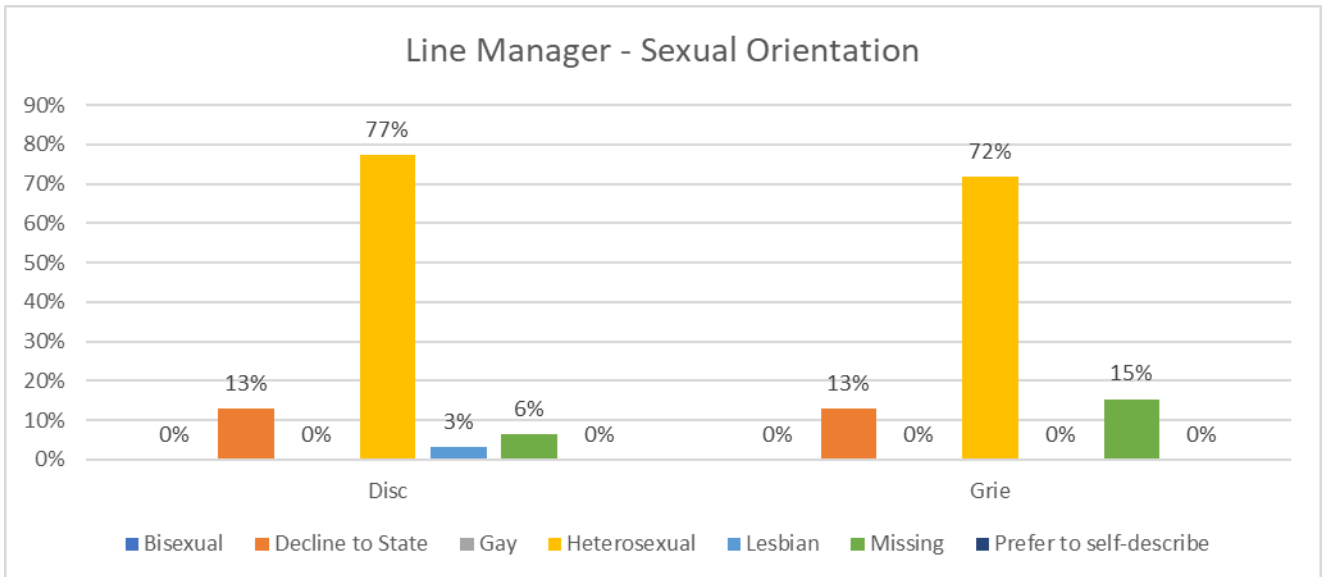


This table shows that the largest group of line managers of staff facing disciplinarys by religion are Muslim, and that the largest group of deciding managers by religion are Christian.

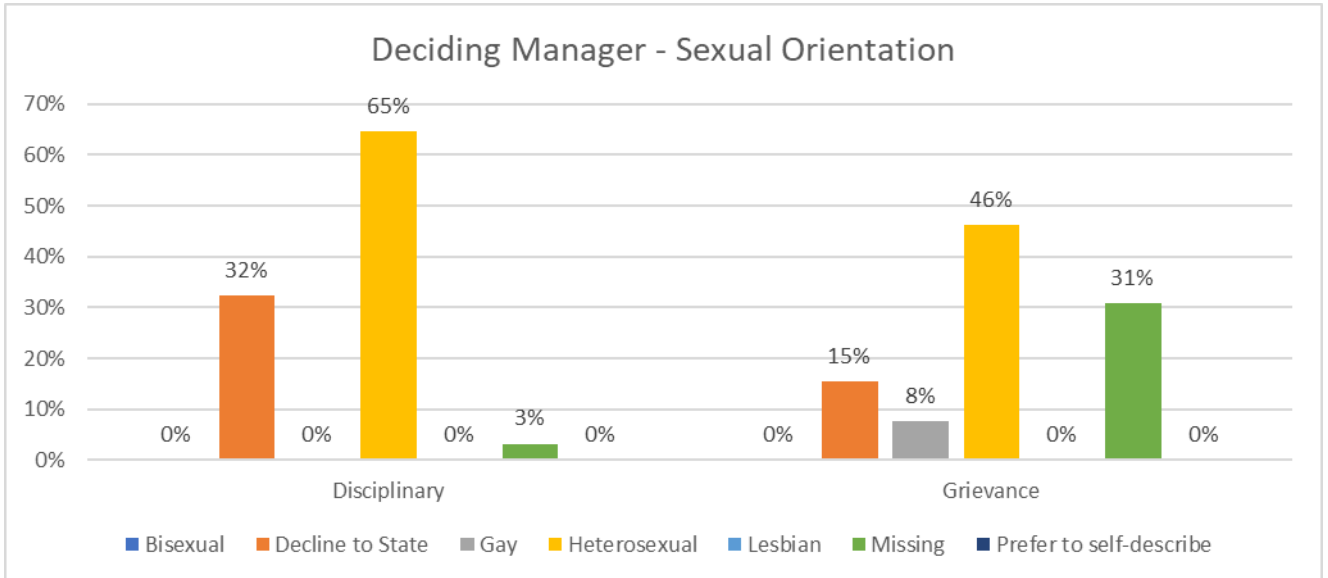


This table shows that the largest group of deciding managers for disciplinarys have declined to state their religion, and that the largest group of deciding managers for grievances have declined to state their religion, or that this information is missing.

Sexual Orientation

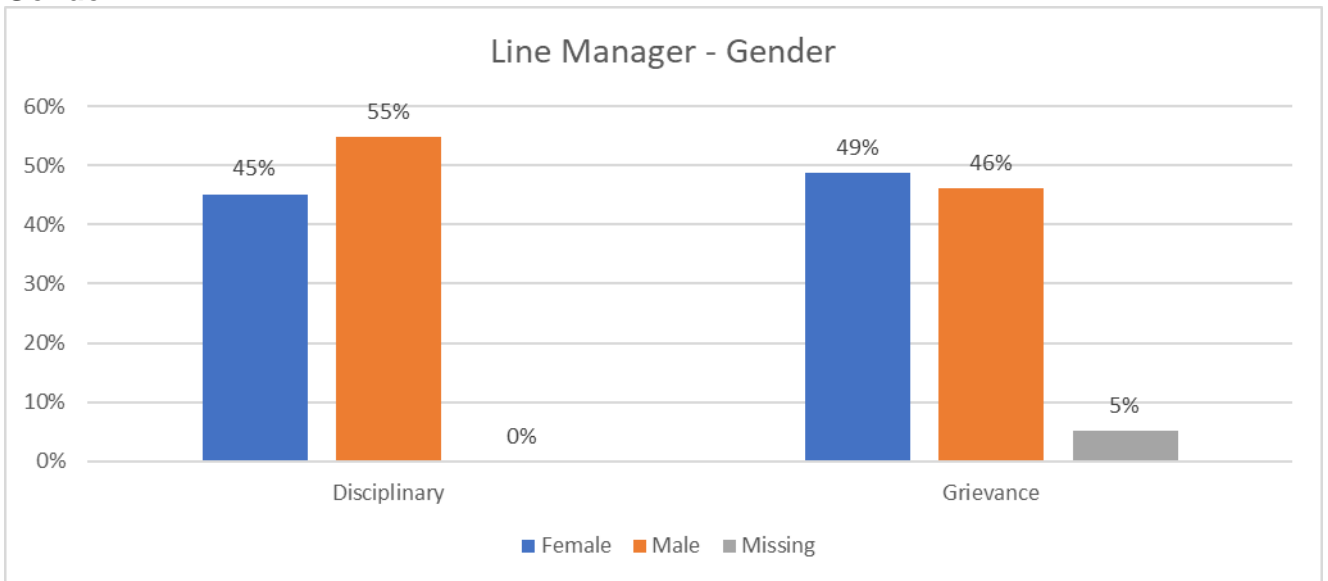


This table shows that the largest group of line managers of staff involved in disciplinarys and grievances by sexual orientation are heterosexual.

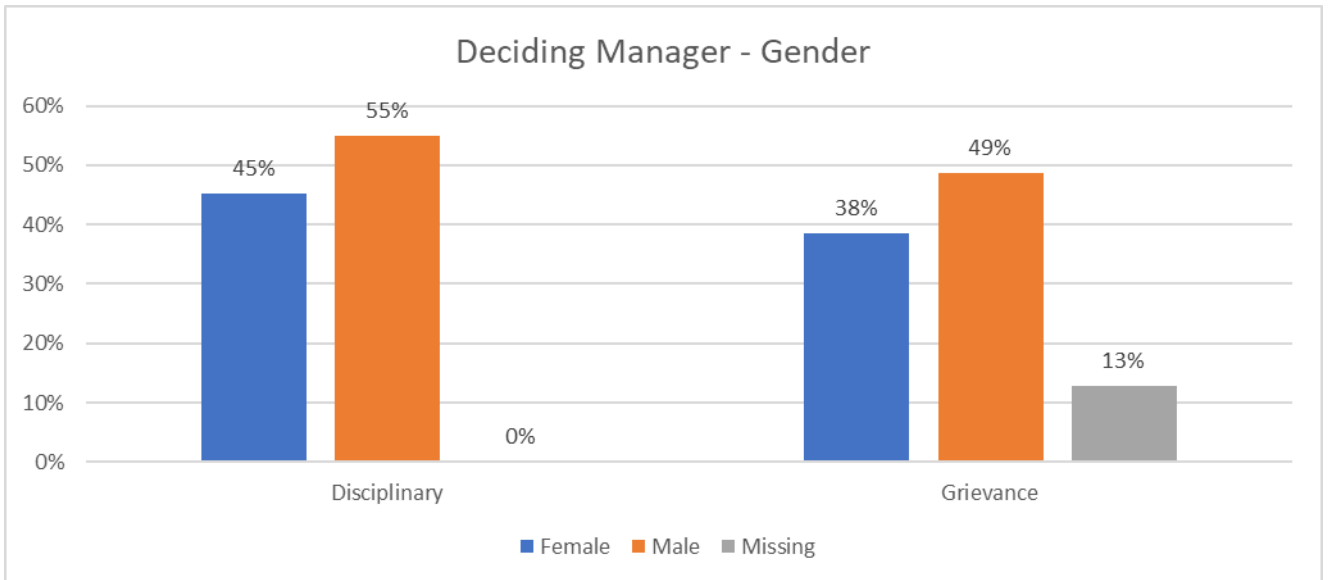


This table shows that the largest group of deciding managers for all grievances and disciplinaries by sexual orientation are heterosexual.

Gender

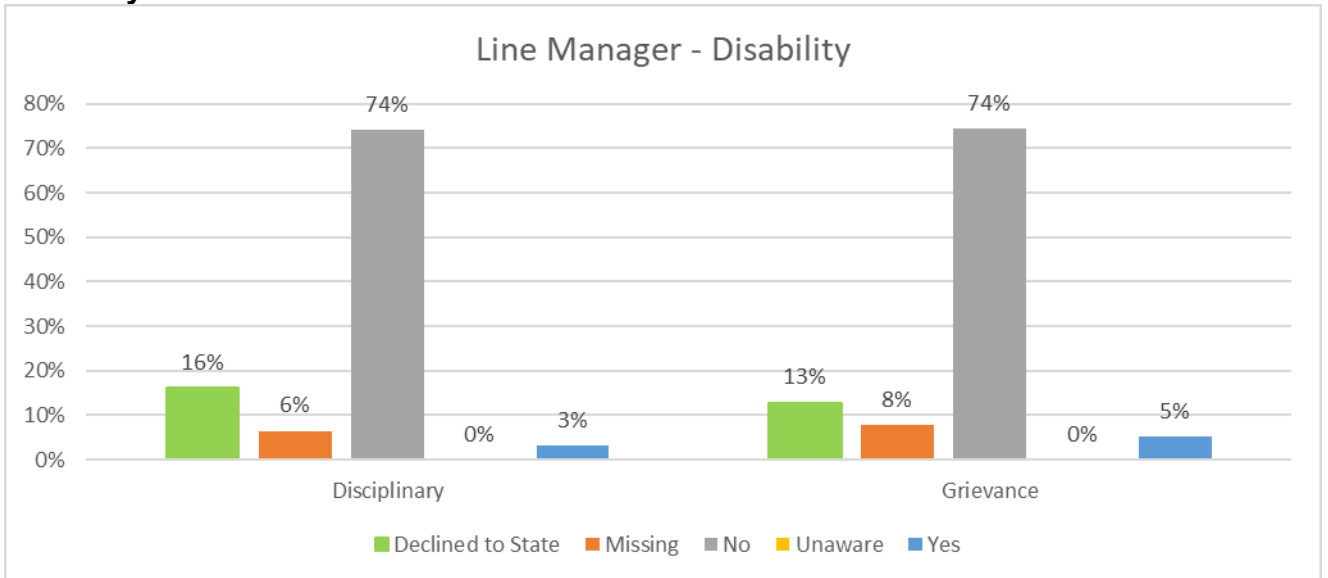


This table shows that the largest group of line managers of staff facing disciplinaries by gender are male, and that the largest group of line managers of staff raising grievances by gender are female (marginally).

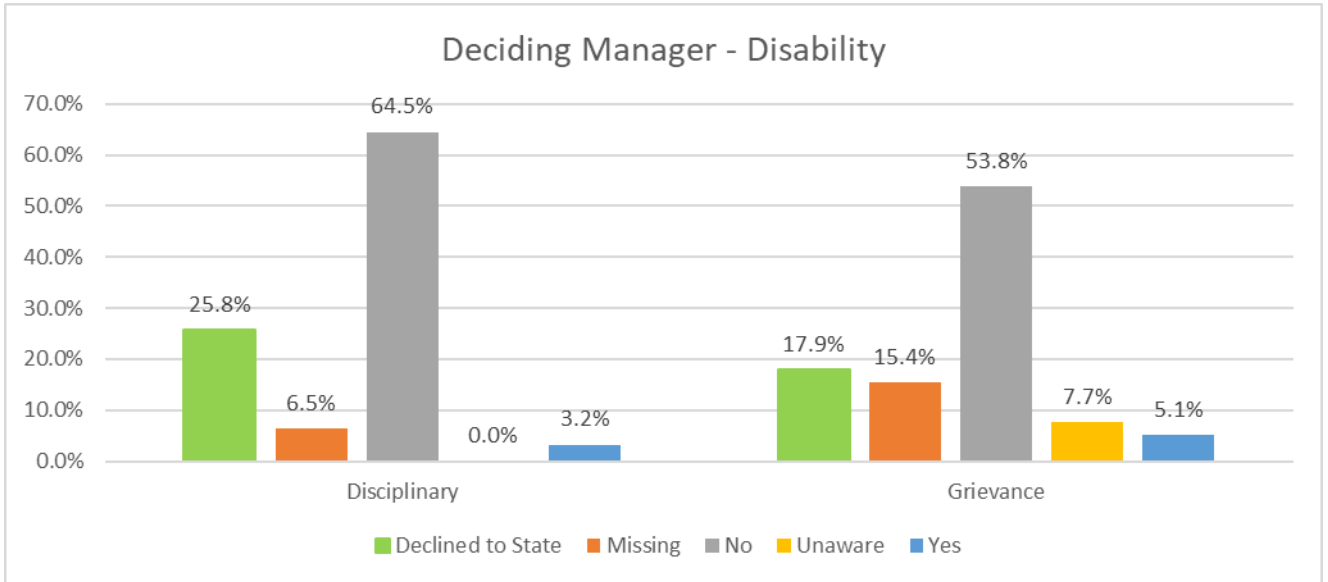


This table shows that the largest group of deciding managers handling disciplinarys and grievance by gender are male.

Disability

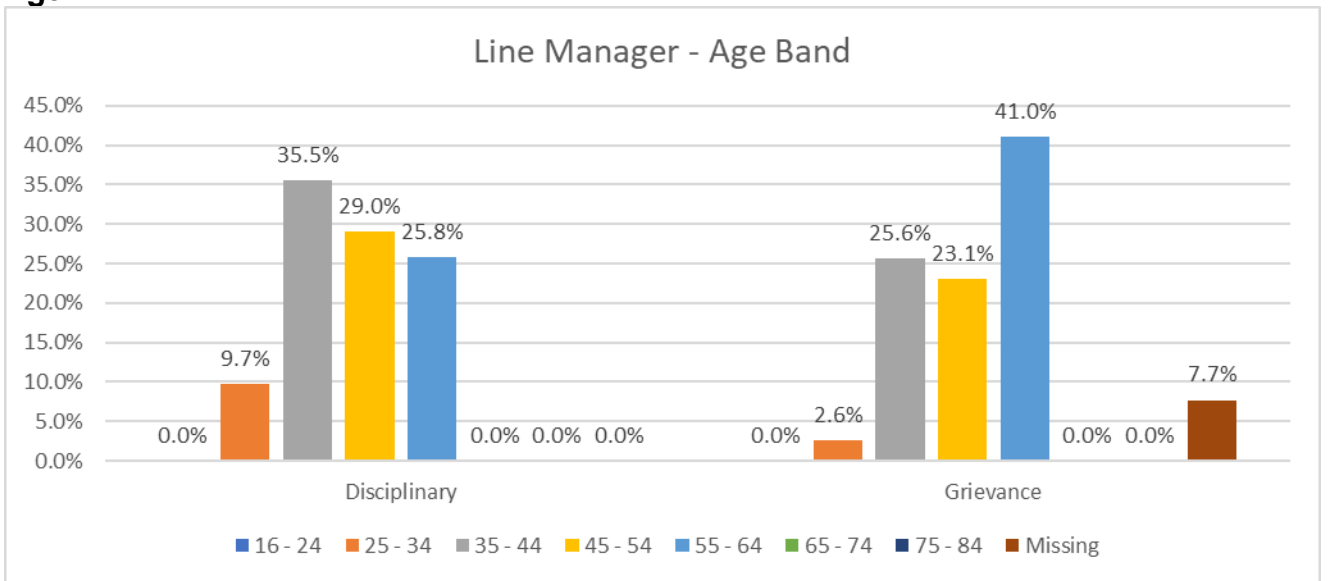


This table shows that the percentage of line managers of staff facing disciplinarys or raising grievance have declared no disability.

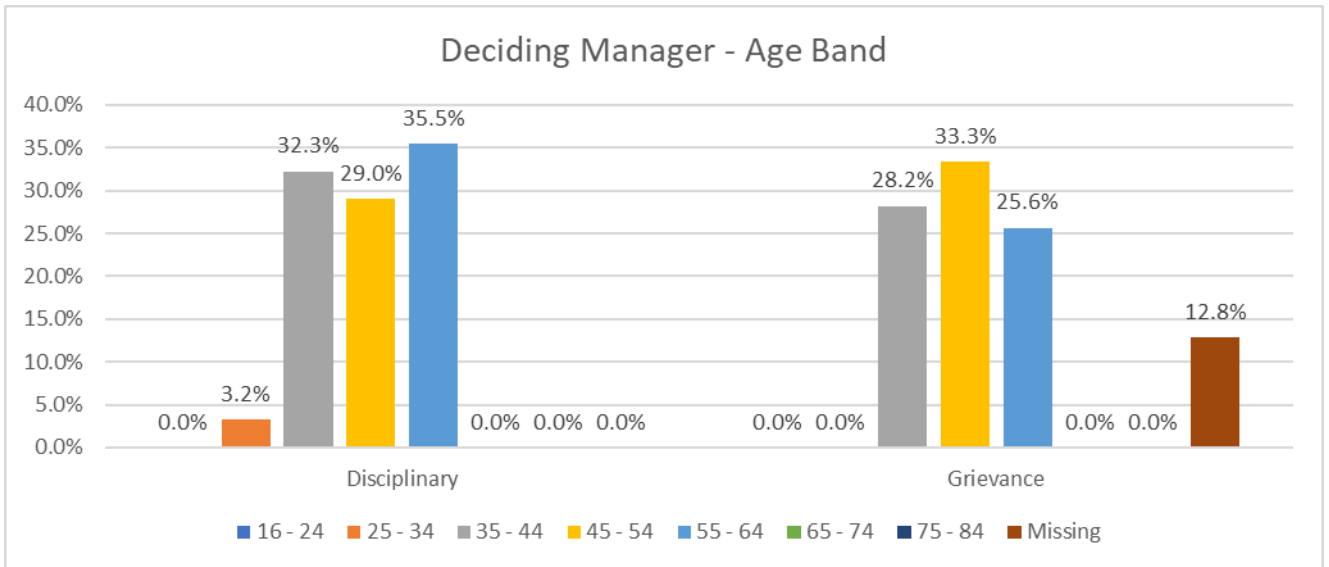


This table shows that the percentage of deciding managers for disciplinaries or grievances have declared no disability.

Age

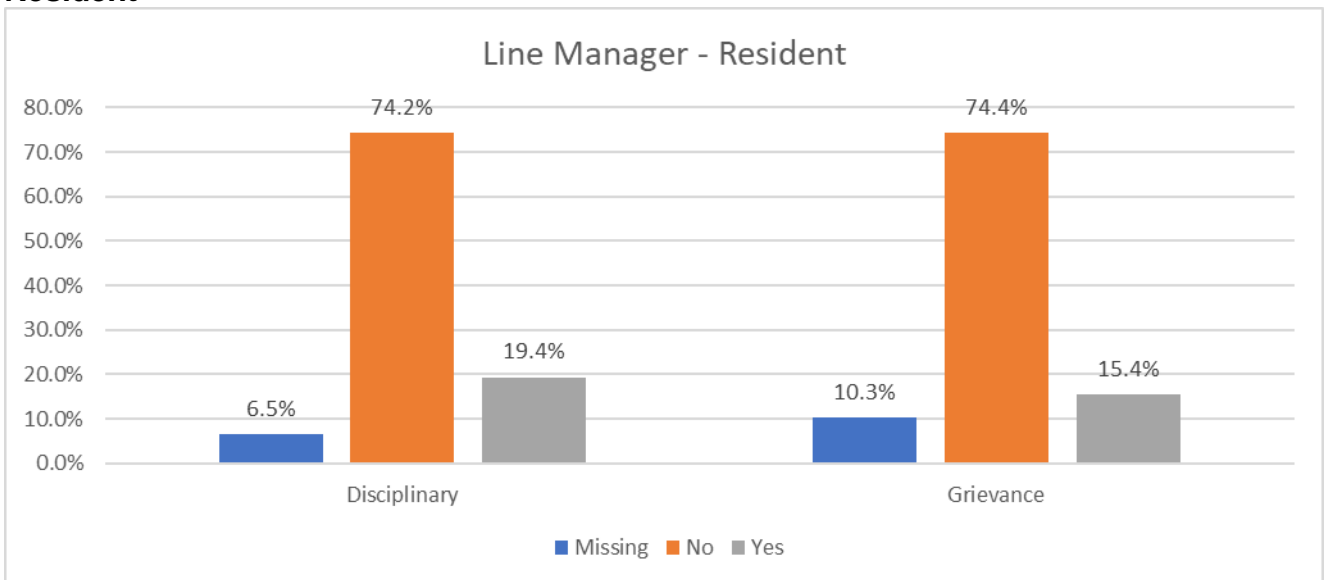


This table shows that the largest group of line managers of staff involved in disciplinaries by age are those in the 35-44 age range, and that the largest group of line managers of staff raising grievances are in the 55-64 age range.

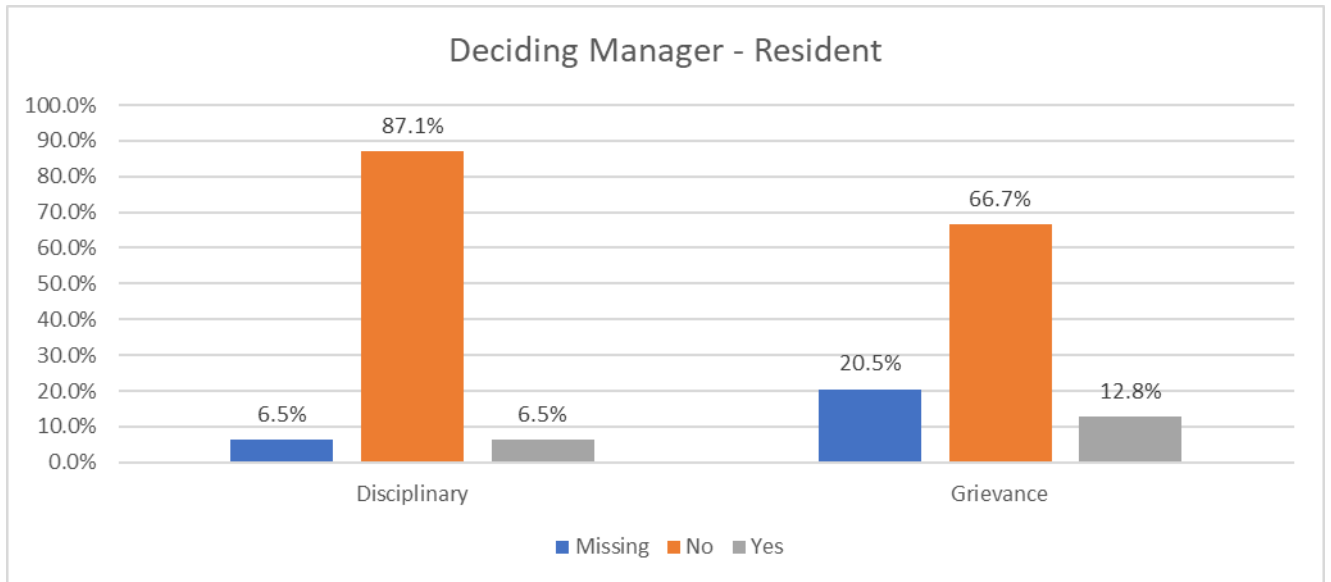


This table shows that the age group of deciding managers of disciplinarys are those in the 55 to 64 age range, and that the largest group of deciding managers on grievances by age are in the 45 to 54 age range.


Resident



This table shows that the majority of line managers of staff involved in disciplinarys and grievance are non-residents.



This table shows that the majority of deciding managers involved in disciplinaries and grievances are non-residents.

<p>Non-Executive Report of the:</p> <p>Human Resources Committee</p> <p>16 May 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Stephen Halsey, Chief Executive</p>	<p>Classification: Part exempt</p>
<p>Overview of the Next Phase of the Corporate Restructure</p>	

Originating Officer(s)	Stephen Halsey, Chief Executive
Wards affected	All wards
Exempt information	<p>This report and/or its appendices include information that has been exempted from publication as the Monitoring Officer:</p> <ul style="list-style-type: none"> • has deemed that the information meets the definition of a category of exempt information as set out in the Council’s Access to Information Rules; and • has deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. <p>The exempt information is contained in</p> <ul style="list-style-type: none"> • Appendices 2 and 3 <p>The exempt information falls into this category:</p> <p>3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)</p>

Special circumstances justifying urgency consideration / Reasons for urgency

Work to complete this report took longer than expected. However, it is vital that the Committee notes the following restructure proposals at this meeting to ensure that members have the ability to inform and steer the Council’s transformation agenda.

Executive Summary

Following the appointment of the Chief Executive in July 2023, Tower Hamlets Council embarked on its ambitious ‘People First’ transformation journey. As covered in the ‘Transformation Journey’ paper considered at Cabinet on the 16th May, there has been significant progress made in these key areas:

- Fostering a more collaborative and performance-driven culture.
- Securing greater financial understanding, compliance & stability.
- Embedding a resident-centric focus.
- Demonstrated measurable progress across key performance indicators and achieved external recognition.

- Making significant strides in the delivery across all strategic priorities.
- Ensuring continued adherence to the Best Value Duty.

Moving the organisation to a new Target Operating Model is a key part of this Transformation Journey. This report: updates the HR Committee on changes made so far; sets out the strategic outline and timetable for the next phases of the corporate restructure and brings forward proposals to improve areas that need focused support now including:

- Strengthening core functions including HR, Procurement, and Scrutiny functions.
- Optimising the Corporate Centre to establish a leaner, but more effective central structure.
- Mainstreaming elements of the Mayor's Office to seamlessly integrate with the broader council operations.
- Addressing challenges in Housing and Regeneration, with a focused restructure of this directorate to address several pressing issues including new regulatory and consumer standards, a challenging external environment, and the insourcing of THH.

Recommendations:

The Human Resources Committee is recommended to

1. Note progress on the organisation's transformation journey so far, the strategic framework and timetable for Phase 2 of the corporate restructure and proposals to strengthen HR, Procurement and Scrutiny functions.

DETAILS OF THE REPORT

1. Phasing and Strategic Drivers for the Corporate Restructure

1.1 Tower Hamlets is committed to continuous improvement. This corporate restructure will move the council to a new Target Operating Model, supporting the council to:

- Deepen resident engagement with enhanced consultation
- Build on long-term financial strength for sustainable service provision
- Drive innovation and efficiency through empowered directorates
- Enable a highly skilled and motivated workforce

1.2 Phase 1 (agreed in August 2023) split the Place Directorate into Communities and Housing and Regeneration, creating an additional Corporate Director role and built senior capacity to deliver insourcing commitments.

1.3 Phase 2 of the corporate restructure will resolve key risks in the Corporate Centre and Housing and Regeneration Directorates that need focused, corporate attention now:

- a. The current HR Function is experiencing growing challenges and is not fully meeting the needs of the council. This is leading to frustration across the organisation and hindering efforts to achieve optimal performance. *Appendix 2* sets out the case for change and plans to resolve these issues.

- b. Procurement challenges and action being taken to mitigate these are summarised in *Appendix 3*.
- c. The Scrutiny function is an important part of the governance arrangements of the Council and a key element of the Council's arrangements to ensure continuous improvement and meet its statutory best value duty. A report going to Cabinet on the 16.05.2024 identifies areas for improvement in the Council's Scrutiny function and a set of dedicated actions to address them. It calls for Cabinet to note, endorse and or approve these actions. A Scrutiny Improvement Plan is being considered at Cabinet on the 16th May 2024, the paper is included for information as *Appendix 4*.
- d. The Corporate Centre will be redefined and the current hub and spoke model for provision of key transformation, improvement, performance and strategic support services revisited. This review will be completed within the next three months.
- e. Executive Support will move from being a centralised function to being directly accountable to Corporate Directors and Directors.
- f. The Mayoral Office structure was established to meet a need at a point in time. Mutual trust, confidence and effective working processes between the respective leadership teams creates an opportunity to disband the current arrangement and adopt a mainstreamed integrated approach to meeting the council's priorities. The plan to mainstream the Mayor's Office and future structure is set out in *Appendix 5*.
- g. With new regulatory and consumer standards, a challenging external environment and the insourcing of THH there is a need to restructure the Housing and Regeneration Directorate to: align functions currently sitting across different Director responsibilities and ensure we are set up to meet these challenges in the short to medium term.
- h. The new structure will also provide greater focus on key strategic objectives for Housing and Regeneration e.g. all activity related to the delivery of new homes will come under one Director.

1.4 Phase 3 (from October 2024) will complete organisation's move to a new Target Operating Model. There are limited changes at this stage to Health and Adult Social Care, Communities and Children's Services Directorates. Following the appointment of new Corporate Directors these Directorates will be reviewed and structural changes considered as part of Phase 3 of the corporate restructure. Any additional structural changes considered necessary to bring the Council into full alignment with the new target operating model will also be made at this stage.

1.5 The CEO will progress these changes as informed by the outcome of consultation, organisation change procedure and in accordance with the council's constitution.

2. Additional context and principles for the proposed restructure

2.1 The Tower Hamlets Strategic Plan (2022 – 26) embeds the Mayor's vision for the Tower Hamlets. It also sets out our ongoing work to improve the Borough and meet and exceed the standards we are held to account to deliver. The Strategic Plan sets out an ambitious delivery agenda across these 8 priorities:

- Tackling the cost-of-living crisis: with measures including freezing council tax for four years, and additional financial support for residents
- Providing homes for the future: By working with developers and housing associations to deliver a minimum of 1000 social homes for rent each year.
- Accelerating education: through a series of learning interventions and financial support, investing in youth services, and increasing opportunities for younger people to go into further education.

- Boosting culture, business, jobs, and leisure: with measures including supporting small businesses, start-ups, and markets; creating jobs and training opportunities; and one hour free parking at our markets.
- Investing in public services: for example by bringing outsourced services back into public hands.
- Empowering communities and fighting crime: for example by working with the police to have more uniformed officers on the streets.
- Working towards a clean and green future: by establishing a Mayor’s advisory board to guide our response to climate change and a host of green measures including green heating systems on housing estates and electric vehicle charging.
- A council that listens and works for everyone

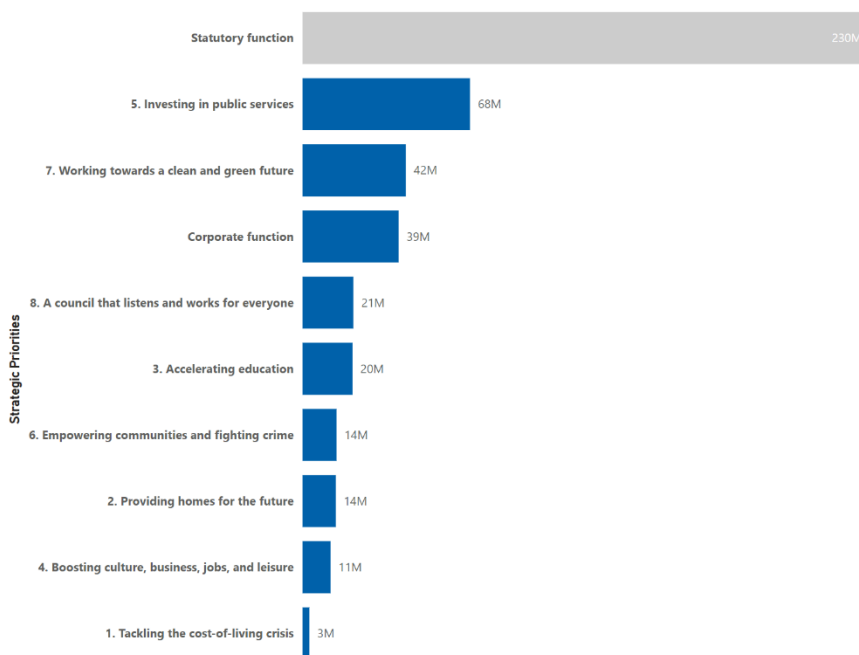


Diagram 1: Budget by priorities

2.2 The new TOM and structure the council is moving towards supports the delivery of these objectives, ensuring we have the skills, capacity and leadership to deliver on our ambitions.

2.3 The objective of the departmental approved restructures agreed as part of the budget setting process was cost reduction, and these agreed changes will take place. The objectives of this wider organisational structure exercise are wholly service improvement focussed and do not relate to further savings requirements.

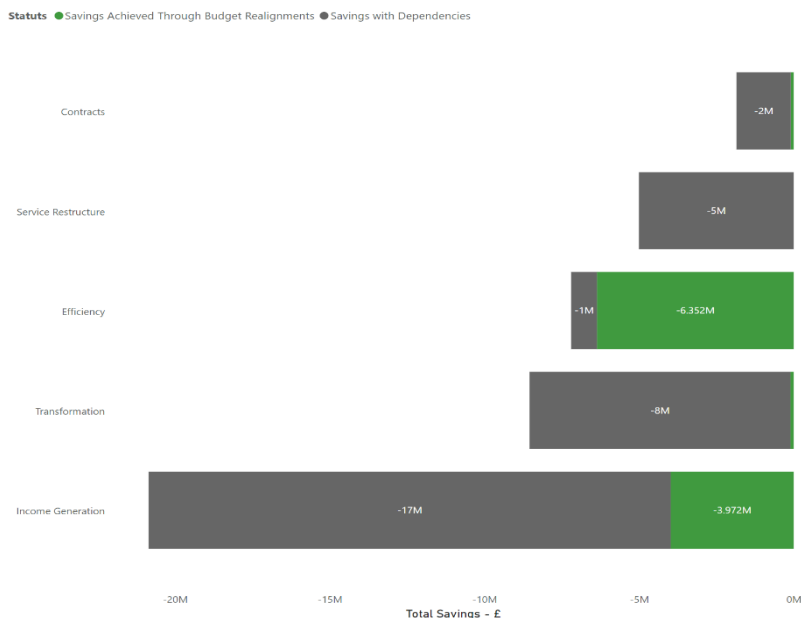


Diagram 2: MTFS Savings by Directorate, secured and to deliver.

3. New Target Operating Model

3.1 The new Target Operating Model was sufficiently developed to guide the structural changes that the council needed to make as part of phase 1 of the corporate restructure.

Development of the new TOM has included comprehensive engagement with all stakeholders, including staff, council members, the Young Mayor, community groups, and, most importantly, the residents themselves. Phases 2 and 3 of this corporate restructure will continue to move the organisation to this new TOM.

3.2 The final version of the TOM, launching in October 2024, will be accompanied by a clear and accessible blueprint, developed in-house.

3.3 The new TOM is built upon the following six core principles, that will guide decision-making and shape the council's new way of working:

- Value-driven and cost-effective: prioritises efficient resource allocation while maximising resident value.
- Community-led: places residents at the centre of decision-making processes, where it impacts them.
- Collaborative: promotes teamwork and knowledge-sharing across the council.
- Transparent: ensures clear communication and open access to information.
- Empowered to innovate: encourages directorates to lead creative solutions to improve resident services.
- Accountable: establishes clear lines of accountability for achieving resident-focused outcomes.



Diagram 3: Draft new Target Operating Model (April 2024)

3.4 Alongside developing the new TOM the council has built the corporate capacity and created the governance needed to deliver this transformation programme, including a new Transformation Management Office, Transformation Dashboard, and governance framework that includes the external expertise of the Transformation Advisory Board, to support and steer the council’s transformation.

4. Previous Structure and Operating Model:

- 4.1** In 2022 there were five directorates including the Chief Executive’s Office: Resources, Place, Children and Culture and Health Adults and Community (see *Appendix 1*).
- 4.2** Early in the previous administration’s tenure the decision was taken to reduce the number of directorates from five to four. Services that sat within the Directorate of Communities Localities and Culture were shared out amongst the remaining Directors. A 2023 review of this structure found that some Directorates were demonstrably too large to manage effectively. Service adjacencies within some directorates lacked synergy and the original core focus of these directorates was diluted. With the commitment to insource: Tower Hamlet’s Homes, Waste, Leisure Services and the Youth Service, these Directorates would have become even bigger, making them still more complex and difficult to manage.
- 4.3** The previous Tower Hamlets TOM and blueprint were internally focused and financially driven, as opposed to customer driven and did not address some of the most pressing issues facing the borough, such as poverty, crime, and inequality (see 3.3.2 of the *Transformation Journey report, attached as Appendix 6 for information*).

5. Phase 1 of the Corporate Restructure:

- 5.1** The first phase of the restructure moved the Council to a 5 Directorate structure in August 2023 to assist the Council in developing more efficient and effective services and improving corporate grip and performance. Realigning services and strengthening senior oversight also enables the Council to better focus on its statutory obligations and compliance with

national policy and programmes. The current structure (including first phase changes) and previous structure are shown in *Appendix 1*.

- 5.2** Through this service realignment, the Directorate of Place became Housing and Regeneration. The Directorate of Children and Culture became Children's Services. The Directorate of Health, Adults and Community became Health and Adult Social Care.
- 5.3** The creation of the new Communities Directorate involved the transfer of Public Realm, Community Safety and Culture functions from the Place, Health Adults and Community and Children and Culture Directorates respectively. The Community Languages Service was transferred to the Director of Education.
- 5.4** In the case of the Housing and Regeneration Directorate Phase 1 structural changes supported the necessary focus on insourcing of Tower Hamlets Homes and responding to the Cost-of-Living Crisis. Phase 2 of the restructure builds on this work to fully integrate THH.
- 5.5** Now these structural changes have taken place:
- The Directorate of Children's Services can focus upon raising educational attainment in schools and supporting and safeguarding young people.
 - The Directorate of Health and Adult Social Care can focus more consistently upon improving the health and wellbeing of the community.
 - The new Communities Directorate can better exploit the compatibilities that exist between the services that have been brought together within it. For example, street cleanliness is a key factor in perceptions of public safety and links to Community Safety.
 - By creating the Communities Directorate capacity is freed up in the new Housing and Regeneration Directorate to cope with the addition of the housing management functions carried out by Tower Hamlets Homes
 - The structural changes already made to the Housing and Regeneration Directorate support the necessary focus on insourcing of Tower Hamlets Homes, housebuilding and responding to the Cost-of-Living Crisis.

6. Operational restructures in the MTFS

- 6.1** Phase 1 of the restructure commissioned a series of detailed efficiency reviews, carried out by the management teams of each Directorate. These reviews, supported by the work of CMT, the new Efficiency and Budget Boards and a targeted early retirement/ voluntary redundancy programme generated additional proposals for structural changes within and between directorates. As a result 16 operational restructures were committed to in the MTFS, with a saving target of £5m and are now being progressed.
- 6.2** These operational restructures are distinct from the strategic, corporate restructure addressed in this paper, however realising the savings for some of these operational restructures is dependent on Phase 2 of the corporate restructure. An update on how these restructures are progressing went to Budget Board on 25/04/2024.
- 6.3** In addition a paper on 'Improving Homelessness Service' at Cabinet on the 16/05/2024 proposes new roles to manage increasing demand and complexity and deal with the backlog in existing cases.

7. Impact of ER/ V.R

- 7.1** In November 2023 Council launched the Early Retirement / Voluntary Redundancy scheme. By 5th January 2024, of 4629 eligible employees, 245 expressed interests in the scheme. Among the 245 applicants, 58 were approved. Out of approved applicants, the cost of exit for 8 employees exceeded £100k.

7.2 ER/VR scheme incurred a one-off cost of £3.3 million and ongoing savings of £2.9 million for year 1. In just over a year, the Council will break even and will continue to accrue savings throughout the current MTFS lifespan. Below please find the breakdown of the costs, savings, and payback period by Directorates and for the entire council:

DIRECTORATES	Cost	Savings (year 1)	Payback
Resources	£ 1,557,113.05	£ 1,381,824.16	1.13
Communities Housing & Regeneration	£ 1,033,282.00	£ 691,225.00	1.49
Children's HASC	£ 399,304.25	£ 519,974.00	0.77
CEX	£ 194,485.16	£ 239,304.28	0.81
	£ 92,314.98	£ 53,788.20	1.72
	£ 57,808.79	£ 81,750.00	0.71
GRAND TOTAL:	£ 3,334,308.23	£ 2,967,865.64	1.12

Diagram 4: Impact of ER/VR

7.3 It is projected that by deleting the posts of the exiting employees, the savings in year 2 will reach £5.9 million and by year 3 – the Council will have saved £8.9 million. Work is underway with the Heads of Services to determine the status of the ER/VR approved employee posts. The revision to working arrangements or exit on redundancy or retirement must take place by Friday 31 May 2024.

8. Pilot to introduce Assistant Director roles

8.1 As of Phase 2 we will pilot a new Assistant Director level with four new roles. These Assistant Director roles will be piloted in Resources and Housing and Regeneration where we can use the new posts to create efficiencies, compete effectively with other organisations where there is a difficult recruitment market to attract and retain the best staff and to provide appropriate senior oversight and drive for areas with complex delivery challenged e.g. housing delivery.

8.2 As well as improving career development and our ability to attract and retain the best staff in areas where there is strong market competition, these AD roles are needed to move the organisation to a smaller, stronger corporate centre with appropriate oversight and controls. In some areas AD roles could help us rationalise multiple layers of management into a more coherent and cohesive structure driving out more efficiencies.

8.3 If this pilot is judged successful by the CEO, additional AD roles may be introduced subject to further discussion with the Executive.

The following section covers the objectives and rationale underpinning each Directorate's restructure proposals in turn (detailed proposals will be brought forward and are subject to organisational change procedure).

9. CEO's Office restructure proposal

9.1 A lean CEO's Office will support the Chief Executive to focus on strategic questions and outward facing responsibilities including:

- strengthening corporate decision making and accountability and ensuring that the whole organisation mobilises behind our ambitious delivery agenda
- strengthening our relationships across the sector and with Government to share and learn from best practice, influence policy making and attract policy pilots and new initiatives

- ensuring our Strategic Partnerships are realising transformational benefits for our residents and place
- overseeing the development of corporate wide initiatives and transformation
- Fulfilling statutory Head of Paid Service role and line managing Corporate Directors

9.2 This Division will be led by a new Assistant Chief Executive post (Director level) with responsibility for: Comms; Corporate Performance; Oversight; Strategy and Transformation. These functions, alongside the wider Strategy, Improvement and Transformation functions across the organisation will be reviewed over the next 3 months (see section 15).

9.3 Other corporate functions currently in the CEO's Office including the Mayor's Office, Legal and Scrutiny functions will, subject to the organisation change procedures, move to the Resources Directorate where they will be better integrated and supported.

9.4 The Corporate Director Resources is the Deputy CEO.

10. Resources restructure proposal

10.1 The Resources Directorate restructure will comprise a stronger core of central services equipped with the expertise and the capacity to support empowered operational and embedded support teams across the council. This restructure acts to resolve pressing risks that need focused corporate attention and investment now and brings forward detailed plans to mainstream the Mayor's Office and improve the: HR; Procurement and Scrutiny functions.

10.2 Subject to the Council's Organisation Change procedures, The **Communities and Inclusive Growth Division** will include:

- A mainstreamed, 7 person **Mayor's Office** focused on the Mayor's Executive Support alongside a small Strategy and Policy Liaison function (*see Appendix 5*)
- A **Customer Services** team designed to maximise the benefits of the new, accessible Town Hall bringing together a refined Front Office, Resident Hub's including the Town Hall and Town Hall FM.
- **Community Growth**, bringing together strategic Economic Development, and Equality and Inclusion work with employment, skills and support for small businesses.

10.3 The **Legal and Democratic Services Division** will, subject to the Council's organisation change procedures, move to Resources with new responsibilities including: registrars; scrutiny; information governance; complaints; fraud and investigations and our compliance with the public sector procurement rules.

10.4 The **HR and OD Division** will include the 12-month Capacity Team to deliver the MTFs and IT. Detailed plans to strengthen the HR and OD functions are included as *Appendix 2*. This will include senior recruitment, a move to a business partnering model and an opportunity to re-set the reputation of the service and build better relationships across the organisation.

10.5 The **Finance Division** introduces 2 new Assistant Director roles to strengthen our Business Partnering, real time financial reporting and strong treasury and capital governance. The Financial Services function will cover revenues, benefits, Business Rates, Temporary Accommodation, Rent Collection, Debt Management and Hardship Support. The function will help us understand holistic user journeys and collect revenue and debt in a contemporary, humane way, improving the Customer journey and collection rates. Grants programmes administered by the Corporate Centre will also sit here.

11. Housing and Regeneration Restructure Proposal

11.1 This new Directorate, created in 2023 as part of Phase 1 of the corporate restructure faces significant challenges meeting its strategic priorities, in delivery of housing growth and homelessness ambitions. These include leading on the next major phase of THH integration and transformation.

11.2 There are also significant external challenges facing the housing sector including inflation, energy prices, the cost-of-living crisis and interest rate rises all of which have resulted in a slowdown of new housebuilding. The Government is introducing new regulations to widen consumer standards, there is increasing focus on fire safety, dampness and mould from the Housing Regulator and Housing Ombudsman and it is anticipated that the Social Housing (regulation) Act 2023 will commence on 1 April 2024 with new transparency and safety standards.

11.3 The upcoming phases of the corporate restructure will strengthen this new Directorate to ensure that the council is set up to achieve its strategic housing objectives to create 4000 affordable homes and reduce homelessness, it will:

- Create customer centric services (improving services to residents)
- Support the increase in demand for new homes and community buildings
- Deliver the Housing Revenue Account (HRA) resourcing strategy
- Fully integrate THH into the Council and reduce duplication between teams
- Increase accountability for delivery
- Reduce salary overheads
- Meet new/ strengthened regulatory standards

11.4 The target outcomes for the Housing and Regeneration restructure are:

- Increased customer satisfaction
- Ongoing reduction of £3m per year in temporary accommodation
- 50% of new homes to go to existing Council tenant to reduce overcrowding.
- Compliance with new Regulatory standards.

11.5 All functions have been reviewed to create this new structure with the exclusion of Housing Options where an expansion to operational capacity is being expedited through c£1.8m additional allocation as summarised in the 'Improving Homelessness Services' report going to Cabinet on the 16/05/2024.

11.6 **The proposed Divisions are:**

- **Housing Management (led by a new Director role):** creating a single housing management function across day to day management of and investment in current housing assets.
- **Housing Options and Homelessness (led by a new Director role):** will focus on improving the customer journey for people needing temporary accommodation under the Council's statutory obligations and accessing homes through a strengthened acquisition approach and PRS function and reducing homelessness.

- **Regeneration, Housing Supply and Assets (led by a new Director role):** brings housing supply and delivery programmes together, alongside major programmes (non-housing) and commercial assets.
- **Planning and Building Control** will remain structurally as it is, with a focus on becoming more customer and solution led.
- **Housing Policy and Strategy (led by a new Director role):** A strengthened policy function for housing and homelessness strategy, embedding coherent forward-looking governance, shaping future services and ensuring that we have a robust approach to compliance with regulation and new national policy initiatives.

11.7 The Economic Development and Growth Division will move from Housing and Regeneration, with most functions joining the Communities and Inclusive Growth Division. This will include Tackling Poverty projects and outreach work, Economic Growth (business liaison, skills including work with those furthest from the workforce, careers advice and social mobility). These areas will benefit from close joint working with Resident Hubs where these services will be co-located where appropriate and possible. Town Centre Management work will move to the Communities Directorate and Grants currently administered by the Growth and Economic Development Team will move to the Finance Division, overseen by the Director of Finance. The strategic case for these moves was considered and supported by CELT to bring these areas closer to their natural networks of operational support.

12. Children's Services Directorate update

12.1 The Director of Young Tower Hamlets role is currently under review. There aren't any other changes to the Children's Services structure as part of Phase 2. There may be further changes needed as part of Phase 3 of the corporate restructure to meet the Council's objectives around attainment and positive destinations and SEND (managing demand, delivering quality); to bring Children's Services in line with the new TOM and introduce more manageable spans of control for the Education and Children's Social Care Divisions.

13. Health and Adult Social Care Directorate update

13.1 There aren't any changes to the HASC structure as part of Phase 2 of the corporate restructure. There may be further changes needed as part of Phase 3.

14. Communities Directorate update

14.1 The Communities Directorate was created in January 2024 to increase our organisational capacity and control to manage the risks and realise the benefits of these complex operational areas including:

- a. More cohesive / coordinated relationship between council services which drive the quality of local environment.
- b. Cohesive response to arts, leisure and culture offer within the borough
- c. Maximise resident's interaction within borough in which they live, work and visit.

14.2 There are limited changes to the core structure of the Communities Directorate as part of Phase 2 of the corporate restructure. Idea Stores will move from Customer Services

to Culture and Town Centre Management will join the Public Realm Division from Housing and Regeneration.

14.3 There will be a review of the Leisure Service structure once insourced and there may be further work to bring Communities in line with TOM and create more manageable spans of control as part of Phase 3.

15. SIT Review

15.1 The Enabling Functions review created the current Strategy, Improvement and Transformation structure in early 2022. This created a large, centralised hub for Strategy, Improvement and Transformation service in the CEO’s Office, with spoke Strategy, Policy and Improvement teams in Directorates. Staff working within this structure and staff seeking to engage with it have found it confusing and poorly defined. SIT and SPI staff generally did not consider the review to have been a success. The adoption of a new Target Operating Model requires a review of the core support structures and presents an opportunity to rework this area of service provision to better meet the needs of directorates and the councils strategic objectives.

15.2 The SIT review will cover all teams involved in Strategy, Policy, Performance and Commissioning (in the hub and spokes). An external specialist will be appointed to lead this review supported by members of the SIT team. The review will engage relevant staff in shaping the future of policy and strategy work across the Council and will conclude in August 2024.

15.3 There are some areas where we are clear there is a misalignment of SIT functions and we have improvement plans in place to address. These areas will move before the review has concluded as part of Phase 2 of the Corporate Restructure e.g. Scrutiny and Grants.

16. Forward look

Different elements of the corporate restructure will move at different speeds as the organisational change processes and governance best practice is followed. The changes described in this paper will be implemented by October 2024.

May 2024	Corporate Directors will take proposed Directorate restructures through appropriate Governance and Consultation
May 2024	Permanent appointment Corporate Director Children’s Services; Corporate Director Health and Adult Social Care and Director Legal Services (MO)
May 2024	Scrutiny Improvement Plan agreed
June 2024	Housing Options service strengthened with additional frontline capacity
From June 2024	As consultations complete, and Director roles are appointed, teams will migrate to the new structure
June 2024	Permanent Appointment Corporate Director Housing and Regeneration
August 2024	SIT and Comms reviews complete

October 2024	To support savings targets in the MTFs, Phase 2 of the restructure will be implemented by October 2024 (subject to consultation)
October 2024	Launch of new TOM with detailed blueprint at the Full Staff Conference
October 2024	Mainstreaming of Mayor's Office complete
May 2025	Organisation substantially moved to new Target Operating Model

19. EQUALITIES IMPLICATIONS

19.1 There are no equality implications directly resulting from this report. Corporate Directors will be responsible for monitoring and mitigating potential equalities implications as part of the detailed design work underpinning this strategic paper.

20. OTHER STATUTORY IMPLICATIONS

20.1 Overall, the initiatives outlined in this report directly align with the principles of Best Value by demonstrating the council's commitment to:

- **Efficiency:** the focus on continuous improvement, data-driven decision-making, and streamlining the corporate centre will lead to more efficient use of resources.
- **Economy:** the emphasis on financial sustainability and eliminating waste will ensure the council operates in a cost-effective manner.
- **Effectiveness:** by prioritising resident needs, addressing performance shortfalls, and fostering a culture of collaboration, the council will become more effective in delivering high-quality services to the community.

20.2 A number of the proposals in this report have implications for roles and responsibilities, we will consult with impacted staff wherever there is a statutory duty to do so.

21. COMMENTS OF THE CHIEF FINANCE OFFICER

21.1 The report sets out the progress on the organisation's transformation journey so far and the future actions. As set out in paragraph 6.1, £5m of operation restructure savings were included in the Medium Term Financial Strategy (MTFS).

21.2 In order to provide capacity in the short term to allow the Council to move to the TOM, for example piloting of AD roles, the general contingency will be used. Where ongoing growth is identified as being required these will be funded through efficiencies.

22. COMMENTS OF LEGAL SERVICES

22.1 The council is empowered to appoint such officers as it thinks necessary for the proper discharge by the authority of such of their or another authority's functions as falls or is agreed to be discharged by them. Section 112 Local Government Act 1972.

22.2 Appropriate revisions may be required to the Councils Constitution and scheme of delegation in due course to reflect the transformation proposals.

Linked Reports, Appendices and Background Documents

Linked Reports

- See appendices 4 and 6 below

Appendices

- Appendix 1: Organisational Charts
- Appendix 2: Business Support proposals (exempt)
- Appendix 3: Procurement challenges and action being taken to mitigate (TO FOLLOW exempt)
- Appendix 4: Improving the Council's Scrutiny Function. Item 6.4, Cabinet, Thursday 16 May 2024 [Tower Hamlets Council - Agenda for Cabinet on Thursday, 16th May, 2024, 4.00 p.m.](#)
- Appendix 5: Mainstreaming the Mayor's Office
- Appendix 6: Transforming Tower Hamlets Council: building a stronger future Item 6.1, Cabinet, Thursday 16 May 2024 [Tower Hamlets Council - Agenda for Cabinet on Thursday, 16th May, 2024, 4.00 p.m.](#)

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- NONE.

Officer contact details for documents:

N/A

Appendix 1 Organisational charts

Previous Structure (Feb 2022)



Poor alignment with strategic goals. Some Directorates too large and complex to manage effectively. Additionally, historical turnover at the director level hampered stability and the development of a long-term vision.

Current Structure (May 2024)

CEO	CD Resources + S151 Officer + Deputy CEO	Interim CD Housing & Regeneration	CD Communities	CD Health & Adult Social Care	CD Children's Services
Int Dir of Strategy, Imp & Transformation	Director Finance	Director of Housing	Director of Public Realm	Director of Adult Social Care	Director of Supporting Families
Director of Marketing & Communications	Director of Workforce, OD & Business Support	Dir of Integrated Growth & Economic Dev	Director of Culture	Director of Public Health	Director of Education
Interim Director of Legal	Director of IT	Director of Planning & Building Control	Director of Community Safety	Joint Dir of Integrated Commissioning	Director of Youth & Commissioning
Head of Mayor's Office	Director of Customer Services	Director of Property & Major Programmes			
	Head of Revenues and Benefits	Director of Neighbourhoods			
	Head of Procurement	Director of Housing Asset Management			

Improves alignment with strategic priorities and reduces reliance on temporary leadership, fostering stability and long-term vision.

New Structure (Oct 2024)



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Mainstreaming the Mayor's Office

The Mayoral Office structure was established to meet a need at a point in time. Mutual trust, confidence and effective working processes between the respective leadership teams creates an opportunity to disband the current arrangement and adopt a mainstreamed integrated approach to meeting the council's priorities. This document provides a high-level summary of activity planned to mainstream the Mayor's Office.

Mayor's Office Plan: May – December 2024

Phase 1: Culture change (April 2023 – April 2024)

- Collaborative and productive relationship between Mayor's Office and Leadership Team established
- Improved liaison with Directorates
- Strong joint work on MTFS and other corporate priorities
- Effective governance and oversight in place to provide the Mayor with assurance that the organisation is working to achieve the administration's priorities

Phase 2: Move to a single casework team (April – June 2024)

- Operational restructure agreed through MTFS to save £327k
- Consultation meetings with staff, Trade Unions and Human Resources are underway
- Recruitment for some posts live to make agreed improvements before staff are moved to their new teams
- Restructure assessed green to deliver by June

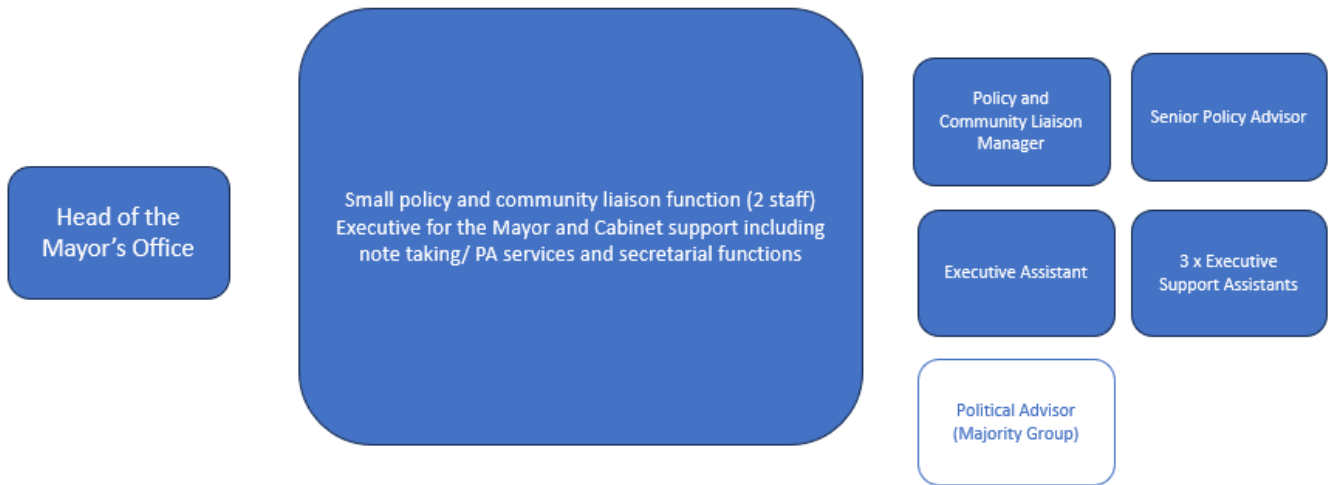
Phase 3: Agree broad principles and scale of new Mayor's Office (April – May 2024)

- New Mayor's Office will include 7 posts including:
 - Policy and Community Liaison Manager
 - Senior Policy Advisor
 - Executive assistant
 - 3 executive support assistants
- The Majority Group Political Advisor will continue to sit with the Mayor's Office but isn't formally part of the structure
- This 7 person Mayor's Office is significantly smaller than the Mayor's Office was under Mayor Biggs in 2022
- Overall principles and posts were agreed by CEO and the Mayor in April 2024
- The Mayor's Office will move from CEO's Office to Resources Directorate, in a new Communities and Inclusive Growth Division

Phase 4: Implementation (May to October 2024)

- Organisational Change Procedure will be followed including consultation where there is a statutory requirement to consult
- Implementation will be staggered, the move to the new structure will be complete by October 2024 but where possible to move more quickly we will do this

Structure and Functional Overview



- In line with wider moves from the Corporate Centre and the principles underpinning this restructure other roles currently in the Mayor's Office will move to teams with the closest alignment e.g. the media and comms advisors will move to Communications Division and the Sports Advisor to Communities.
- All Cabinet Support roles will move to Democratic Services
- The Somali, Women and Equalities, Social Inclusion, and Communities Advisors will move to mainstreamed functions within the Communities and Inclusive Growth Directorate alongside Equalities and Inclusion work currently in SIT and HR/ OD.



HUMAN RESOURCES COMMITTEE WORK PLAN and ACTION LIST 2024/25

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Agenda Item 5

HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

ACTIONS LIST

Action number	Title	Action Owner	Originating Meeting/Item	Due Date / Comment
1.	Update on Senior Recruitment	Pat Chen, Interim Director of Workforce, OD and Business Support	07 March 2024	Action: Timelines on when senior management posts will be filled be submitted to the Committee for review. Due: 16 May 2024 meeting
2.				
3.				
4.				

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N.B. once concluded - actions should remain on the list marked 'complete' for the remainder of the municipal year.

HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

16 MAY 2024

REPORT TITLE	BRIEF SUMMARY	LEAD OFFICER	OTHER CTTEE MEETINGS
1. Update on senior recruitment	To note recruitment activity for senior officer posts.	Pat Chen, Interim Director of Workforce, OD and Business Support	
2. Employee Relations Casework and Policy Quarterly Review	An update on the Employee Relations Casework Policy Quarterly Report.	Pat Chen, Interim Director of Workforce, OD and Business Support	
3. CEO update on Council Transformation	An update on the Council Transformation.	Robin Beattie Director of Strategy, Transformation & Improvement	
4. Human Resources Terms of Reference	To note the Committee terms of reference	Justina Bridgeman Democratic Services Officer Matthew Mannion Head of Democratic Services	
5. Establishment of Appointment and Appeals Sub-Committees	To establish the Appointment and Appeals Sub-Committees for municipal year 2024/25	Justina Bridgeman Democratic Services Officer Matthew Mannion Head of Democratic Services	

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HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

26 SEPTEMBER 2024			
REPORT TITLE	BRIEF SUMMARY	LEAD OFFICER	OTHER CTTEE MEETINGS
1. Employee Relations Casework and Policy Quarterly Review	An update on the Employee Relations Casework Policy Quarterly Report	Pat Chen, Interim Director of Workforce, OD and Business Support	
2. Update on Senior Recruitment	An update on Tower Hamlet Senior Recruitment	Pat Chen, Interim Director of Workforce, OD and Business Support	
3. Update on Savings from ER/VR	An update on expected Council savings from ER/VR	Pat Chen, Interim Director of Workforce, OD and Business Support	

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HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

12 DECEMBER 2024			
REPORT TITLE	BRIEF SUMMARY	LEAD OFFICER	OTHER CTTEE MEETINGS
1. Employee Relations Casework and Policy Quarterly Review	An update on the Employee Relations Casework Policy Quarterly Report	Pat Chen, Interim Director of Workforce, OD and Business Support	
2. Update on senior recruitment	To note recruitment activity for senior officer posts.	Pat Chen, Interim Director of Workforce, OD and Business Support	

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HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

05 FEBRUARY 2025			
REPORT TITLE	BRIEF SUMMARY	LEAD OFFICER	OTHER CTTEE MEETINGS
1. Update on senior recruitment	To note recruitment activity for senior officer posts.	Pat Chen, Interim Director of Workforce, OD and Business Support	
2. Employee Relations Casework and Policy Quarterly Review	An update on the Employee Relations Casework Policy Quarterly Report	Pat Chen, Interim Director of Workforce, OD and Business Support	
3. Update on Savings from ER/VR	An update on expected Council savings from ER/VR	Pat Chen, Interim Director of Workforce, OD and Business Support	

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HUMAN RESOURCES COMMITTEE WORK PLAN 2024/25

05 MAY 2025			
REPORT TITLE	BRIEF SUMMARY	LEAD OFFICER	OTHER CTTEE MEETINGS
1. Update on senior recruitment	To note recruitment activity for senior officer posts.	Pat Chen, Interim Director of Workforce, OD and Business Support	
2. Employee Relations Casework and Policy Quarterly Review	An update on the Employee Relations Casework Policy Quarterly Report	Pat Chen, Interim Director of Workforce, OD and Business Support	

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