


<p>Non-Executive Report of the:</p> <p>General Purposes Committee</p> <p>2 May 2017</p>	
Report of: Will Tuckley, Chief Executive	Classification: Unrestricted
Organisational Structure Implementation and Recruitment Update	

Originating Officer(s)	Mark Keeble, Senior HR Business Partner
Wards affected	All wards

Summary

This report updates Members on the implementation of the new organisational structure and progress on recruiting to vacant Divisional and Corporate Director positions. The report also contains a re-assessment of the capacity needed for the Children's Services Directorate Management Team in light of the publication of the Ofsted findings.

Recommendations

The General Purposes Committee is recommended to:

- a) Note the update on progress to recruit to vacant Divisional and Corporate Director Positions (see paragraph 3.2);
- b) Agree to the deletion of the vacant Divisional Director Sport, Leisure, Culture and Youth position and to create and recruit to roles of Divisional Director Youth and Children's Commissioning and Divisional Director Sport, Leisure and Culture (see paragraphs 3.2 to 3.5); and
- c) Agree to establish an Appointments Sub Committee to appoint to the post of Divisional Director Adult Social Care following the resignation of the current postholder (see paragraph 3.6).

1. REASONS FOR THE DECISIONS

- 1.1 General Purposes 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.

2. ALTERNATIVE OPTIONS

- 2.1 The organisational structure could be left unchanged but this would not deliver the necessary benefits to deliver the Council's strategic priorities and respond to the findings of the Ofsted inspection of Children's Social Care.

3. DETAILS OF REPORT

- 3.1 The previous report to General Purposes Committee on 25th January 2017 provided an update on the assimilation interview process delegated to the Chief Executive to complete and provided the timetable for recruiting to 2 Corporate Director and 7 Divisional Director roles. The report also confirmed that Graham White was appointed to cover the Monitoring Officer role until the candidate appointed to the Corporate Director Governance is in post.
- 3.2 The progress made on appointing to the vacant positions set out below. The names of appointed candidates will not be publicised until each of their pre-employment checks have been completed and they have resigned from their current employer.

Position	Progress
Corporate Director of Governance	Appointment made 22 March 2017
Corporate Director of Place	Appointment made 29 March 2017
Divisional Director Community Safety	Appointment made 10 April 2017
Divisional Director Sports, Leisure, Culture & Youth	Final Interviews held 13 April 2017 – see paragraphs 3.3 and 3.5 below.
Divisional Director IT	Appointment made 18 April 2017
Divisional Director HR & Transformation	Appointment made 18 April 2017
Divisional Director Legal	Shortlist agreed 19 April 2017. Final interview date to be scheduled mid-May 2017.
Divisional Director Growth & Economic Development	Shortlist agreed 11 April 2017. Final interviews to be held 28 April 2017
Divisional Director Housing & Regeneration	Shortlisting scheduled for 15 May 2017 and Final Interviews 22 May 2017.

- 3.3 The report of Ofsted's inspection of Children's Social Care and LSCB was published on 7 April 2017. In response to findings that there was insufficient senior management capacity at an operational level, the Corporate Director

Children's Services and Chief Executive also reviewed the capacity of the Directorate Management Team. Having reviewed arrangements put in place with the new structure in January 2017, it is considered that the breadth of services now in the Directorate require an additional Divisional Director position. The post is necessary to ensure robust arrangements are in place for managing operational delivery and safeguarding risks whilst continuing to deliver improvements to achieve the Council's strategic objectives that Children's Services contributes to.

- 3.4 In addition, the experience of the process of recruiting to the Divisional Director Sports, Leisure, Culture & Youth found that applicants struggled to demonstrate the required depth of experience across the portfolio. Appointing to the role as it is currently configured would increase the risk of someone failing in the role at a time when the management team will be under increased pressure and scrutiny to deliver sustainable and rapid improvements in Children's Social Care and other services that directly support achievement of good outcomes for young people and their families.
- 3.5 It is therefore proposed by the Corporate Director Children's Services and Chief Executive to delete the Divisional Director Sports, Leisure, Culture & Youth post and create two new roles at this level – a Divisional Director Youth and Children's Commissioning and a Divisional Director Sport, Leisure and Culture. This will allow sufficient senior management capacity and oversight across all areas of the Directorate and enable a refocusing of commissioning activities to align them with Health partners.
- 3.6 Following the recent resignation of the Divisional Director Adults Social Care, recruitment to appoint a new permanent postholder will now need to take place. The Committee are requested to agree to establish an Appointments Sub Committee for this purpose.
- 3.7 It is still intended that the Divisional Director Commissioning and Health in Health, Adults and Community Directorate will be a joint appointment with Health partners. The appointment process for this post is expected to take place in the next 3 to 6 months. Management arrangements are in place to cover the duties of this role pending the outcome of discussions with Health.
- 3.8 The current organisational structure is attached at Appendix A for reference.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Chief Finance Officer has been consulted in the preparation of this report. The additional recruitment costs arising from the proposals in this report will be met from the Council's Transformation Reserve.

5. LEGAL COMMENTS

- 5.1 This report asks that the Committee approves the recruitment to the remaining vacant posts in the new corporate management structure.

- 5.2 The Officer Employment Procedure Rules (OEPR) in Part 4.9 of the Constitution specify the Council's rules and procedures applying to both the appointment and dismissal of Chief Officers. The current rules and procedures for appointing to Chief and Deputy Chief Officer posts are set out in sections 5 and 6 of the OEPR.
- 5.3 Any person being considered for a new Chief or Deputy Chief Officer role will be subject to an interview process to determine their suitability for the role as required by the appointment process in the OEPR. Further, the recruitment process will support both the Council's obligation to appoint on merit in section 7 of the Local Government and Housing Act 1989 and the Council's obligations under the Equality Act 2010 not to discriminate and to promote equality of opportunity.
- 5.4 When carrying out the reorganisation, 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 do not (the public sector equality duty). It must take care not to discriminate or otherwise act unlawfully within the meaning of the Equality Act. A proportionate level of equality analysis is required in order to discharge the Council's duties.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The organisational design principles set out in this report will support the One Tower Hamlets objectives.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The proposals will add value to the efficiency and effectiveness of the Council. The future staffing organisation will contribute to each of the Best Value Action Plan areas.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct SAGE implications arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 The proposals to be brought forward on staffing will provide a secure foundation for the delivery of the Council's main plans and strategies therefore reducing risk of not realising our planned resident outcomes.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no direct Crime and Disorder implications arising from this report.
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Linked Reports, Appendices and Background Documents

Linked Report

- Ofsted Single Inspection of Children's Services and Review of the LSCB

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/tower_hamlets/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

Appendices

- Appendix A - Organisational chart

Officer contact details for documents:

- N/A