

Non-Executive Report of the:  <b>General Purposes Committee</b>  12 October 2017	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Heather Daley, Divisional Director, Human Resources and Transformation	<b>Classification:</b> Exempt
<b>Update on Senior Recruitment October 2017</b>	

<b>Originating Officer(s)</b>	Jacinta Gasson-Mulcahy Senior Manager Consultancy
<b>Wards affected</b>	(All Wards);

By virtue of section 100A of the Local Government Act 1972 and paragraphs 1, 2 and 3 of Schedule 12A of the Local Government Act 1972, this report is Exempt as it contains information relating to an individual; information which is likely to identify an individual; and information relating to the financial or business affairs of any particular person (including the authority handling the information). The Report is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemptions outweighs the public interest in disclosing the report.

### **Summary**

This report updates Members on recent senior recruitment activity.

### **Recommendations:**

The General Purposes Committee is recommended to:

1. Note progress on the recruitment to senior management vacancies following the implementation of a revised Council structure.
2. Confirm the arrangements for the interim cover for the post of Corporate Director Place as set out in paragraph 3.3.

### **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 new posts could be left un-recruited to 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 Background**

General Purposes committee received a report in September 2016 which set out the proposals for a corporate restructure. These proposals were agreed and actions to implement the new structure commenced.

The following new posts were established:-

- Corporate Director of Place
- Corporate Director of Governance
- Divisional Director Community Safety, DAAT & ASB
- Divisional Director Integrated Commissioning
- Divisional Director Sports, Leisure, Culture & Youth
- Divisional Director Growth & Economic Development
- Divisional Director IT
- Divisional Director HR & Transformation
- Divisional Director Legal
- Divisional Director Housing & Regeneration

Following a tendering process Penna were appointed to support the council with recruiting to these roles.

#### **3.2 Two Divisional Director roles in Children's Services and current management arrangements**

On 2 May 2017, the Committee agreed to create an additional Divisional Director post in Children's Services Directorate. This was largely in response to the Ofsted finding that there was insufficient senior management capacity at an operational level. Progress on recruiting to the Divisional Director Youth and Children's Commissioning and Divisional Director Sport, Leisure and Culture positions is set out in paragraph 3.4 below.

The Corporate Director of Children's Services has taken further action to improve the ability of the Directorate Leadership Team to oversee operational delivery, manage safeguarding risks and continue to promptly implement further improvements. The capacity for the Divisional Director Children's Social Care to lead statutory social work functions has been increased by moving the Youth Offending, Troubled Families and commissioning of Children's Placements to the Divisional Director Youth and Children's Commissioning. These moves are aligned with the responsibility of this post to lead on the development of the Early Help agenda and will therefore also be responsible for the Parental Engagement and Support Team.

Changes have also been made to the Children's Social Care Senior Management Team. Following the conclusion of the recent consultation with staff and trade unions on the redesign of the service, the new structure is being implemented from 2

October 2017. No redundancies have resulted from the changes made. Additional service and team manager capacity has been put in place. Recruitment to vacant posts is underway. The creation of two new service manager posts also increases the senior management capacity in accordance with the Ofsted findings.

The interim Divisional Director for Youth and Commissioning is working with the Clinical Commissioning Group (CCG) and Public Health to develop a joint commissioning strategy for children's commissioning. It is intended that the strategy will facilitate the creation of a joint commissioning vision and it will enable the implementation of closer working which will provide a foundation for greater efficiencies and better value in commissioning. A short task and finish group has been established to progress the strategy which will need to be agreed by the CCG and the Council in early 2018. In addition to this it is intended in the new year that a new joint children's commissioning post will be established between the CCG and Children's Services. Work on this will start following the meeting of the Joint Commissioning Executive in 20<sup>th</sup> September 2017.

### **3.3 Corporate Director Place**

The Council agreed a new management structure in 2016 and during the course of 2017 undertook a recruitment campaign to fill a number of senior leadership roles. The recruitment to the vacant Corporate Director of Place was not completed because:

- Discussions between the Mayor and Chief Executive arising at and subsequent to the appointment panel, identified the need for additional leadership resource for a period of intensive change
- Further discussions with the Chief Executive, Mayor and preferred candidate determined that the preferred candidate would undertake a package of activities for an interim period – in the capacity of a strategic director
- (In light of the above) the appointment to the CD of Place role on a permanent basis was paused and expressions of interest were sought from staff on the Place Directorate Management Team to act into the Corporate Director role for a period (now agreed to be 12 months to coincide with the other interim arrangements above)

Due to the exceptional circumstances set out above, General Purposes Committee is asked to confirm these arrangements without the need for the establishment of appointment sub-committees.

### 3.4 Progress of recruitment is as follows:

<b>job title</b>	<b>current arrangements</b>	<b>comments</b>
Corporate Director Place	This role is being covered through an internal acting up arrangement	see details in 3.3 above
Corporate Director Governance	An appointment has been made to this role and the new Corporate Director started on 3.7.17	
Divisional Director Community Safety	An appointment has been made to this role and the new Divisional Director started on 15.5.17	
Divisional Director Sports, Leisure and Culture	This role is being covered through an internal acting up arrangement	Appointments subcommittee on 31.8.17. Shortlisted 4 candidates to be interviewed on 5.10.17
Divisional Director Youth and Children's Commissioning	A secondee from another local authority is covering this role on an interim basis	Appointments subcommittee on 31.8.17. Shortlisted 5 candidates to be interviewed on 16.10.17. One of these candidates has subsequently been offered a post elsewhere which she has accepted
Divisional Director Growth and Economic Development	an offer has been made and accepted	The new appointee is expected to start in December.
Divisional Director IT	An appointment has been made to this role and the new Divisional Director started on 12.7.17	
Divisional Director HR And Transformation	An appointment has been made to this role and the new Divisional Director started on 7.6.17	
Divisional Director Legal	An appointment has been made to this role and the new Divisional Director started on 1.7.17	
Divisional Director Housing & Regeneration	This role is being covered by an interim member of staff	a decision is yet to be made when to commence recruitment to this role this is linked to the decision set out in 3.3
Divisional Director Adult Social care	This role is being covered by an interim member of	Post is currently being advertised. Closing date

	staff	is in September with shortlisting and interviews to take place from October
Joint Director Integrated Commissioning	This role is being covered through an internal acting up arrangement	Post is currently being advertised. Closing date is in September with shortlisting and interviews to take place from October

### **3.5 Appointment to Joint Director Integrated Commissioning**

The Committee agreed a report at its extraordinary meeting on 13.10.17, which set out the recruitment process for the appointment to the Joint Director Integrated Commissioning post .

### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

4.1 This is a noting report and as such there are no financial implications arising from the contents of the report. The post's being recruited to will be funded through existing budgets.

### **5. LEGAL COMMENTS**

5.1 The statutory requirements in respect of the appointment of staff are set out Local Government and Housing Act 1989 ('the Act') and the Local Authorities (Standing Orders) (England) Regulations 2001 ('the Regulations'). These provide that the function of appointment and dismissal of, and taking disciplinary action against, a member of staff of the authority from Deputy Chief Officer (i.e. Divisional Director) and above is for Council. Council has delegated the function of appointment in respect of Senior Officers to General Purposes Committee save for the Head of Paid Service.

5.2 This report advises as to the recruitment to senior management vacancies and seeks the Committees approval to the arrangements for the interim cover for the post of Corporate Director, Place as set out in paragraph 3.3 of the report. The appointment of the Corporate Director, Place is a function that has been delegated to this Committee and therefore it is a decision that they can take.

### **6. ONE TOWER HAMLETS CONSIDERATIONS**

6.1 Recruitment to the vacancies has been carried out in accordance with the Council's procedures.

### **7. BEST VALUE (BV) IMPLICATIONS**

7.1 Recruitment to the senior management structure will further enable the Council to deliver excellent services for residents and deliver the associated financial saving.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

8.1 There are no environmental implications arising from this report.

## **9. RISK MANAGEMENT IMPLICATIONS**

9.1 Risks associated with recruitment have been mitigated by the engagement of a specialised recruitment adviser.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

10.1 There are no crime and disorder implications arising from this report.

---

### **Linked Reports, Appendices and Background Documents**

#### **Appendices**

- NONE

#### **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:**

- Jacinta Gasson-Mulcahy 0207 364 4525