

# HUMAN RESOURCES COMMITTEE

---

Thursday, 11 December 2014 at 7.30 p.m.

Room MP702, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent,  
London, E14 2BG

## SUPPLEMENTAL AGENDA

This meeting is open to the public to attend.

**Contact for further enquiries:**

Matthew Mannion, Democratic Services  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG  
Tel: 020 7364 4651  
E-mail: [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Web: <http://www.towerhamlets.gov.uk/committee>

Scan this code for  
an electronic  
agenda:



For further information including the Membership of this body and public information, see the main agenda.

**2. MINUTES OF THE PREVIOUS MEETINGS**

**1 - 14**

To confirm as a correct record the unrestricted minutes of the meetings of the Human Resources Committee held on 15 September 2014 and 22 October 2014.

**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE HUMAN RESOURCES COMMITTEE**

**HELD AT 7.30 P.M.ON MONDAY, 15 SEPTEMBER 2014**

**ROOM MP701, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE  
CRESCENT, LONDON, E14 2BG**

**Members Present:**

Councillor Clare Harrisson (Chair)

Councillor Khaled Uddin Ahmed  
Councillor Rachel Blake  
Councillor Dave Chesterton  
Councillor Alibor Choudhury  
Councillor Julia Dockerill  
Councillor Oliur Rahman

**Officers Present:**

Stephen Halsey	– (Interim Head of Paid Service / Corporate Director Communities, Localities and Culture)
Corinne Hargreaves	– (Senior Manager, HR and WD Strategy)
Simon Kilbey	– (Service Head, Human Resources and Workforce Development)
Jonathan Regal	– (Committee Officer)
Meic Sullivan-Gould	– (Interim Monitoring Officer)

**1. ELECTION OF VICE-CHAIR**

Councillor Dave Chesterton **moved**, and Councillor Rachel Blake **seconded**, that Councillor Khaled Uddin Ahmed be appointed Vice Chair of the Human Resources Committee for the municipal year 2014/15. There being no other nominations, it was

**RESOLVED –**

1. That Councillor Khaled Uddin Ahmed be appointed Vice-Chair of the Human Resources Committee for the duration of the municipal year.

**2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

No declarations of disclosable pecuniary interest were made.

**3. UNRESTRICTED MINUTES**

The unrestricted minutes of the Human Resources Committee held on 12 March 2014 were presented for approval.

**RESOLVED –**

1. That the unrestricted minutes of the meeting of the Human Resources Committee held on 12 March 2014 be agreed and signed by the Chair, as a correct record of the proceedings.

**4. HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE, QUORUM, MEMBERSHIP AND DATES OF MEETING**

The report was introduced by Simon Kilbey, Service Head, HR and Workforce Development, who explained that the report set out the Committee's terms of reference, quorum, membership, and dates for the municipal year 2014/15 for information of members of the General Purposes Committee.

Simon Kilbey explained that the Human Resources Committee had five primary (constitutional) functions, as listed in appendix 1 of the report. He also explained that the Committee would continue to receive reports on relevant HR topics, such as the monitoring of staff, for noting and information purposes.

**RESOLVED –**

1. That the Human Resources Committee noted its terms of reference, quorum, membership and dates of future meetings as set out in appendices 1, 2 and 3 of the report of the Service Head, Democratic Services.

**5. ESTABLISHMENT OF APPOINTMENTS SUB-COMMITTEE**

The report was introduced by Simon Kilbey, Service Head, HR and Workforce Development, who explained that the report set out the procedures for the establishment of Appointments Sub-Committees for the consideration of the appointment of statutory and non-statutory senior management vacancies. The report was the same standardised report used in previous years that included its terms of reference (paragraph 4 for the report) and the process for appointment (paragraph 5 of the report).

**RESOLVED –**

1. That the terms of reference for Appointments Sub-Committees for the remainder of the municipal year 2014/15 as set out in paragraph 4.1 of the report of the Service Head, Democratic Services be approved.

2. That Appointments Sub-Committees be appointed as set out in paragraph 4.2 of the report and that the Service Head, Democratic Services be authorised to agree the dates of Appointments Sub-Committee meetings and the membership of the Sub-Committee for each appointment that is required in accordance with nominations from the Group Leaders and Mayor.
3. That the process for appointment to Chief Officer and Deputy Chief Officer posts as set out in paragraph 5 of the report of the Service Head, Democratic Services be noted.

**6. EMPLOYMENT OPTIONS SAVINGS PROGRAMME**

The Committee considered the report of the Service Head, HR and Workforce Development on the progress of the Employment Options Savings Programme. It was determined that consideration of this item would need to continue following the exclusion of press and public. [See item 9 below]

**RESOLVED –**

1. That the Employment Options Savings Programme and the next steps in the progression of the scheme be noted.

**7. 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.

**8. RESTRICTED MINUTES**

The restricted minutes of the Human Resources Committee held on 12 March 2014 were presented for approval.

**RESOLVED –**

1. That the restricted minutes of the meeting of the Human Resources Committee held on 12 March 2014 be agreed and signed by the Chair, as a correct record of the proceedings.

**9. EMPLOYMENT OPTIONS SAVINGS PROGRAMME**

The Committee considered further details of the employment options savings programme including the potential impact on particular services.

**RESOLVED –**

1. That the Employment Options Savings Programme and the next steps of the progression of the scheme be noted.

**10. SENIOR MANAGEMENT VACANCIES**

The Committee considered the report of the Service Head HR and Workforce Development on Senior Manager Vacancies. The committee examined the issues including the existing status of the posts, any existing arrangements and the proposed recruitment plans. It was noted that a further report would be presented to the next meeting of the Committee.

**RESOLVED –**

1. That the officer recommendations be agreed.

**11. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

[Note – this item was taken in public session]

**Recruitment of Chief Executive**

The Human Resources Committee agreed to the urgent item that was not available five clear working days before the meeting so that the Service Head, HR and Workforce Development could commence the process to recruit a permanent Chief Executive as quickly as possible.

[Note – Stephen Halsey, Head of Paid Service, left the room for the duration of the discussion of this item to avoid causing prejudice to the discussion (as advised by the Monitoring Officer prior to the meeting)]

Simon Kilbey, Service Head, HR and Workforce Development, presented the report. He set out the existing situation including making reference to the Motion that had been passed at the Council meeting on 30 July 2014. The Motion was attached at Appendix A. He then set out the proposed timetable as follows:

- (a) specification details being sent to the 4 recruitment consultant firms that were on the council's framework agreement;
- (b) the proposals from the 4 recruitment consultant firms on the framework agreement would be assessed and the top 2 would be selected for presentation to the committee; and
- (c) the Committee receiving a report at its next meeting on 22 October that included:
  - (i) the assessment details of all the recruitment consultants involved and the proposal to select the preferred recruitment consultant; and
  - (ii) a briefing on the criteria and job description for the Chief Executive post.

Members then proceeded to discuss the report and a number of Members raised issues including:

- The most cost effective ways of advertising the post.
- How to ensure a smooth process that would result in the recruitment of a Chief Executive who could command general support.
- Whether the Mayor was in favour of recruiting a chief executive and whether there was a business case to justify the post. It was noted that some Councils had decided to delete the post.
- That simply recruiting a Chief Executive would not automatically improve political relationships at the Council.
- Whether there was a danger that the recruitment process could undermine existing officers.
- It was important to ensure proper dialogue with the political groups throughout the process.
- Clarification of the process by which the Mayor could object to an appointment should he so wish.

In response to questions, officers replied that:

- Recruitment Consultants were used as they had extensive expertise and had contacts to potential applicants.
- The recruitment process would be open and transparent and any appointment would be on merit.
- It was hoped that the candidates would have an opportunity to meet the political leaders and Mayor.
- There was a budget for the salary costs in corporate management vote for Directorate of Law Probity and Governance.
- The timetable was as set out but that it could potentially be subject to change.

#### **RESOLVED –**

- (1) That the Human Resources Committee role in the proposed recruitment of a Chief Executive and the indicative timetable attached at Appendix A of the Head of Paid Service's report benoted.

Under Procedural Rule 17.6, Councillor Alibor Choudhury and Councillor Oliur Rahman requested that their votes against the above resolution be recorded and Councillor Alibor Chowdhury specifically requested that the following comments be noted:

- (a) Mayor felt that he does not wish to have a Chief Executive;
- (b) case for a Chief Executive was very shallow and that a business case was required;
- (c) recruitment process was undermining the Head of Paid Service who was performing well in his interim role administering the Council;
- (d) many councils had removed their chief executives so there was a case for not having a chief executive here.

The meeting ended at 9.17 p.m.

Chair, Councillor Clare Harrisson  
Human Resources Committee



**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE HUMAN RESOURCES COMMITTEE**

**HELD AT 6.42 P.M.ON WEDNESDAY, 22 OCTOBER 2014**

**ROOM MP702, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE  
CRESCENT, LONDON, E14 2BG**

**Members Present:**

Councillor Clare Harrisson (Chair)  
Councillor Dave Chesterton (Vice Chair)  
Councillor Rachel Blake  
Councillor Alibor Choudhury  
Councillor Julia Dockerill  
Councillor Rachael Saunders (Substitute for Councillor Khales Uddin Ahmed)

**Officers Present:**

Stephen Halsey	– (Interim Head of Paid Service / Corporate Director Communities, Localities and Culture)
Mark Keeble	– (Senior Business Partner)
Simon Kilbey	– (Service Head, Human Resources and Workforce Development)
Robert McCulloch-Graham	– (Corporate Director Education, Social Care and Wellbeing)
Jonathan Regal	– (Committee Officer)
Meic Sullivan-Gould	– (Interim Monitoring Officer)

**Apologies:**

Apologies for absence were received from Councillor Khales Uddin Ahmed and Councillor Oliur Rahman.

**NOTE – AGENDA ORDER**

During the meeting the Committee agreed to vary the order of business. To aid clarity, the minutes are presented in the order that the items originally appeared on the agenda.

**1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

Councillor Clare Harrisson declared an interest as she was a member and worked for Unison. However, she had no involvement in any union matters affecting staff at the London Borough of Tower Hamlets.

## **2. UNRESTRICTED MINUTES**

Councillor Harrison reported that she had contacted officers in relation to the unrestricted minutes of the meeting held on 15 September 2014 as she had some concerns about their accuracy and in particular some misinterpretation of discussions. In response, officers responded that an earlier version of the minutes had been presented by mistake.

Councillor Alibor Choudhury requested that the minority views of some members on the recruitment of the Chief Executive (on page 9 of the agenda) were accurate and felt that this section should not change.

With the agreement of the Committee the published minutes were withdrawn to allow for a review and it was,

### **RESOLVED –**

- (1) That an updated version of the unrestricted minutes of the meeting held on 15 September 2014 be submitted to the next meeting for consideration.

## **3. QUARTERLY REPORT – NEW STARTERS**

The report was introduced by Simon Kilbey who explained that there had been limited recruitment with only 87 new starters mostly working in front line positions. In some cases, to enable a continuation of service, agency staff were temporarily employed.

In response to Members questions, officers responded:

- The appointment of an Outdoor Education Manager was required to deal with the health and safety risks and ensure good practice in outdoor activities for young people provide by the Council's Youth Service and those provided by third sector organisations.
- The council was shortly commencing recruitment for the first phase of this year's intake of apprenticeship posts
- The information given in graphs (on page 26 and 27 of the agenda) would be available in colour or the excel spreadsheet would be emailed to Members in future.

## **4. PAY POLICY – RE-EMPLOYMENT FOLLOWING REDUNDANCY/EARLY RETIREMENT**

The report was introduced by Simon Kilbey who explained the rationale for a future years explained that some benchmarking research had shown that different criteria were being used by councils (paragraph 6.6 on page 31 of the agenda).

In response to Members questions, officers responded:

- It was unlikely that any potential changes to the pay policy could take effect for the current redundancy round as further investigation was

required and a decision by full council also there would need to be consultation with the Trade Unions.

- There were no direct costs associated with a potential change in this aspect of the pay policy.
- The relative merits of changing the policy on returning to Council was discussed and a number of options are being considered, including how the restriction should apply in the case of compulsory redundancies.
- Provided assurance that processes were in place to monitor and enforce the policy through both the normal recruitment process and when engaging agency staff.

Members requested that a detailed report for a future meeting be produced on the proposed models for different qualifying periods available for dealing with those former employees wishing to return to work for the council. Members understood that the Trade Unions would need to be consulted and that any potential change would most probably happen following the current employment options programme and should not be retrospectively applied

The Committee, duly

**RESOLVED –**

- (1) That a detailed report be brought to a future meeting of the Committee on the proposed models for different qualifying periods available for dealing with those former employees wishing to return to work for the council.

**5. ORGANISATIONAL STRUCTURE**

The report was introduced by Robert McCulloch-Graham who explained the reasons for the proposed restructure of the Education, Social Care and Wellbeing (ESCW) directorate. He explained that the structural review of ESCW was paramount in light of the implications to the council with regard to:

- (a) child safeguarding following the Jay Inquiry into Rotherham and any potential recommendations from the independent inquiry under Lord Mayor Fiona Woolf; and
- (b) any national policy directions that emerge from the Birmingham Schools Ofsted Report.

He added that a considerable amount of work reviewing the organisation of the directorate had been undertaken.

Stephen Halsey explained that there was an urgent operational need for:

- (a) the appointment of a Director of Public Health to undertake the statutory duties and the responsibilities for commissioning health visiting and children's public health functions (from April 2015);
- (b) the merger of the housing options and housing benefits service within Development and Renewal that would produce financial, operational and customer service improvements; and

- (c) the permanent appointment of a Corporate Director of Resources even though the current arrangements within the directorate were working well.

In response to Members questions, officers responded:

- The appointment of a Director of Public Health was overdue and the Director would need to focus on establishing an operational health commissioning network and a service fit for purpose.
- The merger of the housing options and housing benefits service would not undermine the existing levels of excellent service delivery and the appointment of a new Service Head would ensure that the service continued to do so.

Stephen Halsey informed the Committee that he intended to report back on progress at an extraordinary meeting scheduled in December.

The Committee, duly

#### **RESOLVED –**

- (1) That in the light of increasing operational complexities in the field of Education, Safeguarding, Health and Social Care as set out in Section 5 of the report, that a structural options appraisal be undertaken on the configuration of these services led by the Head of Paid Service and supported by the Corporate Director ESCW.
- (2) That the Head of Paid Service supported by the Corporate Director ESCW bring to the next meeting a further report on this matter.
- (3) That the other revisions proposed to senior management posts in other parts of the council be noted and the Head of Paid Service in conjunction with Service Head (Human Resources and Workforce Development) be authorised to take necessary steps to ensure the changes to Senior Officer Posts affected were undertaken within existing agreed frameworks and procedures in order to bring about the effective implementation of the revisions.

#### **6. SENIOR MANAGEMENT VACANCIES**

The report was introduced by Simon Kilbey who explained that the report provided an update on the current senior management vacancies and progress on recruitment to the following senior management vacancies:

- (a) The recruitment for the Corporate Director of Resources and Director of Law, Probity and Governance posts had commenced with searches underway and an advert in the Municipal Journal. The indicative timetable currently envisaged a recommended shortlist being brought to the Appointments Sub-Committee in mid-December.
- (b) Recruitment consultants had been invited to tender for the recruitment of the Director of Public Health. It was envisaged that a

recommended shortlist would be brought to the Appointments Sub-Committee in late January / early February.

Stephen Halsey informed the Committee that he had been contacted by potential candidates for the Director of Resources and Director of Law, Probity and Governance posts and it was apparent that the council was perceived as a high performing local authority and that the financial pressures that the council was experiencing were no different than those being experienced elsewhere. On the recruitment of the Service Head posts identified in the report it was imperative that these positions were also filled in a timely way.

In response to Members questions, officers responded:

- That the decision to fill the post with a consultant was taken by the Head of Paid Service's delegated authority from council to enable the continued efficient service delivery. The consultant was recruited to deal with finding a solution to the commissioning delivery prior to the appointment of a Service Head.
- There were exceptional reasons for the appointment of the consultant as the council had to immediately deal with the TUPE transfer of the Majlish homecare service in-house. The consultant would not be working for more than three months before another recruitment exercise was underway.

Simon Kilbey agreed that he would regularly report to the Committee on senior posts that were filled on a temporary contract basis.

## **7. APPOINTMENT OF CHIEF EXECUTIVE – SELECTION OF RECRUITMENT CONSULTANTS AND NEXT STEPS**

Stephen Halsey and Councillor Alibor Choudhury left the meeting room for the duration of this item. Stephen Halsey left the meeting to ensure that there was no conflict of interest. The meeting went into private session where presentations were made by Penna and GreenPark.

Members asked questions to the recruitment consultants and gave feedback to the Service Head (Human Resources and Workforce Development) on the recruitment consultants' proposals.

The Committee, duly

### **RESOLVED –**

- (1) That the Service Head (Human Resources and Workforce Development) note the Committee's comments on the recruitment consultants' proposals.
- (2) That the process be stayed pending PWC report and any directions from Secretary of State, this position to be reviewed at the next HR Committee.

## **8. 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.

**9. RESTRICTED MINUTES**

The restricted minutes of the Human Resources Committee held on 15 September 2014 were presented for approval. The Committee, duly

**RESOLVED –**

- (1) That the restricted minutes of the meeting of the Human Resources Committee held on 15 September 2014 be agreed and signed by the Chair, as a correct record of the proceedings.

**10. EMPLOYMENT OPTIONS SAVINGS PROGRAMME**

**RESOLVED –**

- (1) That the officer recommendations be agreed.

**11. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

Councillor Clare Harrison reported that the council had not formally recognised the trade unions in a formal written agreement. She understood that trade union relations was an executive function and, therefore, requested that a report be produced for the Mayor requesting him to formally agree to the council to formalise in a written agreement their recognition of the trade unions. The Committee requested that the Head of Paid Service's report to the Mayor come to the Committee for noting.

The Committee, duly

**RESOLVED –**

- (1) That the Head of Paid Service be requested to take a report to the Mayor on the formal recognition of the trade unions.
- (2) That the Head of Paid Service's be requested to table his report to the Mayor before the Committee for noting.

The meeting ended at 10.07 p.m.

Chair, Councillor Clare Harrisson  
Human Resources Committee

This page is intentionally left blank