



EXTRAORDINARY Meeting of the

HUMAN RESOURCES COMMITTEE

Thursday, 20 June 2013 at 6.30 p.m.

A G E N D A

VENUE

Room MP701, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent,
London, E14 2BG

Members:	Deputies (if any):
Chair: Councillor Carlo Gibbs Vice-Chair: Councillor David Edgar Councillor John Pierce Councillor Alibor Choudhury Councillor Gloria Thienel Councillor Shiria Khatun Councillor Oliur Rahman	

[Note: The quorum for this body is 3 Members].

Evelyn Akoto, Tel: 020 7364 4207, E-mail: evelyn.akoto@towerhamlets.gov.uk

Public Information

Attendance at meetings.

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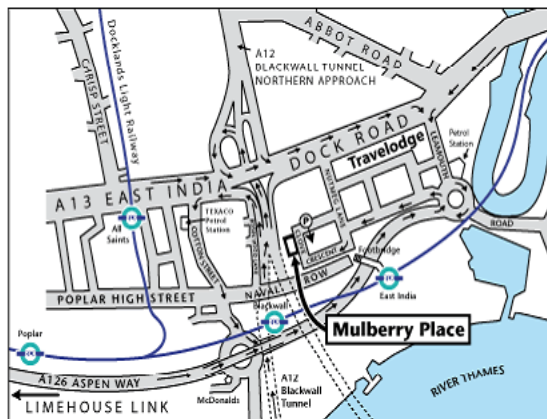
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LONDON BOROUGH OF TOWER HAMLETS

HUMAN RESOURCES COMMITTEE

Thursday, 20 June 2013

6.30 p.m.

1. ELECTION OF VICE-CHAIR

At the Annual General Meeting of the Council held on 22nd May 2013, Councillor Carlo Gibbs was appointed Chair of the Human Resources Committee for the Municipal Year 2013/2014.

However, it is necessary to elect a Vice-Chair of the Human Resources Committee for the Municipal Year 2013/2014.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992.

See attached note from the Monitoring Officer.

	PAGE NUMBER	WARD(S) AFFECTED
4. REPORTS OF CORPORATE DIRECTOR, RESOURCES		
4 .1 Human Resources Committee Terms of Reference, Membership and Quorum	5 - 10	
4 .2 Establishment of Appointment Sub-Committee	11 - 16	
4 .3 Employment Matters	17 - 20	
5. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT		

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Agenda Item 3

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

Isabella Freeman, Assistant Chief Executive (Legal Services), 020 7364 4801; or
John Williams, Service Head, Democratic Services, 020 7364 4204

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	<p>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.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>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—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
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	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(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.</p>

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Agenda Item 4.1

Committee	Date	Classification	Report No.
Human Resources Committee	20 th June 2013 (extraordinary meeting)	Unrestricted	4.1
Report of: Assistant Chief Executive (Legal)		Title : Human Resources Committee Terms of Reference, Membership and Quorum	
Originating Officer(s) : Evelyn Akoto, Head Democratic Services		Ward(s) affected: N/A	

1. Summary

- 1.1 This report sets out the Terms of Reference, Membership and Quorum of the Human Resources Committee for the Municipal Year 2013/14 for Members' information.

2. Recommendation

- 2.1 That the Human Resources Committee note its Terms of Reference, Membership and Quorum as set out in Appendices 1 and 2 to this report.

3. Background

- 3.1 At the Annual General Meeting of the full Council held on 22nd May 2013, the Authority approved the proportionality, establishment of the Committees and Panels of the Council and appointment of Members thereto.
- 3.2 It is traditional that following the Annual General Meeting of the Council at the start of the Municipal Year, at which various committees are established, that those committees note their terms of reference for the forthcoming Municipal Year.
- 3.3 The Committee's meetings for the remainder of the year, as agreed at the Annual General Meeting of the Council on 17th April 2013, are as follows:
- 2nd July 2013
 - 30th October 2013
 - 29th January 2013
 - 12th March 2014

Meetings are scheduled to take place at 7.30pm in accordance with the programme of meetings for principal meetings.

4. Comments of the Chief Financial Officer

4.1 There are no specific comments arising from the recommendations in the report.

5. Concurrent report of the Assistant Chief Executive (Legal)

5.1 The information provided for the Committee to note is in line with the Council's Constitution and the resolutions made by Full Council on 22nd May 2013.

6. One Tower Hamlets Considerations

6.1 There are no specific One Tower Hamlets considerations arising from the recommendation in the report.

7. Sustainable Action for a Greener Environment

7.1 There are no specific risk management implications arising from the recommendations in the report.

8. Risk Management Implications

8.1 There are no specific risk management implications arising from the recommendations in the report.

9. Crime And Disorder Reduction Implications

9.1 There are no crime and disorder implications

10. Efficiency Statement

10.1 There are no efficiency implications.

**LOCAL GOVERNMENT ACT, 1972 SECTION 100D (AS AMENDED)
LIST OF "BACKGROUND PAPERS" USED IN THE PREPARATION OF THIS REPORT**

Brief description of "background paper"	If not supplied Name and telephone number of holder
None	

11. APPENDICES

Appendix 1 – Human Resources Committee Terms of Reference
Appendix 2 – Appointment to Committee

APPENDIX 1

3.3.8 Human Resources Committee

Membership: Seven Members of the Council. Up to three substitutes may be appointed for each Member	
Functions	Delegation of Functions
<p>1. To determine the terms and conditions on which staff hold office within allocated resources (including procedures for their dismissal).</p> <p>2. To establish a sub committee in accordance with the Disciplinary Procedure for Chief Officers to consider any proposal to discipline and/or dismiss the Head of the Paid Service or a statutory or non statutory chief officer or deputy chief officer in accordance with the Officer Employment Procedure Rules set out in Part 4 of this Constitution.</p> <p>3. To establish an Appointments Sub Committee to consider the appointment of the Head of Paid Service and to make recommendations to the Council on that appointment.</p> <p>4. To determine the process for the appointment of statutory and non statutory chief officers and deputy chief officers for the appointments sub-committees established from time to time to consider such appointments.</p>	No delegations
Quorum Three Members of the Committee	

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HUMAN RESOURCES COMMITTEE
(Seven members of the Council)

<i>Labour Group (4)</i>	<i>Conservative Group (1)</i>	<i>Respect Group (0)</i>	<i>Others (2)</i>
<p>Cllr Carlo Gibbs (Chair) Cllr David Edgar Cllr Shiria Khatun Cllr John Pierce</p> <p>Deputies:- Cllr Sirajul Islam Cllr M A Mukit MBE Cllr Rachael Saunders</p>	<p>Cllr Gloria Thienel</p> <p>Deputies:- Cllr Craig Aston Cllr Peter Golds</p>	<p>n/a</p>	<p>Cllr Alibor Choudhury (Ind) Cllr Oliur Rahman (Ind)</p>

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Agenda Item 4.2

COMMITTEE: Human Resources Committee	DATE: 20 th June 2013 (extraordinary meeting)	CLASSIFICATION: Unrestricted	REPORT NO:	AGENDA ITEM: 4.2
REPORT OF: Service Head, Democratic Services ORIGINATING OFFICER(S): John Williams		TITLE: Establishment of Appointments Sub-Committee Wards Affected: All		

1. SUMMARY

- 1.1 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.
- 1.2 This report recommends the establishment of the Appointments Sub-Committee for the municipal year 2013/14 and criteria for membership of the Sub-Committee in accordance with above provision.
- 1.3 The Committee on 26th February 2013 agreed arrangements for appointing to senior management vacancies including the Corporate Director, Education, Social Care and Wellbeing (permanent appointment) and Corporate Director (Resources) (interim appointment through internal expression of interest process). The recruitment process for each of these posts is underway and meetings of the Appointments Sub-Committees will be convened to progress the appointments.

2. RECOMMENDATIONS

- 2.1 That the Committee establish the Appointments Sub-Committee for the municipal year 2013/14 with terms of reference as set out at paragraph 4.1 below;
- 2.2 That the arrangements for nominating Councillors to serve on the Appointments Sub-Committee be agreed as set out at paragraph 4.2 below and 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; and
- 2.3 That the Committee note the process for appointment to Chief Officer and Deputy Chief Officer posts as set out at paragraph 5 below.

3. BACKGROUND

- 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 Human Resources Committee comprising relevant Councillors to make appointments to Chief Officer and Deputy Chief Officer posts.
- 3.2 The Human Resources Committee has previously agreed these 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.
- 3.3 Human Resources Committee on 26th February 2013 agreed arrangements for appointing to a number of senior management vacancies. There is a need to progress these appointments without delay. Officers have already begun liaison with the Mayor and Group Leaders regarding nominations for membership of the Appointments Sub-Committees, subject to the Committee's approval of this report.

4. APPOINTMENTS SUB-COMMITTEE

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 The Human Resources Committee has previously agreed the arrangements for nominating Councillors to serve on the Appointments Sub-Committee. It is proposed that these arrangements, set out below for ease of reference, should continue to apply;
- a) For a **Chief Officer** (Corporate Director level) appointment, the Appointments Sub-Committee shall comprise of **seven Councillors** as follows:-
- § Four Councillors nominated by the Leader of the Majority Group;
 - § One Councillor nominated by the Leader of the largest minority group;
 - § either the Mayor and one other Councillor nominated by the Mayor; or two Councillors nominated by the Mayor at least one of whom must be a member of the Executive.

- b) For a **Deputy Chief Officer** (Service Head level) appointment, the Appointments Sub-Committee shall comprise of **five Councillors** as follows:-
- § Three Councillors nominated by the Leader of the Majority Group;
 - § One Councillor nominated by the Leader of the largest minority group;
 - § either the Mayor or one Councillor nominated by the Mayor who must be a member of the Executive.
- c) The Service Head Democratic Services (or his nominee) to liaise with the Mayor and Group Leaders to receive their nominations, in accordance with the above allocation of places, and to agree the date of the first Sub Committee in each Chief Officer/ Deputy CO appointment cycle.
- d) 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 Service Head Democratic Services (or his nominee) after consultation with the Service Head Human Resources and Workforce Development 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.
- e) Members can only sit on an Appointments Sub-Committee if they have received training at this Council on recruitment and selection.
- f) The quorum for the Appointments Sub-Committee shall be at least three members.

4.3 In relation to the two Chief Officer recruitments that are currently underway, some nominations have already been made for membership of the respective Appointments Sub-Committees as below:-

ASC for Corporate Director (Education, Social Care and Wellbeing):-

- Labour Group nominations (4): Cllrs Amy Whitelock, Bill Turner, Motin Uz-Zaman and Rachael Saunders;
- Conservative Group nomination (1): Cllr Gloria Thienel;
- Mayor's nominations (2): *awaited*

ASC for Corporate Director (Resources):-

- Labour Group nominations (4): Cllrs Carlo Gibbs, Khales Uddin Ahmed, Ann Jackson and John Pierce;
- Conservative Group nomination (1): Cllr Gloria Thienel;
- Mayor's nominations (2): *awaited*

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 (Part 4.9 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 Service Head Human Resources and Workforce Development 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 an advertisement in accordance with Council policy.
- 5.3 Following advertisement, the Service Head Human Resources and Workforce Development, the recruitment consultants and the Head of Paid Service or relevant Corporate Director will agree a longlist of candidates and details of the process to follow, including visits, the use of assessment tools such as in-tray and other testing. Longlisted 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 longlist interviews 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

- 5.7 The Committee has previously agreed that the membership of the ASC 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 ASC 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 ASC 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 Service Head HR & WD 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.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 6.1 The costs of senior officer recruitment and the associated administering of the Appointments Sub-Committee will be contained within existing budget allocations for Human Resources and Workforce Development and related functions.

7. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 7.1 Under the Council's Constitution it falls with the terms of reference of the Committee to determine criteria for the appointment of statutory and non-statutory Chief Officers and Deputy Chief Officers for Appointments Sub-Committees, which it may establish from time to time to consider such appointments.
- 7.2 The Local Authorities (Standing Orders) (England) Regulations 2001 require that the ASC is politically proportionate and 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.
- 7.3 Section 7 of the Local Government and Housing Act 1989 requires that every appointment of a person to a paid office or employment under a local authority in England shall be made on merit.

8. ONE TOWER HAMLETS CONSIDERATIONS

8.1 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.

9. ANTI-POVERTY IMPLICATIONS/SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

9.1 There are no direct implications for anti-poverty or environmental sustainability.

10. RISK MANAGEMENT IMPLICATIONS

10.1 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.

**Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report**

Brief description of "back ground papers"

Name and telephone number of holder
and address where open to inspection.

None

Agenda Item 4.3

Committee/Meeting: HR Committee (extraordinary)	Date: 20 th June 2013	Classification: Unrestricted	Report No: 4.3
Report of: Head of Paid Service Originating officer(s) Stephen Halsey, Head of Paid Service; Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Employment Matters Wards Affected: All	

1. **SUMMARY**

This report provides members with information on the progress on appointing to the two vacant Corporate Director posts.

2. **DECISIONS REQUIRED**

This report is for information.

3. **BACKGROUND**

HR committee agreed to progress a recruitment process to secure a permanent appointment to the newly created vacant position of Corporate Director Education, Social Care and Wellbeing. In addition it was agreed that a process be put in place to secure an appointment to the position of Corporate Director Resources, but on an interim basis for 1 year. Subsequent to this a new Chair of HR Committee was appointed and new members of the committee selected. Officers have met with the Chair to discuss these matters and consequently this update report provides all members of the Committee with information on progress.

4. **CORPORATE DIRECTOR EDUCATION, SOCIAL CARE AND WELLBEING**

- 4.1 Following a procurement process Penna were awarded the contract to support the Council in undertaking a recruitment campaign to appoint to the position of Corporate Director Education, Social Care and Wellbeing.
- 4.2 Penna have undertaken a search exercise and have discussed this opportunity with a number of high quality potential applicants in order to create interest in this wide ranging and challenging role. These discussions have resulted in a small pool of experienced and candidates submitting applications for this role. All of the applicants have been long listed.
- 4.3 The long list of candidates is now being put through a variety of assessment processes. A technical adviser had been appointed to support this process;

however the adviser had to be re-commissioned due to a potential conflict of interest.

- 4.4 The candidates will be subject to an in-tray exercise, psychological assessment, an interview with a technical advisor, Penna and the Head of Paid Service. Following these assessments a shortlist will be recommended.
- 4.5 Once the Appointments Subcommittee is set up and convened by HR Committee, a report will go to this subcommittee providing information on the outcomes of the assessment process and making recommendations for a shortlist.
- 4.6 Shortlisted candidates will meet with the Mayor and group leaders and with stakeholder groups and following this final interviews will be held with the Appointments subcommittee.

5. CORPORATE DIRECTOR RESOURCES

- 5.1 As agreed by HR Committee an internal process to recruit to the vacant position of Corporate Director Resources on an interim basis has commenced. Expressions of Interest have been received.
- 5.2 While this is an interim arrangement, the Corporate Director post is a key position holding the statutory role of section 151 officer and also leading key support services; and members will need to be assured that the successful candidate has the qualifications, experience and aptitude to effectively fulfil this role, particular in light of the financial pressures facing the council.
- 5.3 Although this is an internal process Penna have been asked to identify an appropriate technical adviser to advise members on this appointment.

6. OTHER VACANCIES

- 6.1 Members of HR Committee will be aware that there are other senior vacancies at Service Head level for which cover arrangements are in place. A further report will come back to this committee with more detail on this situation and with proposals from the Head of Paid Service on the organisation structure.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 There are no financial implications as a direct result of this report; all changes can be contained within existing Council budgets.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 It is the responsibility of the Head of Paid Service to report on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of officers required for the discharge of functions and the organisation

of the officer structure as provided for under section 112 of the Local Government Act 1972 (as amended)

8.2 The Council also has its own policies and procedures which deal with employment issues.

8.3 In addition, as an employer and public authority, the Council has general and specific legal duties to promote equal opportunities and remove discrimination in their workforce and service provision. This is achieved by an appropriate level of advertising for any vacancy which can be by internal or external advert.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 The Council's commitment to equalities includes an undertaking to achieve a Workforce to Reflect the Community at all levels in the organisation and such considerations will be part of the recruitment process and did inform the procurement process. All posts are recruited to on merit. Internal arrangements provide for succession planning and career development.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no implications.

11. RISK MANAGEMENT IMPLICATIONS

11.1 There are no direct risks as a result of this report.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no implications.

13. EFFICIENCY STATEMENT

13.1 No changes to service delivery or the use of resources are proposed.

14. APPENDICES

Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report

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