


Non-Executive Report of the:  <b>HR Committee</b>  28 October 2015	 <b>TOWER HAMLETS</b>
<b>Report of: Corporate Director, Communities, Localities and Culture (Head of Paid Service at time of despatch)</b>	<b>Classification:</b>  Unrestricted
<b>Senior Management Vacancies</b>	

<b>Originating Officer(s)</b>	Simon Kilbey, Service Head, Human Resources & Workforce Development
<b>Wards affected</b>	All

## Summary

This report provides members with updated information on current senior management vacancies. Having ensured the stability of the management structure through both permanent and interim positions, action is being progressed to ensure that permanent appointments are concluded as soon as possible where there are currently interim engagements. This report sets out the actions underway and the recruitment timetables for this process. The Corporate Director, Communities, Localities and Culture/Head of Paid Service is currently taking the lead on recruitment to these senior management vacancies on behalf of the Chief Executive.

A structure chart is attached at Appendix A for Members' information.

## Recommendations:

The HR Committee is recommended to:

1. Note the progress on recruitment to Senior Management vacancies of Chief Executive, Corporate Director Resources, Director of Law, Probity and Governance, Director of Adults' Services, Corporate Director Children's Services, Service Head, Finance and Procurement, Service Head Public Realm, Service Head Legal, Service Head Communications and Marketing, Service Head Learning & Achievement and Service Head, Commissioning and Health.

2. Note that recruitment consultants have been invited to submit proposals to support the Council in recruiting to the two Director posts and those Service Head posts for which consultants have not previously been engaged.
3. Note that there will be an intensive recruitment period with a number of Appointments Sub Committees needing to be convened early in the New Year and with one currently indicatively scheduled to take place in the week prior to the festive break.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The appointment to permanent positions provides long term stability and enhances the ability to lead and deliver the Council's medium term priorities. It is anticipated that all of the senior management vacancies will be filled on a permanent basis within the next six months.

## **2. ALTERNATIVE OPTIONS**

- 2.1 A number of recruitment exercises have now been completed and resulted in permanent appointments. Interim arrangements are in place for others and there is the option to continue with these arrangements. However it is important to ensure that there is stability at the most senior levels of the organisation to support the newly appointed Mayor and Chief Executive.

## **3. DETAILS OF REPORT**

### **3.1 Background**

- 3.1.1 At previous meetings HR Committee have noted the position in relation to recruitment to the posts of Chief Executive, Corporate Director Resources, Director of Law, Probity and Governance, Service Head Customer Access, Transformation and ICT, Service Head Children's Social Care, Director of Public Health, Service Head Learning & Achievement and Service Head, Commissioning and Health.
- 3.1.2 This report provides a progress report on those recruitment exercises which have not previously been reported as complete and provides information on the proposed recruitment exercises for the Corporate Director Children's Services, Director of Adults' Services, Service Head Public Realm, Service Head Communications and Marketing and the Service Head, Finance and Procurement (previously designated Service Head, Finance, Risk and Accountability). The report also gives information on recruitment to the Service Head, Commissioning and Health and Service Head, Learning and Achievement.
- 3.1.3 Recruitment consultants on the Council's framework for Executive Recruitment have been invited to submit proposals to support the process for Corporate Director Children's Services, Director of Adults' Services, Service Head Commissioning and Health, Service Head Public Realm, Service Head

Communications and Marketing and Service Head Finance and Procurement. Selection of the recruitment consultants is programmed to be completed prior to the meeting of the Committee and the results will be reported verbally, together with any relevant supporting information, which may be tabled, by the Head of Paid Service/Corporate Director, Communities, Localities and Culture and the Service Head, Human Resources and Workforce Development.

### 3.2 **Chief Executive**

3.2.1 The Human Resources Committee at its meeting on 28<sup>th</sup> May considered the appointment of a Chief Executive.

3.2.2 The Committee resolved that the title of the new senior post to be established in accordance with the Directions should be 'Chief Executive'. The Committee agreed the job description and person specification for the post and that the appointment should be made on a permanent basis. The Committee also agreed the starting salary and terms and conditions to apply to the appointment including appraisal arrangements.

3.2.3 The recruitment exercise was completed in accordance with the timetable laid down by the Directions and agreed by the Committee and resulted in the appointment of Will Tuckley who held the post of Chief Executive, Bexley Council. Mr. Tuckley commenced employment with Tower Hamlets on 19<sup>th</sup> October.

### 3.3 **Corporate Director Resources and Director of Law, Probity and Governance**

3.3.1 As previously reported to the Committee, the successful candidate for the post of Corporate Director Resources was Zena Cooke (previously Maidstone Borough Council) who took up her appointment on 1<sup>st</sup> August and for the post of Director of Law, Probity and Governance, Melanie Clay (previously Central Bedfordshire Council) who took up her appointment on 17<sup>th</sup> September.

### 3.4 **Corporate Director Children's Services and Director Adults' Services**

3.4.1 HR Committee at its meetings on 28<sup>th</sup> January and 1<sup>st</sup> July 2015 received reports concerning the establishment of two new Director posts, Corporate Director Children's Services and Director of Adult Services.

3.4.2 Interim arrangements are in place to cover both posts following a recruitment process which involved the Executive Mayor and relevant Cabinet Member. Following the appointment of the Chief Executive, it is now proposed that the recruitment process for permanent appointments should commence.

3.4.3 The interim cover for the post of Director of Adults' Services is being provided by the Service Head Adults' Social Care. In turn, arrangements have been put in place to cover this latter post on an interim basis through a secondment from the Royal Borough of Greenwich.

3.4.4 The proposed job description and person specification for the Corporate Director Children's Services is attached at Appendix B and the draft timetable for recruitment is attached at Appendix C. The proposed job description and person specification for the Director of Adults' Service is attached at Appendix D and the draft timetable for recruitment is attached at Appendix E.

### 3.5 **Service Head Learning & Achievement**

3.5.1 Penna were awarded the contract to support the council in recruiting to the post of Service Head Learning and Achievement. The post was advertised in Municipal Journal, Times Education Supplement and the Guardian and the recruitment consultant carried out the usual searches. The post attracted 8 applicants and following an extended search two candidates attended for preliminary interview. Unfortunately, these candidates were not deemed suitable for recommending to the Appointments Sub Committee for shortlisting.

3.5.2 Penna have been asked to undertake a new search and on this basis a revised indicative timetable is attached at Appendix F. However, Penna's advice is that the search should be delayed until the outcome of the recruitment process for a Director of Children's Services is known. The Head of Paid Service will update the Committee on this issue at the meeting.

### 3.6 **Service Head, Commissioning & Health**

3.6.1 The post is being covered on an interim basis until March 2016. HR Committee were previously advised that the process for engaging recruitment consultants to assist the Council with the permanent recruitment process was about to begin. However, the process stalled due to the restructuring of ESCW into the two Directorates of Children's and Adults' Services.

3.6.2 A revised indicative timetable is attached at Appendix G. The job description and person specification which has previously been presented to the Committee is also attached, for ease of reference, at Appendix H.

### 3.7 **Service Head Finance and Procurement**

3.7.1 As previously reported to the Committee interim arrangements are in place for this post which was previously designated Service Head, Finance Risk and Accountability. The post has been redesignated Service Head Finance and Procurement and the job description and person specification revised. The draft revised job description and person specification is attached at Appendix I.

3.7.2 An indicative timetable is attached at Appendix J.

### **3.8 Service Head Public Realm**

3.8.1 As previously reported to the Committee interim arrangements are in place to cover the duties of this post. It is now proposed that the recruitment process for a permanent appointment should commence.

3.8.2 A draft indicative timetable is attached at Appendix K and the job description and person specification is attached at Appendix L.

### **3.9 Service Head Communications and Marketing**

3.9.1 Interim arrangements are in place to cover the duties attached to the post of Service Head Communications and Marketing. It is now proposed that the recruitment process for a permanent appointment should commence.

3.9.2 A draft indicative timetable for the recruitment is attached at Appendix M. The job description and person specification for the post is attached at Appendix N.

### **3.10 Service Head Legal**

3.10.1 Interim arrangements are in place to cover the duties of this post. Proposals to fill the post on a permanent basis will be brought to a future meeting of the Committee.

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

4.1 This report provides HR Committee with an update on the status of current senior management vacancies within the Council and asks the Committee to note progress made to date in recruiting to these posts.

4.2 The two new roles of Director of Adult Services and Corporate Director Children's Services were established following the de-merger of ESCW and the formation of separate directorates for Adult Services and Children's services. Additional funding of £259k was agreed at cabinet on the 28<sup>th</sup> July 2015 to meet the cost of additional posts resulting from the de-merger of ESCW. All other posts covered within this report and the associated recruitment costs will be funded through existing budgets.

## **5. LEGAL COMMENTS**

5.1 The Council is required to appoint such officers as it thinks necessary for the proper discharge of its functions (Local Government Act 1972, section 112). All such appointments should be on merit, as required by section 7 of the Local Government and Housing Act 1989.

5.2 The report confirms the appointment and start dates for the Chief Executive, Corporate Director Resources and Director of Law, Probity and Governance. The report further details the progress of recruitment for Director of Adults' Services, Corporate Director Children's Services, Service Head, Finance and

Procurement, Service Head Public Realm, Service Head Legal, Service Head Communications and Marketing, Service Head Learning & Achievement and Service Head, Commissioning and Health.

- 5.3 The appointments are governed by the Officer Employment Procedure Rules in Part 4.9 of the Council's Constitution. The Rules provide for establishment of Appointments Sub-Committees upon criteria approved by the HR Committee. An Appointments Sub-Committee is required to include at least one member of the Executive. The Appointments Sub-Committee is to interview shortlisted candidates. If it agrees on a candidate suitable for the post then it will inform the Chief Executive (in this case the Head of Paid Service), following which the Mayor must be notified and given an opportunity to object. If an objection is made, the Sub-Committee must reconvene to consider the objection.
- 5.4 The functions of the HR Committee include determining the criteria 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. In the circumstances it is reasonable for the Committee to be informed of the outcome of the processes.
- 5.5 When carrying out its functions as an employer and as a public authority, the Council must not discriminate or otherwise engage in unlawful behaviour contrary to the Equality Act 2010. 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). Ensuring that any selection process is fair and subject to equal opportunity is part of complying with the Council's equality obligations. An appropriate level of advertising for any vacancy should help to achieve this. Officers should ensure that the Council complies with its own policies and procedures in relation to any recruitment process.

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

- 6.1 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 inform the procurement process. All posts are recruited to on merit. Internal arrangements provide for succession planning and career development.

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

- 7.1 Recruitment to Senior Management vacancies provides stability to the organisation and assists in continuity which contributes to efficiency and effectiveness. In addition, permanent staffing arrangements can be more cost effective than some interim arrangements, especially where these have to be secured through a third party arrangement such as interim supply agencies.

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

8.1 There are no implications.

## **9. RISK MANAGEMENT IMPLICATIONS**

9.1 The arrangements proposed in this report will reduce the risks associated with temporary staffing.

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

10.1 There are no implications.

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

#### **Linked Report**

- NONE .

#### **Appendices**

- Appendix A Structure Chart
- Appendix B Job description and person specification – Corporate Director Children’s Services
- Appendix C Indicative timetable for recruitment of Corporate Director Children’s Services
- Appendix D Job description and person specification – Director of Adults’ Services
- Appendix E Indicative timetable for recruitment of Director of Adults’ Services
- Appendix F Revised indicative timetable for Service Head Learning and Achievement
- Appendix G Indicative timetable for Service Head Commissioning and Health
- Appendix H Job description and person specification – Service Head Commissioning and Health
- Appendix I Job description and person specification – Service Head Finance and Procurement
- Appendix J Indicative timetable for recruitment of Service Head Finance and Procurement
- Appendix K Indicative timetable for recruitment of Service Head Public Realm
- Appendix L Job description and person specification – Service Head Public Realm
- Appendix M Indicative timetable for Service Head Communications and Marketing
- Appendix N Job description and person specification – Service Head Communications and Marketing

**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