


Non-Executive Report of the:  <b>HR Committee</b>  21 <sup>st</sup> January 2016	
<b>Report of: Service Head Human Resources and Workforce Development.</b>	<b>Classification:</b>  Unrestricted
<b>Senior Management Update / Recruitment to 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.

## Recommendations:

The HR Committee is recommended to:

1. Note the progress on recruitment to Senior Management vacancies of 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 the post of Service Head, Corporate Strategy and Equality has become vacant and that arrangements have been made to cover the duties on an interim basis whilst recruitment is progressed.
3. Agree to the continuation of interim arrangements for covering the posts of Corporate Director Children's Services and Director of Adults' Services until

the recruitment processes are complete and newly appointed directors take up office.

#### 4. Note the Performance Management Process for the Chief Executive

### 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. In the meantime, it is important to maintain the interim arrangements in order to avoid any disruption to work in progress.

### 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 Mayor and Chief Executive in the continued delivery of services to the community.

### 3. **DETAILS OF REPORT**

#### 3.1 **Background**

- 3.1.1 HR Committee at its meeting on 28<sup>th</sup> October 2015 received 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 Committee were also advised on the situation regarding 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 selected to support the recruitment process. Penna are working on the search for Corporate Director Children's Services, Director of Adults' Services, Service Head Public Realm and Service Head Finance and Procurement. Penna had already been engaged on the search for Service Head, Learning and Achievement and have now been selected to assist on the Service Head Commissioning and Health. Progressing recruitment to these latter two posts has, however, been deferred until the outcome of the selection process for Corporate Director Children's Services and Director of Adults' Services is known.

3.1.4 Green Park have been selected to assist with recruitment to the posts of Service Head Communications and Marketing, Service Head Legal and the newly vacated post of Service Head Corporate Strategy and Equality.

### 3.2 **Corporate Director Children's Services and Director of Adults' Services**

3.2.1 As outlined above, Penna are assisting the Council with recruitment to these two Director posts.

3.2.2 The posts were advertised on the 19<sup>th</sup> November with a closing date of 11<sup>th</sup> December and the usual searches carried out. Preliminary assessment of longlisted candidates has been carried out by Penna and technical assessors.

3.2.3 A list of candidates for the post of Director of Adults' Services recommended to be taken forward for final interview was presented to the Appointments Sub-Committee on 19<sup>th</sup> January. Final interviews for the post are scheduled for the 4<sup>th</sup> February.

3.2.4. A list of candidates for the post of Corporate Director Children's Services is to be presented to the Appointments Sub-Committee on 22<sup>nd</sup> January. Final interviews for the post are scheduled for 1<sup>st</sup> February.

3.2.5 As reported to HR Committee at its meeting on 28<sup>th</sup> October 2015 interim arrangements are in place to cover both of these Director posts following a recruitment process which involved the Executive Mayor and relevant Cabinet Member.

3.2.6 The interim Corporate Director Children's Services has already made inroads into the work needed to be carried out in Children's Services in respect of preparation for the imminent Ofsted inspection of the service. She has also promoted an increased confidence in the service and has established good working relationships with headteachers and other stakeholders.

3.2.7 Although it is anticipated that the recruitment process will result in an appointment being offered in early February, it is possible that the successful candidate will need to give their current employer at least 3 months' notice. The successful candidate may not therefore be in a position to take up the appointment until May and the Committee are therefore asked to agree that the current interim arrangement is extended until the new Director commences in post.

3.2.8 As previously reported, the interim cover for the post of Director of Adults' Services is being provided by the Service Head Adults' Social Care who has provided stability and leadership in the newly separated directorate. As with the Corporate Director Children's Services, it is possible that the successful candidate may not take up the appointment until May. The Committee are therefore asked to agree that the interim arrangement continues until the new Director commences in post.

### **3.3 Service Head Public Realm**

- 3.3.1 Penna are assisting the Council with recruitment to this post. The post was advertised on 26<sup>th</sup> November with a closing date of 18<sup>th</sup> December. Preliminary assessment of longlisted candidates has been carried out by a technical assessor and Penna. A list of candidates recommended to be taken forward for final interview is to be presented to the Appointments Sub-Committee on 29<sup>th</sup> January. Final interviews for the post are scheduled for the 5<sup>th</sup> February.
- 3.3.2 As previously reported to the Committee interim arrangements are in place to cover the duties of this post.

### **3.4 Service Head Finance and Procurement**

- 3.4.1 Penna are also assisting with this post. A joint advertisement for this post and the post of Service Head Public Realm was published on 26<sup>th</sup> November (closing date 18<sup>th</sup> December). Preliminary assessment of longlisted candidates has been carried out by a technical assessor and Penna. A list of candidates recommended to be taken forward for final interview is to be presented to the Appointments Sub-Committee on 26<sup>th</sup> January. Final interviews for the post are scheduled for the 29<sup>th</sup> January. An amended process is being discussed in respect of this appointment and the Committee will be updated on any variation to these arrangements at the meeting. Final interviews for the post are scheduled for the 29<sup>th</sup> January.
- 3.4.2 As previously reported to the Committee interim arrangements are in place for this post.

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

- 3.5.1 As previously reported, 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. However, none of the candidates who applied at that stage were suitable for recommending to the Appointments Sub Committee for shortlisting.
- 3.5.2 Penna have been asked to undertake a new search but this has been deferred until the outcome of the recruitment process for a Director of Children's Services is known. In the meantime, it is proposed that the current arrangements for temporary cover should continue but be kept under review.

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

- 3.6.1 The post is being covered on an interim basis. As stated above, Penna have been engaged to assist the Council with the recruitment process. However,

the process has been deferred until the outcome of the selection process for the two Directors is known. As with the Service Head Learning & Achievement it is therefore proposed that the current arrangements for interim cover should continue but be kept under review.

### **3.7 Service Head Communications and Marketing**

3.7.1 As reported to HR Committee on 28<sup>th</sup> October 2015 interim arrangements are in place to cover the duties attached to the post of Service Head Communications and Marketing.

3.7.2 Green Park have been engaged to assist with the recruitment of a permanent Service Head. The timing for this recruitment has been slightly delayed to allow for the completion and outcome of the Communications Review. The outcome of this review does of course have an impact on the Communications and Marketing service area and any new incumbent would be expected to take this forward. Whilst permanent recruitment is progressed, it is proposed to seek the appointment of an Interim Service Head Communications and Marketing to maintain a strong focus on all aspects of the post.

### **3.8 Service Head Legal**

3.8.1 Interim arrangements are in place to cover the duties of this post. The process to secure a permanent Service Head is to be progressed with the assistance of Green Park. Before commencing recruitment the job description and person specification needed to be reviewed along with the operation of Democratic Services. A revised indicative timetable for progressing recruitment is being prepared and will be finalised once the review is complete.

### **3.9 Service Head Corporate Strategy and Equality**

3.9.1 The post became vacant on 12<sup>th</sup> January. Interim arrangements have been secured and a permanent replacement is to be recruited with the assistance of Green Park. The job description and person specification will be reviewed prior to recruitment commencing and an indicative timetable for progressing the recruitment will also be prepared.

## **4 Chief Executive: Performance Management Arrangements**

4.1 It was reported to the HR Committee in May 2015 that following the appointment of the Chief Executive a formalised set of arrangements will be developed for the performance management and assessment of the Chief Executive. These arrangements will provide transparency, ensuring that consideration of the requirements of the Mayor and Council are translated into clear and accurate performance objective targets for which there is clear understanding.

- 4.2 Following consultation with the Mayor, Group Leaders, Chair of the HR Committee and the Chief Executive attached at Appendix A for information purposes is the performance management process for the Chief Executive. The Chief Executive is currently developing a set of proposed milestones and targets to supplement the Mayors Aims for a Chief Executive (published as part of the CE recruitment pack ) along with other objectives suggested by Group Leaders.

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

- 5.1 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 as well as agree to the continuation of interim arrangements for covering the posts of Corporate Director Children's Services and Director of Adults' Services until the recruitment processes are complete and the commencement dates of the newly appointed Directors are known.
- 5.2 The two 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.

## **6. LEGAL COMMENTS**

- 6.1 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.
- 6.2 The report 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 together with the proposal for an interim arrangement in respect of the post of Service Head, Corporate Strategy and Equality
- 6.3 The appointments are governed by the Officer Employment Procedure Rules in Part 4.9 of the Council's Constitution.
- 6.4 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 progress of the recruitment process undertaken so far and to approve the continuance of the interim arrangements already in place if it is so minded. In respect of the interim arrangements in Children's and Adult Services, the committee should note that there is a need for the Council to fulfil its statutory functions in respect of education and social care and therefore have in post (albeit on an interim basis at present) officers designated to carry out the statutory chief officer roles until permanent appointments can be made.

6.5 The Officer Employment Procedure Rules provide that the procedure for appointing chief officers and deputy chief officers shall only apply to the appointment of the Director within the Law, Probity and Governance Directorate. Although the Constitution delegates recruitment to officers for the Service Head posts within this directorate, it has been decided that on this occasion members should appoint to all senior management positions for continuity.

6.6 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.

## **7. ONE TOWER HAMLETS CONSIDERATIONS**

7.1 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.

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

8.1 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.

**9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

9.1 There are no implications.

**10. RISK MANAGEMENT IMPLICATIONS**

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

**11. CRIME AND DISORDER REDUCTION IMPLICATIONS**

11.1 There are no implications.

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**Linked Reports, Appendices and Background Documents**

**Linked Report**

- Report to HR Committee 28<sup>th</sup> May 2015 – Appointment of Chief Executive.

**Appendices**

**A. Chief Executive : Performance Management Process**

**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