


<p>Non-Executive Report of the:</p> <p>HR Committee</p> <p>13th April 2016</p>	
<p>Report of: Service Head Human Resources and Workforce Development.</p>	<p>Classification:</p> <p>Unrestricted</p>
<p>Senior Management Update / Recruitment to Vacancies</p>	

Originating Officer(s)	Simon Kilbey, Service Head, Human Resources & Workforce Development
Wards affected	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 report also provides further information on the Chief Executive performance management arrangements

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 and Democratic Services, Service Head Communications and Marketing, Service Head Education and Partnerships, Service Head Corporate Strategy and Equality and Service Head, Commissioning and Health.
2. Note the position in relation to continuation/termination of the current interim

arrangements for covering Senior Management vacancies.

3. Note the arrangements for the appraisal of 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. A number of the senior management vacancies have now been filled with permanent appointees due to commence in the very near future. 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 As stated above a number of the 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 28th 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).
- 3.1.2 At its meeting on 21st January 2016, the Committee were provided with an update on the appointments listed in paragraph 3.1.1 above. The Committee were also advised on the situation regarding recruitment to the Service Head, Commissioning and Health, Service Head, Learning and Achievement (now redesignated Service Head, Education and Partnerships, Service Head Legal and Democratic Services and Service Head Corporate Strategy and Equality.
- 3.1.3 As previously reported to the Committee following the appointment of the Chief Executive a formalised set of arrangements is being developed for his performance management and assessment. 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.

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

- 3.2.1 As previously reported to the Committee the recruitment consultants, Penna, have been assisting the Council with recruitment to these two Director posts.
- 3.2.2 The posts were advertised on the 19th November with a closing date of 11th December and the usual searches carried out. Preliminary assessment of longlisted candidates was carried out by Penna and technical assessors.
- 3.2.3 Final interviews for the post of Corporate Director Children's Services were carried out on 1st February. Debbie Jones (the interim Director) was the successful candidate and took up the permanent position on 14th March.
- 3.2.3 Final interviews for the post of Director of Adults' Services took place on 4th and 22nd February. Denise Radley, an independent consultant whose most recent permanent appointment was as Director of Adults' Social Services at Peterborough City Council was the successful candidate. Denise is due to commence with Tower Hamlets on 18th April.
- 3.2.4 Luke Addams who has been covering the post of Director of Adults' Services on an interim basis will return to his substantive post of Service Head Adults' Social Care. This latter post has been covered on an interim basis by Cath Scholefield who was seconded from Royal Borough of Greenwich. She will be retained until the end of May to facilitate a smooth handover and then return to Greenwich.

3.3 Service Head Public Realm

- 3.3.1 Penna have also been assisting the Council with recruitment to this post. The post was advertised on 26th November with a closing date of 18th December. Preliminary assessment of longlisted candidates was carried out by a technical assessor and Penna and final interviews for the post were held on 5th February.
- 3.3.2 Roy Ormsby, currently Head of Street Scene and Communities in Brentwood was the successful candidate and will take up the appointment on 2nd May. Roy has spent a number of years working on public realm issues in local government including at Wakefield and East Lindsey.
- 3.3.3 Simon Baxter has been covering the duties of the post on an interim basis and will return to his substantive post when Roy commences with Tower Hamlets.

3.4 Service Head Finance and Procurement

- 3.4.1 Again, Penna have been assisting with recruitment to this post. A joint advertisement for this, and the Service Head Public Realm, post was published on 26th November (closing date 18th December). Preliminary assessment of longlisted candidates was carried out by a technical assessor and Penna and final interviews for the post took place on 29th January.

3.4.2 Neville Murton, currently the Deputy S151 Officer at Haringey Council was the successful candidate and will take up his appointment with Tower Hamlets on 2nd May. Neville has worked in the finance service of several local authorities for over 30 years so has extensive experience of working in a corporate finance role.

3.4.3 The current interim arrangement for covering this post will end on 31st March. Neville is therefore spending some time with the current interim postholder, Barry Scarr, prior to his formal commencement, to facilitate a smooth handover.

3.5 Service Head Education and Partnerships (previously designated Service Head Learning & Achievement)

3.5.1 As previously reported, Penna were awarded the contract to support the council in recruiting to the post. 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 Further progress on appointing to the post was deferred until the outcome of the recruitment process for the Director of Children's Services was known. A new search has now commenced and the post has been re-advertised with a closing date of 15th April. The Appointments Sub-Committee is currently planned to meet during week commencing 9th May to carry out the short-listing and to re-convene for final interviews during week commencing 16th May.

3.5.3 Interim arrangements are in place and it is proposed that these 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 previously reported, Penna have been engaged to assist the Council with the recruitment process but the process has been deferred pending the appointment of the two Directors (Adults' and Children's). Interim arrangements are in place to cover the duties of the post and it is proposed that these should continue for the time being but be kept under review.

3.7 Service Head Communications and Marketing

3.7.1 As reported to HR Committee on 21st January 2016 it was proposed to seek the appointment of an Interim Service Head to maintain a strong focus on all aspects of the post to replace the previous interim arrangements. John Seekings is now the Interim Service Head.

3.7.2 Green Park were engaged to assist with the recruitment of a permanent Service Head. The post was advertised on 20th January with a closing date of 15th February. The Appointments Sub-Committee is due to meet on 31st March to short-list from the 10 candidates long-listed to participate in the preliminary process. It is planned (but not yet confirmed) that the ASC will carry out the final interviews on 11th April.

3.8 Service Head Legal and Democratic Services

3.8.1 Interim arrangements are in place to cover the duties of this post. The process to secure a permanent Service Head is being progressed with the assistance of Green Park. The advertisement for the post is live with a closing date of 15th April. It is planned that the Appointments Sub-Committee shortlisting meeting will be held during week commencing 13 June, with final interviews due to be held during week commencing 28th June.

3.9 Service Head Corporate Strategy and Equality

3.9.1 The post became vacant on 12th January. Interim arrangements have been secured and a permanent replacement is being recruited with the assistance of Green Park. The advertisement for the permanent appointment is live with a closing date of 15th April. It is planned that the Appointments Sub-Committee shortlisting meeting will be held during week commencing 1st June with final interviews to take place on 16th June.

3.10 Chief Executive Performance Management Arrangements

3.10.1 The formalised arrangements for the appraisal of the Chief Executive are being implemented in April alongside the conclusion of the probationary process for the Chief Executive. The appraisal process will involve external training for members who are conducting this, following which it is intended that a version of the performance objectives for the Chief Executive for 2016/2017 will be published. Arrangements are also in hand to appoint an independent advisor to the process as provided for in the Performance Management Process for the Chief Executive attached at Appendix A.

3.10.2 The Commissioners have been advised of a likely timetable for the appraisal process. Arrangements are in hand to finalise the timetable and members will be advised of the actual dates at the Committee's meeting on 13 April 2016.

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 posts referred to within this report and the recruitment costs associated with trying to fill the posts are funded through existing budgets. Any additional

costs associated with the appraisal process detailed in section 3.10 above will also be met 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 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 and Democratic Services, Service Head Communications and Marketing, Service Head Education and Partnerships, Service Head Commissioning and Health and Service Head Corporate Strategy and Equality
- 5.3 The appointments are governed by the Officer Employment Procedure Rules in Part 4.9 of the Council's Constitution.
- 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 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.
- 5.5 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.
- 5.6 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.

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.

Linked Reports, Appendices and Background Documents

Linked Report – This is a regular update report to the HR Committee

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