



APPOINTMENTS SUB COMMITTEE

Subject Heading:	Appointment to the posts of Assistant Director Integrated Services and Assistant Director Adults Safeguarding
SLT Lead:	Barbara Nicholls – Director Adults Services
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Policy context:	The Council’s Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: “Functions delegated to general council committees,” that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
Financial summary:	There a small increase in costs each year (36k) that has already been aligned into the Adults budget

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

This report details the outcome of the recent Organisational Change Restructure to formalise the Adults Senior Management structure at the correct Tier in the Council and seeks the Committee’s approval of two appointments to Assistant Director roles following interviews by the Senior Leadership Team.

RECOMMENDATIONS

That the Committee confirms the appointments to the posts of Assistant Director Integrated Services; and Assistant Director Adults Safeguarding.

REPORT DETAIL

Background

An organisational change process consultation was launched on 27th September 2022 to restructure and correctly define (and grade) three posts that directly report to the Director of Adult Services. The consultation closed on 10th October 2022.

The three posts reporting to the Director, filled by substantive post holders, impacted by the restructure were:

- 1 x Safeguarding Service Manager G.11 (10003408);
- 1 x Head of Service Integrated Services G.12 (10000488); and
- 1 x Head of Service Business Management G.12 (10000490).

The restructure recognised that senior management roles reporting to the Director should be at Tier 2 in the Council structure in accordance with Council policy and Spans and Layers consideration. However, the aforementioned posts were incorrectly aligned to Tier 3.

This alignment had been outstanding since the 2016 Senior Management Restructure. Although the posts were shown in the Council structure as directly reporting to the Tier 1 Director post, the existing Job Profiles that the substantive incumbents had still defined these three roles as Tier 3 roles reporting to a Tier 2 Assistant Director Role.

This was because when Adults Services was created as a separate directorate in its own right (Senior Management Restructure 2016), whilst the former Tier 2 Assistant Director post was deleted and a new Tier 1 Director post created, the then Tier 3 posts were not similarly deleted and new Tier 2 posts created. Adult Social Care became out of step with other directorates who have Assistant Directors reporting to Directors.

In 2019, the intention was to follow up the 2016 Senior Management Restructure with a further restructure to deal with these three posts but due to other operational priorities and then the COVID-19 pandemic this restructure and consultation did not take place.

As a result of the previous posts sitting at Tier 3 it had been necessary for some time to put in place market supplements and honorariums to appropriately reflect the workload, responsibility of the roles, and to ensure stability of the workforce.

Restructure Outcomes

The recent restructure dealt with the legacy issue from the 2016 Senior Management Restructure by deleting the current three (Tier 3 defined) posts and creating three new (Tier 2 defined) posts. The posts created in the restructure at Tier 2 were:

- 1x Assistant Director – Safeguarding – Adults G.13
- 1 x Assistant Director – Integrated Services – Adults G.15
- 1 x Assistant Director – Business Management – Adults G.13

The job profiles were reviewed as part of the consultation and amended to ensure the responsibilities and accountability of these senior management posts are appropriately reflected. These were then evaluated by HR and graded as tier 2 management posts. The new job descriptions are included for information at Appendix A, B and C.

Assimilation Arrangements

The restructure placed the three substantive post holders at potential risk of redundancy in accordance with the Council's Organisational Change Policy. Therefore a job matching process was carried out for the three new roles against the three previous job profiles. All three roles evidenced at least a 65% assimilation match and, in accordance with the policy, each of the existing post holders were ring fenced for the similar role in the new structure.

The Assistant Director – Business Management was a Direct Non-Competitive Assimilation as the post was a 65% match as the new post was only one grade higher. Under the Constitution–Staff Employment Procedure Rules, where, in the event of a restructure, an officer is assessed as having direct non-competitive assimilation to a post, the committee is not responsible for such appointments.

For the Assistant Director – Safeguarding post and the Assistant Director – Integrated Services post whilst there is a 65% assimilation there was technically a two grade increase in the proposed new roles. Therefore it was necessary for selection interview against criteria based on Job Description and Person Profile (JD/PP) for the two existing post holders in accordance with the Employment Procedure Rules. Furthermore, the Committee is designated as responsible for confirming such appointments.

Interviews and Outcomes:

The post holders ring-fenced to the Assistant Director – Safeguarding post and the post holder ring fenced to the Assistant Director – Integrated Services could not be directly assimilated into the new roles; however, as the posts achieved over a 65% assimilation match it was considered appropriate to hold an interview selection process.

The individuals were invited to interview on the 10th November 2022 before a panel consisting of the Director Adults; Director Regeneration; and the Strategic

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HR Business Partner. The Panel agreed that both individuals should be appointed. The scoring matrix for both interviews are detailed at Appendix D and Appendix E.

The Panel requests that the Committee formally confirms these appointments.

IMPLICATIONS AND RISKS

Financial implications and risks:

The cost impact of this restructure is 36k per annum. This cost impact has already been explored and will be met from within the existing salaries budgets allocated to Adults. A zero based budget exercise was completed in 22/23 and the additional costs of this restructure have already been factored in to the various salaries budgets across the service. The proposals and costings have been reviewed by the Recruitment and Restructure panel and were authorised to proceed on 26 July 2022.

Legal implications and risks:

There are no legal implications arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures and has been supported by the oneSource HR service.

Responsibility for the appointment of senior officers is delegated to the Appointments Sub-Committee and should be undertaken in accordance with the procedures set out in the Staff Employment Procedures Rules as per Part 3, Section 1.2 of the Council's Constitution. The Committee may approve delegated arrangements for such appointments and the recommendation to the Committee meets these requirements.

Human Resources implications and risks:

The restructure consultation and implementation process, including interviews, has been managed in accordance with the Council's Organisational Change & Redundancy policy and relevant associated guidance. The staff involved have been assimilated and ring-fenced to the newly created roles through interviews that were carried out in accordance with the Council's Organisational Change & Redundancy policy and the Staff Employment Procedure Rules.

Equalities implications and risks:

An Equality Analysis is not appropriate nor required for this restructure as only three employees are impacted. Consequently, the outcomes of an Equality Analysis may identify protected characteristics of the staff involved.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There are no negative environmental or climate change implications or risks as a result of this Committee Report.