

Meeting of the

HUMAN RESOURCES COMMITTEE

Wednesday, 14 November 2012 at 7.30 p.m.

A G E N D A

VENUE

Meeting Room MP702, 7th Floor, Town Hall, Mulberry Place, 5 Clove
Crescent, London, E14 2BG

Members:	Deputies (if any):
Chair: Councillor M. A. Mukit MBE Vice-Chair: Councillor John Pierce	
Councillor Gloria Thienel Councillor Rajib Ahmed Councillor Zenith Rahman Councillor Rania Khan Councillor Alibor Choudhury	Councillor Peter Golds, (Designated Deputy representing Councillor Gloria Thienel) Councillor Craig Aston, (Designated Deputy representing Councillor Gloria Thienel) Councillor Joshua Peck, (Designated Deputy representing Councillors Mohammed Abdul Mukit, MBE, Rajib Ahmed, Zenith Rahman and John Pierce) Councillor Motin Uz-Zaman, (Designated Deputy representing Councillors Mohammed Abdul Mukit, MBE, Rajib Ahmed, Zenith Rahman and John Pierce) Councillor Helal Uddin, (Designated Deputy representing Councillors Mohammed Abdul Mukit, MBE, Rajib Ahmed, Zenith Rahman and John Pierce)

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

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact: Evelyn Akoto, Democratic Services,
Tel: 020 7364 4207, E-mail: evelyn.akoto@towerhamlets.gov.uk

"If the fire alarm sounds please leave the building immediately by the nearest available fire exit, to which a Fire Warden will direct you. Please do not use the lifts. Please do not deviate to collect personal belongings or vehicles parked in the complex. If you are unable to use the stairs, a member of staff will direct you to a safe area. On leaving the building, please proceed directly to the Fire Assembly Point situated by the lake on Saffron Avenue. No person must re-enter the building until instructed that it is safe to do so by the Senior Fire Marshall. The meeting will reconvene if it is safe to do so, otherwise it will stand adjourned."

LONDON BOROUGH OF TOWER HAMLETS

HUMAN RESOURCES COMMITTEE

Wednesday, 14 November 2012

7.30 p.m.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. 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.

3. UNRESTRICTED MINUTES

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Human Resources Committee held on 18 July 2012.

**PAGE
NUMBER** **WARD(S)
AFFECTED**

5 - 16

4. REPORTS OF CORPORATE DIRECTOR, RESOURCES

4 .1 Acting and Honoraria Payments and related pay matters

17 - 30

4 .2 Whistleblowing Process

31 - 36

4 .3 Tower Hamlets Graduate Programme

37 - 44

4 .4 Quarterly report - new starters

45 - 58

5. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

6. EXCLUSION OF THE PRESS AND PUBLIC

6 .1 Restricted Minutes

59 - 60

To confirm as a correct record of the proceedings the restricted minutes of the meeting of the Human Resources Committee held on 18 July 2012.

**7. ANY OTHER RESTRICTED BUSINESS WHICH
THE CHAIR CONSIDERS URGENT**

This page is intentionally left blank

Agenda Item 2

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>

This page is intentionally left blank

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE HUMAN RESOURCES COMMITTEE

HELD AT 7.35 P.M. ON WEDNESDAY, 18 JULY 2012

**ROOM C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Mohammed Abdul Mukit MBE (Chair)

Councillor Zenith Rahman
Councillor John Pierce
Councillor Rania Khan

Councillor Peter Golds
Councillor Joshua Peck

Other Councillors Present:

Officers Present:

Isabella Freeman	– (Assistant Chief Executive - Legal Services, Chief Executive's)
John Williams	– (Service Head, Democratic Services, Chief Executive's)
Stephen Halsey	– (Corporate Director Communities, Localities & Culture and Interim Head of Paid Service)
Simon Kilbey	– (Service Head, Human Resources and Workforce Development)
Angus Taylor	– (Interim Committee Services Manager (Operational), Democratic Services, Chief Executive's)

COUNCILLOR MOHAMMED ABDUL MUKIT (CHAIR) IN THE CHAIR

1. ELECTION OF VICE-CHAIR FOR THE MUNICIPAL YEAR 2012/2013

Councillor Joshua Peck, nominated Councillor John Pierce as Vice-Chair of the Human Resources Committee for 2012-2013. Councillor Zenith Rahman seconded the nomination.

There being no other nominations it was: -

Resolved

That Councillor John Pierce be elected to serve as Vice – Chair of the Human Resources Committee for the remainder of the Municipal Year 2012-2013, or until a successor is appointed.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Gloria Thienel for whom Councillor Peter Golds was deputising.
- Councillor Rajib Ahmed for whom Councillor Joshua Peck was deputising.

Apologies for lateness were received on behalf of:

- Mr Stephen Halsey (Corporate Director Communities Localities and Culture and Interim Head of Paid Service).

Noted.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. UNRESTRICTED MINUTES

Councillor Peck, in referring to the minutes of the extraordinary meeting of the Human Resources Committee (HRC) held on 29th February 2012, Page 3 Agenda Item 4, noted the inclusion in the agenda before the Committee of the requested report on Graduate Trainee Scheme recruitment; however clarification was sought and given regarding the absence of the other requested reports on:

- Quarterly information on new staff recruited
- Whistle Blowing Policy

Noting the clarification given by Mr Kilbey (Service Head Human Resources and Workforce Development), Councillor Peck requested that reports be presented to the next meeting of the HRC on the following:

- The Council's Whistle Blowing Policy with a view to discussion of the interlinkage with staffing matters..
- Quarterly information (last two quarters of the year), on new recruited staff with a view to assessing the recruitment policy in practice. Sharing data with Members outside the Committee was not sufficient.

The Chair **Moved** and it was: -

Resolved

1. That the unrestricted minutes of the ordinary meeting of the Human Resources Committee, held on 20th July 2011, be agreed as a correct record of the proceedings, and the Chair be authorised to sign them accordingly.
2. That the unrestricted minutes of the ordinary meeting of the Human Resources Committee, held on 18th January 2012, be agreed as a correct record of the proceedings, and the Chair be authorised to sign them accordingly.
3. That the unrestricted minutes of the extraordinary meeting of the Human Resources Committee, held on 29th February 2012, be agreed as a correct record of the proceedings, and the Chair be authorised to sign them accordingly.

5. REPORT OF ASSISTANT CHIEF EXECUTIVE

6. HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE, MEMBERSHIP AND QUORUM

Mr Williams (Service Head, Democratic Services), at the request of the Chair, introduced the report detailing arrangements agreed by the full Council for the Terms of Reference, Quorum, Membership and dates of meetings of the Human Resources Committee for the current Municipal Year.

The Chair **Moved** and it was:-

Resolved

That the Terms of Reference, Membership, Quorum and dates of future meetings for the Committee, as set out in Appendices 1 and 2 and paragraph 3.3 of the report, be noted.

7. REPORTS OF CORPORATE DIRECTOR, RESOURCES

7.1 Tower Hamlets Graduate Programme

Mr Kilbey (Service Head Human Resources and Workforce Development), at the request of the Chair, in introducing the report, summarised the key points contained therein emphasising the following:-

- Officers from the Human Resources and Workforce Development service carried out the selection process for the 2012 Tower Hamlets Graduate Programme ('the Programme') There had been two Officer panels, applicants had been assessed against agreed criteria using a number of techniques including interview and psychometric testing, and 21 graduates had been recruited.
- The innovative Programme included placements with partner organisations and his Officer team were monitoring progress closely and endeavouring to identify the best opportunities to secure employment for the graduates, either with the Council or these

partners. Graduates were also following a post graduate diploma course in parallel with the Programme which would assist this. Feedback so far was positive and the cohort was talented. The People Board had considered how to match the graduates to job opportunities in the Council and consequently they are now included in the job matching process.

A discussion followed which focused on the following points:-

- Concern was expressed that the reported composition of the graduate cohort was far from consistent with the Council's policy of a Workforce to Reflect the Community in respect of either gender or ethnicity, and all possible steps should be taken to ensure inclusive recruitment across the equality strands. An assurance was sought that Mr Kilbey would ensure this was mitigated in any future recruitment whilst also appointing on merit. Mr Kilbey responded that the strategy had been to advertise the Programme on the Council website and in East End Life but clearly this had not reached some groups. Following Corporate Management Team discussion, it was intended that more outreach work be undertaken with schools, colleges and community groups. Advertising (possibly including a poster campaign with appropriate role models) and outreach would also be done further in advance of recruitment, and a survey undertaken of the current cohort to identify what attracted them to apply to inform future methodology, more information was needed for a more targeted approach. However it was important to note that there were other graduate initiatives.
- Information was requested on the following with a view to ascertaining the reason for not achieving more diverse catchment for the Programme:
 - Numbers of graduates that had applied for a place on the Programme, a demographic breakdown of these, and the number that had been appointed.
 - Numbers of applicants that it was initially intended would be appointed.
 - A second column to the table in paragraph 6.2 detailing number of applicants for each monitoring category.
 - An anonymised breakdown of test scores for each candidate and an analysis of the psychometric testing for successful and unsuccessful candidates in each monitoring category.
 - Future reports on the Programme should include details of the associated advertising and communications strategy.
- Consideration that moving forward the Programme should be accessible to mature students and partner organisations for placements should include locally based Housing Associations. Mr Kilbey responded that the Council was careful not to discriminate on grounds of age and was looking to widen the partner base, however initially there had been limited options of those willing to invest in the Programme.
- Mr Kilbey, at the request of the Chair, responded to requests for clarification/ assurance, in relation to a number of matters including:-

- The source of the categories obtained for monitoring ethnicity and the absence of some standard categories. Mr Kilbey to provide Committee members with the full list.
- The process for agreement of the recruitment process and whether there had been Member involvement.
- Inclusion of universities in the outreach work for the next Programme.

The Chair **Moved** and it was:-

Resolved

That the contents of the report be noted.

7.2 Benchmarking of London Borough Pay Policy Statement

Mr Kilbey (Service Head Human Resources and Workforce Development), at the request of the Chair, in introducing the report, summarised the key points contained therein, highlighting: that the full Council had recently set the Authority's Pay Policy Statement (PPS) and this had subsequently been published, however if necessary this could be reviewed and amended in year.

A discussion followed which focused on the following points:-

- Consideration that the model of a pay multiple of highest to lowest paid used by the London Borough's of Lewisham and Waltham Forest was meaningful to the public and therefore consideration should be given to incorporation into the PPS for LB Tower Hamlets.
- Following clarification that the Human Resources Committee (HRC) would be the appropriate forum for consideration of staff terms and conditions and remuneration policy (subject to full Council agreement of a change to the HRC terms of reference):
 - Consideration that over time staff salaries changed, and although this was good for employees, more oversight was needed by those charged with governance of the Authority, and this would be the rightful expectation of residents. Accordingly it was proposed and agreed that the annual report on pay policy should cover these matters. It was additionally proposed and agreed that for the purposes of those deliberations the advice available to the Committee be extended by the co-option of a trade union representative (as with the Pensions Committee) or presence of an organisation such as Hay. It was considered this was consistent with a European approach and the approach being considered by neighbouring boroughs such as Lewisham.
 - Given anecdotal evidence that the application of honoraria was inconsistent across the Authority, and this was detrimental for staff in general, there was a need for a clear Authority policy on acting up and honoraria. Accordingly it was proposed and agreed that a report should be brought forward for HRC consideration on this matter.

- In the context of the Authority's agreement to extend the LLW paid to in-house staff to all organisations who the Council contracts with (with the cost impact to be absorbed within contracts), and an understanding that this had been problematic, consideration that a progress update on implementation for contracting organisations would be helpful for members of the Committee.

Mr Kilbey, at the request of the Chair, responded to a request for clarification/assurance, in relation to the impact of implementation of the London Living Wage (LLW) on the lowest paid in Tower Hamlets. Mr Kilbey undertook to provide a trend analysis to members of the Committee in this regard.

The Chair **Moved** (taking account of the proposals from members of the Committee) and it was:-

Resolved

1. That the contents of the report be noted, including the benchmarking data set out therein.
2. That reports be brought forward for HRC consideration on the following:
 - a) Tower Hamlets employee rates of pay as part of the annual pay policy report
 - b) Authority policy on acting up and honoraria
 - c) progress update on implementation of London Living Wage for organisations which the Council contracts with.

7.3 Benchmarking of London Borough Severance Schemes

Mr Kilbey (Service Head Human Resources and Workforce Development), at the request of the Chair, in introducing the report, summarised the key points contained therein emphasising the following:-

- The Authority's Legal powers for making severance payments additional to statutory requirements were set out at paragraph 1.2 of the report.
- LB Tower Hamlets paid the highest level of discretionary severance pay amongst the London boroughs for which data was available. It also paid 3 months notice, rather than the statutory weekly amount, and this was higher than paid by some other London boroughs.
- Although there was a cost attached to the current level of discretionary severance payments, it had resulted in the most effective approach amongst London boroughs to achieving the staffing cuts necessary to deliver Government driven savings, with a minimal level of compulsory redundancies, and consequently good employee relations had been maintained. The policy should also be seen in the context of successful development of redeployment policy which had saved the Authority substantial sums in redundancy costs.

A discussion followed which focused on the following points:-

- Consideration that in relation to the Authority's discretionary policy on redundancy pay, it would be helpful for members of the Committee to see how the payments were reached, and the methodology for recording the reasons for usage of the policy. Mr Kilbey responded that a standard policy applied to staff, with a formula based on age and length of service for calculating the payment.
- An analysis of employee redundancy by grade, ethnicity, gender and age was discussed in the context that there was some concern that the risk and impact of recent reductions in the Authority's headcount had not been equal across the workforce.
- Consideration that the Authority was not good at managing poor employee performance and concern expressed that often reorganisation and redundancy was used as a substitute for addressing capability issues under alternative procedures, and this had a detrimental impact on the organisation. Mr Kilbey responded that small number of cases that reached the final stages under performance management procedures was an indication of under management. Much more could be done, without even reaching the final stages as had been shown with the driving down of sickness absence by an officer group scrutiny.
- Clarification was sought and given as to whether the Authority permitted leavers in receipt of severance payments to be re-employed within 6 months. Mr Kilbey responded that the Authority's Pay Policy could be strengthened by articulation of the matter and the setting of a specific timeline. Members of the Committee considered that a stronger statement of policy on this matter was required and the Pay Policy should be revised accordingly.
- Consideration that the Pay Policy should be specific in addressing the practice of re-employment of leavers in receipt of severance payments as consultants; which had a corrupting influence on the organisation. Mr Kilbey responded that the People Board was now getting a tighter grip on this practice, but the Authority's stance could be set out specifically in the Pay Policy. Accordingly it was proposed and agreed that an update report should be brought forward for HRC consideration on this matter.

The Chair **Moved** (taking account of the proposal from members of the Committee) and it was:-

Resolved

1. That the contents of the report be noted, including the benchmarking data set out therein.
2. That an update report should be presented for HRC consideration on the re-employment of leavers in receipt of severance payments as consultants, and the steps taken to address the practice, and any changes incorporated into the next Pay Policy Statement.

8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

Variation to Order of Business

Councillor Peck commented that in his view there was no information contained in the report "Recruitment to the post of Chief Executive" [Agenda item 9.2] which needed to remain confidential and therefore required consideration in Section Two of the proceedings [closed to the public] He was therefore uncomfortable with the proposal to consider the report in Section Two, as he considered the information should be available to the public if at all possible. Clarification was sought and given as to the rationale of Officers for classifying the report as confidential/ exempt from publication. Subsequently Councillor Peck proposed that Agenda item 9.2 be considered in Section One of the proceedings [open to the public] and the meeting only move into Section Two if necessary, due to the content of the discussion. Accordingly he **Moved** the following motion for the consideration of members of the Human Resources Committee, and it was: -

Resolved

That Agenda item 9.2 "Recruitment to the post of Chief Executive" be considered in Section One of the proceedings at Agenda item 8.1 and the meeting only move into Section Two if required.

8.1 Recruitment to the post of Chief Executive

Special Circumstances and Reasons for Urgency

The Chair informed members of the Committee that the special circumstances and reasons for urgency associated with the proposals were detailed on the front page of the report. The Committee subsequently agreed the special circumstances and reasons for urgency as set out on the front page of the report and also set out below:

This report was not circulated with the Committee agenda and was unavailable for inspection within the timescales set out in the Authority's Constitution because the full Council decision giving rise to the report was taken on 11th July 2012. The report is nevertheless recommended for consideration at this meeting in order to ensure that there is no delay to the recruitment process for the post of Chief Executive in accordance with the decision of the full Council.

Mr Halsey (Corporate Director Communities Localities and Culture and Interim Head of Paid Service), at the request of the Chair, in introducing the report, summarised the key points contained therein commenting that:

- Following the recent full Council decision on the recruitment/ appointment of a Chief Executive (CE), Officers were trying to find a way forward to secure the full Council's aspiration that a CE be in post as soon as possible within the specified timeframe of 1st November

2012 or sooner (he had been appointed as Interim Head of Paid Service until 31st October 2012 or until such time as the new CE starts work). The timeline/ outline process proposed in the report should deliver the desired outcome within that timescale.

- The previous recruitment process had been lengthy, with Member approval sought at various stages in order to move it forward, including the appointment of recruitment consultants. To expedite the recruitment process he suggested that Members agree that he should proactively progress it and only seek Member approval when candidates suitable for interview were identified.

Mr Williams (Service Head, Democratic Services) highlighted the following for members of the Committee:

- The constitutional requirement that the appointment of a CE be made by an Appointments Sub-Committee (ASC) established by the Human Resources Committee (HRC); and the proposal, consistent with previous CE appointments, that this comprise of 7 Members with the allocation of places made on the basis of proportionality rules with the resultant composition as set out in paragraph 5.2 of the report. Officers would require nominations from the Mayor and the Leader of Majority and Minority groups in order to make appointments to serve on the ASC.
- The statutory process pertaining to the recruitment of any Chief Officer of the Authority, which provided for a short period during which any member of the Executive [Cabinet] could object to the preferred candidate recommended by the Appointments Sub-Committee. Should a well founded objection be received the Sub-Committee would need to reconvene to consider this.

A discussion followed during which the proposals contained in the report were broadly welcomed, and which focused on the following points:-

- Clarification/ assurance was sought and given in relation to the nature of the provision for objections from the Executive to any appointment recommended by the ASC:
 - Whether a veto or advisory comment
 - Requirement that an objection be material and well founded, how this was determined, and the need to give such an objection reasonable consideration.
 - Ms Freeman (Assistant Chief Executive - Legal) undertook to provide Councillor Golds with confirmation in writing of the legal position in respect of the 'Executive objection process'.
- Mr Halsey, in response to a request for clarification regarding the appointment of recruitment consultants, commented that he had instructed Mr Kilbey (Service Head Human Resources and Workforce Development) to begin the process of re-procurement as soon as possible, and a framework was now in place for this. He has asked to be kept informed of progress, and would likewise update members of the ASC.
- Consideration that:

- The report only partially addressed the full Council resolution in respect of a contract end date for the new CE, and this should not be overlooked, particularly in the context of the time lost with the previous unsuccessful recruitment process.
- The CE recruitment process required now was very different to that before, of recruiting from an advertisement; and what was being requested was that a small pool of candidates be approached and several brought forward for the consideration of the ASC. In this context it was appropriate for Mr Halsey to proactively progress the recruitment process.
- Mr Halsey responded that Member discussion of the person specification and fixed term contract end date could take place at the first meeting of the ASC, but that he felt it important to move the recruitment process forward without waiting for Member approval/selection of recruitment consultants, if members of the HRC were content for him to do so. Councillor Peck commented that he was content with this approach, but proposed and it was agreed, that the engagement of the recruitment consultants should be made after consultation with the Chair of the HRC.
- The importance of prompt submission to Officers of nominations to serve on the ASC, in the context of expediting the CE recruitment process was noted.
- Mr Kilbey sought clarification as to the intent behind the use of the term 'professional interim' in the Majority Group motion at full Council in relation to nature of CE being sought. He advised that if a combined Chief Executive and Head of Paid Service was being sought that would require the person to be a contracted employee of the Authority and not a consultant, and this could narrow the field. Councillor Peck (Leader of the Majority Group) responded that the Majority Group intended that there be a combined CE and Head of Paid Service. Also that it would be unsatisfactory for the postholder to be a consultant, but Officers should liaise with Members if it appeared likely that this would narrow the field to the detriment of the Authority.
- The Chair and members of the Committee reiterated the importance of the CE recruitment process being undertaken properly and with due diligence.
- Councillor Peck (Leader of the Majority Group) emphasised the importance of the Mayor's involvement in the CE recruitment process and reiterated the desire of the Majority Group that he serve on the ASC.

The Chair **Moved** the recommendations as set out in the report (taking account of the proposal from Councillor Peck), and it was: -

Resolved:

1. That the decisions of the full Council on 11th July 2012 regarding the recruitment to the post of Chief Executive be noted;

2. That an Appointments Sub-Committee be established to undertake the recruitment of a Chief Executive on a fixed term basis and to make recommendations to the full Council on that appointment; and that the Appointments Sub-Committee comprise of seven members as set out at 5.2 of the report;
3. That the Service Head, Democratic Services be authorised to liaise with the Mayor and Group Leaders to receive their nominations and agree the membership of the Appointments Sub-Committee in accordance with resolution 2. above, and to agree a date for the first meeting of the Sub-Committee;
4. That the interim Head of Paid Service and the Service Head, Human Resources and Workforce Development report to the first meeting of the Appointments Sub-Committee with a proposed process, timetable, specification and associated matters with a view to the new Chief Executive being in post by 1st November 2012 if possible; and
5. That Mr Halsey (Corporate Director Communities Localities and Culture and Interim Head of Paid Service), be authorised to progress the selection of recruitment consultants to facilitate the CE recruitment process, but any contractual engagement be made after consultation with the Chair of the Human Resources Committee.

9. EXCLUSION OF PRESS AND PUBLIC

The Chair **Moved** and it was: -

Resolved

That in accordance with the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting:

- (a) As it was likely, in view of the nature of the business to be transacted in Section Two of the agenda, that if members of the public were present during consideration of this business there would be disclosure of exempt information.
 - Exempt information is defined in section 100I and, by reference, Schedule 12A of the Local Government Act 1972 (“the 1972 Act”). To be exempt, information must fall within one of the categories listed in paragraphs 1 to 7 of Schedule 12A, must not fall within one of the excluded categories in paragraphs 8 and 9 and the public interest in maintaining the exemption must outweigh the public interest in disclosing the information.
 - Agenda item 9.1 “Restricted Minutes” (of the ordinary meeting of the Human Resources Committee held on 18th

January 2012) contained information relating to paragraph 4 (information relating to any consultations or negotiations or contemplated consultations or negotiations, in connections with any labour relations matters arising between the authority, or a Minister of the Crown and employees of, or office holders, under the authority) and paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

- (b) As although there is a public interest favouring public access to local authority meetings, in this case the Human Resources Committee concluded that given the information contained in:
- Agenda item 9.1 "Restricted Minutes" (of the ordinary meeting of the Human Resources Committee held on 18th January 2012) contained information relating to paragraph 4 (information relating to any consultations or negotiations or contemplated consultations or negotiations, in connections with any labour relations matters arising between the authority, or a Minister of the Crown and employees of, or office holders, under the authority) and paragraph 5 (information in respect of which a claim to legal professional privilege could be maintained in legal proceedings).

that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it.

SUMMARY OF EXEMPT PROCEEDINGS

9.1 Restricted Minutes

Minutes (Human Resources Committee 18th January 2012) agreed.

9.2 Recruitment to the post of Chief Executive

Considered in Section One of the proceedings.

10. ANY OTHER RESTRICTED BUSINESS WHICH THE CHAIRS CONSIDERS URGENT

Nil items

The meeting ended at 8.45 p.m.

Chair, Councillor Mohammed Abdul Mukit MBE
Human Resources Committee

Agenda Item 4.1

Committee/Meeting: HR Committee	Date: 24 October 2012	Classification: Unrestricted	Report No: 4.1
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Acting and Honoraria Payments and Related Pay Matters Wards Affected: All	

Lead Member	Cabinet Member for Resources
Community Plan Theme	All
Strategic Priority	Work efficiently and effectively as one Council

1. **SUMMARY**

- 1.1 At its meeting on 18 July 2012, the HR Committee requested that a report be submitted to the next meeting on the Council's Acting and Honoraria Policy.
- 1.2 This report gives an outline of the policy and information on its application, including information on the number and cost of payments for quarter 1 of 2012/13.
- 1.3 The Council's published pay policy allows for additional payments and allowances to be made to staff as appropriate to the nature and requirement of specific posts.
- 1.4 The terms of reference of the People Board include the review and monitoring of acting and honoraria payments and it is currently reviewing the existing policy.
- 1.5 The HR Committee also requested information on the London Living Wage in relation to contractors. The issue of staff leaving the Council due to redundancy or early retirement returning to the Council's employment was also raised by the Committee.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Note the information provided.

3. REASONS FOR THE DECISIONS

- 3.1 The report is for information and to provide Members with details of the Council's Acting and Honoraria policy and related pay matters.

4. ALTERNATIVE OPTIONS

- 4.1 The report is for information.

5. BACKGROUND

- 5.1 Acting and honoraria payment are provided for in the Council's Pay Policy, which allows for additional payments and allowances to be made to staff as appropriate to the nature and requirement of specific posts. It states that acting up and honoraria payments are made to individual staff as appropriate using clear criteria, and where a clear business need is identified.
- 5.2 The National Agreement on Pay and Conditions of Service, produced by the National Joint Council for Local Government Services, states the following:
- There should be local arrangements for recognising temporary additional duties where employees act up in the absence of more senior employees.
- 5.3 The Council's current Acting and Honoraria policy was introduced in 2005 in the form of a managers guidance document and is attached as Appendix 1.
- 5.4 Information on the use of acting and honoraria payments is reported on a quarterly basis to the Council's Corporate Management Team, who monitor the application of the policy.

6. BODY OF REPORT

- 6.1 The Acting and Honoraria Policy sets out clear criteria as to when either payment can be made. In each case a business case setting out the reasons for the payment must be completed by the relevant manager and agreed by the relevant Service Head to ensure consistency of application.
- 6.2 If an acting arrangement is being requested, it must now also be agreed by the People Board before it can be advertised. This gives a greater level of control and scrutiny in relation to acting arrangements.
- 6.3 The criteria for paying an acting allowance is as follows: -
- There is a vacant post in the structure
 - The period for which the allowance is to be paid is at least 4 weeks
 - Only one member of staff will be acting into the post, unless two job sharers will share the responsibility
 - The acting is not to cover annual leave
 - The employee has been covering the additional duties for at least 4 weeks without payment

6.4 There is an expectation that acting allowances are advertised, unless there are exceptional circumstances, and that a limited selection process is completed.

6.5 The criteria for paying an honoraria is as follows: -

- An employee is undertaking additional duties which are particularly onerous
- There is more than one employee covering duties for which an acting allowance would normally be payable
- An employee is temporarily undertaking specific duties beyond the normal scope of their post over an extended period

6.6 Table 1 shows the number of acting and honoraria awards in place for quarter one of 2012/13 broken down by Directorate, with Table 2 giving the monthly costs, on a monthly basis, for the first six months of 2012.

Table 1 - Q1 2012/13 Acting and Honoraria by Directorate

Directorate	Total
Adults Health and Well Being Services	11
Chief Executive	10
Children, Schools & Families Directorate	48
Communities Localities and Culture	14
Development & Renewal	18
Resources	10
Grand Total	111

Table 2 Monthly spend on acting up & honoraria payments

Directorate	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12
Adults	£7,728	£1,552	£3,862	£4635	£1422	£1422
Chief Exec	£1,937	£1,937	£2,629	£3828	£944	£3444
CSF	£8,281	£9,615	£11,057	£8449	£3564	£5789
CLC	£471	£471	£1,255	£6467	£2263	£2455
D&R	£4,631	£3,990	£3,704	£6429	£8066	£5342
Resources	£6,672	£2,624	£9,689	£6336	£1886	£1876
Total	£29,719	£20,188	£32,194	£36146	£18148	£20,328

6.7 Whilst payment vary considerably month by month, responding as it does to local service demands, the general trend is downwards and has been for some time.

- 6.8 In the 2009 financial year, a total of 231 acting and honoraria were awarded, totalling £350,075. In 2010 this had decreased to 193 acting and honoraria being awarded, totalling £270,024. In 2011 this had decreased again to 187 acting and honoraria being awarded, totalling £240,901. It is expected that the figures may increase marginally this year given the effects of the Lean programme which has significantly reduced the number of posts in the organisation.
- 6.9 One of the key efficiency measures identified in 2010 was to reduce the payment of acting and honoraria and this has been achieved.
- 6.10 The current practice in relation to Acting and Honoraria payments is being reviewed by People Board, with a view to updating the process.

Related Pay Matters

- 6.11 The HR Committee asked for clarification of the position regarding the London Living Wage (LLW) and Contractors. Several London authorities have made a commitment to consider the LLW when letting contracts and Tower Hamlets is one of them.
- 6.12 The LLW is considered and encouraged as part of every strategic contract that Tower Hamlets awards and there has been a positive response so far in relation to including LLW in contracts. Work will continue to be undertaken to ensure the LLW is included in new contracts wherever possible.
- 6.13 Below is a breakdown of the number of contracts that include a commitment to pay the London Living Wage and their cumulative contract values.

Year	Count of Contracts	Total Contract Value
2011	28	£ 76,806,142.00
2012	37	£ 123,282,693.25
Total	65	£ 200,088,835.25

- 6.14 The HR Committee also requested information on the policy of reemployment of staff who leave the Council due to redundancy/early retirement. Although there is currently no written policy, the practice is discouraged unless there are exceptional circumstances where this would benefit the Council and alternatives are not available or appropriate.
- 6.15 The introduction of a requirement into the Council's revised pay policy (to be published at the end of March 2013), that ensures that any member of staff who has left the Council by reason of redundancy (compulsory or voluntary) or early retirement and has received a severance payment must have a gap of at least 1 year after the date of termination before they can return to Tower Hamlets Council is being considered. Benchmarking with other boroughs is currently around this practice is currently being undertaken.
- 6.16 To allow for exceptional circumstances, when it might be necessary to reemploy someone sooner than after a year's gap, it is proposed that there

will be a mechanism to allow a Corporate Director in junction with the Service Head HR and WD to waive the 1 year requirement, provided this can be justified. This waiver would need to be reported to the Council's People Board.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 There are no financial implications as a direct result of this report.

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

8.1 There are no legal issues to consider as part of this report.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 There are no equalities considerations.

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

Appendix 1 – Acting and Honoraria Policy

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
	Simon Kilbey, Service Head (HR/WD) 020 7364 4922

Date Implemented: 2nd November 2005
Date amended: 24th February 2012

**Human Resources & Workforce
Development**

**GUIDANCE FOR MANAGERS ON
ACTING ALLOWANCES AND HONORARIA PAYMENTS**

Contents	Page
Introduction.....	3
Acting allowances.....	3
Criteria for payment of an Acting Allowance.....	3
Conditions attached to an Acting Allowance.....	3
Advertising the Acting Opportunities.....	4
Selection.....	4
Duration of Acting Allowance.....	4
Acting Allowances and Assimilation.....	5
Honoraria payments.....	5
Criteria for Payment of an Honoraria.....	5
Level of Payment.....	5
Exceptions to Arrangements.....	6
Duration of Honoraria.....	6
Payment of Acting Allowances and Honoraria.....	6
Impact of additional payments on annual increments.....	6
Impact of employee absence on additional payments.....	7
Further information.....	7

1. Introduction

1.1 The Council acknowledges that in certain circumstances there is a need for an employee to cover additional duties which fall outside the normal requirements of their role.

1.2 These guidance notes sets out the types of payments that can be made and the circumstances when they should be paid. The form set out in Appendix 1 must be completed for all requests to pay an acting allowance or honoraria.

1.3 It is important that managers follow these guidance notes to ensure that these additional payments are made in a fair and equitable manner. Failure to follow this guidance could expose the Council to financial liability and could result in disciplinary action against the manager.

2. Acting Allowances

Criteria for payment of an Acting Allowance

2.1 A manager can consider paying an acting allowance where there is a vacant post within their structure and the manager feels that it would not be appropriate to fill the post on a permanent basis (for example, where there is an impending restructure or where a post is temporarily vacant, for example, due to maternity leave or long term sickness).

2.2 Acting allowances can only be paid where the following criteria are fully satisfied:

- (a) There is a vacant funded post within the structure with a current job description for an employee to “act up” into;
- (b) The period for which the acting allowance will be paid is at least four weeks in duration;
- (c) There will only be one member of staff acting up into the vacant post, unless two job sharers will be sharing the responsibilities of the post;
- (d) The acting up allowance is not being paid for purposes of covering annual leave; and
- (e) The employee has been covering the additional duties for a period of at least 4 weeks without payment.

If any of these criteria are not met then consideration can be given to payment of an honorarium (see 3.1 below).

Conditions attached to an Acting Allowance

2.3 Where an acting allowance is granted, the employee will be expected to carry out the full duties and responsibilities of the higher graded job.

2.4 The employee must be treated the same as if they had been offered the post on a permanent basis and afforded the same terms and conditions. Accordingly, all pay and annual leave, overtime and any other premium payment must be paid at the acting rate and is not subject to the manager’s discretion. If the post (as opposed to the previous post holder)

attracted a car user allowance, then the person acting-up should be granted the same car user allowance albeit on a temporary basis (which would preclude the employee from applying for a car loan).

2.5 All other terms and conditions which apply to the employee's substantive post remain unaffected.

Advertising the Acting Opportunities

2.6 If the acting allowance is payable for a short period of time, is of a specialist nature or would require the post holder to have a good working knowledge and experience of working practices within the section, then all such acting opportunities should only be considered for employees within the section in which the vacancy occurs. The manager does not need to advertise this type of vacancy. In this situation, the manager should instead publicise the acting position within the relevant part of the service and invite employees to express an interest in the post by a given date. The job description and a person specification must be made available to employees.

2.7 The manager must ensure all reasonable steps are taken so that all relevant members of staff are made aware of the vacancy and are given the opportunity to apply for it wherever possible, including any staff on maternity leave.

2.8 If the acting allowance is payable or is likely to be payable for a longer period (six months or more) it must be treated as a positive career opportunity and be advertised across the Council under the normal recruitment procedure. The acting allowance vacancy will normally be advertised as a secondment.

Selection

2.10 If only one member of staff expresses an interest and the manager is satisfied they are capable of fulfilling the higher graded post, then they will be automatically offered the acting allowance.

2.11 Should more than one employee wish to be considered for the post, or a manager is unsure about an employee's ability to satisfactorily carry out the higher graded duties, a limited recruitment interview will take place in conjunction with Human Resources. All such acting arrangements must be checked with Human Resources.

2.12 In very exceptional circumstances, a manager can ask an employee to undertake acting duties without placing an advert or conducting an interview. This would only apply where there is only one person of sufficient seniority within the service who would possess the relevant knowledge, skills and experience to undertake the higher graded duties. All such acting arrangements must be agreed by the Service Head following consultation with the Human Resource Business Partner.

Duration of Acting Allowances

2.13 Acting allowances must not be paid for more than 12 months without the express approval of the Director of the relevant Directorate. The relevant manager who has approved the acting allowance is responsible for obtaining this approval prior to the 12 month deadline and sending a copy of this approval to Human Resources.

2.14 In any event, these arrangements must be regularly reviewed by managers to ensure that the acting arrangement is still appropriate and to consider whether it is appropriate to permanently recruit to the post.

2.15 Human Resources will also from time to time review the acting arrangements.

Acting Allowances and Assimilation

2.16 Employees who are in receipt of an acting allowance do not have an automatic right to be formally offered the post at any stage.

3. Honoraria Payments

Criteria for Paying an Honorarium

3.1 Honoraria payments can be made where the 'acting allowance' criteria has not been met but the following criteria apply:

- (a) An employee is undertaking additional duties which are particularly onerous.
- (b) There is more than one employee covering duties for which an acting allowance would normally be payable.
- (c) An employee is temporarily undertaking specific duties beyond the normal scope of their post over an extended period.

3.2 Where an employee has a permanent variation to their duties they should request Human Resources to evaluate their job under the Individual Right to Review Mechanism contained in the Job Evaluation Procedure.

Level of Payment

3.3 Where an employee is temporarily undertaking specific additional, higher graded or particularly demanding duties, honorarium payments will normally equate to the difference between the employees' current grade and spinal column point, and the first spinal column point of the higher grade.

3.4 For example, an employee who is Scale 6 (scp 27) will be paid a monthly honorarium payment equivalent to the difference between their substantive Scale 6 salary and Scale SO1 (scp 29).

3.5 There is, however, provision to appoint on any spinal column point within the higher grade in the following circumstances:

- (a) The manager is satisfied that the additional duties being undertaken are particularly demanding and service delivery would suffer if the duties were not carried out, or
- (b) In situations where spinal column points within a grade overlap e.g. Principal Officer scales.

This discretion to appoint on a higher spinal column point rests with the Section Head in conjunction with the Service Head, but should be ratified by Human Resources to ensure consistency of application.

3.6 For the avoidance of doubt, where an employee is in receipt of overtime payments, these will be made at the employee's substantive rate rather than at the honoraria rate.

Exceptions to Arrangements

3.7 If a manager is satisfied that the duties and responsibilities undertaken by an employee are of a particularly contentious or complex nature and similar duties would normally be remunerated in excess of one grade above the employee's substantive post, then a new job description should be written and evaluated by a joint panel as per the Grade Assessment stage of Job Evaluation Procedure.

3.8 The Chief Executive has discretion to award Honoraria payments for any substantial work that is delegated by or on behalf of the Chief Executive and is beyond the normal job requirements of an employee's substantive post. Guidance will be provided by the Service Head, Human Resources & Workforce Development based on the above criteria to determine the amount of the honorarium that will be paid.

Duration of Honoraria

3.9 Honoraria must not be paid for more than 12 months without the express approval of the relevant Corporate Director. The relevant manager who has approved the honoraria is responsible for obtaining this approval prior to the 12 month deadline and sending a copy of this approval to Human Resources.

4. Payment of Acting Allowances and Honoraria

4.1 All acting allowances and honoraria payments are paid one month in arrears.

4.2 Managers are responsible for notifying Human Resources when the employee starts and stops carrying out the additional duties. Payroll will then ensure that the additional payment ceases when notified by Human Resources.

4.3 Human Resources will write to the employee to confirm the temporary variation in their contract of employment. The letter will confirm the date when the temporary variation will take effect, the terms and conditions of their employment (e.g. salary, annual leave) that are affected by the payment of the acting allowance or honoraria and confirmation that no other terms and conditions of their employment are affected. Human Resources will also write to the employee when the honoraria or acting allowance ceases.

5. Impact of additional payments on annual increments

5.1 Staff in receipt of an acting allowance will receive annual increments on both their acting and substantive positions. If an acting allowance commences between 1st April and 30th September, employees will receive an increment on the following 1st April. If they commence acting between the 1st October and 31st March, they will receive an increment on their acting grade six months from date of commencement.

5.2 Staff who are in receipt of an honorarium payment will only receive annual increments on their substantive grades. Accordingly, it is not unusual for an employee's honorarium payment to decrease over a period of time.

5.3 Any payments for additional duties undertaken will automatically be updated by the payroll section in line with any national pay awards where appropriate.

6. Impact of employee absence on additional payments

6.1 Honoraria and acting payments are made to employees on the basis that they are actively undertaking additional duties.

6.2 If an employee reaches the 5 day trigger point under the Sickness Management Procedure, the relevant manager must consider whether it is appropriate for the employee to continue to receive the Acting Allowance or Honoraria payment during future periods of absence.

6.3 Staff who do not adhere to the absence reporting requirements of the Sickness Management Procedure will not receive occupational sick pay for the period they have not complied and will have additional payments stopped immediately. However, managers should investigate the circumstances to establish whether there was a satisfactory reason e.g. the employee was involved in an accident and hospitalised.

6.4 If an employee is receiving an additional payment and undertakes a period of leave of 3 weeks or more in duration, their acting payment will be suspended from the first day of leave until such time as they return to work. It is for the manager to consider the appropriateness of reinstating the acting arrangement, if it is still required, on the employee's return.

6.5 Any additional payment will cease from the day that an employee commences maternity leave. There is no automatic entitlement for the payment to continue upon return to work. It is for the manager to consider the appropriateness of reinstating the acting arrangement, if it is still required, on the employee's return.

7. Further information

7.1 For further information or advice, please contact your Human Resources Business Partner.

Human Resources Strategy
February 2012

This page is intentionally left blank

Agenda Item 4.2

Committee/Meeting: HR Committee	Date: 24 October 2012	Classification: Unrestricted	Report No: 4.2
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Whistleblowing Process Wards Affected: All	

Lead Member	Cabinet Member for Resources
Community Plan Theme	All
Strategic Priority	Work efficiently and effectively as one Council

1. **SUMMARY**

- 1.1 At its meeting on 18 July 2012, the HR Committee requested that a report be submitted to the next meeting on the use of the Council's whistleblowing process.
- 1.2 The Public Interest Disclosure Act 1998 (enacted in 1999) protects individuals who make certain disclosures of information in the public interest, to allow such individuals to bring action in respect of victimisation; and for connected purposes.
- 1.3 It amended the Employment Rights Act 1996 by introducing new rights of protection for workers not to suffer detriment or dismissal for raising concerns or 'whistleblowing' on their employers' fraudulent, criminal or dangerous activities.
- 1.4 The Council introduced the current whistleblowing process to allow staff, members and partners, a meaningful and accessible means by which to raise concerns in confidence.
- 1.5 The whistleblowing process is not the only process designed to allow individuals to raise concerns.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Note the information provided.

3. REASONS FOR THE DECISIONS

3.1 The report is for information and to provide Members with details of the Council's whistleblowing process.

4. ALTERNATIVE OPTIONS

4.1 The report is for information.

5. BACKGROUND

5.1 The introduction of the Public Interest Disclosure Act 1998 enhanced the need for an anti-fraud culture to be present in public services and led to the Council's whistleblowing process being introduced.

5.2 The Employees Code of Conduct also makes reference to whistleblowing and sets out the expectation that if staff witness, or have their suspicions raised, or are approached to become party to potentially fraudulent, corrupt, dangerous or improper behaviour, they are required to report these incidents or concerns either to their line manager or other council manager or through the agreed whistleblowing procedures.

5.3 The whistleblowing process also makes it clear that it is a supplement, and not a substitute for the usual channels for complaint. Where an appropriate avenue exists, people should use it. These channels are: -

- The Councils Complaints Procedure
- The Grievance Procedure
- The Combatting Harassment and Discrimination Procedure (CHAD)
- Line Management
- The Housing Benefit Fraud Hotline
- The Council General Inquiry Hotline
- The Audit Commission
- Public Concern at Work
- Freedom of Information Requests
- Members Enquiries

5.4 As the whistleblowing process falls under the remit of the Audit and Risk Service, information on its application is reported by Minesh Jani, Head of Audit and Risk Management, to the Council's Audit Committee.

5.5 At the Audit Committee meeting of 20th March 2012, a report was considered on the Anti-Fraud and Corruption Strategy and Proactive Anti-Fraud Plan 2012-13. This report contained an updated Anti-Fraud and Corruption Strategy, of which the whistleblowing process forms a part.

6. **BODY OF REPORT**

6.1 The cornerstone of an anti-fraud and corruption strategy is a whistleblowing facility which enables staff, partners and members to raise concerns of a serious nature in confidence and with assurance that if the matters reported are well-founded they will be investigated without fear of comeback to the whistleblower.

6.2 The Council launched a confidential whistleblowing telephone line in September 2000 and has regularly publicised via articles in Pulling Together (the Council's old staff publication), the Council's intranet and within the corporate governance arrangements, including the Council's financial regulations.

6.3 All cases referred to the team are formally risk assessed.

6.4 The vast majority of cases that are referred under the whistleblowing process relate to Housing Benefit and Social Housing. It is rare that staffing matters are raised through the whistleblowing process as these are more likely to be raised through the alternative routes referred to above.

6.5 With regards to Social Housing related cases, there were 190 cases opened from 01.04.11 to 31.03.12. Of these, 100 are still open.

From 01.04.12 to date, 140 cases have been opened, of which 115 are still open.

6.6 With regards to Housing Benefit related cases, there were 1,262 referrals received from 01.04.11 to 31.03.12, plus 1,152 Experian Data Matches, giving a total of 2,414.

From 01.04.12 to date, 361 referrals have been received, plus 554 Experian Data Matches, giving a total of 915.

6.7 Referrals can come from various sources and not necessarily via the whistleblowing hotline or anti-fraud email address. Letters, management referrals and referrals from the National Fraud Initiative data matches can also be received and acted upon.

6.8 The following table seeks to demonstrate which procedure should be used for different types of concerns/complaints: -

Who raising concern	Type of concern	Procedure(s) to use
Member of staff	Issue about their own employment	Grievance, CHAD, Line Management
Member of staff	Concern over conduct of another staff member	Grievance, CHAD, Line Management, Whistleblowing (depending on nature of concern)

Member of public	Concern regarding a Council employee(s)	Complaints procedure, Whistleblowing, Freedom of Information request
Elected Member	Concern regarding a Council employee(s)	Whistleblowing, Members Enquiry
Council's Partners	Concerns regarding a Council employee(s)	Whistleblowing, Complaints procedure

6.9 In order to reinforce awareness of the alternative avenues open to staff, should they have concerns they wish to raise, a reminder will be sent out to staff publicising the various avenues open as set out above.

6.10 As part of the programme to modernise the HR system, work is being undertaken to implement a case work module. This will enable more effective monitoring and the publication of regular data to show the relationship between whistleblowing and any formal case work.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 There are no financial implications as a direct result of this report.

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

8.1 There are no legal issues to consider as part of this report.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 There are no equalities considerations.

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

There are no appendices to this report

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

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
Public Interest Disclosure Act 1998	Simon Kilbey, Service Head (HR/WD) 020 7364 4922

Agenda Item 4.3

Committee/Meeting: HR Committee	Date: 24 th October 2012	Classification: Unrestricted	Report No: 4.3
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Tower Hamlets Graduate Programme Wards Affected: All	

Lead Member	Cabinet Member for Resources
Community Plan Theme	All
Strategic Priority	Work efficiently and effectively as one Council

1. **SUMMARY**

- 1.1 At its meeting on 18th July, HR Committee requested that a report be submitted to the next meeting providing further information on the recruitment of the graduate programme.
- 1.2 This report provides a breakdown of the graduate recruitment and selection process as requested.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Consider the report, which is provided for information and note future actions.

3. **REASONS FOR THE DECISIONS**

- 3.1 The report is provided for information.

4. **ALTERNATIVE OPTIONS**

- 4.1 Apart from any future changes to the Council's policy relating to entry level intake, there are no alternative options.

5. BACKGROUND

- 5.1 At the previous HR Committee a discussion was held regarding the graduate management programme and a request was made for further information on the selection process. A need to expand publicity for future recruitment to the Council's Graduate programmes was identified in view of the equalities data presented on candidates. The Committee were concerned to ensure balanced recruitment with representation from all sectors of the Community including hard to reach groups and females. This report details the selection process undertaken.
- 5.2 The current Graduate Management Programme is an 18 month programme which incorporates a 12 month placement in one the Council's six directorates and for the first time, a six month placement in a partner organisation. There are currently four partner organisations: Bouygues UK, Canary Wharf Group, East Thames Group and Gallions Housing Association. Officers are currently liaising with additional organisations to expand the scheme for further placements.
- 5.3 Since their engagement in January 2012, 3 graduates out of the current cohort of 21 have secured jobs within the Council.

6. BODY OF REPORT

- 6.1 The recruitment process started in October 2011 with the programme publicised in East End Life and the Council's internet and job portal site.
- 6.2 There were 211 completed applications received for the 2012/13 Graduate Management Programme, of which 93 applications were shortlisted. Candidates were shortlisted having met the requirements of the person specification and the specific minimum criteria highlighted in the advertisement i.e. must be a local resident, and achieved at least a 2:2 degree.
- 6.3 The recruitment panel for this process were experienced recruiters, having carried out recruitment for previous graduate and apprenticeship programmes over a number of years. In line with our recruitment process the panel was made up of male/female and BME representation.
- 6.4 Appendix one shows a breakdown of the recruitment process against equality strands. Tower Hamlets equalities reporting is based upon the categories used in National Censuses – Asian, Black, White, and Mixed/Dual Heritage & Other Ethnic Background. This standard has been utilised by the Council since 2003. The use of these categories allows for direct comparability of Tower Hamlets data and facilitates benchmarking against other local authorities.

However, in line with the Equality and Human Rights Commission guidance, Tower Hamlets ethnic categories have been expanded to include 'Asian – Bangladeshi', to better reflect the ethnic make up of residents and employees.

- 6.5 Following the initial shortlisting stage, applicants were asked to complete 3 separate online assessments - numerical reasoning, verbal reasoning and graduate dilemmas. Psychometric tests are tests which can be systematically scored and administered. They are supported by a body of evidence and statistical data which demonstrates their validity, and are used in an occupational setting to measure individual differences (for example in ability, aptitude, attainment, intelligence or personality). As part of the publicity applicants were informed if they were shortlisted to the second stage of the process they would be required to complete three online assessments.
- 6.6 The testing was used to supplement the recruitment process and to provide information that could be explored at interview stage. A shortlisting ratio of 1:4 (21.86) was achieved which provided the Council with a wide pool of candidates to recruit from. There were a total of 85 candidates who completed the assessments out of 93. All of the candidates averaged an overall mid range score between 40% – 57%.
- 6.7 The interview assessed the candidates' interest in local government, their understanding and knowledge of issues facing Tower Hamlets, skills in relation to research, analysis and problem solving. The interviews were carried out by two recruitment panels consisting of staff from the HR Strategy Team. The panels were provided with guidelines on the scoring system and at the end of all the interviews both panels met to discuss the responses from candidates to ensure consistency. The top 21 candidates from the interview process were then selected for the programme. The outcome of the online assessments helped to identify individual strengths of successful candidates and appropriately match their skills to their placements.
- 6.8 At the end of the process there was a concern that the number of females interviewed compared to the number of successful female candidates was low. Despite a carefully constructed interview with probing questions the response did not meet the standard expected. The responses and decisions made were reviewed by both panels to ensure consistency and fairness. All unsuccessful candidates were offered feedback following recruitment.
- 6.9 As part of the Council's approach to future graduate programme recruitment a number of new initiatives will be implemented:
- Expand publicity campaign working closely with community groups to attract a diverse representation of the community
 - Facilitate engagement with local groups: for example a study was recently completed on worklessness of females in the Somali and Bengali population
 - Targeted recruitment towards females to attract them to a career in Local Government

- Offer interview skills workshops to candidates selected for interviews with this particularly being targeted towards females.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 There are no financial implications as a direct result of this report. Funding was agreed and committed from the Council’s Workforce to Reflect the Community budget.

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

8.1 There are no legal issues to consider as part of this report.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 An equalities breakdown is provided at section 6.2.

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

None

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
--	---

Graduate Management Programme 2011-12 >>> Candidate profile by gender

Gender Applicants % Shortlisted % Appointed %

Unspecified	6	2.8%	2	2.2%	0	0.0%
Female	90	42.7%	40	43.0%	4	19.0%
Male	115	54.5%	51	54.8%	17	81.0%
Total	211		93		21	

Graduate Management Programme 2011-12 >>> Candidate profile by religion

Religion Applicants % Shortlisted % Appointed %

Christian	18	8.5%	4	4.3%		
Decline to state	4	1.9%	1	1.1%		
Hindu	3	1.4%	1	1.1%		
Muslim	174	82.5%	82	88.2%		
No Religion	10	4.7%	4	4.3%		
Other	1	0.5%	1	1.1%		
Sikh	1	0.5%	0	0.0%		
Total	211		93		21	

Graduate Management Programme 2011-12 >>> Candidate profile by disability

Disability	Applicants	%	Shortlisted	%	Appointed	%
Decline to state	2	0.9%	1	1.1%		
No	203	96.2%	88	94.6%		
Yes	6	2.8%	4	4.3%		
Total	211		93			

Graduate Management Programme 2011-12 >>> Candidate profile by sexual orientation

Sexual Orientation	Applicants	%	Shortlisted	%	Appointed	%
Bisexual	2					
Decline to state	3					
Gay Man	1					
Heterosexual / Straight	205					
Total	211	0	0	0		

This page is intentionally left blank

Agenda Item 4.4

Committee/Meeting: HR Committee	Date: 24 October 2012	Classification: Unrestricted	Report No: 4.4
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Quarterly report – new starters Wards Affected: All	

Lead Member	Cabinet Member for Resources
Community Plan Theme	All
Strategic Priority	Work efficiently and effectively as one Council

1. **SUMMARY**

- 1.1 At its meeting on 29th February, HR Committee requested that a regular report be submitted providing details of new starters to the Council.
- 1.2 The HR Committee on 25th April 2012 considered a report with details of new starters (by directorate) between January and March 2012, but this excluded those members of staff who had moved between posts within the Council. This information is provided again for information.
- 1.3 This report also provides details of new starters for the period between April and June 2012, (excluding those members of staff who have moved between posts within the Council). The information provided for January to March 2012 gave numbers of new starters only. For the period April to June 2012, it is now possible to give more detailed information and a breakdown of the information by equality strands and grade are also included.
- 1.4 The appendices do not include agency staff, only staff that are directly employed by the Council.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Consider the report, which is provided for information.

3. **REASONS FOR THE DECISIONS**

3.1 The report is provided for information.

4. ALTERNATIVE OPTIONS

4.1 There are no alternative options.

5. BACKGROUND

5.1 In line with the request by the HR Committee on 29 February 2012 to receive regular quarterly reports, which provide details of new starters (post title, directorate, details of service area), this report is submitted to the HR Committee for information.

6. BODY OF REPORT

6.1 Information with regards to the numbers of new starters for the last 2 quarters, and the equality breakdown of those new starters in the latest quarter, are included in the appendices to this report.

6.2 Appendix 1, which has been seen by the HR Committee previously, provides the relevant details of new starters (excluding those existing staff that moved between posts) from January to March 2012.

6.3 Appendix 2 provides the relevant details of new starters (excluding those existing staff that moved between posts) from April to June 2012.

6.4 Appendix 3 provides a breakdown of the new starters (excluding those existing staff that moved between posts) from April to June 2012 by equality strand and grade.

6.5 The number of new starters for the two periods has remained steady, with 134 new starters between January to March 2012 and 134 new starters between April to June 2012.

6.6 In April to June 2012, the appointments were balanced in terms of gender, with 69 women appointed and 65 men. A total of 54 Asian staff were appointed during the same period, with 47 of these Bangladeshi, compared to 58 white staff.

6.7 While the appointments detailed above have an impact on the Council's Workforce to Reflect the Community targets, this is only one factor and the numbers of people exiting the organisation will also have an impact.

6.8 The HR Committee also asked for further information on the recruitment process.

6.9 All recruitment within the Council is overseen by the People Board, which is chaired by the Chief Executive or the Head of Paid Service. The board

meets on a fortnightly basis and is comprised of Corporate Directors and senior managers from the directorates.

- 6.10 The terms of reference for the People Board state that it has responsibility to monitor the following: -
- Redundancy and Redeployment
 - Establishment Control – including post creation and deletion
 - Reorganisations
 - Vacancy Management/Assurance
 - Maintaining an overview of LBTH's role as an employer to ensure it continues to make progress towards the stated aim of having a workforce to reflect the community
 - Agency Management
- 6.11 All recruitment needs to be approved by the People Board, through the production of a business case by the relevant manager. The Board will consider all aspects of the role, including its duration and how it should be advertised. This also includes the creation of agency assignments.
- 6.12 Within Human Resources, the People Resourcing Team are responsible for internal and external recruitment and before any post is advertised internally or externally, they will check to see whether the post would be suitable for anybody on the redeployment list. They also administer the Council's electronic recruitment system, which has built in checks and balances and levels of authorisation.
- 6.13 It is the responsibility of managers to manage the recruitment process but spot checks are made to ensure the correct procedure is being followed. Recruitment guidance is available on the intranet and recruitment and selection training is run as part of the corporate learning and development offer.
- 6.14 The key stages in the recruitment process include: -
- Application form submission
 - Shortlisting
 - Interview/testing
 - References/Safeguarding checks
- 6.15 The exact process to be followed will depend on the post being recruited to, for example if recruiting a post that involves working with children, Safer Recruitment practices will be followed, which will involve undertaking a CRB check.
- 6.16 The process will also differ for senior level posts that are member appointments, and which may also involve the use of executive search agencies.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

7.1 There are no financial implications as a direct result of this report.

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

8.1 There are no legal issues to consider as part of this report.

9. ONE TOWER HAMLETS CONSIDERATIONS

9.1 There are no equalities considerations – all posts are recruited to on merit.

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

Appendix 1 – new starters (January to March 2012)

Appendix 2 – new starters (April to June 2012)

Appendix 3 – equality breakdown of new starters (April to June 2012)

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

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
--	---

Appendix 1. (Note that names have been withheld in accordance with section 7(4) of the Data Protection Act 1998, which restricts the disclosure of information that allows individuals to be identified).

Start Date	Post description	Directorate	Division	Service
03/01/12	Deputy Electoral & Operations Manager	Chief Executive	Assistant Chief Executive Legal Services	Elections
29/02/12	Political Advisor to the Mayor	Chief Executive	Assistant Chief Executive Legal Services	Democratic Services
20/02/12	Training Officer (ICT)	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
09/01/12	Graduate Trainee	Resources	Human Resources & Workforce Development	Operations
01/02/12	Desktop Specialists	Resources	Customer Access & ICT	Information Communication Technology
01/02/12	Desktop Specialist	Resources	Customer Access & ICT	Information Communication Technology
01/02/12	Desktop Specialist	Resources	Customer Access & ICT	Information Communication Technology
27/02/12	Appeals Officer	Resources	Customer Access & ICT	Benefits Services
04/01/12	Benefits Visiting Workflow Supp Officer	Resources	Customer Access & ICT	Benefits Services
27/02/12	Benefits Visiting Officer	Resources	Customer Access & ICT	Benefits Services
20/02/12	Benefits Visiting Officer	Resources	Customer Access & ICT	Benefits Services
27/02/12	Benefits Visiting Officer	Resources	Customer Access & ICT	Benefits Services
19/03/12	Head Of Environmental Protection	Communities Localities and Culture	Safer Communities	Env Health & Env Protection
06/02/12	Contaminated Land Technical Officer	Communities Localities and Culture	Safer Communities	Env Health & Env Protection
20/02/12	Environmental Health Officer	Communities Localities and Culture	Safer Communities	Env Health & Env Protection
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Civil Enforcement Officer	Communities Localities and Culture	Public Realm	Parking
09/01/12	Local Street Care Contracts Manager	Communities Localities and Culture	Public Realm	Clean and Green
01/01/12	Multi Sports Coach (Disability)	Communities Localities and Culture	Culture, Learning and Leisure	Sports and Physical Activity
06/02/12	Assistant Programme Manager	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/02/12	Sessional Tutor (LL) ESOL	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
05/01/12	Casual Tutor Photography Digital	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/02/12	ESOL Tutor	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
10/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
10/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning

02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
16/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
16/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/04/12	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
27/02/12	Money Advisor	Development & Renewal	Housing Options	Options and Prevention and Assessments
01/01/12	Doc Management & Data Entry Assistant	Development & Renewal	Resources	Management Systems
10/01/12	Temp Major Proj Dev: Planner Asset Plann	Development & Renewal	Planning & Building Control	Development
20/03/12	Working Start Trainee	Development & Renewal	Economic Development & Olympic Legacy	Employment and Enterprise
20/03/12	Working Start Trainee	Development & Renewal	Economic Development & Olympic Legacy	Employment and Enterprise
03/01/12	Asset Manager (Commercial)	Development & Renewal	Asset Management	Estates and Valuation
26/03/12	Activity Instructor 01	Children, Schools & Families Directorate	Youth and Community Learning	Youth and Connexions Services
05/03/12	Activity Instructor 01	Children, Schools & Families Directorate	Youth and Community Learning	Youth and Connexions Services
27/02/12	Community Cohesion Support Officer	Children, Schools & Families Directorate	Youth and Community Learning	Community Languages
01/01/12	Part Time Mother Tongue Tutor 38	Children, Schools & Families Directorate	Youth and Community Learning	Community Languages
01/01/12	Part Time Mother Tongue Tutor 46	Children, Schools & Families Directorate	Youth and Community Learning	Community Languages
01/01/12	Part Time Mother Tongue Tutor 49	Children, Schools & Families Directorate	Youth and Community Learning	Community Languages
20/02/12	Part Time Mother Tongue Tutor 3	Children, Schools & Families Directorate	Youth and Community Learning	Community Languages
12/03/12	Looked After Children Co-ordinator 08	Children, Schools & Families Directorate	Children's Social Care	Child Protection and Reviewing
09/01/12	Social Worker Permanent Placement 07	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
12/03/12	D Social Worker Fostering Support 06	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
03/01/12	Residential Support Worker (R & O) 01	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
09/01/12	Residential Support Worker (O&D) 00	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
16/04/12	Outreach Social Worker	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
21/02/12	Family Link Support Worker (Casual)	Children, Schools & Families Directorate	Children's Social Care	Integ Servs Children with Disabilities
02/02/12	Family Link Support Worker (Casual)	Children, Schools & Families Directorate	Children's Social Care	Integ Servs Children with Disabilities
05/03/12	Social Worker (BPN) 04	Children, Schools & Families Directorate	Children's Social Care	Family Support & Protection
06/02/12	Social Worker (BPN) 06	Children, Schools & Families Directorate	Children's Social Care	Family Support & Protection
20/02/12	Social Worker (BGE) 01	Children, Schools & Families Directorate	Children's Social Care	Family Support & Protection
01/02/12	Social Worker (PSI) 05	Children, Schools & Families Directorate	Children's Social Care	Family Support & Protection
09/01/12	Information Systems Analyst	Children, Schools & Families Directorate	Resources	Children's Information Systems
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner Chargehand	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Cleaner	Children, Schools & Families Directorate	Resources	Contract Services
23/01/12	Admin Assistant (Off Site Units) 2	Children, Schools & Families Directorate	Learning & Achievement	Contract Services
23/01/12				Pupil Referral Unit

16/04/12	THAMES TUTOR SATURDAY	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/04/12	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/04/12	THAMES TUTOR A	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/03/12	THAMES TUTOR SATURDAY	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/03/12	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/03/12	THAMES TUTOR A	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/04/12	THAMES TUTOR SATURDAY	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/04/12	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/04/12	THAMES TUTOR A	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
26/01/12	THAMES Tutor Saturday	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
26/01/12	Thames Tutor B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
26/01/12	Thames Tutor A	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/03/12	THAMES TUTOR SATURDAY	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
16/03/12	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
06/01/12	Casual Childcare Worker	Children, Schools & Families Directorate	Learning & Achievement	Early Years Service
12/03/12	Child Care Officer (MSCC) 8	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
30/01/12	Child Care Officer (GGCC) 10	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
06/02/12	Child Care Officer (GGCC) 6	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
13/03/12	Child Care Officer (GGCC) 4	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
03/01/12	Play and Learning Worker (SE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
09/01/12	Family Support Worker	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
06/02/12	Play and Learning Worker (SE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
16/01/12	Play and Learning Worker (SE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
03/01/12	Play and Learning Worker (SE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
01/02/12	Family Support Worker	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
26/03/12	Play & Learning Lead (SW)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
09/01/12	Play and Learning Worker (SW)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
03/01/12	Children's Centre Social Worker (NE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
09/01/12	Play and Learning Worker (NE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
16/01/12	Play and Learning Worker (NE)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
02/04/12	Play and Learning Worker (NW)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
16/04/12	Teacher Inclusion Support - Sensory Impa	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
01/01/12	Teacher for Inclusion Support - Sl	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
29/02/12	Part Time Mother Tongue Tutor 44	Children, Schools & Families Directorate	Learning & Achievement	Support For Learning Service
20/03/12	SAB Co-Ordinator	Adults Health and Well Being Services	Adults Social Care Services	Support For Learning Service
03/01/12	Occupational Therapist - Equipment Revie	Adults Health and Well Being Services	Adults Social Care Services	Detached Posts - Reporting Purposes
20/02/12	Senior First Response Officer -OT	Adults Health and Well Being Services	Adults Social Care Services	First Response & First Respons Hosp Unit
03/01/12	Kitchen/Domestic Assist (Russia Lane DC)	Adults Health and Well Being Services	Adults Social Care Services	First Response & First Respons Hosp Unit
03/01/12	Rehabilitation Officer 00	Adults Health and Well Being Services	Adults Social Care Services	Reablement and Resources
				Longer Term Support

This page is intentionally left blank

11 Jun 2012	Debt Recovery Officer	Communities Localities and Culture	Public Realm	Parking
1 Jun 2012	Casual Arts Tutor 18	Communities Localities and Culture	Culture, Learning and Leisure	Arts & Events
1 Jun 2012	Casual Arts Tutor 10	Communities Localities and Culture	Culture, Learning and Leisure	Arts & Events
28 May 2012	Assistant Programme Manager	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
21 May 2012	Idea Store Driver / Assistant	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
16 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
10 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
10 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
16 Apr 2012	Co-ordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
2 Apr 2012	Idea Store Coordinator	Communities Localities and Culture	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
14 May 2012	Planning Officer	Development & Renewal	Planning & Building Control	Development
2 Apr 2012	Building Control Officer 03	Development & Renewal	Planning & Building Control	Building Control
16 Apr 2012	Building Control Officer 04	Development & Renewal	Planning & Building Control	Building Control
1 May 2012	Building Control Officer 03	Development & Renewal	Planning & Building Control	Building Control
28 May 2012	Team Leader	Development & Renewal	Economic Development & Olympic Legacy	Employment and Enterprise
14 May 2012	Contact Centre Adviser 02	Development & Renewal	Economic Development & Olympic Legacy	Employment and Enterprise
18 Jun 2012	Building Attendant	Development & Renewal	Asset Management	Corporate Facilities Management
11 Jun 2012	Holiday Childcare Scheme Early Years Wkr	Children, Schools & Families Directorate	Youth and Community Learning	Extended Day, Health & Parent Support
1 Apr 2012	Victim Support & Restorative Justice Wkr	Children, Schools & Families Directorate	Youth and Community Learning	Youth Offending Team Service
17 Apr 2012	Case Manager-Community Supervision	Children, Schools & Families Directorate	Youth and Community Learning	Youth Offending Team Service
4 Jun 2012	Case Manager-Community Supervision Team	Children, Schools & Families Directorate	Youth and Community Learning	Youth Offending Team Service
30 Apr 2012	Social Worker	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
20 Jun 2012	D Social Worker Adoption Support Team 3	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
10 Apr 2012	D Admin. Officer Adoption Supp. 1	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
16 Apr 2012	Outreach Social Worker	Children, Schools & Families Directorate	Children's Social Care	Children's Resources
23 Apr 2012	Leaving Care/Personal Advisor 09	Children, Schools & Families Directorate	Children's Social Care	Children Looked After and Leaving Care
12 May 2012	Family Link Support Worker (Casual)	Children, Schools & Families Directorate	Children's Social Care	Integ Servs Children with Disabilities
3 Apr 2012	Family Link Support Worker (Casual)	Children, Schools & Families Directorate	Children's Social Care	Integ Servs Children with Disabilities
12 May 2012	Family Link Support Worker (Casual)	Children, Schools & Families Directorate	Children's Social Care	Integ Servs Children with Disabilities
28 Jun 2012	Building Attendant	Children, Schools & Families Directorate	Children's Social Care	Family Support & Protection
28 Apr 2012	Casual MOW Driver (Weekday)	Children, Schools & Families Directorate	Resources	Contract Services
16 Apr 2012	Teaching Assistant	Children, Schools & Families Directorate	Learning & Achievement	Pupil Referral Unit
21 May 2012	THAMES TUTOR A	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
21 May 2012	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education
23 Apr 2012	THAMES TUTOR B	Children, Schools & Families Directorate	Learning & Achievement	Music Service/Arts Education

11 Jun 2012	Family Support Worker (NW)	Children, Schools & Families Directorate	Learning & Achievement	Learning and Achievement - Birth to 11
16 Apr 2012	Teacher Inclusion Support - Sensory Impa	Children, Schools & Families Directorate	Learning & Achievement	Support For Learning Service
14 May 2012	Business Support Officer	Adults Health and Well Being Services	Adults Social Care Services	
30 Apr 2012	Day Centre Officer (Russia Lane) 3	Adults Health and Well Being Services	Adults Social Care Services	Reablement and Resources
18 Jun 2012	Day Centre Officer (Poplar DC)) 2	Adults Health and Well Being Services	Adults Social Care Services	Reablement and Resources

New Starters - April - June 2012		Asian	As % of all New Starters in D'ate	Asian-Bangladeshi	As % of all New Starters in D'ate	Black	As % of all New Starters in D'ate	Mixed	As % of all New Starters in D'ate	White	As % of all New Starters in D'ate	Declined to state/Missing/Other	As % of all New Starters in D'ate	Total
Adults Health and Well Being Services			0	1	33.3	1	33.3		0.0		0.0	1	33.3	3
Chief Executive			0	2	40.0		0.0		0.0	3	60.0		0.0	5
Children, Schools & Families														
Directorate	1	1.6	10	15.6	7.8	5	7.8	1	1.6	43	67.2	4	6.3	64
Communities Localities and Culture	2	8.7	8	34.8	8.7	2	8.7	1	4.3	9	39.1	1	4.3	23
Development & Renewal	1	14.3	3	42.9	0.0		0.0	1	14.3	1	14.3	1	14.3	7
Resources	3	9.4	23	71.9	3.1	1	3.1	2	6.3	2	6.3	1	3.1	32
Total	7	5.2	47	35.1	6.7	9	6.7	5	3.7	58	43.3	8	6.0	134

New Starters - April - June 2012		Disabled	As % of all New Starters in D'ate	Not Disabled	As % of all New Starters in D'ate	Declined to State	As % of all New Starters in D'ate	Total
Adults Health and Well Being Services				2	66.7	1		3
Chief Executive				4	80.0	1		5
Children, Schools & Families				51	79.7	11	17.2	64
Directorate	2	3.1						
Communities Localities and Culture	1	4.3	16	69.6	6	26.1	23	
Development & Renewal			4	57.1	3	42.9	7	
Resources			29	90.6	3	9.4	32	
Total	3	2.2	106	79.1	25	18.7	134	

New Starters - April - June 2012		Female	As % of all New Starters in D'ate	Male	As % of all New Starters in D'ate	Total
Adults Health and Well Being Services		1	33.3	2	66.7	3
Chief Executive		2	40.0	3	60.0	5
Children, Schools & Families		32	50.0	32	50.0	64
Directorate						
Communities Localities and Culture	15	65.2	8	34.8	23	
Development & Renewal	2	28.6	5	71.4	7	
Resources	17	53.1	15	46.9	32	
Total	69	51.5	65	48.5	134	

New Starters - April - June 2012	Gay	As % of all New Starters in D'ate	Heterosexual	As % of all New Starters in D'ate	Decline to State	As % of all New Starters in D'ate	Total
Adults Health and Well Being Services	1	33.3	2	66.7			3
Chief Executive			3	60.0	2	40	5
Children, Schools & Families Directorate	6	9.4	47	73.4	11	17.2	64
Communities Localities and Culture			20	87.0	3	13.0	23
Development & Renewal			5	71.4	2	28.6	7
Resources			30	93.8	2	6.3	32
Total	7	5.2	107	79.9	20	14.9	134

New Starters Apr - Jun 2012 by FTE salary band	<20,000	20000 - 29999	30000 - 39999	40000 - 49999	Casual, hourly paid	Grand Total
Adults Health and Well Being Services		3				3
Chief Executive		4	1			5
Children, Schools & Families Directorate	3	11	6	1	43**	64
Communities Localities and Culture		17	4		2	23
Development & Renewal	1	1	5			7
Resources	31*		1			32
Grand Total	35	36	17	1	45	134
Nb - All salaries based on Full Time Equivalent						
* - Includes 29 apprentices						
** - Casual hourly paid, '0' hour tutors						

Agenda Item 6.1

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank