

HUMAN RESOURCES COMMITTEE

Wednesday, 22 October 2014 at 6.30 p.m.

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

This meeting is open to the public to attend.

Members:

Chair: Councillor Clare Harrisson

Vice-Chair: Councillor Dave Chesterton

Councillor Khaled Uddin Ahmed, Councillor Rachel Blake, Councillor Dave Chesterton,
Councillor Alibor Choudhury, Councillor Julia Dockerill and Councillor Oliur Rahman

Deputies:

Councillor Abdul Asad, Councillor Craig Aston, Councillor Peter Golds, Councillor
Aminur Khan, Councillor Shiria Khatun, Councillor John Pierce, Councillor Gulam
Robbani, Councillor Rachael Saunders and Councillor Andrew Wood

[The quorum for this body is 3 Members]

Contact for further enquiries:

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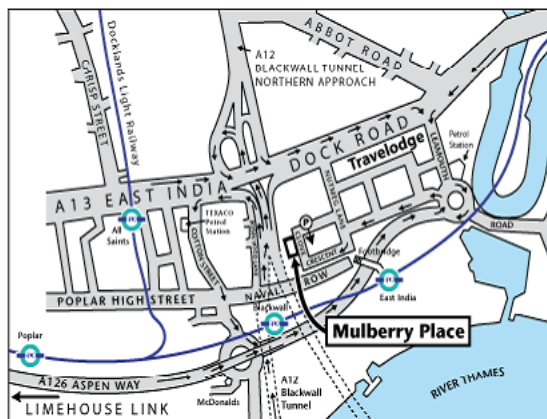
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APOLOGIES FOR ABSENCE

1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

1 - 4

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.

2. UNRESTRICTED MINUTES

This item was withdrawn.

3. REPORTS FOR CONSIDERATION

3 .1	Quarterly report - new starters	5 - 22
3 .2	Pay Policy - Re-employment following redundancy/early retirement	23 - 36
3 .3	Organisational Structure	37 - 42
3 .4	Senior Management Vacancies	43 - 52
3 .5	Appointment of Chief Executive - Selection of Recruitment Consultants and Next Steps	53 - 70

4. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“That, under 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 for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT SECTION (Pink Papers)

The exempt committee papers in the agenda will contain information, which is commercially, legally or personally sensitive and should not be divulged to third parties. If you do not wish to retain these papers after the meeting, please hand them to the Committee Officer present.

5. RESTRICTED MINUTES

71 - 76

To confirm as a correct record of the proceedings the restricted minutes of the meeting of the Human Resources Committee held on 15 September 2014.

6. EXEMPT REPORTS FOR CONSIDERATION

6.1 Employment Options Savings Programme

77 - 84

7. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

Next Meeting of the Committee

The next meeting of the Committee will be held on Wednesday, 28 January 2015 at 6.30 p.m. in Room MP702, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Agenda Item 1

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:-

Meic Sullivan-Gould, Monitoring Officer, 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>

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Agenda Item 3.1

Committee/Meeting: HR Committee	Date: 22 October 2014	Classification: Unrestricted	Report No:
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 This is a standing report, provided on a regular basis to HR Committee to report quarterly new starters' information. This report covers both the periods Quarter 4 2013/14 (January – March 2014) and Quarter 1 2014/15 (April– June 2014).
- 1.2 This report provides quarterly employment information on new starters for the periods January – March 2014 (Appendices 1a, 2a and 3a) and April– June 2014 (Appendices 1b, 2b, and 3b).
- 1.3 Information relating to interns and trainees for the period January – March 2014 is included as Appendix 4. There were no interns or trainees taken on during the period April– June 2014.
- 1.4 To enable longer term trends in recruitment to be identified, the equalities information for all periods from April 2012 to June 2014 is given as Appendix 5. Additionally, information relating to the full year 2013/14 is provided as Appendix 6.

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 The HR committee held on on 29th February 2012 requested that it receive regular reports providing quarterly details of new starters including a breakdown by equality strands. This report also incorporates additional information requested by subsequent HR Committee meetings.

6. INFORMATION AND ANALYSIS

6.1 All statistical information provided relates to staff directly employed by the Council, including iTRES workers; it does not include agency workers.

6.2 Details on the numbers, job titles, directorate and service area of new starters for Q4 2013/14 and Q1 2014/15, together with equalities, demographics breakdowns and trend information are attached (Appendices 1a & b, 2a & b and 3a & b).

6.3 During Quarter 4 2013/14 the Council took in-house, through TUPE transfer, 116 employees of Majlish Homecare service. Information relating to equalities strands ('protected characteristics') of the staff was almost entirely lacking. As this was a 'one-off' and skews the new starter figures, they have been excluded from the statistical information here supplied.

6.4 Excluding these staff, there were 87 new starters during the period. The majority of these posts are front line, including Tutors and Kitchen Assistants. During Quarter 1 2014/15 there were 122 new starters the majority being front line, including Youth Workers, THAMES Tutors and Kitchen Assistants (Appendices 1a and 1b).

6.5 All recruitment is subject to formal approval at People Board prior to advertising. People Board are reviewing requests to fill positions with regard to the current Employee Options Programme and the beginnings of the 2014/15 round of restructures across the Council. Therefore, in the main, only front line posts or those requiring specialist skills and need to be filled are currently being recruited to. All requests to fill posts require a business case from the managers to justify recruitment.

6.6 There were 2 graduates and 2 apprentices recruited during Quarter 4 2013/14, information about whom is provided within the general statistics. No graduates or apprentices were taken on during Quarter 2014/15.

6.7 Trend information by equalities strands, in both numeric and graphic form is provided as Appendix 5 and data for the full year 2013/14 is supplied as Appendix 6.

6.8 The numbers of new starters for the period July 2012 to date are as follows:

Number of New Starters, Q2 2012/13 - Q1 2014/15							
Q2, 2012/13	Q3, 2012/13	Q4, 2012/13	Q1, 2013/14	Q2, 2013/14	Q3, 2013/14	Q4, 2013/14	Q1, 2014/15
91	149	116	125	127	81	87	122

6.9 The reason for the reduced numbers of new starters in Q2 2013/14 and Q1 2014/15 is that the recruitment of (for example) youth workers and tutors tends to take place in blocks rather than spread evenly throughout the year. This causes bulges in the numbers of new starters in the quarters in which such recruitment takes place and a corresponding reduction in the number of new starters in the quarters where such recruitment does not occur.

Recently, LPG have increased the numbers of starters on fixed term contracts as a way of reducing the number of (more expensive) agency workers. This is reflected in the Q1 2014/15 figure.

6.10 The numbers and percentages of new starters to each Directorate during Q4 2013/14 and Q1 2014/15 are as follows:

	Jan - March 2014		Apr - June 2014	
	Number	%	Number	%
Communities Localities and Culture	32	36.8	44	36.1
Development & Renewal	6	6.9	5	4.1
Education, Social Care & Wellbeing	44	50.6	51	41.8
Law, Probity & Governance	2	2.3	13	10.7
Resources	3	3.4	9	7.4
Total	87	100.0	122	100.0

6.11 The pattern across the Directorates reflects both the numbers of employees in each of the Directorates and the number of front line jobs as a percentage of staff numbers.

6.12 As part of the WFTRC action plan, the Council has in place various work experience schemes including:

- intern scheme for young adults in the Leaving Care Service,
- Learning Disability Pre-apprenticeships
- Skillsmatch traineeships
- Working Start
- Trainee Placement

These tend to be relatively short term work placements, often agreed through local organisations and offered to local young people. A total of 16 people undertook work experience of this kind during Quarter 4 2013/14 (Appendix 4). There were no such placements in Quarter 1 2014/15. As previously agreed at HR Committee, the council will be seeking to

increase representation across wider community groups via the Workforce to Reflect the Community Action Plan.

6.13 In addition over 50 work experience placements per year are offered for local school students, usually for very short periods (typically 2 weeks). Detailed equality data about participants is not recorded by the Council.

6.14 For comparison purposes, information from the 2011 census on the ethnic and gender breakdown for the population of Tower Hamlets (all ages and nominal working age) is as follows:

All Residents	Age 18 to 64	Age 18 to 64	All Ages	All Ages
All categories: Ethnic group	183,430	100.0%	254,096	100.0%
White	65,499	35.7%	83,269	32.8%
Other White	28,978	15.8%	31,550	12.4%
Mixed/multiple ethnic group	6,106	3.3%	10,360	4.1%
Asian/Asian British (excluding Bangladeshi)	19,719	10.8%	23,124	9.1%
Bangladeshi	46,406	25.3%	81,377	32.0%
Black/African/Caribbean/Black British	12,137	6.6%	18,629	7.3%
Other ethnic group	4,585	2.5%	5,787	2.3%

*Information as at March 2011

All Residents	Age 18 to 64	Age 18 to 64	All Ages	All Ages
Male	95,685	52.2	130,906	51.5
Female	87,745	47.8	123,190	48.5
Total	183,430	100.0	254,096	100.0

*Information as at March 2011

6.15 During the same two quarters, the ethnicities of new starters were:

Ethnicity	Jan – Mar 2014	Apr – Jun 2014
Bangladeshi	22%	30%
Black	13%	15%
White	48%	47%

Within the overall Council workforce the respective percentages are 23% (Bangladeshi), 22% (Black) and 44% (White). There are, however, significant variations from quarter to quarter due to the relatively small number of recruitment exercises taking place in each quarter. For example, quarterly White recruitment within the last 2 years has fluctuated between 30% and 52% of the quarterly total, whilst the range in the recruitment of Bangladeshi staff is from 20% to 36% of the quarterly totals.

6.16 During the full year 2013/14, 58% of new starters were LBTH residents, though the figure fell to 44% in Quarter 4 2013/14 and 49% in Quarter 1 2014/15.

- 6.17 Nonetheless, during the year 2013/14, 420 borough residents were appointed to Council jobs. Trend information is supplied in Appendix 5 and in future reports, when data is available for a longer period, demographic trends will be analysed. Resident information has only been collected since April 2013.
- 6.18 In comparison with the demographics for working age LBTH residents, over the previous 12 months Bangladeshis, who represent 25% of the Borough's working age population, accounted for 27% of new starters. The number of White new starters and Black new starters were 48% and 16% respectively, whilst the corresponding percentages within the Borough's working age population were 51% and 7%.
- 6.19 For the year 2013/14, 61.4% of new starters were women, broadly reflecting the current makeup of the Council workforce, though not, of course, the Borough population. Similarly the salary of new starters is heavily skewed towards the lower paid, reflecting the current distribution of salaries amongst the workforce and recruitment to front line posts.
- 6.20 While the new starters detailed above have an impact on the Council's Workforce to Reflect the Community targets, this is only one factor; the number of people exiting the organisation will have an equally significant impact.

7. FINANCE COMMENTS

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

8. LEGAL COMMENTS

- 8.1 Section 112 of the Local Government Act 1972 provides that a local authority must appoint such officers as it thinks necessary for the proper discharge by the authority of its functions.

9. ONE TOWER HAMLETS COMMENTS

- 9.1 All posts are recruited to on merit.
- 9.2 New starters have an impact on the Council's targets with regards to achieving a Workforce to Reflect the Community.

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 1a- New Starters, Quarter 4 2013/14, January – March 2014

Appendix 1b - New Starters, Quarter 1 2014/15, April – June 2014

Appendix 2a- New starters by equality strands, Quarter 4 2013/14, January – March 2014

Appendix 2b - New Starters by equality strands, Quarter 1 2014/15, April – June 2014

Appendix 3a - Demographics of New Starters, Quarter 4 2013/14, April – June 2014

Appendix 3b - Demographics of New Starters, Quarter 1 2014/15, January – March 2014

Appendix 4- Interns/Trainees by equality strands, Quarter 4 2013/14, January – March 2014

Appendix 5 - New starters, trends by percentage, April 2012 – June 2014

Appendix 6- New starter equalities information, full year 2013/14

**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.
None	N/A

Appendix 1a

New starters, Quarter 4 2013/14, January – March 2014

LBTH Start Date	Post	Directorate	Division	Service
03/02/2014	First Language Assessor	CL & C	Culture, Learning and Leisure	Community Languages
03/02/2014	First Language Assessor	CL & C	Culture, Learning and Leisure	Community Languages
10/02/2014	First Language Assessor	CL & C	Culture, Learning and Leisure	Community Languages
03/02/2014	First Language Assessor	CL & C	Culture, Learning and Leisure	Community Languages
02/01/2014	Idea Store Associate	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/01/2014	Casual Tutor Literacy	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/01/2014	Literacy Tutor	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
07/01/2014	Part Time Tutor LLL	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/01/2014	ESOL Tutor	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
20/01/2014	Sessional Tutor - ICT	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
21/01/2014	Part Time Tutor (LLL) 332	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
01/03/2014	Part Time Tutor (LLL) 29	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
24/02/2014	Business	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
10/01/2014	General Art and Design	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
01/03/2014	General Printmaking Tutor	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
13/01/2014	Clean and Green Graduate Trainee	CL & C	Public Realm	Clean and Green
13/01/2014	Clean and Green Graduate Trainee	CL & C	Public Realm	Clean and Green
25/02/2014	Technical Support Officer	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Supervisor	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
03/03/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
13/01/2014	Graduate Engineer	CL & C	Public Realm	Transportation & Highways
13/01/2014	School Crossing Patrol Officer	CL & C	Public Realm	Transportation & Highways
20/01/2014	Env Health Off (H&S) 2	CL & C	Safer Communities	Consumer & Business Regulations
06/01/2014	Peer Education Worker	CL & C	Safer Communities	Youth & Community Services
20/01/2014	Support Services Officer	CL & C	Strategy, Resources & Olympic Impacts	Str & Bus Dev-Culture, EC & S Planning
06/01/2014	Pre-Employment Officer	D & R	Economic Development	Economic Programmes Team
13/01/2014	Construction Placement Officer	D & R	Economic Development	Economic Programmes Team
13/01/2014	Construction Placement Officer	D & R	Economic Development	Economic Programmes Team
27/01/2014	Assistant Placement Officer	D & R	Economic Development	Employment & Skills Team
04/02/2014	Construction Desk Team Leader	D & R	Economic Development	Employment & Skills Team
06/01/2014	Planning Officer	D & R	Planning & Building Control	Development
17/02/2014	Social Worker Child Mental Health	ESC & W	Adol'nt Men'l Health Coborn Cent Glen Rd	
03/02/2014	Social Worker Mental Health (BAN) 6	ESC & W	Adults Social Care Services	Community Mental Health Services
01/01/2014	Social Worker Learning Disabilities	ESC & W	Adults Social Care Services	Learning Disability
03/02/2014	Senior Practitioner - Transition	ESC & W	Adults Social Care Services	Learning Disability
24/02/2014	Social Worker Learning Disabilities	ESC & W	Adults Social Care Services	Learning Disability
03/03/2014	Social Worker Learning Disabilities	ESC & W	Adults Social Care Services	Learning Disability
17/03/2014	Social Worker Learning Disabilities	ESC & W	Adults Social Care Services	Learning Disability
24/03/2014	Social Worker Learning Disabilities	ESC & W	Adults Social Care Services	Learning Disability
13/01/2014	Administrative Officer - LTS West	ESC & W	Adults Social Care Services	Longer Term Support
13/01/2014	Social Worker (Homeless Services)	ESC & W	Children's Social Care	Assessment & Early Intervention
10/02/2014	Social Worker	ESC & W	Children's Social Care	Assessment & Early Intervention
03/02/2014	Practice Manager	ESC & W	Children's Social Care	Children Looked After and Leaving Care
18/02/2014	D Social Worker (CLAE) 08	ESC & W	Children's Social Care	Children Looked After and Leaving Care
07/02/2014	Social Worker Fostering Support	ESC & W	Children's Social Care	Children's Resources
17/02/2014	Social Worker (Permanent Placements) 6	ESC & W	Children's Social Care	Children's Resources
16/01/2014	Carebank Residential Support Worker 06	ESC & W	Children's Social Care	Children's Resources
17/03/2014	Social Worker	ESC & W	Children's Social Care	Children's Resources
13/01/2014	Social Worker	ESC & W	Children's Social Care	Family Support & Protection
05/03/2014	Family Link Support Worker (Casual)	ESC & W	Children's Social Care	Integ Servs Children with Disabilities
24/02/2014	Commissioning Manager	ESC & W	Commissioning and Health	Children's Commissioning Team
22/01/2014	Joint Commissioner	ESC & W	Commissioning and Health	Commissioning Mental Health

Appendix 1a (continued)

LBTH Start Date	Post	Directorate	Division	Service
03/02/2014	Centre Manager (MSCC)	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
01/03/2014	Holiday Childcare Scheme Worker	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
10/03/2014	Play and Learning Worker (SW)	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
24/03/2014	Holiday Childcare Scheme Worker	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
10/03/2014	Holiday Childcare Scheme Worker	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
31/03/2014	Office Assistant & Receptionist (NE)	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
06/01/2014	Teacher - Sensory Impairment (SLS)	ESC & W	Learning & Achievement	Support For Learning Service
24/02/2014	Head of Behaviour Support SLS	ESC & W	Learning & Achievement	Support For Learning Service
17/03/2014	Healthy Lives Advisor (Teen Pregnancy)	ESC & W	Learning & Achievement	Support For Learning Service
03/02/2014	MIS Data Quality Officer	ESC & W	Resources	Children's Information Systems
10/02/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
25/02/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
03/02/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
25/02/2014	Kitchen Assitant	ESC & W	Resources	Contract Services
25/02/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
03/03/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
03/03/2014	Kitchen Assistant - Marnier	ESC & W	Resources	Contract Services
03/03/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
17/03/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
17/03/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
17/03/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
24/03/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
24/03/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
20/01/2014	Monitoring Officer	LP & G	Director of Law, Probity & Governance	
17/03/2014	Senior Data Analyst & Administrator	LP & G	Director of Law, Probity & Governance	Elections
24/02/2014	Finance Compliance Assistant	Resources	Financial Services,Risk & Accountability	Financial Systems & Control
03/03/2014	Business & Administration Apprentice Lv2	Resources	Human Resources & Workforce Development	Operations
03/03/2014	Business & Administration Apprentice Lv2	Resources	Human Resources & Workforce Development	Operations

Appendix 1b

New starters, Quarter 1 2014/15, April – June 2014

LBTH Start Date	Post Long Desc	Directorate	Division	Service
28/05/2014	C Festival & Events Officer	CL & C	Culture, Learning and Leisure	Arts Parks & Events
24/04/2014	Modern Foreign Language Tutor	CL & C	Culture, Learning and Leisure	Community Languages
19/05/2014	Modern Foreign Language Tutor	CL & C	Culture, Learning and Leisure	Community Languages
23/04/2014	Part Time Tutor LLL	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
28/04/2014	ESOL Tutor	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
14/05/2014	ESOL Tutor	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
14/05/2014	Sessional Tutor (LLL) ESOL	CL & C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
02/06/2014	Green Team Operative	CL & C	Public Realm	Clean and Green
25/06/2014	School Crossing Patrol Officer	CL & C	Public Realm	Transportation & Highways
22/04/2014	Food Safety Officer	CL & C	Safer Communities	Consumer & Business Regulations
01/05/2014	Smoke Free Technical Officer	CL & C	Safer Communities	Consumer & Business Regulations
06/05/2014	Env Health Off Level 2 (FS)	CL & C	Safer Communities	Consumer & Business Regulations
16/06/2014	Tobacco Control Officer	CL & C	Safer Communities	Consumer & Business Regulations
30/06/2014	Tower Hamlets Enforcement Officers	CL & C	Safer Communities	Enforcement, Intervention & Markets
01/05/2014	Contaminated Land Officer	CL & C	Safer Communities	Env Health & Env Protection
19/05/2014	Zero Emissions Network Officer	CL & C	Safer Communities	Env Health & Env Protection
01/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
01/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
01/04/2014	DOE Youth Worker in Charge	CL & C	Safer Communities	Youth & Community Services
07/04/2014	Targeted Support Case Worker	CL & C	Safer Communities	Youth & Community Services
01/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
07/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/04/2014	Outdoor Education Manager	CL & C	Safer Communities	Youth & Community Services
10/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
22/04/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
06/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
14/05/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
03/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
02/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
02/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
04/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
04/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
04/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
02/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
16/06/2014	Youth Worker	CL & C	Safer Communities	Youth & Community Services
12/05/2014	Support Services Officer	CL & C	Strategy, Resources & Olympic Impacts	Str & Bus Dev-Culture, EC & S Planning
19/05/2014	Support Services Officer	CL & C	Strategy, Resources & Olympic Impacts	Str & Bus Dev-Culture, EC & S Planning
09/06/2014	Admin Officer (BSF)	D & R	Asset Management	Business Support
16/06/2014	Options & Prevention Officer 3	D & R	Housing Options	Options and Prevention and Assessments
07/04/2014	Graduate Planner	D & R	Planning & Building Control	Development
01/05/2014	s106 Planning Obligation Officer	D & R	Planning & Building Control	Infrastructure Planning Team
02/05/2014	Working Start Trainee	D & R		Detached Posts - Reporting Purposes
02/06/2014	Social Worker Mental Health (BG) 1	ESC & W	Adults Social Care Services	Community Mental Health Services
30/06/2014	D Social Worker	ESC & W	Adults Social Care Services	Community Mental Health Services
12/05/2014	Rehabilitation Officer 00	ESC & W	Adults Social Care Services	Longer Term Support
04/06/2014	Day Centre Officer (Russia Lane DC) 3	ESC & W	Adults Social Care Services	Reablement and Resources
02/06/2014	Day Centre Officer (Russia Lane DC) 2	ESC & W	Adults Social Care Services	Reablement and Resources
01/05/2014	D Practice Manager (AAW) 00	ESC & W	Children's Social Care	Assessment & Early Intervention
22/04/2014	Children's Independent Reviewing Officer	ESC & W	Children's Social Care	Child Protection and Reviewing
07/04/2014	Practice Manager (Assess) (35 hour post)	ESC & W	Children's Social Care	Children's Resources
01/04/2014	FIP Project Worker	ESC & W	Children's Social Care	Family Interventions Service
01/04/2014	FIP Project Worker	ESC & W	Children's Social Care	Family Interventions Service
23/04/2014	Social Worker	ESC & W	Children's Social Care	Family Support & Protection
01/04/2014	Family Link Support Worker (Casual)	ESC & W	Children's Social Care	Integ Servs Children with Disabilities
01/04/2014	Family Link Support Worker (Casual)	ESC & W	Children's Social Care	Integ Servs Children with Disabilities
07/04/2014	AT Strategy Manager	ESC & W	Director's Services	AHWB Strategy, Policy & Performance
07/04/2014	Family Support Worker (SW)	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
28/04/2014	IPS Team Leader	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
09/06/2014	Family Support Worker	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
02/06/2014	Healthy Lives Advisor (Primary PSHE)	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11
04/06/2014	Portage Worker TTO 2	ESC & W	Learning & Achievement	Learning and Achievement - Birth to 11

LBTH Start Date	Post Long Desc	Directorate	Division	Service
22/04/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
22/04/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
01/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
06/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
06/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
14/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
06/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
12/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
06/05/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
11/06/2014	Thames Tutor	ESC & W	Learning & Achievement	Music Service/Arts Education
04/06/2014	Thames Tutor A	ESC & W	Learning & Achievement	Music Service/Arts Education
04/06/2014	THAMES TUTOR A	ESC & W	Learning & Achievement	Music Service/Arts Education
24/05/2014	Teacher for Inclusion Support	ESC & W	Learning & Achievement	Support For Learning Service
01/04/2014	Public Health Procurement Admin Support	ESC & W	Public Health	
27/05/2014	MIS Data Quality Officer	ESC & W	Resources	Children's Information Systems
27/05/2014	Schools ICT Engineer	ESC & W	Resources	Children's Information Systems
22/04/2014	Ass Team Leader & Cat Tech Supp Off	ESC & W	Resources	Contract Services
22/04/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
22/04/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
22/04/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
22/04/2014	Float Kitchen Assistant	ESC & W	Resources	Contract Services
23/04/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
22/04/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
22/04/2014	John Scurr KA	ESC & W	Resources	Contract Services
23/04/2014	Canon Barnett KA	ESC & W	Resources	Contract Services
06/05/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
23/04/2014	Marnar KA	ESC & W	Resources	Contract Services
16/05/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
09/06/2014	Kitchen Assistant	ESC & W	Resources	Contract Services
02/06/2014	Harry Gosling KA	ESC & W	Resources	Contract Services
02/06/2014	English Martyrs KA	ESC & W	Resources	Contract Services
16/06/2014	Business Finance Partner (ESCW)	ESC & W	Resources	ESCW Finance
17/06/2014	Generic Registration&Citizenship Officer	LP & G	Director of Law , Probity & Governance	Democratic Services
23/06/2014	Generic Reg&Citizenship Off - Sessional	LP & G	Director of Law , Probity & Governance	Democratic Services
23/06/2014	Generic Reg&Citizenship Off - Sessional	LP & G	Director of Law , Probity & Governance	Democratic Services
23/06/2014	Generic Reg&Citizenship Off - Sessional	LP & G	Director of Law , Probity & Governance	Democratic Services
16/04/2014	Temporary Lawyer Enforcement &Litigation	LP & G	Director of Law , Probity & Governance	Legal Services
22/04/2014	Trainee Solicitor	LP & G	Director of Law , Probity & Governance	Legal Services
22/04/2014	Trainee Solicitor	LP & G	Director of Law , Probity & Governance	Legal Services
22/04/2014	Trainee Solicitor	LP & G	Director of Law , Probity & Governance	Legal Services
22/04/2014	Trainee Solicitor	LP & G	Director of Law , Probity & Governance	Legal Services
30/05/2014	Senior Lawyer - Social Care	LP & G	Director of Law , Probity & Governance	Legal Services
18/06/2014	Legal Support Officer	LP & G	Director of Law , Probity & Governance	Legal Services
13/06/2014	Temporary Senior Contracts Lawyer	LP & G	Director of Law , Probity & Governance	Legal Services
23/06/2014	Housing Services Lawyer	LP & G	Director of Law , Probity & Governance	Legal Services
28/04/2014	Revenues Assistant (Recovery) 06	Resources	Customer Access & ICT	Revenue Services
07/04/2014	Investment & TReasury Manager	Resources	Financial Services,Risk & Accountability	Chief Accountant
28/04/2014	Financial Systems Manager	Resources	Financial Services,Risk & Accountability	Financial Systems & Control
14/04/2014	Intelligence Assistant	Resources	Financial Services,Risk & Accountability	Risk Management
09/06/2014	Corporate Anti-Fraud Investigator	Resources	Financial Services,Risk & Accountability	Risk Management
23/06/2014	Senior Auditor 8	Resources	Financial Services,Risk & Accountability	Risk Management
09/06/2014	In-House Temporary Resourcing Team Admin	Resources	HR & WD	Operations
02/06/2014	In-House Temporary Resourcing Team Admin	Resources	HR & WD	Operations
01/06/2014	Counsellor-Coach	Resources	HR & WD	Operations

Appendix 2a

New Starters by equality strands, Quarter 4 2013/14, January – March 2014

Gender	Number	%
Female	56	64.37
Male	31	35.63
Total	87	100.00

Age	Number	%
<=20	1	1.15
21-24	8	9.20
25-34	34	39.08
35-44	24	27.59
45-49	8	9.20
50-54	5	5.75
55-59	3	3.45
60-64	2	2.30
65+	2	2.30
Total	87	100.00

Ethnicity	Number	%
Asian	9	10.34
Bangladeshi	19	21.84
Black	11	12.64
Mixed	3	3.45
Other	3	3.45
White	42	48.28
Total	87	100.00

Sexuality	Number	%
Bisexual	1	1.15
Decline to State	12	13.79
Gay	1	1.15
Heterosexual	73	83.91
Total	87	100.00

Religion	Number	%
Christian	25	28.74
Decline to State	10	11.49
Muslim	25	28.74
No religion	23	26.44
Other	4	4.60
Total	87	100.00

LBTH Resident	Number	%
Resident	39	44.83
Non-resident	48	55.17
Total	87	100.00

Salary	Number	%
<£20,000	18	20.69
£20,000 - £29,999	22	25.29
£30,000 - £39,999	21	24.14
£40,000 - £49,999	9	10.34
Casual/hourly paid	17	19.54
Total	87	100.00

Disability	Number	%
Not Disabled	71	81.61
Declined to state	10	11.49
Disabled	6	6.90
Total	87	100.00

Note 1: Categories with 0 returns are excluded from all tables

Note 2: Casual/Hourly Paid are primarily tutors and holiday childcare scheme workers, working for specific periods – e.g. school holidays.

New Starters by equality strands, Quarter 1 2014/15, April – June 2014

Gender	Number	%
Female	71	58.20
Male	51	41.80
Total	122	100.00

Age	Number	%
<=20	5	4.10
21-24	15	12.30
25-34	57	46.72
35-44	28	22.95
45-49	6	4.92
50-54	4	3.28
55-59	5	4.10
60-64	2	1.64
Total	122	100.00

Ethnicity	Number	%
Asian	6	4.92
Bangladeshi	37	30.33
Black	15	12.30
Mixed	5	4.10
White	57	46.72
Missing	2	1.64
Total	122	100.00

Sexuality	Number	%
Bisexual	3	2.46
Declined to State	13	10.66
Gay	2	1.64
Heterosexual	102	83.61
Lesbian	2	1.64
Total	122	100.00

Religion	Number	%
Buddhist	1	0.82
Christian	29	23.77
Decline to State	5	4.10
Hindu	1	0.82
Muslim	51	41.80
No religion	32	26.23
Other	3	2.46
Total	122	100.00

LBTH Resident	Number	%
Resident	60	49.18
Non-Resident	62	50.82
Total	122	100.00

Salary	Number	%
£20,000 - £29,999	27	22.13
£30,000 - £39,999	21	17.21
£40,000 - £49,999	12	9.84
£50,000+	1	0.82
<=£20,000	38	31.15
Casual/Hourly Paid	23	18.85
Total	122	100.00

Disability	Number	%
Not Disabled	110	90.16
Declined to State	9	7.38
Disabled	3	2.46
Total	122	100.00

Note1: Categories with 0 returns are excluded from all tables

Note 2: Casual/Hourly Paid are primarily tutors and youth workers, working for specific periods – e.g. school holidays.

Demographics of New Starters, Quarter 4 2013/14, January – March 2014

Sexuality	Bisexual	%	Gay	%	Heterosexual	%	Declined to State	%	Total
Not LBTH	1	100	1	100	40	54.7945205	6	50	48
LBTH Resident	0	0	0	0	33	45.2054795	6	50	39
Total	1	100	1	100	73	100	12	100	87

Gender	F	%	M	%	Total
Not LBTH	35	62.5	13	41.9355	48
LBTH Resident	21	37.5	18	58.0645	39
Total	56	100	31	100	87

Disability	Not Disabled	%	Disabled	%	Declined to State	%	Total
Not LBTH	44	61.972	0	0	4	40	48
LBTH Resident	27	38.028	6	100	6	60	39
Total	71	100	6	100	10	100	87

Ethnicity	Asian	%	Bangladeshi	%	Black	%	Mixed	%	Other	%	White	%	Total
Not LBTH Resident	6	66.667	6	31.5789	7	63.6363636	1	3.333	0	0	28	66.67	48
LBTH Resident	3	33.3	13	68.4211	4	36.3636364	2	66.666	3	100	14	33.33	39
Total	9	100	19	100	11	100	3	100	3	100	42	100	87

Salary	£20,000 - £29,999	%	£30,000 - £39,999	%	£40,000 - £49,999	%	<£20,000	%	Casual/hourly paid	%	Total
Not LBTH	10	45.455	13	61.90	5	55.56	7	38.8889	13	76.5	48
LBTH Resident	12	54.545	8	38.10	4	44.44	11	61.1111	4	23.5	39
Total	22	100	21	100.00	9	100.00	18	100	17	100	87

Age	<=20	%	21-24	%	25-34	%	35-44	%	45-49	%	50-54	%	55-59	%	60-64	%	65+	%	Total	%
Not LBTH	0	0.00	2	25.00	19	55.88	15	62.50	4	50.00	4	80.00	2	66.67	1	50.00	1	50.00	48	55.17
LBTH Resident	1	100.00	6	75.00	15	44.12	9	37.50	4	50.00	1	20.00	1	33.33	1	50.00	1	50.00	39	44.83
Total	1	100.00	8	100.00	34	100.00	24	100.00	8	100.00	5	100.00	3	100.00	2	100.00	2	100.00	87	100.00

Resident	Christian	%	Declined to State	%	Muslim	%	No religion	%	Other	%	Total	%
Not LBTH	17	68.00	7	70.00	7	28.00	15	65.22	2	50.00	48	55.17
LBTH Resident	8	32.00	3	30.00	18	72.00	8	34.78	2	50.00	39	44.83
Total	25	100.00	10	100.00	25	100.00	23	100.00	4	100.00	87	100.00

Appendix 3b

Demographics of New Starters, Quarter 1 2014/15, April – June 2014

Sexuality	Bisexual	%	Decline to State	%	Gay	%	Heterosexual	%	Lesbian	%	Total	%
Not LBTH Resident	2	66.7	9	69.2	1	50.0	48	47.1	2	100.0	62	50.8
LBTH Resident	1	33.3	4	30.8	1	50.0	54	52.9	0	0.0	60	49.2
Total	3	100.0	13	100.0	2	100.0	102	100.0	2	100.0	122	100.0

Gender	F	%	M	%	Total	%
Not LBTH Resident	36	50.7	26	51.0	62	50.8
LBTH Resident	35	49.3	25	49.0	60	49.2
Total	71	100.0	51	100.0	122	100.0

Disability	Not Disabled	%	Disabled	%	Declined to State	%	Total	%
Not LBTH Resident	56	50.9	2	66.7	4	44.4	62	50.8
LBTH Resident	54	49.1	1	33.3	5	55.6	60	49.2
Total	110	100.0	3	100.0	9	100.0	122	100.0

Ethnicity	Asian	%	Bangladeshi	%	Black	%	Mixed	%	Other	%	White	%	Missing	Total	%	
Not LBTH Resident	5	83.3	12	32.4	9	60.0	0	0.0	0	0.0	34	59.6	2	100.0	62	50.8
LBTH Resident	1	16.7	25	67.6	6	40.0	5	100.0	0	0.0	23	40.4	0	0.0	60	49.2
Total	6	100.0	37	100.0	15	100.0	5	100.0	0	0.0	57	100.0	2	100.0	122	100.0

Salary	<=£20,000	%	£20,000 - £29,999	%	£30,000 - £39,999	%	£40,000 - £49,999	%	£50,000 +	%	Casual/Hourly Paid	%	Total	%
Not LBTH Resident	8	21.1	10	37.0	17	81.0	10	83.3	1	100.0	16	69.6	62	50.8
LBTH Resident	30	78.9	17	63.0	4	19.0	2	16.7	0	0.0	7	30.4	60	49.2
Total	38	100.0	27	100.0	21	100.0	12	100.0	1	100.0	23	100.0	122	100.0

Age	<=20	%	21-24	%	25-34	%	35-44	%	45-49	%	50-54	%	55-59	%	60-64	%	Total	%
Not LBTH Resident	0	0.0	5	33.3	29	50.9	16	57.1	2	33.3	4	100.0	4	80.0	2	100.0	62	50.8
LBTH Resident	5	100.0	10	66.7	28	49.1	12	42.9	4	66.7	0	0.0	1	20.0	0	0.0	60	49.2
Total	5	100.0	15	100.0	57	100.0	28	100.0	6	100.0	4	100.0	5	100.0	2	100.0	122	100.0

Religion	Buddhist	%	Christian	%	Decline to State	%	Hindu	%	Muslim	%	No religion	%	Other	%	Total	%
Not LBTH Resident	0	0.0	19	65.5	4	75.0	1	100.0	18	35.3	19	59.4	1	33.3	62	50.8
LBTH Resident	1	100.0	10	34.5	1	25.0	0	0.0	33	35.3	13	40.6	2	66.7	60	49.2
Total	1	100.0	29	100.0	5	100.0	1	100.0	51	70.6	32	100.0	3	100.0	122	100.0

Appendix 4

Interns and Trainees, Quarter 4 2013/14, January – March 2014

Gender		
	Number	%
Female	8	50
Male	8	50
Total	16	100

Ethnicity		
	Number	%
Bangladeshi	7	43.75
Black	3	18.75
White	6	37.5
Total	16	100

Religion		
	Number	%
Christian	1	6.25
Decline to State	2	12.5
Muslim	9	56.25
No religion	4	25
Total	16	100

Disability		
	Number	%
Not disabled	8	50
Disabled	7	43.75
Refused to say	1	6.25
Total	16	100

Sexual Orientation		
	Number	%
Decline to State	6	37.5
Heterosexual	10	62.5
Total	16	100

Age		
	Number	%
<=20	5	31.25
21-24	7	43.75
25-34	2	12.5
35-44	1	6.25
50-54	1	6.25
Total	16	100

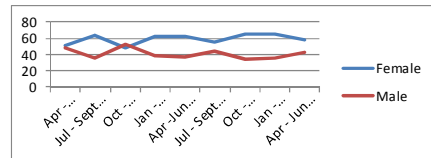
LBTH Resident		
	Number	%
Resident	16	100
Non-resident	0	0
Total	16	100

Note: Categories with 0 returns are excluded from all tables

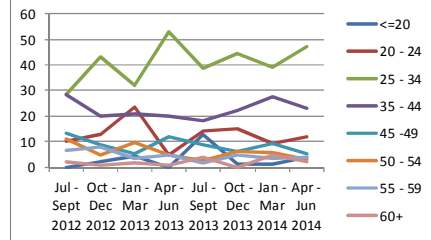
Appendix 5

New starters, trends by percentage, April 2012 – June 2014

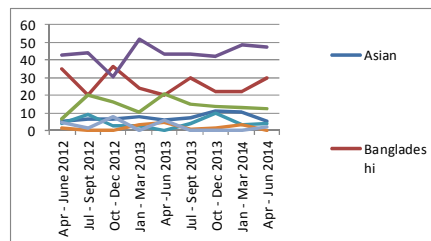
Gender	Apr - June 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
Female	51	64	48	62	62	56	65	64	58
Male	49	36	52	38	38	44	35	36	42
Total	100	100	100	100	100	100	100	100	100



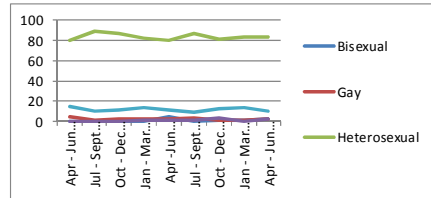
Age	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
<=20	0	2	4	0	13	1	1	4
20 - 24	10	13	23	5	14	15	9	12
25 - 34	29	43	32	53	39	44	39	47
35 - 44	29	20	21	20	18	22	28	23
45 - 49	13	9	5	12	9	6	9	5
50 - 54	11	5	9	5	2	6	6	3
55 - 59	7	8	3	5	2	5	3	4
60+	2	1	2	1	4	0	5	2
Total	100	100	100	100	100	100	100	100



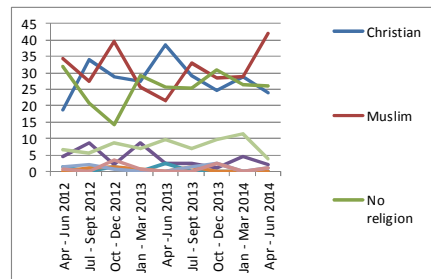
Ethnicity	Apr - June 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
Asian	5	7	7	8	6	7	11	10	5
Bangladeshi	35	20	36	24	20	30	22	22	30
Black	7	20	16	10	21	15	14	13	12
White	43	44	30	52	43	43	42	48	47
Mixed	4	9	3	3	0	4	10	3	4
Other	1	0	0	3	5	1	1	3	0
Declined to State/Missing	4	1	8	0	6	0	0	0	2
Total	100	100	100	100	100	100	100	100	100



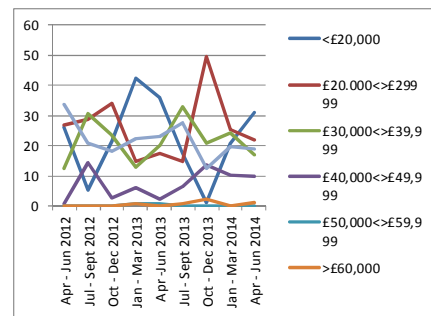
Sexual orientation	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
Bisexual	0	0	0	0	5	0	1	1	2
Gay	5	1	2	3	2	3	1	1	2
Heterosexual	80	89	87	83	80	87	81	84	84
Lesbian	0	0	0	1	1	1	4	0	2
Decline to State/Missing	15	10	11	14	12	9	12	14	10
Total	100	100	100	100	100	100	100	100	100



Religion	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
Christian	19	34	29	28	38	29	25	29	24
Muslim	34	27	40	26	22	33	28	29	42
No religion	32	21	14	29	26	25	31	26	26
Other	4	9	2	9	2	2	1	5	2
Sikh	1	0	1	0	2	0	0	0	0
Jewish	0	1	1	1	0	2	0	0	0
Buddhist	1	2	1	0	0	2	2	0	1
Hindu	1	0	3	1	0	0	2	0	1
Declined to State/Missing	7	5	9	7	10	7	10	11	4
Total	100	100	100	100	100	100	100	100	100

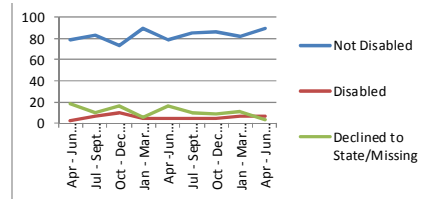


Salary	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
<£20,000	26	5	21	42	36	17	1	21	31
£20,000<=>£29999	27	29	34	15	18	15	49	25	22
£30,000<=>£39,999	13	31	23	13	20	33	21	24	17
£40,000<=>£49,999	1	14	3	6	2	6	14	10	10
£50,000<=>£59,999	0	0	0	1	1	0	0	0	0
>£60,000	0	0	0	1	0	1	2	0	1
Casual/Paid									
Hourly	34	21	18	22	23	28	12	20	19
Total	100	100	100	100	100	100	100	100	100

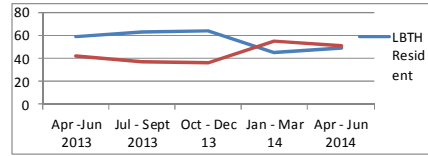


Appendix 5 (continued)

Disability	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014
Not Disabled	79	84	73	90	79	85	86	82	90
Disabled	2	7	10	4	4	5	5	7	7
Declined to State/Missing	19	10	17	6	17	10	9	11	3
Total	100	100	100	100	100	100	100	100	100



Local Resident	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 13	Jan - Mar 14	Apr - Jun 2014
LBTH Resident	58.4	62.99	64.20	44.83	49
Not LBTH Resident	41.6	37.01	35.80	55.17	51
Total	100	100	100	100	100



Note 1: Age statistics were not collected prior to July 2012
 Note 2: Residential Status statistics were not collected prior to April 2013

New starters, full year 2013/14

Ethnicity	Annual Total	%	Quarterly Average (Number)
Asian	32	7.67	8.05
Bangladeshi	99	23.61	24.79
Black	63	15.07	15.82
White	191	45.50	47.78
Mixed	15	3.57	3.75
Other	12	2.89	3.03
Declined to State/Missing	7	1.69	1.78
Total	420	100.00	105.00

Sexual orientation	Annual Total	%	Quarterly Average (Number)
Bisexual	7	1.71	1.79
Gay	10	2.36	2.48
Heterosexual	346	82.40	86.52
Lesbian	6	1.42	1.49
Decline to State/Missing	51	12.11	12.72
Total	420	100.00	105.00

Religion	Annual Total	%	Quarterly Average (Number)
Christian	128	30.55	32.08
Muslim	111	26.49	27.81
No religion	116	27.72	29.10
Other	17	4.00	4.20
Sikh	3	0.73	0.76
Jewish	2	0.56	0.59
Buddhist	3	0.82	0.86
Hindu	3	0.77	0.81
Declined to State/Missing	35	8.37	8.79
Total	420	100.00	105.00

Gender	Annual Total	%	Quarterly Average (Number)
Female	258	61.43	64.50
Male	162	38.57	40.50
Total	420	100.00	105.00

Salary	Annual Total	%	Quarterly Average (Number)
<£20,000	114	27.05	28.41
£20,000<->£29999	96	22.80	23.94
£30,000<->£39,999	87	20.62	21.65
£40,000<->£49,999	28	6.55	6.88
£50,000<->£59,999	2	0.50	0.52
>£60,000	4	0.92	0.97
Casual/Paid Hourly	91	21.56	22.64
Total	420	100.00	105.00

Disability	Annual Total	%	Quarterly Average (Number)
Not Disabled	357	84.93	89.18
Disabled	19	4.43	4.65
Declined to State/Missing	45	10.64	11.17
Total	420	100.00	105.00

Local Resident	Annual Total	%	Quarterly Average (Number)
LBTH Resident	244	58.10	61.00
Non-Resident	176	41.90	44.00
Total	420	100.00	105.00

Agenda Item 3.2

Committee/Meeting: HR Committee	Date: 22 October 2014	Classification: Unrestricted	Report No:
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Pay Policy – Re-employment following redundancy/early retirement 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 Given the current Employment Options Programme and the upcoming Transformation process, HR Committee requested on 15th September 2014 a report on the period of time that an employee is prevented from taking up alternative employment with the Council.

2. **DECISIONS REQUIRED**

HR Committee is recommended to:-

- 2.1 Consider the information provided and decide which option, if any, they wish the Council to pursue

3. **REASONS FOR THE DECISIONS**

- 3.1 The report is provided as a result of a request for such information from the HR Committee.

4. **ALTERNATIVE OPTIONS**

- 4.1 The alternative options are covered in the report.

5. BACKGROUND

- 5.1 Under section 38(1) of the Localism Act 2011, relevant authorities are required to produce an annual Pay Policy statement. The most recent guidance “Openness and accountability in local pay: Guidance under section 40 of the Localism Act” published in February 2012, sets out the key policy principles that underpin the pay accountability provisions in the Act.
- 5.2 The guidance states “It is essential that an authority’s approach to pay, as set out in a pay policy statement, is accessible for citizens and enables local taxpayers to take an informed view of whether local decisions on all aspects of remuneration are fair and make best use of public funds.”
- 5.3 Pay Policy statements “offer an opportunity to put data on pay and reward firmly within the context of the authorities agreed policies, and to provide the public with a clear justification of how their money is being used appropriately in the pay and reward of senior staff.” With this in mind, the Council must have consideration of not making redundancy payments unnecessarily and that proper prudence and governance arrangements are in place around such payments.
- 5.4 The Council’s 2014-2015 Pay Policy (Appendix 1) states the following with regards to re-employment following redundancy/early retirement:-
“Any member of staff who has left the Council by reason of redundancy (compulsory or voluntary) or early retirement and received a severance payment is required to have a gap of at least one year after the date of termination before they can return either as a directly employed member of staff, an agency worker or a consultant.”
- 5.5 The Pay Policy also includes a current exemptions process as follows:-
“To allow for exceptional circumstances, when it might be necessary to re-employ someone sooner than after a year’s gap, a Corporate Director, in conjunction with the Service Head HR and WD, and after consultation with the Chair of the Human Resources Committee, has authority to waive the one year requirement, provided there is justification.”
- 5.6 An example of where such an exemption may be applied is where a post is deleted due to the withdrawal of government funding. Then, at a later date, the funding is reinstated and it is a Council priority that this service is up and running quickly again and the ex-employee is best placed to achieve this. It is recommended that this exemption process is retained, regardless of the option pursued.
- 5.7 This requirement was added to the Pay Policy in 2013-2014 to try to prevent employees leaving by way of redundancy and then returning within a short period to work for the Council again, either as an employee, agency worker or consultant.

5.8 At the HR Committee on 12th March 2014, which considered the implementation of the 2014-2015 Pay Policy, there was a discussion about whether the gap should be raised to two years rather than one, but this was not adopted and it remained at one year.

6. BODY OF REPORT

6.1 It is common practice for many organisations to enforce a break before an ex-employee can return to work for the same organisation. The break is used to ensure that redundancy payments are not being made unnecessarily. A redundancy payment is a compensatory payment for loss of employment and it is therefore appropriate that anyone receiving such a payment is prevented from returning to work for the same organisation without a break.

6.2 At the time the one year gap was introduced, there was much more of a mix between the type of redundancies that were taking place, with staff leaving the organisation through both compulsory and voluntary redundancy.

6.3 The average redundancy payment during the LEAN programme was circa £38,000 for a Council employee, which is close to an average years salary for the people who left due to redundancy during that period. Given this, a one year gap was thought appropriate at the time. It is timely to review whether the one year gap is still the most appropriate approach.

Benchmarking information

6.6 Information has been gathered from other London Boroughs with regards to how (or if) they address this issue in their pay policies, to use as a basis for Tower Hamlets approach. The research found the following:-

- Newham Council – don't have a gap
- Greenwich – their pay policy only covers Chief Officers and in relation to those staff, a 2 year gap is required
- Hackney Council – require a 1 year gap for all staff
- Ealing Council – require a 6 month gap for all staff
- Enfield Council – require a 2 year gap for all staff

6.7 Further benchmarking research is being carried out.

6.8 Given the benchmarking information, there are a number of potential options that might be appropriate for Tower Hamlets, which are considered in more detail below:-

- Retain a one year gap for all staff
- Move to a two year gap for all staff
- Move to a differentiated gap based on reason for leaving
- Move to a differentiated gap based on pay grade

Option 1 - Retain a one year gap for all staff

- 6.9 As stated above, the average redundancy payment during the LEAN programme was circa £38,000 for a Council employee, which is close to an average years salary for the people who left due to redundancy during that period.
- 6.10 However, with any redundancy payment, the first £30,000 is tax free and therefore in real terms the payment is higher than an average years salary. In addition, the maximum redundancy payment equates to 66 weeks (which is approximately 15 months). This means that any staff member who received a redundancy payment based on the maximum entitlement of 66 weeks could in effect return to employment before this period had passed.
- 6.11 Given this, for staff who leave due to voluntary redundancy, using a one year gap may not be appropriate. A one year gap may be appropriate for staff who leave due to compulsory redundancy however, but as identified above, the organisation strives to minimise all redundancies, particularly those that are compulsory.

Option 2 - Move to a two year gap for all staff

- 6.12 Moving to a two year gap for all staff would address the matter highlighted above. As the maximum redundancy payment equates to 66 weeks (which is approximately 15 months), applying a two year gap would mean that no-one would be re-employed by the council during the period for which they were receiving compensation for loss of employment.
- 6.13 However, it needs to be considered whether this is appropriate in relation to staff who are compulsorily redundant, even though the number of staff in this situation is diminishing at present.

Option 3 - Move to a differentiated gap based on the reason for leaving

- 6.14 Given the issues highlighted by the two options above, it may be that a differentiation is made between those who are made compulsorily redundant and those who volunteer.
- 6.15 If this principle is adopted, the time scales could be a one year gap for staff made compulsorily redundant and a two year gap for those who volunteer, or a one year gap and a three year gap, or other combinations as are felt appropriate.

Option 4 - Move to a differentiated gap based on pay grade

- 6.16 In considering this option the Council would need to decide where to draw the line with regards to differentiation in relation to pay grade. This could be at Chief Officer level, in line with the approach of Greenwich Council.

- 6.17 This approach would differentiate between Chief Officers and other staff, so that staff at Chief Officer level (regardless of whether they leave due to voluntary or compulsory redundancy) have a gap of two years and all other staff (regardless of whether they leave due to voluntary or compulsory redundancy) have a gap of one year, or any other combination of years as appropriate.
- 6.18 This approach does not, however, address the issue with regards to whether it is appropriate that someone who leaves voluntarily has the same gap as someone who is made compulsorily redundant.

Controls

- 6.19 There are controls in place, via People Board, to ensure that people won't return to work for the Council unless an exemption is agreed in line with the process set out in the current Pay Policy.

Changing the Pay Policy

- 6.20 Should the HR Committee wish to change this requirement in the Pay Policy, there would need to be a consultation process with the Trade Unions and then the recommendation would have to go to Full Council for their approval. The change would be effective from the date of the Full Council decision.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report presents HR Committee with a number of options with regards the length of gap before an existing employee leaving through voluntary or compulsory redundancy could seek re-employment within the Council.
- 7.2 The recommendations within this report do not lead to any additional financial commitments for the Authority.

8. CONCURRENT REPORT OF LEGAL SERVICES

- 8.1 The Council will need to have regard to whether any amendment to the existing policy might have an adverse impact on any particular grouping of employees who might have the protection of the Equality Act 2010. An equality impact assessment should be able to identify any potential adverse impact. Any equality assessment undertaken will also need to consider the potentially disproportionate effect of the policy on part and fixed term employees as well as those employees with a protected characteristic.
- 8.2 One of the potential consequences of imposing a gap in service is that the Council can seek to recover the payment of the discretionary severance payment if the employee returns within the prescribed period. The Council will only be entitled to seek recovery of the severance payments where there is a contractual right to do so or where there is a statutory power which allows this.

- 8.3 The current statutory power in relation to recovery is contained within the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999 (as amended) which only requires repayment of redundancy payments if an employee commences work with a modification order body within one month of ceasing employment.
- 8.4 If recovery of the severance payment is to be considered this provision will need to be given contractual effect by either reference to the recovery provision in the employee's contract of employment or by reference to the provision within a relevant contractual policy which has been brought to the employee's attention.
- 8.5 Any proposed changes to the current provision will need to be consulted on and Regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006) says that any amendment to the pay policy will not be enforceable until one month after the date of publication of the amended pay policy.
- 8.6 If repayment of the severance payment is to be sought it is further advised that the Council includes within any settlement agreement signed by exiting staff a clause which authorises the repayment of discretionary settlement within a defined period and the Council's ability to waive that requirement. This will ensure that any employee to whom the policy is applied will not be able to claim ignorance of its existence where the Council seeks to recover such sums.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 Should there be amendments to the pay policy, a further impact assessment will be needed.

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

14.1 Tower Hamlets Pay Policy 2014 - 2015

**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.
None	N/A

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London Borough of Tower Hamlets
Pay policy statement 1 April 2014 – 31 March 2015

1 Introduction

The Localism Act 2011 requires Local Authorities to produce a pay policy statement every financial year. This requirement is part of the Government's drive towards public sector transparency.

The Pay Policy Statement sets out the Council's current policies and practice in relation to pay for all parts of the workforce. The statement excludes school based employees. The Statement is made available on the Council's website, which also includes separately published salary information for senior managers as part of the Government's Transparency Code.

2 Scope

The policy addresses the requirements of the Localism Act and addresses key areas of pay and remuneration.

The Localism Act defines senior executives, and in this statement they are the Chief Executive/Head of Paid Service, Corporate Directors, the Monitoring Officer (Corporate Management Team).

3 Pay and grading structure

The majority of employees' pay and conditions of service are agreed nationally either via the National Joint Council (NJC) for Local Government Services, or the Joint National Council (JNC) for Chief Officers, with regional or local variations.

The Council also employs some staff on Soulbury conditions of service, some on conditions determined by the Joint National Council for Youth & Community Workers, some staff covered by the School Teachers Pay and Conditions Document and some staff on locally agreed terms and conditions for Lecturers and Tutors.

It is the practice of the Council to seek the views of local trade unions on pay related matters, recognising that elements are settled within a national framework.

The Council uses national pay scales up to grade LPO8, and determines the appropriate grade for each job in accordance with the Greater London Provincial Council (GLPC) job evaluation scheme.

Above LPO8, local grades are in place for senior staff as follows:

- LP09 - evaluated under a local variation to the GLPC job evaluation Scheme

- Chief Officers, Deputy Chief Officers (Service Heads and senior executives) and Key Chief Officers - evaluated under the Joint Negotiating Committee for Chief Officers job evaluation scheme

The Council signed a Single Status agreement in April 2008 with trade unions.

This brought former manual grades into the GLPC job evaluation scheme, and replaced spot points with narrow grade bands. One of the key aims of the agreement was to eliminate potential pay inequality from previous pay structures and ensure that new pay structures are free from discrimination.

New and changed jobs are evaluated using the relevant job evaluation scheme, with the appropriate grade being determined using a range of factors.

The scale point on which an individual is appointed to the post is normally the lowest of the grade but will depend on skills and experience.

4 How the Council's management team is structured

The Council's Corporate Management Team is led by the Chief Executive/Head of Paid Service, supported by a number of Chief Officers reporting to the Chief Executive/Head of Paid Service. All statutory roles are at this level of the organisation.

Service Heads (Deputy Chief Officers) in each Directorate report to a member of the Corporate Management Team.

5 Senior Executive remuneration

Pay for senior executives who are members of the Corporate Management Team is made up of three elements:

- Basic pay (defined by a locally agreed grade)
- London weighting allowance
- Travel allowance payment

Service Heads (Deputy Chief Officers) receive basic pay (defined by a locally agreed grade).

Senior salary data is published on the Council's website as part of the Government's transparency agenda. For details, please see http://www.towerhamlets.gov.uk/lgsi/800001-800100/800043_transparency.aspx

6 Senior appointments

All salary packages for posts at Chief Officer, Key Chief Officer or Deputy Chief Officer level are in line with locally agreed pay scales

7 Lowest paid employees

The Council's lowest paid staff are those who are paid on the Council's lowest scale point.

The Council has resolved that its lowest paid staff should not be paid less than the level of the London Living Wage. As a consequence, in 2011 and 2012 the pay levels for the lowest paid employees was moved up to Scale 1, (spinal column point 5 in 2011 and then 6 in 2012), to ensure the rate was above the London Living Wage.

When the London Living Wage was increased in November 2013, further work was done to ensure the lowest paid employees had the pay increase reflected in their pay. As a consequence, the pay levels for the lowest paid employees, was moved up to Scale 1 (spinal column point 7), which is above the rate of the 2013 London Living Wage. The Council's Apprentices are paid at the London Living Wage rate.

As the London Living Wage rises in future years, the Council will continue to increase pay levels for the lowest paid staff to ensure that they are paid the nearest scale point above the London Living Wage.

8 National pay bargaining

Annual pay increases across the Council's grades are set through the process of national pay bargaining which the Council subscribes to.

The Council contributes to the negotiation process by providing an employer view through the annual Local Government Employers' regional pay briefings. The employers' side then negotiate with trade unions at a national level.

National pay rates are set using a number of factors, including:

- The sector's ability to pay
- Movement in market rates
- Inflation levels
- Other pay awards
- The Government's policy position regarding public sector pay

9 Incremental progression

Incremental progression is on an annual basis for those staff who are not at the top of their grade. As per national conditions of service, progression is automatic for all staff (subject to general satisfactory performance) except Service Heads and Chief Officers who have to demonstrate satisfactory performance through a formal annual appraisal before being awarded incremental progression.

10 Additional payments and allowances

A range of allowances and payments are paid as appropriate to the nature and requirement of specific posts, groups of posts and working patterns. These include car and travel allowances, overtime, standby, weekend and night work, shift and call-out payments.

Acting up and honoraria payments are made to individual staff as appropriate using clear criteria, and where a clear business need is identified.

The Council has a staff relocation package, available to new entrants to the Council's employment, but subject to tight eligibility criteria.

The Council also has the ability to pay market supplements for recruitment purposes, where there is a strong business case and appropriate criteria are met.

The Council does not operate a performance related pay scheme or bonus scheme.

11 Pensions

All employees (with the exceptions set out below) of the Council up to 75 years of age and who have a contract of more than 3 months' duration are entitled to join the Local Government Pension Scheme (LGPS). Decisions on delegated provisions are agreed by the Pensions Committee. The LGPS is a contributory scheme, whereby the employee contributes from their salary. The level of contribution is determined by whole time salary and contribution levels are set by Government who then advise the employer.

All employees of the Council from 18 to 75 years of age and who are employed on Teacher, Youth Work or Tutor/Lecturer terms and conditions are entitled to join the Teachers' Pension Scheme. The Teachers' Pension Scheme is a contributory scheme, whereby the employee contributes from their salary and contribution levels are set by Government.

12 Compensation for loss of office

12.1 Financial terms for redundancy

The Council has a policy linked to its policy for Handling Organisational Change which sets out the terms for redundancy and early termination of staff (subject to qualifying criteria), which apply to Chief Officers and to all staff. In certain circumstances, individuals may also qualify for early release of their pension.

12.2 Redundancy packages

When it is proposed to delete a post at Chief Officer, Key Chief Officer or Deputy Chief Officer level, a report is submitted to the Council's HR Committee for consideration. If the proposal will result in a postholder

receiving a severance package, the costs of such a package are included in the report.

12.3 Ill health

Where termination of employment arises from ill health, payments will be made in accordance with the contract of employment. In certain circumstances, individuals may also qualify for early release of their pension.

12.4 Negotiated exits – settlements

If it is determined that a negotiated settlement is appropriate for a senior executive in circumstances which do not amount to a dismissal, the Service Head (Human Resources & Workforce Development) will deal with the detail, and the Council's Chief Executive/Head of Paid Service after consultation with the Monitoring Officer (or in circumstances where it is not appropriate for one or other to be involved, the Chief Financial Officer) will consider whether the terms of the offer constitute value for money and are appropriate, fair and reasonable in the circumstances, and the proposed settlement shall then be subject to the agreement of the Human Resources Committee.

12.5 Re-employment following redundancy/early retirement

Any member of staff who has left the Council by reason of redundancy (compulsory or voluntary) or early retirement and received a severance payment is required to have a gap of at least 1 year after the date of termination before they can return either as a directly employed member of staff, an agency worker or a consultant.

To allow for exceptional circumstances, when it might be necessary to reemploy someone sooner than after a year's gap, a Corporate Director, in conjunction with the Service Head HR and WD, and after consultation with the Chair of the Human Resources Committee, has authority to waive the 1 year requirement, provided there is justification.

13 Pay multiples / comparisons

The Council's pay and grading structures reflect a wide range of job requirements and levels of responsibility across the organisation, with pay and grading being determined by the Council's job evaluation schemes.

The pay ratio demonstrating the relationship between the Council's highest paid employee (total salary package) and the median (mid-point between the highest and lowest) salary position of the non-schools workforce is 1 : 5.9.

The pay ratio demonstrating the relationship between the Council's highest paid employee (total salary package) and the lowest salary of the non-schools workforce is 1 : 9.92.

The Council will have regard to its pay ratios and keep them under review, seeking to balance the following:

- Ensuring appropriate reward mechanisms which value knowledge, skills

and experience at a senior level, and ensure that the Council can recruit and retain the best talent

- Addressing its commitment to matching the London Living Wage for our lowest paid staff, and encouraging the developmental progression for staff in the lowest graded roles.

14 Equality issues

The policy elements described in this report derive from national terms & conditions and bargaining, or local discretion. The Council has a keen regard for equality issues and should any changes be made to the pay policy in the future, proposals would go through an Equality Analysis. One of the key aims of Single Status agreement was to eliminate potential pay inequality from previous pay structures and ensure that new pay structures are free from discrimination.

15 Review

The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. The Council's next Statement is scheduled to be for 2015/16 and will be submitted to Full Council for approval by 31 March 2015.

Should changes to pay policy be contemplated that would result in an amended statement being published in the year that it applies, these would be subject to a detailed consultation process before an appropriate recommendation was made to Full Council.

Agenda Item 3.3

Committee/Meeting: HR Committee	Date: 22 nd October 2014	Classification: Unrestricted	Report No:
Report of: Head of Paid Service Originating officer(s) Stephen Halsey, Head of Paid Service; Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Organisational Structure Wards Affected: All	

1. **SUMMARY**

This report considers structural change and some on-going review activity that is considered appropriate to ensure that the Council is best placed to mitigate operational risk and continue to meet its statutory obligations in a fast changing operational environment specific to the services contained within Education Social Care and Wellbeing. It sets out relevant organisational context and makes some relevant recommendations. The report also sets out a range of changes and adjustments to senior positions within other parts of the Council to ensure that operational arrangements for the management of Council business are optimised.

2. **DECISIONS REQUIRED**

- 2.1 That, in the light of increasing operational complexities in the field of Education, Safeguarding, Health and Social Care as set out in Section 5 below, Members endorse that a structural options appraisal be undertaken on the configuration of these services led by the Head of Paid Service and supported by the Corporate Director ESCW.
- 2.2 That Members agree to receive the findings of the above structural appraisal from the Head of Paid Service supported by the Corporate Director Education, Social Care and Well Being at the next meeting, including an appropriate costed structure and time table for implementation.
- 2.3 That Members note the other revisions proposed to senior management posts in other parts of the Council and authorise the Head of Paid Service in conjunction with Service Head (Human Resources and Workforce Development) to take necessary steps to ensure the changes to the terms and conditions of the Senior Officer Posts affected are undertaken within existing agreed frameworks in order to bring about the effective implementation of the revisions.

3. ALTERNATIVE OPTIONS

- 3.1 *ESCW Structural Options Appraisal* : Alternative options include continuing with the existing organisational structure or to develop a set of further alternative structures. However, the above suggested structural appraisal process for ESCW is considered to provide sufficient flexibility for the formation of conclusions and recommendations. Any structural appraisal of a major Directorate and particularly one as large as ESCW has the potential to grow well beyond existing operational boundaries. Given the multiple challenges the Council faces during this period of austerity, the considerable amount of work that has already been conducted in to the structure of ESCW services over the last four years and the need to move swiftly, this review must be based on risk, quality and efficiency and its limits prescribed principally (but not exclusively) to those currently contained within the Directorate if it is not to become over-complex, unwieldy, time heavy and a distraction to the equally essential work of other directorates.
- 3.2 *The proposed changes to the rest of the Council management arrangements:* These could not be made or could be implemented in a different way but it is the view of the Head of Paid Service and Service Head (Human Resources and Workforce Development) that the proposed post deletions and redistribution of responsibilities outlined here currently present the most effective way forward.

4. BACKGROUND

- 4.1 The Council faces significant challenges over the coming 4-5 years. The current Medium Term Financial Plan envisages the need for the Council to find up to £70 million of savings by March 2017 with ongoing savings likely after that. This has been a significant consideration when reviewing the structure of the Council, a process that is continuous. Current senior level working arrangements in Resources, Public Health and Law Probity and Governance are all subject to change as a result of temporary working arrangements coming to an end and in D+R as a result of the impact of Welfare Reform on advisory services.
- 4.2 The statutory responsibility for Public Health transferred to local authorities from the NHS on 1 April 2013. The Director of Public Health (DPH) is a statutory chief officer role covered by an officer in an acting position for a number of years. The post has initially reported to the Executive Director, Education, Social Care and Wellbeing. Permanent recruitment to the post was agreed at the HR committee on 12th March 2014. This is now progressing and a report elsewhere on this agenda addresses this matter in more detail.
- 4.3 Austerity drivers have been important considerations in the creation of Education Social Care and Wellbeing Directorate from two separate directorates (Adults Health and Wellbeing and Children, Schools and Families). At the same time, the Council has clear strategic priorities and statutory obligations the most important of which include driving up educational attainment in the Boroughs schools and the maintenance of

effective safeguarding operations in an increasingly difficult social and complex operational environment.

- 4.4 The Council's Cabinet agreed on 9th March 2011 to integrate the Children, Schools and Families and Adults Health and Wellbeing Directorates in order to establish a new Education, Social Care and Wellbeing directorate. In October 2011 the planned merger was reported to the HR Committee.
- 4.5 The new Directorate of ESCW was established on 29 January 2013.

5. STRUCTURAL OPTIONS APPRAISAL OF ESCW

- 5.1 ESCW was set up with many operational aspects remaining to be addressed in respect of its development and strategic direction. One of the first tasks of the new corporate director of ESCW was to fully establish the directorate and identify how it should be organised to best deliver statutory and strategic objectives.
- 5.2 Significant new national policy reviews and changes which will immediately impact on the Services currently contained within ESCW comprise
- Implications for the Council's approach to child safeguarding from recommendations from the Jay inquiry into Rotherham child sexual exploitation and any recommendations from the independent inquiry set up by the Government under Lord Mayor Fiona Woolf.
 - National policy directions emerging from the Birmingham Schools Ofsted Report.
- 5.3 The development of national policies and operational issues impacting over the medium term are:
- The introduction of the Care Act bringing fundamental reforms to local authority's support and care responsibilities in relation to adults
 - The national drive to improve integration of health and adult social care and the Better Care Fund including the need for the Council to pay careful attention to how it manages the relationship with health commissioners and providers;
 - Significant changes to assessing children's attainment at Key Stage 2, GCSE and post 16 which require close working with schools to ensure that the strong progress the Council has made in children's attainment is not undermined
 - The extension of the Government's Troubled Families programme with a focus on 'managing families more proactively', earlier intervention including with under 5s, including children at risk of needing social care, and a new recognition of the importance of improving poor health as part of the programme
 - The transfer of responsibility for commissioning health visiting and other children's public health services to local authorities from 2015
 - The Governments Free School Policies and Academy programme and its impact on effective local planning and management.

5.4 The Council, therefore, faces a difficult technical task in balancing risk against efficiency/ budget reduction and quality and efficiency of services. For this reason it is essential that any strategic direction but particularly one that involves education, safeguarding and social care, needs to be constantly revisited and tested against current risk levels and organisational environmental change. In view of the above it is both timely and prudent to explore these drivers and consider the options open to these services and their configuration.

6. OTHER CHANGES

6.1 Director of Public Health

The statutory responsibility for Public Health transferred to local authorities from the NHS on 1 April 2013. The Director of Public Health (DPH) is a statutory chief officer role so the Council has a statutory duty to appoint someone at a senior level with responsibility to carry out these duties. The post does not have to report directly to a Chief Executive/Head of Paid Service but has to be accountable to them. Appointment to this post has been agreed by the committee and the process is in train with an expected appointment date in January of 2015. This process is independent of the structural options appraisal of ESCW set out elsewhere in this report and will not be delayed by it.

6.2 The Director of Public Health has also recently temporarily taken on the responsibility for the Health and Wellbeing Board and overseeing delivery of the joint Health and Wellbeing Strategy following the departure of the Service Head for Health and Commissioning.

6.3 From April 2015, the authority will take over responsibility for commissioning health visiting and other children's public health functions.

7. D&R – Current Arrangements

7.1 There are currently 5 Service Heads posts in D&R.

7.2 Increasingly the Directorate's responsibility for assessing housing need and preventing homelessness, led by the Service Head, Housing Options, is strongly affected by the impact of welfare reform and the changes to Housing Benefit. With Universal Credit now likely to be nationally rolled out from 2015, there is an opportunity to bring together our approach to benefits and housing assessment much more closely to ensure a more seamless resident-centred approach to some of our most vulnerable residents and to maximise any back office efficiencies.

7.3 There is a real potential for the realisation of financial, operational and customer service improvements were a merger of Benefits, Homeless and Housing Services to take place. It is therefore intended that the Benefits Service moves to D+R.

- 7.4 Financially, maximisation of income could be achieved through the application of Benefits Subsidy knowledge to inform decision making when offering accommodation to homeless households. Improved liaison between homeless arrears staff and benefits staff could minimise rent arrears. Operationally and from the customer service perspective, there is an opportunity to speed up claims processing, to provide welfare and benefits advice at source for residents at tenancy sign up including identification of Local Welfare Provision cases. Benefits knowledge could provide greater focus to tenancy fraud investigations. Welfare reform administration for issues such as the benefit cap and bedroom tax could also be streamlined.
- 7.5 Proposals contained in the Employment Options report on this agenda regarding the voluntary early retirement of a Service Head, if agreed will facilitate this merger, with the Council's Handling Organisational Change Procedure applying to the assimilation of existing senior managers.

8. Resources Directorate – Current Arrangements

- 8.1 The vacant post of Corporate Director of Resources is being covered on an interim basis by Mr Chris Holme – whose substantive post is Service Head Resources in D&R. The recruitment process for the Corporate Director is underway and this is dealt with separately in the Senior Management Vacancies report on this agenda.
- 8.2 During the election period the Service Head Democratic Services carried out the role of the Council's Returning Officer. Consequently alternative management arrangements were put in place in order to ensure the effective operation of the services within the remit of the Service Head Democratic Services. This involved the responsibility for Mayor's office being transferred to the Directorate of Resources. This arrangement has proved effective and work is underway to determine if this could be made permanent. The Director of Resources manages other non-Service Heads as direct reports and this service can be incorporated into the services within the Corporate Director's portfolio.

10. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 10.1 This report seeks HR Committee approval to proceed with a structural options appraisal of the ESCW directorate. This will be carried out through existing resources and thus there are no additional financial implications at this stage.
- 10.2 A number of other structural changes are also proposed. These will not lead to any additional on-going financial commitment for the Council. However, in some cases the proposed change will be implemented through the Employment Options Programme and there is a separate report on the agenda which details cost implications and potential savings that may accrue from the changes proposed.

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

11.1 David Galpin in Legal to cover Head of Paid Service powers to re-organise *Council's structure etc.*

12. ONE TOWER HAMLETS CONSIDERATIONS

12.1 All organisational change proposals consequent upon this report will be handled in line with the Council's Handling Organisational Change procedure which includes undertaking an Equality Assessment to determine any impact on groups with protected equality characteristics.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

13.1 There are no implications.

14. RISK MANAGEMENT IMPLICATIONS

14.1 There are no direct risks as a result of this report.

15. CRIME AND DISORDER REDUCTION IMPLICATIONS

15.1 There are no implications.

16. EFFICIENCY STATEMENT

16.1 The changes flowing from this report will assist in improving organisational efficiency and improved management control.

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

Human Resources Committee minutes – 26 October 2011

Agenda Item 3.4

Committee/Meeting: HR Committee	Date: 22 October 2014	Classification: Unrestricted	Report No:
Report of: Head of Paid Service Originating officer(s) Stephen Halsey, Head of Paid Service; Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Senior Management Vacancies Wards Affected: All	

1. **SUMMARY**

- 1.1 This report provides members with updated information on current senior management vacancies. It outlines action being taken to fill key vacant posts to ensure there is stability and leadership at the highest officer levels of the organisation.

2. **DECISIONS REQUIRED**

- 2.1 That Members note the progress on recruitment to Senior Management vacancies of Director of Resources, Director of Law, Probity and Governance, Service Head Customer Access, Transformation and ICT, Service Head Children's Social Care and Service Head Adults' Social Care.

3. **REASONS FOR THE DECISIONS**

- 3.1 The appointment to permanent positions provides long term stability and enhances the ability to lead and deliver the Council's medium term priorities.

4. **ALTERNATIVE OPTIONS**

- 4.1 There is the option to continue with the current interim arrangements in various Council directorates. However the Council continues to face a challenging agenda and it is important that there is stability at the most senior levels of the organisation.

5. **BACKGROUND**

- 5.1 At its meeting on 15th September 2014 HR Committee noted the position in relation to recruitment to the posts of Corporate Director Resources, Director of Law, Probity and Governance, Service Head Customer Access, Transformation and ICT, Service Head Children's Social Care and Service Head Adults' Social Care. This report provides a progress report on these appointments.

5.2 Members of the HR Committee also received a report on the appointment of a permanent Chief Executive and there is a separate report on the agenda of this meeting relating to this recruitment.

6. Director of Resources and Director of Law, Probity and Governance

6.1 As reported to the Committee on 15th September, Penna have been retained to assist with recruitment to both of these posts. Soft searches had commenced prior to the Committee and a joint advertisement has appeared in Municipal Journal.

6.2 The next stage is for Penna to provide recommended longlists to the Head of Paid Service and the Service Head, Human Resources and Workforce Development and in accordance with the indicative timetable this should be provided by 13th November. The Head of Paid Service and the recruitment consultants will conduct preliminary interviews with the agreed longlist of candidates following which recommended shortlists will be brought before the Appointments Sub Committee in mid-December. The indicative timetable previously presented to the Committee has been updated and is attached at Appendix A for ease of reference.

7. Director of Public Health

7.1 The Senior Management Vacancies report, presented to HR Committee on 15th September, informed the Committee that a separate report would be presented in October where a road map for ESCW would be set out. This is detailed within the Organisational Structure report, on this agenda. The recruitment of the Director of Public Health is independent of the structural options appraisal of ESCW detailed within the separate report and will not delay it.

7.2 Recruitment consultants have been invited to tender for this appointment and indicative timetables are being discussed. It is envisaged that an Appointments Sub Committee will be convened late January/early February to review shortlisted candidates.

8. Service Head Customer Access, Transformation & ICT

8.1 HR Committee, at its meeting on 15th September, agreed the way forward for the recruitment of this post and noted the factors that had impeded the progression of this recruitment previously.

8.2 Hays Executive are the retained recruitment consultants for this appointment. An advertisement has been developed and will be placed during week commencing 27th October. Soft searches will also commence from this date.

8.3 The next step will be for the recruitment consultant to provide a sifted longlist and conduct preliminary interviews prior to bringing forward a recommended shortlist to the Appointments Sub Committee in late December/early January. The indicative timetable previously presented to the Committee is attached at Appendix B for reference.

9. Service Head Children’s Social Care and Service Head Adults’ Social Care

- 9.1 Green Park have been retained to progress appointment to these two posts. HR Committee in March this year resolved that following unsuccessful attempts to recruit on a permanent basis to the Service Head Children’s Social Care, an additional payment should be awarded to support a future recruitment process. The post will therefore be advertised with a market supplement which can be set initially in consultation with the retained recruitment consultants and finalised once an appointment has been made.
- 9.2 The advertisement for these posts was placed on 17th October and a recommended short-list will be brought before the Appointments Sub-Committee during December. The indicative timetables previously presented to the Committee are attached at Appendices C and D for reference.

10. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 10.1 There are no financial implications as a direct result of this report; the posts are fully funded within the existing budget and recruitment costs will be contained within existing Directorate budgets.

11. LEGAL COMMENTS

- 11.1 Pursuant to section 112 of the Local Government Act 1972, the Council is required to appoint such officers as it thinks necessary for the proper discharge by the Council of its functions and such of another authority's functions as fall to be discharged by it and the carrying out of any obligations incurred by the Council in connection with an agreement made with another authority under section 113 of the for placing its staff at the disposal of another authority.
- 11.2 It is the role of the Council’s Head of Paid Service, appointed under section 4 of the Local Government Act 1989 to keep the following matters under review—
- (a) the manner in which the discharge by the Council of its different functions is co-ordinated;
 - (b) the number and grades of staff required by the Council for the discharge of its functions;
 - (c) the organisation of the Council’s staff; and
 - (d) the appointment and proper management of the Council’s staff.
- 11.3 The functions of the HR Committee include determining the criteria for the appointment of statutory and non-statutory chief officers and deputy chief officers for the Appointments Sub-Committees established from time to time to consider such appointments. It is appropriate for the Committee to be informed of relevant recruitment timetables, to agree job descriptions and to express a view on interim arrangements pending recruitment.

11.4 When carrying out its functions as an employer and as a public authority, the Council must not discriminate or otherwise engage in unlawful behaviour contrary to the Equality Act 2010. The Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Ensuring that any selection process is fair and subject to equal opportunity is part of complying with the Council's equality obligations. An appropriate level of advertising for any vacancy should help to achieve this. Officers should ensure that the Council complies with its own policies and procedures in relation to any recruitment process.

12. ONE TOWER HAMLETS CONSIDERATIONS

12.1 The Council's commitment to equalities includes an undertaking to achieve a Workforce to Reflect the Community at all levels in the organisation and such considerations will be part of the recruitment process and informed the procurement process. All posts are recruited to on merit. Internal arrangements provide for succession planning and career development.

13. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

13.1 There are no implications.

14. RISK MANAGEMENT IMPLICATIONS

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

15. CRIME AND DISORDER REDUCTION IMPLICATIONS

15.1 There are no implications.

16. EFFICIENCY STATEMENT

16.1 No changes to service delivery or the use of resources are proposed.

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

Appendix A

Indicative Timetable for Recruitment for the posts of Director of Law, Probity and Governance and Director of Resources

Process	timeline
Spec provided to recruitment consultants on the PSL	Progressed
Proposals assessed and recruitment consultant(s) chosen	Progressed
Recruitment consultants begin campaign	Progressed
HR Committee receive update report	Progressed
Adverts appear	09.10.14
Recruitment Consultants to longlist and start to sift	Week 5/6 w/c 3.11 and 10.11
Recruitment Consultants to provide Sifted list to LA	Week 6/7
LA (HoPS, and Simon) to agree list of candidates to be Forwarded to members Appointments Sub-committee for shortlisting	Week 7
Recruitment consultants to conduct preliminary interviews with agreed list of candidates	Week 8/9
Recruitment consultants and LA to produce report for Members	Week 10
Recruitment consultants and LA meet to finalise report for Members	Week 11
Appointment Sub-Committee consider list of candidates and agree shortlist - Recruitment consultants to attend	Week 12
Candidates advised of outcome of Appointments panel and invited to final Selection process	Week 13
Day 1 of selection process- possible stakeholder panels, informal interview with HoPS and informal lunch with CMT plus senior managers. Recruitment consultants to provide a report on each candidate as a result of the day's processes to be reported to Members on day 2.	Week 14

<p>Day 2 of selection process – Recruitment consultants to brief members on process to date. Candidates to present and have final interview with Members. Members appointment Sub-committee to agree who to appoint</p>	<p>Week 15</p>
<p>Opportunity for the Mayor and the Executive to object to the appointment (should there be any objection a further Appointments Sub-committee may need to be convened</p>	<p>Week 16</p>
<p>Selected candidates offered the posts</p>	<p>Week 16</p>

Appendix B

Indicative Timetable for Recruitment for the post of Service Head Customer Access, Transformation and ICT

Process	timeline
HR Committee advised of recruitment and jdps and appoint sub-Committee	Progressed
Briefing provided to engaged recruitment consultants	Progressed
Recruitment consultants begin campaign	Week 1
Adverts appear	Week 2
Recruitment Consultants to longlist and start to sift	Week 5
Recruitment Consultants to provide Sifted list to LA	Week 6
LA (HoPS, and Simon) to agree list of candidates to be Forwarded to members Appointments Sub-committee for shortlisting	Week 7
Recruitment consultants to conduct preliminary interviews with agreed list of candidates	Week 8
Recruitment consultants and LA to produce report for members	Week 10
Recruitment consultants and LA meet to finalise report for Members	Week 11
Appointment Sub-Committee consider list of candidates and agree shortlist - Recruitment consultants to attend	Week 13
Candidates advised of outcome of Appointments panel and invited to final Selection process	Week 14
Day 1 of selection process- possible stakeholder panels, informal interview with Director of Resources Recruitment consultants to provide a report on each candidate as a result of the days processes to be reported to members on day 2.	Week 15

<p>Day 2 of selection process – Recruitment consultants to brief Members on process to date. Candidates to present and have final interview with Members. Members appointment Sub-committee to agree who to appoint</p>	<p>Week 16</p>
<p>Opportunity for the Mayor and the Executive to object to the appointment (should there be any objection a further Appointments Sub-committee may need to be convened)</p>	<p>Week 17</p>
<p>Selected candidate offered the post of Service Head, Customer Access, Transformation and ICT</p>	<p>Week 18</p>

Appendix C

Indicative Timetable for Recruitment for the post of Service Head Children's Social Care

Process	timeline
Spec provided to recruitment consultants on the PSL	Progressed
Proposals assessed and recruitment consultant(s) chosen	Progressed
Recruitment consultants begin campaign	Progressed
HR Committee advised of recruitment and jdps and appoint sub-Committee	Week 1
Adverts appear	Week 2
Recruitment Consultants to longlist and start to sift	Week 4
Recruitment Consultants to provide sifted list to LA	Week 5
LA (HoPS, and Simon) to agree list of candidates to be Forwarded to members Appointments Sub-committee for shortlisting	Week 5
Recruitment consultants to conduct preliminary interviews with agreed list of candidates	Week 6/7
Recruitment consultants and LA to produce report for members	Week 8
Recruitment consultants and LA meet to finalise report for members	Week 9
Appointment Sub-Committee consider list of candidates and agree shortlist - Recruitment consultants to attend	Week 11
Candidates advised of outcome of Appointments panel and invited to final selection process	Week 12
Day 1 of selection process- carousel of stakeholder panels, informal interview with Director ESCW Recruitment consultants to provide a report on each candidate as a result of the day's processes to be reported to Members on day 2.	Week 13

<p>Day 2 of selection process – Recruitment consultants to brief members on process to date. Candidates to present and have final interview with Members. Members appointment Sub-committee to agree who to appoint</p>	<p>Week 14</p>
<p>Opportunity for the Mayor and the Executive to object to the appointment (should there be any objection a further Appointments Sub-committee may need to be convened)</p>	<p>Week 15</p>
<p>Selected candidate offered the post</p>	<p>Week 15</p>

Agenda Item 3.5

Committee/Meeting: HR Committee	Date: 22 October 2014	Classification: Unrestricted	Report No:
Report of: Service Head (Human Resources & Workforce Development) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Appointment of Chief Executive – Selection of Recruitment Consultants and Next Steps Wards Affected: All	

1. **SUMMARY**

- 1.1 Council at its meeting on 10th September 2014 considered a motion regarding the recruitment of a Chief Executive. Council agreed that a Chief Executive should be appointed to the indicative timetable contained in the motion. Subsequently at its meeting on 15th September 2014 HR Committee accordingly resolved to establish an Appointments Sub-Committee for that purpose. This report sets out the proposed process and timetable for the recruitment and associated matters for consideration.
- 1.2 The initial steps in the recruitment process involve the invitation of proposals from recruitment consultants and the assessment of those proposals by officers. The preferred suppliers are brought forward to the HR Committee so that the Committee may comment on the proposals to inform the final selection of the consultant who will assist with the recruitment.
- 1.3 This report provides a brief summary of the assessment carried out by officers and the results of that part of the process.

2. **DECISIONS REQUIRED**

- 2.1 That, following the presentations, Members comment on the recruitment consultants' proposals.
- 2.2 That Members note and comment on the job description and person specification for the post of Chief Executive.

3. **REASONS FOR THE DECISIONS**

- 3.1 As stated in the minutes of the meeting of Council on 10th September 2014, "the Council confirms its view that a clear and transparent process for appointing a permanent Chief Executive to work with the Elected Mayor and councillors to deliver the quality of services for which Tower Hamlets has been known in the past should be put in place".

3.2 A preferred recruitment consultant needs to be selected in order to progress the appointment to the indicative timetable presented to HR Committee on 15th September 2014.

4. ALTERNATIVE OPTIONS

4.1 The work that has been done to date with interim arrangements could continue. However, Council has reinforced its commitment to maintaining excellent quality of services for residents, and recognises that in order to do this it needs to have strong and stable leadership to support the work of council staff.

5. BACKGROUND

5.1 Following the decision of Council to appoint a permanent Chief Executive, HR Committee at its meeting on 15th September received a report on the recruitment and agreed to proceed in accordance with the indicative timetable attached to the report.

5.2 Details of the Council's requirements have been supplied to four consultancies; Penna, Green Park, Harvey Nash and Prospects. Penna, Green Park and Harvey Nash submitted tender proposals. Prospects chose not to participate.

5.3 The selection process involved the receipt of written proposals from Penna, Green Park and Harvey Nash followed by an interview and presentation to a panel of officers led by the Service Head, Human Resources & Workforce Development. All three agencies provided credible submissions. The assessment scored the consultants against the following criteria:

- Knowledge of role
- Knowledge of Tower Hamlets
- Market Knowledge
- Experience of recruiting to a similar role
- Experience of recruiting for other London Boroughs or similar organisations
- Evidence of innovative solutions in improving decision-making
- Evidence of identifying and sourcing diverse candidates
- Evidence of commitment to Equality and Diversity in recruitment processes
- Flexibility in pricing and cost in line with expectations and budget.

6. MATTERS FOR CONSIDERATION

6.1 Selection of Preferred Recruitment Consultant

6.1.1 Green Park and Penna are invited to this meeting of the Committee to present their proposals. Each of the consultants will be allowed 15 minutes for their presentation and a further 15 minutes is allocated for Members' questions.

6.1.2 Members are asked to consider the presentations and comment on the consultants' proposals.

6.2 Job Description and Person Specification

6.2.1 The job description and person specification for the post is extremely important. It sets out the duties to be performed by the Chief Executive and the accountabilities and responsibilities of the post. The person specification sets out the essential qualities an individual should possess in order to fulfil the requirements of the job.

6.2.2 It is best practice to review the current job description of the Chief Executive prior to any permanent appointment to ensure that it fully reflects the role required. The Committee are therefore invited to comment on the current content.

6.2.3 The existing job description and person specification for the post of Chief Executive are attached at Appendix A. In line with the Council's Leadership and Management Framework, the person specification contains a description of the experience, knowledge and attributes that are required and a template against which candidates should be assessed. Members may wish to adjust the person specification depending on the brief given to the selected recruitment consultant, for example, the specification may need to be amended if the search is extended to aspiring Chief Executives as well as those who are existing holders of posts at the Chief Executive level.

6.3 Salary

6.3.1 In accordance with the Council's pay policy the salary for the Chief Executive ranges from £171,498 to £188,646 plus London Weighting of £3,252 and travel allowance of £3,077.

6.3.2 Recruitment consultants have advised that it is important that the Chief Executive's salary is in line with the market especially considering that there are a number of posts at this level in London Local Authorities currently being advertised or which have been the subject of recent recruitment. Authorities are taking the opportunity to review the salary for their Chief Executive in light of recent publicity on Local Government senior officers' pay and this often results in a reduced salary package.

6.3.3 According to recruitment consultants, the average salary for London Borough Chief Executives is £185k. Any revision to the Chief Executive's salary as determined by the Council's pay policy will need to be referred to Council.

6.4 Next Steps

6.4.1 The report to HR Committee of 15th September had as an attachment an indicative timetable. This is reproduced at Appendix B for ease of reference.

6.4.2 Following appointment the recruitment consultants will be asked to commence a soft search and an advertisement will appear. Consultants will sift applications and conduct preliminary interviews prior to preparing a short-list which will be brought forward to members of the Appointments Sub Committee. This initial meeting of the Appointments Sub Committee is currently indicated as taking place during week commencing 2nd February 2015.

7. **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

7.1 The budget for the salary of the Chief Executive is currently held within the Corporate Management vote on the Law, Probity and Governance budget. Should the salary exceed the estimate then compensatory savings will need to be identified. Recruitment costs will be contained within existing budgets.

8. **LEGAL COMMENTS**

8.1 Pursuant to section 112 of the Local Government Act 1972, the Council is required to appoint such officers as it thinks necessary for the proper discharge by the Council of its functions and such of another authority's functions as fall to be discharged by it and the carrying out of any obligations incurred by the Council in connection with an agreement made with another authority under section 113 of the for placing its staff at the disposal of another authority.

8.2 It is the role of the Council's Head of Paid Service, appointed under section 4 of the Local Government Act 1989 to keep the following matters under review—

- (a) the manner in which the discharge by the Council of its different functions is co-ordinated;
- (b) the number and grades of staff required by the Council for the discharge of its functions;
- (c) the organisation of the Council's staff; and
- (d) the appointment and proper management of the Council's staff.

8.3 The functions of the HR Committee include determining the criteria for the appointment of statutory and non-statutory chief officers and deputy chief officers for the Appointments Sub-Committees established from time to time to consider such appointments. It is appropriate for the Committee to be

informed of relevant recruitment timetables, to agree job descriptions and to express a view on interim arrangements pending recruitment.

- 8.4 When carrying out its functions as an employer and as a public authority, the Council must not discriminate or otherwise engage in unlawful behaviour contrary to the Equality Act 2010. The Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Ensuring that any selection process is fair and subject to equal opportunity is part of complying with the Council's equality obligations. An appropriate level of advertising for any vacancy should help to achieve this. Officers should ensure that the Council complies with its own policies and procedures in relation to any recruitment process.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The Council's commitment to equalities includes an undertaking to achieve a Workforce to Reflect the Community at all levels in the organisation and such considerations will be part of the recruitment process and informed the procurement process. All posts are recruited to on merit. Internal arrangements provide for succession planning and career development.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 There are no implications.

11. RISK MANAGEMENT IMPLICATIONS

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

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 – Job Description
- Appendix 2 – Indicative Timetable
- Appendix 3 – Additional Background Information - EXEMPT

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

None

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Job Description

Job Title: Chief Executive

1. Job Purpose

- 1.1 To be the Council's Head of Paid Service.
- 1.2 Work with the Mayor, the Council and Chief Officers to ensure that the needs of the Communities of Tower Hamlets are articulated, their interests progressed and that a full range of public services are delivered to the highest standards possible within available resources.
- 1.3 To advise on the effective operation of the Council's democratic, constitutional and governance structures and arrangements, and to develop a more robust system to operate under the Mayoral model.
- 1.4 To ensure that all aspects of the Council's organisation, systems and processes support this purpose and strive to continuously improve the Council's efficiency and effectiveness.
- 1.5 To act as an ambassador and advocate for Tower Hamlets both as a place and as a Council, promote social cohesion and democratic accountability.
- 1.6 To engage, represent and participate in Tower Hamlets diverse community activities and events.
- 1.7 To ensure that the Mayors priorities are delivered in a timely, efficient and innovative way.

2. Leadership

- 2.1 Develop a professional partnership with the Mayor and Members to ensure that the Council's vision, goals and core values are made a reality, provide a clear sense of direction, optimism and purpose and marshal the resources of the whole organisation to this end.
- 2.2 Lead and develop a strong, co-ordinated and effective corporate management team which will define, prioritise, secure agreement and implement work programmes which meet community needs.

- 2.3 Inspire, empower and develop the Council's workforce to secure a real sense of ownership of its aims and objectives, seek continuous improvement, encourage cross-Council working and move decision taking and responsibility as close as possible to the point of service delivery.
- 2.4 Work in a co-operative manner with other agencies, local business, voluntary sector and the community to develop a strong and effective Local Strategic Partnership capable of effectively delivering the Community Plan
- 2.5 Undertake the statutory provisions required of the Head of the Paid Service and act as the principal adviser to the Council.
- 2.6 Act as Returning Officer of the Council for various electoral matters.
- 2.7 In conjunction with the Director of Resources ensure that the Council's budgets and resources are optimised and delivered effectively through appropriate structure and controls, which deliver regular monitoring and control.

3. Quality and Service Delivery

- 3.1 Ensure the delivery of high quality, cost effective, best value services to the community, taking an innovative approach where such opportunities exist.
- 3.2 Develop and advise Members on strategies to meet the needs of the community and ensure their successful implementation.
- 3.3 Lead initiatives to ensure that Tower Hamlets Council fulfils its objective of becoming a 'flagship *and exemplar*' local authority.

4. Partnership and Regeneration

- 4.1 Lead the Council's commitment to working in partnership with a range of stakeholders, with the aim of maximising positive and sustainable investment in the borough and delivering the Community Plan.
- 4.2 Using the borough's strengths (economic, cultural, heritage, location, skills and talent), champion the Council's regeneration strategy and programme to achieve a vibrant, varied and sustainable economy and quality environment.

5. Corporate Management

- 5.1 Optimise the Council's organisational capability to continually deliver quality services in a constantly changing environment, whilst working within available resources and the necessary financial and legal boundaries.

- 5.2 Lead, motivate and manage the senior management team in a manner which develops effective corporate and cross-directorate working and delivers agreed outcomes.
- 5.3 Lead and motivate the Council's diverse workforce, creating an open, co-operative, creative and empowering culture throughout the organisation.
- 5.4 Advise and support the Mayor in the performance of the duties and role of the Mayor of Tower Hamlets; and advise and support the Council in the delivery of its reserved powers and duties.
- 5.5 Develop a flexible and focussed organisation which is able to positively embrace, absorb and respond to changing requirements and priorities.
- 5.6 Ensure that effective organisational and management information systems are in place to deliver strategic and service objectives and develop clear performance management framework that encourage continued development.
- 5.7 Monitor, at a strategic level, the overall health of the organisation and its corporate effectiveness through the process of setting targets, performance standards and regular review.

6. Communications

- 6.1 Promote effective communication of the Council and its activities to both internal and external audiences.
- 6.2 Act as the Council's principle officer in dealings with the local community, central government, local authority associations and other external organisations, partners and contractors.

7. Valuing Diversity

- 7.1 Through personal example, value and celebrate the rich diversity of the borough's communities and workforce, building upon the Council's positive approach to equality of opportunity for all and ensuring that this is reflected in all that the Council does and says as regards employment, service delivery and activities to promote social justice, anti-poverty and community safety.
- 7.2 Working with the Mayor and Elected members to ensure the Council engages with and listens to the views of the Community with the aim of securing the economic, social and environmental wellbeing of all citizens of Tower Hamlets.

8. Other

- 8.1 Undertake all duties in accordance with Council policies and statutory obligations, and any other such duties as may be reasonably required.

CHIEF EXECUTIVE TOWER HAMLETS

PERSON SPECIFICATION

Experience

1. Significant achievement at Chief Executive level or equivalent, demonstrating substantial leadership and senior management experience in a complex and sizeable local authority, preferably having faced similar governance issues to those in Tower Hamlets.
2. Demonstrable success in leadership and management, leading the formulation and delivery of corporate objectives, policies and strategies.
3. An excellent track record of working in partnership across organisational boundaries, achieving results by building internal and external relationships with Members, Partner Organisations, Communities, Trade Unions, Voluntary Sector Providers, Government, Public Agencies and Statutory Authorities.
4. An excellent track record of effective decision making within a complex political environment.
5. A demonstrable record of establishing and maintaining a strong and effective performance culture, inspiring, motivating and empowering people to meet corporate objectives and deliver services that meets the needs of the local community by achieving positive results and beneficial outcomes.
6. Proven record of achievement as an organisational ambassador, including the promotion and maintenance of the corporate reputation of a local authority or other complex multi-disciplined public sector organisation.
7. Proven track record of achievement of equal opportunities in both employment and service delivery within a sizeable and complex public sector organisation including establishing effective working relationships with multicultural communities to deal with issues of diversity, social inclusion, community engagement and development.

Knowledge

1. A comprehensive understanding of local government, the national and political context within which it operates and the current challenges and opportunities.

2. Understanding of the Law, Constitution and Governance practice of councils led by a Directly Elected Mayor.
3. A broad knowledge of the range of services provided by a complex local authority and how they can provide excellent local outcomes.
4. A good understanding of how services focussed on people operate and of how improvements can be affected by integrated planning.
5. A good understanding of those areas prioritised by the Council and the Mayor as defined by the Local Strategic Partnership Community Plan.
6. A broad knowledge of local government finance and legislative framework within which a local authority operates.
7. Performance management, strategic thinking, organisational change and transformation.

ATTRIBUTES (our leadership and management framework)

Achieving results

- § Understanding of and commitment to the Council's vision, Mayor's priorities and the ability to ensure these are translated into reality
- § Ability to provide clear leadership and strategic direction for the Council in conjunction with the Mayor, in a manner that secures commitment and ownership in all service areas and engages all sectors of the local community
- § Ability to manage, empower and motivate a diverse range of professionals to establish effective teams and high quality outcomes, particularly the corporate management team
- § Ability to allocate resources strategically and to ensure effective monitoring and control
- § Sound judgement and the ability to analyse a situation and convert this into a strategic response
- § Strategic, positive and enthusiastic approach to change and the ability to manage it with confidence to achieve continuous improvement
- § Clear focus on outcomes and the ability to deliver required results
- § Ability to establish and maintain effective partnerships to achieve required outcomes locally, regionally and nationally
- § Understanding of how to achieve results in a complex political environment and an ability to do so
- § A champion of a high performance culture
- § Dedicated and passionate about serving the local community by achieving the

priorities established by the Mayor and Full Council

- § Willingness to undertake evening and weekend work

Engaging with others

- § Ability to work closely and establish positive relationships with the Mayor, Members, Chief Officers, Officers of the Council, Schools, Trade Unions, PCT, External Agencies, Voluntary Sector, Community Groups and Individuals
- § Ability to relate to, work with and empathise with, the aspirations of people at all levels and from a variety of backgrounds and to understand the unique nature and diversity of the local community
- § Ability to communicate clearly and effectively both orally and particularly in writing to engage the interests of a wide range of audiences
- § Excellent interpersonal, negotiating and influencing skills
- § Personal and professional demeanour which engenders confidence

Learning Effectively

- § Degree or equivalent
- § Ability to respond constructively to changing demands, reconcile differing agendas, meet tight deadlines and maintain quality services
- § Commitment to the delivery of customer focused services and continuous service improvement
- § Evidence of commitment to continuing professional development

Valuing Diversity

- § Demonstrable commitment to combating discrimination and disadvantage to both in employment and service provision
- § Proven and demonstrable understanding of and commitment to, and leadership of, inclusive service planning and provision
- § Role model in behaviour and delivery of duties

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Appendix B

Indicative Timetable for Recruitment of Chief Executive

Process	timeline
Council receive motion regarding Chief Executive Recruitment and agree overall process	10.09.14
HR Committee receive report	15.09.14
Spec provided to recruitment consultants on the PSL	22.09.14
Proposals assessed and top two recruitment consultant(s) selected for presentation to HR Committee	07.10.14
HR Committee comment on preferred consultant and agree jdps and brief	22.10.14
Recruitment consultants begin soft search and preparation for advertisement, etc.	27.10.14
Advert appears	w/e 07.11.14
Recruitment Consultants to longlist and start to sift	w/c 15.12.14
Recruitment Consultants to provide sifted list to LA	07.01.15
Recruitment consultants to conduct preliminary interviews with agreed list of sifted candidates	w/c 19.01.15
Recruitment consultants and LA to produce report for Members	26.01.15
Recruitment consultants and LA meet to finalise report for Members	w/c 26.01.15
Appointments Sub-Committee consider list of candidates and agree shortlist - Recruitment consultants to attend	w/c 02.02.15
Candidates advised of outcome of Appointments panel and invited to final selection process	w/c 09.02.15
Day 1 of selection process- (final content to be agreed but likely to include tour of the Borough, informal interviews/meetings with Mayor, Group Leaders and informal lunch with CMT plus possible group discussion or as recommended by recruitment consultant) Recruitment consultants to provide a report on each candidate to be reported to Members on day 2.	16.02.15

Day 2 of selection process – Recruitment consultants to brief members on process to date. Candidates to present and have final interview with Members. Members Appointment Sub-committee to agree who to recommend for appointment	17.02.15
Report on outcomes including recommendations of the Appointments Sub-Committee to be presented to each member of the Executive requesting that the Mayor notify any objection to the appointment of any of the short-listed candidates by 5 th March 2015.	19.02.15
Report on outcomes including recommendations of the Appointments Sub Committee and any objection made on behalf of the Executive to be considered by full Council on 5 th March 2015 where a decision on an appointment can be made	05.03.15

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

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Agenda Item 5

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Agenda Item 6.1

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