

HUMAN RESOURCES COMMITTEE

Wednesday, 28 January 2015 at 7.30 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 Khaless 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]

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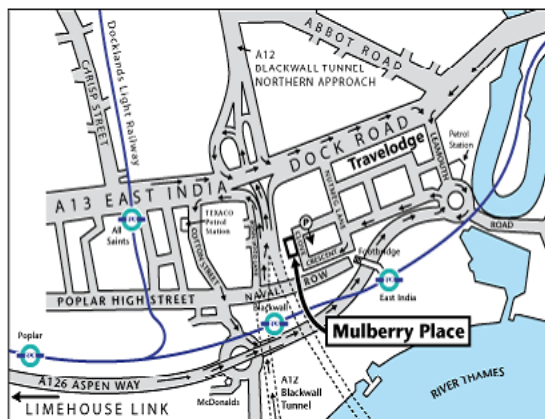
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APOLOGIES FOR ABSENCE

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. MINUTES OF THE PREVIOUS MEETING(S)

5 - 10

To confirm as a correct record the minutes of the Extraordinary meeting of the Human Resources Committee held on 11 December 2014.

3. REPORTS OF CORPORATE DIRECTOR, RESOURCES

3.1 Quarterly Report - New Starters

11 - 24

3.2 Employment Options Update

25 - 34

3.3 Pay Policy 2015-16

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4. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT

5. EXCLUSION OF THE PRESS AND PUBLIC

6. EXEMPT/CONFIDENTIAL MINUTES OF THE PREVIOUS MEETING

91 - 94

To confirm as a correct record the Exempt/Confidential minutes of the Extraordinary meeting of the Human Resources Committee held on 11 December 2014.

7. EXEMPT/CONFIDENTIAL REPORTS FOR CONSIDERATION

7.1 Senior Management Vacancies

95 - 126

7.2 Education, Social Care and Wellbeing Organisational Structure

127 - 146

8. ANY OTHER EXEMPT/CONFIDENTIAL BUSINESS WHICH THE CHAIR CONSIDERS URGENT

Next Meeting of the Committee

The next meeting of the Committee will be held on Wednesday, 25 March 2015 at 7.30 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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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE HUMAN RESOURCES COMMITTEE

HELD AT 7.32 P.M. ON THURSDAY, 11 DECEMBER 2014

**ROOM MP702, 7TH FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE
CRESCENT, LONDON, E14 2BG**

Members Present:

Councillor Clare Harrisson (Chair)
Councillor Khaled Uddin Ahmed (Vice-Chair)
Councillor Rachel Blake
Councillor Dave Chesterton
Councillor Alibor Choudhury
Councillor Julia Dockerill
Councillor Gulam Robbani (Substitute for Councillor Oliur Rahman)

Officers Present:

Stephen Halsey	– (Head of Paid Service and Corporate Director Communities, Localities & Culture)
Mark Keeble	– Senior Business Partner Human Resources
Simon Kilbey	– (Service Head, Human Resources and Workforce Development)
Robert McCulloch-Graham	– (Corporate Director, Education Social Care and Wellbeing)
David Galpin	– (Service Head, Legal Services, Law Probity & Governance)
Jo Cleary	– (Greenway)
Matthew Mannion	– (Committee Services Manager, Democratic Services, LPG)

Apologies:

Councillor Oliur Rahman

1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST

None were declared.

2. MINUTES OF THE PREVIOUS MEETINGS

RESOLVED

That the unrestricted minutes of the meetings held on 15 September 2014 and 22 October 2014 be agreed, and signed by the Chair, as a correct record of proceedings subject to the following amendments:

- That Councillor Khales Uddin Ahmed be marked as the Vice-Chair of the Committee.
- Spelling corrections.

3. REPORTS OF CORPORATE DIRECTOR, RESOURCES

3.1 Employment Options

Simon Kilbey, Service Head, HR and Workforce Development, introduced the update report on the Employment Options process. He updated the Committee on progress to date including that consultations had commenced with the unions.

Mark Keeble, Employment Options Project Manager, provided additional information to the Committee, including that:

- The value of the savings was expected to be around £3.9 million.
- The Cabinet decision not to proceed with the nurseries changes had an impact on expected savings but it also significantly reduced the proportion of those Employment Options requests in scope of Service Challenge restructures who were women from 74% to 68% which better reflected the overall workforce balance.
- Officers were working with the unions to try and prevent any compulsory redundancies. The unions had been provided with additional facility time to support their work.
- Analysis by percentage of the current workforce and the outcome of requests indicated comparatively more managers were being lost than lower graded staff.
- As an update to the report - 14 restructure consultations were expected to begin in December and a further 22 were to begin in January.
- The bumped redundancy process had begun with a new process developed in consultation with the unions.

The Committee discussed the report and looked at a number of issues including:

- The ability of staff to waive their notice period in lieu of pay.
- That the financial implications of restructures ending after 31 March had been considered but that some restructures would complete by 31 March especially if the officers have waived their notice periods.
- Work needed to be completed on examining why more disabled and BME staff were marked for redundancy than would be expected and to see if retraining and support was available.
- Not all savings proposals were accepted by Cabinet.

- It was noted that the Pensions Committee were due to receive a report on the impact of early retirements.

RESOLVED

1. That the report be noted.

3.2 Organisational Structure

The Chair noted and agreed the reasons for urgency for consideration of the report as set out:

The report was not prepared in time for publication five clear days in advance of the meeting. However, it seeks input from the Committee on a key aspect of the Council's organisation and it may be considered that this is a matter of priority which should not wait until after the next meeting of the Committee.

Adjournment

The meeting was adjourned at 19:50 for ten minutes to allow Members to read the report.

Stephen Halsey, Head of Paid Service, introduced the report on the review of the organisational structure in the Education, Social Care and Wellbeing directorate. He highlighted that officers were keen to hear the Committee's thoughts on what was being proposed. He stated that a further report could be presented back with the final proposals to allow the Committee to express their view on the specific plans that were developed.

Robert McCulloch-Graham, the Corporate Director, Education, Social Care and Wellbeing highlighted that the directorate was very large and was growing significantly with the recent inclusion of public health services. The changing focus in other areas such as adult social care was also having an effect. However, there were benefits to a large directorate with the ability to share back-office support staff and officer knowledge and skills as well as simpler internal communications and this balance would be considered as part of the review.

Members reviewed the paper and expressed disappointment that the review did not appear to have progressed significantly beyond the report presented to the previous meeting and questioned whether there was enough urgency considering the importance of the issue. Officers responded that the review was progressing but that it was a large scale project involving a large number of internal and external stakeholders including the social work college, health sector partners, agencies and more. The intention was to have a report ready as soon as practically possible but that it had to be robust and lasting. The report to the next meeting would include more details of the plans themselves.

Discussing specific points, Members highlighted that:

- The next progress report should contain that additional information
- Officers might wish to examine if there were further ways the Committee Members could be involved in the discussions.
- The final options report should include timelines.

Officers agreed to provide more information on the proposals and their reasoning and to work with Members to provide suitable reports to future meetings. Officers would consider the most appropriate ways that the Members could feed into the development of the proposals.

Finally, it was noted following advice from Service Head Legal Services to the Committee that the decision rested with the Head of Paid Service but he highlighted how he valued the input of the Committee.

RESOLVED

1. To note the report.
2. To note that the Corporate Director ESCW and the Head of Paid Service will present a further report to the next meeting of the HR Committee following appropriate advice on the options.

4. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS URGENT

Nil items.

5. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED –

- (1) That in accordance with the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting on the grounds that the remaining agenda item contained information defined as exempt or confidential in Part 1 of Schedule 12A to the Local Government Act 1972.

6. EXEMPT/CONFIDENTIAL MINUTES OF THE PREVIOUS MEETINGS

Subject to minor amendments the Exempt/Restricted Minutes of the meetings held on 15 September 2014 and 22 October 2014 were agreed.

7. EXEMPT/CONFIDENTIAL REPORTS FOR CONSIDERATION

7.1 Senior Management Vacancies

The Committee considered an additional tabled paper regarding certain senior management vacancies and also the original report as set out in the agenda.

The Committee discussed the information contained in the report and agreed relevant recommendations including a shortlist for the post of Service Head, Adult Social Care.

7.2 Appointment of Chief Executive Update

The Committee considered the report as set out on the agenda and additional information presented by officers. Following discussion the Committee agreed a set of recommendations.

8. ANY OTHER EXEMPT/CONFIDENTIAL BUSINESS WHICH THE CHAIR CONSIDERS URGENT

Nil items.

The meeting ended at 9.33 p.m.

Chair, Councillor Clare Harrisson
Human Resources Committee

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Agenda Item 3.1

Committee/Meeting: HR Committee	Date: 28 January 2014	Classification: Unrestricted	Report No: 3.1
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 the period Quarter 2 2014/15 (July - September 2014).
- 1.2 This report provides quarterly employment information on new starters for the period July - September 2014 as Appendices 1, 2 and 3.
- 1.3 Information relating to pre-apprentices and trainees for the period July – September 2014 is included as Appendix 4.
- 1.4 To enable longer term trends in recruitment to be identified, the equalities information for all periods from April 2012 to September 2014 is given as Appendix 5.

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. The report discusses external appointments only; it does not include information relating to internal appointments/promotions.

6.2 Details on the numbers, job titles, directorate and service area of new starters for Q2 2014/15, together with equalities, demographics breakdowns and trend information are attached (Appendices 1, 2 and 3).

6.3 There were 119 new starters during the period. The majority of these are front line workers and include Social Workers, Tutors, School Meals staff and Educational Psychologists. (Appendix 1).

6.4 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 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.

6.5 Trend information by equalities strands, in both numeric and graphic form is provided as Appendix 5.

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

Number of New Starters, Q2 2012/13 – Q2 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	Q2, 2014/15
91	149	116	125	127	81	87	122	119

6.7 The number of new starters in the last 2 quarters may appear somewhat high, given that the current round of organisational change is partially as a result of the need to reduce expenditure. However, the majority of new staff are in areas which traditionally have high turnover and where it is unlikely that suitable internal candidates could be found, either because of the specialist nature of the posts (subject-specific tutors, social workers) or because the part-time/term-time-only nature of the work (kitchen assistants). All London Councils have immense difficulty in recruiting and retaining

sufficient numbers of social workers and joint working on this matter is currently being undertaken.

6.8 The numbers and percentages of new starters to each Directorate during Q4 2013/14 and Q2 2014/15 are as follows:

	Jan - March 2014		Apr - June 2014		July - Sept 2014	
	Number	%	Number	%	Number	%
Communities Localities and Culture	32	36.8	44	36.1	32	26.9
Development & Renewal	6	6.9	5	4.1	7	5.9
Education, Social Care & Wellbeing	44	50.6	51	41.8	62	52.1
Law, Probity & Governance	2	2.3	13	10.7	12	10.1
Resources	3	3.4	9	7.4	6	5.0
Total	87	100	122	100	119	100.0

6.9 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. Given the relatively small numbers of new starters in each quarter, the degree of variation is to be expected.

6.10 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 10 people undertook work experience of this kind during Quarter 2 2014/15(Appendix 4). 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.

6.11 In addition, the first round of the 2014/15 apprentice scheme has begun, with Skillsmatch providing the first screening stage for 30 apprentices. Interviews are planned for February 2015. The funding and opportunities for a further 20 apprentices is currently being identified.

6.12 The revised recruitment process has five stages:

- Advert and Engagement
- Skillsmatch to carry out initial screening
- Development Centre
- Induction

6.13 To ensure that the widest possible audience is reached the advertising strategy adopted is:

- Advertisement in East End Life and on the Council's website
- Notices in local youth clubs, employment centres and community organisations
- Workforce Development to engage with teams across the Council who have a particular interest in ensuring that 'their young people' know about and apply for the scheme and the advertisement is sent to them to alert them. Examples of teams contacted are:
 - Youth Offending team
 - Leaving Care Team
 - Supporting People Team
 - Connexions
 - Youth Services (working with NEET)

6.14 The Workforce Development team are working with Skillsmatch to ensure that:

- Applicants are supported to apply
- Placement supervisors are involved in the assessment process
- Unsuccessful candidates are signposted to suitable alternative opportunities

6.15 The WFTRC action plan also includes a commitment to recruit two cohorts of pre-apprentices including recruiting 10 adults with learning difficulties. Additionally there is a commitment to support 10 Leaving Care trainees, with 7 suitable candidates beginning in November 2014. A further 3 will be added as and when they are identified.

6.16 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

6.17 During the last three quarters, the main ethnicities of new starters were:

Ethnicity	Jan - Mar 2014	Apr - Jun 2014	July - Sept 2014
Bangladeshi	22%	30%	25%
Black	13%	15%	15%
White	48%	47%	44%

Within the overall Council workforce the respective percentages are 23% (Bangladeshi), 22% (Black) and 44% (White). There are, however, significant variations in recruitment 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.

6.18 48% of new starters in Q2 2014/15 were LBTH residents, compared with, 44% and 49% in the preceding quarters. This is lower than during 2013, and appears to have stabilised at just under 1/2 of all new starters.

6.19 Non-resident recruitment tended to be for the more specialist, skilled vacancies, for example Social Workers and Education Psychologists.

6.20 Over 2/3 of all new starters are aged between 20 and 34, this being consistent for the last 18 months.

6.21 Only 1 person recruited during July – September 2014/15 identified themselves as having a disability – the lowest percentage by some distance since the analysis of new starters was begun.

6.22 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. FINANCECOMMENTS

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 1- New Starters, Quarter 2 2014/15, July – September 2014

Appendix 2 - New starters by equality strands, Quarter 2 2014/15, July – September 2014

Appendix 3 - Demographics of New Starters, Quarter 2 2014/15, July – September 2014

Appendix 4-Trainees by equality strands,Quarter 2 2014/15, July – September 2014

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

**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 1

New starters, Quarter 2 2014/15, July – September 2014

Job Title	Start Date	Directorate	Division	Service
Community Park Ranger St Georges	11/08/2014	CLC	Culture, Learning and Leisure	Arts Parks & Events
Parks Outreach Officer	04/08/2014	CLC	Culture, Learning and Leisure	Arts Parks & Events
First Language Assessor	14/07/2014	CLC	Culture, Learning and Leisure	Community Languages
First Language Assessor	05/09/2014	CLC	Culture, Learning and Leisure	Community Languages
First Language Assessor	08/09/2014	CLC	Culture, Learning and Leisure	Community Languages
Modern Foreign Language Tutor	01/09/2014	CLC	Culture, Learning and Leisure	Community Languages
Primary Languages Advisory Teacher	11/08/2014	CLC	Culture, Learning and Leisure	Community Languages
Casual Tutor Numeracy	15/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Creative Writing	06/08/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Idea Store Administrator	28/08/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Cookery Tutor	19/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Language Tutor	01/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Tutor - ESOL	01/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Tutor - ESOL	03/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Tutor - General Cookery	19/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Tutor - Italian	22/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Sessional Tutor - Literacy	05/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Tutor Spanish	01/09/2014	CLC	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Graduate Engineer	28/07/2014	CLC	Public Realm	Transportation & Highways
School Crossing Patrol Officer	08/09/2014	CLC	Public Realm	Transportation & Highways
Senior Environmental Health Officer	11/08/2014	CLC	Safer Communities	Consumer & Business Regulations
THEO (Markets, Non-Accredited)	08/09/2014	CLC	Safer Communities	Enforcement, Intervention & Markets
Tower Hamlets Enforcement Officers	14/07/2014	CLC	Safer Communities	Enforcement, Intervention & Markets
Targeted Support Key Worker	11/08/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker	07/07/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker	18/08/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker	08/09/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker	08/09/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker	15/09/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker in Charge	01/07/2014	CLC	Safer Communities	Youth & Community Services
Youth Worker in Charge	07/07/2014	CLC	Safer Communities	Youth & Community Services
Support Services Officer	01/07/2014	CLC	Strategy, Resources & Olympic Impacts	Str & Bus Dev-Culture, EC & S Planning
Administrative Assistant	08/09/2014	D&R	Asset Management	Business Support
Contact Centre Adviser	07/07/2014	D&R	Economic Development	Employment & Skills Team
Team Principal - Housing Advice	14/07/2014	D&R	Housing Options	Options and Prevention and Assessments
Planning Officer	29/09/2014	D&R	Planning & Building Control	Development
CIL Officer	29/09/2014	D&R	Planning & Building Control	Infrastructure Planning Team
Deputy Team Leader	08/09/2014	D&R	Planning & Building Control	Infrastructure Planning Team
Senior Business Analyst	14/07/2014	D&R	Resources	Management Systems
First Response Officer	22/07/2014	ESCW	Adults Social Care Services	First Response & First Respons Hosp Unit
Social Worker	18/08/2014	ESCW	Children's Social Care	Assessment & Early Intervention
Social Worker	18/08/2014	ESCW	Children's Social Care	Assessment & Early Intervention
Social Worker	18/08/2014	ESCW	Children's Social Care	Assessment & Early Intervention
Social Worker	18/08/2014	ESCW	Children's Social Care	Assessment & Early Intervention
Social Worker	01/07/2014	ESCW	Children's Social Care	Children's Resources
Data Manager Troubled Families	01/09/2014	ESCW	Children's Social Care	Family Interventions Service
Social Worker	18/08/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	26/08/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	08/09/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	22/09/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	01/07/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	08/09/2014	ESCW	Children's Social Care	Family Support & Protection
Social Worker	15/09/2014	ESCW	Children's Social Care	Family Support & Protection
Business Support Officer	02/09/2014	ESCW	Commissioning and Health	Strategic Commissioning
Administrative Officer (ES)	01/09/2014	ESCW	Learning & Achievement	Education Psychology
Advisory Teacher	01/09/2014	ESCW	Learning & Achievement	Education Psychology
Educational Psychologist	01/09/2014	ESCW	Learning & Achievement	Education Psychology
Educational Psychologist	01/09/2014	ESCW	Learning & Achievement	Education Psychology
Educational Psychologist	02/09/2014	ESCW	Learning & Achievement	Education Psychology
Family Support Worker (SE)	23/07/2014	ESCW	Learning & Achievement	Learning and Achievement - Birth to 11
FIS Information Officer	06/08/2014	ESCW	Learning & Achievement	Learning and Achievement - Birth to 11
Play and Learning Worker (NW)	23/07/2014	ESCW	Learning & Achievement	Learning and Achievement - Birth to 11
Thames Tutor A	01/09/2014	ESCW	Learning & Achievement	Music Service/Arts Education

New Starters by equality strands, Quarter 2 2014/15, July – September 2014

Gender	Number	%	Sexuality	Number	%
Female	75	63.0	Bisexual	2	1.7
Male	44	37.0	Declined to state/unknown	12	10.1
Total	119	100.0	Gay	2	1.7
			Heterosexual	103	86.6
			Total	119	100.0
Ethnicity	Number	%	Age	Number	%
Asian	7	5.9	<=20	2	1.7
Bangladeshi	30	25.2	21 - 24	16	13.4
Black	18	15.1	25 - 34	47	39.5
Declined to state/unknown	1	0.8	35 - 44	30	25.2
Mixed	6	5.0	45 - 49	11	9.2
Other	2	1.7	50 - 54	9	7.6
Somali	2	1.7	55 - 59	2	1.7
White	53	44.5	60 - 62	2	1.7
Total	119	100.0	Total	119	100.0
Disability	Number	%	LBTH Resident	Number	%
Not Disabled	108	90.8	Non-Resident	62	52.1
Declined to state/unknown	10	8.4	Resident	57	47.9
Disabled	1	0.8	Total	119	100
Total	119	100.0			
Religion	Number	%	Salary	Number	%
Buddhist	1	0.8	<=20,000	35	29.4
Christian	35	29.4	£20,000 - £29,999	28	23.5
Declined to state/unknown	8	6.7	£30,000 - £39,999	27	22.7
Hindu	1	0.8	£40,000 - £49,999	6	5.0
Muslim	42	35.3	£50,000 - £59,999	1	0.8
None	30	25.2	Casual/Hourly Paid	22	18.5
Other	1	0.8	Total	119	100.0
Sikh	1	0.8			
Total	119	100.0			

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.

Demographics of New Starters, Quarter 2 2014/15, July – September 2014

Sexuality	Bisexual	%	Decline to State	%	Gay	%	Heterosexual	%	Unknown	%	Total	%
Not LBTH	1	50	6	55	1	50	54	52		0	62	52
LBTH Resident	1	50	5	45	1	50	49	48	1	100	57	48
Total	2	100	11	100	2	100	103	100	1	100	119	100

Gender	Female	%	Male	%	Total	%
Not LBTH	41	55	21	48	62	52
LBTH Resident	34	45	23	52	57	48
Total	75	100	44	100	119	100

Disability	Not Disabled	%	Refused	%	Disabled	%	Total	%
Not LBTH	56	52	5	50	1	100	62	52
LBTH Resident	52	48	5	50	0	0	57	48
Total	108	100	10	100	1	100	119	100

Ethnicity	Asian	%	Bangladeshi	%	Black	%	Declined to state	%	Mixed	%	Other	%	Somali	%	White	%	Total	%
Not LBTH	4	57	5	17	11	61	0	0	5	83	1	50	1	50	35	66	62	52
LBTH Resident	3	43	25	83	7	39	1	100	1	17	1	50	1	50	18	34	57	48
Total	7	100	30	100	18	100	1	100	6	100	2	100	2	100	53	100	119	100

Salary	<=20,000	%	£20,000 - £29,999	%	£30,000 - £39,999	%	£40,000 - £49,999	%	£50,000 - £59,999	%	Casual/ Hourly Paid	%	Total	%
Not LBTH	6	17	12	43	22	81	5	83	1	100	16	73	62	52
LBTH Resident	29	83	16	57	5	19	1	17	0	0	6	27	57	48
Total	35	100	28	100	27	100	6	100	1	100	22	100	119	100

Age	<=20	%	21 - 24	%	25 - 34	%	35 - 44	%	45 - 49	%	50 - 54	%	55 - 59	%	60 - 62	%	Total	%
Not LBTH	0	0	7	44	25	53	18	60	6	55	4	44	1	50	1	50	62	52
LBTH Resident	2	100	9	56	22	47	12	40	5	45	5	56	1	50	1	50	57	48
Total	2	100	16	100	47	100	30	100	11	100	9	100	2	100	2	100	119	100

Religion	Buddhist	%	Christian	%	Declined to state	%	Hindu	%	Muslim	%	None	%	Other	%	Sikh	%	Unknown	%	Total	%
Not LBTH	0	0	24	69	4	57	0	0	12	29	22	73	0	0	0	0	0	0	62	52
LBTH Resident	1	100	11	31	3	43	1	100	30	71	8	27	1	100	1	100	1	100	57	48
Total	1	100	35	100	7	100	1	100	42	100	30	100	1	100	1	100	1	100	119	100

Appendix 4

Pre-Apprentices/Trainees, Quarter 2, July – Sept 2014

Gender	Number	%
Female	3	30.0
Male	7	70.0
Grand Total	10	100.0

Ethnicity	Number	%
Asian	1	10.0
Bangladeshi	7	70.0
Black	1	10.0
Declined to state/unknown	1	10.0
Grand Total	10	100.0

Age	Number	%
<=20	1	10.0
21 - 24	7	70.0
25 - 34	2	20.0
Grand Total	10	100.0

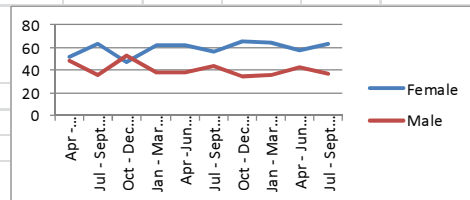
LBTH Resident	Number	%
Non-Resident	1	10.0
Resident	9	90.0
Grand Total	10	100.0

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

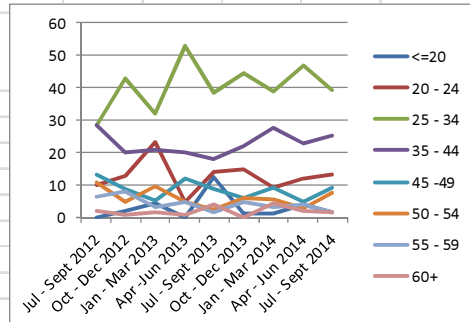
Note 2: Information on Sexuality, Religion, and Disability not supplied for very short-term workers

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

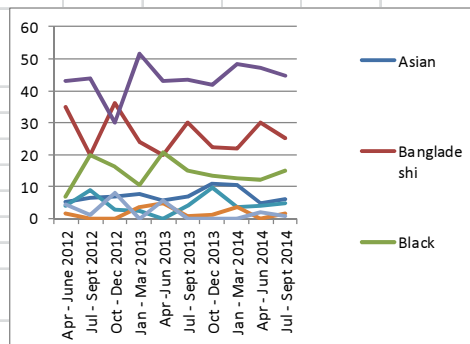
Gender	Apr - June 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014
Female	51	64	48	62	62	56	65	64	58	63
Male	49	36	52	38	38	44	35	36	42	37
Total	100	100	100	100	100	100	100	100	100	100



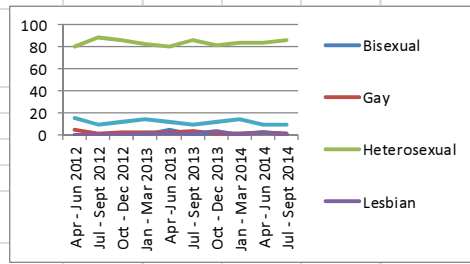
Age	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014
<=20	0	2	4	0	13	1	1	4	2
20 - 24	10	13	23	5	14	15	9	12	13
25 - 34	29	43	32	53	39	44	39	47	39
35 - 44	29	20	21	20	18	22	28	23	25
45 - 49	13	9	5	12	9	6	9	5	9
50 -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



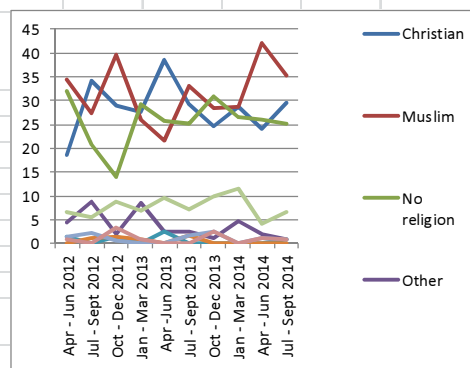
Ethnicity	Apr - June 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014
Asian	5	7	7	8	6	7	11	10	5	6
Bangladeshi	35	20	36	24	20	30	22	22	30	25
Black	7	20	16	10	21	15	14	13	12	15
White	43	44	30	52	43	43	42	48	47	45
Mixed	4	9	3	3	0	4	10	3	4	5
Other	1	0	0	3	5	1	1	3	0	2
Somali										2
Declined to State/Missing	4	1	8	0	6	0	0	0	2	1
Total	100	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	Jul - Sept 2014
Bisexual	0	0	0	0	5	0	1	1	2	2
Gay	5	1	2	3	2	3	1	1	2	2
Heterosexual	80	89	87	83	80	87	81	84	84	87
Lesbian	0	0	0	1	1	1	4	0	2	0
Decline to State/Missing	15	10	11	14	12	9	12	14	10	10
Total	100	100	100	100	100	100	100	100	100	100

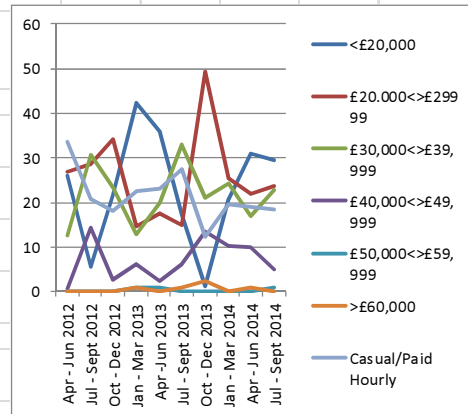


Religion	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014
Christian	19	34	29	28	38	29	25	29	24	29
Muslim	34	27	40	26	22	33	28	29	42	35
No religion	32	21	14	29	26	25	31	26	26	25
Other	4	9	2	9	2	2	1	5	2	1
Sikh	1	0	1	0	2	0	0	0	0	1
Jewish	0	1	1	1	0	2	0	0	0	0
Buddhist	1	2	1	0	0	2	2	0	1	1
Hindu	1	0	3	1	0	0	2	0	1	1
Declined to State/Missing	7	5	9	7	10	7	10	11	4	7
Total	100	100	100	100	100	100	100	100	100	100

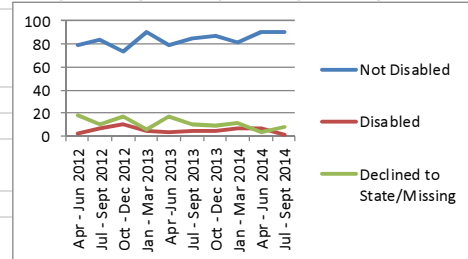


Appendix 5 (continued)

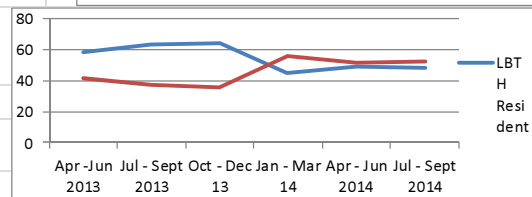
Salary	Apr - Jun 2012	Jul - Sept 2012	Oct - Dec 2012	Jan - Mar 2013	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014
<£20,000	26	5	21	42	36	17	1	21	31	30
£20,000<>£299,999	27	29	34	15	18	15	49	25	22	24
£30,000<>£39,999	13	31	23	13	20	33	21	24	17	23
£40,000<>£49,999	1	14	3	6	2	6	14	10	10	5
£50,000<>£59,999	0	0	0	1	1	0	0	0	0	1
>£60,000	0	0	0	1	0	1	2	0	1	0
Casual/Paid Hourly	34	21	18	22	23	28	12	20	19	18
Total	100	100	100	100	100	100	100	100	100	100



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	Jul - Sept 2014
Not Disabled	79	84	73	90	79	85	86	82	90	91
Disabled	2	7	10	4	4	5	5	7	7	1
Declined to State/Missing	19	10	17	6	17	10	9	11	3	8
Total	100	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	Jul - Sept 2014
LBTH Resident	58	63	64	45	49	48
Not LBTH Resident	42	37	36	55	51	52
Total	100	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

Agenda Item 3.2

Committee: HR Committee	Date: 28 th January 2015	Classification: Unrestricted	Agenda Item: 3.2
Report of: Stephen Halsey, Head of Paid Service		Title: Employment Options Savings Programme and Workforce Update Wards Affected: All	

1. SUMMARY

- 1.1 The Employment Options Saving Programme was launched by the Head of Paid Service in July 2014. The aim of the programme is to allow staff to submit requests for voluntary redundancy / early retirement, flexible working or flexible retirement to deliver savings to support delivery of the Medium Term Financial Plan (MTFP).
- 1.2 This would reduce the risk of compulsory redundancy in pursuing other savings options, inform future workforce planning and provide opportunities for managers to identify additional savings.
- 1.3 Following on from previous reports, this report provides an update on the savings expected from the workforce for 2015/16 and how the reduction of the Council's establishment is being managed.

2. RECOMMENDATIONS

The HR committee are recommended to:

- 2.1 Note the current position on the outcome of Employment Options requests and actions taken in response to the Equality Impact Assessment;
- 2.2 Note the information provided on the delivery of workforce savings and measures in place to reduce the risk of compulsory redundancy;
- 2.3 Note the proposal discussed with the Trade Unions to start the bumped redundancy ahead of issuing contractual notice of redundancy; and,
- 2.4 Note the position on exit payments to staff and the requirements of the Council's Pay Policy.

3. BACKGROUND

- 3.1 Staffing is a non-executive function by virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. All staffing matters up to Chief and Deputy Chief Officer (broadly up to Service Head level) are delegated to the Head of Paid Service. The

Head of Paid Service exercised these powers in the introduction of the Employment Options Savings Programme.

- 3.2 This report follows on from previous reports to the HR Committee on 15th September, 22nd October and 11th December 2014. In response to financial pressures, the Employment Options Programme offered all employees, excluding schools staff, the opportunity to express an interest in voluntary redundancy, early retirement, flexible retirement and flexible working options to take effect from 2015/16. Employees were also able to express an interest for these options in either of the following two financial years in order to inform future workforce planning.
- 3.3 The closing date for expressions of interest was 22nd August. The total number of expressions of interest has remained fluid since the closing date. A number of late applications have been received, whilst a number of requests have also been withdrawn and some employees have amended the year to take effect from. The table below shows the expressions of interest as at 15th January 2015:

Number of Expressions of Interest Received:	To take effect from:
513	Before 31 st March 2015
131	Between April 2015 and March 2016
149	Between April 2016 and March 2017
793	Total

- 3.4 Each Service Head was provided with the expressions of interest received from within their service areas. Service Heads were responsible for reviewing each expression of interest and recommending an outcome; in accordance with the detailed decision making criteria that was issued as part of the guidance for the programme.
- 3.5 Service Head recommendations were reviewed by Directorate People Panels, Directorate Management Teams and the Corporate Director. Once approved by the Corporate Director, Directorate recommendations were collated by HR and presented to the People Board, where final decisions were taken during a series of meetings on 9th, 10th and 13th October.
- 3.6 Employees who had a request rejected were able to submit a request for a review of the decision by the People Board Review Panel. This is a written process only and does not require employees or their Trade Union representatives to attend in person. The deadline for requests for review to be submitted was 21st November 2014. The Review Panel decisions were communicated to staff in December 2014. A total of 42 reviews was received. The outcome was changed for 6 of these who were added to the list of posts available for Bumped Redundancies as a result.

4. OUTCOME OF EMPLOYMENT OPTIONS REQUESTS AND SAVINGS

- 4.1 A summary of the outcome of the requests submitted by employees is attached set out in the table 1 below. This includes changes since the last report to this Committee on Employment Options on 11th December 2014. The 793 requests represent 16.7% of the Council's workforce. 37.7% of the Employment Options requests received are progressing i.e. through a Service Challenge Restructure, Additional Restructure or Outside of a Restructure. The value of vacant posts identified for deletion and those requests that can progress through an additional restructure or outside of a formal restructure is £3.5million.

Table 1: Summary of Employment Options Outcomes

Outcome	Number	%
In Scope of Service Challenge	154	19.4
Additional Restructure	111	14.0
Progress Outside of a Restructure	34	4.3
Bumped Redundancy	174	21.9
Request for Future Year	189	23.8
Cannot be Progressed	131	16.5
Total	793	100

- 4.2 To clarify the difference, Service Challenge Restructures are the result of the process that officers undertook to identify savings options to deliver the MTFP. Additional Restructures are those that have been identified by managers following Employment Options requests from employees providing an opportunity for officers to consider how further savings could be made without impacting on service delivery.
- 4.4 The actions identified in the Equality Impact Assessment (EQIA) discussed at the previous two meeting of the Committee are progressing.
- 4.5 The main progress to report relates to action to avoid compulsory redundancy, particularly in the Home Care service where 77 of staff are female. Specific actions being taken are set out in Section 5 of this report.
- 4.6 EQIAs are being completed for the changes proposed in every formal consultation. Most restructures contain comparatively small numbers of employees from which it can be difficult to draw any meaningful statistical conclusions. Therefore, in addition, an equalities analysis of all the job matching proposals contained in the consultations is in the

process of being undertaken. This will be available to report to a future meeting of the Committee.

- 4.7 Previously, the Committee we provide with information on the predicted impact on Workforce to Reflect the Community indicators. This showed that 5 out of the 6 indicators could potentially improve. It is too early in the change process to verify this predicted outcome. Once the consultation processes are completed and the staff who are leaving the Council has been confirmed, details on the actual impact on these key workforce indicators will be reported to the Committee.

5. DELIVERY OF WORKFORCE SAVINGS

- 5.1 Table 2 below summarises the route through which workforce savings are being deliver their value. This shows 295 posts are expected to be deleted to deliver £10.7million of staff savings for 2015/16. Consultation meetings with employees and Trade Unions commenced in December 2014. The majority of consultations are expected to be concluded before the end of February 2015

**Table 2: Summary of Workforce Savings (as at 15/01/2015)
Includes Service Challenge Savings with Workforce Impact and
Employment Options**

	Value of Restructures Cleared by People Board	Restructures Still to be Approved for Consultation	VR/ER Outside of Restructures	Vacant Post Deletions & Vacancy Management	TOTAL
Value of Savings	6,247	2,393	815	1288	10,743
Indicative Redundancy Costs	3,796	603	723	-	5,122
Indicative Pension Costs	2,417	384	186	-	2,987
Total Pension & Redundancy Cost	6,213	987	909	-	8,109
Vacant Post Deletions	29	17	-	26	72
Voluntary Redundancies	86	tbc	26	-	112
Potential Compulsory Redundancies	84	tbc	-	-	84
Number of Posts to be Deleted	199	44	26	26	295

- 5.2 To date, 84 employees have been identified as being potentially at risk of compulsory redundancy. The majority of these staff are in Home

Care. Work is already underway to secure redeployment opportunities for staff in this service and others.

- 5.3 An action plan has been drawn up in consultation with the Trade Unions to secure redeployment opportunities for staff in Home Care. The list of posts available for bumped redundancy identified through the Employment Options programme has been shared with them. This also highlighted potential job matches which were then grouped based on the grade and job title these. The outcome of this exercise is summarised in the Table 3 below. The first 3 are based on grade and potential skills match, for those opportunities in the fourth group more information is required and the fifth group is where there is not a suitable match.

Table 3: Summary of Potential Job Matches for Home Care

Group	Current Role to Redeploy From	Current Grade	Number of Employees at Risk	Numbers of Potential Job Matches
1	Administrative role	Sc 6	1	15
2	Home Carers	Sc 3	53	61
3	Home Care Supervisor	PO2	2	8

- 5.4 To date, 19 staff in Home Care have requested VR/ER and 43 of the 53 Home Carers at risk of redundancy have expressed an interest in seeking redeployment to other roles in the Council. The summary of potential job matches shows that there is a possibility of being able to avoid compulsory redundancy. However, this is dependent of service managers, HR and Trade Unions continuing to work together to provide the support necessary for staff to undertake new roles.
- 5.5 A number of the roles potentially suitable for Home Carers, such as Passenger Assistants and Day Care Officers already work with similar client groups, so there is a high probability of them possessing the transferable skills needed. This will be fully established once Employee Profile Forms have been completed by the staff to detail the skills, knowledge and preferences they each have. These initial assumptions are purely based on the understanding of their current role. However, until we receive completed profile forms we are not able to confirm the extent their compatibility and suitability for the roles in consideration.
- 5.6 Job shadowing opportunities will be arranged for employees to have day release from their current roles following agreement from line managers to help determine suitability for the redeployment opportunities.

- 5.7 In the scenario a job match is deemed suitable and re-skilling is required training provisions for any Driver posts will include PCV (People Carrying Vehicle) Licences and in the Catering area will include Food and Safety Awareness Training.
- 5.8 A conversion programme will be put in place against each redeployment opportunity to support Home Care staff in securing successful redeployment
- 5.9 In addition there are other redeployment opportunities which will become available; some of these are linked to the social isolation agenda and Health. These include the post of Service User Quality Assurance in Commissioning and Health Outreach worker in Public Health. There are likely to be 15-20 FTE posts of Service user quality assurance at grades ranging from Sc3 to Sc5. These roles will gather service user feedback and satisfaction with agency care and gather feedback and satisfaction with any other services used, it is expected that recruitment will begin in March. There are likely to be up to 12 posts of Health Outreach Worker and the grade is expected to be circa Scale5; however the job descriptions do need to be completed.
- 5.10 A series of training events is being put in place for staff in scope of formal consultation processes to receive interview and job application skills. Financial and retirement planning courses will also be available for those that want VR/ER.
- 5.11 Additional support will be available to groups of staff and individual employees who are at risk of compulsory redundancy. For example, skills training to enable staff to move from one service to another or qualification support to enable an employee to be redeployed to a vacant posts or move into a post available for bumped redundancy.

6. BUMPED REDUNDANCY PROCESS

- 6.1 The Trade Unions have requested that the Council work to ensure that employees who are known at an early stage to be at risk of compulsory redundancy are provided with an equal opportunity to secure posts that are available for bumped redundancy.
- 6.2 The Trade Unions have requested that all employees in scope of restructures starting in December 2014 and January 2015 that have no assimilation claims on posts in new structures are placed on the redeployment list before consultations have been concluded and notice of redundancy issued. Current policy is to only place employees on the redeployment list during their notice period.
- 6.3 HR are in agreement with this proposal provided that employees who are in their contractual notice period are given preference for the opportunities available. There have been a small number of cases in

the past where the Council has adopted this approach. The Council's People Board will be asked to formally approve this approach.

- 8.4 This approach could be successful at redeploying people, realising savings at an earlier stage and minimising the number of staff that have to be given notice of compulsory redundancy.

7. INDIVIDUAL PAYMENTS

- 7.1 Where the deletion of a Chief Officer post is proposed, a report is submitted to the Council's HR Committee for consideration, which will include information, if relevant, regarding the severance package and the costs of such. In the interests of transparency, the Committee is asked to note that 9 employees who submitted requests through Employment Options (and are not Chief Officers) have an exit cost of £100k or more based on their redundancy payment **and** the cost of early release of pension benefits.
- 7.2 The cost of early release of pension is not included in the payment received by the employee so it is not taken into account to determine whether the employee leaving the Council will receive an exit payment in excess of £100k. All payment in these circumstances are based on the policy for redundancy and early retirement previously approved by the HR Committee.
- 7.2 The 9 employees referred to above have not been formally approved for VR/ER. They are either in scope of current or planned consultations with staff and Trade Unions to deliver savings. The Council's People Board will make the final decision on whether the employees concerned can exit on the grounds of VR/ER. This includes consideration of whether the costs of VR/ER respect value for money in respect of the savings delivered and confirmation that the employee's post is genuinely redundant.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 This report provides HR Committee with an update on progress with the Employment options programme. HR committee are asked to note the contents of the report and thus there are no financial implications arising from the recommendations to HR committee.
- 8.2 The employment options programme is designed to assist the organisation deliver the £28.4m savings target required to achieve a balanced budget in 2015/16. The cost of this programme will be funded through an earmarked reserve which currently stands at £11m.

9. LEGAL COMMENTS

- 9.1 Section 139 of the Employment Rights Act 1996 defines redundancy, relevant to this context, as a dismissal which is attributable to the fact that the requirements for work of a particular kind have ceased or diminished or are expected to cease or diminish.
- 9.2 Statutory Redundancy payments are payable to an employee with more than two year's continuous service, in accordance with section 162 of the Employment Rights Act 1996. The maximum statutory redundancy pay is currently capped at £13,920.00, following the Employment Rights (Increase of Limits) Order 2014. The Council's power to make redundancy payments over and above the statutory scheme derives from the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.
- 9.3 The Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provide that staffing is a non-executive function. The Council's head of paid service under the Local Government and Housing Act 1989 has responsibility for a number of employment matters in the Council, including the following:
- (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.
- 9.4 Paragraph 9.1 of the Officer Employment Procedure Rules in Part 4 of the Council's Constitution provides that neither the Mayor nor any member of the Council will be involved in the dismissal of any officer below deputy Chief Officer. Redundancy is a dismissal for the purposes of the Employment Rights Act 1996.
- 9.5 Paragraph 1.1 of the Officer Employment Procedure Rules provides that the appointment or dismissal of an officer is a function which must be discharged by the Head of Paid Service unless the officer is:
- (1) Head of Paid Service;
 - (2) A Statutory Chief Officer;
 - (3) A non-Statutory Chief Officer;
 - (4) A deputy Chief Officer;
 - (5) A political assistant;

(6) The Mayor's assistant.

9.6 In respect of the specified posts in paragraph 9.5 above, responsibility for dismissal (including redundancy) is a function which must be discharged as follows: (i) in respect of the Head of Paid Service by the full Council on the recommendation of the HR committee or sub-committee or officer appointed to deal with the dismissal; (ii) in respect of chief officers and deputy chief officers, by the Council, or by the HR committee, sub-committee or officer appointed to deal with the dismissal; and (iii) in respect of a political assistant or the Mayor's assistant by the Head of Paid Service in accordance with the wishes of the political group or the Mayor (as appropriate). In respect of (i) and (ii) prior notice and an opportunity to object must first be given to the Executive.

9.7 Having regard to the matters in paragraphs 9.3 to 9.6 above and the terms of reference of the HR Committee, it is appropriate for the Committee to be provided with information about progress of the Employment Options programme for consideration and comment.

9.8 When progressing the Employment Options programme, 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 characteristics and those who do not (the public sector duty). Some form of equality analysis will be required which is proportionate to proposed projects and their potential impacts. This will have particular relevance in areas where a majority or significant number of the workforce affected share a protected characteristic, as identified in the Home Care Service and should limit the risk of claims of indirect discrimination.

10 ONE TOWER HAMLETS CONSIDERATIONS

10.1 The Equalities Assessment has been undertaken to identify the impact to the Council's workforce, in particular the impact on the Council's strategic aim to employ a workforce that reflects the community. Each stage of the change process will include an analysis of the equalities impact.

11 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1 Not applicable.

12 RISK MANAGEMENT IMPLICATIONS

12.1 There are significant risks related to savings programme to ensure the Council has a balanced budget. Comprehensive guidance was issued to ensure that the decision making process was fair and equitable.

When developing the Employment Options Programme, managers from Internal Audit and Risk were consulted and their advice taken into account.

13. APPENDICES

None

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

Brief description of "back ground papers"	Name and telephone number of holder and address where open to inspection.
None	Not Applicable

Agenda Item 3.3

Committee/Meeting: HR Committee	Date: 16 th January 2015	Classification: Unrestricted	Report No: 3.3
Report of: Corporate Director (Resources) Originating officer(s) Simon Kilbey, Service Head (Human Resources & Workforce Development)		Title: Localism Act 2011 – Pay Policy Statement 2015/16 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 Under Section 38(1) of the Localism Act 2011, the Council is required to adopt a pay policy statement for each financial year.
- 1.2 The Council's first pay policy statement was adopted for 2012/13 and subsequent pay policy statements were agreed for 2013/14 and 2014/15 (Appendix 2). The statement for 2015/16 (Appendix 1) should be approved and adopted by 31st March 2015 to enable it to be published as soon as is practical in the new financial year.
- 1.3 The Department for Communities and Local Government produced supplementary guidance to be read alongside existing accountability guidance, which governs pay policy statements, in 2012 and 2013. The 2013 guidance, published on 20th February 2013, was taken into consideration in the production of the 2013/14 pay policy statement.
- 1.4 The Local Government Transparency Code 2014 (Appendix 3) includes further guidance about how the pay multiple to be included in the pay policy should be calculated.
- 1.5 No supplementary guidance specifically on the pay policy was published in 2014 and, to date, no specific supplementary guidance has been published in relation to the 2015/16 pay policy statement. Should guidance be published after the 2015/16 pay policy has been considered by the HR Committee and/or Full Council, which requires minor amendments to be made to the pay policy statement, it is proposed that the HR Committee delegate the authority to make such amendments to the Head of Paid

Service after consultation with the Service Head (HR and WD), the Chair of the HR Committee and the Monitoring Officer. Should any fundamental changes be required, the pay policy statement will be sent back to the HR Committee for consideration.

- 1.6 Appendix 1 to this report sets out the draft policy statement for consideration by the HR Committee. The proposed statement has to be published by the end of March 2015. The meeting of Full Council, during which the statement will be considered for adoption, will be held on 26th March 2015.
- 1.7 The pay policy statement sets out the Council's current policies and practice in relation to pay for all parts of the workforce, with the exception of school based employees. Any changes to the way in which staff are remunerated would need to be dealt with as outlined in section 8 – Legal comments.

2. DECISIONS REQUIRED

HR Committee is recommended to:-

- 2.1 Consider the draft pay policy statement and propose any changes to be made and subject to such changes recommend that Full Council agrees the draft statement.
- 2.2 Agree that the Head of Paid Service may make changes to the 2015/2016 pay policy statement without affecting the Committee's recommendation to Full Council, provided that those are made after consultation with the Service Head (HR and Workforce Development), the Chair of the HR Committee and the Monitoring Officer.
- 2.3 Consider the issue set out below with regards to the length of time employees should have to wait before returning to work for the Council after receiving a severance payment (see separate paper presented to HR Committee on 22nd October 2014).

3. REASONS FOR THE DECISIONS

- 3.1 The Localism Act 2011 received Royal Assent on 15 November 2011. In addition to the Act, the 'Code of Recommended Practice for Local Authorities on Data Transparency' was published in September 2011 under Section 2 of the Local Government, Planning and Land Act 1980. The Code sets out key principles for local authorities in creating greater transparency through the publication of data. Supplementary guidance to 'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act' was published on 20 February 2013.
- 3.2 The provisions of the legislation required Local Authorities to adopt and publish a pay policy statement for 2011/12 and for each subsequent financial year. Statements have to be approved by Full Council and have regard to the guidance published by the Secretary of State. Authorities will be constrained by their policy statement when making determination on senior officer pay,

although the statement may be amended at any time by further resolution of Full Council.

4. ALTERNATIVE OPTIONS

- 4.1 As the publication of a pay policy statement is a legislative requirement, there are no alternative options.

5. BACKGROUND

- 5.1 The pay policy statement must set out the Authority's policies for the financial year relating to the remuneration of its officers. This must include:
- A policy on the level and elements of remuneration for each chief officer
 - A policy on the remuneration of lowest paid employees (together with a definition of 'lowest paid employees' and reasons for adopting that definition)
 - A policy on the relationship between the remuneration of chief officers and the remainder of the workforce
 - A policy on other specific aspects of chief officers' remuneration (remuneration on recruitment, increases and additions to remuneration, use of PRP and bonuses, and the approach to termination payments).
- 5.2 Additionally, the Council must have regard to other statutory guidance or recommendations e.g. relating to pay multiples, but it should be noted that the statutory guidance emphasises that each LA has the autonomy to take its own decisions on pay and pay policies.

6. BODY OF REPORT

- 6.1 The draft pay policy statement takes into account the LGA/ALACE guidance issued to Local Authority Chief Executives, and the statement details the Council's current arrangements, using the definitions contained in the Act and associated guidance. The Act also requires the Council to have regard to statutory guidance entitled 'Openness and accountability in local pay' under the Transparency Agenda. The original guidance was published in 2012, with updated guidance published in February 2013, which stated that the pay policy statement should set out the Council's position in relation to appointments to posts with salary packages over £100,000 and redundancy packages over the same amount.
- 6.2 The guidance defines 'senior executive' which for the purpose of the Council's statement are the posts of Head of Paid Service and Corporate Directors.
- 6.3 The draft statement refers to information already published by the Council in relation to senior salary data to meet with the requirements of the Government's transparency agenda.
- 6.4 In addition, the Local Government Transparency Code 2014 also covers the way in which the pay multiple included in the pay policy should be calculated.

Pay Multiple

- 6.5 There is a requirement to publish a ratio, or pay multiple. There are a variety of ways to approach this, but the Hutton Review of Fair Pay in the Public Sector (2011) supported the publication of the ratio of the Council's highest paid employee (the Head of Paid Service) to that of its median earner (i.e. the mid-point between the highest and lowest salaries). This multiple is quoted in the draft statement. The ratio last year was 1:5.9 and this year is 1:5.91. (Please note that this figure will be updated following the implementation of the Pay Award in January 2015, to ensure it is accurate and up to date).
- 6.6 For the 2014/15 pay policy statement, an additional ratio demonstrating the relationship between the Council's highest paid employee (total salary package) and the lowest salary of the non-schools workforce was included. This ratio last year was 1:9.92 and this year remains 1:9.92. This allows greater comparison with other boroughs that provide this ratio. (Please note that this figure will be updated following the implementation of the Pay Award in January 2015, to ensure it is accurate and up to date).
- 6.7 The Local Government Transparency Code 2014 states that the pay multiple is defined as the ratio between the highest paid taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. If this definition is applied, the ratio is 1:5.91. This is the same as the figure already used. (Please note that this figure will be updated in March, when a full tax year can be taken into consideration, following the implementation of the Pay Award, to ensure it is accurate and up to date).

Return following redundancy

- 6.8 Section 12.5 of the current pay policy covers employees returning to the Council following the receipt of a severance payment, and states: "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."
- 6.9 For the 2015/16 Pay Policy, the following sentence has been added to the existing paragraph to clarify the position of employees returning to work for one of the schools within the borough "This does not prevent them from working in Tower Hamlets Schools during this period."
- 6.10 A report was presented to the HR Committee on 22nd October 2014 that covered options for changing the length of time that employees would need to wait after receiving a severance payment before they could return to work for the Council. It was agreed that this would be considered as part of the annual review of the pay policy. Given this, the options presented in that paper are replicated below for consideration.

Option 1 - Retain a one year gap for all staff

- 6.11 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.
- 6.12 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.
- 6.13 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

- 6.14 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.
- 6.15 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

- 6.16 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.
- 6.17 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

- 6.18 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.

- 6.19 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.
- 6.20 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.

NJC Pay Settlement – Local Agreement

- 6.21 The NJC Pay Settlement was agreed on 17th November 2014 and was implemented on 1st January 2015.
- 6.22 The joint Trade Unions have requested that a local agreement be reached outside the national pay settlement with regards to a lump sum payment to staff at SCP50 and above.
- 6.23 As the Chief Officer pay settlement has not yet been agreed but is imminent, it is felt appropriate to wait until this settlement is agreed before making a decision on this issue. A further report will be presented to HR Committee in due course.
- 6.24 The current pay policy does not provide for a local agreement and if the decision is made to enter into one, the pay policy will need to be amended to reflect this.

Job Evaluation for Chief Officers

- 6.25 The job evaluation scheme that is used to evaluate Chief Officer posts is to be reviewed and a further more detailed report will be submitted to HR Committee on this in due course. If changes are made, Section 3 of the Pay Policy, which covers the pay and grading of posts, will need to be amended to reflect this.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 There are no financial implications of publishing a pay policy statement, which describes current practice. Should any changes to pay policy be proposed (that result in an amended statement being published in future), the financial implications will be assessed at the point that changes are proposed.

8. LEGAL COMMENTS

- 8.1 Section 38 of the Localism Act 2011 requires the Council to prepare a pay policy statement for each financial year which sets out the following matters –

- The Council’s policies for the financial year relating to: (a) the remuneration of its chief officers; (b) the remuneration of its lowest-paid employees; and (c) the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers.
 - The definition of “lowest-paid employees” adopted by the Council for the purposes of the statement, and the Council's reasons for adopting that definition.
 - The statement must include the Council’s policies relating to: (a) the level and elements of remuneration for each chief officer; (b) remuneration of chief officers on recruitment; (c) increases and additions to remuneration for each chief officer; (d) the use of performance-related pay for chief officers; (e) the use of bonuses for chief officers; (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority; and (g) the publication of and access to information relating to remuneration of chief officers.
- 8.2 The Council’s pay policy statement may also set out its policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.
- 8.3 When preparing and adopting its pay policy statement, the Council must have regard to guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The Secretary of State has issued two sets of guidance. The first, issued in February 2012, is entitled “Openness and Accountability in Local Pay”. The second, supplementary guidance was published in February 2013. Reference is made to the requirements of the guidance in the body of the report.
- 8.4 The guidance makes it clear that neither the pay accountability provisions in the Localism Act 2011 nor the guidance are intended to –
- supersede the Council’s existing responsibilities and duties which it has as an employer;
 - remove the Council’s autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers.
 - Determine the Council’s policies or decisions on pay.
- 8.5 The Council remains bound by relevant employment (and other) legislation as the employer and any changes which may be proposed by the policy must bear in mind the requirements of such legislation.
- 8.6 The Act and the guidance require that Councillors take a greater role in ensuring that the remuneration, particularly that of the most senior staff, is appropriate and commensurate with their responsibility. This is with the aim of ensuring that decisions to spend local taxpayers’ money are subject to appropriate levels of accountability and within the wider context of the pay of the workforce as a whole.

- 8.7 The Council can amend the pay policy on an annual basis as required by the Act but may also amend the policy as needed to take into account changing legislative requirements.
- 8.8 The Small Business, Enterprise and Employment Bill 2014-15 which is currently at the Committee Stage in the House of Lords proposes that individuals who earn more than £100,000 who take a new job in the same part of the public sector within a year will have to repay all or part of their redundancy package and may have to repay some of their redundancy if they have been out of work for longer but within a statutorily defined period. This requirement, if it becomes law, may have to be written into the Council's pay policy or supplemental reports. Repayment of redundancy payments could be considered as an alternative to the prohibition on returning to work for the Council for a defined period of time.
- 8.9 When considering its pay policy statement, 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). A proportionate equality analysis will be required in order to support consideration of these matters.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 An equality analysis will be carried out on the draft policy statement, but it should be noted that the statement describes existing policies and practice rather than proposing new ones. Should there be amendments, further advice on the impact will be given.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 There are no implications.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 The draft statement describes existing policies and practice. Any risks, e.g. from proposing changes in the future to pay and benefits, would be assessed at the time.

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 – Draft Pay Policy Statement 2015/16

Appendix 2 – Pay Policy Statement 2014/15

Appendix 3 – Local Government Transparency Code 2014

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.
Localism Act 2011	Simon Kilbey, Service Head (HR/WD) 020 7364 4922
LGA / ALACE - ‘Localism Act: Pay Policy Statement Guidance for Local Authority Chief Executives’	
DCLG - Openness and Accountability in Local Pay: guidance under section 40 of the Localism Act	
DCLG - ‘Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011’ Supplementary Guidance	
Communities and Local Government - The Code of Recommended Practice for Local Authorities on Data Transparency	

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London Borough of Tower Hamlets
Draft pay policy statement 1 April 2015 – 31 March 2016

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 [\(Link\)](#).

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, 2012 and 2013, the pay levels for the lowest paid employees was moved up to Scale 1, (spinal column point 5 in 2011, point 6 in 2012 and point 7 in 2013), to ensure the rate was above the London Living Wage.

When the London Living Wage was increased in November 2014, 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 8), which is above the rate of the 2014 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. This does not prevent them from working in Tower Hamlets Schools during this period.

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-schoolsworkforce is 1:5.91.

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 and 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 2016/17 and will be submitted to Full Council for approval by 31 March 2016.

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.

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.

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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.



Department for
Communities and
Local Government

Local Government Transparency Code 2014

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Part 1: Introduction

Policy context

1. This Code is issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services. Transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. The availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets.
2. 'Data' means the objective, factual data, on which policy decisions are based and on which public services are assessed, or which is collected or generated in the course of public service delivery. This should be the basis for publication of information on the discharge of local authority functions.
3. The Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities (eg. protecting vulnerable people or commercial and operational considerations) to doing so. It encourages local authorities to see data as a valuable resource not only to themselves, but also their partners and local people.
4. Three principles have guided the development of this Code:
 - **Demand led** – there are growing expectations that new technologies and publication of data should support transparency and accountability. It is vital that public bodies recognise the value to the public of the data they hold, understand what they hold, what their communities want and then release it in a way that allows the public, developers and the media to use it
 - **Open** – provision of public data should become integral to local authority engagement with local people so that it drives accountability to them. Its availability should be promoted and publicised so that residents know how to access it and how it can be used. Presentation should be helpful and accessible to local people and other interested persons, and
 - **Timely** – the timeliness of making public data available is often of vital importance. It should be made public as soon as possible following production even if it is not accompanied with detailed analysis.

5. Respondents to the Government's consultation on 'Improving Local Government Transparency: Making 'The Code of Recommended Practice for Local Authorities on Data Transparency' enforceable by regulations'¹ suggested datasets that should be included in this Code². The Government has decided not to include them. However, local authorities are encouraged to consider what respondents said and look to go further than this Code, in line with the principle that all data held and managed by local authorities should be made open and available to local people unless there are specific sensitivities to doing so. Annex A summarises the publication requirements for datasets covered by this Code.
6. Fraud can thrive where decisions are not open to scrutiny and details of spending, contracts and service provision are hidden from view. Greater transparency, and the provisions in this Code, can help combat fraud. Local authorities should also use a risk management approach with strong internal control arrangements to reduce the risk of any payment fraud as a result of publishing public data. Local authorities should refer to the Chartered Institute of Public Finance and Accountancy Red Book 2 – Managing the Risk of Fraud – Actions to Counter Fraud and Corruption³. Annex B provides further information on combating fraud.

Application

7. This Code is issued by the Secretary of State for Communities and Local Government in exercise of his powers under section 2 of the Local Government, Planning and Land Act 1980 ("the Act") to issue a Code of Recommended Practice (the Code) as to the publication of information by local authorities about the discharge of their functions and other matters which he considers to be related. It is issued following consultation in accordance with section 3(11) of the Act. It replaces any previous Codes issued in relation to authorities in England under those powers.
8. The Code does not replace or supersede the existing legal framework for access to and re-use of public sector information provided by the:
 - Freedom of Information Act 2000 (as amended by the Protection of Freedoms Act 2012)
 - Environmental Information Regulations 2004
 - Re-use of Public Sector Information Regulations 2005
 - Infrastructure for Spatial Information in the European Community Regulations 2009, and
 - Section 15 of the Audit Commission Act 1998 which provides a right for persons interested to inspect a local authority's accounting records and supporting documentation, and to make copies of them, for a limited period each year.

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/14855/Making_the_Code_of_Recommended_Practice_mandatory_-_consultation.pdf

²https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/266815/Transparency_Code_Government_Response.pdf (See paragraph 37)

³http://www.cipfanetworks.net/governance/documentation/default_view.asp?library=157&category=1255&content_ref=7550

9. This Code does not apply to Police and Crime Commissioners, for whom a separate transparency framework applies.
10. This Code only applies to local authorities in relation to descriptions of information or data where that type of local authority undertakes the particular function to which the information or data relates.
11. The Code applies in England only.

Definitions

12. In this Code:

“local authority” means:

- a county council in England
- a district council
- a parish council which has gross annual income or expenditure (whichever is the higher) exceeding £200,000
- a London borough council
- the Common Council of the City of London in its capacity as a local authority
- the Council of the Isles of Scilly
- a National Park authority for a National Park in England
- the Broads Authority
- the Greater London Authority so far as it exercises its functions through the Mayor
- the London Fire and Emergency Planning Authority
- Transport for London
- a fire and rescue authority (constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies, and a metropolitan county fire and rescue authority)
- a joint authority established by Part IV of the Local Government Act 1985 (fire and rescue services and transport)
- a joint waste authority, i.e. an authority established for an area in England by an order under section 207 of the Local Government and Public Involvement in Health Act 2007
- an economic prosperity board established under section 88 of the Local Democracy, Economic Development and Construction Act 2009
- a combined authority established under section 103 of that Act
- a waste disposal authority, i.e. an authority established under section 10 of the Local Government Act 1985, and
- an integrated transport authority for an integrated transport area in England.

“voluntary and community sector organisations” means a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives.

“a social enterprise⁴” means a business that trades for a social and/or environmental purpose and is a business which:

- aims to generate its income by selling goods and services, rather than through grants and donations
- is set up to specifically make a difference, and
- reinvests the profits it makes for the purpose of its social mission.

“a small or medium sized enterprise” means an undertaking which has fewer than 250 employees.

Data protection

13. The Government believes that local transparency can be implemented in a way that complies with the Data Protection Act 1998. Where local authorities are disclosing information which potentially engages the Data Protection Act 1998, they must ensure that the publication of that information is compliant with the provisions of that Act. The Data Protection Act 1998 does not restrict or inhibit information being published about councillors or senior local authority officers because of the legitimate public interest in the scrutiny of such senior individuals and decision makers. The Data Protection Act 1998 also does not automatically prohibit information being published naming the suppliers with whom the authority has contracts, including sole traders, because of the public interest in accountability and transparency in the spending of public money.

14. For other situations where information held by local authorities contains public data which cannot be disclosed in a Data Protection Act compliant manner, the Information Commissioner’s Office has published guidance on anonymisation of datasets, enabling publication of data which can yield insights to support public service improvement, whilst safeguarding individuals’ privacy⁵.

⁴ <https://www.gov.uk/set-up-a-social-enterprise>

⁵ http://ico.org.uk/for_organisations/data_protection/topic_guides/anonymisation

Commercial confidentiality

15. The Government has not seen any evidence that publishing details about contracts entered into by local authorities would prejudice procurement exercises or the interests of commercial organisations, or breach commercial confidentiality unless specific confidentiality clauses are included in contracts. Local authorities should expect to publish details of contracts newly entered into – commercial confidentiality should not, in itself, be a reason for local authorities to not follow the provisions of this Code. Therefore, local authorities should consider inserting clauses in new contracts allowing for the disclosure of data in compliance with this Code.

Exclusions and exemptions

16. Authorities should ensure that they do not contravene the provisions of sections 100A, 100B or 100F of the Local Government Act 1972.
17. Where information would otherwise fall within one of the exemptions from disclosure under the Freedom of Information Act 2000, the Environmental Information Regulations 2004, the Infrastructure for Spatial Information in the European Community Regulations 2009 or falls within Schedule 12A to the Local Government Act 1972 then it is at the discretion of the local authority whether or not to rely on that exemption or publish the data. Local authorities should start from the presumption of openness and disclosure of information, and not rely on exemptions to withhold information unless absolutely necessary.

Timeliness and errors

18. Data should be as accurate as possible at first publication. While errors may occur, the publication of information should not be unduly delayed to rectify mistakes. Instead, publication should be used to help address any imperfections and deficiencies. This concerns errors in data accuracy, not errors in redacting personal data. The best way to achieve this is by having robust information management processes in place.
19. Where errors in data are discovered, or files are changed for other reasons (such as omissions), local authorities should publish revised information making it clear where and how there has been an amendment. Metadata on data.gov.uk should be amended accordingly.

Further guidance and support

20. The Department for Communities and Local Government will work with sector led organisations such as the Local Government Association and the Local eGovernment Standards Body, the Local Public Data Panel and the Information Commissioner's Office to ensure guidance on transparency (eg. technical guidance notes, best practice examples and case studies) is available to local authorities.

Part 2: Information which must be published

Part 2.1: Information to be published quarterly

21. Data covered by this section includes:

- expenditure exceeding £500 (see paragraphs 23 and 24)
- Government Procurement Card transactions (paragraph 25), and
- procurement information (see paragraphs 26 and 27).

22. The data and information referred to in this Part (2.1) must be published:

- on the first occasion, not later than 31 December 2014, and
- thereafter, not less than quarterly and not later than one month after the quarter to which the data and information is applicable.

Expenditure exceeding £500

23. Local authorities must publish details of each individual item of expenditure that exceeds £500⁶. This includes items of expenditure⁷, consistent with Local Government Association guidance⁸, such as:

- individual invoices
- grant payments
- expense payments
- payments for goods and services
- grants
- grant in aid
- rent
- credit notes over £500, and
- transactions with other public bodies.

⁶ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

⁷ Salary payments to staff normally employed by the local authority should not be included. However, local authorities should publish details of payments to individual contractors (e.g. individuals from consultancy firms, employment agencies, direct personal contracts, personal service companies etc) either here or under contract information.

⁸ <http://www.local.gov.uk/practitioners-guides-to-publishing-data>

24. For each individual item of expenditure the following information must be published:

- date the expenditure was incurred
- local authority department which incurred the expenditure
- beneficiary
- summary of the purpose of the expenditure⁹
- amount¹⁰
- Value Added Tax that cannot be recovered, and
- merchant category (eg. computers, software etc).

Government Procurement Card transactions

25. Local authorities must publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:

- date of the transaction
- local authority department which incurred the expenditure
- beneficiary
- amount¹¹
- Value Added Tax that cannot be recovered
- summary of the purpose of the expenditure, and
- merchant category (eg. computers, software etc).

⁹ This could be the descriptor that local authorities use in their accounting system providing it gives a clear sense of why the expenditure was incurred or what it purchased or secured for the local authority.

¹⁰ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

¹¹ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

Procurement information

26. Local authorities must publish details of every invitation to tender for contracts to provide goods and/or services¹² with a value that exceeds £5,000^{13, 14}. For each invitation, the following details must be published:

- reference number
- title
- description of the goods and/or services sought
- start, end and review dates, and
- local authority department responsible.

27. Local authorities must also publish details of any contract¹⁵, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000¹⁶. For each contract, the following details must be published:

- reference number
- title of agreement
- local authority department responsible
- description of the goods and/or services being provided
- supplier name and details
- sum to be paid over the length of the contract or the estimated annual spending or budget for the contract¹⁷
- Value Added Tax that cannot be recovered
- start, end and review dates
- whether or not the contract was the result of an invitation to quote or a published invitation to tender, and
- whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number¹⁸.

¹² This includes contracts for staff who are employed via consultancy firms or similar agencies.

¹³ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

¹⁴ Tenders for framework agreements should be included, even though there may be no initial value.

¹⁵ This includes contracts for staff who are employed via consultancy firms or similar agencies.

¹⁶ The threshold should be, where possible, the net amount excluding recoverable Value Added Tax.

¹⁷ Where possible, this should be the net amount excluding recoverable Value Added Tax. Where Value Added Tax cannot be recovered – or the source of the data being used cannot separate out recoverable Value Added Tax – then the gross amount should be used instead with a note stating that the gross amount has been used.

¹⁸ For example, this might be the company or charity registration number.

Part 2.2: Information to be published annually

28. Data covered by this section includes:

- local authority land (see paragraphs 30 and 31)
- grants to voluntary, community and social enterprise organisations (see paragraphs 32 and 33)
- organisation chart (see paragraph 34)
- trade union facility time (see paragraph 35)
- parking account (see paragraph 36)
- parking spaces (see paragraph 37)
- senior salaries (see paragraphs 38 and 39)
- constitution (see paragraph 40)
- pay multiple (see paragraphs 41 and 42), and
- fraud (see paragraph 43).

29. The data and information in this Part (2.2) must be published:

- on the first occasion, not later than 2 February 2015, and
- thereafter, not less than annually and not later than one month after the year to which the data and information is applicable¹⁹.

Local authority land

30. Local authorities must publish details of all land and building assets including:

- all service and office properties occupied or controlled by user bodies, both freehold and leasehold
- any properties occupied or run under Private Finance Initiative contracts
- all other properties they own or use, for example, hostels, laboratories, investment properties and depots
- garages unless rented as part of a housing tenancy agreement
- surplus, sublet or vacant properties
- undeveloped land
- serviced or temporary offices where contractual or actual occupation exceeds three months, and
- all future commitments, for example under an agreement for lease, from when the contractual commitment is made.

¹⁹ In relation to parking account data, where the local authority's annual accounts have not been finalised, the authority should publish estimates within one month after the year to which the data is applicable and subsequently publish final figures as soon as the authority's accounts are finalised.

However, information about the following land and building assets are to be excluded from publication:

- social housing²⁰
- rent free properties provided by traders (such as information booths in public places or ports)
- operational railways and canals
- operational public highways (but any adjoining land not subject to public rights should be included)
- assets of national security, and
- information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses).

31. For each land or building asset, the following information must be published together in one place:

- Unique Property Reference Number
- Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code
- name of the building/land or both
- street number or numbers - any sets of 2 or more numbers should be separated with the '-' symbol (eg. 10-15 London Road)
- street name – this is the postal road address²¹
- post town
- United Kingdom postcode
- map reference – local authorities may use either Ordnance Survey or ISO 6709 systems to identify the location of an asset, but must make clear which is being used. Where an Ordnance Survey mapping system is used (the grid system) then assets will be identified using Eastings before Northings. Where geocoding in accordance with ISO 6709 is being used to identify the centre point of the asset location then that reference must indicate its ISO coordinates

²⁰ To avoid data protection issues it is recommended that the specific location details of social housing is not included in the published list.

²¹ Local authorities should use the official postal address. Exceptionally, where this is not available, local authorities should use the address they hold for the asset.

- whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below:

for freehold assets:

- occupied by the local authority
- ground leasehold
- leasehold
- licence
- vacant (for vacant properties, local authorities should not publish the full address details and should only publish the first part of the postcode²²).

for leasehold assets:

- occupied by the local authority
- ground leasehold
- sub leasehold
- licence.

for other assets:

- free text description eg. rights of way, access etc²³.

- whether or not the asset is land only (i.e. without permanent buildings) or it is land with a permanent building.

Grants to voluntary, community and social enterprise organisations

32. Local authorities must publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:

- tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information, or
- by publishing a separate list or register.

²² The first part of the postcode, or Outward Code, refers to the area and the district only, http://www.postcodeaddressfile.co.uk/products/postcodes/postcodes_explained.htm

²³ Where a local authority feels unable to verify rights of way information, for example, it should add a short narrative explaining why it is unable to identify and verify the information.

33. For each identified grant, the following information must be published as a minimum:

- date the grant was awarded
- time period for which the grant has been given
- local authority department which awarded the grant
- beneficiary
- beneficiary's registration number²⁴
- summary of the purpose of the grant, and
- amount.

Organisation chart

34. Local authorities must publish an organisation chart covering staff in the top three levels of the organisation²⁵. The following information must be included for each member of staff included in the chart:

- grade
- job title
- local authority department and team
- whether permanent or temporary staff
- contact details
- salary in £5,000 brackets, consistent with the details published under paragraph 38, and
- salary ceiling (the maximum salary for the grade).

Trade union facility time

35. Local authorities must publish the following information on trade union facility time:

- total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives)
- total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties
- names of all trade unions represented in the local authority
- a basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary), and
- a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill).

²⁴ For example, this might be the company or charity registration number.

²⁵ This should exclude staff whose salary does not exceed £50,000.

Parking account

36. Local authorities must publish on their website, or place a link on their website to this data if published elsewhere:

- a breakdown of income and expenditure on the authority's parking account^{26, 27}. The breakdown of income must include details of revenue collected from on-street parking, off-street parking and Penalty Charge Notices, and
- a breakdown of how the authority has spent a surplus on its parking account^{25,28}.

Parking spaces

37. Local authorities must publish the number of marked out controlled on and off-street parking spaces within their area, or an estimate of the number of spaces where controlled parking space is not marked out in individual parking bays or spaces.

Senior salaries

38. Local authorities are already required to publish, under the Accounts and Audit (England) Regulations 2011 (Statutory Instrument 2011/817)²⁹:

- the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
- details of remuneration and job title of certain senior employees whose salary is at least £50,000, and
- employees whose salaries are £150,000 or more must also be identified by name.

39. In addition to this requirement, local authorities must place a link on their website to these published data or place the data itself on their website, together with a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits-in-kind', for all employees whose salary exceeds £50,000. The key differences between the requirements under this Code and the Regulations referred to above is the addition of a list of responsibilities, the inclusion of bonus details for all senior employees whose salary exceeds £50,000 and publication of the data on the authority's website.

²⁶ A parking account kept under section 55 of the Road Traffic Regulation Act 1984 as modified by Regulation 25 of the Civil Enforcement of Parking Contraventions (England) General Regulations 2007.

²⁷ Local authorities should also have regard to both statutory guidance, *The Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions*, <http://assets.dft.gov.uk/publications/tma-part-6-cpe-statutory-guidance/betterprkstatutoryguid.pdf>, and non-statutory operational guidance, *Operational Guidance to Local Authorities: Parking Policy and Enforcement*, https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/212559/parkinginforcepolicy.pdf

²⁸ Section 55 (as amended) of the Road Traffic Regulation Act 1984 sets out how local authorities should use a surplus on their parking account. Local authorities should breakdown how they have spent a surplus on their parking account within the categories set out in section 55.

²⁹ These Regulations are to be replaced by Regulations made under the Local Accountability and Audit Act 2014.

Constitution

40. Local authorities are already required to make their Constitution available for inspection at their offices under section 9P of the Local Government Act 2000. Local authorities must also, under this Code, publish their Constitution on their website.

Pay multiple

41. Section 38 of the Localism Act 2011 requires local authorities to produce Pay Policy Statements, which should include the authority's policy on pay dispersion – the relationship between remuneration of chief officers and the remuneration of other staff. Guidance produced under section 40 of that Act³⁰, recommends that the pay multiple is included in these statements as a way of illustrating the authority's approach to pay dispersion.

42. Local authorities must, under this Code, publish the pay multiple on their website, defined as the ratio between the highest paid taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. The measure must:

- cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind)
- use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year, and
- exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.

³⁰ Openness and accountability in local pay: Guidance under Section 40 of the Localism Act (February 2012), https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5956/2091042.pdf

Fraud

43. Local authorities must publish the following information about their counter fraud work³¹:

- number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014³², or similar powers³³
- total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud
- total number (absolute and full time equivalent) of professionally accredited counter fraud specialists
- total amount spent by the authority on the investigation and prosecution of fraud, and
- total number of fraud cases investigated.

Part 2.3: Information to be published once only

Waste contracts

44. Local authorities must publish details of their existing waste collection contracts, in line with the details contained in paragraph 27. Local authorities must publish this information at the same time as they first publish quarterly procurement information under paragraphs 22, 26 and 27 of this Code.

Part 2.4: Method of publication

45. Public data should be published in a format and under a licence that allows open re-use, including for commercial and research activities, in order to maximise value to the public. The Open Government Licence published by the National Archives should be used as the recommended standard. Where any copyright or data ownership concerns exist with public data these should be made clear. Data covered by Part 2 of this Code must be published in open and machine-readable formats (further information about machine-readable formats can be found in Part 3.2).

³¹ The definition of fraud is as set out by the Audit Commission in *Protecting the Public Purse*.

³² S.I. 2014/899.

³³ For example, the Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (England) Regulations 2013 gives local authorities the power to require information from listed bodies, during the investigation of fraud connected with an application for or award of a reduction under a council tax reduction scheme: <http://www.legislation.gov.uk/ukSI/2013/501/contents/made>

Part 3: Information recommended for publication

46. Part 2 of this Code set out details of the minimum data that local authorities must publish. The Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities to doing so. Therefore, it encourages local authorities to go much further in publishing the data they hold, recognising the benefits of sharing that data for local people, more effective service delivery and better policy making. Part 3 of this Code sets out details of data that the Government recommends local authorities publish.

Part 3.1: Information recommended for publication

47. Data covered by this section includes:

- expenditure data (see paragraph 48)
- procurement information (see paragraphs 49 and 50)
- local authority land (see paragraph 51 and 52)
- parking spaces (see paragraphs 53 and 54)
- organisation chart (see paragraph 55)
- grants to voluntary, community and social enterprise organisations (see paragraphs 56 and 57), and
- fraud (see paragraph 58).

Expenditure data

48. It is recommended that local authorities go further than the minimum publication requirements set out in Part 2 and:

- publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication)
- publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as in paragraph 24
- publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card. For each transaction the details that should be published remain as set out in paragraph 25
- publish the total amount spent on remuneration over the period being reported on, and
- classify purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.

Procurement information

49. It is recommended that local authorities place on Contracts Finder³⁴, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000. For each invitation, the details that should be published are the same as those set out in paragraph 26.

50. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as 'real-time' publication)
- every invitation to tender for contracts to provide goods and/or services with a value that exceeds £500 instead of £5,000. The details that should be published are the same as those set out in paragraph 26
- details of invitations to quote where there has not been a formal invitation to tender. The details that should be published are the same as those set out in paragraph 26
- all contracts in their entirety where the value of the contract exceeds £5,000³⁵
- company registration number at Companies House
- details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months. The details that should be published are the same as those set out in paragraph 26
- details of the geographical (eg. by ward) coverage of contracts entered into by the local authority
- details of performance against contractual key performance indicators, and
- information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, Charity or Charitable Incorporated Organisation, Community Interest Company, Industrial and Provident Society, Housing Association, etc).

Local authority land

51. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication). It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.

³⁴ Documentation for all procurements valued at over £10,000 is stored on Contracts Finder for public viewing as part of government's transparency commitment. <https://online.contractsfinder.businesslink.gov.uk/>

³⁵ Where a contract runs into several hundreds of pages or more, a local authority should publish a summary of the contract or sections of the contract, if this would be more helpful to local people and businesses.

52. It is further recommended that local authorities also go further than the minimum publication requirements set out in paragraph 31 by publishing, alongside them in one place, the following information:

- size of the asset measured in Gross Internal Area (m²) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at each floor level. Local authorities using Net Internal Area (m²) should convert measurements to Gross Internal Area using appropriate conversion factors³⁶ and state the conversion factor used
- services offered from the asset using the services listed in the Effective Services Delivery government service function list <http://doc.esd.org.uk/FunctionList/1.00.html> (listing up to five main services)
- reason for holding asset such as, it is occupied by the local authority or it is providing a service on the authority's behalf, it is an investment property, it supports economic development (eg. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset
- whether or not the asset is either one which is an asset in the authority's ownership that is listed under Part 5 Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset which the authority is actively seeking to transfer to the community
- total building operation (revenue) costs as defined in the corporate value for money indicators for public services³⁷
- required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard. This should exclude improvement projects but include works necessary to comply with new legislation (eg. asbestos and legionella)
- functional suitability rating using the scale:
 - good – performing well and operating efficiently (supports the needs of staff and the delivery of services)
 - satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services)
 - poor – showing major problems and/or not operating optimally (impedes the performance of staff and/or the delivery of services)
 - unsuitable – does not support or actually impedes the delivery of services
- energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007.

³⁶ Local authorities are not expected to re-measure buildings. Research undertaken for the Scottish Government offers one method of converting Net Internal Area to Gross Internal Area and can be found at: <http://www.scotland.gov.uk/Resource/Doc/217736/0121532.pdf>

³⁷ <http://www.nao.org.uk/wp-content/uploads/2013/02/2010-11-Estates-Management.pdf> (See page 17).

Parking spaces

53. It is recommended that local authorities should publish the number of:

- free parking spaces available in the local authority's area and which are provided directly by the local authority, and
- parking spaces where charges apply that are available in the local authority's area and which are provided directly by the local authority.

54. Where parking space is not marked out in individual parking bays or spaces, local authorities should estimate the number of spaces available for the two categories in paragraph 53.

Organisation chart

55. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- charts including all employees of the local authority whose salary exceeds £50,000
- the salary band for each employee included in the chart(s), and
- information about current vacant posts, or signpost vacancies that are going to be advertised in the future.

Grants to voluntary, community and social enterprise organisations

56. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as 'real-time' publication).

57. It is further recommended that local authorities publish information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association, etc).

Fraud

58. It is recommended that local authorities should go further than the minimum publication requirements set out in Part 2 and publish:

- total number of cases of irregularity investigated
- total number of occasions on which a) fraud and b) irregularity was identified
- total monetary value of a) the fraud and b) the irregularity that was detected, and
- total monetary value of a) the fraud and b) the irregularity that was recovered.

Part 3.2: Method of publication

59. The Government endorses the five step journey to a fully open format:

- One star Available on the web (whatever format) but with an open license
- Two star As for one star plus available as machine-readable structured data (eg. Excel instead of an image scan of a table)
- Three star As for two star plus use a non-proprietary format (eg. CSV and XML)
- Four star All of the above plus use open standards from the World Wide Web Consortium (such as RDF and SPARQL²¹)
- Five star All the above plus links an organisation's data to others' data to provide context

60. The Government recommends that local authorities publish data in three star formats where this is suitable and appropriate³⁸, alongside open and machine-readable format, within six months of this Code being issued.

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A Senior Civil Servant in the Department for Communities and Local Government

Department for Communities and Local Government
3 October 2014

³⁸ Statistical data, lists etc should be capable of being published in this format but others (eg. organisation charts) may be more difficult.

Annex A: Table summarising all information to be published

Information title	Information which must be published	Information recommended for publication
<p>Expenditure exceeding £500</p>	<p>Quarterly publication Publish details of each individual item of expenditure that exceeds £500, including items of expenditure, consistent with Local Government Association guidance, such as:</p> <ul style="list-style-type: none"> • individual invoices • grant payments • expense payments • payments for goods and services • grants • grant in aid • rent • credit notes over £500 • transactions with other public bodies. <p>For each individual item of expenditure the following information must be published:</p> <ul style="list-style-type: none"> • date the expenditure was incurred • local authority department which incurred the expenditure • beneficiary • summary of the purpose of the expenditure • amount • Value Added Tax that cannot be recovered • merchant category (eg. computers, software etc). 	<ul style="list-style-type: none"> • Publish information on a monthly instead of quarterly basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as ‘real-time’ publication). • Publish details of all transactions that exceed £250 instead of £500. For each transaction the details that should be published remain as set out in paragraph 24. • publish the total amount spent on remuneration over the period being reported on. • classify purpose of expenditure using the Chartered Institute of Public Finance and Accountancy Service Reporting Code of Practice to enable comparability between local authorities.

Information title	Information which must be published	Information recommended for publication
Government Procurement Card transactions	<p>Quarterly publication Publish details of every transaction on a Government Procurement Card. For each transaction, the following details must be published:</p> <ul style="list-style-type: none"> • date of the transaction • local authority department which incurred the expenditure • beneficiary • amount • Value Added Tax that cannot be recovered • summary of the purpose of the expenditure • merchant category (eg. computers, software etc). 	<ul style="list-style-type: none"> • Publish all transactions on all corporate credit cards, charge cards and procurements, including those that are not a Government Procurement Card. For each transaction the details that should be published remain as set out in paragraph 25.
Procurement information	<p>Quarterly publication Publish details of every invitation to tender for contracts to provide goods and/or services with a value that exceeds £5,000. For each invitation, the following details must be published:</p> <ul style="list-style-type: none"> • reference number • title • description of the goods and/or services sought • start, end and review dates • local authority department responsible. <p>Quarterly publication Publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000. For each contract, the following details must be published:</p> <ul style="list-style-type: none"> • reference number • title of agreement • local authority department responsible 	<p>Place on Contracts Finder, as well as any other local portal, every invitation to tender or invitation to quote for contracts to provide goods and/or services with a value that exceeds £10,000.</p> <p>Publish:</p> <ul style="list-style-type: none"> • information on a monthly instead of quarterly basis, or ideally, as soon as it is generated and therefore becomes available (commonly known as ‘real-time’ publication) • every invitation to tender for contracts to provide goods and/or services with a value that exceeds £500 instead of £5,000 • details of invitations to quote where there has not been a formal invitation to tender • all contracts in their entirety where the value of the contract exceeds £5,000

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> • description of the goods and/or services being provided • supplier name and details • sum to be paid over the length of the contract or the estimated annual spending or budget for the contract • Value Added Tax that cannot be recovered • start, end and review dates • whether or not the contract was the result of an invitation to quote or a published invitation to tender • whether or not the supplier is a small or medium sized enterprise and/or a voluntary or community sector organisation and where it is, provide the relevant registration number. 	<ul style="list-style-type: none"> • company registration number at Companies House • details of invitations to tender or invitations to quote that are likely to be issued in the next twelve months • details of the geographical (eg. by ward) coverage of contracts entered into by the local authority • details of performance against contractual key performance indicators • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association, etc).
Local authority land	<p>Annual publication</p> <p>Publish details of all land and building assets including:</p> <ul style="list-style-type: none"> • all service and office properties occupied or controlled by user bodies, both freehold and leasehold • any properties occupied or run under Private Finance Initiative contracts • all other properties they own or use, for example, hostels, laboratories, investment properties and depots • garages unless rented as part of a housing tenancy agreement • surplus, sublet or vacant properties • undeveloped land • serviced or temporary offices where contractual or actual occupation exceeds three months • all future commitments, for example under an agreement for lease, from when the contractual commitment is made. 	<p>Publish information on a monthly instead of annual basis, or ideally, as soon as it becomes available and therefore known to the authority (commonly known as 'real-time' publication). It is also recommended that local authorities should publish all the information possible on Electronic Property Information Mapping Service.</p> <p>Publish the following additional information:</p> <ul style="list-style-type: none"> • the size of the asset measured in Gross Internal Area (m²) for buildings or hectares for land, in accordance with the Royal Institute of Chartered Surveyors Code of Measuring Practice. The Gross Internal Area is the area of a building measured to the internal face of the perimeter walls at

Information title	Information which must be published	Information recommended for publication
	<p>However, information about the following land and building assets are to be excluded from publication:</p> <ul style="list-style-type: none"> • social housing • rent free properties provided by traders (such as information booths in public places or ports) • operational railways and canals • operational public highways (but any adjoining land not subject to public rights should be included) • assets of national security • information deemed inappropriate for public access as a result of data protection and/or disclosure controls (eg. such as refuge houses). <p>For each land or building asset, the following information must be published together in one place:</p> <ul style="list-style-type: none"> • Unique Property Reference Number • Unique asset identity - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (eg. on one site there could be several buildings or in one building there could be several users, floors/rooms etc – where this is the case, each of these will have a separate asset identity). This must include the original reference number from the data source plus authority code • name of the building/land or both • street number or numbers - any sets of 2 or more numbers should be separated with the '-' symbol (eg. 10-15 London Road) • street name – this is the postal road address • post town • United Kingdom postcode 	<p>each floor level. Local authorities using Net Internal Area (m²) should convert measurements to Gross Internal Area using appropriate conversion factors and state the conversion factor used</p> <ul style="list-style-type: none"> • the services offered from the asset, using the services listed in the Effective Services Delivery government service function list http://doc.esd.org.uk/FunctionList/1.00.html (listing up to five main services) • the reason for holding asset such as, it is occupied by the local authority or it is providing a service in its behalf, it is an investment property, it supports economic development (eg. provision of small businesses or incubator space), it is surplus to the authority's requirements, it is awaiting development, it is under construction, it provides infrastructure or it is a community asset • whether or not the asset is either one which is an asset in the authority's ownership that is listed under Part 5 Chapter 3 of the Localism Act 2011 (assets of community value) and/or an asset where the authority is actively seeking transfer to the community • total building operation (revenue) costs as defined in the corporate value for money indicators for public services

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> • map reference – local authorities may use either Ordnance Survey or ISO 6709 systems to identify the location of an asset, but must make clear which is being used. Where an Ordnance Survey mapping system is used (the grid system) then assets will be identified using Eastings before Northings. Where geocoding in accordance with ISO 6709 is being used to identify the centre point of the asset location then that reference must indicate its ISO coordinates • whether the local authority owns the freehold or a lease for the asset and for whichever category applies, the local authority must list all the characteristics that apply from the options given below: <ul style="list-style-type: none"> <i>for freehold assets:</i> <ul style="list-style-type: none"> ○ occupied by the local authority ○ ground leasehold ○ leasehold ○ licence ○ vacant (for vacant properties, local authorities should not publish the full address details and should only publish the first part of the postcode) <i>for leasehold assets:</i> <ul style="list-style-type: none"> ○ occupied by the local authority ○ ground leasehold ○ sub leasehold ○ licence <i>for other assets:</i> <ul style="list-style-type: none"> ○ free text description eg. rights of way, access etc. • whether or not the asset is land only (without permanent buildings) or it is land with a permanent building. 	<ul style="list-style-type: none"> • required maintenance - the cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard. This should exclude improvement projects but include works necessary to comply with new legislation (eg. asbestos and legionella) • functional suitability rating using the scale: <ul style="list-style-type: none"> ○ good – performing well and operating efficiently (supports the needs of staff and the delivery of services) ○ satisfactory – performing well but with minor problems (generally supports the needs of staff and the delivery of services) ○ poor – showing major problems and/or not operating optimally (impedes the performance of staff and/or the delivery of services) ○ unsuitable – does not support or actually impedes the delivery of services • energy performance rating as stated on the Display Energy Certificate under the Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007.

Information title	Information which must be published	Information recommended for publication
Grants to voluntary, community and social enterprise organisations	<p>Annual publication</p> <p>Publish details of all grants to voluntary, community and social enterprise organisations. This can be achieved by either:</p> <ul style="list-style-type: none"> • tagging and hence specifically identifying transactions which relate to voluntary, community and social enterprise organisations within published data on expenditure over £500 or published procurement information or, • by publishing a separate list or register. <p>For each identified grant, the following information must be published as a minimum:</p> <ul style="list-style-type: none"> • date the grant was awarded • time period for which the grant has been given • local authority department which awarded the grant • beneficiary • beneficiary's registration number • summary of the purpose of the grant • amount 	<ul style="list-style-type: none"> • Publish information on a monthly instead of annual basis where payments are made more frequently than a single annual payment, or ideally, as soon as the data becomes available and therefore known to the authority (commonly known as 'real-time' publication). • information disaggregated by voluntary and community sector category (eg. whether it is registered with Companies House, charity or charitable incorporated organisation, community interest company, industrial and provident society, housing association etc).
Organisation chart	<p>Annual publication</p> <p>Publish an organisation chart covering staff in the top three levels of the organisation. The following information must be included for each member of staff included in the chart:</p> <ul style="list-style-type: none"> • grade • job title • local authority department and team • whether permanent or temporary staff • contact details • salary in £5,000 brackets, consistent with the details published for Senior Salaries • salary ceiling (the maximum salary for the grade). 	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> • charts including all employees in the local authority whose salary exceeds £50,000 • the salary band for each employee included in the chart(s) • information about current vacant posts, or signpost vacancies that are going to be advertised in the future.

Information title	Information which must be published	Information recommended for publication
Trade union facility time	Annual publication Publish the following information: <ul style="list-style-type: none"> • total number (absolute number and full time equivalent) of staff who are union representatives (including general, learning and health and safety representatives) • total number (absolute number and full time equivalent) of union representatives who devote at least 50 per cent of their time to union duties • names of all trade unions represented in the local authority • a basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary), and • a basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union duties multiplied by the average salary divided by the total pay bill). 	
Parking account	Annual publication Publish on their website, or place a link on their website to this data published elsewhere: <ul style="list-style-type: none"> • a breakdown of income and expenditure on the authority's parking account. The breakdown of income must include details of revenue collected from on-street parking, off-street parking and Penalty Charge Notices • a breakdown of how the authority has spent a surplus on its parking account. 	
Parking spaces	Annual publication Publish the number of marked out controlled on and off-street parking spaces within their area, or an estimate of the number of spaces where controlled parking space is not marked out in individual parking bays or spaces.	Local authorities should publish the number of: <ul style="list-style-type: none"> • free parking spaces available in the local authority's area and which are provided directly by the local authority, and

Information title	Information which must be published	Information recommended for publication
		<ul style="list-style-type: none"> parking spaces where charges apply that are available in the local authority's area and which are provided directly by the local authority. <p>Where parking space is not marked out in individual parking bays or spaces, local authorities should estimate the number of spaces available for the two categories.</p>
Senior salaries	<p>Annual publication</p> <p>Local authorities must place a link on their website to the following data or must place the data itself on their website:</p> <ul style="list-style-type: none"> the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000 details of remuneration and job title of certain senior employees whose salary is at least £50,000 employees whose salaries are £150,000 or more must also be identified by name. a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind', for all employees whose salary exceeds £50,000. 	
Constitution	<p>Annual publication</p> <p>Local authorities must publish their Constitution on their website.</p>	
Pay multiple	<p>Annual publication</p> <p>Publish the pay multiple on their website defined as the ratio between the highest taxable earnings for the given year (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole of the authority's workforce. The measure must:</p>	

Information title	Information which must be published	Information recommended for publication
	<ul style="list-style-type: none"> cover all elements of remuneration that can be valued (eg. all taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) use the median earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure. 	
Fraud	<p>Annual publication Publish the following information:</p> <ul style="list-style-type: none"> number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014, or similar powers total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud total number (absolute and full time equivalent) of professionally accredited counter fraud specialists total amount spent by the authority on the investigation and prosecution of fraud total number of fraud cases investigated. 	<p>Local authorities should publish:</p> <ul style="list-style-type: none"> total number of cases of irregularity investigated total number of occasions on which a) fraud and b) irregularity was identified total monetary value of a) the fraud and b) the irregularity that was detected, and total monetary value of a) the fraud and b) the irregularity that was recovered.
Waste contracts	<p>One-off publication Local authorities must publish details of their existing waste collection contracts, in line with the details contained in paragraphs 27 of the Code, at the point they first publish quarterly contract information under Part 2 of this Code.</p>	

Annex B: Detecting and preventing fraud

Tackling fraud is an integral part of ensuring that tax-payers money is used to protect resources for frontline services. The cost of fraud to local government is estimated at £2.1 billion a year. This is money that can be better used to support the delivery of front line services and make savings for local tax payers.

A culture of transparency should strengthen counter-fraud controls. The Code makes it clear that fraud can thrive where decisions are not open to scrutiny and details of spending, contracts and service provision are hidden from view. Greater transparency, and the provisions in this Code, can help combat fraud.

Sources of support to tackle fraud include:

Fighting Fraud Locally, The Local Government Fraud Strategy

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118508/strategy-document.pdf), was drafted by the National Fraud Authority and CIPFA (the Chartered Institute of Public Finance and Accountancy). The document calls for the adoption of a tougher approach to tackle fraud against local authorities. The strategy is part of a wider collaboration on counter fraud and is the local authority contribution to the national fraud strategy – *Fighting Fraud Together* (<https://www.gov.uk/government/publications/nfa-fighting-fraud-together>) which encompasses both the public and private sectors response to fraud in the UK.

Local authorities should use a risk management approach with strong internal control arrangements to reduce the risk of any payment fraud as a result of publishing public data. Local authorities should refer to the *Chartered Institute of Public Finance and Accountancy Red Book 2 – Managing the Risk of Fraud – Actions to Counter Fraud and Corruption* (http://www.cipfa.org/-/media/files/topics/fraud/cipfa_corporate_antifraud_briefing.pdf). The document sets out a step by step toolkit to tackling fraud: identifying and understanding your fraud risks and potential exposure to fraud loss; assessing current resilience to fraud; evaluating the organisation's ability to respond to potential or identified fraud; and developing a strategy. Developing an anti-fraud culture is an important part of improving resilience; the benefits of improving resilience to fraud include reduced exposure to fraud and an organisation that is better able to identify attempted frauds or vulnerabilities.

The National Fraud Authority have produced a guide on procurement fraud, *Procurement Fraud in the Public Sector*, (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118460/procurement-fraud-public-sector.pdf) which deals with the whole process, from bidding during the pre-contract award phase through to false invoicing in the post-contract award phase.

There are some specific steps local authorities can take to prevent procurement fraud. These might include:

- Only accepting requests for changes to supplier standing data in writing.
- Seeking confirmation from the supplier that the requested changes are genuine, using contact details held on the vendor data file or from previous and legitimate

correspondence; and not contacting the supplier via contact details provided on the letter requesting the changes.

- Ensuring that there is segregation of duties between those who authorise changes and those who make them.
- Only authorising changes when all appropriate checks have been carried out with legitimate suppliers and only making the changes when the proper authorisations to do so have been given.
- Maintaining a suitable audit trail to ensure that a history of all transactions and changes is kept.
- Producing reports of all changes made to supplier standing data and checking that the changes were valid and properly authorised before any payments are made.
- Carrying out standard checks on invoices before making any payments.
- Regularly verifying the correctness of standing data with suppliers.

Agenda Item 6

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 7.1

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Agenda Item 7.2

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