

# HUMAN RESOURCES COMMITTEE

---

Wednesday, 1 July 2015 at 5.30 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,  
E14 2BG

This meeting is open to the public to attend.

**Members:**

Membership to be confirmed at the Council's Annual General Meeting on 24 June 2015.

**Deputies:**

[The quorum for this body is 3 Members]

**Contact for further enquiries:**

Matthew Mannion, Democratic Services  
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG  
Tel: 020 7364 4651  
E-mail: [matthew.mannion@towerhamlets.gov.uk](mailto:matthew.mannion@towerhamlets.gov.uk)  
Web: <http://www.towerhamlets.gov.uk/committee>

Scan this code  
for an  
electronic  
agenda:



## Public Information

### **Attendance at meetings.**

The public are welcome to attend meetings of the Committee. However seating is limited and offered on a first come first served basis.

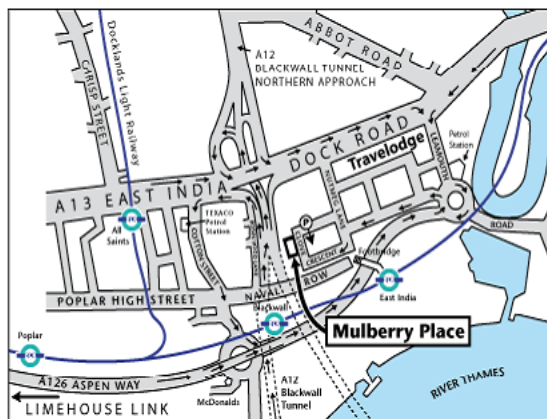
### **Audio/Visual recording of meetings.**

Should you wish to film the meeting, please contact the Committee Officer shown on the agenda front page.

### **Mobile telephones**

Please switch your mobile telephone on to silent mode whilst in the meeting.

### **Access information for the Town Hall, Mulberry Place.**



**Bus:** Routes: 15, 277, 108, D6, D7, D8 all stop near the Town Hall.

**Docklands Light Railway:** Nearest stations are East India: Head across the bridge and then through the complex to the Town Hall, Mulberry Place

**Blackwall station:** Across the bus station then turn right to the back of the Town Hall complex, through the gates and archway to the Town Hall.

**Tube:** The closest tube stations are Canning Town and Canary Wharf

**Car Parking:** There is limited visitor pay and

display parking at the Town Hall (free from 6pm)

If you are viewing this on line: ([http://www.towerhamlets.gov.uk/content\\_pages/contact\\_us.aspx](http://www.towerhamlets.gov.uk/content_pages/contact_us.aspx))

### **Meeting access/special requirements.**

The Town Hall is accessible to people with special needs. There are accessible toilets, lifts to venues. Disabled parking bays and an induction loop system for people with hearing difficulties are available. Documents can be made available in large print, Braille or audio version. For further information, contact the Officers shown on the front of the agenda



### **Fire alarm**

If the fire alarm sounds please leave the building immediately by the nearest available fire exit without deviating to collect belongings. Fire wardens will direct you to the exits and to the fire assembly point. If you are unable to use the stairs, a member of staff will direct you to a safe area. The meeting will reconvene if it is safe to do so, otherwise it will stand adjourned.

### **Electronic agendas reports and minutes.**

Copies of agendas, reports and minutes for council meetings can also be found on our website from day of publication.

To access this, click [www.towerhamlets.gov.uk/committee](http://www.towerhamlets.gov.uk/committee) and search for the relevant committee and meeting date.

Agendas are available at the Town Hall, Libraries, Idea Centres and One Stop Shops and on the Mod.Gov, iPad and Android apps.



QR code for smart phone users.

## **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 - 12

To confirm as a correct record the unrestricted minutes of the meetings of the Human Resources Committee held on 25 March 2015 and 28 May 2015.

## **3. REPORTS OF CORPORATE DIRECTOR, RESOURCES**

- 3.1 **Human Resources Committee Terms of Reference, Quorum, Membership and Dates of Meetings** 13 - 20
- 3.2 **Establishment of Appointments Sub-Committee** 21 - 26
- 3.3 **Quarterly report - new starters, January 2015 - March 2015** 27 - 40
- 3.4 **Routes into Employment** 41 - 50
- 3.5 **Employment Options and Workforce Savings Update** 51 - 64

## **4. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

## **5. EXCLUSION OF THE PRESS AND PUBLIC**

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

“That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

### **EXEMPT SECTION (Pink Papers)**

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

**6. EXEMPT/CONFIDENTIAL MINUTES OF THE PREVIOUS MEETINGS 65 - 74**

To confirm as a correct record the Exempt/Confidential Minutes of the Human Resources Committee meetings held on 25 March 2015 and 28 May 2015.

**7. EXEMPT/CONFIDENTIAL REPORTS OF CORPORATE DIRECTOR, RESOURCES**

**7 .1 Employment Options - Service Head 75 - 84**

**7 .2 Creation of and appointing to two new Chief Officer posts (Children's Social Care and Adult's Social Care) 85 - 94**

**7 .3 Senior Management Vacancies 95 - 118**

**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, 28 October 2015 at 7.30 p.m. in C1, 1st 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>

This page is intentionally left blank



**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE HUMAN RESOURCES COMMITTEE**

**HELD AT 7.30 P.M. ON WEDNESDAY, 25 MARCH 2015**

**ROOM MP701, 7TH FLOOR, TOWN HALL, MULBERRY PLACE,**

**5 CLOVE CRESCENT,**

**LONDON, E14 2BG**

**Members Present:**

Councillor Clare Harrisson (Chair)

Councillor Rachel Blake

Councillor Dave Chesterton

Councillor Alibor Choudhury

Councillor Julia Dockerill

**Apologies:**

Councillor Oliur Rahman

**Officers Present:**

Simon Kilbey

Service Head, Human Resources and Workforce Development

Mark Keeble

Senior Business Partner Human Resources

Antoinette Duhaney

Committee Officer

**1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

No declarations were made.

**2. UNRESTRICTED MINUTES**

**RESOLVED** – That the unrestricted minutes of the meetings of the Human Resources Committee held on 28<sup>th</sup> January and 19<sup>th</sup> February 2015 be agreed and signed by the Chair as a correct record of the proceedings.

**VARIATION OF THE ORDER OF BUSINESS**

With the consent of the Committee, the Chair agreed to vary the order of business to allow item 3.3 to be considered prior to items 3.1 and 3.2. These minutes reflect the order in which items were considered.

### 3. REPORTS OF CORPORATE DIRECTOR, RESOURCES

#### 3.1 SENIOR MANAGEMENT VACANCIES AND APPOINTMENTS

Simon Kilbey, Head of Human Resources and Workforce Development presented the report and updated the Committee on progress with recruiting to senior management posts within the Council. During the recruitment process, there had been ongoing discussions with the Commissioners about statutory officer positions.

The Chair of the Committee expressed her disappointment at the lack of progress in appointing a Chief Executive/Head of Paid Service and reiterated the resolution passed by the Committee at a previous meeting endorsing the decision by full Council to seek to recruit a Chief Executive through a competitive selection process. However this resolution was not supported by Tower Hamlets First Members on the HR Committee.

Councillor Alibor Choudhury made reference to correspondence sent from the Commissioners to all the Political Groups expressing their concerns about the slow progress in recruiting to senior management posts and also the delay in addressing certain aspects of the BV Action Plan. Councillor Choudhury was concerned that the HR Committee should not take the blame for these delays as the delays were the result of circumstances beyond the Committee's control. The Committee had done everything in its powers to expedite the recruitment process in very challenging circumstances.

The Committee endorsed the comments made by Councillor Choudhury and the Chair stated that notwithstanding the challenges and delays experienced by the Appointments Sub-Committee(s) (ASC), some very strong candidates had been interviewed and appointments made. However the Committee was critical of the following aspects of the selection process.

**Service Head Learning & Achievement** – The Committee was disappointed that only 1 candidate had been shortlisted for interview. However the ASC was not informed of this until the day of the interview. Had the ASC been notified sooner, officers would have been requested to bring forward a shortlist of more candidates for interview. However recruitment to this key post would now be delayed further. The Committee was anxious for recruitment to this post to be expedited as a matter of urgency with realistic and achievable timescales/milestones agreed and set out in the job advertisement.

In response, Simon Kilbey stated that even though only 1 candidate had been shortlisted, the Corporate Director ESCW felt the candidate to be very strong and wished members to consider the candidate. Simon Kilbey added that he would feedback the Committee's concerns. The ASC made a request for further candidates to be brought forward for interview along with the candidate

already shortlisted. In the meantime, interim arrangements had been put in place to meet the demands of this post.

At the start of the selection process, although an indicative timetable had been agreed, this was changed as it did not suit ASC members. The Interim Head of Paid Service would oversee future senior management appointments and ASC Members (through the Chair), would be briefed regularly on progress. The timetable for the interviews had been revised and the ASC would interview candidates on Thursday 2<sup>nd</sup> April.

**Recruiting to senior management posts** – The Committee was also critical of the recruitment process in general. Members felt that the process had been managed in a disorganised way. Papers were circulated late and were often incomplete or inaccurate. The process so far did not meet the expectations of Members and added to their disenfranchisement and frustration with the process. In addition the delays in the process did not paint a good impression of the Council to prospective candidates.

In response Simon Kilbey stated that, in acknowledgement that the recruitment process had not always gone smoothly, measures would be put in place to streamline processes and keep ASC Members informed of progress. To do this he will liaise with the Service Head Democratic Services. In future papers for consideration by ASCs would be circulated well in advance of meetings and would be watermarked with a unique reference number for each individual ASC Member.

In respect of the Service Head, Public Realm post, Simon Kilbey advised that interim arrangements would be put in place pending the recruitment of a permanent replacement. Subsequent to the agenda being published for this meeting, the Service Head, Housing Allocations had resigned and interim arrangements would also be made to have this post covered in the meantime.

The Chair suggested that in cases where a Service Head resigned, the opportunity should be taken to review the structure of the service and it was also suggested that officers appointed to senior management posts should engage with key members and be involved in any major decisions made in respect of their service area before they took up post.

## **RESOLVED**

- (1) That the progress on recruitment to Senior Management vacancies of Corporate Director Resources, Director of Law, Probity and Governance, Service Head Customer Access, Transformation and ICT, Service Head Children's Social Care, Director of Public Health and Service Head Learning & Achievement be noted.
- (2) That it be noted that the Service Head, Public Realm has recently tendered his resignation and that, in due course, arrangements for recruitment to this post will be reported to a future meeting of the Committee.

- (3) That the feedback from Members on how the ASCs have been managed be noted and the comments taken on board.

### **3.2 NEW STARTERS QUARTERLY REPORT OCTOBER - DECEMBER 2014**

The report was presented by Simon Kilbey, Service Head HR & WD. He flagged up the key issues within the report. 30 apprenticeships had been awarded. Feedback on the apprentices was positive with many requests for apprentices to be retained. The Council's apprenticeship scheme was among the best in London and had achieved several accolades. There was more demand for apprentices than placements available and Skillsmatch supported the Council in this process.

In response to questions and comments from Members, Mr Kilbey stated that there was no evidence to suggest that Skillsmatch was not able to meet the Council's requirements. However to date, apprenticeship placements had been oversubscribed and good calibre apprentices had been recruited and most retained. Given that Skillsmatch was currently able to assist the Council in meeting its needs, there were no immediate plans to use other providers, but this could be explored in the future.

Recruitment of Social Workers was a challenge for all Local Authorities in London with staff being poached. In addition many SWs were seeking employment through agencies as it was more financially beneficial than a permanent contract. There was good placement support for NQSWs and many were retained at the completion of their placement.

#### **RESOLVED –**

- (1) That the report be noted.
- (2) That a report on other providers who can support apprenticeship schemes and facilitate engagement with hard to reach communities be presented to a future meeting.

### **3.3 EMPLOYMENT OPTIONS AND WORKFORCE SAVINGS UPDATE**

The report was introduced by Mark Keeble, Senior HR & WD Business Partner. It was reported that 120 posts were to be deleted resulting in savings of £3.5m. A briefing session would be held in the following week in respect of Public Health Outreach Workers (15 posts available). Staff leaving the Council's employment who were residents of the Borough had been referred to Skillsmatch for support. Non-residents had been referred to SeeTec in Stratford. To date there had been no compulsory redundancies and officers were confident that all Home Care Staff wishing to remain in the Council's employment would be redeployed into alternative posts

The biggest risk was the Home Care service and the following key points were highlighted:

- Out of a total of 73 Home Care staff, 45 had requested VR/ER.

Of the 28 Home Care staff that wished to remain with LBTH:

- 12 would be appointed to Service User Liaison roles (including 2 to Monitoring Supervisor roles)
- 4 going to be Reablement Officers posts
- 2 going into Day Care Officer roles
- 2 going to be Driver/Technicians posts
- 2 going to be Passenger Assistants posts
- 5 remaining staff were undecided; Employment opportunities within Parking Services and Idea Stores were being considered

In response to questions and observations from Members, Mr Kilbey stated work was under way to consider other measures/options to achieve the required savings and a further update report would be presented to the Committee In May 2015.

#### **RESOLVED –**

- (1) That the current position on the outcome of Employment Options requests and actions taken in response to the Equality Impact Assessment be noted.
- (2) That the information provided on the delivery of workforce savings and measures in place to reduce the risk of compulsory redundancy be noted.
- (3) That the current position of arrangements for managing redeployment be noted.
- (4) That the position on individual exits costing £100k or more be noted.

#### **4. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

There was no urgent business.

#### **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.

Summary of Part 2 (Exempt) Proceedings

**6. RESTRICTED MINUTES**

The restricted minutes of the meetings of the Human Resources Committee held on 28<sup>th</sup> January and 19<sup>th</sup> February 2015 were agreed as a correct record subject to minor amendments.

The meeting ended at 8.48 p.m.

Chair, Councillor Clare Harrisson  
Human Resources Committee

**LONDON BOROUGH OF TOWER HAMLETS**

**MINUTES OF THE HUMAN RESOURCES COMMITTEE  
(EXTRAORDINARY MEETING)**

**HELD AT 7.30 P.M. ON THURSDAY, 28 MAY 2015**

**COMMITTEE ROOM ONE - MULBERRY PLACE**

**Members Present:**

Councillor Clare Harrisson (Chair)

Councillor Dave Chesterton

Councillor Julia Dockerill

Councillor Oliur Rahman

Councillor Abdul Asad

Councillor John Pierce (substitute for Councillor Rachel Blake)

Councillor Rachael Saunders (substitute for Councillor Khales Uddin Ahmed)

**Other Councillors Present:**

None

**Apologies:**

Councillor Khales Uddin Ahmed

Councillor Rachel Blake

**Officers and Others Present:**

Simon Kilbey – Service Head, Human Resources and Workforce Development

David Galpin – Service Head, Legal Service

John Williams – Service Head, Democratic Services

Max Caller – DCLG Commissioner

Julie Towers – Penna Ltd.

**1. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

There were none.

**2. EXCLUSION OF THE PRESS AND PUBLIC**

The Committee considered whether to exclude the press and public during consideration of the following agenda items. In view of the subject matter of the report and the information contained therein, the Committee concluded that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it. Accordingly it was:-

**RESOLVED**

That, under the provisions of Section 100A of the Local Government Act 1972, as amended, the press and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act 1972.

**3. EXEMPT/CONFIDENTIAL REPORTS OF CORPORATE DIRECTOR, RESOURCES**

**4. RECRUITMENT OF HEAD OF PAID SERVICE/CHIEF EXECUTIVE**

The Committee considered a report of the Service Head, Human Resources and Workforce Development regarding the Appointment of a Chief Executive.

The Chair agreed the reasons for urgency as set out in the report.

Following debate the Committee agreed a series of proposals for the job description and person specification, remuneration and term of appointment and appraisal arrangements to apply to the post; and a timetable for appointment by 28<sup>th</sup> August 2015 in accordance with the Secretary of State's Direction.

Mr Caller confirmed on behalf of the DCLG Commissioners that the above decision met with the Commissioners' agreement and the requirements of the relevant Directions.

**5. PROCESS FOR APPOINTMENT TO NEW CHIEF OFFICER ROLES (FORMERLY ESCW) (TO FOLLOW)**

The Service Head, Human Resources and Workforce Development advised the Committee that this item was **withdrawn**.

**6. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**


There were no additional urgent items of business.

The meeting ended at 8.52 p.m.

Chair, Councillor Clare Harrisson  
Human Resources Committee



# Agenda Item 3.1

Non-Executive Report of the:  <b>Human Resources Committee</b>  1 July 2015	 <b>TOWER HAMLETS</b>
<b>Report of:</b> John S. Williams. Service Head, Democratic Services	<b>Classification:</b> Unrestricted
<b>Human Resources Committee Terms of Reference, Quorum, Membership and Dates of Meetings</b>	

<b>Originating Officer(s)</b>	Matthew Mannion, Committee Services Manager
<b>Wards affected</b>	All wards

## Summary

This report sets out the Terms of Reference, Quorum, Membership and Dates of meetings of the Human Resources Committee for the Municipal Year 2015/16 for the information of members of the Committee.

## Recommendations:

The Human Resources Committee is recommended to:

1. Note its Terms of Reference, Quorum, Membership and Dates of future meetings as set out in Appendices 1, 2 and 3 to this report.

**1. REASONS FOR THE DECISIONS**

- 1.1 This report is for the information of the Committee and no specific decisions are required.

**2. ALTERNATIVE OPTIONS**

- 2.1 Not applicable to noting reports.

**3. DETAILS OF REPORT**

- 3.1 At the reconvened Annual General Meeting of the full Council held on 24 June 2015, the Authority approved the review of proportionality, establishment of the Committees and Panels of the Council and appointment of Members thereto.

- 3.2 It is traditional that following the Annual General Meeting of the Council at the start of the Municipal Year, at which various committees are established, that those committees note their Terms of Reference, Quorum and Membership for the forthcoming Municipal Year. These are set out in Appendix 1 and 2 to the report respectively.

- 3.3 The Committee's meetings for the remainder of the year, as agreed at the meeting of the Council on 24 June 2015, are as set out in Appendix 3 to this report.

- 3.4 In accordance with the agreed calendar, meetings are scheduled to take place at 7.30pm.

- 3.5 At the time of writing this report the reconvened AGM on 24 June had yet to take place. Any alterations made at that meeting and the membership of the Human Resources Committee (Appendix 2) will be tabled at the meeting on 1 July 2015.

**4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 Matters brought before the Committee under its terms of reference during the year will include comments on the financial implications of decisions provided by the Chief Finance Officer. There are no specific comments arising from the recommendations in this report.

**5. LEGALCOMMENTS**

- 5.1 The information provided for the Committee to note is in line with the Council's Constitution and the resolutions made by Full Council on 24 June 2015.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 When drawing up the schedule of dates, consideration was given to avoiding schools holiday dates and known dates of religious holidays and other important dates where at all possible.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 There are no specific Best Value implications arising from this noting report.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no specific sustainability implications arising from this noting report.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 There are no specific risk management implications arising from this noting report.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 There are no specific crime and disorder implications arising from this report.

---

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- None

#### **Appendices**

- Appendix 1 – Human Resources Committee Terms of Reference
- Appendix 2 – Appointments to Committee (to be tabled)
- Appendix 3 – Dates of Meeting

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

#### **List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- None

#### **Officer contact details for documents:**

- N/A

This page is intentionally left blank

## APPENDIX 1

### EXCERPT FROM THE LONDON BOROUGH OF TOWER HAMLETS CONSTITUTION

#### 3.3.8 Human Resources Committee

##### Terms of Reference

<b>Membership:</b> Seven Members of the Council. Up to three substitutes may be appointed for each Member	
<b>Functions</b>	<b>Delegation of Functions</b>
<ol style="list-style-type: none"><li>1. To determine major policy on the terms and conditions on which staff hold office within allocated resources.</li><li>2. To establish a sub committee to consider any proposal to discipline and/or dismiss the Head of the Paid Service or a statutory or non statutory chief officer or deputy chief officer in accordance with the Officer Employment Procedure Rules set out in Part 4 of this Constitution.</li><li>3. To agree any negotiated settlement, in relation to a senior executive in circumstances which do not amount to a dismissal, that may be proposed in accordance with the Council's Pay Policy Statement.</li><li>4. To establish an Appointments Sub Committee to consider the appointment of the Head of Paid Service and to make recommendations to the Council on that appointment.</li><li>5. To determine the criteria for the appointment of statutory and non statutory chief officers and deputy chief officers for the Appointments Sub-Committees established from time to time to consider such appointments.</li></ol>	No delegations
<b>Quorum</b> Three Members of the Committee	

This page is intentionally left blank

## **APPENDIX 3**

### **SCHEDULE OF DATES 2015/16**

#### **HUMAN RESOURCES COMMITTEE**


Wednesday 1 July 2015  
Wednesday 28 October 2015  
Wednesday 27 January 2016  
Wednesday 13 April 2016

Note – the above dates are subject to agreement at the reconvened AGM on 24 June. Any alterations will be tabled at the Human Resources Committee meeting on 1 July 2015.

It may be necessary to convene additional meetings of the Committee should urgent business arise. Officers will keep the position under review and consult with the Chair and other Members as appropriate.

This page is intentionally left blank



<p>Non-Executive Report of the:</p> <p><b>Human Resources Committee</b></p> <p>1 July 2015</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> John Williams, Service Head, Democratic Services</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Establishment of Appointments Sub-Committee</b></p>	

<b>Originating Officer(s)</b>	Matthew Mannion, Committee Services Manager
<b>Wards affected</b>	All Wards

## Summary

The terms of reference of the Human Resources Committee include the determination of criteria for the Appointments Sub-Committees established from time to time to consider the appointment of statutory and non statutory Chief Officers and Deputy Chief Officers.

This report recommends the establishment of the Appointments Sub-Committee for the current municipal year and the process for Chief Officer/Deputy CO appointments and proposes criteria for membership of the Sub-Committee in accordance with the Constitution and agreed procedures.

## Recommendations:

The Human Resources Committee is recommended to:

1. Agree the terms of reference for Appointments Sub-Committees for the remainder of the municipal year 2015/16 as set out at paragraph 4.1 below;
2. That the arrangements for nominating Councillors to serve on an Appointments Sub-Committee be agreed as set out at paragraph 4.2 below and the Service Head, Democratic Services be authorised to agree the dates of Appointments Sub-Committee meetings and the membership of the Sub-Committee for each appointment that is required in accordance with nominations from the Group Leaders and Mayor; and
3. That the Committee note the process for appointment to Chief Officer and Deputy Chief Officer posts as set out at paragraph 5 below.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The Constitution requires that the Human Resources Committee sets up Appointment Sub-Committees to determine senior officer appointments.

## **2. ALTERNATIVE OPTIONS**

- 2.1 If the Appointment Sub-Committees are not set up then the Council will not be able to proceed with appointments to senior officer posts.

## **3. DETAILS OF REPORT**

- 3.1 Under the Officer Employment Procedure Rules at Part 4.9 of the Council's Constitution, the Appointments Sub-Committee will be established on criteria approved by the Human Resources Committee comprising relevant Councillors to make appointments to Chief Officer and Deputy Chief Officer posts.
- 3.2 The Human Resources Committee has previously agreed these criteria and an appointment process designed to meet the requirements of the Constitution, to be clear and transparent for Councillors and officers, and to follow recruitment best practice resulting in a successful and fair appointments process.
- 3.3 This report sets out the process for Chief Officers and Deputy Chief Officers. The process for the appointment of a Chief Executive is agreed separately.

## **4. APPOINTMENTS SUB-COMMITTEE**

### **Terms of reference**

- 4.1 It is proposed that in accordance with the Council's Constitution, the Committee establish an Appointments Sub-Committee with the following terms of reference:- "To make appointments to Chief Officer and Deputy Chief Officer posts in accordance with the Council's Constitution and the agreed Recruitment and Selection Procedures."

### **Membership**

- 4.2 Following the Mayoral and Stepney Green election in June 2015 and subsequent changes in proportionality for all Council Committees, it is proposed that the following arrangements, adjusted from those previously agreed by the Human Resources Committee and set out below for ease of reference, should apply;

- a) For a **Chief Officer** (Corporate Director level) appointment, the Appointments Sub-Committee shall comprise of **seven Councillors** as follows:-
  - Four Members nominated by the Leader of the Labour Group, at least one of whom must either be the Mayor or a member of the Executive;
  - Two Councillors nominated by the Leader of the Independent Group;
  - One Councillor nominated by the Leader of the Conservative Group.
- b) For a **Deputy Chief Officer** (Service Head level) appointment, the Appointments Sub-Committee shall comprise of **five Councillors** as follows:-
  - Three Members nominated by the Leader of the Labour Group, one of whom must be either the Mayor or a member of the Executive;
  - One Councillors nominated by the Leader of the Independent Group;
  - One Councillor nominate by the Leader of the Conservative Group.
- c) The Service Head Democratic Services (or his nominee) to liaise with the Mayor and Group Leaders to receive their nominations, in accordance with the above allocation of places, and to agree the date of the first Sub Committee in each Chief Officer/ Deputy CO appointment cycle.
- d) The Mayor and political groups are expected to assist in achieving a Sub-Committee whose overall composition is diverse in terms of gender and ethnicity wherever possible. In the event that the initial nominations do not produce such a Sub-Committee, the Service Head Democratic Services (or his nominee) after consultation with the Service Head Human Resources and Workforce Development will discuss with the respective group leaders and the Mayor options for amending one or more of those nominations as necessary to achieve sufficient diversity.
- e) Members can only sit on an Appointments Sub-Committee if they have received training at this Council on recruitment and selection.
- f) The quorum for the Appointments Sub-Committee shall be at least three members.

## **5. PROCESS FOR APPOINTMENT OF CHIEF OFFICERS AND DEPUTY CHIEF OFFICERS**

- 5.1 The rules governing the appointment of Chief Officers/Deputy Chief Officers are set out in the Council's Officer Employment Procedure Rules (Part 4.9 of the Constitution), which are in turn substantially derived from statutory provisions (primarily the Local Authorities (Standing Orders) (England) Regulations 2001). In practical terms the following is an outline of the process. This may be abbreviated or some elements of the process may not be required in the case of an internal-only recruitment or interim appointment.

### **Advertisement and longlisting**

- 5.2 The Council may use recruitment consultants to assist with senior appointments. The Service Head Human Resources and Workforce Development will work with the recruitment consultants and the Head of Paid Service or the relevant Corporate Director to establish a timeline for the recruitment process and agree any advertisements in accordance with Council policy.
- 5.3 Following advertisement, the Service Head Human Resources and Workforce Development, the recruitment consultants and the Head of Paid Service or relevant Corporate Director will agree a longlist of candidates and details of the process to follow this may include information visits, the use of assessment tools such as in-tray and other testing. Longlisted candidates will then undergo an assessment process.

### **Shortlisting and interviews**

- 5.4 If necessary, the Appointments Sub-Committee may then meet to consider the results of the longlist process and the recruitment consultants' and officers' recommendations; and agree a shortlist of candidates for interview.
- 5.5 The Appointments Sub-Committee will then meet again to interview the shortlisted candidates. The officers will table suggestions for questions at the start of the meeting. References for candidates will be available for consideration but will only be considered once the ASC has decided who to appoint.

### **Appointment**

- 5.6 If the Appointments Sub-Committee agrees on a candidate suitable for the post of Chief Officer/Deputy Chief Officer, it must inform the Mayor and each member of the Executive of its 'provisional intention to make an offer' to the preferred candidate. The Mayor and Executive members then have a two day period in which they may notify any objection to the making of the appointment. If no such objection is received within that period, a firm offer will be made. Should an objection be received the Appointments Sub-Committee would be required to reconvene to consider any objection and make a determination.

### **Note: Sub-Committee membership throughout the appointment process**

- 5.7 The Committee has previously agreed that the membership of the ASC must remain the same throughout the process for an appointment and there can be no substitutions once the process has commenced for a particular appointment. A member of the ASC who ceases his/her participation after the Sub-Committee has started to meet may not be replaced. Rather the Sub-Committee would continue with a reduced number of members, subject to remaining quorate. Equally, a member of the ASC who does not participate in a stage of the process (e.g. shortlisting) may not then take part in a subsequent stage (e.g. interviews).

5.8 These provisions represent good recruitment practice. However, there may be occasions when their strict application could work against other aspects of best practice - for example by reducing the diversity of the Sub-Committee in terms of gender or ethnicity. In such exceptional circumstances the Service Head HR & WD may waive the requirement at 5.7 above in order to ensure a sufficiently diverse membership of the Sub-Committee, provided that consistency is maintained within each distinct stage of the appointment process.

## **6. COMMENTS OF THE CHIEF FINANCE OFFICER**

6.1 The costs of senior officer recruitment and the associated administering of the Appointments Sub-Committee will be contained within existing budget allocations for Human Resources and Workforce Development and related functions.

## **7. LEGALCOMMENTS**

7.1 Under the Council's Constitution it falls within the terms of reference of the Committee to determine criteria for the appointment of statutory and non-statutory Chief Officers and Deputy Chief Officers for Appointments Sub-Committees, which may be established from time to time to consider such appointments.

7.2 The Local Authorities (Standing Orders) (England) Regulations 2001 require that an Appointments Sub-Committee include at least one member of the Executive. The regulations also set out a statutory 'objection' procedure under which an appointment may only be confirmed if there is no well-founded objection to the proposed appointment by the Mayor or a member of the Executive.

7.3 When considering the criteria for Appointments Sub Committees, 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). There is information in section 8 below relevant to these considerations.

## **8. ONE TOWER HAMLETS CONSIDERATIONS**

8.1 The recruitment process will follow equalities best practice to ensure a diverse range of potential candidates. Members of the Appointments Sub-Committee will be trained on appointments and on equalities practices.

## **9. BEST VALUE (BV) IMPLICATIONS**

11.1 Agreeing appropriate procedures for the appointment of senior officers is important in ensuring the Council recruits the best leadership team available to support the Best Value obligations.

**10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

10.1 There are no direct implications on sustainable action for a greener environment.

**11. RISK MANAGEMENT IMPLICATIONS**

11.1 There is a risk that the Council will not be successful in securing the best staff and its reputation will suffer if the recruitment and selection process for senior staff does not operate smoothly and effectively. The recommendations detailed above will ensure the Council complies with the statutory requirements for the appointment of Chief Officers and Deputy Chief Officers.

**12. CRIME AND DISORDER REDUCTION IMPLICATIONS**

12.1 There are no direct implications on crime and disorder reduction.

---

**Linked Reports, Appendices and Background Documents**

**Linked Report**

- None

**Appendices**

- None

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


**List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- None

**Officer contact details for documents:**

- N/A

<p>Non-Executive Report of the:</p> <p><b>Human Resources Committee</b></p> <p>1<sup>st</sup> July 2015</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Chris Holme, Acting Corporate Director, Resources</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Quarterly report – new starters, January 2015 – March 2015</b></p>	

<b>Originating Officer(s)</b>	Simon Kilbey, Service Head (Human Resources & Workforce Development)
<b>Wards affected</b>	All wards

## Summary

- 1 This is a standard report to HR Committee, provided to give information on a quarterly basis on new starters (including apprentices and trainees). This report covers the period Quarter 4 2014/15 (January 2015 - March 2015).
  
- 2 To enable longer term trends in recruitment to be identified, the equalities information for all periods from April 2012 to March 2015 is also given. In addition, information is given regarding the recruitment for the whole of 2014/15, together with comparison with previous years' recruitment performance.

## Recommendations:

The HR Committee is recommended to:

1. Consider the report, which is provided for information

### 1. REASONS FOR THE DECISIONS

- 1.1 The report is provided for information

### 2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative options

### 3. DETAILS OF REPORT

- 3.1 The HR Committee held on 29<sup>th</sup> 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.
- 3.2 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.
- 3.3 Details on the numbers, job titles, directorate and service area of new starters for the quarter4 2014/15 together with equalities, demographics and trend information are attached (Appendices 1, 2 and 3).
- 3.4 The numbers of new starters for the period July 2012 to date are as follows:

Number of New Starters*, Q2 2012/13 – Q4 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	Q3, 2014/15	Q4, 2014/15
91	149	116	125	127	81	87	122	119	71	48
* This figure excludes trainees & apprentices.										

- 3.5 During this quarter there were 48 new starters together with 45 apprentices and trainees. Historically, separate analysis of trainees/apprentices and other new starters have been provided in this report; this format continues here.
- 3.6 The 48 new starters (excluding apprentices/trainees) represent the lowest number of new starters during the year 2014/15. Around 16% were school kitchen staff, with just under this percentage being Social Workers. The low numbers of external new starters is as a result of the current Organisational Change programme, which reduces the impact of reductions in staff numbers by redeploying staff into appropriate vacant posts.
- 3.7 All recruitment is subject to formal approval at Directorate People Panels/and the People Board Operations prior to advertising in the light of 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 which need to be filled are currently being recruited to and the majority of posts must be advertised internally first. All requests to fill posts require a business case from the managers to justify recruitment. (See appendix 1 for job titles of the posts recruited to within the period)
- 3.8 During the last 3 years the average number of new starters has declined from an average of 111 per quarter in 2012/13 to 90 during 2014/15. This trend is even more heightened when the rapid decline in recruitment during 2014/15 is considered, as explained in 3.7 above.



3.9 The numbers and percentages of new starters (excluding trainees and apprentices) to each Directorate during the period Q4 2013/14 to Q4 2014/15 are as follows:

	Jan - Mar 2014		Apr - June		July - Sept		Oct - Dec 2014		Jan - Mar 2015	
	Number	%	Number	%	Number	%	Number	%	Number	%
Communities Localities and Culture	32	36.8	44	36.1	32	26.9	7	9.9	9	18.8
Development & Renewal	6	6.9	5	4.1	7	5.9	8	11.3	8	16.7
Education, Social Care & Wellbeing	44	50.6	51	41.8	62	52.1	44	62.0	27	56.3
Law, Probity & Governance	2	2.3	13	10.7	12	10.1	7	9.9	4	8.3
Resources	3	3.4	9	7.4	6	5	5	7.0	0	0.0
Total	87	100	122	100	119	100	71	100.0	48	100.0

3.10 Trend information by equalities strands, in both numeric and graphic form is provided as Appendix 4. 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:

	Age 18 to 64	Age 18 to 64	All Ages	All Ages
All Residents				
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

	Age 18 to 64	Age 18 to 64	All Ages	All Ages
All Residents				
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

3.11 In partnership with Skillsmatch, a new recruitment of apprentices in a range of sectors from youth work to health and social care has now been completed with the majority of trainees commencing in March 2015. The process included Skillsmatch undertaking an initial screening to ensure applicants met the criteria, followed by applicants completing a basic skills test. Those who were able to go forward were supported by Skillsmatch to ensure that they addressed the person specification when completing their

application forms. They were also given interview skills training along with the opportunity to develop the skills required for the Development Centre stage of the process. The Development Centre facilitated a more rounded picture of the young people, rather than relying on interviewing alone and comprised of a number of activities which provided an insight into the character, attitude and skills of the applicants. Placement supervisors were involved in the Development Centre and the process culminated in traditional interviews.

Detailed information on this group of new starters is supplied as appendix 3. Key points are:

- 29 apprentices and 16 trainees started during this quarter. A further 3 apprentices started in April as part of this cohort. Details of these additional 3 apprentices will be included within the next report, as these fall within a new quarter.
- 73% of apprentices/trainees identified their ethnicity as Bangladeshi 13% as White.
- All trainees/apprentices are Tower Hamlets residents
- 60% are male and 40% female
- No-one identified themselves as either gay/lesbian or as having a disability.
- A large number refused to give information as to their sexuality (51%), religion (53%) or disability (40%).

3.12 During the last five quarters, the main ethnicities of new starters (excluding apprentices and trainees) were:

<b>Ethnicity</b>	<b>Jan - Mar 2014</b>	<b>Apr - Jun 2014</b>	<b>July - Sept 2014</b>	<b>Oct - Dec 2014</b>	<b>Jan - Mar 2015</b>
Bangladeshi	22%	30%	25%	25%	17%
Black	13%	15%	15%	21%	15%
White	48%	47%	44%	39%	56%

3.13 Within the overall Council workforce the respective percentages are 24% (Bangladeshi), 19% (Black) and 41% (White) as at the end of March 2015. There are, however, significant variations in recruitment from quarter to quarter due to the relatively small number of recruitment exercises taking place. For example, White staff recruitment within the last 3 years has fluctuated between 30% and 56% of each quarterly total. The range for Bangladeshi staff is 17% to 36% of the quarterly totals, and for Black staff, 7% to 21%.

3.14 During the course of 2014/15, the number of Bangladeshi new starters has fallen from 30% (Q1) through 25% (Q2 and Q3) to 17% in Q4. Nonetheless the average during the year, (24% Bangladeshi new starters) is still slightly

higher than during the previous year, when it was 23%. Both White and Black new starters also show a slight increase over 2013/14, with Asian and 'Other' groups showing reductions during the period.

- 3.15 42% of new starters in Q4 2014/15 were LBTH residents, compared with 49%, 48% and 52% in the preceding quarters. Looking at annual percentages, recruitment of local residents has fallen from 58% to 48% between 2013/14 and 2014/15. This is due to the focus of internal recruitment in order to minimise the risk of compulsory redundancy during the current period of transformation, as discussed in 3.6 and 3.7. In the main, posts that receive agreement for external recruitment are specialist or requiring specific skills that would require a broader field of applicants.
- 3.16 Around 3/4 of all new starters during quarter 4 2014/15 were aged between 25 and 44, this being above the average for the last 2 years of around 2/3. However the annual percentage for the year 2014/15 is 69% which is closer to the historical average.
- 3.17 2 people recruited during January – March 2015 identified themselves as having a disability. This represents 4.2% of all new starters and is slightly lower than the average for the year of 4.4%.
- 3.18 Looking at annual percentages, there has been a decline in the percentage of new starters identifying themselves as disabled during the last 3 years, from 5.8% through 5.1% to 4.4%. However the number of 'refused to state' fell from 13% to 6% of all new starters and this increase in reporting is the most probable cause for this reduction, as the figure is calculated by excluding those employees that have refused to state. A recent campaign has been undertaken with existing employees to promote awareness of 'hidden' disabilities and encouraging staff to revisit their declaration, changing their disability status where this is relevant. This campaign was successful in both raising awareness and increasing the number of employees that identified as being 'disabled'. HR and WD will review this campaign to assess whether similar information could be provided to new starters when making their initial declaration on disability.
- 3.19 The percentage of women new starters during Quarter 4 2014/15 was 52%, the lowest percentage during the year. However over the year as a whole, women represented 61% of all new starters, compared to 56% in 2012/13 and 62% in 2013/14.
- 3.21 While new starters, (both permanent appointees and trainees/apprentices), 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.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The report is presented to Committee for information, and as such there are no financial implications arising from the recommendation.

## **5. LEGALCOMMENTS**

- 5.1 This report is for noting of factual information on starters by equality strands. The council will need to continue to review the Workforce to Reflect the Community policy regularly to ensure that the current target groups remain valid by reference to the limits of positive action under the Equality Act 2010. If not, the Council should consider revision to the target groups and the steps necessary to increase their representation within the workforce. The council will also need to consider whether it remains necessary to take action to improve the workforce balance once targets are achieved.
- 5.2 Sections 158 and 159 of the Equality Act 2010 provide limited circumstances where an employer may take positive action by reference to persons who share a protected characteristic under the Act. The protected characteristics are: age;disability;gender reassignment;marriage and civil partnership;pregnancy and maternity;race;religion or belief;sex; and sexual orientation.
- 5.3 Under section 158 of the Equality Act, where persons with a particular protected characteristic are disadvantaged or have particular needs or are participating in an activity in disproportionately low numbers, an employer can take action (provided it is proportionate) to enable that group to overcome the disadvantage, meet those needs or encourage increased participation.
- 5.4 Under section 159 of the Equality Act, if persons with a particular protected characteristic are disadvantaged or there are disproportionately low numbers of that age group participating in a particular activity, the employer could treat a person of that group more favourably in recruitment or promotion provided that person is as qualified as any other candidate.
- 5.5 Positive action is only lawful if the Council's actions are proportionate and it does not have a policy of treating people of that group more favourably. In order to avoid the risk of discriminating against other groups with protected characteristics, the schemes should be proportionate and be kept under review to ensure that they continue to fulfil their objectives.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

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

## **7. BEST VALUE (BV) IMPLICATIONS**

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

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

8.1 There are no implications.

**9. RISK MANAGEMENT IMPLICATIONS**

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

**10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

10.1 There are no implications.

---

**Linked Reports, Appendices and Background Documents**

**Linked Report**

- None

**Appendices**

Appendix 1-	New Starters, Quarter 4 2014/15, January – March 2015
Appendix 2 -	New Starters by equality strands, Quarter 4 2014/15, January – March 2015
Appendix 3 -	Trainees by equality strands, Quarter 4 2014/15, January – March 2015
Appendix 4a - and 4b	New starters, trends by percentage, April 2012 – March 2015

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

**List of “Background Papers” used in the preparation of this report**

None

**Officer contact details for documents:**

- N/A

## Appendix 1 New starters, Quarter 4 2014/15, January - March 2015

Post Title	LBTH Start Date	Directorate	Division	Service
Fractional Tutor (LLL) ESOL	07/01/2015	CL&C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Skills for Life Manager	18/03/2015	CL&C	Culture, Learning and Leisure	Idea Stores & Lifelong Learning
Partnership and Participation Manager	12/01/2015	CL&C	Culture, Learning and Leisure	Sports and Physical Activity
Service Development Manager	19/01/2015	CL&C	Culture, Learning and Leisure	Sports and Physical Activity
Head of Enforcement and Markets	05/01/2015	CL&C	Safer Communities	Enforcement, Intervention & Markets
Administrative Assistant	01/01/2015	CL&C	Safer Communities	Integrated Youth and Community Services
DOE Youth Worker in Charge	23/03/2015	CL&C	Safer Communities	Integrated Youth and Community Services
Youth Worker	05/01/2015	CL&C	Safer Communities	Integrated Youth and Community Services
Youth Worker	23/03/2015	CL&C	Safer Communities	Integrated Youth and Community Services
Administrative Assistant	23/03/2015	D&R	Economic Development	Employment & Skills Team
Accommodation Procurement Officer	26/01/2015	D&R	Housing Options	Housing Management
Options & Prevention Officer	02/03/2015	D&R	Housing Options	Options and Prevention and Assessments
Applicant Support Officer	05/01/2015	D&R	Planning & Building Control	Applications Support
Street Naming and Numbering Assistant	26/02/2015	D&R	Planning & Building Control	Building Control
Planning Officer	12/01/2015	D&R	Planning & Building Control	Development
Strategic Planning Manager	02/03/2015	D&R	Planning & Building Control	Strategic Planning
Whapel Vision Project Support Officer	09/03/2015	D&R	Planning & Building Control	Whitechapel Vision Unit
Social Worker Mental Health	05/01/2015	ESC&W	Adults Social Care Services	Community Mental Health Services
Social Worker (CMHTO)	02/03/2015	ESC&W	Adults Social Care Services	Community MH for Older People
Service Manager Learning Disabilities	31/03/2015	ESC&W	Adults Social Care Services	Learning Disability
Administrative Officer	19/02/2015	ESC&W	Adults Social Care Services	Longer Term Support
Service Head Adult Social Care	16/03/2015	ESC&W	Adults Social Care Services	
Attendance and Welfare Advisor	16/02/2015	ESC&W	Children's Social Care	Attendance and Welfare Service
Practice Manager PFS	16/03/2015	ESC&W	Children's Social Care	Family Support & Protection
Social Worker PSI 09	16/02/2015	ESC&W	Children's Social Care	Family Support & Protection
Educational Psychologist	23/02/2015	ESC&W	Learning & Achievement	Education Psychology
Family Supprt Worker	16/02/2015	ESC&W	Learning & Achievement	Learning and Achievement - Birth to 11
Parent-Carer Participation Worker	02/02/2015	ESC&W	Learning & Achievement	Learning and Achievement - Birth to 11
THAMES Project Manager	07/01/2015	ESC&W	Learning & Achievement	Music Service/Arts Education
COOK	02/03/2015	ESC&W	Learning & Achievement	School Improvement Secondary
Teacher for Inclusion Support (SLS)	01/01/2015	ESC&W	Learning & Achievement	Support For Learning Service
Teacher For Inclusion Support (SLS)	01/01/2015	ESC&W	Learning & Achievement	Support For Learning Service
Clinical Lead Dietitian	02/01/2015	ESC&W	Public Health	PublicHealth Mat,EarlyYrs&SchAgeChildren
Senior Specialist PublicHealth Dietitian	01/02/2015	ESC&W	Public Health	PublicHealth Mat,EarlyYrs&SchAgeChildren
Service Support Officer	02/02/2015	ESC&W	Resources	Children's Information Systems
Float Kitchen Assistant	02/01/2015	ESC&W	Resources	Contract Services
Float Kitchen Assistant	05/01/2015	ESC&W	Resources	Contract Services
Float Kitchen Assistant	01/01/2015	ESC&W	Resources	Contract Services
Float Kitchen Assistant	12/01/2015	ESC&W	Resources	Contract Services
Kitchen Assistant	01/01/2015	ESC&W	Resources	Contract Services
Kitchen Assistant	29/01/2015	ESC&W	Resources	Contract Services
Kitchen Assistant	26/02/2015	ESC&W	Resources	Contract Services
Performance, Data and Efficiency Analyst	26/01/2015	ESC&W	Resources	Strategy, Policy & Performance
Family Centre Social Worker	05/01/2015	ESC&W		CSF Detached Posts - Reporting Purposes
Political Advisor Conservative Group	17/03/2015	LP&G	LP&G	Democratic Services
Senior Data Analyst & Administrator	05/01/2015	LP&G	LP&G	Electoral Services
Legal Support Officer	12/01/2015	LP&G	LP&G	Legal Services
Trainee Solicitor	05/01/2015	LP&G	LP&G	Legal Services



## Appendix 2

### New Starters by equality strands, Quarter 4 2014/15, January – March 2015

Ethnicity	Number	%
Asian	2	4.2
Bangladeshi	8	16.7
Black	7	14.6
Declined to state	1	2.1
Mixed	2	4.2
Somali	1	2.1
White	27	56.3
Total	48	100.0

Gender	Number	%
Female	25	52.1
Male	23	47.9
Total	48	100.0

Disability	Number	%
No	44	91.7
Declined to state	2	4.2
Yes	2	4.2
Total	48	100.0

Religion	Number	%
Buddhist	1	2.1
Christian	16	33.3
Declined to state	3	6.3
Muslim	7	14.6
None	20	41.7
Other	1	2.1
Total	48	100.0

Sexuality	Number	%
Decline to State	4	8.3
Gay	2	4.2
Heterosexual	41	85.4
Bisexual	1	2.1
Total	48	100.0

Age	Number	%
21 - 24	2	4.2
25 - 34	23	47.9
35 - 44	13	27.1
45 - 49	3	6.3
50 - 54	4	8.3
55 - 59	2	4.2
60 - 62	1	2.1
Total	48	100.0

Borough Resident	Number	%
LBTH Resident	20	41.7
Not LBTH Resident	28	58.3
Total	48	100.0

Salary	Number	%
<£20,000	9	18.8
£20,000 - £29,999	10	20.8
£30,000 - £39,999	15	31.3
£40,000 - £49,999	9	18.8
£50,000+	4	8.3
Casual/Hourly Paid	1	2.1



Total	48	100.0
-------	----	-------

### Appendix 3

#### Apprentices/Trainees by equality strands, Quarter 4 2014/15, January – March 2015

Ethnicity	Number	%
Bangladeshi	33	73.3
Black	2	4.4
Missing	2	4.4
Mixed	1	2.2
Somali	1	2.2
White	6	13.3
Total	45	100.0

Sexuality	Number	%
Decline to State	23	51.1
Gay	0	0.0
Heterosexual	21	46.7
Bisexual	1	2.2
Total	45	100.0

Gender	Number	%
Female	18	40.0
Male	27	60.0
Total	45	100.0

Age	Number	%
<=20	18	40.0
21 - 24	21	46.7
25 - 34	6	13.3
Total	45	100.0

Disability	Number	%
Not Disabled	27	60.0
Refused	18	40.0
Disabled	0	0.0
Total	45	100.0

Borough Resident	Number	%
LBTH Resident	45	100.0
Not LBTH Resident	0	0.0
Total	45	100.0

Religion	Number	%
Christian	2	4.4
Declined to state	24	53.3
Muslim	16	35.6
None	2	4.4
Other	1	2.2
Total	45	100.0

## Appendix 4a

### New starters, trends by percentage, Quarter 4 2014/15, January - March 2015

<b>Gender</b>	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	Oct - Dec 2014	Jan - Mar 2015
Female	51	64	48	62	62	56	65	64	58	63	72	52
Male	49	36	52	38	38	44	35	36	42	37	28	48
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<b>Age</b>	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	Oct - Dec 2014	Jan - Mar 2015
<=20	0	2	4	0	13	1	1	4	2	1	0
20 - 24	10	13	23	5	14	15	9	12	13	7	4
25 - 34	29	43	32	53	39	44	39	47	39	39	48
35 - 44	29	20	21	20	18	22	28	23	25	28	27
45 - 49	13	9	5	12	9	6	9	5	9	9	6
50 - 54	11	5	9	5	2	6	6	3	8	7	8
55 - 59	7	8	3	5	2	5	3	4	2	6	4
60+	2	1	2	1	4	0	5	2	2	3	2
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<b>Ethnicity</b>	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	Oct - Dec 2014	Jan - Mar 2015
Asian	5	7	7	8	6	7	11	10	5	6	10	4
Bangladeshi	35	20	36	24	20	30	22	22	30	25	25	17
Black	7	20	16	10	21	15	14	13	12	15	20	15
White	43	44	30	52	43	43	42	48	47	45	39	56
Mixed	4	9	3	3	0	4	10	3	4	5	3	4
Other	1	0	0	3	5	1	1	3	0	2		0
Somali										2	1	2
Declined to State/Missing	4	1	8	0	6	0	0	0	2	1	1	2
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<b>Sexual orientation</b>	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	Oct - Dec 2014	Jan - Mar 2015
Bisexual	0	0	0	0	5	0	1	1	2	2	0	2
Gay	5	1	2	3	2	3	1	1	2	2	3	4
Heterosexual	80	89	87	83	80	87	81	84	84	87	83	85
Lesbian	0	0	0	1	1	1	4	0	2	0	0	0
Declined to State/Missing	15	10	11	14	12	9	12	14	10	10	14	8
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Note 1: Age statistics were not collected prior to July 2012

Note 2: Apprentices and trainees excluded.

## Appendix 4a (continued)

<b>Religion</b>	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	Oct - Dec 2014	Jan - Mar 2015
Christian	19	34	29	28	38	29	25	29	24	29	38	33
Muslim	34	27	40	26	22	33	28	29	42	35	28	15
No religion	32	21	14	29	26	25	31	26	26	25	20	42
Other	4	9	2	9	2	2	1	5	2	1	0	2
Sikh	1	0	1	0	2	0	0	0	0	1	0	0
Jewish	0	1	1	1	0	2	0	0	0	0	0	0
Buddhist	1	2	1	0	0	2	2	0	1	1	3	2
Hindu	1	0	3	1	0	0	2	0	1	1	4	0
Declined to State/Missing	7	5	9	7	10	7	10	11	4	7	7	6
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<b>Salary</b>	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	Oct - Dec 2014	Jan - Mar 2015
<£20,000	26	5	21	42	36	17	1	21	31	30	35	19
£20,000<->£29,999	27	29	34	15	18	15	49	25	22	24	18	21
£30,000<->£39,999	13	31	23	13	20	33	21	24	17	23	38	31
£40,000<->£49,999	1	14	3	6	2	6	14	10	10	5	0	19
£50,000+	0	0	0	2	1	1	2	0	1	1	0	8
Casual/Paid Hourly	34	21	18	22	23	28	12	20	19	18	9	2
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

<b>Disability</b>	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	Oct - Dec 2014	Jan - Mar 2015
Not Disabled	79	84	73	90	79	85	86	82	90	91	85	92
Disabled	2	7	10	4	4	5	5	7	7	1	6	4
Declined to State/Missing	19	10	17	6	17	10	9	11	3	8	10	4
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

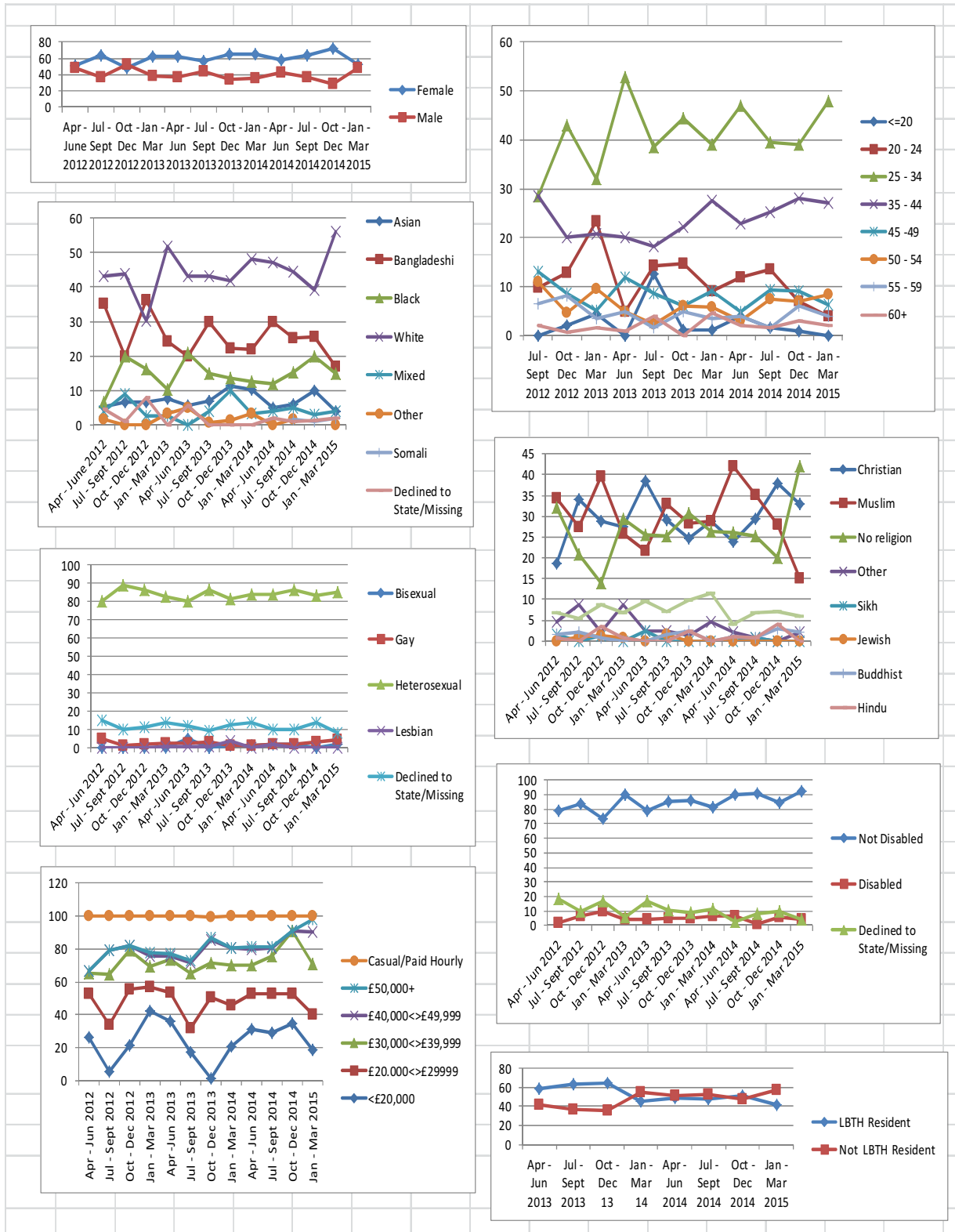
<b>Local Resident</b>	Apr - Jun 2013	Jul - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sept 2014	Oct - Dec 2014	Jan - Mar 2015
LBTH Resident	58	63	64	45	49	48	52	42
Not LBTH Resident	42	37	36	55	51	52	48	58
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Note 1: Residential Status statistics were not collected prior to April 2013

Note 2 Apprentices and trainees excluded.

## Appendix 4b


### New starters, trends by percentage, Quarter 4 2014/15, January - March 2015



Note 1: Age statistics were not collected prior to July 2012

Note 2: Residential Status statistics were not collected prior to April 2013

Note 3: Apprentices and trainees excluded.

<p>Non-Executive Report of the:</p> <p><b>Human Resources Committee</b></p> <p>1<sup>st</sup> July 2015</p>	 <p><b>TOWER HAMLETS</b></p>
<p><b>Report of:</b> Stephen Halsey, Head of Paid Service</p>	<p><b>Classification:</b> Unrestricted</p>
<p><b>Routes into Employment</b></p>	

<p><b>Originating Officer(s)</b></p>	<p>Simon Kilbey, Service Head (Human Resources &amp; Workforce Development)</p>
<p><b>Wards affected</b></p>	<p>All</p>

## Summary

This report provides Members of the HR Committee with information on the various 'routes to employment' schemes administered by Human Resources & Workforce Development, following a request from the Committee for further information.

## Recommendations:

The Human Resources Committee is recommended to:

1. Note the contents of the report.

### 1. REASONS FOR THE DECISIONS

- 1.1 To note the experience and direction of the apprenticeship, graduate and other work experience initiatives in order to inform the way forward.

### 2. ALTERNATIVE OPTIONS

- 2.1 Not applicable.

### 3. DETAILS OF REPORT

#### 3.1 Background

- 3.1.1 The Council has been running a number of schemes to assist people into employment for several years. These include Apprenticeship and Graduate Schemes, the Tower Project pre-apprenticeship scheme and the Leaving Care pre-apprenticeship scheme.

3.1.2 Details of the schemes and their success rates, in the main as measured by retention in the Council's employment, are given below.

### **3.2. Apprenticeships**

3.2.1 There is a long history of Apprenticeships in the U.K. and in Local Government. The traditional Apprenticeship Framework's purpose was to provide a supply of young people seeking to enter work-based learning via apprenticeships, structured learning and transferable skills and knowledge. The system in place in the 1950s, 1960s, and 1970s provided the framework for young people to qualify in craft trades such as, fitter, plumber, mechanic, etc. Up until the 1980s Local Government employed a large direct workforce carrying out services such as maintaining housing and public building stock, vehicle fitting and highways maintenance. As a result a number of apprentice programmes were in place linked to the Industry Training Boards and Employers' Federations.

3.2.2 These traditional apprenticeships diminished in the 1980s in both the private and public sectors. In Local Government the availability of traditional apprenticeships was adversely affected by the erosion of direct employment through the Planning and Land Act and Compulsory Competitive Tendering.

3.2.3 In 1994, the Government introduced Modern Apprenticeships based on frameworks devised by the Sector Skills Council. Apprenticeship frameworks contain a number of separately certified elements:

- A knowledge based element
- A competence based element typically certified through an NVQ
- Key Skills

3.2.4 The Tower Hamlets Modern Apprenticeship programme started in 1996 as the 'Youth Apprenticeship Programme' and then the 'Kaleidoscope' scheme. In 2001 the scheme was re-named 'Tower Hamlets Youth Training' and this remained unchanged until 2012 when the scheme became known as 'Tower Hamlets Apprenticeships'. Up until 2006 the schemes focussed solely on the development of Business Administration apprentices, at this point Health and Social Care apprentices were added.

3.2.5 The team also deliver the apprenticeship framework for ERS (Employment Related Services, formerly IAG, Information, Advice and Guidance) and have approval to deliver ITQ (an ICT apprenticeship framework). The Workforce Development (WD) team have developed a partnership with Havering College to deliver the level 3 apprenticeship in Planning & Building Control and there are 2 Tower Hamlets' apprentices on that programme. The WD team are also working in partnership with the Youth Service and the YMCA to deliver the Youth Work apprenticeship to 9 apprentices

3.2.6 The Council has achieved excellent retention rates for apprentices. The majority have progressed to either a level 3 apprenticeship or a job. This does

not necessarily mean that they were all retained by the council although that is the case for 84% of apprentices over the last four years.

3.2.7 Managers who accept an apprentice placement are required to submit a retention strategy which will indicate how they will support the apprentice to find a permanent role at the end of the apprenticeship. In the last 12 weeks of the programme, the apprentice will be placed on the redeployment list and will be eligible to apply for roles up to scale 4. They also register with the In-House Temporary Resourcing Scheme and with Skillsmatch. Career planning is ongoing throughout the apprenticeship programme to ensure the apprentices find a positive progression route.

### 3.2.8 Progression Data

Cohorts	Schemes	No	Employed	Progression to L3	RR <sup>1</sup>	Early leavers	Employed Elsewhere
17 (July 11 -Jan 13)	HSC L3	6	4	0	66%	1	1
18 (Apr/Jun12-Jul/Sept13)	Admin L3	19	4	14	94%	1	0
19 (May 12-13)	Admin L2 /HSC L2	28	12	13	89%	3	0
21 (Jan 13-Jan14)	Admin L2	19	7	7	73%	2	3
23 (May 13-Aug 14)	Admin L3	13	10	0	77%		3
24 (Sept 13-Sept14)	Admin L2	17	5	10	88%	1	1
24 (Sept 13-Sept14)	Catering L2	2	0	1	50%	0	1
		<b>104</b>	<b>42</b>	<b>45</b>	<b>84%</b>	<b>8</b>	<b>9</b>

3.2.9 Over the last 4 years the structure of the Council has changed in response to austerity measures and the introduction of new ways of working, facilitated by new technology. The savings programme will result in a continued reshaping of the Council over the next few years with potentially fewer administration roles emerging. This adversely affects the ability to retain apprentices in the Council unless the offer is more closely aligned to workforce planning.

---

<sup>1</sup>Retention Rate

3.2.10 Diversifying the apprenticeship offer provides a long term benefit to both the individual and the Council as apprenticeships can support succession planning and provide permanent jobs. In 2013/14 an adjustment was made by reducing the previous numbers of Business Administration apprenticeships and giving greater concentration to skill shortage/succession planning requirements in areas such as Building Control, Youth work and Catering.

### **3.3 2014/2015 Apprentice Intake**

3.3.1 The Council's priorities include the commitment to getting local people into work and this is especially important in relation to young people. The apprenticeship programme is one of the key planks to realising those aspirations. Earlier this year a new cohort of 32 Apprentices was recruited.

3.3.2 The recruitment process is an integral part of the 'apprentice experience'. It not only gives the council the opportunity to select the right candidate but also allows the candidate to make the decision regarding whether the apprenticeship is right for them. Many of the applicants have no (or very limited) previous experience and the assessment centre approach allows the team to 'recruit for attitude and train for skills'.

3.3.3 The recruitment process has five stages:

- Advert and Engagement
- Skillsmatch carry out initial screening and provide URL to those who meet the criteria
- Basic Skills Assessment and Briefing Session
- Development Centre
- Induction

3.3.4 To ensure that the widest possible audience is reached the 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 engage with teams across the Council who have a particular interest in ensuring that 'their young people' know about and apply for the scheme
- Workforce Development team attend 1 youth club in each LAP during the recruitment process
- Referrals from Connexions Jobcentre Plus
- Direct marketing to Leaving Care and other internal teams with a remit to work with young people

3.3.5 The 32 newly recruited Apprentices have now commenced on the following frameworks:



- Health and Social Care x 4
- Administration x 19
- Youth Work x 9

3.3.6 Of these 32 successful candidates, 22 are Asian or Asian British – Bangladeshi, 1 is Black or Black British – African, 1 is Black or Black British – Caribbean, 1 is Black British – Other Mixed – Other and 7 are White – British.

### **3.4 2015/16 Intake**

3.4.1 A further 20 Apprentices will be recruited in 2015/2016. The recruitment will be targeted towards school leavers and will also take steps to ensure that under-represented groups such as white youths are aware of the opportunities and encouraged, and assisted, to apply.

3.4.2 The recruitment campaign is currently at the planning stage. The aim is to identify the occupational areas where apprenticeships can be offered before any publicity is generated and/or visits made to schools and community facilities.

### **3.6 Pre-Apprenticeship Programme – Tower Project**

3.6.1 The WFTRC action plan includes a commitment to recruit two cohorts of pre-apprentices including recruiting 10 adults with learning difficulties.

3.6.2 The apprentices are engaged by Tower Hamlets but placed with local preferred providers. These providers are Toynbee Hall and the Tower Project/UEL Rix Research Centre. Subject to better off calculations the apprentices are employed for a minimum of 8 hours per week at London Living Wage, 6 hours of work time is in the work place and 2 hours of work time in training. Tower Project JET Service provide dedicated training room space across the year for Workforce Development to deliver the training and desk space for any administration work. Tower Project also provide Teaching Assistant support for the training classes. Those who are successful on the pre-apprenticeship programme have the opportunity to progress to a Level 2 apprenticeship. One graduate of the Tower Project traineeship programme has progressed to the current Level 2 Business Administration apprenticeship

### **3.7 Pre-Apprenticeship Programme – Leaving Care**

3.7.1 The Workforce Development Team also support the Leaving Care trainee programme. Leaving Care trainees are engaged on a 25 hr contract for 6 months and are paid a tax free training allowance of £125 per week. They will work towards level 1 functional skills in Maths and English. The overall aim is to provide the opportunity for young people leaving care to experience the world of work and receive sufficient training to either progress into employment or to a L2 apprenticeship. Two graduates of the Leaving Care traineeship programme have progressed to Level 2 apprenticeships, 1 in Health and Social Care and 1 in Business Administration.

### **3.8. Graduate Programme**

- 3.8.1 Since 2000 the Council has, from time to time, operated various Graduate schemes. However, the LEAN and Employment Options programmes, with accompanying pressures on redeployment have resulted in reduced opportunities and concentration has therefore focussed more recently on apprenticeship programmes.
- 3.8.2 A future Graduate programme will be considered as part of the developing workforce strategy and will be focussed on meeting future organisational needs. At service level, as reorganisations are implemented, graduate entry schemes will continue to be developed to meet future resourcing requirements in skills shortage areas.

### **3.9. Alternative Apprenticeship operating models**

- 3.9.1 Apprenticeships are now available in the majority of vocational areas. This has given colleges and training providers the opportunity to specialise in apprenticeships and develop best practice whilst keeping operating costs to a minimum.
- 3.9.2 There are a number of different ways in which colleges/training providers operate apprenticeships. Some provide a rolling programme which enables an apprentice to start at any time. A number of providers also deliver all the learning in the workplace, thus reducing the cost of releasing the apprentice for day release offsite.
- 3.9.3 Local authorities have increasingly changed their approach to the delivery of apprenticeships to reduce costs and enable an increased level of flexibility in the types of apprenticeships and the way they are delivered. For example, the Royal Borough of Greenwich and Hackney Council have changed their approach from an 'in house' delivery to using colleges and other training providers or an Apprentice Training Agency. The net result is a substantial saving in staffing costs. Both now have only one or two staff working on this full time who focus on:
- Strategy
  - Community engagement
  - Recruitment and selection
  - Procurement of a training provider
  - Monitoring/reporting.
- 3.9.4 The Vocational Team which is currently located in HR&WD will transfer to Economic Development in the very near future. HR&WD will continue to determine the strategy for Apprentices and will work with Economic Development to widen the possibilities for developing shared initiatives with the business community and other major employers in the area. The current apprenticeship delivery model will also be reviewed and the economies of scale to be gained by joining the Vocational Team with the Economic

Development team and co-ordinating current and future initiatives fully explored.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 There are no financial implications arising from the recommendations for Committee to note the report.

#### **5. LEGALCOMMENTS**

- 5.1 The report provides information about the Council's various schemes to promote routes into employment including reporting on the history of the different apprenticeship and graduate schemes and providing details of future recruitment.
- 5.2 The priorities of the schemes include getting local people into work especially young people, to diversify the availability of the schemes ensuring that previously under-represented groups are aware of and able to access the programmes, and to support the Council's workforce to reflect the community strategy. Future recruitment to the schemes is described in the report. Such recruitment should be transparent, competitive and be available to all sections of the workforce.
- 5.3 Sections 158 and 159 of the Equality Act 2010 provide limited circumstances where an employer may take positive action by reference to persons who share a protected characteristic under the Act. The protected characteristics are: age;disability;gender reassignment;marriage and civil partnership;pregnancy and maternity;race;religion or belief;sex; and sexual orientation. The protected characteristic of age may be particularly relevant in the context of the schemes outlined in the report.
- 5.4 Under section 158 of the Equality Act, where persons with a particular protected characteristic are disadvantaged or have particular needs or are participating in an activity in disproportionately low numbers, an employer can take action (provided it is proportionate) to enable that group to overcome the disadvantage, meet those needs or encourage increased participation. Under section 159 of the Equality Act, if persons with a particular protected characteristic are disadvantaged or there are disproportionately low numbers of that age group participating in a particular activity, the employer could treat a person of that group more favourably in recruitment or promotion provided that person is as qualified as any other candidate. This is only lawful if the employer's actions are proportionate and it does not have a policy of treating people of that age group more favourably. In order to avoid the risk of discriminating against other groups with protected characteristics, the schemes should be proportionate and be kept under review to ensure that they continue to fulfil their objectives.
- 5.5 The Council is subject to a duty under section 149 of the Equality Act 2010 to have due regard to eliminate discrimination and harassment, advance equality

of opportunity and foster good relations between difference groups. The schemes seek to advance those objectives, particularly to advance equality of opportunity. In line with that duty the schemes should be proportionate to reflect the Council's size and diversity of functions; should be seen as part of the Council's business plan and support its delivery and engage with the public, third sector and staff when setting objectives which make full use of equality data.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 The initiatives highlighted in this report all have as their basis the promotion of employment opportunities for the community, especially young people and those who may be disadvantaged. The pre-apprenticeship programmes are designed to assist those who are not currently equipped with the basic qualifications to enter a traditional apprenticeship programme to gain the relevant skills. Graduates from the pre-apprenticeship programme are then better placed to enter an apprenticeship programme with the Council or elsewhere. Recruitment to the 'Routes into Employment' programmes relies on an approach which reaches out to the community with a particular emphasis on targeting those areas where there is less ability to gain employment.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 There are two aspects to this report which impact on Best Value. The first area is the diversification of the apprenticeship offer. This is being more closely linked to workforce planning so that there is an increase in the opportunity to secure continued employment at the end of the apprenticeship. Thus, the effectiveness of the scheme will be increased. The second is the seeking of alternative routes for training. Diversification of the offer is accompanied by a closer link with colleges and training providers and reduces the reliance on the in-house operation whose functional capability does not cover all the areas in which apprenticeships can be offered. In turn, the cost effectiveness of the apprenticeship offer is improved. The planned re-location of the Vocational Team to Economic Development will also achieve economies of scale and efficiency through cross-fertilisation of knowledge, experience and co-ordinated initiatives.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no implications.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 The continuous review and improvement of the initiatives which contribute to employment opportunities ensures effectiveness and mitigates the risk of the offers becoming too costly, whilst at the same time ensuring that apprentices and graduates are sufficiently supported to achieve successful outcomes. There is a need to constantly monitor how these initiatives are being pursued

elsewhere so that the Council can take advantage of opportunities to increase the offer through increased external funding and/or partnership.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 Increasing the opportunities for people to gain employment (especially the young and disadvantaged) has the potential knock-on effect of reducing crime and disorder.

---

### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- NONE

#### **Appendices**

- NONE

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


#### **List of “Background Papers” used in the preparation of this report**

- NONE

#### **Officer contact details for documents:**

- N/A

This page is intentionally left blank

Non-Executive Report of the:  <b>Human Resources Committee</b>  1 July 2015	
<b>Report of:</b> Stephen Halsey, Head of Paid Service	<b>Classification:</b> Unrestricted
<b>Employment Options and Workforce Savings Update</b>	

<b>Originating Officer(s)</b>	Mark Keeble, Senior HR Business Partner
<b>Wards affected</b>	All wards

## Summary

This is the fifth in a series of reports provided to the Committee updating on the Council’s Employment Options Saving Programme and progress on delivering workforce changes to implement Service Challenge driven savings. Approximately £10million of the £27.5million of savings required by the Medium Term Financial Plan (MTFP) for 2015/16 relate to reducing the size of the Council’s workforce. Good progress is being made to remove the 300 posts required from the establishment which is expected to be achieved without compulsory redundancies.

Following a review of the year one of the Employment Options Savings Programme, Directorates and Trade Unions have been consulted on how the programme should be managed in the future. The most significant changes are the proposals to allow the window of opportunity to remain open instead of setting an annual deadline to submit a request and to restrict employees in some roles or services from applying if there is no reasonable prospect of their post being deleted or delivering a saving from flexible working.

## Recommendations:

The Human Resources Committee is recommended to:

1. Note progress being made to achieve £10million of workforce savings through the Employment Options Saving Programme and implementation of Service Challenge savings that impact on the Council’s workforce.
2. Comment on the proposed changes for the future management of the Employment Options Savings Programme.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The reduction of the establishment by 300 posts to deliver £10million of Employment Options and workforce related Service Challenge savings for 2015/16 is a key on-going activity for the Council. The Head of Paid Service is committed to keeping the Human Resources Committee informed of progress. The Committee is invited to comment on matters involved to help ensure changes to the workforce are delivered appropriately.
- 1.2 The operation of the Employment Options Savings Programme and managing changes within the Council in line with established policies are matters delegated to the Head of Paid Service in the Council's Constitution. However, in view of the £40million of savings currently required by the MTFP in the next two financial years (2016/17 and 2017/18), the Committee are invited to comment on the proposed arrangements for managing the programme in future years before they are implemented.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The delivery of the Employment Options Programme and other workforce savings required to deliver Service Challenge items are necessary for the Council to set and operate within a balanced budget. Options that were available to deliver the required level of savings were reviewed by and approved by Cabinet. The Council's budget has been approved by Full Council which included consideration of amendments proposed by political groups.
- 2.2 Employment Options is aimed at identifying and delivering savings allowing employees to volunteer for voluntary redundancy/early retirement and flexible working options. This does not have to be pursued if other savings are identified to deliver targets required by the MTFP. However, it does enable the Council to minimise the risk of compulsory redundancy.

## **3. DETAILS OF REPORT**

### **BACKGROUND**

- 3.1 Staffing is a non-executive function by virtue of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000. The power to appoint staff, and to determine the terms and conditions on which they hold office 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. This report follows four previous reports to the HR Committee to provide updates on progress to deliver the Employment Options programme and the delivery of workforce changes required under the MTFP in relation to savings for 2015/16.



- 3.2 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 22<sup>nd</sup> 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. Table 1 below shows the expressions of interest as at 11<sup>th</sup> June 2015:

**Table 1: Expressions of Interest in Employment Options**

<b>Number of Expressions of Interest Received:</b>	<b>To take effect from:</b>
508	Before 31 <sup>st</sup> March 2015
135	Between April 2015 and March 2016
148	Between April 2016 and March 2017
<b>791</b>	<b>Total</b>

- 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 9<sup>th</sup>, 10<sup>th</sup> and 13<sup>th</sup> 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 21<sup>st</sup> November 2014. The Review Panel decisions were communicated to staff in December 2014. A total of 42 reviews were received. The outcome was changed for 6 of these who were added to the list of posts available for Bumped Redundancies as a result.

## **CURRENT POSITION – EMPLOYMENT OPTIONS (EO)**

- 3.7 EO is currently forecast to achieve a full year equivalent saving of £3,392k which is £168k less than the £3,561k target approved by Cabinet in December 2014. A breakdown of the contribution from each Directorate and Service is detailed in Appendix 1. The financial position is still subject to

change. The greatest risk is from the £604k of EO related restructures that have not yet started consultation.

- 3.8 The £3,392k is made up as follows:
- £445k of vacant post deletions for which post numbers have been provided
  - £769k through VR/ER outside of restructures for which all 22 employees leaving have signed Settlement Agreements.
  - £1,574k has either started or completed formal consultation.
  - £604k of savings to be delivered through 9 restructures scheduled to start between June and September.
- 3.9 The projected shortfall of £168k is the equivalent of approximately 5 posts assuming an average saving of £33k per post (based on average savings per post to date).
- 3.10 People Board have agreed that Directorates need to consider the following options to make a further contribution on 2015/16 to the EO target:
1. Review existing EO requests to identify any further opportunities to delete posts and allow employees to leave on VR/ER within the next 3 to 6 months;
  2. Review vacant posts to identify those which can be deleted and offered as a saving; and,
  3. Review planned restructures to identify whether there is scope for increasing the amount of savings that can be delivered
- 3.11 Directorates are required to give an update to People Board on 7 July 2015 to confirm the additional savings they have been able to identify.

### **CURRENT POSITION – ALL WORKFORCE SAVINGS**

- 3.12 Table 2 below summarises the route through which workforce savings are being delivered and their value. This shows 308 posts are expected to be deleted to deliver £10million of staff savings for 2015/16. Consultation meetings with employees and Trade Unions commenced in December 2014 and are on-going. The remaining consultations required are expected to be concluded before the end of October 2015.
- 3.13 To date, 34 restructures (both EO and Service Challenge) have been cleared by People Board to start formal consultation. Their current status is as follows:
- 2 are due to start consultation in June 2015
  - 4 are currently in formal consultation
  - 8 have failures to agree from Trade Unions
  - 22 have had VR/ER requests approved (2 of which have FTAs)

- 3.14 The main causes of failures to agree are the risk of compulsory redundancy and arrangements for ringfencing new posts to staff in scope of restructures. Despite the best efforts of Directorates to resolve all FTAs, some are not expected to be resolved through agreement with the Trade Unions. HR Business Partners are preparing a briefing for the Service Head HR&WD to discuss with the Head of Paid Service to determine if it is now appropriate to request a JCAG to recommend a way forward.
- 3.15 Of the 137 VR/ERs agreed to date by People Board Operations, 122 have signed Settlement Agreements. The remainder will be issued notice and invited to sign once Failures To Agree have been resolved.
- 3.16 The work on securing redeployment for 23 staff out of the 72 in the In-House Home Care Service who wish to remain with the Council is nearly complete. Arrangements for 3 are still to be confirmed. 49 of the employees in the service opted for VR/ER instead of redeployment.

**Table 2: Summary of Workforce Savings (as at 11/03/2015) – Includes both Service Challenge Savings and Employment Options**

	<b>Value of Restructures Cleared by People Board</b>	<b>Restructures Still to be Approved for Consultation</b>	<b>VR/ER Outside of Restructures</b>	<b>Vacant Post Deletions &amp; Vacancy Management</b>	<b>TOTAL</b>
<b>Value of Savings (£000s)</b>	<b>£6,943</b>	<b>£792</b>	<b>£768</b>	<b>£1,516</b>	<b>£10,019</b>
Indicative Redundancy Costs	£4,139	£475	£735	-	<b>£5,349</b>
Indicative Pension Costs	£2,759	£316	£186	-	<b>£3,261</b>
<b>Total Pension &amp; Redundancy Cost</b>	<b>£6,898</b>	<b>£791</b>	<b>£921</b>	<b>£0</b>	<b>£8,610</b>
Vacant Post Deletions	55	tbc	-	34	84
Voluntary Redundancies Agreed to date	115	tbc	22	-	105
Further Voluntary Redundancies Expected	16	tbc	-	-	39
Appointments through ringfencing & redeployment	46	tbc	-	-	63
<b>Number of Posts to be</b>	<b>232</b>	<b>20</b>	<b>22</b>	<b>34</b>	<b>308</b>

Deleted					
---------	--	--	--	--	--

## FUTURE OF EMPLOYMENT OPTIONS

- 3.17 The Council's MTFP currently requires £40million of savings in the next two financial years (2016/17 and 2017/18). Furthermore, the Government's deficit reduction strategy will require further significant savings to be made over the course of the current Parliament in order to manage the public finances to deliver a surplus. Therefore, the Council's People Board has agreed proposals to continue with the Employment Options Savings Programme to support delivery of the MTFP.
- 3.18 Following completion of a lessons learned process, changes are proposed for the future management of the EO programme to address the main concerns expressed by managers and Trade Unions. These are the length of time taken to enable employees to leave once People Board had agreed a Directorate recommendation. These decisions were taken in October 2014 yet in some instances where restructures are required they haven't commenced 8 months later. A number of staff also raised this with the EO Team as a concern.
- 3.19 There have also been a very low number of bumped redundancies, only two have been agreed to date. Action is needed to prevent raising false expectations that employees given this outcome will be able to leave on VR/ER through this route (170 out of 600 requests (29%) for year one were given an outcome of bumped redundancy). In addition, 150 requests (25%) to leave in the first year could not be progressed because of the nature of their role, recruitment or retention issues or their service had vacancies and will have sufficient voluntary turnover to manage any reduction in staff numbers. It would therefore be sensible to review whether staff in certain roles or services should be excluded. The key changes proposed are:
- 3.12 Applications** - Instead of setting a deadline for requests to be submitted, the window of opportunity to submit a request is proposed to remain open with the ability to submit only one request every year although requests can be amended and withdrawn before a decision is made.
- 3.21 Eligibility** - As stated above, 150 requests could not be progressed because they met one of the following criteria contained in the EO guidance:
- A permanent saving to general fund cannot be made
  - The service contains vacant posts and/or agency workers/consultants
  - Release of the member of staff would significantly compromise service delivery

- 3.22 The EO guidance also states that “those working in areas of skills shortages, recruitment or retention difficulties and delivery of the Council’s strategic priorities are unlikely to be released. Employees working in roles in traded or income generating services are also unlikely to be released unless they provide a ‘bumped’ redundancy opportunity”.
- 3.23 It is proposed to restrict requests from employees in some roles or services where it is believed there is no realistic opportunity of their request being pursued, for example, qualified social workers. If this approach was taken, it would not prevent the employees concerned from submitting a VR/ER request if they are included in scope of a formal consultation on a restructure. Neither would it affect their statutory rights to submit a flexible working request. A provisional list is included in Appendix 2 below which will be subject to consultation with Trade Unions and confirmation by People Board.
- 3.24 *Decision Making*** - DMTs will be asked to review requests regularly on an on-going basis (at least once every quarter) with the outcome reported to People Board Operations for challenge and approval as appropriate. Proposals to delete a post and allow an employee to leave on VR/ER outside of a restructure will still be subject to consultation with Trade Unions before written notice of redundancy is issued. Restructures that are necessary to accommodate a request should commence as and when they are ready to start formal consultation once cleared by People Board Operations.
- 3.25 Where possible, minor changes to structures and JDs should be progressed through discussion and agreement with the effected employees and Trade Unions. This option was included in the EO guidance but was not utilised.
- 3.26 Any Directorate recommendations accepted by People Board Operations that would have a cross-Directorate impact or change the way in which a service is delivered (internally or externally) will need to be submitted to People Board Strategic and receive the appropriate Mayoral or Member level approval before any consultation commences, either with the public or with employees and Trade Unions.
- 3.27 *Managing Expectations of Bumped Redundancy*** - It is proposed that the outcome of ‘bumped redundancy’ will no longer be an option. Instead, all requests that were not able to proceed will be reviewed to identify a potential match in the event of an employee being faced with compulsory redundancy. This is suggested on the basis it avoids raising expectations by placing staff on a specific bumped redundancy list whilst still providing a route through which risks of compulsory redundancy can be minimised.
- 3.28 *Managing Data and Communicating Outcomes*** - Existing processes will be amended to reflect the on-going window for employees to submit requests and enable regular decision making by DMTs. These processes for managing the submission of requests, providing Directorates with data, maintaining records and informing employees of the outcome will continue to be supported centrally in HR.

#### **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 This report provides HR Committee with an update on progress with delivering staff related savings both through the Employment options programme and through service challenge savings projects. 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.
- 4.2 The employment options programme is designed to assist the organisation deliver the £27.5m savings target required to achieve a balanced budget in 2015/16.
- 4.3 Total staff related savings are expected to be in the region of £10m and are estimated to cost £8.6m (see table 2 above). These one-off costs will be funded through an earmarked reserve which currently stands at £11m.

#### **5. LEGALCOMMENTS**

- 5.1 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.
- 5.2 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.
- 5.3 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:
- the manner in which the discharge by the Council of its different functions is co-ordinated;
  - the number and grades of staff required by the Council for the discharge of its functions;
  - the organisation of the Council's staff; and
  - the appointment and proper management of the Council's staff.
- 5.4 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.

5.5 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:

- Head of Paid Service;
- A Statutory Chief Officer;
- A non-Statutory Chief Officer;
- A deputy Chief Officer;
- A political assistant;
- The Mayor's assistant.

5.6 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.

5.7 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.

5.8 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.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

6.1 An 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. The next stages to be analysed are the outcomes of job matching in formal consultations to deliver restructures and the composition of the workforce once employees

have left. These will both be undertaken and reported to the Committee at the next scheduled meeting on 28 October 2015.

## **7. BEST VALUE (BV) IMPLICATIONS**

- 7.1 The Council's aims to maximise the delivery of workforce savings through the most efficient methods where ever it is possible to do so. This is by deletion of vacant posts and reducing agency staff use. Where savings can only be delivered through changing structures and jobs, the Council's Handling Organisational Change procedure is followed. Using a combination of routes through which savings can be delivered enables changes to be implemented more effectively. The approaches and procedures adopted by the Council are benchmarked externally and reviewed on a regular basis to ensure they remain fit for purpose and reflect best practice and organisational learning.
- 7.2 People Board Operations sub Group (PBO) – the group of senior officers responsible for reviewing and approving VR/ER requests that result from restructures –requested legal advice on the cost of VR/ER exits compared to the savings they delivered in terms of reasonableness and value for money. The advice, which has been applied consistently, is that no changes in structure should be approved unless the savings delivered cover the VR/ER costs within a period of three years. This is a maximum threshold although the majority of structural changes are delivered within a payback period of close to one year.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 None.

## **9. RISK MANAGEMENT IMPLICATIONS**

- 9.1 Following discussions with Risk Management and Internal Audit during the programme design, key areas of risk were identified. These have been tested by Internal Audit who provided substantial assurance. This includes confirming the accuracy of redundancy and pension costs which are expected to come to a total of over £8million for delivery of 2015/16 savings. Measures are in place to ensure the Pay Policy restriction on returning to work for the Council after redundancy and to identify if disciplinary action is pending before approving a request.

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 None.



---

## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- Employment Options and Workforce Savings Update reports previously submitted to HR Committee on: 22 October 2014; 11 December 2014; 28 January 2015; and 25 March 2015.

### **Appendices**

- **Appendix 1:** Employment Options Savings by Service Directorate as at 11 June 2015
- **Appendix 2:** Provisional List of Roles and Services to be Restricted from Employment Options

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

#### **List of “Background Papers” used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- NONE

### **Officer contact details for documents:**

- N/A

**Appendix 1: Employment Options Savings by Service and Directorate (as at 11 June 2015)**

Directorate/Service	Restructures to be Cleared by PBO	Restructures Cleared by PBO	Outside Restructure	Vacant Posts Deletion	Grand Total
Culture, Learning and Leisure	104,076		331,564		435,640
Public Realm		467,000	121,432		588,432
Safer Communities		218,000	156,392	95,700	470,092
Strategy, Resources & Olympic Impacts		143,000	6,392		149,392
<b>Communities, Localities and Culture Total</b>	<b>104,076</b>	<b>828,000</b>	<b>615,780</b>	<b>95,700</b>	<b>1,643,556</b>
Economic Development		199,000			199,000
Housing Options	179,428		91,000		270,428
Planning and Building Control		127,000			127,000
Resources		57,802			57,802
Strategy, Regeneration and Sustainability		128,444			128,444
<b>Development &amp; Renewal Total</b>	<b>179,428</b>	<b>512,246</b>	<b>91,000</b>	<b>0</b>	<b>782,674</b>
Adults Social Care Services	116,000				116,000
Children's Social Care	51,000				51,000
Commissioning and Health	76,000	110,000			186,000
Learning & Achievement			21,038		21,038
Public Health				200,000	200,000
<b>Education, Social Care &amp; Wellbeing Total</b>	<b>243,000</b>	<b>110,000</b>	<b>21,038</b>	<b>200,000</b>	<b>574,038</b>
Democratic Services		£124,000			£124,000
<b>Law, Probity &amp; Governance Total</b>	<b>0</b>	<b>124,000</b>	<b>0</b>	<b>0</b>	<b>124,000</b>
Customer Access & ICT				115,585	115,585
HR & Workforce Development	78,184		41,000	33,500	152,684
<b>Resources Total</b>	<b>78,184</b>	<b>0</b>	<b>41,000</b>	<b>149,085</b>	<b>268,269</b>
<b>Total of Expected Savings Delivered</b>	<b>604,688</b>	<b>1,574,246</b>	<b>768,817</b>	<b>444,785</b>	<b>3,392,536</b>
<b>Corporate Target approved by Cabinet Dec 2014</b>					<b>3,561,000</b>
<b>Difference (expected v target)</b>					<b>-168,464</b>

**Appendix 2: Provisional List of Roles and Services to be Restricted from Employment Options** – to be confirmed by Directorates and then discussed with Trade Unions

Inclusion on this list does not exclude roles/services from being included when savings proposals are considered. It only applies to Employment Options requests. Employees in these roles/services are still eligible to request VR/ER if they are included in-scope of a formal consultation under the Handling Organisational Change Procedure.

The following is based on outcomes from requests received in 2014 that could not be progressed:

**CLC**

Trading Standards

Lifelong Learning – Lecturers

Transport and Highways – Engineers and Technicians

**D&R**

Planners

**ESCW**

Social Workers – Adults and Children's

Contract Services – School Catering and Cleaning

Careers Service - Advisors

Educational Psychologists

Qualified Teachers in Support for Learning and School Improvement Teams

Play and Learning and Family Support staff including seniors, within Children's Centres

Local Authority Day Nursery staff

Occupational Therapists

Governor Services

**LPG**

Legal Services – Legally qualified staff

**Resources**

Benefits

One Stop Shops

Revenue Services

Risk Management and Audit

This page is intentionally left blank

# Agenda Item 6

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



# Agenda Item 7.1

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

# Agenda Item 7.2

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

Document is Restricted

This page is intentionally left blank

# Agenda Item 7.3

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

Document is Restricted

This page is intentionally left blank



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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank