

Your Ref.
Our Ref

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Date 21 November 2019

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Typetalk calls welcome

To: Members of the Management Committee of the Yorkshire Purchasing Organisation Joint Committee

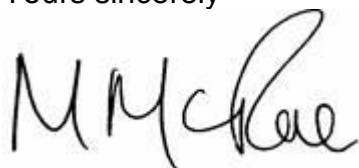
Chief Executive of the Constituent Authorities (for information)

Dear Councillor

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE MEETING
– FRIDAY, 29 NOVEMBER 2019**

You are invited to a meeting of the Management Committee of the Yorkshire Purchasing Organisation Joint Committee which is to be held at **10:30 am on Friday, 29 November 2019** at the **Cedar Court Hotel Huddersfield, Lindley Moor Road, Ainley Top, Huddersfield, West Yorkshire, HD3 3RH** to consider the items set out in the agenda detailed overleaf.

Yours sincerely



Merran McRae
Secretary to the Joint Committee

PLEASE NOTE: A buffet lunch is to be provided at the conclusion of the meeting. Please contact Kayley on the details above if you have any dietary requirements.

As a courtesy to colleagues will you please turn all electrical devices to silent prior to the start of the meeting.

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE -
Friday, 29 November 2019**

AGENDA

1. Apologies for Absence.
 2. Members' Declaration of Interest.
 3. To note any items which the Chairman has agreed to add to the agenda on the grounds of urgency.
 4. To approve, as a correct record, the Minutes of the Management Committee meeting held on 18th September 2019. (Pages 1 - 3)
 5. To approve, as a correct record, the Minutes of the Audit & Scrutiny Sub Committee meeting held on 1st November 2019. (Pages 5 - 7)
 6. To approve, as a correct record, the Minutes of the Executive Sub Committee meeting held on 15th November 2019. (Pages 9 - 11)
 7. YPO Pay Policy. (Pages 13 - 31)
 8. Lead Authority Issues.
 9. In relation to reports containing exempt information to consider, and if approved, pass the following resolution:-
“That the public and press be excluded from the meeting for consideration of agenda items 10 - 15 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.”
- IN PRIVATE**
10. Business Update. (Pages 33 - 35)
 11. Associate Membership Application. (Pages 37 - 42)
 12. Budget & Business Plans 2020. (Pages 43 - 62)
 13. Installation of a Sprinkler System. (Pages 63 - 123)
 14. Report of Independent Director. (Pages 125 - 127)
 15. Date and Time of Next Meeting.
The next meeting is to be held on 20th March 2020.

YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE

Wednesday 18th September 2019

Present:

Barnsley

Councillor Barnard

Bolton

Councillor Haslam

City of Bradford

Councillor Warburton

Councillor Whiteley

Calderdale

Councillor Barnes

Doncaster

Councillor Nightingale

Councillor Cole

Kirklees

Councillor Turner

Knowsley

Councillor Walsh

North Yorkshire CC

Councillor Mackenzie

Councillor Dadd

Rotherham MBC

Councillor Atkin

Councillor Wyatt

St Helens MBC

Councillor Bond

Wakefield MDC

Councillor Shaw

Wigan MBC

Councillor Walker

City of York

Councillor Daubeney

89:	Apologies for Absence
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Gardiner (Barnsley), Wild (Bolton), Butt (Kirklees), Williams (Wakefield), Sweeney (Wigan) and Pavlovic (York).
90:	Minutes of the Management Committee 21st June 2019
	Resolved – (1) That the Minutes of the meeting of the YPO Management Committee held on 21 st June 2019 be accepted as a correct record.
91:	Urgent Items
	No urgent items were discussed.
92:	Members Declaration of Interest
	No Member Declarations were made.
93:	Lead Authority Issues
	No lead authority issues were discussed.
94:	Exclusion of the Public & Press
	Resolved - <i>That the public and press be excluded from the meeting during consideration of Agenda Item 7 on the grounds that they were likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.</i>
95:	IN PRIVATE
96:	YPO Strategy Paper - (Exempt Paragraph 3)
	Members considered the report of the Managing Director which provided Members with details of a strategic opportunity that has been offered for YPO to acquire Findel Education. Rob McWilliam, Independent Director, shared that there is a clear vision for the project. Whilst there is a reference in the background section on the report to YPO's loss of the dominant position due to the merger of two competitors, the rationale for this is the public sector ethos, delivering lower prices to customers and dividends back to members. Resolved – (1) Agree to authorise submission of a non-binding indicative bid for Findel Education. (2) Agree to delegate to the YPO Board, with the agreement of the Section 151 and Monitoring Officer, authority to negotiate within the range proposed by PWC, with any final sale agreement subject to due diligence, individual member approval processes and full Management Committee agreement.

	<p>(3) Agree that the Lead Authority should continue to investigate and take advice on the preferred legal structure for the proposed acquisition.</p> <p>(4) Agree that officers should consult within their own authority and advise their individual proposals for participation in the required loan to achieve the acquisition.</p>
97:	DATE AND TIME OF NEXT MEETING Resolved – That the next meeting of the YPO Management Committee will be held on 29 th November 2019 at Cedar Court in Huddersfield.

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YORKSHIRE PURCHASING ORGANISATION

AUDIT & SCRUTINY SUB-COMMITTEE

FRIDAY, 1ST NOVEMBER 2019

Present: The Chair: Councillor Warburton (Bradford)

Councillors: Warburton (Bradford), Barnard (Barnsley), Dadd (North Yorkshire), Wyatt (Rotherham), Barnes (Calderdale), Nightingale (Doncaster), Williams (Wakefield), Turner (Kirklees).

1.	CHAIR'S INTRODUCTION & WELCOME
	Councillor Warburton welcomed all parties to the meeting.
2.	ACCEPTANCE OF APOLOGIES FOR ABSENCE
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Sweeney (Wigan), Wild (Bolton), Haslam (Bolton), Pavlovic (York), Daubeney (York), Neil Warren (Wakefield), Gillian Marshall (Wakefield), and Simon Hill (YPO).
3.	MEMBERS DECLARATION OF INTEREST
	No declarations of interest were made.
4.	URGENT ITEMS
	No urgent items were discussed.
5.	PREVIOUS MINUTES (AUDIT & SCRUTINY SUB COMMITTEE)
	The inquorate minutes of the YPO Audit & Scrutiny Sub-Committee held on 29 th May 2019 were approved as a correct record.
6.	INTERNAL AUDIT PROGRESS REPORT
	<p>Jason Brook, Service Manager for Internal Audit & Risk (Wakefield Council) shared the progress report from Internal audit.</p> <p>Jason noted that one recommendation is that a direct internal audit charter is put in place going forward.</p> <p>Councillor Barnes suggested adding another column to the table to show the current audit status. Jason agreed to add this.</p> <p>The Independent Director, Rob McWilliam, asked for clarification on how the audit list of risks is put together. Jason shared the process and noted that internal audit are flexible as risks change.</p> <p>Paul Smith noted that this is a snapshot of work from internal audit, but there also a number of audit risks that have been considered outside of the agreed three-year work schedule.</p>

	<p>Resolved – (1) That the report be noted.</p> <p>(2) That Members agreed to approve, rather than note (as stated in the report), the four recommendations stated in the report.</p> <p>(3) Members approved the recommendations.</p>
7.	EXTERNAL AUDIT PLAN
	<p>Alastair Newall, Senior Manager – Public Services (Mazars) shared the External Audit plan, which sets out the work which has been undertaken and future audit work.</p> <p>Alastair highlighted some key points of the plan.</p> <p>The Independent Director, Rob McWilliam, raised several points, and Alastair shared his plans for the reports going forward.</p> <p>Resolved – (1) That the report be noted.</p>
8.	YEAR END CLOSEDOWN TIMETABLE
	<p>Consideration was given to a report of the Head of Finance which informed Members of the contents of the 2019 Closedown Timetable.</p> <p>Resolved – (1) That the Year End Closedown Timetable and plan be noted.</p>
9.	EXCLUSION OF THE PUBLIC AND PRESS
	<p>Resolved – That the public and press be excluded from the meeting during consideration of agenda item 10 on the grounds that it is likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.</p>
10.	IT PROGRAMME UPDATE (LINK) (EXEMPT – PARAGRAPH 3)
	<p>Consideration was given to the report of the Deputy Managing Director (Paul Smith) which provided Members with an update on the current project dossier.</p> <p>The report summarised the progress with the IT Programme.</p> <p>Paul Smith shared a further update on the risks.</p> <p>Councillors raised a number of questions and were satisfied with the responses provided by Officers.</p> <p>Resolved – (1) That the report be noted.</p>
11.	DATE AND TIME OF NEXT MEETING
	<p>Resolved – (1) That the next meeting of the YPO Audit & Scrutiny Sub Committee is to be held on Friday 14th February 2020, 10.30am.</p>

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YORKSHIRE PURCHASING ORGANISATION EXECUTIVE SUB-COMMITTEE

15TH NOVEMBER 2019

Present: The Chair: Councillor Shaw (Wakefield)
 Councillors: Walker (Wigan), Whiteley (Bradford), Mackenzie (North
 Yorkshire), Nightingale (Doncaster), Daubeney (York).

1:	CHAIR'S INTRODUCTION & WELCOME
	The Chair, Councillor Shaw, welcomed Members to the meeting.
2:	APOLOGIES FOR ABSENCE
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Walsh (Knowsley), Atkin (Rotherham), Bond (St Helens), Wild (Bolton).
3:	MEMBERS DECLARATION OF INTEREST
	There were no declarations of interest made.
4:	URGENT ITEMS
	No items were discussed.
5:	MINUTES – 8TH MARCH 2019
	Resolved – (1) That the Minutes of the meeting of the YPO Executive Sub-Committee held on 8 th March 2019 be approved as a true and accurate record.
6:	YPO PAY POLICY
	Consideration was given to a report of the Executive Director, Julie Wray, which asked Members to agree a pay policy for YPO in line with statutory requirements to comply with the 2011 Localism Act. Resolved – (1) That the Pay Policy for 2020 be agreed. (2) That the information be published in line with the revised transparency requirements.
7:	LEAD AUTHORITY ISSUES
	No Lead Authority issues were discussed.

8:	EXCLUSION OF THE PUBLIC AND PRESS
	Resolved – That the public and press be excluded from the meeting during consideration of Agenda Items 10 to 16 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972 as amended.
9:	IN PRIVATE:
10:	FINANCIAL PERFORMANCE REPORT (EXEMPT)
	<p>The Deputy Managing Director (Paul Smith) presented the report detailing the year to date results against the 2019 budget and provided Councillors with the most up to date figures.</p> <p>Councillors asked for clarity on some points and were satisfied with the response provided by Officers.</p> <p>Thanks were given to the Board of Directors for the work undertaken throughout 2019.</p> <p>Resolved – (1) That the Financial Performance Report be acknowledged and noted.</p>
11:	ATTENDANCE REPORT (EXEMPT)
	<p>The Executive Director (Julie Wray) presented the Attendance report. This report is provided in response to a request from Members to update the Committee on levels of sickness absence in the organisation.</p> <p>A discussion was held around the measures that are in place to manage sickness. Councillors noted they are satisfied with these procedures and noted the improvement over the last few years.</p> <p>Resolved – (1) That the report be noted.</p>
12:	ASSOCIATE MEMBERSHIP APPLICATION (EXEMPT)
	<p>A report was submitted detailing an application for a new Associate membership from Cheshire West and Chester Council.</p> <p>Resolved - (1) That the report was acknowledged and recommended to the Management Committee for approval.</p>
13:	BUSINESS UPDATE (EXEMPT)
	<p>The Deputy Managing Director (Paul Smith) presented the Business Update which provided Members with an update on activities of the organisation since the last sub-committee and provided an overview on forthcoming activities and challenges.</p>

	<p>Updates were given on the Procurement, Commercial, Operations and Business Change & IT areas of the business.</p> <p>Simon shared that we have donated some flood relief equipment to areas of Doncaster. We have also re-delivered a recent order to a school free of charge due to flood damage.</p> <p>Resolved – (1) That the report be noted.</p>
14:	STOCK ADJUSTMENTS (EXEMPT)
	<p>Consideration was given to a report that provides Members with an up to date stock adjustments position for 2019.</p> <p>Resolved – (1) That the report be noted.</p>
15:	INDEPENDENT DIRECTOR MEMBERS DISCUSSION (EXEMPT)
	<p>The Chair requested that YPO officers leave the meeting for this item.</p> <p>The Independent Director (Rob McWilliam) reiterated the purpose of this verbal report and provided Members with an update in relation to YPO’s on-going activity and challenges, Governance and Strategy.</p> <p>A discussion was held around the on-going project work.</p> <p>A number of questions were raised, and Councillors were satisfied with the responses provided by the Independent Director.</p> <p>A discussion was held around the governance structure of YPO, and possibilities going forward.</p> <p>Councillors thanked the Independent Director for his update and noted it was useful.</p> <p>Resolved – (1) That the verbal update be acknowledged and noted.</p>
16:	DATE AND TIME OF NEXT MEETING
	<p>Resolved – (1) That the next meeting of the YPO Executive Sub Committee is to be held 6th March 2020, at 10:30am.</p>

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YPO
MANAGEMENT COMMITTEE
TO BE HELD ON
29TH NOVEMBER 2019

SUBJECT: YPO PAY POLICY (COMPLIANCE WITH THE LOCALISM ACT 2011 AND THE LOCAL GOVERNMENT TRANSPARENCY CODE 2014)

REPORT OF: EXECUTIVE DIRECTOR

1 PURPOSE OF REPORT

- 1.1 To agree a Pay Policy for YPO in line with our statutory requirements to comply with the 2011 Localism Act.
- 1.2 To agree the additional information to be published to comply with the Local Government Transparency Code 2014.

2 RECOMMENDATIONS

- 2.1 To agree the Pay Policy for 2020.
- 2.2 To agree the information to be published in line with the revised transparency requirements.

3 BACKGROUND

- 3.1 Sections 38 – 43 of the Localism Act 2011 require that local government employers produce a policy statement that covers a number of matters concerning the pay of their staff and principally senior officers. This policy statement meets the requirements of the Localism Act in this regard.
- 3.2 The Local Government Transparency Code 2014 outlines information that each Local Authority must publish and additional information that is recommended for publication, following the principle that all data held and managed by local authorities should be made available unless there are specific sensitivities (e.g. protecting vulnerable people, commercial or operational considerations).

The information concerning staff that must be published is outlined in Appendix B and the information to be published by YPO is attached.

- 3.3 YPO currently pay apprentices age related pay from day 1. This equates to:
- | | |
|----------|----------------|
| Over 25 | £8.21 per hour |
| 21-24 | £7.70 per hour |
| 18-20 | £6.15 per hour |
| Under 18 | £4.35 per hour |

The Government guidance is a minimum of £3.90 per hour in year 1 and age related pay in year 2.

Board have delegated responsibility to review the rates on an annual basis in line with any public sector pay increases.

- 3.4 In 2013 as part of the pay policy review for 2014 YPO Management Committee agree to implement the living wage at YPO. This was not via an accreditation process and therefore we are not bound to accept any increases proposed by the living wage foundation. There are currently no people in receipt of a living wage supplement.

4 OPTIONS APPRAISAL

- 4.1 To accept the pay policy and additional transparency information as currently written.
- 4.2 To reject the policy in whole or in part and make recommendation for changes.

5 FINANCIAL IMPLICATIONS

- 5.1 Any changes to pay will have a financial impact, however the detail as outlined in the pay policy is fully accounted for and includes provision for agreed incremental progression and nationally agreed pay awards.

6 LEGAL IMPLICATIONS

- 6.1 Publication of a pay policy is a statutory requirement of the Localism Act 2011. The publication of additional information is a requirement of the Local Government Transparency Code 2014.

7 EQUALITY IMPLICATIONS / EQUALITY OF OPPORTUNITY IMPLICATIONS

- 7.1 The Pay Policy is fully compliant with the Equality Act 2010.

8 ECONOMIC IMPLICATIONS

- 8.1 As one of the largest employers in Wakefield, YPO's continuing success in maintaining satisfactory pay and conditions support the local economy.

9. HUMAN RESOURCE IMPLICATIONS

9.1 The pay policy is fully aligned with YPO's job evaluation policy and terms and conditions and does not propose any variations.

10. RISK ASSESSMENT

10.1 None as a statutory requirement to publish information.

11. CONSULTATIONS AND ENGAGEMENT

11.1 None in relation to this report, however all changes to roles, pay and terms and conditions are subject to consultation with staff and recognised trade unions.

APPENDICES:

Appendix 1 - YPO Pay Policy 2020

Appendix 2 - YPO Senior Management Pay as at 31'12'19

Appendix 3 - YPO Transparency policy information 2020

SERVICE DIRECTOR: JULIE WRAY, EXECUTIVE DIRECTOR

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YPO - Statement of Pay Policy 1st Jan 2020 to 31st December 2020

1. Introduction

- 1.1 Sections 38 – 43 of the Localism Act 2011 require that local government employers produce a policy statement that covers a number of matters concerning the pay of their staff and principally senior officers.

This policy statement meets the requirements of the Localism Act in this regard and also meets the requirements of the Local Government Transparency Code 2014.

- 1.2 YPO is a formally constituted joint committee of 13 Local Authorities with Wakefield Council as lead authority. All YPO employees are local government officers and employed by Wakefield Council on behalf of YPO. A management agreement is in place signed by all 13 Authorities this states that:

- (i) The management committee shall determine the size, scope and conditions of service of the Board of Directors of YPO, after receiving appropriate professional advice from the lead authority
- (ii) The Management Committee shall appoint annually an appointments committee with responsibility for the appointment and disciplinary procedures of the Board of Directors and appraising the performance of the Managing Director
- (iii) The Board of Directors shall make arrangements to establish and appoint all other staff in accordance with the approved budget and officer delegation scheme, and to ensure all HR policies and procedures are in accordance with best practice.

- 1.3 This policy is to be considered by Management Committee on the 29th November 2019 and if agreed will be made public on the first working day of January 2020

- 1.4 This pay policy is in addition to the data on pay and rewards for senior staff which is published separately in line with the Local Government Transparency Code 2014). It should be noted that some of the requirements to publish data under the Local Government Transparency code may differ from the data requirements of the Code of Practice and the Accounts and Audit Regulations and both are complied with as stated. The transparency information relevant to people is attached at Appendix B

2. Definition of officers covered by the Policy Statement

- 2.1 This policy statement covers the following posts, which are referred to as “Chief Officers” throughout the statement in line with the Localism Act. As YPO do not have a Statutory Chief Officer this definition is expanded to include YPO Directors:

- Managing Director
- Executive Director / Deputy MD
- Executive Director
- Executive Director

Deputy Chief Officers (as defined in the Local Government and Housing Act 1989 as posts reporting to a Chief Officer (statutory or non-statutory) which in YPO are posts which are part of the Senior Leadership Team:

- Head of Logistics
- Head of Public Sector
- Head of Education
- Head of Marketing
- Head of Finance
- Head of HR
- Head of Business Change and IT

3. Policy on remunerating Chief Officers

- 3.1 The policy on remunerating Chief Officers is set out at schedule A at the end of this policy statement. It is YPO's policy to establish a remuneration package for each officer post that is sufficient to attract and retain staff with the appropriate skills, knowledge, experience, abilities and qualities that are consistent with the requirements of the post in question at the relevant time.

4. Policy on remunerating the lowest paid in the workforce

- 4.1 YPO applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of internal decisions, these are then incorporated into contracts of employment.
- 4.2 The lowest pay point in YPO (not including apprentices) is spinal column point 1 within Grade 1, this relates to an annual salary of £17,364 and can be expressed as an hourly rate of pay of £9.00. This pay point and salary was determined by the pay scale for employees employed on Local Government Services Terms and Conditions from 1st April 2019. The pay rate is increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services.
- 4.3 From the 1st April 2014 YPO implemented the living wage to pay a contractual supplement to YPO employees. This is reviewed annually and is currently paid to a minimum of £9.00 per hour on base pay only but not on enhancements such as overtime. YPO did not seek accreditation to the living wage foundation and therefore the supplement will be reviewed annually when figures are released in November each year and a decision taken

before the 1st April as to if the increases proposed should be adopted. There are currently no people at YPO in receipt of the living wage supplement.

The living wage supplement does not apply to apprentices, however we will continue to review apprentice pay rates on an annual basis.

5. Policy on the relationship between Chief Officer Remuneration and that of other staff

- 5.1 The highest paid salary in YPO is £128,631 which is the substantive salary of the Managing Director. The average salary in YPO (not including apprentices) is £26,702. The ratio between the two salaries, the 'pay multiple' is 4.8:1 The median salary is £21,166 The ratio between the highest and median salary points is 6:1

YPO does not have a policy on maintaining or reaching a specific 'pay multiple', however we are conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the organisation as expressed in this policy statement.

- 5.2 YPO's approach to the payment of other staff is to pay that which needs to be paid to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time (in accordance with an agreed job evaluation scheme), and to ensure that YPO meets any contractual requirements for staff including the application of any local or national collective agreements, regarding pay.

6. Policy on other aspects of Chief Officer Remuneration

- 6.1 Other aspects of Chief Officer remuneration that covered by this policy statement are defined as recruitment, pay increases, additions to pay, lease car, performance related pay, earn back, bonuses, termination payments, transparency and re-employment when in receipt of an LGPS pension or a redundancy/severance payment. These matters are addressed in Appendix A of this policy statement

7. Approval of Salary Packages for Chief Officers (Directors)

- 7.1 YPO will ensure that any salary package for appointment at Director level will be considered by the appointments committee.
The salary package will be defined as base salary, any bonuses, fees, routinely payable allowances and benefits in kind that are due under the contract.
Salary packages for all other senior posts will be determined via the job evaluation process.

8. Flexibility to address recruitment issues for vacant posts (Directors)

- 8.1 In the vast majority of circumstances the provisions of this policy will enable YPO to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. The appointments committee will have delegated powers to make decisions to increase the stated salary without referral to the full management committee.

9. Amendments to the policy

- 9.1 It is anticipated that this policy will not need to be amended during the period it covers (January 2020 – end December 2020), however if circumstances dictate that a change of policy is considered to be appropriate during the year then a revised draft policy will be presented to the Management Committee for consideration.

10. Policy for future years

- 10.1 This policy statement will be reviewed each year and will be presented to Management Committee in November each year for consideration in order to ensure that a policy is in place for YPO prior to the start of each financial year.

Pay Policy Statement – Appendix A

Recruitment

All posts will be advertised and appointed to at the appropriate approved salary for the post in question level unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package is appropriate under YPO's policy and any variation will be approved through the appropriate decision making process. If the salary is to be over £100,000 then the appointments committee / JCC will have to approve the terms of the appointment

Essential Car Users

YPO operate an essential car user scheme that is governed by the essential car user policy which defines the eligibility. This is agreed on a case by case basis and there is no automatic right even though existing employees undertaking the same role have may have a car or car user payment. From the 1st January 2018 any new employees (with the exception of those travelling more than 10,000 business miles) will only have access to a car user payment.

The policy itself has been subject to a full review to ensure it is environmentally friendly and cost effective.

For a position to be deemed eligible it must comply with the following criteria:

1. The role requires regular use of a car and regular business travelling (regular is determined as in excess of 5000 miles per year)
2. Market conditions dictate high levels of competition and the inclusion of a car as part of the overall remuneration package is required to secure candidates in a competitive market. This is a criterion that must be agreed at Board level and will be determined via a business case supported by market factor evidence and considered on a case by case basis.

Pay Increases

YPO will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations.

Additions to pay

YPO would not make additional payments beyond those specified in the contract of employment, other than the Living wage supplement for those earning less than £9.00 per hour (as at October 2019)

Performance Related Pay

YPO does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.

Earn-Back (Withholding an element of base pay related to performance)

YPO does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.

Bonuses

YPO does not pay bonus payments to officers

Termination payments

YPO applies its normal redundancy payments arrangements to senior officers and does not have separate provisions for senior officers (although on occasion there may be circumstances, as with any member of staff, where a negotiated agreement is made with an individual). YPO also applies the appropriate Pensions regulations when they apply. YPO has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. Any costs that are incurred by YPO regarding senior officers and their termination payments are published in the authority accounts as required under the Accounts and Audit (England) Regulations 2011

Transparency

YPO meets its requirements under the Localism Act and the Local Government Transparency Code 2014 in order to ensure that it is open and transparent regarding senior officer remuneration.

Re-employment of staff in receipt of an LGPS Pension or a redundancy/severance payment

YPO is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. YPO will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post. YPO will therefore consider all applications for candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by YPO.

Clearly where a former employee left YPO on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist. YPO will apply the provisions of the Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.

Election Fees

Section 68 Electoral Administration Act 2006 amended S29 RPA 1983 details the expenses that can be paid to the returning officer, and the Charges Order specifies what constitutes a Returning Officer's services.

This role is undertaken by officers at Wakefield and therefore does not apply to any senior officer at YPO

Expenses

Travel and other expenses are reimbursed through normal procedures and are the same for all officers regardless of grade or seniority.

Honoraria and Ex Gratia Payments arrangements would be in accordance with relevant terms and conditions and relevant legislation

Pay Policy Statement – Appendix B

Summary of staff data requirements of the Local Government Transparency Code

The revised code outlines information that each Local Authority must publish and additional information that is recommended for publication, following the principle that all data held and managed by local authorities should be made available unless there are specific sensitivities (e.g. protecting vulnerable people, commercial or operational considerations)

The information concerning staff that must be published is outlined below::

Organisation Chart

- Publish an organisation chart covering staff in the top three levels of the organisation. The following information must be included for each member of staff included in the chart:
 - grade
 - job title
 - local authority department and team
 - whether permanent or temporary staff
 - contact details
 - salary in £5,000 brackets, consistent with the details published for Senior Salaries
 - salary ceiling (the maximum salary for the grade)

Senior Salaries

- Local authorities must place a link on their website to the following data or must place the data itself on its website:
- the number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
- details of remuneration and job title of certain senior employees whose salary is at least £50,000
- employees whose salaries are £150,000 or more must also be identified by name.
- a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff) and details of bonuses and 'benefits in kind',

Pay Multiple

- Publish the pay multiple on their website defined as the ratio between the highest paid salary and the median salary of the whole of the authority's workforce. The measure must:
- cover all elements of remuneration that can be valued (eg. All taxable earnings for the given year, including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) use the median

earnings figure as the denominator, which should be that of all employees of the local authority on a fixed date each year, coinciding with reporting at the end of the financial year

- exclude changes in pension benefits, which due to their variety and complexity cannot be accurately included in a pay multiple disclosure.

Trade Union Facility Time

YPO will publish the following information:

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

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YPO Senior Management Pay Data (based on data as at 9th September 2019)

<u>Name</u>	<u>Job Title</u>	<u>FTE</u>	<u>Salary</u>
Simon Hill	Managing Director	1.0	£128,631
Paul Smith	Executive Director / Deputy MD	1.0	£102,936
Jo Marshall	Executive Director	1.0	£92,936
Julie Wray	Executive Director	1.0	£92,936

Data on salaries above £50,000

Salary Bracket	Number of employees
£50,000 - £55,000	7
£55,001 - £60,000	0
£60,001 - £65,000	2
£65,001 - £70,000	2
£70,001 - £75,000	0
£75,001 - £80,000	2

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Local Government Transparency Code 2014

The following information is information concerning employment that must be published in line with the revised code. All information is accurate to 30th November 2016

Organisation Chart (top three levels of the organisation)

YPO Board of Directors

Managing Director - the most senior officer at YPO is the Managing Director who working closely with the management committee and lead authority provides provide leadership, strategic direction and operational management to ensure the delivery of all services. The MD also has responsibility for the finance function.

Executive Director / Deputy MD – this role has responsibility for procurement (supplies and services), contracts, Finance, IT and Programme Management as well as a number of additional duties in deputising for the MD

Executive Director - this role has responsibility for, Sales, Marketing, Catalogue production, CPD, Customer Engagement, Quality Assurance and the Trading Team

Executive Director – this role has responsibility for HR, Business Support, Health and Safety, Facilities Management, Logistics, and Transport

The Board share responsibility for managing all YPO employees and meet formally on a monthly basis. The Board is chaired by the Managing Director. Reports requiring further scrutiny or decisions outside of the delegated responsibilities are referred as appropriate to the management committee or a relevant sub-committee.

YPO Senior Leadership Team These are all permanent posts. Further details in relation to services and functions, budgets and detailed salary information has not been included as this is deemed to be commercially sensitive information.

Head of Logistics

Head of Public Sector

Head of Education

Head of Marketing

Head of Human Resources

Head of Finance

Head of Business Change and IT

Contact details

Role	Current role holder	e-mail address
Managing Director	Simon Hill	simon.hill@ypo.co.uk
Executive Director	Paul Smith	paul.smith@ypo.co.uk
Executive Director	Jo Marshall	jo.marshall@ypo.co.uk
Executive Director	Julie Wray	julie.wray@ypo.co.uk
Head of Logistics	Vacant	
Head of Public Sector	Gavin Rimmington	Gavin.rimmington@ypo.co.uk
Head of Education	Martin Armytage	martin.armytage@ypo.co.uk
Head of Marketing	Rachel Stothard	Rachel.stothard@ypo.co.uk
Head of Finance	Steve Hall	steven.hall@ypo.co.uk
Head of Business Change and IT	Vacant	
Head of Human Resources	Jo Freeman	Jo.freeman@ypo.co.uk

Senior Salaries – please see the attached link to senior management pay data

Additional Benefits

Pension

The Local Government Pension Scheme (LGPS) covers Council employees and some councillors. The LGPS is a contributory scheme, this means that the employee contributes to the scheme from his or her own salary. Employees contribute between 5.5% - 12.5% of their salaries.

Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the Scheme are properly funded, and are set independently. The rules governing the pension scheme are contained in regulations made by Parliament.

Further information about the scheme can be found on: www.lgps.org.uk

Expenses – What are Senior Officers entitled to?

The Board are expected to work such hours as are necessary to ensure the job gets done. This routinely involves evening and sometimes weekend work as well as a standard Monday to Friday business week.

No extra payments are made for such extended hours.

Senior officers in line with all employees are able to claim for a restricted amount of legitimate business expenses, including business travel in line with YPO's travel and subsistence policy.

Pay Multiple – this is included in the Statement of Pay Policy 2020 which was approved at Management Committee on the 29th November 2019.

Trade Union Facility Time

The only Union recognised by YPO for collective consultation is UNISON. There are 9 elected Union representatives with the following hours allocated for Union duties

Branch Chair, 7 hours per week

Branch secretary, 18 hours per week

Health and Safety rep 4 days per year plus 2 hours a month for meetings

4 workplace and safety reps 2 hours per month for meetings.

Additional hours may be required for ad hoc meetings, support in conduct issues etc.

1450 hours are currently allocated for a 12 month period which is the equivalent of 0.75 FTE

In the 12 months to the 9th September 2019 2114 hours were spent on Union duties, the equivalent of 1.1 FTE

Currently the branch secretary is also the Health and Safety rep which equates to 50% of his available working time.

A basic estimate of spending on Unions as a percentage of the total pay bill (calculated as the number of full time equivalent days spent on union activities multiplied by the average salary divided by the total pay bill) is £27,183 or 0.2% of the total pay bill.

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