

25 June 2021

REPORT SUMMARY SHEET

ANNUAL BUSINESS REPORT

Purpose

To consider the annual business report.

Summary

This report includes the following key information:

- Details of committee memberships and terms of reference.
- The Combined Authority's Pay Policy statement.

Recommendations

Members of the Combined Authority Committee are asked to:

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1. Note the committee's membership.
2. Note the committee's terms of reference as set out in Appendix 1.
3. Approve the amendment to the constitution (deletion of Virtual Meeting procedure rules).
4. Confirm the arrangements as per paragraph 5 for
 - a. the West of England Combined Authority Overview & Scrutiny Committee;
 - b. the West of England Combined Authority Audit Committee.
5. Approve the Pay Policy Statement as set out in Appendix 2.

Contact officer: Shahzia Daya

Position: Director of Legal

Email: Shahzia.Daya@westofengland-ca.gov.uk

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY
COMMITTEE**

DATE: 25 JUNE 2021

REPORT TITLE: ANNUAL BUSINESS REPORT

DIRECTOR: SHAHZIA DAYA, DIRECTOR OF LEGAL

AUTHOR: SHAHZIA DAYA, DIRECTOR OF LEGAL

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5. Approve the Pay Policy Statement as set out in Appendix 2.

Background / Issues for consideration:

West of England Combined Authority Committee membership

2. The committee's membership is as follows:

* Dan Norris, Metro Mayor for the West of England

* Marvin Rees, Mayor of Bristol

* Cllr Kevin Guy, Leader, Bath & North East Somerset Council

* Cllr Toby Savage, Leader, South Gloucestershire Council

* Professor Steve West, Chair, West of England Local Enterprise Partnership Board (non-voting member)

West of England Combined Authority Committee terms of reference

3. The committee's terms of reference are set out at appendix 1.

Since January 2020, the West of England Combined Authority Committee has met jointly with the West of England Joint Committee. This joint meeting is the authority's main decision-taking meeting. Prior to January 2020, the West of England Combined Authority Committee and the Joint Committee held separate meetings on the same day. To streamline arrangements and to enable more efficient meetings, the authorities agreed in January 2020 that the West of England Combined Authority Committee and the Joint Committee should in future meet together at a joint meeting. This enables, for example, all reports to be published as one, unified agenda and means that one public forum session can take place near the start of the meeting. It is intended that this arrangement will be maintained in 2021/22.

Constitution update

4. As part of the lifting of Covid-19 restrictions, local authority public committee meetings must now be held 'in-person.' The committee is therefore asked to agree to delete Standing Order A34 - Virtual Meetings Procedure Rules from Part A of the constitution as these procedure rules no longer apply.

Appointment of West of England Combined Authority committees and other bodies

5. In accordance with The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, the Combined Authority operates two statutory committees:

a. Overview and Scrutiny Committee (terms of reference set out at Appendix 1).

b. Audit Committee (terms of reference set out at appendix 1).

There is a requirement to appoint such a number of members of each of the constituent councils to an overview and scrutiny committee / audit committee 'so that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together'.

When applied to an 11 member committee, the seats are allocated as follows:

Seat Number	Council		Nomination
1	Bristol	1 st nomination	Lib Dem
2	SGC	1 st nomination	Lib Dem
3	B&NES	1 st nomination	Lib Dem
4	Bristol	2 nd nomination	Conservative

5	SGC	2 nd nomination	Conservative
6	B&NES	2 nd nomination	Lib Dem
7	Bristol	3 rd nomination	Labour
8	SGC	3 rd nomination	Conservative
9	Bristol	4 th nomination	Labour
10	Bristol	5 th nomination	Green
11	Bristol	6 th nomination	Lib Dem

The constituent councils have submitted their nominations on the above basis.

In line with previous years, in relation to the Overview & Scrutiny Committee, it is also recommended that the voluntary arrangement with North Somerset Council continues and that they appoint 3 councillors to attend Overview and Scrutiny for “Joint Committee” matters on a politically proportionate basis, made up of 1 Conservative and 1 Liberal Democrat, with independent councillors given an opportunity to nominate 1 Independent councillor to attend.

Pay Policy Statement

6. The Combined Authority’s Pay Policy statement is attached for approval at Appendix 2. This outlines the authority’s policies towards a range of issues relating to the pay (including severance pay) of its direct workforce, its Chief Officers, as defined by the Local Government and Housing Act 1989 and all other employees (in accordance with provisions in the Localism Act). The policy will be reviewed, at least annually, to reflect any statutory changes (particularly in relation to public sector severance payments), anticipated in the coming year.

Consultation

7. Monitoring Officers of the Combined Authority’s constituent councils.

Risk Management/Assessment

8. The Annual Governance Statement requires decision making processes to be set out in the Combined Authority’s constitution.

Public Sector Equality Duties

9. The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

9.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

9.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

9.3 Equalities implications in relation to this report:

The obligations in relation to the public sector equalities duty under section 149 of the Equality Act 2010 (PSED) have been assessed at each stage of the development process. It has been concluded that the immediate decision primarily relates to the arrangements that are required to be in place to enable the West of England Combined Authority Order to be lawfully implemented rather than decisions that could be deemed to impact on the rights of groups or individuals with a protected characteristic or others protected under the PSED.

As a body exercising public functions, the Combined Authority is under an obligation to have regard to the PSED when exercising its functions. The Combined Authority understands its Public Sector Equality Duty (PSEC) obligations under section 149 of the Equality Act 2010 and will ensure that it complies with its PSED obligations.

Finance Implications

10. No specific financial implications arising directly from this report

Advice given by: Malcolm Coe, Director of Investment and Corporate Services

Legal Implications

11. The constitution forms the basis of sound and robust decision making by the Combined Authority and must be reviewed regularly in order to ensure that it is fit for purpose.

Advice given by: Shahzia Daya, Director of Legal

Human Resources Implications:

12. The Pay Policy Statement will meet the Authority's obligations under the Localism Act 2011 [Section 38 (1)] and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under section 40 of the Localism Act (February 2012 & 2013) together with the Local Government Transparency Code 2015 (February 2015)) from the Department for Communities and Local Government.

Advice given by: Alex Holly, Head of People & Assets

Appendices:

Appendix 1 – West of England Combined Authority Committee, Overview & Scrutiny Committee and Audit Committee terms of reference

Appendix 2 – Pay Policy Statement

Background papers:

West of England Combined Authority Constitution

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird tel. 07436 600313; email:

democratic.services@westofengland-ca.gov.uk

Appendix 1 – Terms of reference

West of England Combined Authority Committee terms of reference:

The following sets out the functions and responsibilities of the West of England Combined Authority as set out in the West of England Combined Authority Order 2017.

Core Strategic Functions

The West of England Combined Authority objectives:

- Contribute to providing strong collective leadership and strategic direction to realise the full economic potential of the West of England.
- Support the development and delivery of key strategies to improve the economic conditions across the West of England area.
- Contribute to the formulation and expression of joint views (of the West of England Mayor and the local authorities) to central government and other bodies and organisations in respect of legislation, proposed legislation and other matters of concern, interest or relevance to the West of England economy with a particular focus on removing barriers to growth and the delegation of additional powers and funding.
- Actively support the co-ordination of joint local authority activity across the West of England, including the activities of the Local Enterprise Partnership Business Board.
- Work with appropriate agencies and bodies both within and beyond the West of England in order to achieve any shared economic objectives.
- Ensuring arrangements are in place to report the proposals and activities of the Combined Authority to the constituent councils.
- Take any decisions required to deliver the West of England Devolution Deal(s) and the relevant Strategic Plans including additional funding, freedoms and flexibilities.
- Provide a formal and accountable forum for decision making relating to all relevant West of England Combined Authority functions.

Transport

The West of England Mayoral functions

- Devolved and consolidated local transport budget (including maintenance funding)
- Identify a Key Route Network
- Prepare a Local Transport Plan including:
 - Strategic infrastructure delivery plan
 - Bus strategy; including all quality partnership arrangements and Bus Services Bill Powers, for example franchising
 - Key Route Network (management and maintenance principles)

The West of England Combined Authority functions:

- Power to deliver Grants to the UAs for the exercise of highway functions.
- Integrated Transport Authority (ITA) powers:
 - Concessionary fares
 - Provision of local bus information
 - Community Transport
- MoU with Highways England and Network Rail

The West of England Mayoral functions:

(with consent from the constituent authority)

- Designation of a non-charging Clean Air Zone

West of England Combined Authority and Unitary Authority Joint functions:

- Subsidised services - Socially necessary bus services

Planning and housing**The West of England Mayoral functions:**

- Combined Authority (Mayoral) Spatial Plan (from May 2018)
- Strategic planning powers:
 - Power to 'call-in' cross boundary, linear infrastructure (as identified in the Combined Authority (Mayoral) Spatial Strategy) planning applications;
 - Compulsory purchase powers (CPO) (with consent from the constituent authority)
 - Power to create Mayoral Development Corporations (with consent from the constituent authority)

The West of England Combined Authority functions:

- Promote the establishment of a Joint Assets Board for the West of England

Skills**The West of England Combined Authority functions:**

- Responsibility for 19+ Adult Education Budget (commissioning from 17/18, budget from 19/20)
- Apprenticeship Grant for Employers (AGE) (to 31 July 2017)

The West of England Combined Authority functions held concurrently with Unitary Authorities (can be exercised independently by the CA and the UAs):

- Provision of education and training for persons over compulsory school age
- Power to provide for additional Nursery Schools
- Power to provide for suitable education and training to meet the reasonable needs of persons who are — (i) over compulsory school age but under 19, and (ii) subject to youth detention in their area
- Power to provide for boarding accommodation for persons with learning difficulties
- Power to provide for securing and encouraging work experience

Employment**The West of England Combined Authority functions:**

- Co-design and co-commission of the new work and health programme
- An assessment of economic conditions of the Combined Authority area (held concurrently with Unitary Authorities and so can be exercised independently by the Combined Authority and the Unitary Authorities):
- Support the West of England Growth Hub
- Support Invest Bristol & Bath

Finance

The West of England Mayoral functions:

- Mayoral Budget of the Combined Authority
- Power to raise supplementary business rates to fund infrastructure (subject to the agreement of business and up to 2p per pound of rateable value)

The West of England Combined Authority functions:

- Creation and administration of the Single Investment Fund
- Approval of its borrowing limits
- Treasury management strategy including reserves, investment strategy, borrowing and budget of the Combined Authority including the amount of any expenses, including a levy, to be met by the constituent Councils

Governance and Other Administration

The West of England Combined Authority functions:

- Approval of the Combined Authority's Constitution and Standing Orders
- Exercise the General Power of Competence to the extent that those functions are exercisable for the purpose of economic development and regeneration
- Responsibility for developing regional policies and strategies, e.g. Industrial Strategy, Love our High Streets
- Power to encourage visitors and provide conference and other facilities
- Power to place staff at the disposal of other local authorities
- Power to arrange for publication of information etc. relating to the functions of the authority
- Power to prosecute and defend legal proceedings
- Powers to research and collect information.

Devolved and consolidated local transport budget (including maintenance funding)

* Identify a Key Route Network

* Prepare a Local Transport Plan including:

- Strategic infrastructure delivery plan
- Bus strategy; including all quality partnership arrangements and Bus Services Bill Powers, for example franchising
- Key Route Network (management and maintenance principles)

Agree and deliver a set of strategic priorities that enables the region to deliver on its climate commitments.

Champion the delivery of policy, projects and programmes of work that enables the region to deliver on its climate commitments.

West of England Combined Authority Overview & Scrutiny Committee terms of reference:

The functions of the Overview and Scrutiny committee primarily relate to scrutinising the work of the West of England Combined Authority and the West of England Joint Committee (“Joint Committee”) and making appropriate recommendations as to the discharge of its function.

The Overview and Scrutiny Committee shall have the power to:-

- (i) Review or scrutinise decisions made, or other actions taken, in connection with the discharge of any functions which are the responsibility of the Combined Authority or the Joint Committee;
- (ii) Provide advice and challenge on policy and programme delivery to help ensure the region meets its climate commitments, including monitoring the delivery of the authority’s Climate Emergency Action Plan.
- (iii) make reports or recommendations to the Combined Authority or the Joint Committee (as appropriate) on matters that affect the Combined Authority area or the inhabitants of the area;
- (iv) make reports or recommendations to the Combined Authority or the Joint Committee (as appropriate) with respect to the discharge of any functions which are the responsibility of the Combined Authority or the Joint Committee;
- (v) In so far as the business of the Local Enterprise Partnership Business Board (LEP) relates to the discharge of functions of the Combined Authority or the Joint Committee, the Overview and Scrutiny Committee shall have the power to scrutinise the LEP as set out in (i) –(iii) above.

West of England Combined Authority Audit Committee terms of reference

The functions of the Audit Committee shall include:

- (i) reviewing and scrutinising the authority's financial affairs;
- (ii) reviewing and assessing the authority's risk management, internal control and corporate governance arrangements;
- (iii) reviewing and assessing the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions; and
- (iv) making reports and recommendations to the Combined Authority in relation to the reviews they have conducted.
- (v) To consider and approve the Annual Statutory Accounts

Appendix 2 - Pay Policy Statement 2021-22

Introduction

The West of England Combined Authority is made up of three of the local authorities in the region – Bath & North East Somerset, Bristol and South Gloucestershire.

Working with our partners including the West of England Local Enterprise Partnership, North Somerset Council and other local service providers, our aim is to deliver economic growth and Covid-19 recovery for the region and address challenges including economic investment, skills development, housing and transport.

1. Purpose and scope

- 1.1 The purpose of the statement is to provide a clear and transparent policy to the public, which demonstrates accountability and value for money.
- 1.2 The policy statement will meet the Authority's obligations under the Localism Act 2011 [Section 38 (1)] and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under section 40 of the Localism Act (February 2012 & 2013) together with the Local Government Transparency Code 2015 (February 2015) from the Department for Communities and Local Government.
- 1.3 It will articulate the Authority's policies towards a range of issues relating to the pay (including severance pay) of its direct workforce its Chief Officers, as defined by the Local Government and Housing Act 1989 and all other employees (in accordance with provisions in the Localism Act). The policy will be reviewed, at least annually, to reflect any statutory changes (particularly in relation to public sector severance payments), anticipated in the coming the year.
- 1.4 The Authority's pay arrangements will reflect the need to recruit, retain and motivate skilled employees to ensure high levels of performance balanced with accountability on the public purse. The policy will be underpinned by principles of fairness and equality and will need to recognise the flexibility which is essential in delivering a range of services.
- 1.5 The statement will be reviewed annually. Its approval and any subsequent amendments will be considered at a meeting of the Combined Authority. The statement will be published on the Authority's public website.

2. Definitions

For the purposes of this Pay Policy Statement the following definitions apply:

- 2.1 **'Pay'** in addition to base salary includes charges, fees, allowances, benefits in kind, increases in/enhancement to pension entitlements and termination payments where applicable.

'Chief Officers' refers to the Chief Executive, as 'Head of Paid Service', and Directors of the Authority

'Lowest paid employee' refers to the employee/s in substantive full-time employment at the lowest in-use scale point of the Authority's pay scale

3. General principles & practice

- 3.1 The West of England Combined Authority's employment practice will be governed generally by the relevant national and European legislation and, where relevant, specific local government legislation and regulation.
- 3.2 **Principles:** The Authority values all its employees and aims to apply a consistent and fair approach to pay and benefits, in line with the following principles:
- ✓ To work within financial constraints using those limited funds in the most effective way to support the Authority in the provision of quality cost effective services.
 - ✓ To take account of affordability in the introduction and maintenance of any changes to pay structure.
 - ✓ To support a flexible approach to the acceptance of changes to tasks, duties and responsibilities by employees and allow for flexibility between posts.
 - ✓ To be mindful of the market in making decisions about pay and benefits enabling the Authority to attract and retain its employees and to respond to situations where market forces dictate the necessity to apply supplements to established salaries.
 - ✓ To actively work towards reducing any unjustified gender pay gaps and promote an equal pay agenda ensuring that transparent and accessible pay and job evaluation systems, processes and systems meet legislative requirements.
 - ✓ To be clear about the recognition and reward of performance, whether at whole organisation, service, team or individual level.
 - ✓ To manage pay and benefits processes appropriate to service delivery in a fair and consistent way, and in line with a commitment to remaining within the framework of the relevant national pay and conditions agreements.
 - ✓ To aim to retain a core set of benefits for all employees.
- 3.3 **Practice:** Basic pay is determined through:
- The job role and its accountability in the overall context of the Authority's services and responsibilities using a job evaluation process based on objective criteria and free from discriminatory bias.
 - The terms of the relevant national agreements on pay and conditions of service.
 - A comprehensive pay and grading structure, that must be affordable and offer recruitment and retention incentive.
 - The outcome of reviews into the local pay and grading structures are determined within the terms of this policy and the Authority's governance arrangements.
- 3.4 **Equal pay:** The Authority is committed to the principle of equal pay for all posts of the same size and value. To put its commitment to equal pay into practice, it:
- Regularly reviews its pay grade and rates for all current staff and starting pay for new staff in line with Equality and Human Rights Commission guidance to ensure a robust and consistent approach.
 - Adopts an independent and consistent job evaluation approach
 - Provides training and guidance for managers and supervisory staff involved in decisions about pay and benefits.
 - Regularly monitors pay and grading data and statistics and will publish pay equality data as statutorily required

4. Senior pay

- 4.1 The remuneration of the Chief Executive and other senior management appointments in the Authority is undertaken by external analysts using the Hay Job Evaluation process. Levels of pay upon appointment of Chief Officers have been market-related by being compared to a national data base maintained by the Hay Group of similar posts in a wide range of public and not for profit sector organisations and recognising regional influences. The pay structure for Chief Officers takes account of clearly defined 'statutory responsibilities'. Three pay bands will be available for the most senior officers, as set out below. These span :

BAND	MIN/MID/ MAX POINTS	Composition, Terms & Conditions
CHIEF EXECUTIVE/ HEAD OF PAID SERVICE & other senior management appointments*		
Band 1	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary on appointment within the range £135,000 to £155,000 pa taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.
Band 2	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary on appointment within the range £110,000 to £125,000 pa t taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.
Band 3	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary on appointment within the range £90,000 to £99,000 pa taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.

- 4.2 The Authority has adopted a pay range to allow flexibility in candidate attraction. Individual appointments will be made on a 'fixed or spot salary'. Pay increments with time served progression are not appropriate, however cost of living increases as negotiated nationally by the JNC (Joint National Council) will be applied. Placement within the range upon appointment will reflect factors such as capability, experience, previous salary history, and marketability.
- 4.3 Senior staff will not be differentiated from other members of staff in terms of remuneration on resignation or termination.
- 4.4 If proposed severance packages are likely to exceed £99,999 (this threshold includes [but is not limited to] any proposals in respect of salary to be paid in lieu, redundancy compensation, pension entitlements and holiday pay as appropriate) these will be considered in accordance with agreed Authority governance arrangements and subject to Committee approval. This provision will be reviewed to comply with any legislative changes made during the year.

4.5 The Authority's threshold level for disclosure of senior staff salaries will be at the minimum point of the senior civil service pay scale and above as at 31 March of any given year to which this policy applies.

5. Pay of the lowest-paid employees

- 5.1 The Authority has resolved that no employee will be paid less than the Real Living Wage, which is set by the Living Wage Foundation. The Authority has adopted this definition because it has decided that none of its employees should be paid less than the real UK Living Wage.
- 5.2 The Authority has achieved Living Wage Foundation accreditation in 2021, in recognition of its commitment to paying the Living Wage not only for its employees but also for any contractors or service providers directly engaged in providing services to the Authority.
- 5.2 For 2021/22, the UK Real Living Wage is £9.50 per hour, which equates to a minimum annual salary of £18,329 (based on a full-time week of 37 hours).
- 5.3 Apprentices and interns are normally exempt from the provisions of the Living Wage.

6. Relationship between senior pay and the 'lowest paid Authority employee'

- 6.1 The Authority is committed to ensuring the ratio between the highest and lowest paid employee is never greater than 10:1.
- 6.3 The ratio of the highest paid employee to the lowest is currently 6.56 : 1. At present, the highest paid employee is the Chief Executive.

7. Pay Bands

- 7.1 The Authority has a set of pay scales for staff below Head of Service level. These pay scales based on Hay grades and are subject to a clear job evaluation scheme which has been fully approved by the Unions and is in line with National Joint Council (NJC) provisions. The Authority applies nationally agreed NJC pay awards to this scale.
- 7.2 For staff at Head of Service level, whose salary range sits above the pay scales outlined in section 7.1 but below Chief Officer, three pay ranges have been adopted (Head of Service Level 1 to Head of Service Level 3). Consideration has also been given to developing an Associate Director pay scale, though this is not currently in existence. These pay scales have been developed with support from an independent external consultancy, with clear reference to evaluated market benchmarking, and range from broadly £62,000 to £85,000 per annum depending on the level of complexity and responsibility of the job, and the pay of similar roles in similar employers within the market. The Authority applies nationally agreed NJC pay awards to this scale.

8. Pensions

- 8.1 Subject to the provisions of the relevant scheme, all directly employed staff will be enrolled into the Local Government Pension Scheme, a statutory contributory scheme. They may choose to opt out of membership.
- 8.2 The Authority has a policy for flexible retirement.

9. Use of consultants, contractors and temporary 'agency' staff.

- 9.1 Ordinarily staff will be engaged directly by the Authority as employees but on an exceptional basis, if circumstances deem it necessary, people may be engaged under 'contracts for services' as consultants or contractors or on an 'agency basis'. When this situation arises, the Authority will give detailed prior

consideration to the benefit of doing so and that the overriding need to ensure value for money is achieved. Such arrangements must be in accordance with the Authority's Codes of Practice and Financial Regulations.

- 9.2 The Authority has a contract in place with a "Managed Service Provider" for the provision of Agency workers, to ensure that they are always engaged in a consistent and cost effective manner.

10. Publication

- 10.1 The Authority's approach to the publication of and access to information on the remuneration of Chief Officers is to include it on its public website as part of its requirements within the Accounts and Audit (England) Regulations 2011 and in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency. A copy of the Pay Policy Statement will be published on the Authority's website.

Further information

For further information on the pay policy please contact the Authority as follows:

Email: info@westofengland-ca.gov.uk

Telephone: 0117 428 6210