



Department for  
Communities and  
Local Government

Paul Burns  
7 Kings Drive  
Preston  
Lancashire PR2 3HN

Our Ref:  
Your Ref: PB01214

25 April 2014

Dear Mr Burns

I have been asked to reply to your letter of 4 March to Sir Bob Kerslake. Your letter refers to previous correspondence with this department about your pension entitlement as determined by Lancashire Fire and Rescue Authority. Your letter also questions the conduct of two civil servants in the Fire Pensions team relating to the same correspondence. I apologise for the delay in sending this letter.

First, I have reviewed in detail the letters that you have both sent and received about this issue. This includes the letters from Mr Mooney and Mr Cornelius. I am content that Mr Cornelius and Mr Mooney have dealt with your request in a manner that is entirely consistent with the Civil Service Code of Conduct. Their respective responses to your letters are impartial, fully informed by legal and policy considerations and correct in their description of the position and the appropriate action the department can and cannot take.

Second, as the previous letters we have written set out in detail, it would not be appropriate to comment on a case that is currently going through a formal dispute procedure. This is because it could risk prejudicing either your complaint or Lancashire Fire and Rescue Authority's consideration of that complaint.

The correct mechanism for dealing with your complaint is through the Independent Dispute Resolution Procedure the outcome of which can subsequently be appealed to the Pensions Ombudsman if necessary. I understand you are taking these steps.

Third, you refer to the Public Service Pensions Act 2013 and specifically that it allows for regulations to set out steps to be taken by schemes for resolving disputes and appeals. No regulations have yet been made under the 2013 Act in relation to the Firefighters' Pension Schemes. Furthermore, when such regulations are made, they will be in relation to the proposed Firefighters' Pension Scheme 2015 and will not change or affect the current dispute resolution procedure. This will not, therefore, affect your case.

Yours sincerely,

**Simon Ridley**  
**Director Local Government Finance**



# Leadership Team



**Sir Bob Kerslake**

Head of the Civil Service  
and Permanent Secretary

- Department lead; advises Ministers; and Accounting Officer
- Ensures Department's objectives are delivered and enhances immediate and longer term capability with strong governance and accountability
- Head of the Civil Service for providing professional and corporate leadership

pspermanentsecretary@communities.gsi.gov.uk



**Helen Edwards**

Director General, Localism and Deputy Permanent Secretary

- Local government finance and policy
- Fire, resilience and emergencies
- Neighbourhood empowerment
- Integration and faith

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**Andrew Campbell**

Director General, Finance and Corporate Service

- Finance, human resources, change, legal, analysis, communications, estates, information technology, procurement, private offices and internal audit
- Efficiency and reform, transparency, digital communication and equality
- Cross-government management information and financial reporting
- Performance and Places team

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**Louise Casey CB**

Director General, Troubled Families

- Delivery of Prime Minister's ambition to turn around the lives of 120,000 troubled families by the end of this parliament

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**David Rossington**

Director, Finance

- Departmental finance, procurement, information technology and estates
- Teams in Hastings, Hemel Hempstead, Manchester, Leeds, Liverpool, London and Nottingham

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**Peter Schofield**

Director General, Neighbourhoods

- Planning, housing and local economic growth

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**David Hill**

Director, Strategy and Private Offices

- Supporting Ministers in articulating and driving the delivery of Ministerial priorities across the Department

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# Non-Executive Directors



**Sara Weller**

Lead Non-Executive Director

- Expanded Argos online and opened 30 stores per year since 2004
- Previously on the board and Deputy Managing Director at Sainsbury's plc, Consumer Marketing Director at Abbey National and Consumer Development Director for Europe at Mars

PSBoardSecretary@communities.gsi.gov.uk



**Stephen Hay**

Non-Executive Director

- Responsible for the authorisation, compliance and intervention teams at the regulator for NHS Foundation Trust hospitals
- Previously worked with KPMG, as a director where he advised boards of corporate and private equity houses

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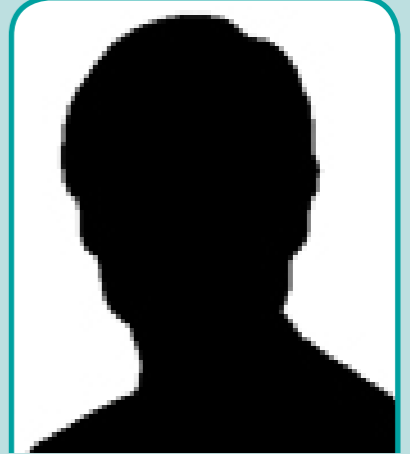


**Nick Markham**

Non-Executive Director

- Chief Executive Officer of Top Up TV
- Previously worked for ITV, Laura Ashley and as a management consultant with Bain.
- Chairman and founder of Safe Haven, social enterprise charity that provides 200 homes for the homeless in London.

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**Vacant**

Non-Executive Director



# Localism



## Helen Edwards

Director General, Localism and  
Deputy Permanent Secretary

- Local government finance and policy
- Fire, resilience and emergencies
- Neighbourhood empowerment
- Integration and faith

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## Simon Ridley

Director, Local Government  
Finance

- Local government revenue and capital spending policy, grant distribution, business rates and council tax
- Local government and firefighter pension schemes
- Local government pay

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## Mark Carroll

Director, Decentralisation and Big  
Society

- Integrated communities
- Tackling extremism and tackling hate crime
- Neighbourhood budgets and community rights
- Decentralisation and neighbourhood planning

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## Neil O'Connor

Director, Fire, Resilience and  
Emergencies

- Fire and rescue policy, national resilience, finance and statutory frameworks
- Resilience and emergencies management
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## Patrick White

Director, Local Government Policy

- Local service reform, efficiency, transparency, accountability and standards lead
- Local Government Ombudsman sponsor and closure of the Audit Commission

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# Neighbourhoods



**Peter Schofield**

Director General, Neighbourhoods

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**Terrie Alafat**

Director, Housing

- Boost supply of new homes and improve affordability
- Affordable housing investment, management and regulation
- Private rented sector, property management and growth in the market rented sector
- Housing Strategy
- Homelessness, housing support, repossessions and ageing population
- Teams in Manchester and London

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**Ruth Stanier**

Director, Planning

- Reform of the planning system to facilitate sustainable development
- Advice to Ministers on all aspects of planning policy and guidance
- Local Plan Making, Neighbourhood Planning and Development Management
- National planning casework and management of the Planning Portal
- Sponsorship of the Planning Inspectorate
- Teams in Bristol, Birmingham, Leeds, London and Plymouth

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**Philip Cox**

Director, Local Economies, Regeneration and European Programmes

- Growth, Enterprise Zones, Heseltine, High Streets, Olympic legacy, Thames Gateway, housing market renewal legacy and ERDF programmes
- Teams in Birmingham, Bristol, Cambridge, Exeter, Leeds, London, Newcastle, Nottingham, Plymouth, Sheffield, Truro and Warrington

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**Sir Michael Pitt**

Chief Executive, Planning Inspectorate\*

- Planning and enforcement appeals
- Public examination of local plans
- Nationally significant infrastructure projects

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\* Executive Agency



**Bob Ledsome**

Deputy Director, Building Regulations and Standards

- Building regulations
- Building control system
- Zero carbon buildings and local housing standards

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# Finance and Corporate Services



**Andrew Campbell**

Director General, Finance and Corporate Service

- Finance, human resources, change, legal, analysis, communications, estates, Information technology, procurement, private offices and internal audit
- Efficiency and reform, transparency, digital communication and equality
- Cross-government management information and financial reporting
- Performance and Places team

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**David Rossington**

Director, Finance

- Departmental finance, procurement, information technology and estates
  - Teams in Hastings, Hemel Hempstead, Manchester, Leeds, Liverpool, London and Nottingham
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**Jon Whitfield**

Director, Internal Audit

- Shared Service for five government departments and 30 ALBs
  - Audit programmes to provide assurance over governance, risk management and internal control systems and mitigation
  - Teams in Birmingham, Bristol, Cambridge, Leeds, Liverpool, London and Manchester
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**Stephen Braviner-Roman**

Director, Legal

- Shared Service with Treasury Solicitors
- Ministerial advice on legal matters
- Primary and secondary legislation
- Defending legal challenges in court

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**George Eykyn**

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- Digital and internal communication

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**Stephen Aldridge**

Director, Analysis and Innovation

- Chief Analyst and Economist
- Interim Chief Scientific Adviser
- Deregulation
- Innovation

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**Dawn Brodrick**

Director, People, Capability and Change

- Better Department, Civil Service reform, organisational design, staff engagement, performance management, learning & development, business partnering, leadership, talent management, resourcing and pay & reward

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# Troubled Families



**Louise Casey CB**

Director General, Troubled Families

- Delivery of Prime Minister's ambition to turn around the lives of 120,000 troubled families by the end of this parliament

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**Joe Tuke**

Director, Troubled Families Team

- 2015 target of improving lives of 120,000 troubled families
  - Payment by results arrangements with all upper-tier local authorities in England
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**Ian Brady**

Deputy Director, Troubled Families Team

- Operational delivery
  - Network for Troubled Families co-ordinators across England
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**Daisy Yates**

Acting Deputy Director, Troubled Families Team

- Communications and strategy
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- (currently on maternity leave)*



**Emma Jones**

Acting Divisional Deputy Director, Troubled Families Team

- Cross Whitehall work
  - Corporate performance
  - Finance
  - Programme evaluation
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# Strategy and Private Offices



**David Hill**

Director, Strategy and Private  
Offices

- Supporting Ministers in articulating and driving the delivery of Ministerial priorities across the Department
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**Alastair Murray**

Deputy Director, Strategy

- Horizon scanning to identify and assess future challenges
  - Supporting Ministers and the Executive to develop departmental strategy
  - Co-ordinating the department's engagement with the centre and other Government Departments
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**Tom Wechsler**

Principal Private Secretary

- Secretary of State's private office
  - Ministerial private offices
  - Parliamentary and correspondence
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# Decentralisation and Big Society

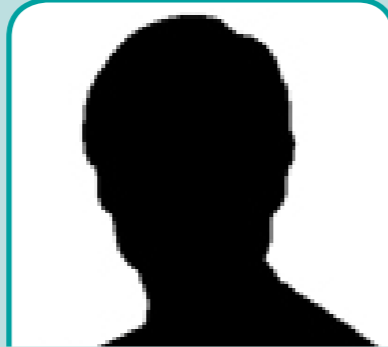


**Mark Carroll**

Director, Decentralisation and Big Society

- Integrated communities
- Tackling extremism and tackling hate crime
- Neighbourhood budgets and community rights
- Decentralisation and neighbourhood planning

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**Aiden Wilkie**

Deputy Director, Decentralisation and Neighbourhood Planning

- Neighbourhood planning and legislation
- Neighbourhood planning implementation including support and resources

*(joining DCLG on 18 Nov 2013)*



**Ben Llewellyn**

Deputy Director, Big Society and Community Rights

- Community right to challenge and right to bid
- Parishes and neighbourhoods
- Community budgets
- Community engagement policy

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**Stuart Hoggan**

Deputy Director, Integration

- Integration in local communities
- Faith
- Tackling inequalities for gypsy and traveller communities
- International race and minorities issues
- Equalities promotion

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**Vanessa Scarborough**

Deputy Director, Tackling Extremism and Hate Crime

- Tackling extremism and integration
- Tackling religious hate crime

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# Local Government Policy and Productivity



**Patrick White**

Director, Local Government Policy

- Local service reform, efficiency, transparency, accountability and standards lead
- Local Government Ombudsman sponsor and closure of the Audit Commission

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**Shehla Husain**

Deputy Director, Transparency and Accountability

- Corporate and local transparency
- Transforming services - shared services, commissioning, procurement
- Waste

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**Nick Dexter**

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- Whole-place community budgets development and implementation

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**Paul Rowsell**

Deputy Director, Democracy

- Local governance reform to decentralise power, reinvigorate local democracy, and to support and incentivise local growth

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**Rosie Seymour**

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- Spending Round 2015 preparations
- Cross-government work to influence and shape reform of local public services

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# Fire, Resilience and Emergencies



**Neil O'Connor**

Director, Fire, Resilience and  
Emergencies

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**James Cruddas**

Deputy Director, Resilience and  
Emergencies Management

- Resilient localities, including high impact wide area emergency planning, response and recovery
- Facilitating government support when emergencies occur
- Teams in Birmingham, Bristol, London and Leeds

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**Dawn Eastmead**

Deputy Director, National Fire  
Policy

- Legislative, governance and financial frameworks
- Fire safety, strategy, industrial relations, pay and workforce issues
- Reform

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**Jane Cockerill**

Deputy Director, National  
Resilience and Fire programmes

- Fire and Rescue Service role in National Resilience
- National Resilience communications policy
- National fire contracts
- Interoperability with other blue light services
- Fire statistics and analysis
- Teams in Birmingham, London and Hemel Hempstead

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**Peter Holland**

Chief Fire and Rescue Adviser

- Independent adviser on fire and rescue issues to Government
- National emergency co-ordination of fire and rescue service assets
- Enforcement of the Regulatory reform (Fire Safety) Order 2005 in crown premises

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# Local Government Finance



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Finance

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  - Local government and firefighter pension schemes
  - Local government pay
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**Vacant**

Deputy Director, Business Rates & Settlement

- Local Government Finance Settlement
- Policy on Business Rates and Valuation



**Janet Dougharty**

Deputy Director and Chief  
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Finance

- Local government accountancy advice
- Local government finance, data, modelling and analysis

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**Nick Burkitt**

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Revenue and Capital

- Local government revenue, capital finance and new burdens policy
- Local government finance formula grant payments
- Local authority and parish borrowing

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**Hulya Mustafa**

Deputy Director, Council Tax

- Council tax freeze, referendums and changes to discounts and exemptions
- Localisation council tax support from April 2013

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**Chris Megainey**

Deputy Director, Workforce, Pay  
and Pensions

- Local government and Firefighter pension schemes
- Local government pay and workforce issues

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# Housing



**Terrie Alafat**

Director, Housing

- Boost supply of new homes and improve affordability
- Affordable housing investment, management and regulation
- Private rented sector, property management and growth in the market rented sector
- Housing Strategy
- Homelessness, housing support, repossessions and ageing population
- Teams in Manchester and London

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**Katy Willison/Jessie Hamshar**

Deputy Director, Private Sector Property (jobshare)

- Expanding Private Rented Sector
- Landlords and Tenants
- Empty Homes

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**Paul Downie OBE**

Deputy Director, Homelessness and Support

- Homelessness
- Rough Sleeping
- Supported Housing

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**Graham Duncan**

Deputy Director, Affordable Housing Regulation and Investment

- Affordable housing
- Regulation and Investment
- Social Rent policy
- Homes and Communities Agency sponsorship

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**Jane Todorovic**

Deputy Director, Affordable Housing Management and Standards

- Local Authority Housing
- Allocations
- Tenants
- Decency
- Council Housing finance

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**Emma Fraser**

Deputy Director, Housing Growth

- Large Sites
- Public Sector Land Programme
- Get Britain Building
- West Northants Development

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**Jack Lee**

Deputy Director, Housing Strategy and Markets

- Supply
- Demand
- Help to Buy
- Strategy and Co-ordination

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Department for  
Communities and  
Local Government



**Bob Ledsome**

Deputy Director, Building  
Regulations and Standards

- Building regulations
- Building control system
- Zero carbon buildings and local housing standards

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# Building Standards and Climate Change



**Hannah-Jane McNamara**

Deputy Director, Climate Change  
and Sustainable Buildings

- EU energy performance of buildings directive (EPCs, DEC's and air conditioning inspection reports)
- Climate change, emissions reduction and support for the Green Deal

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# Local Economics, Regeneration and European Programmes



**Philip Cox**

Director, Local Economies,  
Regeneration and European  
Programmes

- Growth, Enterprise Zones, Heseltine, High Streets, Olympic legacy, Thames Gateway, housing market renewal legacy and ERDF programmes
- Teams in Birmingham, Bristol, Cambridge, Exeter, Leeds, London, Newcastle, Nottingham, Plymouth, Sheffield, Truro and Warrington

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**Tom Walker**

Deputy Director, Local Enterprise  
Zones and Local Enterprise

- Local enterprise partnerships and enterprise zones
- Portas review of the High Street and Coalfields regeneration programme
- Physical regeneration projects and policies

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**David Morris**

Deputy Director, Local Growth and  
Regeneration Strategy

- Growing Places Fund, City Deals, Regional Growth Fund, Coastal Community Fund, Thames Gateway and regeneration policy

- Teams based in Warrington, Birmingham, London and Guildford

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**Carol Sweetenham**

Deputy Director, European  
Regional Development Fund

- Policy and strategy
- Closure of 2000-2006 programme
- Implementation of 2014-20 programme
- European Structural Fund transfer business case
- Interreg
- Project management and governance

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**David Malpass**

Deputy Director, European  
Regional Development Fund

- ERDF and Regional Growth Fund programme delivery network
- Teams based in Birmingham, Bristol, Cambridge, Exeter, Guildford, Leeds, Warrington, Newcastle, Nottingham, Plymouth, Sheffield, London and Truro

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**Julie Carney**

Deputy Director, Highstreets and  
Regeneration

- High street strategy, the Future High Streets Forum, and support for the markets sector;
- Olympic legacy, Thames Gateway and Coastal Communities Fund
- Coalfields regeneration programme, and physical regeneration and projects and policies.

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# Planning



## Ruth Stanier

Director, Planning

- Reform of the planning system to facilitate sustainable development
- Advice to Ministers on all aspects of planning policy and guidance
- Local Plan Making, Neighbourhood Planning and Development Management
- National planning casework and management of the Planning Portal
- Sponsorship of the Planning Inspectorate
- Teams in Bristol, Birmingham, Leeds, London and Plymouth

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## Steve Quartermain

Chief Planner

- Head of profession for planning
- Government advisor on planning policy and practice
- Planning casework
- Teams in Birmingham, Bristol, Plymouth, London and Leeds

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## Vacant

Deputy Director, Development Management

- Planning simplification, application and appeals
- Permitted development rights and use classes
- Enforcement and compulsory purchase orders



## Jane Everton

Deputy Director, Development Plans

- Local and strategic planning
- Planning practice guidance review
- Local Authority performance on planning applications
- Liaison with LGA's Planning Advisory Service
- Planning Inspectorate and Planning Portal sponsor

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## Steph Hurst

Deputy Director, Infrastructure, Planning and Environment

- Major infrastructure
- Environmental issues
- Environmental assessment for plans and projects policy

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## Mark Lee

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- Community Infrastructure Levy
- Section 106 agreements
- Planning policy on economic and social matters, including housing and gypsies and travellers

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## Jon Whitfield

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- Shared service for five government departments and 30 arms length bodies
- Audit programmes to provide assurance over governance, risk management and internal control systems and mitigation
- Teams in Birmingham, Bristol, Cambridge, Leeds, Liverpool, Nottingham, Plymouth, London and Manchester

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## Mike Reed

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- Shared service audit programme for five government departments and 30 arms length bodies
- Audit Authority for ERDF, European Commission assurances on fund management and control systems
- Teams in Birmingham, Bristol, Cambridge, Leeds, Liverpool, Manchester, Newcastle, London, Nottingham, Plymouth and Sheffield

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# People, Capability and Change



## Dawn Brodrick

Director, People, Capability and  
Change

- Better Department, Civil Service reform, organisational design, staff engagement, performance management, learning & development, business partnering, leadership, talent management, resourcing and pay & reward

- Teams in Liverpool and London
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## Lorraine Shepherd

Deputy Director, Change

- Better Place to Work programme
- Better Department
- Civil Service Reform Plan
- Departmental Improvement Plan

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## Andrew Kean

Deputy Director, Human Resource  
Strategy and Policy

- Senior HR Business Partner to DG Localism
- Pay, reward and performance management
- HR policy, staff handbook and employee relations

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## Gillian Nicholson

Deputy Director, Organisational  
Effectiveness

- HR Business Partner to Neighbourhoods
  - Workforce planning, learning and development
  - Capability and planning
  - Fast Stream
  - Organisation Development, Performance Management, Talent Management (inc. SCS performance)
  - 2013 Staff Survey
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## Bob Hall

HR Operations, Service Centre

- Data, Management Information and Analysis
- Pensions, Payroll Casework, Business Appointment rules
- Pension ETs

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## David Onigbanjo

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# Finance



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  - Teams in Hastings, Hemel Hempstead, Manchester, Leeds, Liverpool, London and Nottingham
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**Stephanie Lockhart**

Deputy Director, Finance Shared Services

- Consolidation group accounts
  - Certifying Authority head (ERDF 2007/13)
  - Finance Shared Services division in Hemel Hempstead - transaction processing including system delivery (SAP)
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**Susan Candlish**

Acting Deputy Director, Corporate Finance

- Management of Departmental Financial Position & HMT Liaison
  - Financial reporting, Governance and Investment Sub-Committee
  - Efficiency, Management Information & Shared Services
  - QEII Conference Centre sponsor; Fraud & NAO VFM studies
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**Andrew Culver**

Deputy Director, Procurement

- Procurement of all goods and services
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**David Kuenssberg**

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  - VFM and financial risk management
  - Investment governance
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**Darren Scates**

Deputy Director, Chief Information Officer (IT)

- Information management strategy
  - Information and communication technology, libraries and records management
  - Technological implications for local authorities and communities
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**Andy Mills**

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- Shared service DCLG and DfE property asset management unit
  - Departmental security unit
  - Teams in Leeds, Liverpool, London and Nottingham
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Department for  
Communities and  
Local Government



**Stephen Braviner-Roman**

Director, Legal

- Shared service with Treasury Solicitors
- Ministerial advice on legal matters
- Primary and secondary legislation
- Defending legal challenges in court

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# Legal

Legal Directorate is now part of Treasury Solicitors (Tsol)



**Helen Jeffrey**

Deputy Director, Regeneration and Commercial Law

- Regeneration, commercial, estate matters
- Troubled families programme, and community right to challenge

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**Denise Fowler**

Deputy Director, Planning Law

- Compulsory purchase and planning matters and litigation

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**Matthew Stubbs**

Deputy Director, Local Government and Fire Law

- Local government finance and fire and rescue matters

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**Richard Watson**

Deputy Director, Housing, Building and Land Law

- Public and private sector housing, tenure, and homelessness and allocations
- Housing growth, building regulations and energy performance

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**Richard Swede**

Director of Law, Planning Inspectorate

- National infrastructure applications and other planning casework

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**George Eykyn**

Director, Communication

- Communications strategic direction, press office and campaigns & marketing
- Digital and internal communication

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**Julian Bowrey**

Deputy Director, Digital & Corporate Communications

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- Local government digital programme

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**Jane Houghton**

Deputy Director, External Communications

- Head of News

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# Performance and Places Team



## Andrew Campbell

Director General, Finance and  
Corporate Service

- Finance, human resources, change, legal, analysis, communications, estates, Information technology, procurement, private offices and internal audit
- Efficiency and reform, transparency, digital communication and equality
- Cross-government management information and financial reporting
- Performance and Places team

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## Elizabeth Whatmore

Deputy Director, Corporate  
Performance

- Departmental performance against priorities and business plan
- Policy stocktakes and delivery assurance
- Head of Profession for Project and Programme Management

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## Jennifer Ashby

Deputy Director, Welfare Reform

- Welfare reform implementation with DWP, local government and the housing sector

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## Vacant

Deputy Director, Localities and  
London

- Facilitating relationships between localities and the Department
- Departmental policy on London



# Analysis and Innovation



**Stephen Aldridge**

Director, Analysis and Innovation

- Chief Analyst and Economist
- Interim Chief Scientific Adviser
- Deregulation
- Innovation

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**Ricky Taylor**

Acting Deputy Director, Strategic Analysis

- Localism analysis, decentralisation and troubled families
- Ageing population, red-tape, powers of entry review and statement of new regulation

• Economic analysis  
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**David Fry**

Deputy Director, Strategic Statistics

- Head of profession for statistics
- Statistical and spatial analysis, including English Housing Survey and Index of Multiple Deprivation
- Housing and planning data collection

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**Paul Chamberlain**

Deputy Director, Neighbourhood Analysis

- Economic advice, statistics production and dissemination of research on local growth, housing, planning and land use

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