



Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Aspden (Chair), D'Agorne (Vice-Chair), Hook and D Myers
- Date:** Monday, 20 January 2020
- Time:** 5.30 pm
- Venue:** The Craven Room - Ground Floor, West Offices (G048)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of the following:

Annexes A and B to Agenda Item 9 (Redundancy) on the grounds that they contain information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 1 - 6)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on Monday 9 December 2019.

4. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is on **Friday 17 January 2020 at 5.00pm**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts> or, if recorded, this will be uploaded onto the Council website following the meeting.

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_film_or_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

5. Interim cover for the Chief Executive (Pages 7 - 10)

Further to the original decision Staffing Matters and Urgency Committee made in August and further consideration in October 2019, this report provides an update and recommendations on the continued provision to cover the Head of Paid service duties in the ongoing absence of the Chief Executive.

6. Appointment of Sub-Committee for appointment of Assistant Director Housing and Community Safety (Pages 11 - 32)

Following the resignation of the current post holder this paper makes proposals to permanently recruit to the post of Assistant Director Housing and Community Safety.

7. Workforce Profile as at 30 September 2019 (Pages 33 - 42)

This report provides the Staffing Matters and Urgency Committee with the workforce profile, as at the end of quarter two of 2019/2020.

8. Work Plan (Pages 43 - 46)

To consider the Committee's draft work plan for the municipal year 2019-20.

9. Redundancy (Pages 47 - 56)

This report advises the Staffing Matters and Urgency Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

10. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer
Louise Cook

Contact details:

- Telephone – (01904) 551031
- Email - louise.cook@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	9 December 2019
Present	Councillors Hook, Melly (Substitute for Councillor Myers) and Widdowson (Substitute for Councillor Aspden)
Apologies	Councillors Craghill, D'Agorne, Aspden and Myers

40. Appointment of Chair

The Head of Civic & Democratic Services invited Members to nominate a Chair for this meeting.

Resolved: That Councillor Widdowson be appointed as Chair.

41. Declarations of Interest

At this point in the meeting, Members were asked to declare if they had any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda. None were declared.

42. Exclusion of Press and Public

Resolved:

- (i) It was agreed that the press and public be excluded from the meeting during the consideration and approval of Agenda Item 3 (Minutes) on the grounds that the discussion would contain information relating to individuals and information which was likely to reveal the identity of individuals. This information was classed as exempt under paragraphs 1 and 2 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

- (ii) That the press and public be excluded from the meeting during the consideration of the report and Annex A to Agenda Item 8 (Complaints Investigation) on the grounds that they contained information relating to individuals and information which was likely to reveal the identity of individuals. This information was classed as exempt under paragraphs 1 and 2 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

- (iii) That the press and public be excluded from the meeting during the consideration of Annexes A and B to Agenda Item 9 (Settlement Agreement) and Annex A to Agenda Item 10 (Pension or Exit Discretion) on the grounds that they contained information relating to individuals and the financial affairs of particular persons. This information was classed as exempt under Paragraphs 1, 2 and 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information)(Variation) Order 2006).

43. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 4 November 2019 be approved and then signed by the Chair as a correct record, subject to confirming that Cllrs Melly and Widdowson were in attendance as substitutes.

44. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

45. Appointment of the Chair of Make It York

Members considered a report that proposed the appointment of a new Chair, Mr Greg Dyke, for Make It York following the resignation of Jane, Lady Gibson at the end of her term of office.

The Managing Director of Make It York was in attendance to present the report and he informed Members that following an interview with a panel of city stakeholders, Mr Dyke emerged as the desired candidate.

Members noted Mr Dyke's background and agreed this was an exceptional appointment.

Resolved:

- (i) That the Council's thanks to Jane, Lady Gibson for her distinguished contribution to the city in her role as the first Chair of Make it York be placed on record.
- (ii) That Mr Greg Dyke be appointed as a Director of Make It York in order that he may serve as the new Chair.

Reason: To comply with the company's Articles of Association

46. Setting up a Work Plan for the Committee

Members considered a report that provided a draft work plan for the Committee to consider, in an effort to establish clear forward and work planning for future meetings in relation to its 'staffing' function and at the request of Members of the Committee.

The Head of HR was in attendance to present the report and she highlighted that many other Council Committees had established work plans and that this Committee would need to consider its areas of operation to avoid potential duplication with the role of monitoring human resources work area, which currently fell within the responsibilities of Customer and Corporate Services Scrutiny Management Committee.

Officers answered Members questions where it was agreed that further information regarding the political balance for this Committee would be emailed to Members and that the work plan would be a standing item on the agenda going forward.

Although some substitute Members felt that this item should be postponed until the next meeting, to allow the main Committee Members to consider it, they:

Resolved: That the introduction of a work plan be supported and that the content set out in Annex 2 of the report be agreed, as an initial starting point for Members to consider at the next Committee meeting.

Reason: In order to provide structure to the future work of the Committee.

47. Changes to Membership of Committees and Other Bodies

Members considered a report setting out proposed changes to the membership of the following Committee for their approval, further to the appointments made at the Annual Council meeting on 22 May 2019:

Licensing and Regulatory Committee

Councillor Kilbane to replace Councillor Fitzpatrick.

Members were informed that Haxby Town Council were holding their next meeting on Monday 9 December 2019 and not 2 December as stated in the report. Until Haxby Town Council could confirm if they were in agreement, the appointment of Parish Councillor A Richardson onto the Foss 2008 Internal Drainage Board would be postponed.

Resolved: That the above Committee membership change be agreed.

Reason: In order to make appropriate appointments to the Councils Committees and Outside Bodies for the remainder of the current municipal year.

48. Complaint Investigation

Members considered an exempt report and annex, under paragraphs 1 and 2 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

The Head of HR was in attendance to present the report and advise Members. She stated that at the last Staffing Matters and Urgency Committee, Members had requested further information be received, to enable them to make an informed

decision, relating to a complaint received against a senior officer.

Representations were also made at the meeting on behalf of the relevant officer.

Members considered the background and detail surrounding the complaint, in accordance with Council policy and the options available to them.

Following detailed consideration it was:

Resolved: That no further action be taken.

Reason: To ensure that Staffing Matters and Urgency Committee carry out their role within the remit of the committee and in accordance with the Disciplinary Procedure for Local Authority Chief Executives.

49. Settlement Agreement

Members considered a report that advised them of the expenditure associated with the mutual termination of a member of staff's contract and the provision of a settlement agreement.

The HR Manager provided an update and Members considered the background and detailed case surrounding each proposal, which were attached as exempt annexes to the report.

Resolved: That the expenditure associated with the dismissal, on the ground of mutual agreement through the provision of a settlement agreement, as detailed in Annexes A and B of the report, be noted.

Reason: In order to provide an overview of the expenditure.

50. Pension or Exit Discretion

Members considered a report which detailed expenditure associated with a pension or exit discretion in accordance with Council policy.

The HR Manager was in attendance to provide an update. Members considered the background and detail surrounding the

proposal, which was contained in the business case attached as an exempt annexe to the report.

Resolved: That the expenditure associated with the proposed pension or exit discretion, as detailed in Annex A of the report, be considered and approved.

Reason: In order to provide an overview of expenditure and to consider whether the Council should exercise its discretionary powers to make enhancements.

Councillor Widdowson, Chair

[The meeting started at 5.30 pm and finished at 6.15 pm].



Staffing Matters & Urgency Committee**20 January 2020**

Report of the Head of Human Resources

Interim cover for the Chief Executive**Summary**

1. Further to the original decision Staffing Matters and Urgency Committee made in August and further consideration in October 2019, this report provides an update and recommendations on the continued provision to cover the Head of Paid service duties in the ongoing absence of the Chief Executive.
2. It was agreed to review this arrangement in January if the Chief Executive had not returned to work.

Background

3. The Chief Executive remains unwell to attend work, however the Council need to continue to carry out its full functions and the Chief Executive role is key, as Head of Paid Service, in ensuring the delivery of the council's functions and in moving the council forward.
4. There is currently no known end date for the absence. The interim arrangements, as agreed in October, were on the basis that the Chief Executive remained off work, however if she returned to work then the interim arrangements, as agreed, would cease with immediate effect.
5. It was agreed in October that the Deputy Chief Executive will continue as the Interim Head of Paid Service and that the Deputy Statutory Section 151 Officer is assigned as the Statutory Section 151 Officer.
6. The cost of this arrangement, as detailed in the paper in October is an additional £2,408 per month for the Chief Executive and an additional £690 per month for the officer acting as the Section 151 Officer.
7. No further options have been considered at this time. The options presented in both August and October therefore remain unchanged.

Options and Analysis for interim cover

Option 1

8. To continue on the current arrangements. Leaving the Deputy Chief Executive as Interim Head of Paid Service and the Deputy Section 151 Officer as Section 151 Officer. The cost per month of this arrangement is £3,098.

Option 2

9. In the original paper, in August, option 2 was for the DCEX to act as interim Head of Paid service but consideration could be given to increase the Chief Officer establishment on a temporary basis to have an AD for Finance incorporating the Section 151 duties.
10. This will require approval at Council as there is an increase in the establishment of Chief Officers, even if temporarily, and there would need to be an internal recruitment process which will take time.
11. The cost of this option would be :
 - £2,408 per month for the DCEX and then a cost of an AD post,
 - Additional cost from grade 12 to AD estimated at £1,531 per month
 - Backfill would be required within Finance estimated for the purpose of this report at a grade 10. £3,392 per month.
12. We would need to recruit internally for the AD position if approved.
13. However it should be noted that the interim arrangements, as detailed in option 1 are working satisfactorily at the moment.

Option 3

14. To advertise and recruit for an Interim Chief Executive on an initial 3 month contract, with the flexibility to extend.
15. This would retain the DCEX in his current role.
16. However to recruit for this is likely to take at least two months until someone is in post. There would be the cost of advertising and interviewing, estimated at around £5,000.
17. As it is an interim arrangement the cost per day is estimated at £1,000 including expenses. This on average per month based on 21 working days would cost the authority £21,000.

18. The committee should note that the Chief Executives absence is reviewed on a monthly basis and therefore she may be fit to return to work at any point in the future and therefore careful consideration should be given as to whether it is appropriate to commit to any longer term interim provision at this time.

Consultation

19. Trade Unions were consulted on the current interim provision and were supportive of the need for interim provision. Staff indirectly affected through the interim arrangements have been supportive of the approach taken to date.

Council Plan

20. Making an appointment to this post will contribute to delivering the Council Plan and its priorities.

Implications

21. The following implications have been considered:
 - **Financial** – The cost of each option is detailed above.
 - **Human Resources (HR)** – Temporary changes to contracts will be needed in options 1 and 2, therefore the necessary process will be followed. Option 2 would require recruitment to the post.
 - **Equalities** - There are no equalities implications.
 - **Legal** – Internal appointments into statutory positions can be done without the need for an appointments sub-committee and can be sanctioned by SMU. There is no requirement to go through to full council.
 - **Crime and Disorder** – There are not crime and disorder implications.
 - **Information Technology (IT)** – There are no IT implications.
 - **Property** – There are no property implications.
 - **Other** – There are no other implications.

Risk Management

22. The interim arrangements mitigate the risk to the Authority of not separating out the statutory functions of the Section 151 and Head of Paid

Service which could impact upon the effective delivery of services to the residents of York.

Recommendations

23. It is recommended that SMU:

- (i) Agree to option 1 and continue with the current interim arrangements.
- (ii) To agree to continue to pay the additional supplements for Interim Head of Paid Service and Section 151 Officer as detailed in option 1.
- (iii) To note that all interim arrangements would cease with immediate effect upon the return of the Chief Executive.
- (iv) To review the interim arrangements in April if the Chief Executive remains absent.

Reason: To provide suitable cover in the absence of the Chief Executive.

Contact Details

Author:

Trudy Forster

Head of HR

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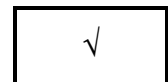
**Report
Approved**



Date 7/01/2020

Wards Affected:

All



For further information please contact the author of the report

Abbreviations

AD – Assistant Director

DCEX – Deputy Chief Executive

SMU - Staffing Matters & Urgency Committee



Staffing Matters & Urgency Committee**20 January 2020**

Report of the Corporate Director Health Housing and Adult Social Care

Appointment of Sub-Committee for appointment of Assistant Director Housing and Community Safety**Summary**

1. Following the resignation of the current post holder this paper makes proposals to permanently recruit to the post of Assistant Director Housing and Community Safety.
2. This report seeks approval to:
 - i. Establish an Appointments Sub-Committee for Chief Officer Appointments. To delegate sufficient powers to the Sub-Committee enabling them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.
 - ii. To engage a recruitment agency to support the Sub-Committee with the recruitment process.

Background

3. This post is part of the senior management structure, (as approved by the Executive on 30th June 2016), reporting into the Corporate Director of Health Housing and Adult Social Care.
4. The current Assistant Director for Housing and Community Safety (having taken a decision to retire), leaves the Authority at the end of February 2020.
5. Following his resignation permission is sought to appoint permanently to this central role. This will enable the authority not only to discharge its statutory responsibilities in terms of housing activity and community safety, but will provide key strategic leadership in the delivery of some of the council's priorities. This includes the development of new housing provision, directly or through others, with a view to providing

sustainable, appropriate, affordable and safe housing options and environment for York residents.

6. A copy of the job description is attached at Annex A

Remuneration Package

7. Attached at Annex B are details of the pay package and Conditions of Service for the post of Assistant Director. The Committee is asked to confirm the pay package for this post which will be offered as part of the recruitment process. It is set at a job evaluated grade for Assistant Director with a salary of £71,521 to £79,459 with access to the standard set of Chief Officer Terms and Conditions. It is also proposed that relocation costs may be reimbursed up to a maximum of £7383 as per the Council's policy. There are no other enhancements recommended for this role.

Appointments Committee

8. The council's Constitution allows for an Appointments Committee, including at least one member of the Executive, to interview applicants for a post and to determine who should be offered the vacant post.
9. It is requested that the Appointments Committee shall be made up of one member from each of the main parties. The details of the process for each post will be approved by the Appointments Committee.
10. To attract the strongest field of candidates with the right knowledge and skills it is recommended that an external recruitment consultancy, that has experience and a proven track record in the sector, is engaged to support the Appointments Sub-Committee.

Consultation

11. Consultation has taken place with the Corporate Management Team as to the need for this appointment. It is requested the three largest political groups now nominate Members to participate in the Appointments Committee.

Options/Analysis

12. There are no alternative options for Members on the recruitment process to consider, other than simply not proceeding with the recruitment to the post. The failure to create Appointment Committees at this stage would delay any subsequent appointment to the posts.

Council Plan

13. Making an appointment to these posts will contribute to delivering the Council Plan and its priorities.

Implications

14. The following implications have been considered:

- **Financial** – The Assistant Director post is within the pay range £71.5k to £79.5k. Including on costs this totals £95.4k to £106.1k for a full year. The cost of the post and associated recruitment costs will be managed within existing departmental budgets.
- **Human Resources (HR)** – The job description for the Assistant Director roles have been subject to the Council's established job evaluation mechanism and a grade established for the post. The Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers. The appointment will be carried out in accordance with the Chief Officer recruitment protocol attached (Annex C).

A procurement exercise would need to be undertaken to engage a recruitment agency to support the recruitment activity to fill the position.

- **Equalities** - There are no equalities implications.
- **Legal** – The Appointments Committee is created pursuant to S.102 (1)(c) of the local Government Act 1972 and its terms of reference are to exercise the functions of the Council in relation to the selection and appointment of the successful applicant in respect of the Assistant Director posts. The proceedings of the Appointments Committee are likely to be held mainly in exempt session due to the nature of the information that it will be considering.

In circumstances where the appointing committee agrees, without any member voting against, S.17 of the Local Government & Housing Act 1989 provides that the distribution of seats on a sub-committee need not comply with the political balance requirements contained in Part 1 of that Act.

The process of appointing officers of this level is regulated by the Local Authority (Standing Orders) (England) Regulations 2001. Amongst other things, these regulations require that an appointment committee must include at least one member of the Cabinet and

further, that no formal offer of appointment may be made until all members of the Cabinet have been informed of the details of the intended appointee, and have raised no objection within the specified period, (usually 5 clear days).

- **Crime and Disorder** – There are not crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – There are no other implications.

Risk Management

15. The risk of no or delayed appointment could risk delivery against the Council Plan and its priorities.

Recommendations

16. It is recommended that Council:
 - i. Approve the filling of this post and remuneration package for the Assistant Director posts at a job evaluated salary of £71,521 to £79,459. Establish an Appointments Sub-Committee consisting of three members, one from each main party (1 Liberal Democrat, 1 Labour and 1 Green) to include a member of the Executive.
 - ii. That a recruitment agency be engaged, as per the councils' procurement rules, to support the appointments sub-committee with the recruitment and selection process. The remit for engagement and appointment to be agreed by the sub-committee.
 - iii. The Appointments Sub-Committee be authorised to conduct the final interviews, select a successful candidate and make an offer of employment subject to the necessary employment procedures

Reason: To allow appointment to the Assistant Director post to be made.

Contact Details

Author:

Kay Crabtree
HR Manager
01904 554218

Chief Officer Responsible for the report:

Sharon Houlden - Corporate Director for Health Housing and Adult Social Care

Report Approved



Date 9/01/20

Specialist Implications Officer(s)

Legal: Janie Berry – Director of Governance

Finance: Patrick Looker - Finance Manager

HR: Kay Crabtree, HR Manager (Performance and Change)

Wards Affected:

All

For further information please contact the author of the report

Annex:

- A. Job Description –Assistant Director
- B. Conditions of Service – Assistant Director
- C. Chief Officer Recruitment Protocol

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Role Profile

JOB TITLE: AD Housing & Community Safety

DIRECTORATE: Health, Housing & Adult Social Care

REPORTS TO: Director Health, Housing & Adult Social Care

DATE: March 2019

1 PURPOSE OF YOUR JOB

Provide sustainable, appropriate and safe housing options and environment for York residents.

2 DIMENSIONS

Revenue income	£74,409,000
Revenue expenditure	£74,856,000
5 year capital expenditure	£199,322,000
Direct reports	6
Indirect reports	292

3 PRINCIPAL ACCOUNTABILITIES

- Determine strategy and policy for all aspects of housing ensuring all statutory strategies and plans are provided as required.
- Develop housing delivery plans to ensure the housing needs of York residents are met and ensure housing options are available so that the council can meet its statutory duties in the housing of vulnerable people and reducing homelessness.
- Provide the strategic lead in developing Housing sites for general needs and supported housing and lead on the council's housing enabling role ensuring that the authority maximise on the affordable element of new developments in the city
- Regulate and assure safe standards are maintained in all housing tenures.

- Provide a neighbourhood enforcement service to facilitate safe environment for residents and communities where people wish to live.
- Provide the Strategic lead on managing Anti Social Behaviour in the city.
- Maintain the council's housing assets in safe and fit for purpose condition.

4 JOB CONTEXT

The job role is responsible for the full range of housing activity from developing new provision; either directly built by the council or through other players in the housing sector, allocating council housing, maintaining the housing stock and enabling safe and pleasant environment for council tenants and communities. It has quite different functions and occupational roles and also multi agency services.

Some of the functions within the role operates within a statutory framework which the job holder is accountable for meeting. These include for example:

Production of strategies for:

Homeless – 5 yr strategy
Community Safety - 3 yr
Tenancy Strategy 3 to 5 yr

Statute also sets a framework around various aspects of housing; eligibility for housing, rent rates, housing safety standards and enforcement (including the regulation and licensing of private landlords including housing of multiple occupancy).

There are also statutory responsibilities in relation to community safety and the role is responsible for the Safer York Partnership and the work carried out by this team.

The role has close links with Public Health, Adult Social Care and Planning as the work can both impact on outcomes for these areas or with planning to identify opportunities to work with the private housing sector on developments to support council aims.

The job holder sets the objectives for the service and is accountable for the delivery. They have the authority to make decisions within the Council's delegations. They can also make decisions without further reference for example on:

- Sale of council houses of value up to £500K
- Financial decisions up to £500k
- Financial decisions for the ICT project within the agreed project budget

The job holder proposes strategy and policy for appropriate sign off through council decision making routes. This requires regular contact with council members through working with the executive member, presenting recommendations and reporting progress/results to various council committees.

The job holder is a member of the decision making body 'Housing Delivery Board' for the delivery of new council property.

The role is part of the Directorate management team and the job holder contributes to the strategic and operational management to ensure achievement of both directorate and corporate aims and objectives.

This role is part of the emergency panning rota and the job holder is on call for out of hours emergencies.

This role is an Information Asset Owner and must carry out the responsibilities of an Owner as required and set out in the council's 'Information Governance/Data Protection Roles and Responsibilities Rules'.

Will deputise for the Corporate Director as required.

5 IMPACT & INFLUENCE

This role is responsible for delivering the housing provision and community safety for the council. It has a huge impact on York residents who need social housing and decisions and actions taken by the job holder directly impact on these end results.

Impact is both long and short term; strategies are in the main between 3 to 5 years, although the Local Plan and the Housing Revenue Account business plan are for 30 year period. This contrasts with the impact of housing adaptations and repairs which have immediate impact for tenants and on the housing stock.

The job holder is influential in delivering the right number and mix of housing using information provided from sources such as the Local Plan and Joint Housing Strategy (the strategy includes North Yorkshire and the East Riding).

They must make decisions as what housing development the council can undertake, identify opportunities to buy further land and on whether existing council sites are still fit for purpose or can be re-generated or redeveloped; maximising and making best use of existing assets.

They are influential in generating additional provision with the external private developers by maximising the planning gain (percentage of affordable housing in developments). They also need to build influence with housing associations to mobilise them to take on development opportunities and increase the affordable housing stock in the city.

The role is influential in maintain standards of housing in the private sector both owner occupied and rented homes through the licensing and inspection regimes. This is fundamental in developing good quality, safe and affordable rental properties for York residents

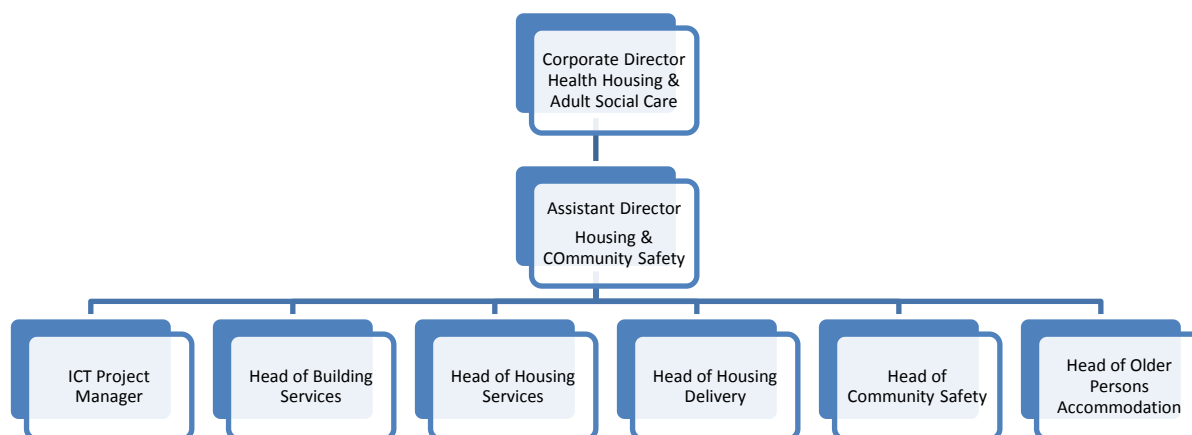
The effectiveness of the community safety function directly impacts on the quality of peoples lives by improving both the physical environment and social cohesion through the reduction of anti social behaviour. Raising awareness of the issues of Modern Slavery and Human Trafficking. Playing a coordination role in developing counter terrorism measure to protect residents and tourists in the City

Effective maintenance programmes; both long and short term for housing stock directly affects not only the quality of accommodation but minimising cost to the council of more major refurbishment.

There are also wider implications and impact on older people from this service as it can directly affect their ability to remain in the community for longer and delay or reduce the need for care services. This in turn directly impacts on the adult social care provision.

Delivery of the new integrated IT system will impact on the effectiveness and efficiency of the housing and building maintenance activity.

6 ORGANISATION



- Housing & building services ICT project – a £2 million project to consolidate all old housing and building services systems into one integrated system.
- Housing Delivery – development of new housing for the city including older peoples accommodation. With a pipeline of development worth in excess of £150m
- Housing services – allocation of council housing, management of tenants, hostels, travellers’ sites. Also licensing of private landlords, houses or multiple occupancy, aids and adaptations.
- Building services – repair and maintenance of housing stock and capital modernisation programme.
- Community safety - strategic direction for community safety and local delivery of community safety outcomes representatives from key voluntary and statutory agencies including City of York Council, North Yorkshire Police, North Yorkshire Fire and Rescue, Probation, Public Health, Office of the Police and Fire Commissioner and York CVS
- Head of Older Persons Accommodation – Identification of need and delivery of appropriate accommodation.

7 HARDEST MOST DIFFICULT PART OF JOB

The role is a mix of developmental work alongside delivery of very practical housing services and enforcement and requires different approaches and management demands. This requires the job holder

to have the ability to move from long term strategic thinking to operational delivery often on a daily basis.

Strategic planning for housing needs is challenging due to the many variable factors and unpredictable environment that it operates within. This requires confidence to take decisions balancing risk with meeting targets.

Challenges exist in influencing the private sector to build the type of housing needed for both older people and to increase the affordable housing stock in the city.

There are challenges of leading diverse teams with different priorities and drivers to ensure that they work together effectively to deliver the results needed for the whole service not just their particular areas. This requires developing a whole team approach and supportive behaviours. .

A major challenge is the current programme of work to create a new integrated IT system for housing and building repairs. This intends to replace 27 existing systems but also will impact on working practices. Delivering a system within budget which meets all the different needs requires the ability to see the end result clearly, agree and monitor the programme and expenditure.

Bringing behavioural change to communities is difficult and whilst enforcement is required finding ways to engage the community and for them to take ownership is difficult and challenging. The job holder must direct multi agency teams to bring together cohesive approaches to improving behaviour in challenging communities both permanent and traveller sites.

8 KNOWLEDGE SKILLS & EXPERIENCE

The role requires considerable experience at senior level of leading and managing a large function. A background of working in the social housing field with comprehensive knowledge of the national and political context for Housing and Community Safety is required.

It requires high level of skill in both planning and delivery of results. It is a mix of strategy and operations requiring experience of both at a senior level and the mental agility to switch between both.

The job holder needs the ability to develop and deliver strategies to meet organisation objectives in a complex multi-functional organisation. They must be able to interpret complex information to

develop plans, set priorities and problem solve. This requires the ability to analyse, draw conclusions, make decisions and manage risk.

The job holder needs to have vision and aptitude for long term planning and a willingness to make recommendations and decisions within fluid environments.

High levels of human relation skill are necessary, both in the leadership of a large service with diverse activity along with the ability to deliver results through others; many of which are outside the organisation and over who they have no direct control. The ability to build relationships and influence others is critical in this.

Experience of managing budgets and assesses is necessary including the ability to see opportunities to exploit and maximise exiting resources.

With the range of activity within the role the ability to take on, understand and retain large volumes and complex information is necessary.

9 ADDITIONAL INFORMATION

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Conditions of Service
Assistant Director – Housing and Community Safety

This post is subject to the Schemes and Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities as supplemented by any local collective agreements negotiated on behalf of the employees and by the rules of the Council.

Health

Prospective employees must be cleared by the Occupational Health Service as medically fit for employment by City of York Council, and are advised not to give notice to terminate their present employment until clearance has been received.

Probationary period

Appointments from outside local government are subject to the successful completion of a six month probationary period.

Reporting line

This post reports to the Corporate Director (Health, Housing and Adult Social Care)

Targets

Objectives and targets will be agreed with the Corporate Director of Health Housing and Adult Social Care to reflect the Council's strategic priorities.

Salary*

The appointment will be made in the Assistant Director's grade range. The salary levels within the grade are as follows:

Point 4	£79,459
Point 3	£76 592
Point 2	£74 060
Point 1	£71 521

The starting salary will be determined by the Appointments Panel of elected Members.

Salaries are paid on the last working day of the month. The salary is indexed to the JNC cost of living pay awards currently effective from 1st April each year.

Annual leave

The annual leave entitlement is 30 days increasing by five days after five years continuous local government service, plus eight public holidays per annum.

Pension

Membership of the Local Government Pension Scheme will be automatically continued for all employees who transfer from another Local Authority, unless they gave notice that they no longer wish to contribute. Membership of the scheme is automatic for new employees unless they state otherwise.

Car mileage for business use/Car parking

A mileage allowance of 45.0p per mile (up to 10,000 miles) is payable for business use.

Hours of Work

Working hours in this post will be subject to the needs of the service.

Whole time service

The postholder will be expected to devote his or her whole time to the work of the Council and not engage in any other business or employment without the prior knowledge and approval of the Council.

Sickness Absence

Any entitlements related to absence due to sickness or injury is as set out in the JNC for Chief Officers' agreement. Officers are entitled to receive sick pay for the following periods:

During 1 st year of service service)	1 month's full pay and (after completing 4 months 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
3 rd year of service	4 months full pay and 4 months half pay
During 4 th & 5 th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

Retirement

The normal retirement age of all Council employees, irrespective of gender, is 65 years.

Period of Notice

The written notice required to terminate employment in this post will be three months on either side.

Canvassing

Applicants for appointment must not canvas any Member or employee of the City of York Council in respect of their application. There is, however, no objection to any of the aforementioned providing written references in respect of applicants. Applicants related to any of the above must disclose the fact.

Political Restriction

This post is politically restricted and is subject to the restriction of political activities imposed by the Local Government and Housing Act 1989, and as outlined in the City of York Council's Employee Code of Conduct.

Further Information

If you would like an informal discussion about the post, please contact Sharon Houlden, Corporate Director of Health Housing and Adult Social Care.

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Chief Officer* Recruitment Process - Officer / Members decisions

* A Chief Officer is defined as an officer who is employed under the Joint Negotiating committee for Chief Officers of Local Authorities Terms & Conditions. Key Recruitment & Selection decision stages

Stage	Key Recruitment & Selection decision stages	Officer Decision / Member Decision
1	<p>CMT Member:</p> <p>Develop business case to create a new or amend an existing Chief Officer post, either permanent or temporary.</p> <p>Business case to include:</p> <ul style="list-style-type: none"> ➤ Develop and agree job description and Person specification ➤ Grade (subject to Job evaluation in line with Chief Officer Pay Structure) ➤ Identify recruitment activity ➤ Identify recruitment budget 	Officer decision: Chief Executive or Director
2	<p>SMU</p> <p>Submit to Staffing Matters and Urgency who will consider the business case and agree to progress to recruitment through establishing an appointment sub committee</p>	Member decision
3	<p>Appointment Sub Committee</p> <p>ASC to agree:</p> <p>Job Details</p> <ul style="list-style-type: none"> ➤ Job Description and person specification ➤ Permanent / temporary and internal or external 	Member and Officer

	<p>appointment</p> <ul style="list-style-type: none"> ➤ Grade and salary in relation to the market; ➤ Current employment market situation; ➤ Design of post and likelihood of direct skills match; <p>Recruitment activity</p> <ul style="list-style-type: none"> ➤ In house or via consultants ➤ advertising media <p>Selection Process (this may have to be finalised throughout the advertising period)</p> <ul style="list-style-type: none"> ➤ structure of day, panels, assessments, interviews etc ➤ technical assessment, (Technical expertise being sought and ability to conduct technical assessment in-house) ➤ long-listing, ➤ shortlisting, ➤ Interview process 	
4	<p>If interim (less than 6 months) and Internal Appointment</p> <ul style="list-style-type: none"> ➤ Executive Member and Corporate Director to lead the interview process. 	Member and Officer
If longer than 6 months / permanent recruitment		
6	<p>Long Listing</p> <p>Officer leads through the long listing against the criteria and recommends to the appointments sub committee those candidates to be short listed</p>	Officer and Member

7	<p>Short listing</p> <p>Officer leads through the short listing against the criteria and recommends to the appointments sub committee those candidates to be short listed for interview / assessment centre</p>	Officer and Member
8	<p>Selection Process</p> <p>As agreed with the sub committee, the selection day goes ahead led by the Chief Executive / Corporate Director</p> <p>Results are fed back to the sub committee in preparation for the final interview</p>	Officer and Member (advised by Head of HR, or nominated substitute) and recruitment consultants (if appropriate)
9	Final Interview with the Appointments Sub Committee.	Members
10	Determine salary of role to be offered	Appointments Committee, subject to Council pay policy and within job evaluated range for post
11	Agree Appointment	Appointments Committee subject to Standing Orders (objections from the Executive)

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Staffing Matters and Urgency Committee**20 January 2020**

Report of the Interim Head of Paid Services

Workforce Profile as at 30 September 2019**Summary**

1. This report provides the Staffing Matters and Urgency Committee with the workforce profile, as at the end of quarter two of 2019/2020.

Background

2. SMU committee asked to have visibility of the workforce profile as part of a newly developed forward plan. This is the first time therefore that this has been provided for Staffing Matters and Urgency.
3. The data provided is already available throughout the Council and through the Open Data Platform, however is not published together as shown in appendix 1.
4. The workforce data is provided through the performance framework, is shared with Scrutiny committees and discussed at both Corporate Management Team and Directorate Management Teams.
5. It is proposed that the workforce profile, in the format presented, is published on open data and therefore is readily available for residents to view.

Consultation

6. The contents of the report and appendix have not be consulted on as the data is factual and already available through different sources.

Options

7. The Committee, in considering the workforce profile, may consider highlighting areas for consideration by the Customer and Corporate Scrutiny Committee.

Council Plan

- 8. The content of the report and appendix are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy (People Plan).

Implications

- 9. There are no implications from the report.

Risk Management

- 10. There are no identified risk risks associated with the report.

Recommendations

- 11. Staffing Matters and Urgency Committee is asked to:
 - a) Note the workforce profile provided.
 - b) Consider if any area is to be referred to Customer and Corporate Services Scrutiny Committee.

Reason: In order to provide an overview of the workforce profile.

Contact Details

Author:

Trudy Forster
Head of HR
Human Resources
Tel: 01904 553985

Chief Officer Responsible for the report:

Ian Floyd
Interim Head of Paid Service

Report **Date** 10/01/20
Approved

Ian Cunningham
Head of BI
Tel: 01904 555749

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annex: Appendix 1 – Workforce Data as at 30 September 2019

Appendix 1

Business Intelligence Hub

Workforce Profile

Date: 09/01/2020

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Appendix 1

1. Key Performance Indicators

Below are tables containing details of KPI figures for 2017/18, 2018/19 and the first 2 quarters of 2019/20 where available – data was produced week commencing 06/07/2020. Councillors, casual and school staff have been excluded from these figures so as to only account for core CYC staff. The majority of the data within this report is available publically on York Open Data.

End of year predictions have been included for 2019/20 – these figures were calculated by examining trends across the last 5 data points and analysing the direction of travel.

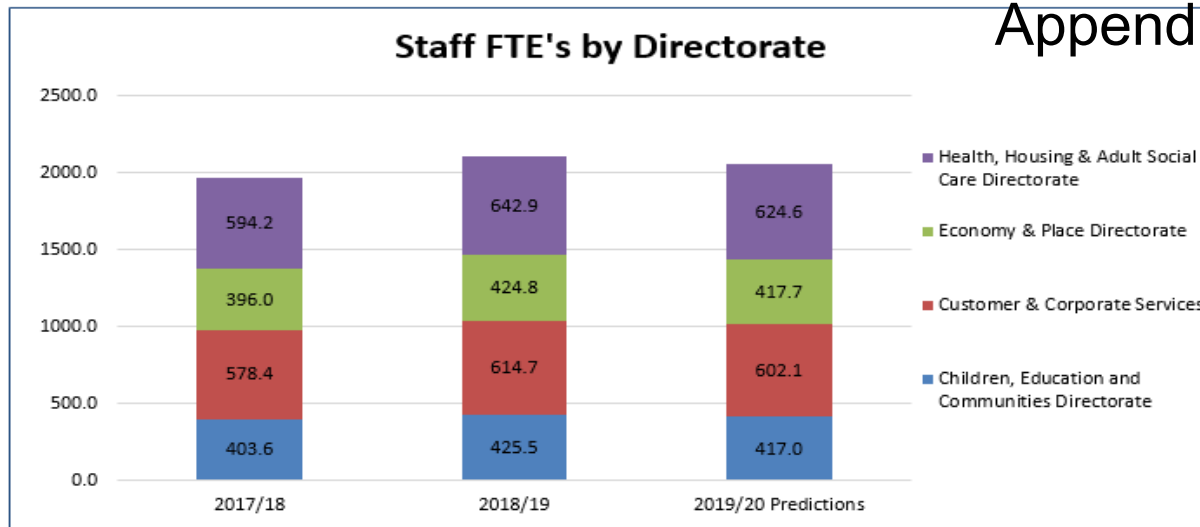
1.1 Staff Headcount (snapshot)

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	2460	2574	2546	2571	
Children, Education and Communities Directorate	619	637	622	638	
Customer & Corporate Services	677	718	716	711	
Economy & Place Directorate	447	467	472	479	
Health, Housing & Adult Social Care Directorate	727	757	746	751	

1.2 Staff FTE's

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	1972.2	2107.9	2095.1	2113.1	
Children, Education and Communities Directorate	403.6	425.5	416.5	427.2	
Customer & Corporate Services	578.4	614.7	615.4	611.0	
Economy & Place Directorate	396.0	424.8	249.7	435.1	
Health, Housing & Adult Social Care Directorate	594.2	624.9	633.5	639.8	

Appendix 1

**1.3 Average Sickness Days per FTE (rolling 12 months)**

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	11.5	11.3	11.1	11.1	11.0
Children, Education and Communities Directorate	8.5	8.3	8.4	9.2	9.0
Customer & Corporate Services	8.7	6.5	6.9	7.5	7.7
Economy & Place Directorate	15.8	16.7	16.0	15.3	15.9
Health, Housing & Adult Social Care Directorate	13.5	14.3	13.4	13.1	13.6
Benchmark – CIPD (All Sectors)	NC	6.6	-	-	n/a
Benchmark – CIPD (Public Sectors)	NC	8.5	-	-	n/a

1.4 Number of New Starters

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	208	425	65	98	319
Children, Education and Communities Directorate	75	104	15	36	94
Customer & Corporate Services	68	123	20	21	90
Economy & Place Directorate	23	71	17	16	53
Health, Housing & Adult Social Care Directorate	42	127	13	25	82

Appendix 1

1.5 Number of Leavers

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	365	315	78	74	300
Children, Education and Communities Directorate	135	82	22	30	104
Customer & Corporate Services	96	72	21	20	80
Economy & Place Directorate	36	55	15	8	44
Health, Housing & Adult Social Care Directorate	98	106	20	16	72

1.6 Leaving Reasons (% of Leavers)

City of York Council (exc. schools)	2017/18	2018/19
Died in Service	< 1%	< 1%
Dismissal - end of contract	2-3%	5%
Dismissal - lack of capability	< 1%	< 1%
Dismissal - misconduct	1-2%	< 1%
Dismissal - probationary period	0%	< 1%
Dismissal - redundancy	9%	11%
Not known	< 1%	1-2%
Other reason	1-2%	2-3%
Resignation	42%	38%
Resignation - Career	5%	6%
Resignation - Ill Health	2-3%	2-3%
Resignation - Job related	1-2%	7%
Resignation - Personal	1-2%	5%
Resignation - Workplace related	0%	< 1%
Retirement	8%	12%
Retirement - Early	1-2%	4%
Retirement - Ill Health	1-2%	< 1%
Retirement - Redundancy	< 1%	< 1%
Transfer	< 1%	< 1%
TUPE Transfer Out	20%	< 1%
Settlement Agreement	< 1%	< 1%

1.7 Total Turnover %**Appendix 1**

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	14.8%	12.2%	3.1%	2.9%	11.7%
Children, Education and Communities Directorate	21.8%	12.9%	3.5%	4.8%	16.5%
Customer & Corporate Services	14.2%	10.0%	2.9%	2.8%	11.3%
Economy & Place Directorate	8.1%	11.8%	3.2%	1.7%	9.3%
Health, Housing & Adult Social Care Directorate	13.5%	14.0%	2.7%	2.2%	9.6%

1.8 Number of Voluntary Leavers

Voluntary Turnover occurs when an employee willingly chooses to leave their position.

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	192	198	55	57	203
Children, Education and Communities Directorate	57	56	17	24	64
Customer & Corporate Services	58	53	13	14	55
Economy & Place Directorate	19	36	10	5	28
Health, Housing & Adult Social Care Directorate	58	53	15	14	56

1.9 Voluntary Turnover %

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	7.8%	7.7%	2.2%	2.2%	8.1%
Children, Education and Communities Directorate	9.2%	8.8%	2.7%	3.8%	10.4%
Customer & Corporate Services	8.6%	7.4%	1.8%	2.0%	7.9%
Economy & Place Directorate	4.3%	7.7%	2.1%	1.1%	6.1%
Health, Housing & Adult Social Care Directorate	8.0%	7.0%	2.0%	1.9%	7.6%

Appendix 1

1.10 Work With York YTD – Total Assignments

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	1174	1089	616	780	1067
Children, Education and Communities Directorate	214	256	116	166	245
Customer & Corporate Services	427	296	178	211	277
Economy & Place Directorate	213	267	166	192	241
Health, Housing & Adult Social Care Directorate	320	270	156	211	304

1.11 Work With York – Long Term Assignments (over 12 months)

Department	2017/18	2018/19	Q1 2019/20	Q2 2019/20	2019/20 Prediction
City of York Council (exc. schools)	159	131	128	104	96
Children, Education and Communities Directorate	40	44	39	46	44
Customer & Corporate Services	30	11	13	12	11
Economy & Place Directorate	41	45	48	15	12
Health, Housing & Adult Social Care Directorate	48	31	28	31	29

2. Equalities Profiling

Below are graphs summarising the City of York Council's equalities profile. Data for these graphs was produced the week commencing 22/10/2018. Councillors, casual and school staff have been excluded so as to only account for core CYC staff. National data is provided by ONS annual figures (2017) with York and National figures taken from the 2011 Census.

The majority of council staff fall within a grade 1-12 system. For this report, employees that do not fall within any of these grades have been categorised into the corresponding grade based on their FTE salary.

2.1 Gender**Appendix 1**

	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
City of York Council Total	36.1%	63.9%	36.2%	63.8%	36.4%	63.6%
York	49.0%	51.0%	49.0%	51.0%	49.0%	51.0%
National	49.4%	50.6%	49.4%	50.6%	49.4%	50.6%

2.2 Sexual Orientation

	2017	2018	2019
Heterosexual	96.3%	96.6%	96.6%
Non Heterosexual	3.7%	3.4%	3.4%

2.3 Age

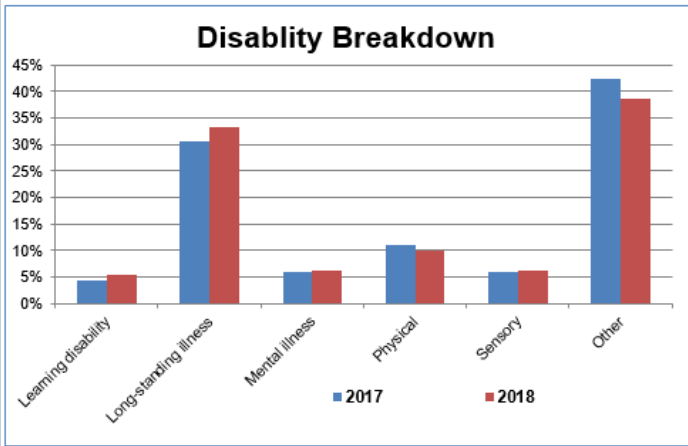
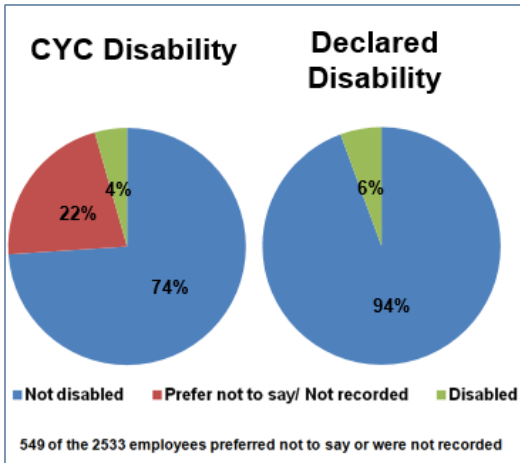
	2017		2018		2019	
	CYC	National	CYC	National	CYC	National
16-24	2.8%	10.9%	2.5%	10.9%	2.6%	10.5%
25-34	11.5%	23.3%	11.7%	23.3%	12.0%	23.4%
35-49	37.7%	34.1%	37.3%	33.7%	37.0%	33.6%
50-64	44.9%	27.9%	45.4%	28.1%	45.4%	28.5%
65+	3.1%	3.7%	3.1%	4.0%	3.0%	4.0%

2.4 Ethnicity

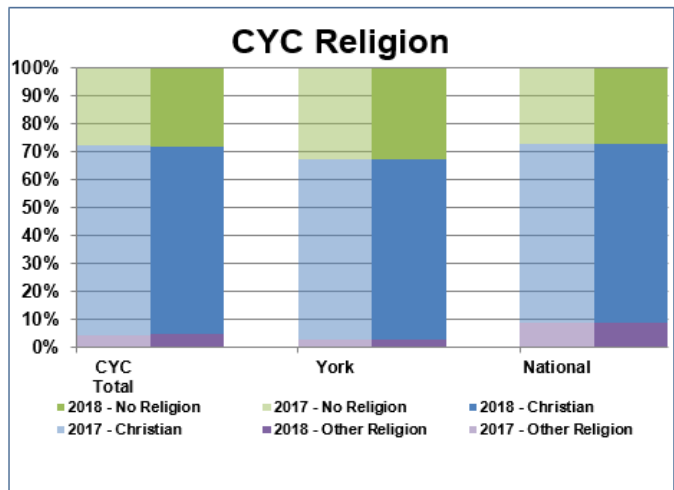
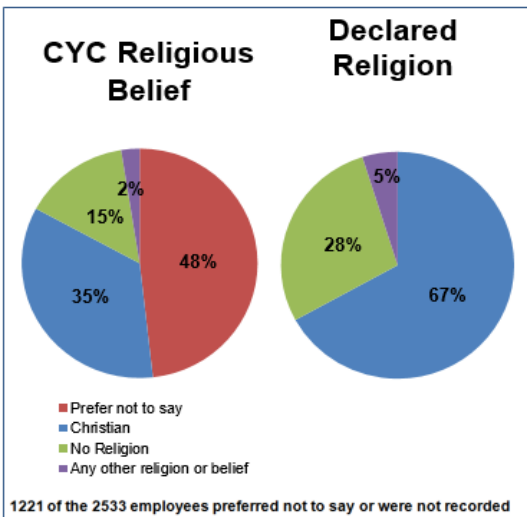
	2017		2018		2019	
	White - British	BME Community	White - British	BME Community	White - British	BME Community
City of York Council Total	94.8%	5.2%	95.0%	5.0%	95.0%	5.0%
York	90.2%	9.8%	90.2%	9.8%	90.2%	9.8%
National	80.5%	19.5%	80.5%	19.5%	80.5%	19.5%

2.5 Disability

Appendix 1



2.6 Religion



**Staffing Matters & Urgency Committee
Draft Work Plan 2019-20**

2 December 2019	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Draft work plan
20 January 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Workforce demographics at 30 Sept 2019 (would normally be December) <ul style="list-style-type: none"> • FTE • Equality Data • Absence and Well Being • Starters and Leavers <ul style="list-style-type: none"> ○ Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement • Agency
3 February 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements
2 March 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements

6 April 2020	1. Redundancy, Retirement and Settlement Agreements
5 May 2020	1. Redundancy, Retirement and Settlement Agreements
June 2020	<ol style="list-style-type: none"> 1. Redundancy, Retirement and Settlement Agreements 2. Workforce demographics at 31 March 2020 <ul style="list-style-type: none"> • FTE • Equality Data • Absence and Well Being • Starters and Leavers <ul style="list-style-type: none"> ○ Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement • Agency
July 2020	1. Redundancy, Retirement and Settlement Agreements
August 2020	1. Redundancy, Retirement and Settlement Agreements
Sept 2020	1. Redundancy, Retirement and Settlement Agreements

Oct 2020	1. Redundancy, Retirement and Settlement Agreements
Nov 2020	1. Redundancy, Retirement and Settlement Agreements
Dec 2020	1. Redundancy, Retirement and Settlement Agreements 2. Workforce demographics at 30 September 2020 <ul style="list-style-type: none"> • FTE • Equality Data • Absence and Well Being • Starters and Leavers • Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement • Agency

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Staffing Matters and Urgency Committee**20 January 2020**

Report of the Interim Head of Paid Services

Redundancy**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business cases to be circulated at the meeting as annexes to this report.

Consultation

3. All of the proposed redundancies have been subject to consultation in accordance with the Council's statutory obligations.

Options

4. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy and/or pension payments. The Committee does not have the power to make lower payments. By law the decisions as to whether or not to make an employee redundant rests with the Chief Executive or Officers nominated by him.

Analysis

5. The analysis of each proposal can be found in the respective business case.

Council Plan

6. Whilst the actions being proposed in the report are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy (People Plan).

Implications

- 7. The implications of each proposal can be found in the respective business case.

Risk Management

- 8. The specific risks associated with each proposal and how they can be mitigated is contained in each business case. In summary, the risks associated with the recommended option are financial, legal, operational and reputational.

Recommendations

- 9. Staffing Matters and Urgency Committee is asked to note the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy as detailed in the annexes.

Reason: In order to provide an overview of the expenditure.

Contact Details

Author:

Trudy Forster
Head of HR
Human Resources
Ext 3985

Chief Officer Responsible for the report:

Ian Floyd
Interim Head of Paid Service

Report Approved

Date 06/01/20

Specialist Implications Officer(s):

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes

Annex A - Confidential Business Case
Annex B – Confidential Business Case

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
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