



## **Notice of a public meeting of**

### **Staffing Matters and Urgency Committee**

- To:** Councillors Aspden (Chair), D'Agorne (Vice-Chair),  
Hook and Kilbane
- Date:** Monday, 21 June 2021
- Time:** 5.30 pm
- Venue:** The George Hudson Board Room - 1st Floor West  
Offices (F045)

### **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 to Agenda Items 10 and 11 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 - 4)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 19 April 2021.

**4. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation the meeting. The deadline for registering at this meeting is at 5.00pm on Thursday 17 June 2021.

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill out an online registration form. If you have any questions about the registration form or the meeting please contact the Democracy Officer for the meeting whose details can be found at the foot of the agenda.

**Webcasting of Public Meetings**

Please note that, subject to available resources, this public meeting will be webcast including any registered public speakers who have given their permission. The public meeting can be viewed on demand at [www.york.gov.uk/webcasts](http://www.york.gov.uk/webcasts).

During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates ([www.york.gov.uk/COVIDDemocracy](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

**5. Update on progress to implement the new Corporate Leadership Group (CLG)** (Pages 5 - 10)

This report provides a regular update on the progress of implementation of the new structure for the Corporate Leadership Group.

**6. Appointment of Sub-Committee for appointment of Assistant Director Adult Social Care** (Pages 11 - 32)

This paper makes the proposal to permanently recruit to the post of Assistant Director Adult Social Care.

**7. Workforce Profile as at 30 September 2020** (Pages 33 - 44)

This report provides the Staffing Matters and Urgency Committee with the workforce profile, as at the end of 2020/2021.

**8. Work Plan** (Pages 45 - 46)

To consider the Committee's draft work plan for the municipal year 2021-22.

**9. Urgent Business**

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

**10. Redundancy, Retirement and, Settlement Agreements**  
(Pages 47 - 50)

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.

**11. Pension or Exit Discretion** (Pages 51 - 56)

This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy for noting.

Democracy Officer

Robert Flintoft

Contact details:

- Telephone – (01904) 555704
- Email – [robert.flintoft@york.gov.uk](mailto:robert.flintoft@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

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Meeting	Staffing Matters and Urgency Committee
Date	19 April 2021
Present	Councillors Aspden (Chair), D'Agorne (Vice-Chair), Hook and D Myers

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## **68. 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.

## **69. Exclusion of Press and Public**

Resolved: That the press and public be excluded from the meeting during the consideration of annexes to Agenda Items 8 and 9 on the grounds that they contained 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).

## **70. Minutes**

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 15 March 2021 be approved and then signed by the Chair as a correct record at a later date.

## **71. Public Participation**

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme.

Gwen Swinburn spoke on the remit of the Committee, expressing concern about the exploitation of governance and management over reach. She made a number of suggestions for the Council Constitution, namely that the Committee should be larger with expanded membership, that disciplinary

matters should be included in the Committee title and it's Term of Reference amended to reflect this. She noted the outcomes of her citizen's audit and also requested a review of non CYC senior officer contracts on a six month basis.

## **72. Changes to Membership of Committees, Joint Committees administered by other Councils, Regional Local Authority Bodies and Other Bodies**

Resolved: That Councillor Melly to replace Councillor Wells as the Vice Chair of the Licensing and Regulatory Committee.

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

## **73. Request to extend the Interim Assistant Director Housing**

Members considered a report outlining a request to extend the Interim Assistant Director Housing until the end of May 2021. The Head of HR and OD outlined the report.

Members considered the following options:

Option 1 – To extend the interim arrangements for one month

Option 2 – Not to extend the interim arrangements

Resolved: That the Committee approve Option 1, to extend the current interim arrangements for two months at a cost of £3.6k.

Reason: To ensure full managerial cover is provided to ensure service delivery can be maintained.

## **74. Work Plan**

Resolved:

- i. That the Work Plan be noted;
- ii. That an update on progress to implement the new Corporate Leadership Group (CLG) be added to the Committee's 17 May 2021 meeting.

Reason: To ensure that the committee has a planned programme of work in place.

## **75. Settlement Agreements**

Members considered a report advising them of the expenditure and council activity on settlement agreements and the inclusion of a non-disclosure clause in accordance with council policy. These were detailed in exempt Annexes A and B.

Resolved: That the expenditure associated with the proposed ending of employment contracts on agreed terms by settlement agreements detailed in the annexes be noted.

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

## **76. Redundancy and Retirement**

Members considered a report which advised them of expenditure associated with redundancies. Details of the proposals and their implications were set out in the business cases in exempt Annexes A, B and C to the report.

Resolved: That the expenditure associated with the proposed redundancies as detailed in the report annexes be noted.

Reason: So that the Committee has an overview of expenditure associated with pension or exit discretions.

Cllr K Aspden, Chair

[The meeting started at 5.31 pm and finished at 6.30 pm].

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**Staffing Matters & Urgency Committee****21 June 2021**

Report of the Head of Human Resources

**Update on progress to implement the new Corporate Leadership Group (CLG)****Summary**

1. The committee has requested a further update on the progress of implementation of the new structure for CLG, as agreed by this committee in December 2020.
2. This paper provides an update as at date of writing the report. A further verbal update may be provided at the committee if information has updated.

**Background**

3. In March's update the committee were provided assurance the timetable proposed in December was being followed, and that the selection process for the new Director positions had been carried out.
4. It was confirmed verbally in the meeting of those who had been successful, these are shown below for the record.
  - Director Customer & Communities – Pauline Stuchfield
  - Director Economy, Regeneration and Housing – Tracey Carter
  - Director Environment, Transport and Planning – James Gilchrist
5. Following that activity three posts were still vacant and progressed to advertisement.
  - Director Safeguarding People
  - Director Commissioning & Prevention
  - Assistant Director Policy & Strategy

### **Activity since the last meeting**

6. The posts attracted a significant amount of interest with 8 candidates for each post being shortlisted to the first day of selection. Candidates have been internal and external.
7. The selection process for the three posts has commenced, with final member panel interviews happening week commencing 3 May and finishing Friday 14 May.
8. Three candidate for each post were shortlisted and attended member panel interviews.
9. Candidates who were successful have been offered the positions. Two internal candidates have been appointed and commence 1 June 2021.
  - Director Safeguarding People – Michael Melvin
  - Assistant Director Policy & Strategy – Claire Foale
10. An external candidate has been appointed to the Director Commissioning & Prevention role, and is going through the pre-employment checks. Until they have been concluded we are unable to share details.

### **Next Steps**

11. To complete the pre employment checks for the Director Commissioning & Prevention.
12. As an internal candidate was appointed to the Director of Safeguarding we now need to backfill into the Assistant Director Adults Social Care. The committee is receiving a paper on this in its June meeting.

### **Consultation**

13. There has been requirement for consultation on this report.

### **Council Plan**

14. Restructuring will contribute to delivering the Council Plan and its priorities, enabling the Council to remain proactive and fit for purpose for the future.

## **Implications**

### **Financial**

15. There are no specific financial implications associated with this report as it is an updated. The financial implication of the CLG restructure can be found in Decembers report.

### **Human Resources (HR)**

16. The recruitment and selection processes have been carried out in accordance with the councils practices. As the appointments are at Chief Officer they are member appointments. There are no further HR implications.

### **Equalities**

17. At this stage of the process there are no known equalities implications, however, the Council needs to have due regard to the public sector equality duty, which will be kept under review via the completion of an equality impact assessment

### **Legal**

18. All Chief Officer posts are politically restricted pursuant to the Local Government and Housing Act 1989.
19. The Council must ensure that its employment policies and procedures are followed so as to avoid any future legal challenge. The council is required to demonstrate they have mitigated compulsory redundancy in any restructure and CYC do this through their assimilation process. In addition, as these are Chief Officer roles then a Members appointment panel considers suitability. In accordance with the Constitution, a member appointment panel will include at least one Member of the Executive.

### **Crime and Disorder, Information Technology and Property**

20. There are no identified implications.

## Risk Management

21. This is a key area of the Council and integrated into the members, along with active public involvement. There will be public interest and we have to ensure the confidentiality of staff involved in the restructure is maintained even to the pressure of outside parties.

## Recommendations

22. It is recommended that Staffing Matters and Urgency Committee:

- Note the progress made to date.

Reason: To ensure the council has an appropriate Chief Officer structure to deliver the councils priorities.

**Author:**

Trudy Forster  
Head of HR

**Chief Officer Responsible for the report:**

Ian Floyd  
Chief Operating Officer

**Report  
Approved**

**Date** 26/05/2021

**Specialist Implications Officer(s):**

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the author of the report**

## Annexes

## **Abbreviations**

CFO – Chief Finance Officer

CLG – Corporate Leadership Group

CMT – Corporate Management Team

COO - Chief Operating Officer

CYC- City of York Council

FTE - Full time equivalent

HR - Human Resources

LGA – Local Government Association

OD – Organisational Development

SMU – Staffing Matters and Urgency Committee

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**Staffing Matters & Urgency Committee****21 June 2021**

Report of the Corporate Director of People

**Appointment of Sub-Committee for appointment of Assistant Director Adult Social Care****Summary**

1. Following the promotion of the current post holder this paper makes proposals to permanently recruit to the post of Assistant Director Adult Social Care.
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 Staffing Matters and Urgency Committee in November 2020), reporting into the Corporate Director of People.
4. The current Assistant Director for Adult Social Care takes up the role of Director of Safeguarding on 1 June 2021.
5. Following his promotion, 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 adult social care, but will provide key strategic leadership in the delivery of some of the council's priorities.
6. Approval to recruit on an interim basis is being sought outside of this committee meeting.

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

### **Remuneration Package**

8. 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 £73,488 to £81,644 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**

9. 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.
10. 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.
11. 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**

12. 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**

13. 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 post.



## Council Plan

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

## Implications

15. The following implications have been considered:

- **Financial** – The Assistant Director post is within the pay range £73,488 to £81,644. Including on costs this totals £95,057 to £105,740 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 Executive and further, that no formal offer of appointment may be made until all members of the Executive 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**

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

### **Recommendations**

17. 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:**  
Claire Waind  
HR Manager

**Chief Officer Responsible for the report:**  
Amanda Hatton - Corporate Director for People

**Report Approved**



**Date** 10/06/2021

**Specialist Implications Officer(s)**

Legal: Janie Berry – Director of Governance

Finance: Richard Hartle - Finance Manager

HR: Claire Waind, 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:** Assistant Director Adult Social Care

**DIRECTORATE:** People Directorate

**REPORTS TO:** Director of Safeguarding People

**DATE:** JUNE 2021

### 1 Purpose of Your Job

To develop and implement an approach to adult social care that prevents reduces and delays health and care needs and enables adults to enjoy the best possible health and wellbeing. When required to provide services as part of an integrated system that enables York residents to exercise choice and control over how their needs are met.

### 2 Dimensions

Revenue income	-£30,338,000
Revenue expenditure	£81,768,000
5 yr Capital expenditure	£6,329,000
Direct reports	6
Indirect reports	300

### 3 Principal Accountabilities

- Deliver the councils statutory requirements for Adult Social Care.
- Develop a community led support approach to adult social care (including the transition to adulthood) , that intervenes early, delivers high quality information advice and guidance and uses strength based practice to help people access the assets of their communities, build resilience and remain as independent as possible.

- Deliver the councils duties to protect adults with care and support needs from abuse, neglect and from becoming drawn into terrorist activity, through providing leadership to the multi-agency safeguarding system,
- Be accountable for the standards, development and quality assurance of social work through the management of the Principal Social Worker (Adults).
- Ensure the provision of 24 hour services to those with serious mental health issues requiring the use of the Mental Health Act (1983) through the Approved Mental Health Professional Service.
- Deliver services through the use of the Mental Capacity Act 2005 to support and protect those lacking mental capacity including ensuring safeguards are in place where people may be deprived of their liberty.
- Deliver and transform in-house social care provision including older people's residential care, domiciliary care, accommodation with support, day time support and supported employment services, ensuring they are safe, effective, caring, responsive and well led.
- Deliver the national and local integration programmes through providing strategic leadership into the health and care system, forging relationships and structures that deliver integrated pathways and provision between adult social, other council services, the NHS and the community, voluntary sector and independent sectors.
- Act as the Caldicott Guardian for Adult Social Care

#### **4 Job Context**

The operating environment for the job is one of increasing need and expectation. We have an ageing population developing more complex conditions and more younger people with care needs living into adulthood. This is in the context of a financially challenging time for the council and NHS partners.

This leadership role is about delivering excellent social care within these constraints through developing a community led model of

support alongside commissioners who are using asset based community development and outcomes based, collaborative commissioning to the same end.

The role works both internally supporting and developing strategy and operational delivery models and across a partnership of statutory, voluntary organisations and agencies in order to re-design the health and social care system. This requires a major shift to a more community led and self-management approach and a shift of resources currently tied into institutional, bed based services into the community.

The role works closely with the NHS, other local authorities, the community and voluntary and independent sector in partnerships and their substructures. These include the Integrated Care Partnership, Health Care and Resilience Board, Mental Health Crisis Concordat, Safeguarding Systems Leaders Board, Community Safety Partnership and The Health and Wellbeing Board.

The role is responsible for delivering a number of statutory duties and outcomes under primary legislation and statutory guidance. These include Wellbeing and Safeguarding outcomes under the Care Act 2014, the Mental Capacity Act 2005 including deprivation of liberty safeguards and responsibilities under the Mental Health Act 1983 (amended 2007)

The job holder sets the objectives for the range of services under their remit and is accountable for their delivery. They have the authority to make decisions within the Council's delegations. They can also make decisions without further reference for example on complex and technical issues relating to service delivery.

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 and results to various council committees.

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'.

The job holder deputises for Corporate Director as required.

## **5 Impact & Influence**

The delivery of an effective adult social care department has a significant impact on the most vulnerable residents of York. The department's services are responsible for preventing reducing and delaying the care needs of individual customers and where eligible how their wellbeing outcomes under the Care Act 2014 are met. The role has a major impact on delivering better integrated, good quality and value for money services.

Providing an effective service means that people with support needs and their carers can continue to live fulfilling independent lives, exercising choice and control over their daily life.

The role has a significant impact in developing the relationship between residents, the council and other statutory agencies. The role supports a shift towards enabling self-care and self-management and away from intuitional responses to health and care needs. The job exerts influence to support the neighbourhoods and communities of York to develop the resilience and capacity to support this model

The role has significant impact in making York a place where vulnerable people are protected from abuse and neglect. The role through contributes to the safety of York through its 'prevent' counter terrorism remit. Additionally it and protects rights of some of the most vulnerable people in the community. This includes particular safeguarding arrangements for those in care home or hospital settings lacking the mental capacity to make decisions on their care, treatment and residence.

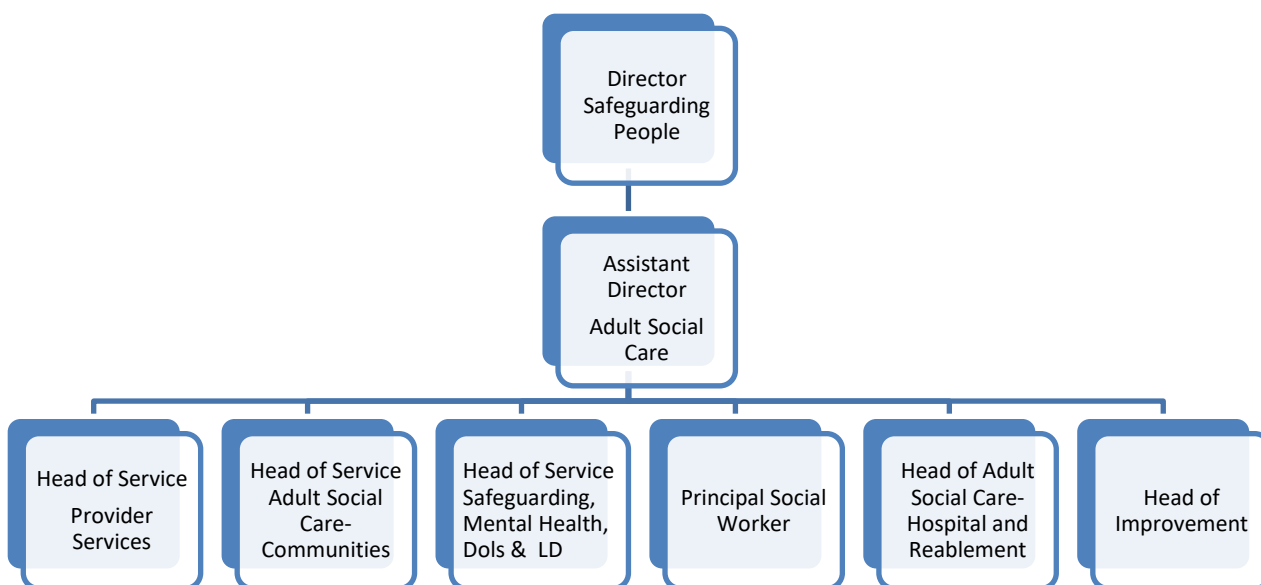
Through developing a strategic approach to integration around the individual and support delivered through self-care and community approaches, the role has a significant impact on other organisations such as hospital trusts, primary care, the voluntary and independent sectors and NHS commissioners.

The job holder has a key influencing role on the whole social care and health system through the partnerships they develop with the independent and voluntary care sector, national, regional and local



NHS organisations, citizen, customer and carer groups. Examples of this can be seen through the NHS reconfiguring its out of hospital services to integrate with local authority and the independent sector through a 'one team' approach.

## 6 Organisation



**Provider Services & Dementia** – This head of services leads the transformation of in-house social care provision including older people’s residential care, domiciliary care, accommodation with support, day time support, equipment and telecare services and supported employment services. They act as the ‘nominated individual’ to ensure that council social care provision complies with CQC regulation and is safe, effective, caring, responsive and well led. They also lead on the strategic approach to dementia for the council.

**Adult Social Care** –This Head of service is responsible for the adult social care front door, providing information and advice guidance and early intervention. They are responsible for the integrated approach to intensive support and reablement services and the strength based approach to assessment of need through social work and occupational therapy. They lead on areas of integration of social work and OT teams with NHS, community sector and other providers and areas of joint working such as CHC.

**Safeguarding and Mental Health, DoLS & LD** – This head of service is responsible for our approach to making safeguarding personal, the delivery of the safeguarding adults service, the Prevent function, support to the Safeguarding Adults Board. They are also responsible for delivery the mental health social work service and duties under the

Mental Health Act. They lead our approach to the Mental Capacity Act and ensure that we fulfil our duties under deprivation of liberty safeguards. They are responsible for the delivery of social work service for people with learning disability.

Principle Social Worker Adults – the PSW leads, oversees, supports and develops excellence in social work practice. They are responsible for developing effective supervision and decision making, quality assurance and practice improvement.

Pathways Manager. This temporary post plays a leadership role collaborating with the NHS and community and voluntary sectors to transform pathways in the York health and care system, enabling more people to live as independently for as long as possible at home. They work to develop pathways that; prevent the escalation of care needs that may lead to inpatient and residential admissions, respond to crisis in a way that enable people to retain their independence and enable people to leave hospital at the right time with the right support.

Transformation Programme Manager- This temporary post leads the transformation programme for Adult Social Care in York which is shifting the approach from a traditional deficit based model to an integrated strengths and placed based approach, delivering better outcomes for citizens, staff and the council.

## **7 Complexity of the Job**

The most challenging aspect of the job is to change the culture and practice of both adult social care and the wider health and care system from the current 'deficit' to a 'community led support' approach. This requires complete change in thinking and expectation from both citizens, people using services staff, and organisations.

A challenge for the job holder is to change and enhance the priority of the care sector in York. This is challenging nationally but is exacerbated further in York by the competition for staff at the care pay levels and the need to create alignment between economic and health & care strategies in the city.

Maximising and developing better collaborative working between the partners is challenging, it requires a large investment in relationship building along with the ability to commit and sustain persuasive proposition over the long term, seeking opportunities to create strategic alignment and see these through to the point they create real change for communities.

The area of work in itself is sensitive and emotive. It is a target for public attention and criticism. Serious financial and reputational risks are constantly present due to the demand led and complex nature of the services. The job holder must be robust and able to work within such a very visible and scrutinised environment.

## **8 Knowledge Skills & Experience**

Significant experience of senior leadership and management of adult social care in local government is required along with thorough knowledge and understanding of the legislative frameworks and key practice developments relating to adult assessment, adult safeguarding and adult social care provision.

A professional social work qualification and educated to masters level or equivalent.

The job holder needs a blend of creativity and clear values to think beyond the current arrangements for health and social care and to articulate to the wider system a vision for a more sustainable strengths based community led model,

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 must be experienced and highly skilled in the management of resources, large and highly complex budgets. Beyond the ability to identify efficiencies and deliver value for money, the budget holder needs to work with system partners on transformation that creates both sustainability and high quality outcomes.

The ability to lead and motivate a large department is critical to ensure delivery of results. Outstanding interpersonal skills are needed both for this and also to influence, negotiate and persuade all other key partners both internal and external.

Experience of negotiating significant contracts, commissioning services and monitoring provision of these is required.

**9 Additional Information**

None.

## Conditions of Service Assistant Director – Adults

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 (People)

### **Targets**

Objectives and targets will be agreed with the Corporate Director of People 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	£81,644
Point 3	£78,698
Point 2	£76,097
Point 1	£73,488

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 <sup>st</sup> year of service	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2 <sup>nd</sup> year of service	2 months full pay and 2 months half pay
3 <sup>rd</sup> year of service	4 months full pay and 4 months half pay
During 4 <sup>th</sup> & 5 <sup>th</sup> 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 Amanda Hatton, Corporate Director of People.

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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

<b>Stage</b>	<b>Key Recruitment &amp; Selection decision stages</b>	<b>Officer Decision / Member Decision</b>
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"> <li>➤ Develop and agree job description and Person specification</li> <li>➤ Grade (subject to Job evaluation in line with Chief Officer Pay Structure)</li> <li>➤ Identify recruitment activity</li> <li>➤ Identify recruitment budget</li> </ul>	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"> <li>➤ Job Description and</li> </ul>	Member and Officer

	<p>person specification</p> <ul style="list-style-type: none"> <li>➤ Permanent / temporary and internal or external appointment</li> <li>➤ Grade and salary in relation to the market;</li> <li>➤ Current employment market situation;</li> <li>➤ Design of post and likelihood of direct skills match;</li> </ul> <p>Recruitment activity</p> <ul style="list-style-type: none"> <li>➤ In house or via consultants</li> <li>➤ advertising media</li> </ul> <p>Selection Process (this may have to be finalised throughout the advertising period)</p> <ul style="list-style-type: none"> <li>➤ structure of day, panels, assessments, interviews etc</li> <li>➤ technical assessment, (Technical expertise being sought and ability to conduct technical assessment in-house)</li> <li>➤ long-listing,</li> <li>➤ shortlisting,</li> <li>➤ Interview process</li> </ul>	
4	<p>If interim (less than 6 months) and Internal Appointment</p> <ul style="list-style-type: none"> <li>➤ Executive Member and Corporate Director to lead the interview process.</li> </ul>	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****21 June 2021**

Report of the Chief Operating Officer

**Workforce Profile as at 30 September 2020****Summary**

1. This report provides the Staffing Matters and Urgency Committee with the workforce profile, as at the end of 2020/2021.

**Background**

2. The data provided in this report is already available throughout the Council and through the Open Data Platform, however is not published together as shown in appendix 1.
3. The workforce data provided through the performance framework, is shared with Scrutiny committees and discussed at both Corporate Management Team and Directorate Management Teams.

**Analysis**

4. The information provided in the report gives a full overview to committee of key performance indicators directly linked to the councils workforce.
5. Committee will already be aware of the structural changes that have been occurring within the organisation, namely the new Directorate of People and the movement of Housing into Place. This report is still based upon the pre April 1st 2021 structure as the new structure only officially commenced on the 1 April 2021. Future reports will reflect the new structure, and will have information backdated so that comparisons can be made. Within this report the Housing function is already included within Place department figures as the change was made before in-year.
6. There is an increase of Work with York (temporary agency) numbers, this is directly linked to the Council running the lateral flow testing sites.

7. There has been less staff movement over the year, which can be expected due to the pandemic. Leavers has increased but that is a direct result of roles being TUPE'd in Haxby Hall.
8. Sickness absence figures are falling, this is a pattern experienced across many local authorities during the past 12 months, along with our increased management focus on support staff well being and absence management.

### **Consultation**

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

### **Options**

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

### **Council Plan**

11. The content of the report and appendix are not material to the Council Plan.

### **Implications**

12. There are no implications from the report.

### **Risk Management**

13. There are no identified risk risks associated with the report.

### **Recommendations**

14. Staffing Matters and Urgency Committee is asked to:
  - i. note the workforce profile provided.
  - ii. 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  
Ext 3985

**Chief Officer Responsible for the report:**

Ian Floyd  
Chief Operating Officer

**Report** X **Date** 07/06/2021  
**Approved**

Ian Cunningham  
Head of BI  
Ext 5749

**Specialist Implications Officer(s):**

**Wards Affected:** *List wards or tick box to indicate all* **All** X

**For further information please contact the author of the report**

**Background Papers:**

None

**Annexes**

Appendix 1 – Workforce Data 2020/2021

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# Business Intelligence Hub

## Workforce Profile

Date Produced: 27/05/2021

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## 1. Key Performance Indicators

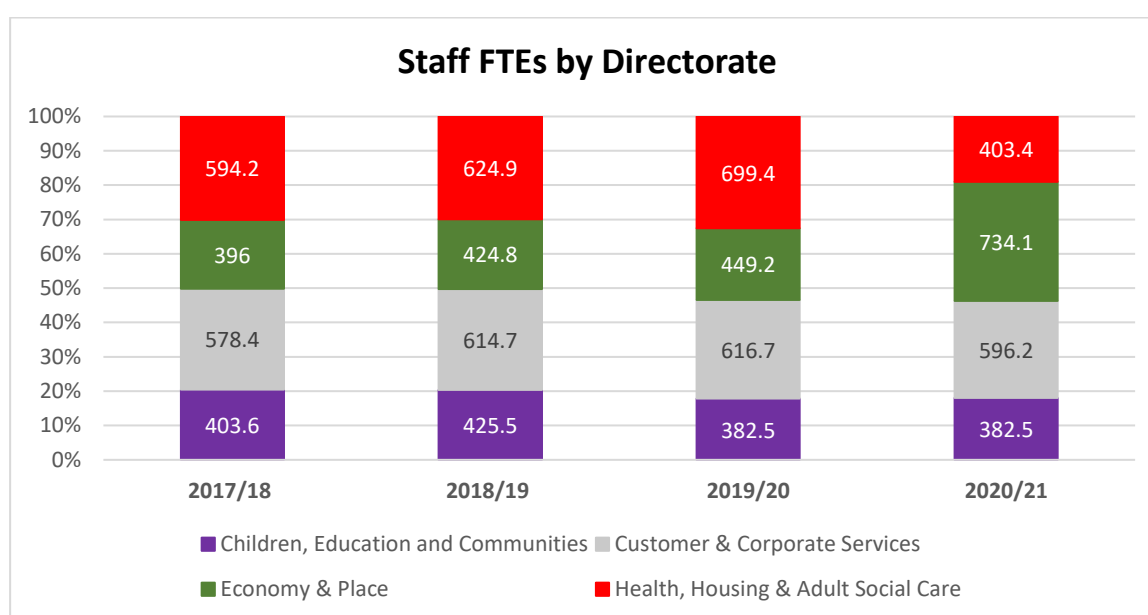
Below are tables containing details of KPI figures for 2017/18, 2018/19, 2019/20 and 2020/21. Councillors, casual and school staff have been excluded from these figures so as to only account for core CYC staff. The majority of the data within this report is available publically on York Open Data.

### 1.1 Staff Headcount (snapshot)

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	2460	2574	2593	2557
Children, Education and Communities	619	637	563	565
Customer & Corporate Services	677	718	716	693
Economy & Place Directorate	447	467	497	794
Health, Housing & Adult Social Care	727	757	825	505

### 1.2 Staff FTE's

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	1972.2	2107.9	2147.8	2118.1
Children, Education and Communities	403.6	425.5	382.5	382.5
Customer & Corporate Services	578.4	614.7	616.7	596.2
Economy & Place	396	424.8	449.2	734.1
Health, Housing & Adult Social Care	594.2	624.9	699.4	403.4



### 1.3 Average Sickness Days per FTE (rolling 12 months) (Provisional)

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	11.5	11.3	11.6	8.8
Children, Education and Communities	8.5	8.3	12.1	7.4
Customer & Corporate Services	8.7	6.5	9.3	6.9
Economy & Place	15.8	16.7	13	9.4
Health, Housing & Adult Social Care	13.5	14.3	12.4	12.4
Benchmark – CIPD (All Sectors)	NC	6.6	5.9	N/A
Benchmark – CIPD (Public Sector)	NC	8.5	8.4	N/A

### 1.4 Number of New Starters

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	208	425	325	193
Children, Education and Communities	75	104	92	69
Customer & Corporate Services	68	123	88	44
Economy & Place	23	71	73	33
Health, Housing & Adult Social Care	42	127	72	47

### 1.5 Number of Leavers

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	365	315	281	279
Children, Education and Communities	135	82	91	69
Customer & Corporate Services	96	72	76	66
Economy & Place	36	55	47	43
Health, Housing & Adult Social Care	98	106	66	101

### 1.6 Leaving Reasons (% of Leavers)

City of York Council (exc. schools)	2017/18	2018/19	2019/20	2020/21
Died in Service	< 1%	< 1%	1-2%	1-2%
Dismissal - end of contract	1-2%	5%	4%	6%
Dismissal - lack of capability	< 1%	< 1%	1-2%	<1%
Dismissal - misconduct	< 1%	< 1%	< 1%	1-2%
Dismissal - probationary period	0%	< 1%	< 1%	<1%
Dismissal - redundancy	5%	11%	2-3%	<1%
Not known	< 1%	1-2%	< 1%	1-2%
Other reason	1-2%	2-3%	1-2%	1-2%
Resignation	48%	38%	62%	49%
Resignation - Career	5%	6%	1-2%	<1%
Resignation - Ill Health	2-3%	2-3%	< 1%	<1%
Resignation - Job related	< 1%	7%	1-2%	0%
Resignation - Personal	1-2%	5%	< 1%	0%
Resignation - Workplace related	0%	< 1%	< 1%	0%
Retirement	9%	12%	17%	18%
Retirement - Early	1-2%	4%	1-2%	1-2%
Retirement - Ill Health	2-3%	< 1%	1-2%	1-2%
Retirement - Redundancy	0	< 1%	< 1%	<1%
Transfer	< 1%	< 1%	< 1%	1-2%
TUPE Transfer Out	20%	< 1%	< 1%	13%
Settlement Agreement	< 1%	< 1%	1-2%	<1%
Change of payroll provider	< 1%	< 1%	< 1%	0%

### 1.7 Total Turnover %

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	14.8%	12.2%	11.0%	10.5%
Children, Education and Communities	21.8%	12.9%	14.7%	11.1%
Customer & Corporate Services	14.2%	10.0%	10.6%	12.1%
Economy & Place	8.1%	11.8%	9.8%	7.7%
Health, Housing & Adult Social Care	13.5%	14.0%	8.7%	13.5%

### 1.8 Number of Voluntary Leavers

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

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	192	198	186	143
Children, Education and Communities	57	56	68	43
Customer & Corporate Services	58	53	51	42
Economy & Place	19	36	24	25
Health, Housing & Adult Social Care	58	53	43	33

### 1.9 Voluntary Turnover %

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	7.8%	7.7%	7.3%	5.8%
Children, Education and Communities	9.2%	8.8%	11.0%	7.4%
Customer & Corporate Services	8.6%	7.4%	7.1%	8.0%
Economy & Place	4.3%	7.7%	5.0%	4.4%
Health, Housing & Adult Social Care	8.0%	7.0%	5.7%	4.5%

### 1.10 Work With York YTD – Total Assignments

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	1174	1089	1272	1115
Children, Education and Communities	214	256	313	219
Customer & Corporate Services	427	296	194	101
Economy & Place	213	267	549	425
Health, Housing & Adult Social Care	320	270	216	368

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

Directorate	2017/18	2018/19	2019/20	2020/21
City of York Council (exc. schools)	159	131	111	91
Children, Education and Communities	40	44	33	17
Customer & Corporate Services	30	11	8	9
Economy & Place	41	45	47	55
Health, Housing & Adult Social Care	48	31	23	10

## 2. Equalities Profiling

The tables and graphs below summary the City of York Council's equalities profile. These were produced using a snapshot of data taken on 30/03/2021. Councillors, casual and school staff have been excluded. National age 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

	2018/19		2019/20		2020/21	
	Male	Female	Male	Female	Male	Female
<b>City of York Council</b>	36.2%	63.8%	36.4%	63.6%	37.8%	62.3%
<b>York</b>	49.0%	51.0%	49.0%	51.0%	49.0%	51.0%
<b>National</b>	49.4%	50.6%	49.4%	50.6%	49.4%	50.6%

### 2.2 Sexual Orientation

	2018/19	2019/20	2020/21
Heterosexual	96.6%	96.6%	96.2%
Non Heterosexual	3.4%	3.4%	3.8%

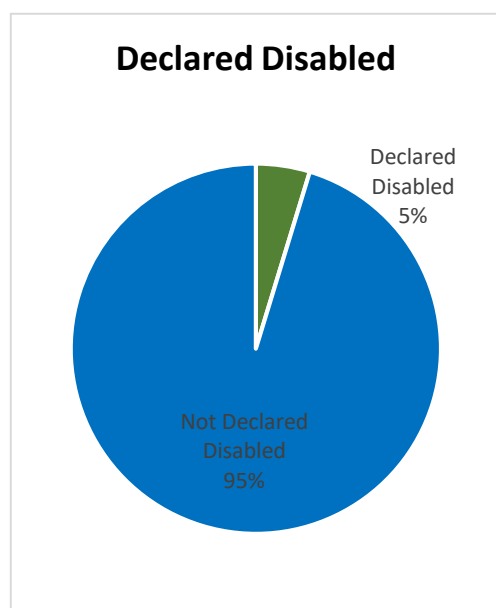
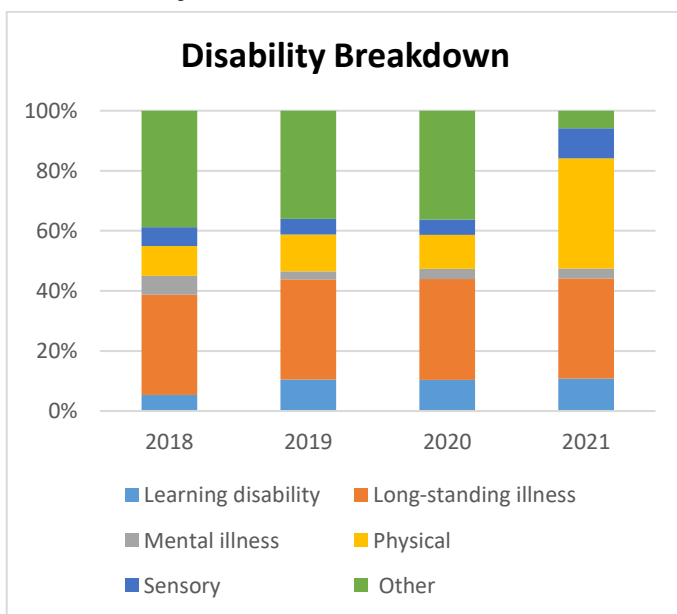
### 2.3 Age

	2018/19		2019/20		2020/21	
	CYC	National	CYC	National	CYC	National
16-24	2.5%	10.9%	2.6%	10.5%	2.6%	10.5%
25-34	11.7%	23.3%	12.0%	23.4%	12.7%	23.4%
35-49	37.3%	33.7%	37.0%	33.6%	34.9%	33.6%
50-64	45.4%	28.1%	45.4%	28.5%	46.5%	28.5%
65+	3.1%	4.0%	3.0%	4.0%	3.2%	4.0%

### 2.4 Ethnicity

	2018/19		2019/20		2020/21	
	White - British	BME Community	White - British	BME Community	White - British	BME Community
City of York Council	95.0%	5.0%	95.0%	5.0%	93.8%	6.2%
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



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**Staffing Matters & Urgency Committee  
Draft Work Plan 2021-22**

21 June 2021	<ol style="list-style-type: none"> <li>1. Redundancy, Retirement and Settlement Agreements</li> <li>2. Workforce demographics at 31 March 2021 <ul style="list-style-type: none"> <li>• FTE</li> <li>• Equality Data</li> <li>• Absence and Well Being</li> <li>• Starters and Leavers</li> <li>• Reasons for leaving i.e. retirement, redundancy, dismissal, settlement agreement</li> <li>• Agency</li> </ul> </li> <li>3. Progress in implementing the new Corporate Leadership Group (CLG).</li> </ol>
19 July 2021	1. Redundancy, Retirement and Settlement Agreements
16 August 2021	1. Redundancy, Retirement and Settlement Agreements
20 September 2021	1. Redundancy, Retirement and Settlement Agreements
18 October 2021	1. Redundancy, Retirement and Settlement Agreements
15 November 2021	1. Redundancy, Retirement and Settlement Agreements
20 December 2021	1. Redundancy, Retirement and Settlement Agreements

17 January 2022	1. Redundancy, Retirement and Settlement Agreements
15 February 2022	1. Redundancy, Retirement and Settlement Agreements
21 March 2022	1. Redundancy, Retirement and Settlement Agreements
25 April 2022	1. Redundancy, Retirement and Settlement Agreements
16 May 2022	1. Redundancy, Retirement and Settlement Agreements



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**Staffing Matters and Urgency Committee****21 June 2021**

Report of Chief Operating Officer

**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 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 Operating Officer 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 Organisation Development 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:
  - 1) Note the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy 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  
Head of Paid Service

**Report Approved**



**Date** 10/06/21

**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

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

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**Staffing Matters and Urgency Committee****21 June 2021**

Report of the Chief Operating Officer

**Pension or Exit Discretion****Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy for noting.

**Background**

2. The background and detailed case surrounding each proposal are contained in the individual business cases attached as confidential annexes to this report.

**Consultation**

3. All of the proposed pension or exit discretions have been subject to consultation in accordance with the Council's statutory obligations.

**Approval**

4. In accordance with the updated discretions policy the S151 officer has approved the attached business cases. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy. 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 Operating Officer 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 Organisation Development 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 are 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 each proposal as detailed in the annexes.

Reason: In order to provide an overview of expenditure.

**Contact Details**

**Author:**

Trudy Forster  
Head of HR  
Human Resources  
Ext 3984

**Chief Officer Responsible for the report:**

Ian Floyd  
Chief Operating Officer

**Report Approved**

**Date** 10/06/2021

**Specialist Implications Officer(s):**

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the author of the report**

**Background Papers: None**

**Annexes :**

Annex A – 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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