



Notice of a public meeting of

Staffing Matters and Urgency Committee

To: Councillors Douglas (Chair), Kilbane (Vice-Chair), Ayre and Widdowson

Date: Monday, 22 January 2024

Time: 5.30 pm

Venue: The Snow Room - Ground Floor, West Offices (G035)

AGENDA

1. Declarations of Interest (Pages 1 - 2)

At this point in the meeting, Members are asked to declare any disclosable pecuniary interest or other registerable interest they might have in respect of business on this agenda, if they have not already done so in advance on the Register of Interests. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

[Please see attached sheet for further guidance for Members]

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-D to Agenda Item 7 (Redundancy, Retirement and Settlement Agreements) 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 3 - 8)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 2 October 2023.

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 are set as 2 working days before the meeting, in order to facilitate the management of public participation at our meetings. The deadline for registering at this meeting is 5:00pm on Thursday, 18 January 2023.

To register to speak please visit www.york.gov.uk/AttendCouncilMeetings to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact Democratic Services. Contact details can be found at the foot of this agenda.

Webcasting of Public Meetings

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

During coronavirus, we made some changes to how we ran council meetings, including facilitating remote participation by public speakers. See our updates (www.york.gov.uk/COVIDDemocracy) for more information on meetings and decisions.

5. Proposed New Chief Officer Structure (Pages 9 - 24)

This report sets out a proposed restructure of the Corporate Management Team. The proposals seek to deliver significant savings in senior management, alongside ensuring a structure that can deliver the Council Plan, and ensure focus on the key priorities of the Council.

6. Workforce Profile Report (Pages 25 - 42)

This report provides the committee with the workforce profile, covering the period of 1 July to 30 September 2023 (Quarter 2).

7. Redundancy, Retirement and Settlement Agreements (Pages 43 - 62)

This report advises on the expenditure associated with redundancy, pension or exit discretions paid in accordance with council policy to employees below Chief Officer.

8. Work Plan (Pages 63 - 64)

To consider the Committee's draft work plan for the municipal year 2023-2024.

9. Urgent Business

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

Democratic Services Officer

Reece Williams

Contact details:

- Telephone – (01904) 55 4447
- Email – reece.williams@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

Declarations of Interest – guidance for Members

- (1) Members must consider their interests, and act according to the following:

Type of Interest	You must
Disclosable Pecuniary Interests	Disclose the interest, not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Directly Related) OR Non-Registrable Interests (Directly Related)	Disclose the interest; speak on the item <u>only if</u> the public are also allowed to speak, but otherwise not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.
Other Registrable Interests (Affects) OR Non-Registrable Interests (Affects)	Disclose the interest; remain in the meeting, participate and vote <u>unless</u> the matter affects the financial interest or well-being: (a) to a greater extent than it affects the financial interest or well-being of a majority of inhabitants of the affected ward; and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest. In which case, speak on the item <u>only if</u> the public are also allowed to speak, but otherwise do not participate in the discussion or vote, and leave the meeting <u>unless</u> you have a dispensation.

- (2) Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.
- (3) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.

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City of York Council

Committee Minutes

Meeting	Staffing Matters and Urgency Committee
Date	2 October 2023
Present	Councillors Douglas (Chair), Kilbane (Vice-Chair), Ayre and Widdowson
Officers in attendance	Ian Floyd – Chief Operating Officer Helen Whiting – Head of HR and OD Ian Cunningham – Head of Business Intelligence

6. Declarations of Interest (17:31)

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.

7. Exclusion of Press and Public (17:31)

Resolved: That the press and public be excluded from the meeting during the consideration of annex A to Agenda Item 6 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).

8. Minutes (17:33)

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 26 June 2023 be approved and then signed by the Chair as a correct record.

9. Public Participation (17:33)

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

Gwen Swinburn asked whether the Council was confident it did not have any issues with equal pay claims, which were affecting other local authorities. She requested that more department structures were published and raised concern that middle level roles were being removed, preventing internal progression of staff. She also asked for a report on employment tribunal cases be brought to the Committee. Finally she questioned whether it was fair for the Council to withhold back pay to staff who had since left the authority.

10. Workforce Profile Report (17:37)

Officers introduced the report and confirmed that the quarter one workforce profile data was comparable to 2022/23 figures. It was noted that resignation and then retirement were the main reason given by those leaving the Council and sickness absence figures were slowly reducing over time.

The Committee enquired about the number of placements with Work with York in the figures compared to 2022/23. Officers confirmed that they expected the number of placements with Work with York to be reduced on 2022/23 figures in 2023/24 with a reduction in cost to the Council. Members also asked for greater detail either within a future workforce profile report or separate report to the Committee on the reasons for staff resignations.

Members asked about how the Council was encouraging staff to disclose information around disabilities or ethnicity, to assist in the gathering of accurate information about the workforce, and to therefore, more effectively be able to monitor the Councils performance. Officers confirmed that it was not mandatory for staff to disclose information, but that a staff group had been tasked with reviewing how to encourage the providing of information.

Resolved:

- i. Noted the workforce profile provided.

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

11. Redundancy, Pension or Exit Discretion Report (18:07)

Members considered a report which advised them of expenditure

associated with redundancy, pension or exit discretion. An overview of expenditure was provided in the table at paragraph 5 of the report. There were no costs to the council. Full details were set out in exempt Annexes A to the report.

Resolved:

- i. Noted the expenditure associated with each proposal as detailed in annex A.

Reason: To provide an overview of expenditure.

12. Changes and Updates relating to Chief Officer Posts (17:49)

The Chief Operating Officer introduced the report seeking a temporary additional responsibility allowances for the Chief Finance Officer (section 151 officer) to recognise their work associated with leading the finance workstream and being accountable for the finances for the creation of the Mayoral Combined Authority. He sort approval for a job title change to the role of Assistant Director Education to Chief Education Officer.

Finally he highlighted the recent recruitment campaigns and appointments committee outcomes for the Director of Public Health and confirmed that the Council had been unable to recruit to the Assistant Director of Public Health post.

The Committee enquired as to whether the Council had capacity to cover the Chief Finance Officer working two days in supporting the creation of the Mayoral Combined Authority. The Chief Operating Officer confirmed that he was confident with arrangements that were in place to cover this work. It was also confirmed that the Council was being reimbursed by the Mayoral Combined Authority for the two days work provided by the Chief Finance Officer.

Resolved:

- i. Approved two temporary additional responsibility allowances for the Chief Finance Officer; the first from April 2023 to December 2023 for reasons associated with leading the finance workstream and being accountable for the finances for the creation of the Mayoral Combined Authority as detailed in paragraphs 14 to 20a of the report;

- ii. Approved the temporary additional responsibility allowance from January 2024, for the interim role of Section 73 officer for the Combined Authority which has been approved by the Devolution Joint Committee. This is envisaged to be for approximately 3 months or until the appointment of the permanent Director of Resources is recruited to. Further details are in paragraphs 14 to 20b of the report;
- iii. Approved to change the job title of the current Assistant Director of Education to Chief Education Officer as detailed in paragraphs 21 to 22 in the report;
- iv. Noted the update on the recruitment and appointments panel outcome for the post of Director of Public Health, Assistant Director of Public Health and approve the interim arrangements proposed as detailed in paragraphs 23 to 26 in the report.

Reason: To acknowledge the recruitment process of the Director of Public Health, Assistant Director of Public Health and interim arrangements. Standardise the job title of the Assistant Director of Education to Chief Education Officer. As well as financially acknowledging the responsibilities of the Chief Finance Officers work with the Mayoral Combined Authority.

13. Appointment of Corporate Director of Adults and Integration and associated Interim Arrangements (17:58)

The Chief Operating Officer introduced the report and outlined that the Committee were being asked to give approval to proceed with the permanent recruitment to the post of Corporate Director of Adult Services and Integration ahead of the current post holder vacating the role in December 2023.

The Committee enquired about whether there would be any impact on the senior management restructure by recruiting to the post before this took place. Officers confirmed that the role would remain part of the restructure but did not expect any significant changes to affect the post. Members also asked about the time scale for appointment and it was confirmed that the advertisement for the post would go out in six weeks and officers would expect any appointee to have a 3 month notice period.

Resolved:

- i. Confirmed the pay package for the vacant role to be advertised for the Corporate Director of Adult Social Care and Integration (paragraphs 8 to 10 in the report);

- ii. Approved the establishment of an Appointments Sub-Committee for the role. 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 (paragraphs 11 to 12 in the report);
- iii. Approved the engagement of the North Yorkshire County Council Resourcing Team to undertake the recruitment and selection process (paragraph 13 in the report);
- iv. Approved the interim appointment of the Director of Adults Safeguarding to cover the role of Corporate Director of Adults and Integration and the statutory role the DASS (paragraphs 14 in the report).

Reason: To allow timely appointment to the vacant post of Corporate Director of Adult Social Care and Integration in line with the council's Constitution and relevant legislation.

14. Work Plan

Members considered and confirmed the draft work plan for the municipal year 2023-2024.

Resolved: That the members confirm and accept the committee's draft work plan for the municipal year 2023-2024.

Reason: To ensure the Committee maintains a programme of work for the municipal year 2023-2024.

Cllr Douglas, Chair

[The meeting started at 4.30 pm and finished at 5.08 pm].

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Staffing Matters and Urgency Committee**22 January 2024****Report of the Chief Operating Officer**

Portfolio of the Leader including Corporate Services, Policy, Strategy and Partnerships

Proposed New Chief Officer Structure**Summary**

1. This report sets out a proposed restructure of the Corporate Management Team. The proposals seek to deliver significant savings in senior management, alongside ensuring a structure that can deliver the Council Plan, and ensure focus on the key priorities of the Council.

Recommendations

2. Staffing Matters and Urgency Committee is asked:
 - i. To approve the new chief officer structure as set out within Annex A (noting the proposed statutory officer roles), authorising the Chief Operating Officer (COO) to progress to consultation, and then subject to consultation the implementation of the proposals.
 - ii. To approve specifically as part of the new structure the deletion of the following 5 posts:
 - Director of Customer and Communities
 - Corporate Director of Place
 - Director of Economy, Regeneration and Housing
 - Director of Environment, Transport and Planning
 - Chief Finance Officer
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- iii. To approve the creation of the following 3 posts:
 - Director of Transport, Environment and Development
 - Director of Housing and Community Services
 - Director of Finance (S151)
 - iv. To agree to a chief officer appointment panel for any roles that require a form of assessment, and to note that Council's Management of Change processes will be followed to determine appointments to the revised structure and new roles.
 - v. To approve that the proposed structure will be subject to consultation and should further amendments or options be proposed by the COO these will be presented to the committee accordingly. If no amendments are considered necessary, the proposal will be progressed to implementation.
 - vi. To note the following:
 - The proposal to redefine the existing grades 12, 13 and Assistant Director (AD) to Senior Manager levels 1,2, and 3 respectively, creating a clearly defined Senior Manager level within the organisation, with a view to this being a step towards creating a more agile and efficient organisation with reduced layers of senior management. SM 3 roles will remain classed as chief officers and remain on chief officer terms and conditions. (This is a decision for the Head of Paid service to make.)
 - That there will be a need to strengthen management arrangements in some areas to address some of the impacts of the proposals, Council priorities, tackle some risk areas, and to adapt to the proposed directorate structure. Wherever possible this will be done by redefining existing roles, and any costs funded by other savings.
 - To note that further reviews will be conducted across all areas of the Council with a view to ensuring greater consistency of structures and ensuring optimal layers within the organisation. The next stage will be to review grades 12, 13 and AD levels, and this will be done with a clear outcome being to achieve significant savings and redesign some roles, in some cases
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giving greater responsibility and opportunity for career development.

- To note the significant financial challenges, and that the structure of the Council will need to adapt significantly, with a view to delivering major savings in coming years. Assuming no significant variation in the financial strategy projections the Council will need to downsize significantly in coming years.

Background

3. There exists a previous agreed saving in respect of chief officers/senior management to deliver a saving of £200,000 (of which £120k was assumed in 2023/24 and a further £80,000 in 2024/25). In year this has effectively been managed by not filling two roles in policy and a vacant AD role. It should be noted the saving was not just about chief officers, but senior roles more generally.
 4. More fundamentally the Council is facing very significant financial challenges, alongside significant service demands and a need in coming years to review very carefully how services are provided, deliver significant savings, deliver transformation, and at the same time ensure key services for vulnerable residents and key frontline services are maintained. Tackling this challenge requires a fundamental review of structure across the Council.
 5. The financial challenge is very relevant to this report. Based upon the financial forecast, it would be wrong not to seek to deliver significant savings in the structure of the Council at senior levels. The review has, and will for further stages, recognise this financial challenge and will make proposals which whilst they may be difficult in terms of their implications, they are considered necessary.
 6. Going forward the Council will need to focus on its core statutory services. This applies equally to its highest levels of senior management, where statutory roles clearly must form the core of the senior management of the Council. If savings are to be achieved, they inevitably will need to come from roles that are not statutory, and where there is a high likelihood that the scale of activity is likely to diminish over time.
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7. It is however not just a case of moving down to statutory provision. We also across the Council need to ensure there is the capacity to deliver key elements of the Council plan, its core commitments, the focus on customer experience, and seek to ensure the Council engages effectively with partners and communities.
 8. The Council will need to downsize, but it does need to retain the ability to deliver on core strategies, work with communities, and become a more community focused Council, with strong engagement. This requires its corporate policies, and approach to issues such as equalities, human rights, and affordability to be embedded in the work of communities. It requires an ability to work with partners, and to develop innovative health and care policies, deliver on climate policies, secure funding for development and improvement of the city, and ensure its core systems and processes are effective.
 9. There also will be in coming years a need to work closely with the combined authority and in particular work across transport and economic strategies, net zero, housing and community safety. It will be important to ensure York interests are fully represented within the CA, and that through the CA York is also making its case nationally to central government for additional funding. Embracing fully the opportunities devolution can provide will be critical in terms of funding.
 10. Across health the Council needs to work closely with its partners, and look to integrate services effectively, and reduce health inequalities. The sustainable housing strategy needs to be closely aligned to supporting the most vulnerable, supporting those with particular needs, and ensuring affordability is recognised throughout.
 11. Therefore, this is an opportunity not just to deliver some savings and do minor adjustment, but to have a more fundamental review of the whole senior management structure across the Council. In particular this overarching review needs to consider senior management structures from grade 12 upward through to chief officers. It will in time need to go further down the organisation. Whilst this will present some difficult challenges, for some there will be real opportunity for growth and development.
 12. It should be noted that doing things as they have been no longer is an option against a backdrop of the financial challenges. We need to do things differently, develop different funding models, and embrace resident engagement. We do though need to retain talent, and do this
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through developing some different roles, allowing talent to grow and provide in some areas greater opportunities.

13. As part of this review advice has been sought from the Local Government Association (LGA). They have provided information relating to layers within the current structures and highlighted the need for considering a reduction in the layers across the organisation. Of particular relevance was a need to consider flatter structures, clear and consistent layers, and having clear decision making accountability.
 14. It has to be stressed that in developing the most effective structure there will need to be some areas where some additional investment/new/redesigned senior posts are required. This in some cases will arise due to changes that are made in the directorate structure, particularly within the existing "Place" areas. An effective reorganisation of structure is not merely about reducing posts, or seeking to keep grades down, it also has to consider seniority of roles, recruitment and retention, and the ability to have sound management to take forward key priorities and managing critical services.
 15. As part of this report there is a proposal to move to a "Senior Manager" designation across the Council. This does not directly change the terms and conditions for any employee, but it is felt it should assist in identifying a key layer across the organisation. Employees currently on grades 12, 13 and AD it is proposed will be moved to a clearly identifiable "Senior Manager" grading structure from SM1 to SM3. This is broadly in line with LGA advice that suggests the top tiers of the organisation should consist of Head of Paid Service, directors, senior managers.
 16. This it is felt would give greater clarity in terms of these critical senior manager roles, greater clarity of decision making accountability, with the senior manager level becoming a clearly identifiable tier of management across the Council. We should also embrace the opportunity to provide some skilled and talented managers with opportunities to take on wider roles, with appropriate financial reward.
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Proposals

17. The current senior management structure of the Council is shown in Annex B.
18. It is recommended that there are two stages to this review:
19. **Stage 1** – consideration of the Director level roles across the organisation and direct reports to the Chief Operating Officer.
20. **Stage 2** – a review of the structure under these roles, with the Directors considering their directorate's needs, and with this reviewing both the AD roles, and the Head of Service roles collectively, covering grades 12, 13 and AD.

Stage 1 Proposals

Overarching Aim to Create a flatter structure across the organisation

21. As a broad principle it is proposed that across the organisation further steps are needed to create a flatter structure. Advice from the LGA suggests that in general structures for a unitary Council should consist of broadly six levels, recognising that this will in some cases need to vary.
 22. Further consideration of this across the whole organisation, together with a proposal to seek to assist this, is considered in this report.
 23. In the context of the structure at director level, a flatter structure is generally achievable by having around 7-8 direct reports to the Head of Paid service. This then minimises the need for layers of chief officers in many cases.
 24. As such it is proposed to continue with a broadly flat structure with some 8 reports to the COO, with then the opportunity underneath this to seek to review layers beneath, in particular at senior manager level.
 25. In keeping a flatter structure it minimises the steps between heads of service and COO and this is felt important in ensuring an agile and responsive Council.
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26. It can also aid recruitment, as for example the Director of Public Health, recent appointment there was very positive feedback that the role reported to the COO and not another director.

Specific Proposals

27. The proposals set out below seek to achieve some of the issues that have already been covered earlier in the report, in particular:
- A focus upon the statutory roles at a senior level, recognising these roles are essential and should can only be filled by those with relevant experience and qualifications.
 - Recognising the need for savings and strong financial management.
 - Reference to the Council plan, and the core commitments, which require capacity in terms of corporate strategy, partnerships and communities.

Proposal 1 – create a Director of Finance

28. This will replace the existing Chief Finance Officer role.
29. This role will cover all of the existing functions within the Chief Finance Officer role, and will bring into this director role the following additional services:
- Customer services Finance (Council tax, business rates) which has remained with the Director of Customers and Communities previously.
 - Asset Management, with a view to ensuring strong financial oversight of assets given the financial challenges.
 - Business intelligence – with a view to strengthening relationships with the finance function and building further on the use of performance/reporting information for cost control.
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Proposal 2

30. To replace the Place Directorate Corporate Director/2 director roles, and the Customer and Community Services Director, with two director roles.
 31. Some services covered by these roles will move to other areas, in particular:
 - Asset Management – will sit within the Finance portfolio moves to Director of Finance
 - Business support and ICT – move to a newly created role of Chief HR and Business Support Officer (note this is not within the remit of SMU)
 - Customer Finance – moves to the Director of Finance.
 32. This reduction in scale, combined with a flattening of management layers, allows the functions to then be split into 2 director roles as follows:
 - **Director for Transport, Environment and Development** – this role will cover the key work related to operational street based/neighbourhood services. In addition, it covers planning, regeneration and projects. It is recognised that some roles beneath this role may need to be strengthened, particular with a view to ensuring sufficient managerial strength around aspects of working with the Combined Authority, and front-line operational services where resources will require careful management going forward.
 - **Director of Housing and Community Services** – this role will cover work with communities, customer services, leisure, ward committees, and community safety. It will also take on responsibility for Housing, subject to a further review in terms of whether any aspects should move to Adult Services, or whether a modified governance model is required where Adult Services would have a shared responsibility for certain aspects of housing.
 33. The Housing and Community Service role will also be the area that drives forward the key corporate commitments to equalities and human rights, affordability, and climate change, both placing them very central in all of the community services, but also supporting other areas of the Council.
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34. This area will also provide the corporate policy lead, working closely with finance and HR on the development of key strategies, work in relation to improvement and transformation across the Council, and support in relation to key policy issues including for example work with the Combined Authority.

Stage 2 and proposal to rename existing grades

35. This stage as has been referred to earlier will need to review resources and consider whether to create any new posts, or merge posts. It will consider in particular the grades 12, 13, and AD roles.
36. The objectives of stage 2 will be to deliver considerable savings, alongside the realignment of some roles, and ensuring structures are sound and efficient.
37. In seeking to move to flatter structures it is planned that the existing Assistant Director tier in the organisation is maintained but is moved to a Senior Manager grade, alongside existing grades 12 and 13. Existing Assistant Directors would retain their current terms and conditions, with SM3 being designated as chief officers.
38. This would lead to a broad Council structure as follows:
- Level 1 - Chief Operating Officer (chief officer)
 - Level 2 - Corporate Director/Director (chief officer)
 - Level 3 - Senior Manager 1 -3 (SM3 chief officer terms)
 - Levels 4, 5, 6 will be layers below the senior manager and reflect individual services.
39. There will be areas where there are some additional levels due to circumstances. However, a move to streamline layers across the organisation is considered essential and this represents a first step towards moving in that direction. There may be a need to further consider the Senior Manager layer, and opportunities for flexibility, in due course, but at this stage this is a simple replication of existing grades/terms, but creating a visible SM layer, recognising the managerial responsibilities and accountabilities.
40. It should be noted that within Childrens Services and Adult Services both have two director levels. There are within this first stage review no plans to change this given the scale of activity/risks in these areas. The new Corporate Director of Adult Services will however be tasked to
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further review Adult Services in totality, and it will be part of the stage 2 review. No further changes are proposed within Childrens Services in respect of the Corporate Director and Director of Safeguarding.

Council Policy Implications

41. The report has considered in earlier sections some of the issues related to the Council plan, and key strategies and partnerships. In particular the proposals seek to ensure there is sufficient resource for delivery of key Council commitments, and key priorities. Within the Director of Housing and Community services will be resources that can take forward work on equalities, affordability, and climate change. Senior officers within that Directorate will lead on these issues, working across the organisation, and also working closely with partners.

Financial implications

42. The savings arising from the five deleted posts totals £654k and the costs of creating the three new posts at top of grade total £395k. The overall saving is therefore £259k. This will primarily provide a general fund saving however some of the saving will be attributable to the Housing Revenue Account (£28k). This saving is before any one-off redundancy costs are considered which are to be determined.
43. However, it is important to see this review very much in the context of stages 1 and 2 as described, and the overall savings from the whole review are anticipated to be significantly more. The overall savings will assist in managing budget pressures for 2024/25 and will ultimately once final savings are known feed into the 2025/26 budget.

HR Implications

44. Staff and trade unions will be consulted in accordance with the council's workforce change policies and procedures.
 45. All proposals at stage one and two are subject to full consultation and the impact of the proposals on individual members of staff are not known at this stage. Employees will be fully supported throughout the process of change.
 46. The council has a duty to mitigate redundancy and therefore we will consider suitable alternative employment within the structure proposed and across the council.
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Stage 1

- The proposals to restructure the Chief Officer roles within scope are subject to consultation. The roles described are indicative grades and subject to change when formally evaluated using the Chief Officer job evaluation process, in accordance with the council's chief officer pay policy. Based upon the indicative grading assessment, the three new Director roles are within a pay scale of £96,574 to £106,857.

Stage 2

- With the aim to achieve a flatter structure, further work will be required to assess the workforce implications. This will be done in conjunction with trade union colleagues and take into account any collective agreements.
- This proposal does not have an impact on progressing the proposals at stage one.

Legal Implications

47. The Council must have 6 statutory Chief Officers. These are the Head of Paid Service (HOPS), Chief Finance Officer (S151 Officer), the Monitoring Officer (MO), a Director of Children Services (DCS), a Director of Adult Social Services (DASS) and a Director of Public Health (DPS).
 48. In relation to restructuring, the Council must consider whether any redundancy situation arises. Redundancy is a potentially fair reason for dismissal. Specialist ongoing advice will be required from HR and Legal Services in relation to management of the process which maximises fairness to employees and minimises potential liability for the organisation.
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Contact Details

Author:

Ian Floyd
Chief Operating Officer

Chief Officer Responsible for the report:

Ian Floyd
Chief Operating Officer

**Report
Approved**



Date 12 January 2024

Wards Affected:

All



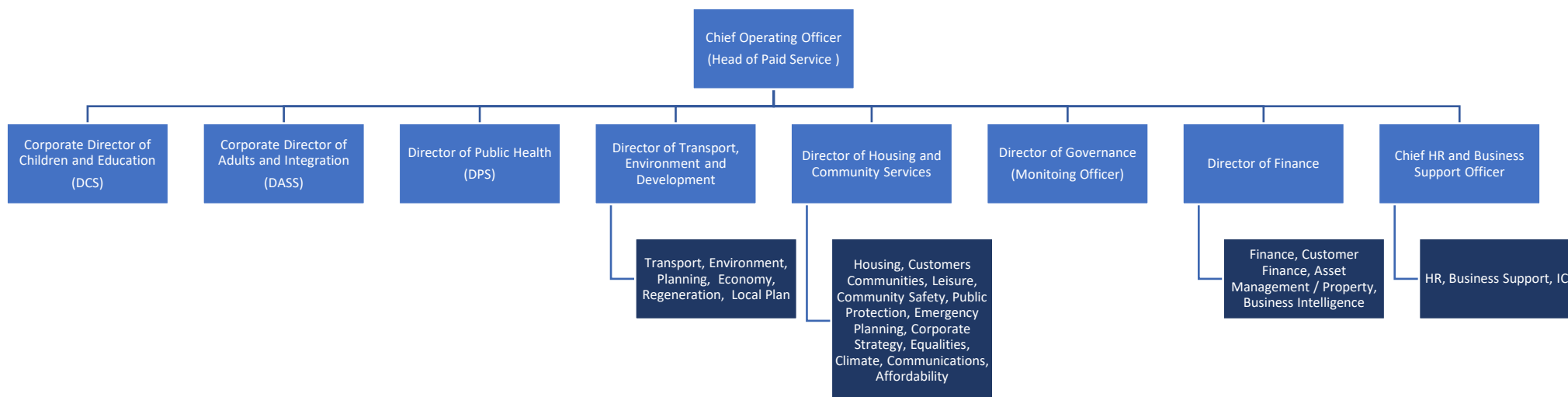
For further information please contact the author of the report

Annex A – Proposed new organisation structure

Annex B – Existing organisation structure

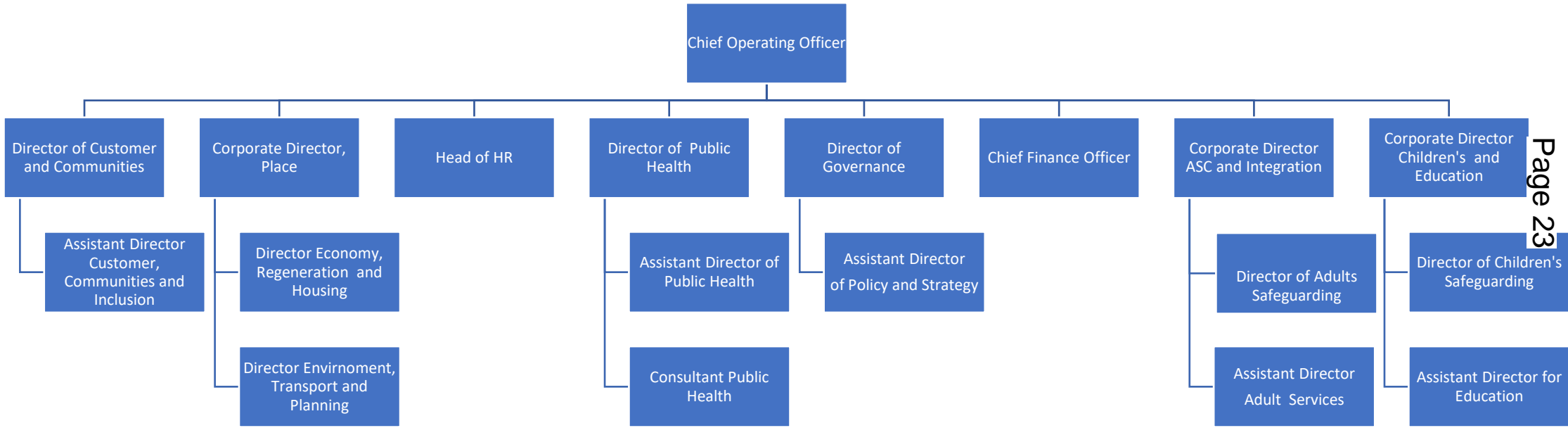
Proposed new organisation structure

Please note the service lists show where some services are moving to in respect of the new roles but are not the complete list.



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Existing organisation structure



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Staffing Matters and Urgency Committee

22 January 2024

Report of the Head of Human Resources and Organisational Development

Workforce Profile as at Quarter 2 2023/2024

Summary

1. This report provides the Staffing Matters and Urgency Committee (SMUC) with the workforce profile, covering the period of 1 July to 30 September 2023 (Quarter 2).

Background

2. The data provided in this report is already available throughout the Council. The workforce data provided through the performance framework, is discussed at both Corporate Management Team and Directorate Management Teams.

Analysis

3. **Annex A** gives a full overview of key performance indicators directly linked to the Council's workforce.
4. Headcount, new starters, resignations and leavers rates are all lower in comparison to the Q2 position in 2022.

	Q2 2022	Q2 2023	Trend
Headcount	2523	2023	Decrease
FTE	2113	2186	Increase
Average Days Sickness	13.0 days	11.3 days	Decrease
New Starters	233	208	Decrease
Leavers	217	170	Decrease
Resignations	72%	64%	Decrease
Retirements	17%	24%	Increase

5. Sadly, death in service remains a steady figure within the reasons for leaving at 3% (2.4% in Q2 in 2022). Resignations are lower this quarter compared to Q2 last year and remain the highest reason for leaving, but retirements are higher this quarter than Q2 in 2022

and reflects the age profile of the Council's workforce, where the highest age category of our workforce is 50 to 64 years old (46%).

6. Resignations continue to remain in line with regional figures and despite financial challenges around the region and nationally there continues to be vacancies advertised providing new opportunities, promotions and career changes for staff to apply. Figures in the public sector overall are anticipated to change as Councils face the difficulty of balancing budgets in the current climate of reduced funds and increased costs. City of York Council will, in the next year, see changes in the workforce profile as the need to downsize is required to meet a balanced budget.
7. Linking starters and leavers there is a reduction in turnover this quarter compared to Q2 in 2022; 14% v 16.3%. Following the Committee's request further analysis has been provided on resignation information in the workforce profile Annex A including tables 1.11 and 1.12 showing age and grades of those employee who resign. More detailed information is not available on reasons for leaving other than information shown in table 1.6; the Council does not collect where an employee is moving to, for example to another local authority, private sector, to take up university / further education to spend time with dependents etc.
8. Looking at the data, voluntary leavers; those who chose to leave the Council and resign, are mostly aged between 50 and 64, this links with increased retirement numbers but also statistically, this is the age band nationally where employees make career choices to either reduce hours and responsibilities or conversely take their next career step before retirement or they chose to retire.
9. The age band of 50 to 64 is the highest workforce age band of the Council's workforce. The average age of the workforce has reduced slightly over the years (now 46 years old), and this age band makes up 46% of the Council's workforce, slightly higher than the percentage of Yorkshire and Humber (43%) and England from the Census data (41%).
10. Work with York (WWY) assignments have continued to be used but have significantly reduced. Agency placements are falling month on month as the Council seeks to make permanent appointments or reduce agency spend. Notable reductions are in Children's and Adult Social Care who now have a much more stable and permanent workforce for the benefit of our service users. Presented in the annex are Q2 figures and there are further

reductions in agency evident in Q3 which will be presented to the Committee in March.

11. Cost control measures are in place across the Council to ensure that spend and budgets are controlled, as such when a post becomes vacant, some remain unfilled or alternative options are considered including acting up arrangements for existing members of staff. HR are working with relevant managers to ensure creative recruitment for hard to fill vacancies that need to be filled. Wellbeing is at the heart of all considerations, employees are not expected to work excessive hours to cover unfilled vacant roles, and decisions around priorities and ways of working have to be considered in more creative ways.
12. Sickness absence figures are starting to fall slowly. The Council does have several employees who are on long term sickness with terminal illness, for these employees we explore ill health retirement options but employee absence continues to be part of the absence figures, this may in some cases distort absence figures in some directorates.
13. In September 2023 the Chartered Institute of Personnel and Development (CIPD) presented a benchmark figure for absence as part of their Health and Wellbeing at Work report, this report was paused during COVID. Across all working sectors, the CIPD quoted an average level of employee absence of 7.8 days per employee and the highest level of absence reported for over a decade. The report acknowledges significant differences in the way in which absence is reported so comparisons like for like are very difficult. For the public sector the average absence is quoted as 10.6 days, the Council average sits at 11.3 days only slightly higher, this is a reduction from 13 days reported in Q2 in 2022. Discussions with other regional Yorkshire and Humber Councils confirms that City of York are comparable in terms of sickness absence trends; figures are higher in social care, days absent are steadying after the pandemic recovery period and absence rates tend to reduce in Q4.
14. In terms of reasons for absence the CIPD report mentions, minor illness, muscular skeletal and stress / mental health as the most common reasons for absence. This mirrors the Council's absence reasons which at November 2023 were Stress, Muscular skeletal and Other Reason (minor illnesses).
15. The Local Government Association (LGA) has published that they propose to set up a benchmarking survey on key workforce

statistics for Councils and it is understood that this will include absence; this will not however, dictate how sickness is calculated so there will continue to be variances so direct comparisons will be difficult.

16. We are currently preparing for the next employee survey, which will be launched at the end of January. The survey will include a focus on well being and this can be reported accordingly alongside absence reasons.
17. In terms of equalities profiling, the workforce gender and age distribution remain largely comparable year on year. Similarly, the declaration of sexual orientation and disability remains largely the same, there are slight increases of those employees declaring BME and disability.
18. We continue to promote and request that employees update their sensitive information (for example disability, ethnicity, sexual orientation) status to allow us to have a closer comparison with our local community.
19. In practical terms we are also working to ensure that our recruitment opportunities are sent to a wide range of community groups to attract and ensure that these are promoted to as many areas as possible of our community. We are also going to undertake a calculation similar to the gender pay gap on the data that we hold on ethnicity and disability with the caveat that this can only be based on the data that we hold but hopefully promotion and awareness can encourage future completion. This will be prepared for 31 March 2024.
20. The Council is currently working with an Equality/Inclusion Consultant and developing the Councils draft Equalities for Local Government (EFLG) Assessment which will also make recommendations on possible actions to assist with creating a more diverse workforce.

Consultation

21. The contents of the report and Annex have not been consulted on as the data is factual and already available through different sources.

Council Plan

22. The content of the report and annex are not material to the Council Plan but are valuable information to contribute to relevant workforce data evidence and the profile of the workforce has been included in the Council Plan 2023-2027.

Implications and risks

23. There are no implications or risks associated with this report.

Risk Management

24. N/A.

Recommendations

25. Staffing Matters and Urgency Committee is asked to:
- i. Note the report and workforce profile provided in **Annex A**.

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

Contact Details**Author:**

Helen Whiting,
Head of HR and OD
Ext 1622

Ian Cunningham
Head of BI
Ext 5749

Chief Officer Responsible for the report:

Ian Floyd
Chief Operating Officer

Report Approved

✓

Date

10 January 2024

Specialist Implications Officer(s): N/A**Wards Affected:** *List wards or tick box to indicate all***All** ✓**For further information please contact the author of the report****Background Papers:**

Previous Workforce Profile Reports;
Quarter 2 2022 (20th February 2022)

<https://democracy.york.gov.uk/documents/s165554/Workforce%20Profile%20Report%20SMUC%20February%202023.pdf>

<https://democracy.york.gov.uk/documents/s165555/Annex%201%20-%20CYC%20Workforce%20Profile%20Report%202022%20Q2.pdf>

Quarter 1 2023 (2nd October 2023)

<https://democracy.york.gov.uk/documents/s170083/Workforce%20Profile%20Report%20SMUC%20October%202023.pdf>

<https://democracy.york.gov.uk/documents/s170084/Annexe%20A%20-%20CYC%20Workforce%20Profile%20Report%202023-24%20Q1%20v1.pdf>

Annexes

Annex A – Workforce Data 2023/2024 Quarter 2



Business Intelligence Hub
 CYC Workforce Profile 2023/24 Q2
 Date Produced: 09/01/2024

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1. Key Performance Indicators

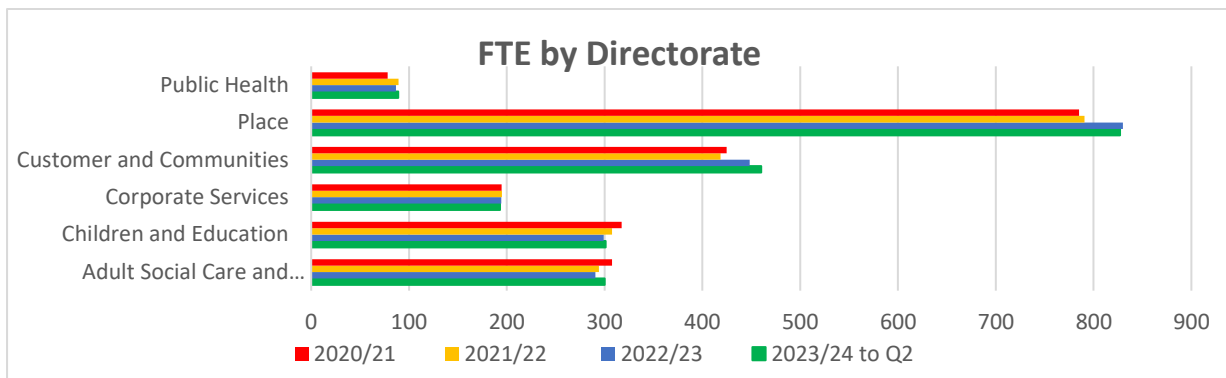
Below are tables containing details of KPI figures for 2020/21, 2021/22, 2022/23 and 2023/24 to Q2. Councillors, casual and school staff have been excluded from these figures so as to only account for core CYC staff, historic data has been mapped to match the current Directorate structure for the new Adults & Children's directorate. The majority of the data within this report is available publicly on the York Open Data platform - www.yorkopendata.org

1.1 Staff Headcount (snapshot)

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	2550	2509	2547	2573
Adult Social Care and	386	358	350	358
Children and Education	394	389	362	376
Corporate Services	214	212	208	203
Customer and Communities	594	576	618	613
Place	862	865	903	914
Public Health	100	109	106	109

1.2 Staff FTE's

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	2108	2096	2148	2186
Adult Social Care and	308	294	291	305
Children and Education	317	308	298	315
Corporate Services	195	195	193	188
Customer and Communities	425	419	449	446
Place	785	791	830	843
Public Health	78	89	87	89



1.3 Average Sickness Days per FTE (rolling 12 months)

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	9	12	11.9	11.3
Adult Social Care and	18	16	20.3	20.0
Children and Education	7	12	15.5	12.2
Corporate Services	5	7	5.8	6.9
Customer and Communities	6	7	6.6	6.2
Place	9	14	12.3	11.8
Public Health	7	8	8.7	8.5
Benchmark – CIPD (All Sectors)	5.8	N/A	7.8	N/A
Benchmark – CIPD (Public	8	N/A	10.6	N/A

1.4 Number of New Starters

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	194	364	443	208
Adult Social Care and	15	88	80	39
Children and Education	59	65	80	45
Corporate Services	15	25	26	11
Customer and Communities	38	68	116	41
Place	53	94	130	64
Public Health	14	24	11	8



1.5 Number of Leavers

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	267	383	394	170
Adult Social Care and	75	84	83	30
Children and Education	46	74	82	32
Corporate Services	22	30	29	15
Customer and Communities	51	81	101	36
Place	61	92	90	53
Public Health	12	22	9	4

1.6 Leaving Reasons (% of Leavers)

City of York Council (exc. schools)	2020/21	2021/22	2022/23	2023/24 to Q2
Died in Service	1-2%	<1%	1-2%	3%
Dismissal - end of contract	7%	3%	1-2%	2%
Dismissal - lack of capability	1-2%	1-2%	1-2%	1-2%
Dismissal - misconduct	1-2%	<1%	<1%	4%
Dismissal - probationary period	<1%	0%	<1%	0%
Not known	3%	3%	<1%	1-2%
Redundancy	1-2%	4%	2%	0%
Resignation	50%	68%	73%	64%
Retirement	19%	20%	17%	24%
Retirement - Ill Health	1-2%	<1%	1-2%	1-2%
Settlement Agreement	<1%	<1%	0%	0%
TUPE Transfer Out	14%	0%	1-2%	<1%



1.7 Total Turnover % (rolling 12 months)

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	11%	15%	16%	14%
Adult Social Care and	20%	23%	24%	19%
Children and Education	13%	19%	22%	19%
Corporate Services	10%	14%	14%	13%
Customer and Communities	8%	14%	17%	13%
Place	7%	11%	10%	10%
Public Health	12%	21%	9%	10%
Benchmark – LGA (Public	9%	N/A	N/A	N/A
Benchmark – LGA (Public	9%	N/A	N/A	N/A

1.8 Number of Voluntary Leavers

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

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	138	259	275	108
Adult Social Care and	20	51	61	17
Children and Education	32	53	61	22
Corporate Services	13	21	16	10
Customer and Communities	35	60	75	29
Place	34	59	54	27
Public Health	4	15	8	3

1.9 Voluntary Leavers by Age & Length of Service

Age	Less than 1 year	1 to 2 years	2 to 5 Years	5 to 10 years	Over 10 years
16-24	13%	21%	11%	0%	0%
25-34	20%	21%	37%	23%	6%
35-49	23%	32%	33%	23%	72%
50-64	43%	26%	15%	46%	17%
65+	0%	0%	4%	8%	6%



1.10 Voluntary Turnover % (rolling 12 months)

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	6%	10%	11%	9%
Adult Social Care and	6%	14%	17%	12%
Children and Education	9%	14%	17%	16%
Corporate Services	6%	10%	8%	7%
Customer and Communities	6%	10%	12%	10%
Place	4%	7%	6%	5%
Public Health	4%	15%	8%	8%

1.11 Resignation – Comparison of % for Ages and Grades compared to Previous Year Comparison

Age	2022/23				2023/24 Q2			
	Grade 1-6	Grade 7 - 11	Grade 12 +	Total	Grades 1-6	Grades 7-11	Grades 12+	Total
16-24	4%	3%	0%	7%	4%	6%	0%	10%
25-34	14%	16%	0%	30%	6%	17%	0%	22%
35-49	10%	18%	2%	30%	7%	24%	4%	36%
50-64	15%	15%	1%	31%	15%	13%	1%	29%
65+	1%	1%	0%	2%	1%	2%	0%	3%
Total	43%	53%	4%	100%	33%	62%	5%	100%



1.12 Resignation – Comparison of % of Grades and Ages to wider current workforce

Age	Staff at Q2 2023/24				Resignations 2023/24 Q2			
	Grade 1-6	Grade 7 - 11	Grade 12 +	Total	Grades 1-6	Grades 7-11	Grades 12+	Total
16-24	3%	1%	0%	4%	4%	6%	0%	10%
25-34	5%	8%	0%	13%	6%	17%	0%	22%
35-49	9%	23%	1%	33%	7%	24%	4%	36%
50-64	17%	26%	2%	45%	15%	13%	1%	29%
65+	2%	2%	0%	5%	1%	2%	0%	3%
Total	36%	60%	4%	100%	33%	62%	5%	100%

1.13 Work With York YTD – Total Assignments

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	972	995	665	384
Adult Social Care and	159	117	140	98
Children and Education	186	165	122	68
Corporate Services	24	64	17	3
Customer and Communities	69	71	98	43
Place	335	330	286	169
Public Health	199	248	2	3

1.14 Work with York – Long Term Assignments (over 12 months)

Directorate	2020/21	2021/22	2022/23	2023/24 to Q2
City of York Council (exc.	110	126	83	64
Adult Social Care and	12	14	13	12
Children and Education	24	22	10	6
Corporate Services	2	1	0	0
Customer and Communities	10	8	11	12
Place	62	57	48	33
Public Health	0	24	1	1



1.15 Work with York – Current Assignments

Directorate	2020/21	2021/22	2022/23	2023/24 Q2
City of York Council (exc.	434	486	254	201
Adult Social Care and	39	66	68	56
Children and Education	68	84	41	21
Corporate Services	5	14	0	1
Customer and Communities	25	43	36	17
Place	142	198	107	104
Public Health	155	81	2	2

2. Equalities Profiling

The tables below summary the City of York Council's equalities profile. These were produced using a snapshot of available data taken on 30th September 2023. Councillors, casual and school staff have been excluded. Age data is provided by The local government earnings and demography survey (LGEDS) 2019/20 with all York and National figures used taken from the 2021 Census.

2.1 Gender

	2020/21		2021/22		2022/23		2023/24 Q2	
	Male	Female	Male	Female	Male	Female	Male	Female
City of York	38%	62%	38%	62%	38%	62%	38%	62%
Public Sector	34%	66%	34%	66%	34%	66%	34%	66%
York	49%	51%	48%	52%	48%	52%	48%	52%
National	49%	51%	49%	51%	49%	51%	49%	51%

2.2 Sexual Orientation

	2020/21	2021/22	2022/23	2023/24 Q2
Heterosexual	96%	96%	95%	95%
Non-Heterosexual	4%	4%	5%	5%



2.3 Age

		16-24	25-34	35-49	50-64	65+
2020/21	CYC	3%	13%	35%	47%	3%
	Y&H	5%	14%	36%	43%	3%
	England & Wales	5%	15%	36%	41%	4%
2021/22	CYC	3%	13%	33%	46%	4%
	Y&H	5%	14%	36%	43%	3%
	England & Wales	5%	15%	36%	41%	4%
2022/23	CYC	3%	13%	33%	46%	4%
	Y&H	5%	14%	36%	43%	3%
	England & Wales	5%	15%	36%	41%	4%
2023/24 Q2	CYC	4%	13%	33%	46%	5%
	Y&H	5%	14%	36%	43%	3%
	England & Wales	5%	15%	36%	41%	4%

2.4 Ethnicity

	2020/21		2021/22		2022/23		2023/24 Q2	
	White - British	BME	White - British	BME	White - British	BME	White - British	BME
City of York Council	94%	6%	94%	6%	93%	7%	93%	7%
Public Sector	90%	10%	90%	10%	90%	10%	90%	10%
Public Sector – Y&H	95%	5%	93%	7%	93%	7%	93%	7%
York	90%	10%	87%	13%	87%	13%	87%	13%
National	81%	19%	74%	26%	74%	26%	74%	26%



2.5 Disability

	2020/21		2021/22		2022/23		2023/24 Q2	
	Not Disabled	Disa-abled	Not Disabled	Disa-abled	Not Disabled	Disa-abled	Not Disabled	Disa-abled
City of York Council	95%	5%	94%	6%	93%	7%	93%	7%
Public Sector	N/A	N/A	92%	8%	N/A	N/A	N/A	N/A
Public Sector – Y&H	N/A	N/A	94%	6%	N/A	N/A	N/A	N/A
York	85%	15%	83%	17%	83%	17%	83%	17%
National	82%	18%	82%	18%	82%	18%	82%	18%

2.6 Disability Type (of declared disability)

	2020/21	2021/22	2022/23	2023/24 Q2
Learning	11%	9%	13%	14%
Long-standing	33%	35%	33%	30%
Mental illness	3%	9%	11%	11%
Physical	10%	10%	8%	8%
Sensory	6%	8%	9%	9%
Other	37%	30%	26%	27%

Note: The equalities data in these tables is based on staff information held by HR. Over 22% of staff have not provided information for Disability and Ethnicity, and over 34% for Sexual Orientation.



2.7 Equalities by Grade

		Grades 1-6	Grades 7-11	Grades 12 & Over
Gender	Male	43%	34%	44%
	Female	57%	66%	56%
Sexual Orientation	Heterosexual	95%	95%	94%
	Non-Heterosexual	5%	5%	6%
Age	16-24	7%	2%	0%
	25-34	14%	13%	4%
	35-49	25%	37%	36%
	50-64	48%	44%	60%
	65+	6%	4%	0%
Ethnicity	BAME	8%	6%	1%
	White British	92%	94%	99%
Disabled	Disabled	8%	7%	4%
	Not Disabled	92%	93%	96%

2.8 Gender Pay Gap

This is the link to the Gender Pay Gap reports which are produced by HR and are held on the York Open Data platform.

<https://data.yorkopendata.org/dataset/cyc-gender-pay-gap>



Staffing Matters and Urgency Committee**22 January 2024**

Report of the Chief Operating Officer

Redundancy, Pension or Exit Discretion**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with redundancy, pension or exit discretions paid in accordance with council policy to employees below Chief Officer.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business case(s) attached as confidential annexes to this report for noting.

Consultation

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

Approval

4. In accordance with Council policy the appropriate Chief Officer of Departmental Management Team and S151 officer have approved the attached business case(s). The decisions as to whether or not to make an employee redundant rest with the Chief Operating Officer or Officers nominated by him. In terms of payments related to redundancy the council is contractually obliged to make the payment set out in the business case. Only in exceptional circumstances can discretionary additional payments for redundancy be considered. The Section 151 Officer has decision making authority for all staff other than Chief Officers in this matter.

Analysis

5. The analysis of each proposal can be found in the respective business case. Below is an anonymised summary of these cases noting costs associated with each:

Employee	Business Case Annex	Type of Exit	Redundancy Costs £	Pension Costs £	Total £
1	A	Flexible Retirement	N/A	N/A	£0
2	B	Compulsory Redundancy	£19,467.36	N/A	£19,467.36
3	C	Compulsory Redundancy	£25,168.81	£66,768.46	£91,937.27
4	D	Compulsory Redundancy	£4,930.72	N/A	£4,930.72
5	D	Compulsory Redundancy	£5,256.32	N/A	£5,256.32

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:

Helen Whiting
Head of HR
Human Resources

Chief Officer Responsible for the report:

Ian Floyd
Chief Operating Officer

**Report
Approved**

Date

10 January
2024

Specialist Implications Officer(s): N/A.

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

All

For further information please contact the author of the report

Background Papers

No background papers.

Annexes:

Annex A – Confidential Business Case
Annex B – Confidential Business Case
Annex C – Confidential Business Case
Annex D – Confidential Business Case

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Staffing Matters & Urgency Committee
Draft Work Plan 2023-24
(updated 12th January 2024)

Date	Proposed Reports
22 nd January 2024	1. Workforce demographics as at September 2023 (Q2) 2. Redundancy, Retirement and Settlement Agreements 3. Proposed new Chief Officer Structure
4 th March 2023	1. Workforce demographics as at December 2023 (Q3) 2. Redundancy, Retirement and Settlement Agreements 3. Quarterly Retention Payments Update <i>(if any new applications 1st Jan to 31st March)</i>

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