


URGENT BUSINESS AND SUPPLEMENTARY INFORMATION
Personnel Committee
17 October 2022

Agenda Item Number	Page	Title	Officer Responsible	Reason Not Included with Original Agenda
13	(Pages 3 - 10)	Workforce Profile Statistics Report and Appendices A (1-3)	Report of Chief Executive	The documents were originally published as exempt documents but the Monitoring Officer has confirmed the documents can be public.
13	Pages (17 - 24)	Permanent Senior Management Team Structure and Appendix 1 - Workforce Profile Data – Quarter 1 2022-23	Report of Chief Executive	

If you need any further information about the meeting please contact Natasha Clark / Aaron Hetherington, Democratic and Elections democracy@cherwell-dc.gov.uk, 01295 221534

This page is intentionally left blank

Cherwell District Council

Personnel Committee

17 October 2022

Workforce Profile Statistics

Report of Chief Executive

This report is public

Purpose of report

To provide CDC workforce profile statistics to the Personnel Committee for information and review.

1.0 Recommendations

The meeting is recommended:

- 1.1 To review the information and statistics provided at appendix one recognising this is a 'new start point' and the data provided will evolve over future reports.
- 1.2 To suggest if any additional statistics may be of use on an on-going basis.

2.0 Introduction

- 2.1 Workforce data at CDC has not been forthcoming over the past few years. The main reason for this has been that HR were utilising systems that were not set-up in a way where data could be easily extracted, and were therefore, holding most workforce data across numerous excel spreadsheets.
- 2.2 The introduction and development of iTrent, CDC's HR and Payroll system, has made it easier to pull together workforce statistics as a source of useful analysis and information regarding establishment, turnover and leavers, sickness absence and equality data. The plan is to further develop this report to aid analysis and identify any trends and issues.

3.0 Report Details

- 3.1 The workforce profile report, at appendix one, provides commentary and data on a quarterly basis (going back to April 2020). This is to add context to this first new CDC report and coincides with the start of the COVID-19 pandemic. It is informative

to review data both throughout the pandemic and any trends emerging as the world returned to a new normal.

3.2 The report provides statistics on:

- Headcount & FTE
- Employment and role basis
- Agency usage
- Turnover
- Leavers by length of service
- Leavers by reason
- Sickness absence incidents by reason
- Sickness absence rates –all absence, short-term, long-term, stress-related
- Age profile
- Gender Profile
- Ethnicity Profile
- Apprenticeship information

3.3 Since the Employee Self-Service (ESS) module was launched within iTrent, employees have been able to update their own personal data. When implementing iTrent, the decision was taken not to transfer sensitive information, such as ethnicity or disability, from the existing system as this was not believed to be up to date but to collect this from employees at the point the ESS module launched. The data in the report shows that this was not as successful as hoped. Some of this is due to the fact that colleagues working in the depot locations have not had easy access to iTrent as a result of the pandemic and a need for appropriate equipment to access the system to be set up in situ. This is being worked through and HR are working closely with the Environmental Services management team to complete some training and drop-in sessions to assist this group of staff in using ESS. Collection of sensitive data will form part of this.

3.4 HR have completed some timely reminders to all employees that this functionality is available to them and requested that sensitive information is completed, and it is hoped that more employees will have completed this for reporting in quarter 2. HR will continue to complete timely reminders and request this data is completed. We cannot force employees to disclose sensitive data, but the data items requested have an option for employees to choose not to disclose this information and will record this for reporting purposes.

3.5 The report at appendix one acknowledges a need to review the exit interview process that is currently undertaken at CDC, as whilst leavers are offered an opportunity to complete an exit interview and sent a link to the form as part of their leaver's correspondence, this opportunity is rarely taken up. Data provided at exit interview can be very informative, especially in helping the council with issues such as retention by highlighting areas of dissatisfaction.

3.6 This data is to be further developed to include some useful comparatives from across the public sector, and other local authorities where possible, for workforce information and census information for the district for sensitive information to ensure that as an employer we are representative of the make-up of our district.

4.0 Conclusion and Reasons for Recommendations

- 4.1 It is hoped that the information provided in appendix one is both informative and insightful. The data provided should be viewed as a starting point for workforce profiling at CDC and HR hope to be able to build on this further.
- 4.2 Personnel Committee Members are invited to suggest and request alternatives, amendments and additions to the data that can then be provided on a quarterly basis going forward.

5.0 Consultation

N/A

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Not to complete workforce statistics, this option is rejected as workforce analytics will enable CDC to address challenges and efficiencies in the workforce more efficiently.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications directly associated with this report. This is historic information for which any costs will already have been incurred.

Comments checked by:

Michael Furness, Assistant Director of Finance (S151 Officer),
michael.furness@cherwell-dc.gov.uk, 01295 221845

Legal Implications

- 7.2 Monitoring employment statistics assists the Council to understand its employment trends and this will aid compliance with employment law obligations.

Comments checked by:

Shahin Ismail, Interim Monitoring Officer, Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.3 There are no risk management implications arising directly from this report. Any arising risks will be managed by the relevant service operational risk register and escalated to the leadership risk register as and when necessary.

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556

celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

7.4 There are no equalities nor inclusion implications arising directly from this report

Comments checked by:

Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556

celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

N/A

Links to Corporate Plan and Policy Framework

N/A

Document Information

Appendix number and title

- Appendix 1 – Workforce Profile Data – Quarter 1 2022-23

Background papers

None

Report Author and contact details

Claire Cox, Assistant Director of Human Resources (Interim)

Claire.cox@cherwell-dc.gov.uk

01295 221549

Headcount and Full Time Equivalent (FTE) comparison and Agency usage

Chart 1 shows that the headcount (based at the end of each quarter) at Cherwell District Council (CDC) has had some fluctuation between April 2020 and June 2022. Headcount dips between Quarter 4 of 2020/21 and Quarter 1 2021/22; in addition to 4 resignations, this is mainly attributed to restructuring for budgetary saving purposes which impacted on Housing Services and HR, OD and Payroll. Furthermore between these quarters, Digital and ICT Services joined up with OCC causing some staff to transfer.

Headcount then increases by 7.8% between quarters 1 and 2 of 2021/22; this is attributed to the Revenues and Benefits services transferring from CSN, a teckal company of CDC, back in-house. A further increase in headcount is seen at Quarter 4 which is due to staffing requirements for the introduction of the new Food Waste round for the district.

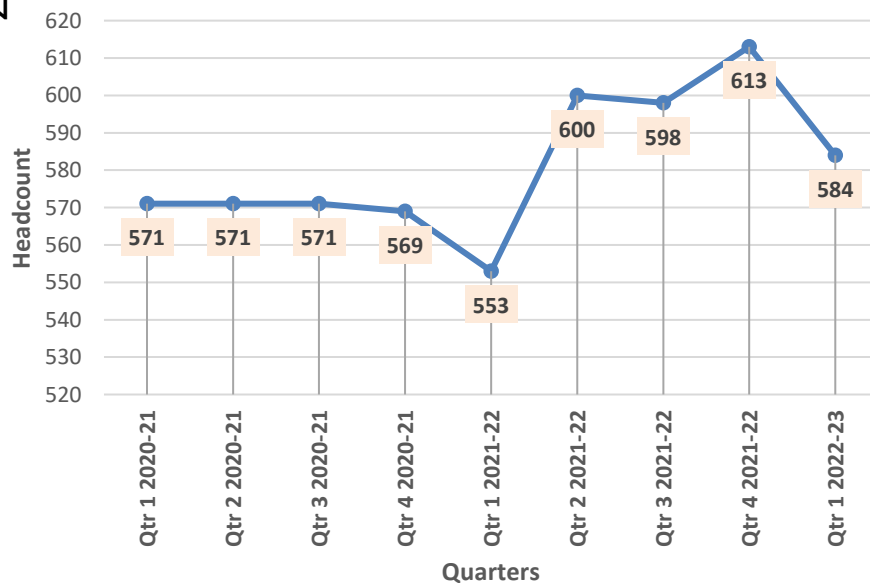
Headcount reduces by 4.7% between quarter 4 for 2021/22 and quarter 1 of 2022/23; some of this fluctuation is attributed to the decoupling of CDC and Oxfordshire County Council (OCC) with 6 CDC employees transferring over in this quarter. In addition, we received 22 resignations which is the highest amount received per quarter since the start of the pandemic. Further details on leavers is provided further on in this report.

Chart 2 details the distribution of headcount across our departments and directorates as at the end of quarter 1 in 2022/23. With Wellbeing and Housing Services, and Environmental Services showing the highest headcount.

Chart 2

Page 7
Chart 1

1 April 2020 - 30 June 2022



Headcount by Department as at 30 June 2022

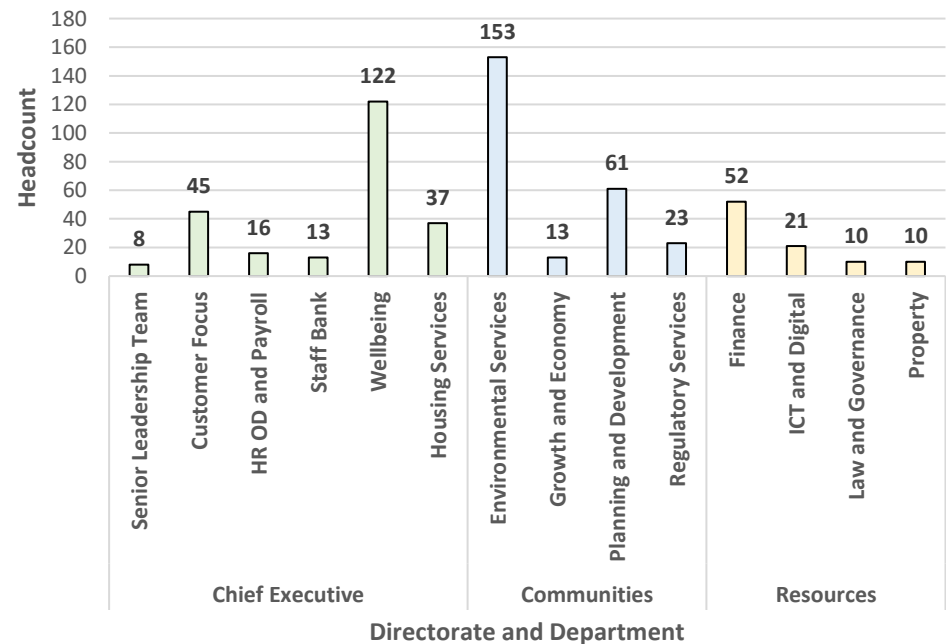


Chart 3 outlines the fluctuation of FTE which mirrors that of headcount.

Chart 3

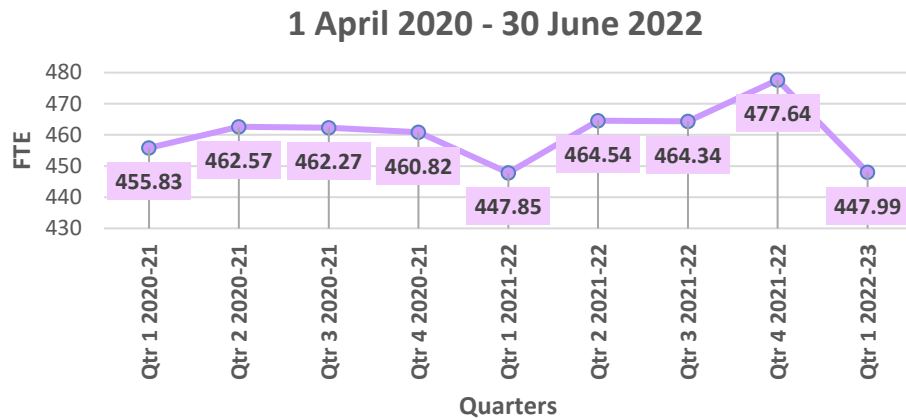


Chart 4 outlines the distribution of FTE across the departments and directorates as at the end of quarter 1 of 2022/23. This shows that Environmental Services has the highest FTE. The Wellbeing and Housing Services department reflects a very different headcount to FTE and this is due to a high number of zero hours casuals being utilised to run the holiday hubs within the Leisure department.

Charts 5 shows the breakdown of basis of hours across our workforce as at 30 June 2022 and demonstrates that those directly employed by CDC predominantly work on a full-time basis, accounting for 66.4% of the workforce.

Chart 5

% Breakdown of Role Basis
As at 30 June 2022

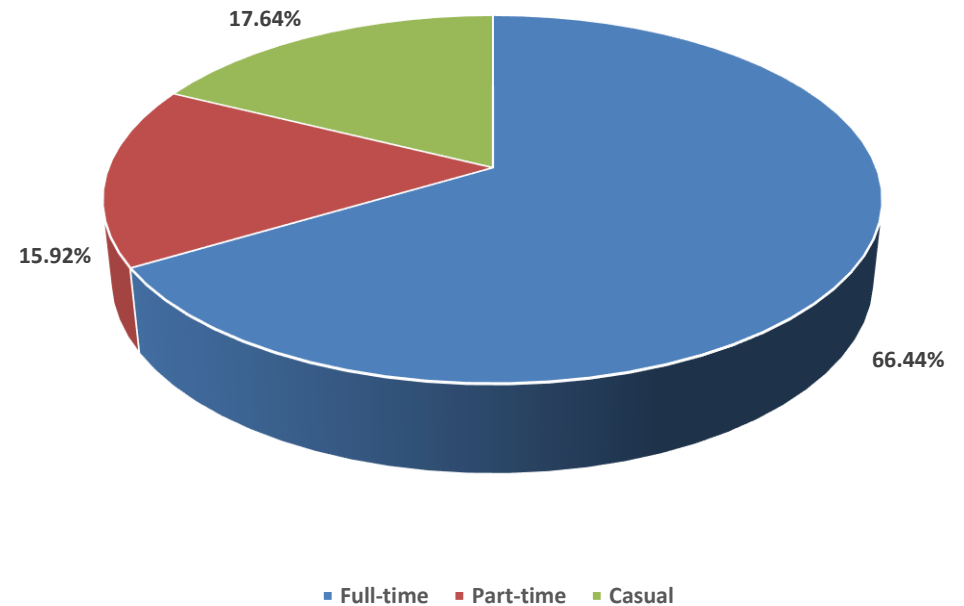


Chart 4

FTE by Department as at 30 June 2022

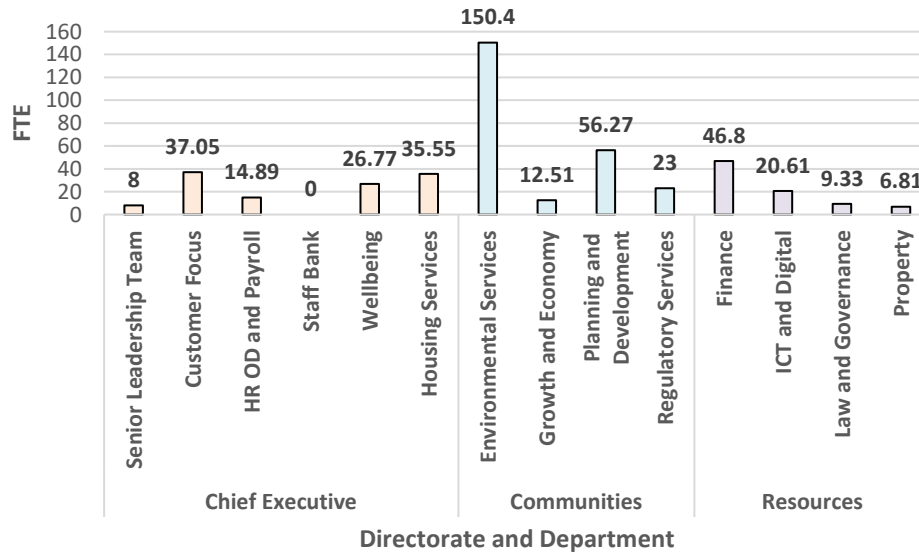
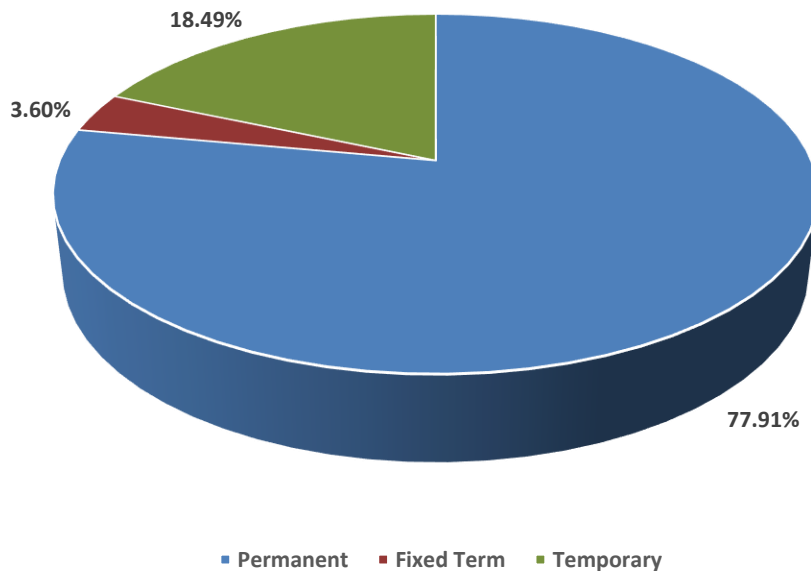


Chart 6 outlines the employment basis of those directly employed by CDC, with 77.91% employed on a permanent basis.

Chart 6

**% Breakdown of Employment Basis
As at 30 June 2022**



Page 9

In addition to employing staff directly, CDC also utilise Agency Workers, either for interim or short-term usage for specific posts and projects.

Chart 7 outlines agency usage at 30 June 2022 across the departments and directorates.

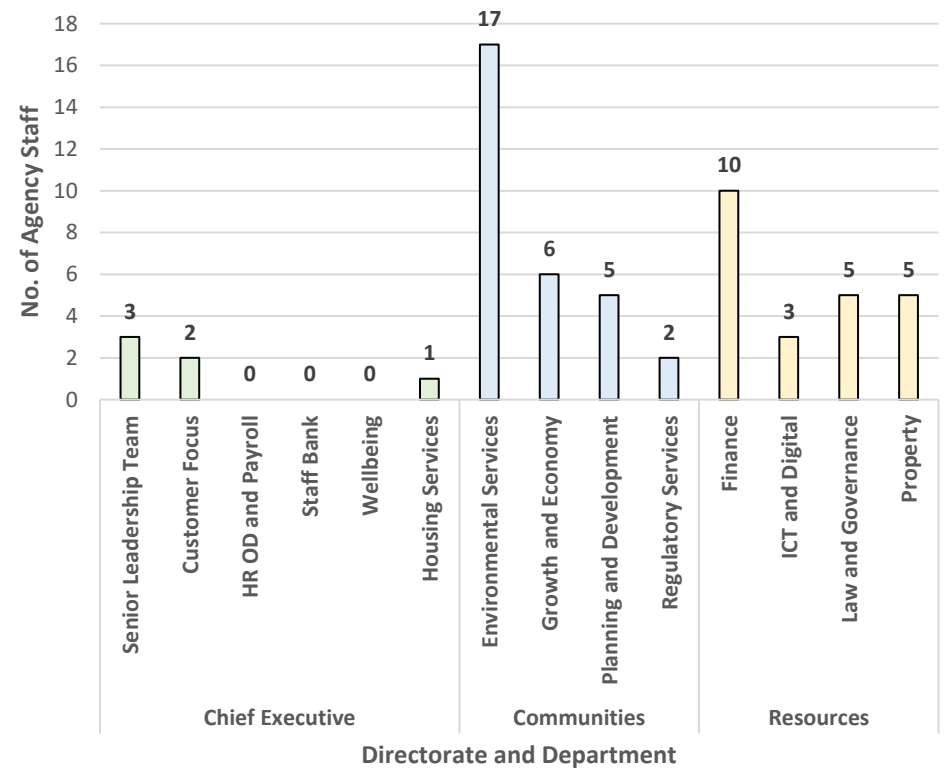
A total of 59 Agency workers were engaged with CDC at the point of this report.

The highest agency usage is within Environmental Services, within refuse collection and this is due to having 3-person crews on refuse collection, often utilising agency staff to cover for employee sickness and holidays.

The second highest usage is within Finance and this will be in the Revenues and Benefits team whilst it settles down following it returning back in-house in July 2021.

Chart 7

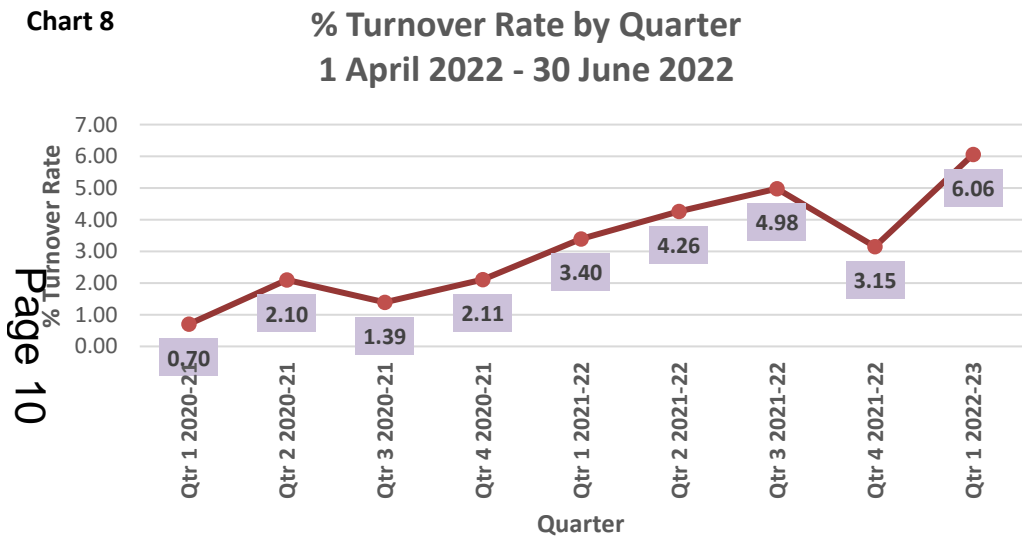
**Agency Usage
as at 30 June 2022**



3

Turnover rates and Leaver information

Chart 8 tracks the turnover rate per quarter from April 2020 to June 2022. The turnover rate is defined by firstly calculating the average number of employees for the period and dividing the number of leavers by the average number of employees.



Page 10

Chart 9 outlines leavers by reason for quarter 1 of 2022/23. Resignation is the highest reason for leaving; accounting for 61% of all leavers. 19% of leavers are due to decoupling with 1 redundancy and 6 employees transferring to OCC. 8% of leavers were attributed to medical capability. Redeployment opportunities were explored for each of these, but unfortunately no suitable alternative employment opportunities were identified on these occasions.

Chart 10 outlines leavers by length of service across the last 9 quarters. In the last rolling 12 months 18.75% of leavers have had less than a years' service.

At CDC we offer the opportunity for exit questionnaires to be completed upon leaving but they rarely are. This data suggests a review of the exit interview process is required to see how this may inform retention.

Chart 9

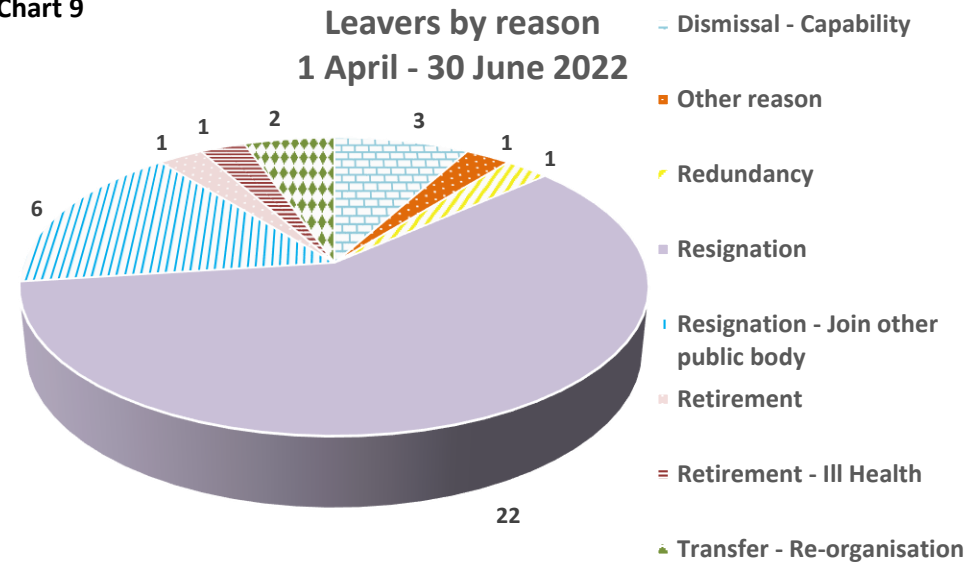
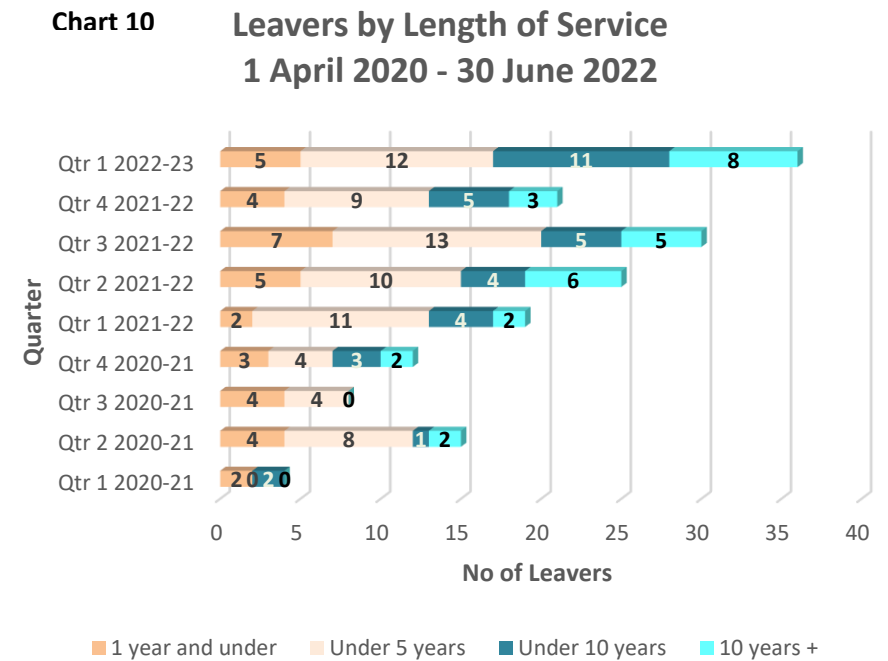


Chart 10



Sickness Absence reasons and rates

Chart 11 shows the number of sickness absence incidents by reason over the last 5 quarters, back to April 2021. COVID-19 is the most common absence reason overall for this time period, which is to be expected due to the pandemic. COVID-19 accounts for just over 19% of all incidents over the last 5 quarters, recording 148 cases.

During Quarters 1 and 2 of 2021-22; the highest number of absence incidents were due to Musculo-skeletal. Of the 64 incidents across the 2 quarters, 77% were employees in Environmental Services which houses the more physical roles within CDC.

The second highest absence reason in quarter 1 of 2021-22 is Not Advised and whilst employees are encouraged to disclose their absence reason so that the organisation can look at how best to support these employees; they cannot be forced to share this. Out of 765 incidents recorded over these 5 quarters, 10% of incidents were recorded as Not Advised.

The second highest reason in quarter 2 of 2021-22 was Neurological/Headaches, accounting for 12% of incidents in this quarter.

In quarters 3 and 4 of 2021-22 and quarter 1 of 2022-23; the highest absence reason was COVID-19.

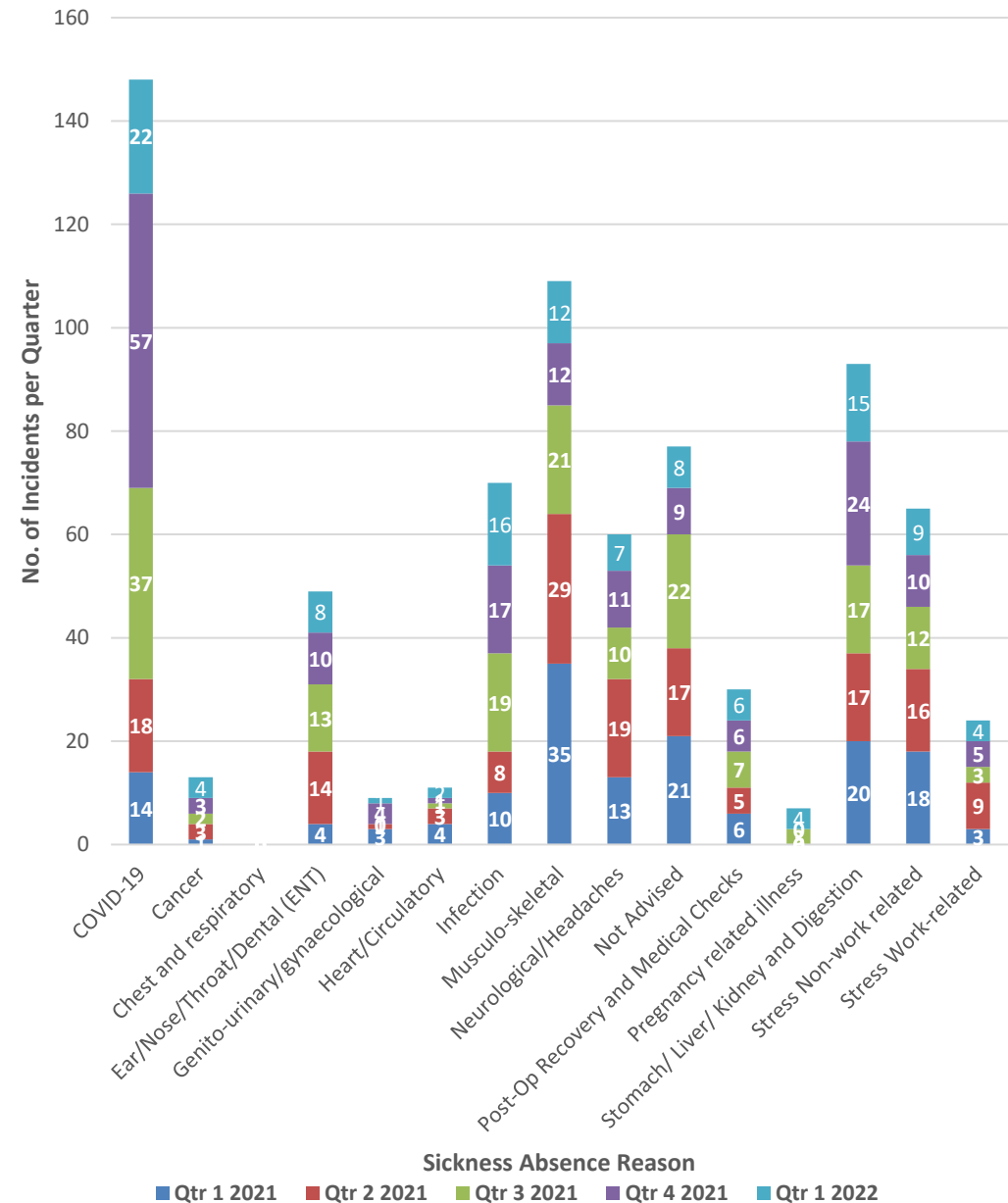
In quarter 3 the second highest reason was Not Advised, followed by Musculo-skeletal.

In quarter 4 of 2021-22 the second highest amount of incidents were attributed to Stomach/Liver/Kidney and Digestion, accounting for 14% of incidents in this quarter.

In quarter 1 of 2022-23, the second highest number of incidents was due to infections, accounting for 14% of incidents in this quarter.

Chart 11

**Sickness Absence Incidents by Reason
April 2021 to June 2022**



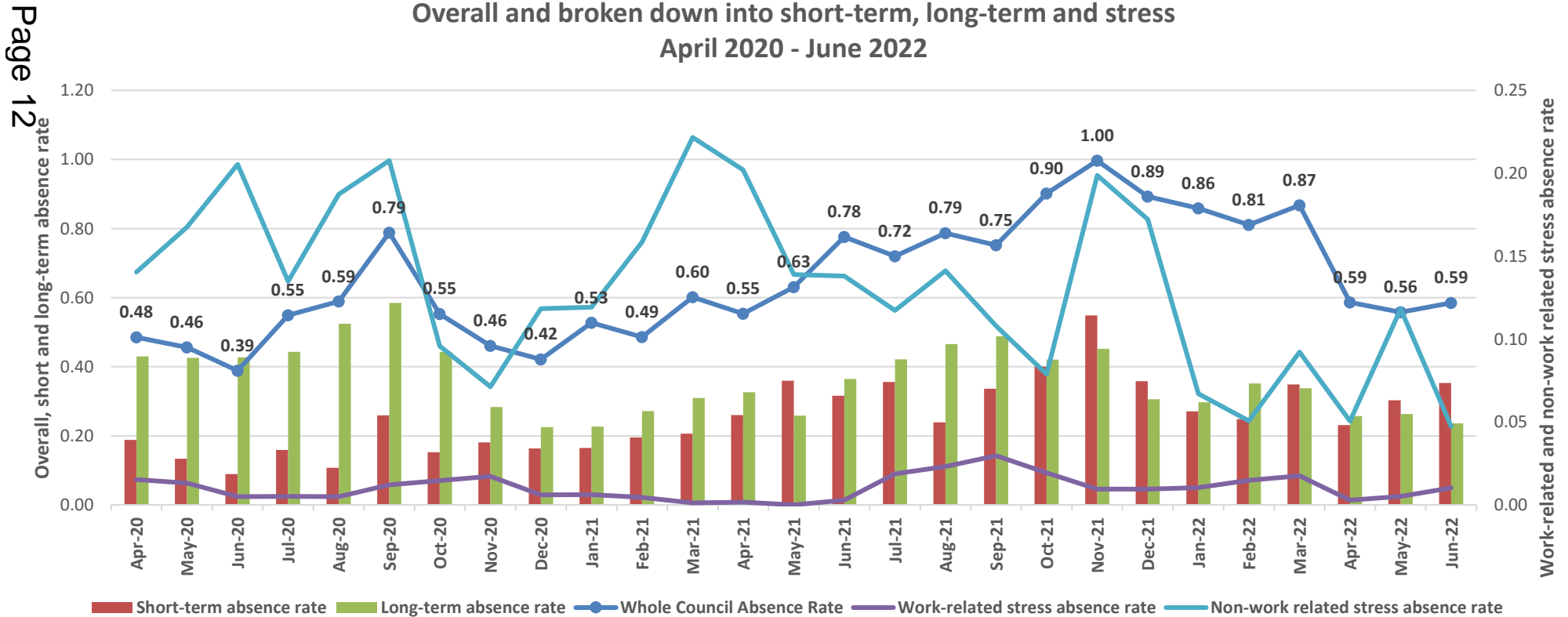
The corporate target for sickness absence is no more than 3 days per FTE per year. Long-term sickness is recorded as any absence spanning 28 days or more. HR work with managers and employees, where employees are off on long-term sick to engage with Cordell Health, CDC’s Occupational Health Provider, to ensure effective absence management.

Chart 12 tracks the absence rate per month back from April 2020 to June 2022 and shows that CDC are consistently below the maximum absence target. The absence rate is calculated by dividing the hours lost due to sickness absence by the FTE for the period. The highest rate of absence, recording 1 day lost per FTE; is in November 2021.

Chart 12 also captures the absence rate of short and long-term instances and it is interesting to note the low short-term absence rate at the start of the COVID-19 pandemic; likely due to the lockdown and the fact that people were required to stay at home. The highest long-term absence rate is recorded in September 2020, with an absence rate of 0.59 days lost per FTE. The highest rate of short-term absence recorded over the period was in November 2021, with 0.55 days lost per FTE.

Chart 12

Council Absence Rates by Month
Overall and broken down into short-term, long-term and stress
April 2020 - June 2022



The absence rate attributed to stress is also displayed in Chart 12 and records that throughout the period from April 2020 to June 2022; the non-work-related stress absence rate is significantly higher than the absence rate for work-related stress. This is not necessarily surprising given the impact that the COVID-19 pandemic has had on peoples' lives over the last 2 years.

The highest absence rate for work-related stress was in September 2021; with 0.14 days lost per FTE.

The highest non-work-related stress absence rate was recorded in March 2021; with 0.22 days lost per FTE.

Ordinarily Occupational Health support is accessed at the point that employee sickness is classified as long-term unless there are benefits to instigate this sooner. If an employee reports that they are absent due to stress, then an immediate referral to Occupational Health is made to ensure that support mechanisms can be put in place as soon as possible. Employees are also asked to complete a Health and Safety Executive (HSE) Stress Questionnaire as this provides information on the causes of stress which aids the organisation in supporting employees to deal with these issues where possible.

Employees also have access to the Employee Assistance Programme (EAP) which is provided by Health Assured and offers access to counselling, legal and financial advice, and wellbeing resources. The service is confidential and whilst statistics on usage are reported through to CDC; details of which employees have made contact is withheld.

Quarter 1 of 2022-23 has been further broken down into percentage of working time lost by department due to short-term sickness, in chart 13; and long-term sickness in chart 14.

Environmental Services and Customer Focus had the higher sickness rates per FTE; these areas are CDC's largest departments.

HR, OD and Payroll had the highest rate of long-term absence per FTE, followed by Customer Focus.

Chart 13

Percentage of working time lost due to short term absence by department 1 April to 30 June 2022

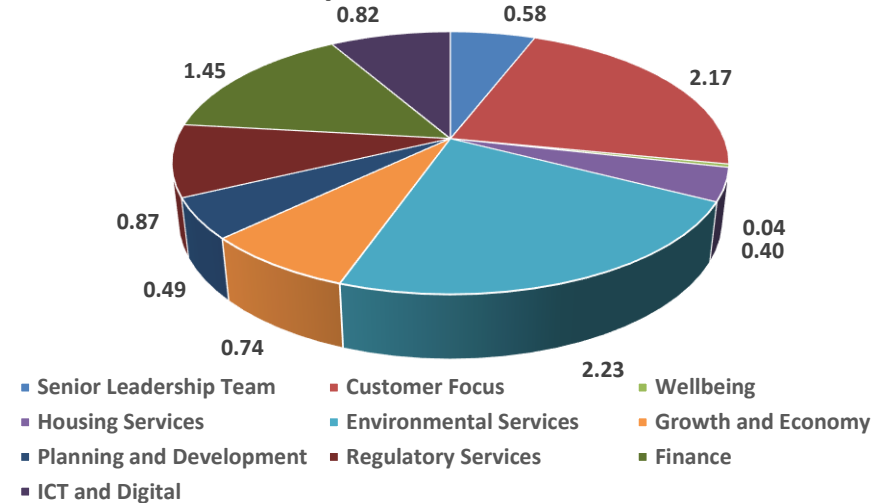
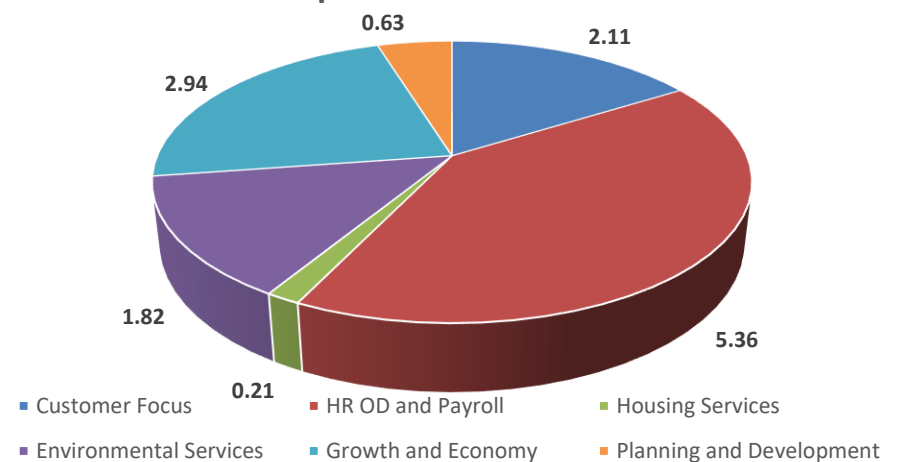


Chart 14

Percentage of working time lost due to long term absence by department 1 April to 30 June 2022

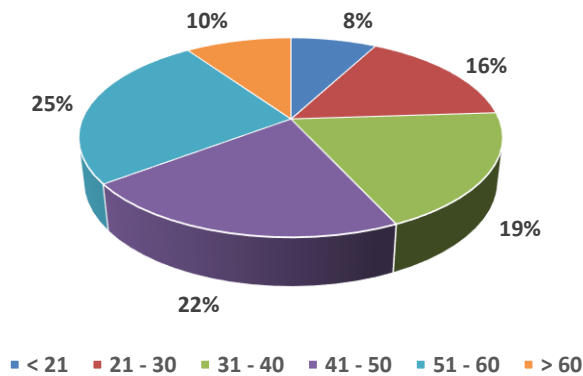


Age, Gender, Ethnicity and Disability Workforce Profile as at 30 June 2022

Chart 15 shows a breakdown by age of the CDC workforce, expressed in percentage.

Chart 15

Workforce Age Profile Percentage as at 30 June 2022

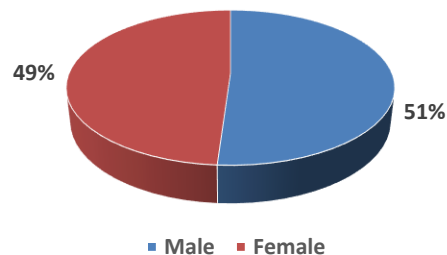


47% of CDC employees are aged between 41 and 60 with a further 20% aged between 31 and 40 and only 18% aged under 21 to 30.

Chart 16 breaks down the gender of the CDC workforce and shows that CDC is almost a 50% split.

Chart 16

Gender Profile Percentage as at 30 June 2022



In April 2020, when the Employee Self-Service (ESS) module of iTrent, the HR and Payroll system, was launched, employees were given access and the opportunity to own their personal data, including updating their sensitive information.

Following analysis of the sensitive information it is evident that a significant number of employees have not completed this data and therefore HR need to work with employees to request that this data is provided. Employees have an option to choose *Not specified* if they would prefer not to disclose their ethnicity or whether they have a disability.

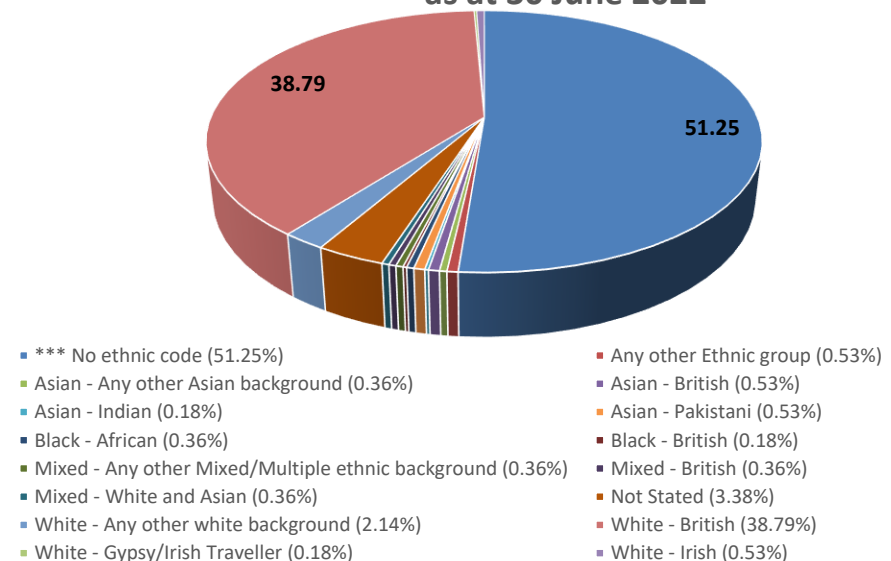
Chart 17 shows the data currently held on ethnicity and illustrates that 51.25% have not provided data on ethnicity, with the second largest category recorded as White-British, at 38.79%.

Within iTrent, 1.25% of employees have recorded that they have a disability.

HR will work with employees to encourage employees to complete their sensitive information and report further on this.

Chart 17

Ethnicity Profile Percentage as at 30 June 2022



Apprenticeship Information

CDC have 17 apprenticeships currently running within the Council, of which 5 are apprentices on programme, employed specifically as apprentices; and the remaining 12 are employees undertaking an apprenticeship as CPD or career progression.

The apprenticeships are detailed below:

Apprenticeship Standard	Level of Apprenticeship	Duration of Apprenticeship	Number of employees on apprenticeship	Apprentice or Employee CPD	Team
Accountancy or Taxation Professional (AAT / CIPFA)	Level 7	3 ½ Years	3	Apprentice x 2 CPD x 1	Finance
Accounts or Finance Assistant	Level 2	1 ½ Years	1	CPD	Finance
Autocare Technician	Level 2	2 ½ Years	1	Apprentice	Fleet Management
Building Control Surveyor	Level 6	4 Years	3	CPD	Building Control
Business Administration	Level 3	1 ½ Years	2	Apprentice	Depot
Chartered Surveyor	Level 6	5 ½ Years	1	Apprentice	Access and Grants
Improvement Practitioner	Level 4	1 ½ Years	2	CPD	Housing Allocations Customer Services
Operations / Departmental Manager	Level 5	1 ½ Years	1	CPD	Health Place Shaping

Senior People Professional	Level 7	3 ½ Years	1	CPD	HR
Team Leader / Supervisor	Level 3	1 Year	2	CPD	Housing Development and Standards Health Protection and Compliance

Future Apprenticeships

CDC currently have two apprenticeships being advertised for Level 3 Business Administration.

CDC will also have a number of employees who will be starting apprenticeships for CPD or Career progression in the very near future and these include:

- 1 x Level 7 MSc Spatial Planning Degree - working within Planning and Development
- 1 x Level 4 Accountant or Taxation Professional – AAT – working within Finance
- 1 x Level 3 HR Support – working within HR

Current amount in Cherwell District Council Levy Account

CDC currently has £125,851 in their levy account. It is estimated that a further £76,430 will be received over the next 12 months, based on funds entering CDC's Apprenticeship service account, including the 10% top up from the government.

It is estimated that CDC will spend £54,695 in the next 12 months based on the current apprenticeships within the table above. To date CDC have not had any expired funds retracted from the levy account.

Cherwell District Council

Personnel Committee

17 October 2022

Permanent Senior Management Team Structure

Report of Chief Executive

This report is public

Purpose of report

This report seeks approval to establish the permanent structural arrangements for the senior management team following the finalisation of the decoupling of the strategic partnership arrangements with Oxfordshire County Council. Further to the report to the Personnel Committee on the 28 February 2022 which set out the interim arrangement for the decoupling of the partnership between Cherwell District Council (CDC) and Oxfordshire County Council (OCC).

1.0 Recommendations

The meeting is recommended to:

- 1.1 Approve the senior management team structure for the Council as set out in **Appendices A (1-3)**.

2.0 Introduction

- 2.1 The Council approved on the **7 February 2022** a report which was subsequently considered and approved by Oxfordshire County Council (OCC) on the 8 February 2022 to end the formal partnership arrangements between the two councils.
- 2.2 Personnel Committee approved the recommendations from the Chief Executive on the **28 February** to establish the interim structural arrangements to enable our Council to operate an effective senior management team structure for our organisation during the decoupling phase of the strategic partnership.
- 2.3 The decoupling of the strategic partnership arrangements with OCC has now been concluded. **Diagram 1** below sets out the final position in relation to the 24 service areas which had previously formed the partnership arrangements between the two councils.

Diagram 1 – Service Recommendations from the former partnership with OCC

Service Review Decisions – Overview

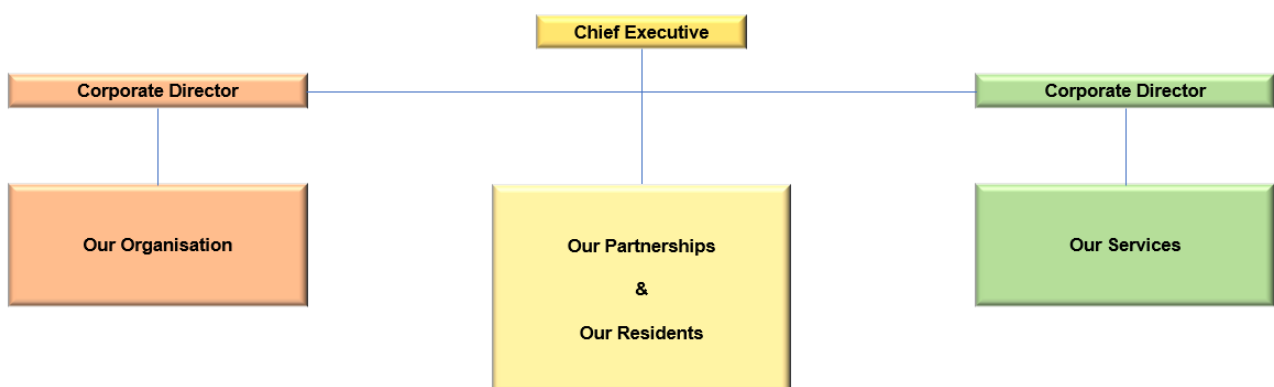
Service	Position	Directorate	Service	Position	Directorate
1. Housing Services	Decouple	Chief Executive	13. Corporate Programmes	Decouple	Chief Executive
2. Health Place Shaping	Decouple	Chief Executive	14. Strategic Marketing	SLA	Chief Executive
3. Climate Team	SLA	Communities	15. Communications	Decouple	Chief Executive
4. Internal Audit	SLA	Resources	16. Consultation & Engagement	SLA	Chief Executive
5. Counter Fraud	SLA	Resources	17. Emergency Planning	SLA	Communities
6. Corporate Health and Safety	Decouple	Chief Executive	18. Regulatory Services & Community Safety	Partnership	Communities
7. Policy and Strategy	Decouple	Chief Executive	19. Digital & IT Services	SLA	Resources
8. Legal Services	Decouple	Resources	20. Procurement & Contracts	Decouple	Resources
9. Democratic Services	Decouple	Resources	21. Customer Services	Decouple	Chief Executive
10. Information Governance	Decouple	Resources	22. Continuous Improvement	Decouple	Chief Executive
11. FOI's	Decouple	Resources	23. Land Charges	Decouple	Chief Executive
12. Performance and Insight	Decouple	Chief Executive	24. Property, Investment & Facilities Management	Decouple	Resources

DRAFT CONFIDENTIAL

- 2.4 The final service recommendations, as approved by the Joint Shared Service & Personnel Committee, have shaped and informed the considerations for the proposed senior management team structure as set out in Section 3 of this report.

3.0 Senior Management Structural Arrangements

- 3.1 It is proposed that the senior management team are organised across three Strategic Lead Officers, namely the Chief Executive and two Corporate Directors.



3.2 These Strategic Lead Officers would be responsible for the following key areas of the Council:

- **Chief Executive** – the leadership of partnership working locally, regionally and nationally. Ensuring the Council is equipped and able to improve outcomes for local residents through our partnership working and the services which contribute to these partnerships and by having strategic oversight of the direction and performance of the Council in support of the aims and ambitions of the Council.
- **Corporate Director – Resources** – the leadership of the Council's supporting and enabling services in order to ensure effective and efficient support to our front-line services in support of the aims and ambitions of the Council.
- **Corporate Director – Communities** – the leadership of the Council's key front-line services in order to ensure the effective and efficient service provision to our local communities, local businesses and local places in support of the aims and ambitions of the Council.

3.3 These 3 x Strategic Lead Officers, with the additions of the Assistant Director – Finance (s.151 Officer) and the Assistant Director – Legal, Governance and Democratic Services (Monitoring Officer) form the Corporate Leadership Team (CLT) of the Council.

Chief Executive Directorate

3.4 The Chief Executive Directorate will consist of *three portfolios*, the functional areas are outlined in **Appendix A (1)**. The following describes the rationale for these proposals:

- **HR & OD**
 - To support the Chief Executive as Head of Paid Service to continue to lead, support and nurture the culture of our Council, our values and ensure we remain an ambitious Council to recruit and retain our talented workforce.
- **Housing & Wellbeing**
 - To enable the Council to continue to work effectively in partnership whilst having the service leadership in place to connect, our Council, to the opportunities to improve preventative outcomes that exist for our partnership working. Services such as Leisure and Housing are key determinants in influencing positive outcomes for the wider health, employment and overall prosperity of our local communities.
- **Customer Focus**
 - To work across all service areas to help support and develop our relationship and services to our local communities manage and

ensure the future development of our customer service provision for our local residents.

- To support the effective communication and engagement with our local communities and our staff.
- To enable organisational oversight of the service performance of the key services provided by the Council and ensure via the Chief Executive that the Corporate Leadership Team are responding promptly to any levels of service provision that do not meet our service standards or expectations for our local residents.
- To help inform future policy direction by being a customer focussed Council and ensuring our understanding of our local communities and our local places is driving the future transformation of our services through our service review programme.

Resources Directorate

3.5 The Resources Directorate will consist of *four portfolios*, the functional areas are outlined in **Appendix A (2)**. The following describes the rationale for these proposals:

- **Finance**

- To ensure effective financial stewardship and financial management of the Council. This service area is led by the Council's s.151 Officer.

- **Legal, Governance & Democratic Services**

- To ensure effective governance stewardship and management of the Council and support to all our elected Members. This service area is led by the Council's Monitoring Officer.

- **Digital & IT**

- To ensure effective digital and IT services across the Council and to support the future transformation enablement of the organisation.

- **Corporate Property**

- To ensure the effective provision and management of the Council's property portfolio and assets.

3.6 It is proposed that the Corporate Director – Resources will have strategic oversight and responsibility for the key commercial interests for our Council. The role will also act in the critical role as our Council Shareholder Representative for oversight of Councils wholly owned companies i.e. Graven Hill and Crown House.

Communities Directorate

3.7 The Operations Directorate will consist of *four portfolios*, the functional areas are outlined in **Appendix A (3)**. The following describes the rational for these proposals:

- **Planning & Development**

- To ensure we have the right target for new homes and economic growth, in the right place, and protect our villages, communities and the environment through our Local Plan.

- **Growth & Economy**

- To ensure we have a clear strategy for the economic prosperity of Bicester, Banbury, Kidlington and our rural villages and communities including specific Town Centre Masterplans.

- **Environment**

- To ensure we have a clear strategy to minimise the environmental impact of our Council's operational services and as a partner organisation maximise the opportunity to reduce the global impact of climate change.

- **Regulatory Services & Community Safety**

- To ensure we provide services to our residents, businesses and communities which keep people safe, promote wellbeing and community resilience, protect the environment, support businesses to meet regulatory requirements and tackle problems which impact on people's quality of life.
- Services were successfully shared in partnership with OCC and these services will continue to be shared under a formal s.113 arrangement with the County Council.

3.8 The structural arrangements are designed to support the vision, aims, objectives and priorities of the Council following the decoupling of the strategic partnership with Oxfordshire County Council.

3.9 A significant number of the proposed arrangements have been in place for a number of months during the decoupling phase of the partnership and therefore provides reassurance and a basis of the recommendation to the Committee.

4.0 Conclusion and Reasons for Recommendations

4.1 This report seeks approval to establish the permanent structural arrangements for the senior management team following the finalisation of the decoupling of the strategic partnership arrangements with Oxfordshire County Council. Further to the report to the Personnel Committee on the 28 February 2022 which set out the

interim arrangement for the decoupling of the partnership between Cherwell District Council (CDC) and Oxfordshire County Council (OCC).

5.0 Consultation

- 5.1 All staff have been regularly updated and engaged over the last months as part of the decoupling staff engagement sessions led by the Chief Executive. For our staff in the specific service areas covered by the former partnership a pre and post decision meeting was also undertaken with our staff impacted by the decoupling changes.

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: *Delay the introduction of any permanent structural change* – maintaining an interim arrangement for the Council would hinder the ability for the organisation to create the Team Cherwell identity and slow progress on the delivery of the Council’s vision, aims and priorities. This would increase uncertainty for our staff and not provide the level of reassurance to all our elected Members.

7.0 Implications

Financial and Resource Implications

- 7.1 The proposals contained within this report are set out in **Table 1** below. **Table 2** shows the previous Personnel Committee recommendations for the interim structure, which have been updated to reflect the interim 2.3% pay award to allow like-for-like comparisons.

Table 1 – financial implications of the permanent senior management structure

	Cherwell DC £000	Partnership £000	Total £000
Permanent Structure*	1,585	71	1,656
Former CDC/OCC Structure			1,329
Difference			327

*NB – these figures are based on a full year basis for ease of reference

Table 2 – financial implications of the interim senior management structure

	Cherwell DC £000	Partnership £000	Total £000
Interim Structure*	1,333	212	1,545
Former CDC/OCC Structure			1,329
Difference			216

*NB – these figures are based on a full year basis for ease of reference

Figures in Table 2 have been uplifted by 2.3% for the interim pay award to make like-for-like comparisons with the permanent structure.

- 7.2 The cost of the proposed structure has been factored into the MTFs and 2023/24 budgets of the Council. Additional costs in 2022/23 have been taken into account in the 2022/23 Performance, Finance and Risk Reports.

Comments checked by:
Michael Furness, Assistant Director – Finance, 01295 221845,
Michael.Furness@cherwell-dc.gov.uk

Legal Implications

- 7.3 A permanent senior structure brings stability to the workforce, thereby stabilising the governance and accountability at the top of the organisation.

Comments checked by:
Shahin Ismail, Interim Monitoring Officer, Shahin.Ismail@cherwell-dc.gov.uk

Risk Implications

- 7.4 There are no risks implications arising directly from this report. Any arising risks in the future will be managed through the services' operational risks registers and escalated to the Leadership Risk Register as and when necessary.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

Equalities and Inclusion Implications

- 7.5 There are no equalities and inclusion implications arising directly from this report. All proposals are developed in line with the commitments set in our Equalities and Inclusion Framework.

Comments checked by:
Celia Prado-Teeling, Interim Assistant Director – Customer Focus, 01295 221556
celia.prado-teeling@cherwell-dc.gov.uk

8.0 Decision Information

Key Decision: N/A

Financial Threshold Met: N/A

Community Impact Threshold Met: N/A

Wards Affected

All

Links to Corporate Plan and Policy Framework

The proposals contained within this report support the achievement of the Council's strategic aims as contained in the Business Plan.

Lead Councillor

Leader of the Council

Document Information

Appendix number and title

- **Appendix A (1-3)** – Senior Management Team Structure

Background papers

- None

Report Author and contact details

Nathan Elvery, Chief Operating Officer (Interim)

01295 227980

nathan.elvery@cherwell-dc.gov.uk

Chief Executive Directorate

Yvonne Rees
Chief Executive

Claire Cox (Interim)
AD – HR & OD

- HR&OD**
- Human Resources
 - Organisational Change & Transformation
 - Organisational Development
 - Payroll
 - Health & Safety
 - Learning and Development

Nicola Riley
AD – Housing & Well Being

- Housing**
- Housing Strategy
 - Grants – Home Renovation
 - Homelessness
 - Housing Options
 - Tenants Engagement
 - Grants facilities for the Disabled
 - Housing Standards
 - Private Sector Housing

- Leisure & Communities**
- Arts
 - Leisure Centres
 - Leisure Management
 - Community Engagement
 - Sports Hubs & Development
 - Youth Activators & Schools

- Well Being and Healthy Communities**
- Bicester Healthy New Town
 - Young People, Older People

- Community Partnerships**
- Community Development
 - Voluntary Sector
 - Local Strategic Partnership
 - Safeguarding
 - Parish Liaison

Shona Ware
AD – Customer Focus

- Customer Services**
- Customer Insight & Contact Centre

- Communications**
- Internal Communications
 - External Communications
 - Stakeholder Engagement
 - Marketing
 - Consultation

- Policy & Performance**
- Service and Business Planning
 - Performance Management
 - Risk Management
 - Equalities
 - Complaints Management

- Transformation**
- Corporate Programmes

Land Charges

Resources Directorate

Stephen Hinds
Corporate Director - Resources

Michael Furness
AD – Finance & s.151 Officer

Shiraz Sheikh
AD – Law, Governance & Democratic Services & Monitoring Officer

Matt Duff (Interim)
AD – Digital & IT

Andrew Low (Interim)
AD – Corporate Property

- Finance**
- S.151 Officer
 - Finance Strategy
 - Financial Management
 - Treasury Management
 - Sundry Debtors
 - Collection Fund
 - External Audit
 - Business Rates
 - Capital Programme Overview

- Legal**
- Monitoring Officer
 - Legal
 - Data Protection
 - Information Governance

- Digital & IT**
- ICT Strategy
 - Infrastructure
 - Operations
 - Digital
 - Systems & Data Management

- Corporate Property**
- Estates Management
 - Asset Strategy
 - Facilities Management

- Revenues & Benefits**
- Benefit Fraud
 - Revenues Collection
 - Revenues Enforcement
 - Benefits Administration

- Democratic Services**
- Democratic Services

- Health & Safety**
- Buildings and Programmes

- Elections**
- Local Elections
 - Electoral Services

Major Schemes

Internal Audit Counter Fraud

- Procurement**
- Contracts & Procurement
 - Procurement Strategy
 - Contracts Register
 - Procurement Administration

- Property Investment/Regeneration**
- Castle Quay
 - Crown House

Communities Directorate

Ian Boll
Corporate Director - Communities

David Peckford
AD – Planning & Development

- Planning & Development**
- Planning Policy
 - Local Plan
 - Development Management
 - Built Conservation and Design
 - Building Control
 - Planning Enforcement
 - Strategic Planning
 - Planning Applications
 - Flood Management & Drainage

Robert Jolley
AD – Growth & Economy

- Growth & Economy**
- Economic Growth
 - Place Programmes
 - Transport Strategy
 - Inward Investment
 - Town Centre Management
 - Local Business Support
 - Regeneration Strategy
 - Business Partnerships
 - Tourism
 - Bicester Eco Town
 - Garden Town

Ed Potter
AD – Environmental Services

- Environmental Services**
- Waste Collection & Recycling
 - Street Cleansing
 - Street Scene
 - Grounds Maintenance and Landscape Management
 - Arboriculture
 - Abandoned Vehicles
 - Litter Enforcement
 - Pest Control
 - Climate Change
 - Markets
 - Fly Tipping
 - Depots
 - Fleet Management
 - Car Parks

Richard Webb
AD – Regulatory Services & Community Safety

- Regulatory Services**
- Community Safety
 - Environmental Health
 - Environmental Protection
 - Air Quality
 - Anti-Social Behaviour
 - Licensing & Enforcement
 - Food Hygiene & Safety
 - Domestic Abuse Support Services
 - Community Safety Partnership
 - Unauthorised Encampments
 - Dog Warden
- Emergency Planning**
- Local Resilience Forum
 - Business Continuity

This page is intentionally left blank