

**CHILTERN DISTRICT COUNCIL  
SOUTH BUCKS DISTRICT COUNCIL**

**MINUTES of the Meeting of the  
JOINT APPOINTMENTS AND IMPLEMENTATION COMMITTEE  
held on 15 APRIL 2015**

**PRESENT:**

Councillor R Reed South Bucks District Council - Chairman

Councillors:	Mrs I A Darby	Chiltern District Council
	B Harding	South Bucks District Council
	P M Jones	Chiltern District Council
	P Kelly	South Bucks District Council
	D Smith	South Bucks District Council
	M R Smith	Chiltern District Council
	M Stannard	Chiltern District Council

**APOLOGIES FOR ABSENCE** were received from Councillor Mrs P Plant (South Bucks District Council).

**24 MINUTES**

The Minutes of the Joint Appointments and Implementation Committee held on 8 December 2014 were confirmed and signed by the Chairman.

**25 EXCLUSION OF THE PUBLIC**

That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Act.

The paragraph numbers are given after each heading.

**26 SHARED ENVIRONMENTAL HEALTH SERVICES**

Paragraphs 1, 2, 3 and 4

Following the decisions of both Councils to set up a shared Environmental Health Service the Joint Committee considered a draft Consultation Document to be shared with the Environmental Health, Sustainability and Environmental Protection Teams in the week commencing 11 May.

The following appendices were attached to the report:

Appendix A – Proposed Environmental Health Structure  
Appendix B – Proposed Job Descriptions  
Appendix C – Current Structure Environmental Health Team  
Appendix D – Proposed Timetable  
Appendix E – Expression of Interest Form

In connection with Appendix A, the Committee noted that the new Team comprising 18.44FTE posts would deliver services from both CDC and SBDC Offices. The Committee also noted the key benefits of the new structure which included:

- A single Environmental Health Team with dedicated sections
- Improved service quality;
- Development of Lead Case Officers;
- Effective and efficient regulatory services;
- Delivering services for other authorities
- Effective partnership working; and
- Delivery of corporate policy

In connection with Appendix D and in response to a question about why implementation of the joint services was not until 1 October 2015 the Committee was advised that with two other joint services also due to be implemented there was a need to phase start dates over a period of time to ensure that the limited support services available especially from HR could meet demands.

After indicating its support for the proposals it was

### **RESOLVED –**

**That the draft Environmental Health consultation document and appendices be approved for issuing to staff and that the structure be implemented subject to taking into account any staff comments and being within the business case in accordance with the authority delegated to the Chief Executive in consultation with the Joint Chairmen and the Cabinet Portfolio Holders from both Councils.**

## **27 SHARED HUMAN RESOURCES SERVICE**

Paragraphs 1, 2, 3 and 4

Following the decisions of both Councils to set up a shared Human Resources Service the Committee considered a draft Consultation Document to be shared with the Human Resources/Personnel Teams in the week commencing 20 April.

The following appendices were attached to the Consultation Document:

- Appendix A – Proposed Structure
- Appendix B – Proposed Job Descriptions
- Appendix C – Current Structures
- Appendix D – Draft Timetable
- Appendix E – Expression of Interest Form

In connection with Appendix A, the Committee noted that the joint team comprising 4.53FTE posts would not involve a permanent team presence at

either Council but would involve working in a way which is responsive to anticipated and unanticipated demand from staff and managers, and in a way which would enable closer working between HR staff and the staff within the Finance Team at CDC involved in payroll work. The 12% savings achieved were comparable with the savings achieved through other service reviews.

The Committee also noted the key benefits of the new structure which included:

- It will enable cross working across both authorities through a more resilient single Human Resources Team, releasing in-house capacity to deliver the Council's key Human Resources priorities.
- It will possess greater cumulative knowledge and experience to provide a more business focussed service to customers ensuring a link between strategic and operational service delivery.
- Provide a single point of contact for dealing with issues that relate to both CDC and SBDC and improve availability of the team.
- A consistent approach in terms of the service provided to our customers.
- It will use more efficient and effective HR streamlined processes, and will use people's skills and resources more efficiently in terms of time and cost.

In response to a question about the proportion of time spent by HR in supporting shared service implementations, the Committee was advised that, whilst no time recording system existed, the proportion was estimated in the region of 40%. In response to a member question it was confirmed that shared services managers had already highlighted the need for Personnel support after implementing their joint teams in order to support their development and maximise the benefits of change.

In response to a further question about the level of resources that would be required in HR in 2017 when the service reviews were due to be completed, the Chief Executive said this was impossible to predict as the level would depend on a number of factors that were unknown at this time including the future shape of the relationship with CDC and the need to carry out any further transformation. What had been agreed in the business case was what was known to be needed for the next two to three years.

After indicating its support for the proposals it was

### **RESOLVED –**

**That the draft Human Resources Shared Service consultation document and appendices be approved for issuing to staff and that the structure be implemented subject to taking into account any staff comments and being within the business case in accordance with the authority delegated to the Chief Executive in consultation with the Joint Chairmen and the Cabinet Portfolio Holders from both Councils.**

## 28 SHARED COMMUNICATIONS PERFORMANCE AND POLICY SERVICE

Paragraphs 1, 2, 3 and 4

Following the decisions of both Councils to set up a shared Communications, Performance and Policy Service, the Committee considered a draft Consultation Document to be shared with the Communications, Performance and Policy Team in the week commencing 20 April.

The following appendices were attached to the Consultation Document:

- Appendix A – Proposed Structure
- Appendix B – Proposed Job Descriptions
- Appendix C – Current Structure
- Appendix D – Draft Timetable
- Appendix E – Expression of Interest Form

In connection with Appendix A, the Committee noted that the joint team comprising 5.5 FTE posts would be based at the offices of both Councils, although travel to, and occasional working at, either office would be required.

The Committee also noted the key benefits of the new structure which included:

- Improved communication capability
- Improved policy and research
- Better use of the web and intranet
- Improved design and marketing
- Improved performance management
- Joint Strategic Partnership.
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After indicating its support for the proposals it was

### **RESOLVED –**

**That the draft Communications, Performance and Policy Shared Service consultation document and appendices be approved for issuing to staff and that the structure be implemented subject to taking into account any staff comments and being within the business case in accordance with the authority delegated to the Chief Executive in consultation with the Joint Chairmen and the Cabinet Portfolio Holders from both Councils.**

## 29 CHIEF EXECUTIVE ROLE -OPTIONS AND WAY FORWARD

Paragraphs 1 and 2

The Committee received a report setting out that the Chief Executive would retire at the end of June 2015. This is a shared post between the two Councils of Chiltern and South Bucks and the Council must decide how to fill the statutory parts of the role as Head of Paid Service, elections and electoral registration, and reallocate the leadership and management roles from 1 July

onwards. This will be a full Council decision, most conveniently made on 26/27 May 2015.

The report reviewed the context in which the Councils were operating, including shared services, transformation, harmonisation and the many financial and infrastructure challenges facing the area. The Peer Review outlined the many challenges the two Councils would face, including the future of Local Government in the area.

The short and long term options were reviewed and a potential approach outlined to provide stability in the short term and give Members the flexibility in thinking through the choices in the longer term.

Members reviewed the outcome of the two Personnel Committee meetings already held that week where a broad consensus had emerged on the way forward in appointing an Acting Chief Executive internally with some points of detail to discuss.

A Member queried whether to go to external advertisement for a permanent replacement now but it was felt that the level of uncertainty on the brief for the role, and the many factors outside the Councils' control, meant that further thought needed to be given to this. There was a need to complete the programme already started and consider the next steps.

The period of time that acting up arrangements should take place was discussed, and Members felt a period between 6 and 18 months was appropriate.

There was a clear need to maintain the senior management capacity during this period and Members felt that as a Director role would become vacant, it would need to be backfilled. However, the precise nature of this, whether it was a like for like replacement or whether some of this could be taken on by existing Heads of Service needed to be explored with the future Acting Chief Executive.

A small panel would be established and meet with the candidate(s) prior to making a recommendation to the respective Councils. This panel could also form the basis for making recommendations on how to handle the long term future of the role, also involving the Leaders of the two Councils.

It was subsequently advised that the panel was required to include the Leader and an opposition group member and had to be between 4 and 6 members.

It was agreed:

- (1) The role of Acting Chief Executive should be created based on the existing Terms and Conditions for a period of 6-18months.
- (2) Seek to appoint internally to an Acting Chief Executive role, which would encompass the Head of Paid Service, Returning Officer/ARO roles, Electoral Registration and Clerk to the Crematorium Joint Committee.

- (3) Invite expressions of interest (letter plus CV) from existing Director level staff for the role.
- (4) Set up a Member Panel including the Chairmen of the respective Personnel Committees to review the expressions of interest, meet the candidate(s) as necessary and make a recommendation to the May Councils. The Panel to meet before 7 May.
- (5) The report to the May Councils would make the formal appointment and any other immediate consequential adjustments.
- (6) Further consideration be given by the officers to the means of ensuring sufficient senior staff resource to ensure momentum is not lost in the current programme.

**The meeting ended at 7.15 pm**