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Joint Staffing Committee

Wednesday, 11th October, 2017 at 6.00 pm

Room 6, South Bucks District Council, Capswood, Oxford Road, Denham UB9 4LH

A G E N D A

1 Apologies

2 Appointment of a Co-Chairman (SBDC)

To appoint a Co-Chairman representing South Bucks District Council following the resignation of Councillor Ralph Bagge as Co-Chairman.

3 Minutes (*Pages 5 - 10*)

To confirm the minutes of the Joint Staffing Committee held on 3 July 2017.

4 Declarations of Interest

5 Pay Policy Statement 2017/18 (*Pages 11 - 12*)

Appendix (Pages 13 - 16)

6 Harmonised Flexible Retirement Policy (*Pages 17 - 18*)

Appendix (Pages 19 - 22)

7 Job Description - Head of Sustainable Development (*Pages 23 - 24*)

Appendix 1 (Pages 25 - 28)

Appendix 2 (Pages 29 - 34)

8 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act.

9 Private Health Care for Senior Officers (*Pages 35 - 42*)

Appendix (Pages 43 - 44)

10 Local Land Charges Shared Service Staff Consultation (*Pages 45 - 46*)

Appendix - Consultation (Pages 47 - 54)

Appendix A - Proposed Structure (Pages 55 - 58)

Appendix B - Job Descriptions (Pages 59 - 72)

Appendix C - Current Structure (Pages 73 - 76)

Appendix D - Proposed Timetable (Pages 77 - 80)

Appendix E - Expression of Interest (Pages 81 - 84)

Chiltern District Council

Councillor Isobel Darby
Councillor Caroline Jones
Councillor Peter Jones
Councillor Don Phillips
Councillor Michael Smith
Councillor Mike Stannard

South Bucks District Council

Councillor Ralph Bagge
Councillor Malcolm Bradford
Councillor Barry Harding
Councillor John Read
Councillor Luisa Sullivan
Vacancy

The next meeting of the Joint Staffing Committee is due to take place on Monday, 18 December 2017

JOINT STAFFING COMMITTEE

Meeting - 3 July 2017

Present: Mrs Darby (Chairman)
Mr Bagge, Mr Harding, C M Jones, Mr Jones, D W Phillips,
Mr Read, Mr Stannard and Mrs Sullivan

Apologies for absence: Mr Bradford, Mr M Smith and Mr Walters MBE

1. APPOINTMENT OF CO-CHAIRMEN

It was proposed by Councillor D. Phillips, seconded by Councillor M. Stannard and **RESOLVED** that Councillor I. Darby and Councillor R. Bagge be appointed Co-Chairmen of the Committee for 2017/18.

2. DECLARATIONS OF INTEREST

None.

3. HARMONISED EQUALITY POLICY

A draft harmonised equality policy was presented to Members for consideration. This was one of a number of harmonised policies that were being developed as part of the joint working arrangements. As with the other policies, these policies have been developed by taking the best practice of both Councils and reflecting employment legislation, recognised codes of practice and best practice in other public, voluntary and private sector organisations.

RESOLVED that

1. the implementation of the harmonised equality policy subject to staff consultation be approved
2. authority be delegated to the Chief Executive to undertake any minor amendments following the outcome of the staff consultation or future legislative changes.

Note: Councillor C. Jones entered the meeting at 6.15pm.

4. **HR UPDATE REPORT**

The Committee received a report providing an update on

- Staff turnover and sickness absence within the Councils
- Key HR projects

The Committee, having noted the increase in staff turnover in Quarter 4 compared to Quarter 3, were advised that analysis had shown that leavers in Quarter 4 were spread across all service areas and across all levels and there was no indication that this was a trend. The Committee were assured that this would be monitored and potential risks would continue to be reported to Management Team with appropriate options for mitigating those risks.

The Committee noted that this was the first time that an update report had shown sickness absence figures for South Bucks District Council and Chiltern District Council combined. It was requested that for the next Committee, figures also be provided on the average number of working days lost due to sickness absence in the Councils once long term sickness has not been included.

The Committee welcomed the key projects being carried out by HR, in particular the introduction of Mental Health First Aiders.

The need to update all posters around the Council buildings was noted.

RESOLVED that the report be noted.

Note: Councillor J. Read entered the meeting at 6.26pm.

5. **LOCAL GOVERNMENT PENSION SCHEME DISCRETIONARY POLICY STATEMENT**

The Committee received a report which sought approval of the discretionary policies that can be exercised by the Councils, as Employers within the Local Government Pension Scheme (LGPS). The Committee were asked to consider whether to recommend to the respective Full Councils, the Local Government Pension Scheme Discretionary Policy Statement as set out in Appendix 1.

The Committee noted that due to the changes to the Local Government Pension Scheme in April 2014, it was necessary to update the Councils' Discretionary Policy Statements to reflect the current version of the Pension Scheme. The discretions proposed aim to minimise the cost to the Councils by not adopting discretions that would result in additional costs, and allow flexibility to Scheme members where this would be at no cost. This was in line with the existing approach adopted by the Councils, and thus this report essentially reaffirms the current discretions, but with the new legislative references.

The Committee considered all of the proposals set out in the report and agreed with all of them subject to the following changes;

- 1) A note be added to the Policy Statement explaining that whilst each Authority was required to have its own Discretionary Policy statement, Chiltern District Council and South Bucks District Council have decided that these would be identical.
- 2) That wherever the wording "following consultation with the relevant Joint Staffing Committee Co-Chairman" appears in the Policy Statement to replace it with "following consultation with the Joint Staffing Co-Chairmen". This is to reflect the fact that costs would be shared between both Councils and therefore both Co-Chairmen should be consulted with.
- 3) **The Transfers in to Fund – Regulation 100(6), page 3 of the Policy Statement** - The Committee felt that to use the wording 'exceptional or extenuating circumstances' was too vague and therefore agreed that the wording should be changed to read as follows:
 "The Council will decline any request to transfer in pension rights after the 12 month limit has been exceeded, unless:
 - there is evidence that the process has commenced prior to the 12 month limit, and
 - the application is made within 3 months of the transfer value being provided by the relevant pension provider".
- 4) **Aggregation of Deferred Benefits – Regulation 22(7) & (8), page 3 of the Policy Statement** - The Committee felt that to use the wording 'exceptional or extenuating circumstances' was too vague and therefore agreed that the wording should be changed to read as follows:
 "The Council will decline any request to extend the 12 month deadline for non-aggregation of deferred pensions into a concurrent or new LGPS employment unless:
 - there is evidence that the process has commenced within the 12 month limit, and
 - the application is made within 3 months of the employee being provided with the relevant pension information by the relevant pension provider."
- 5) **Regulation 6 – Discretionary Termination Payments, page 4 of the Policy Statement** – The Committee felt that each case should be subject to the consent of the Joint Staffing Committee rather than the Head of Paid Service.

The Committee were advised that UNISON had been informally consulted, however this policy confers no formal contractual rights to employees.

Having considered the Policy Statement set out in appendix 1, the Committee

RECOMMENDED TO COUNCIL that the Local Government Pension Scheme Discretionary Policy Statement as set out in Appendix 1 be approved subject to the following changes;

- 1) A note be added to the Policy Statement explaining that whilst each Authority was required to have its own Discretionary Policy statement, Chiltern District Council and South Bucks District Council have decided that these would be identical.
- 2) That wherever the wording "following consultation with the relevant Joint Staffing Committee Co-Chairman" appears in the Policy Statement to replace it with "following consultation with the Joint Staffing Co-Chairmen".
- 3) **The Transfers in to Fund – Regulation 100(6), page 3 of the Policy Statement to read as follows:**

"The Council will decline any request to transfer in pension rights after the 12 month limit has been exceeded, unless:

 - there is evidence that the process has commenced prior to the 12 month limit, and
 - the application is made within 3 months of the transfer value being provided by the relevant pension provider".
- 4) **Aggregation of Deferred Benefits – Regulation 22(7) & (8), page 3 of the Policy Statement to read as follows:**

"The Council will decline any request to extend the 12 month deadline for non-aggregation of deferred pensions into a concurrent or new LGPS employment unless:

 - there is evidence that the process has commenced within the 12 month limit, and
 - the application is made within 3 months of the employee being provided with the relevant pension information by the relevant pension provider."
- 5) **Regulation 6 – Discretionary Termination Payments, page 4 of the Policy Statement to read as follows:**

"The Council will exercise this discretion in exceptional or extenuating circumstances only. Each case will be considered fairly, on its merits and subject to the consent of the Joint Staffing Committee, ensuring no serious loss in confidence in the Public Service and that any payment is affordable."

6. EXCLUSION OF THE PUBLIC**RESOLVED –**

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

7. LOCALLY DETERMINED PAY MECHANISM

The Committee received a report seeking approval of the proposed arrangements for the introduction of locally determined pay for all staff below the Heads of Service on harmonised terms and conditions of employment.

Each year Councils need to consider whether they wish to offer a pay increase to staff. Local Government has a collective bargaining system by which representatives of the employers meet with the trade union representatives regularly to discuss pay and conditions of service. This arrangement was called the National Joint Council (NJC) for Local Government Services. Under the terms of the Collective Agreement between Chiltern and South Bucks District Councils and UNISON of 1st July 2014 (which applied to all posts below Head of Service level) it was agreed in July 2017 that the Councils would review the Councils' pay arrangement with a view to moving to locally determined pay.

The Committee were advised that if approved by Full Council, the next step was to put the proposed locally determined pay mechanism to UNISON.

The Committee considered the proposed arrangements set out in the report including an annual pay award timetable and accordingly

RECOMMENDED TO COUNCIL that the arrangements for a locally determined pay mechanism as set out in this report be approved.

8. STAFFING MATTERS

The Committee received a report which sought authority for the Chief Executive to progress termination of an employee's contract of employment.

The background to this matter was set out in Appendix 1 and an explanation of relevant legal documents and terms was set out at Appendix 2. The options available, financial implications and recommended actions were detailed in the report.

Members were also asked to consider establishing a sub-committee to deal with the appointment into any vacancy that would arise, and that the membership of this sub-committee be delegated to the Chief Executive in consultation with the respective Cabinet Leaders, having regard to Member availability.

Having considered the options set out in the report, the Committee **RESOLVED** that

- i) the Chief Executive be authorised to finalise the terms outlined in Option 3 of this report to facilitate termination of the employee's contract of employment.
- ii) a sub-committee comprising of 8 members - 6 from the Joint Staffing Committee (3 from each Council) and the 2 relevant Portfolio Holders - be established to deal with the appointment into the vacancy arising from recommendation i).

The meeting terminated at 7.50 pm

6. Links to Council Policy Objectives

There is no direct link to the Council's objectives but openness and transparency on Council policies supports good governance.

7. Next Step

Subject to its agreement and adoption by Council the Pay Policy statement will be published on the web site.

Background Papers:	None other than referred to in this report and Appendix.
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Appendix 1

Pay Policy Statement 2017/18

1. INTRODUCTION

- 1.1 This is a joint statement of Chiltern and South Bucks District Councils.
- 1.2 The Localism Act 2011 requires each council to produce and publish annually a pay policy statement. The statement must be approved by a meeting of the full council, and must then be published on their websites. The pay policy statement may be amended during the year by further resolution of the council.
- 1.3 The pay policy statement must as a minimum include details of the council's policy on:
 - the remuneration of its chief officers
 - the remuneration of its lowest-paid employees
 - the relationship between the remuneration of its chief officers and other officers.
- 1.4 For the purposes of the Localism Act 2011 and this statement, the term "chief officers" is defined by Section 2 of the Local Government and Housing Act 1989. For these councils, the term "chief officers" refers to the chief executive, directors and heads of service. These officers make up the Joint Management Team for Chiltern and South Bucks District Councils.
- 1.5 Chief officers are expected to work across both District Councils on an equal basis and are employed under the same terms and conditions. Chief officers may be employed by either council, and are placed at the disposal of the other by means of an agreement made under Section 113 of the Local Government Act 1972.

2. REMUNERATION OF CHIEF OFFICERS

- 2.1 Chief officers' pay was independently assessed in 2012 by the Local Government Association (LGA) which was commissioned to undertake an independent review of the job descriptions for the new Joint Management posts. When making a recommendation about remuneration, regard was had to the size of the new job role, the emphasis on the need to contribute corporately to meet the needs of the two Councils, the economic climate and the regional location of the two authorities.
- 2.2 Members of the Joint Appointments and Implementation Committee agreed the salary ranges recommended by the LGA and the proposal to assimilate the successful applicants onto a spot salary which accommodated the additional allowances previously paid. The salaries were set above the median to attract and retain suitably skilled chief officers as recommended by the LGA.

All chief officers (Heads of Service, Directors and Chief Executive) have benefitted from a 1% pay award in 2016/17 and a 1% in 2017/18 .
- 2.3 Following an independent review of the chief officers' pay structure in November 2015 the LGA confirmed that the pay structure remains competitive in its ability to

recruit and retain staff with the necessary management and strategic skills and experience.

2017/18	Starting Salary	2	3	4
Joint Chief Executive	£127,513	£130,573	£133,633	£136,693
Joint Director	£89,483	£92,605	£94,686	£97,807
Joint Head of Service	£67,259	£71,464	£73,567	£78,818

- 2.4 The salaries remunerate officers for their full range of duties and hours of work. Chief Officers do not receive any performance-related pay or bonuses. Joint posts are shared equally between the two Councils and business mileage is reimbursed at HMRC rates, currently 45p per mile. Some chief officers have private medical insurance which is currently under review and paid membership of a relevant professional body.
- 2.5 Appointments to these posts are on a spot salary and progression up the salary scale is based on performance against agreed objectives. An annual appraisal takes place for the Joint Chief Executive with members which can be facilitated by an external independent advisor if required. The Directors are appraised by the Chief Executive and the Heads of Service by their corresponding Director.
- 2.6 The annual pay review for the Chief Executive and the two Directors is determined by the Joint Negotiation Committee for Chief Executives and Chief Officers, respectively. The annual pay review for Heads of Service is determined locally. The pay award for 2016/17 was 1% and the pay award for 2017/18 was 1%.
- 2.7 Appointments to the Joint Chief Executive and officers allocated statutory responsibilities require full Council approval within each of the Councils. Appointments to the Joint Directors require the approval of the Joint Staffing Committee.
- 2.8 The Chief Executive has been appointed as the councils' returning officer. In this role he receives additional remuneration, which varies from year to year. He employs the two directors as deputy returning officers and may employ other chief officers to support him in his work. Any fees for elections are paid separately. The amount of the fee is not fixed and is based on electorate/postal votes and the type of election. The Head of Paid Service has the authority to increase election fees in line with inflation and to keep them comparable with Parliamentary election fees.
- 2.9 All employees are automatically enrolled in the local government pension scheme when they join either Council, they may opt out if they wish. Chief officers' contributions are determined by their salary and the rules of the scheme. More

comprehensive details of the Bucks Pension Scheme are available on their website. It is not the usual policy of either Council to enhance retirement benefits.

- 2.10 The Councils have a joint approach to organisational change which it applies to all employees without differentiation. In cases of redundancy those employees with 2 or more years' continuous service are entitled to a redundancy payment which is calculated using the statutory redundancy calculator based on actual salary. The maximum number of years of service taken into account is 20 and the resulting maximum payment is 30 week's pay.
- 2.11 The Councils do not provide any additional payment to employees leaving the Councils' employment other than in respect of accrued leave which by agreement is untaken at the date of leaving.
- 2.12 In certain circumstances the Councils may agree for an employee's employment to come to end by way of a Settlement Agreement which may involve the payment of severance pay. In calculating any severance package the Councils will take into account any contractual and statutory entitlements, the employee's previous performance, and value for money and minimising any reputational damage to the Councils.
- 2.13 It is not normal practice for the Councils to re-employ or re-engage a chief officer following a severance or redundancy payment on either a new contract of employment or a contract of services.

3. LOWEST-PAID EMPLOYEES

- 3.1 Following agreement with staff and UNISON the Councils have implemented, a collective agreement which harmonises terms and conditions of employment, including a new harmonised Pay Spine for both Councils. The minimum salary on this pay spine is set at £15,702, significantly above the Statutory Living Wage rate of £7.50 per hour effective from 1 April 2017. Employees from both Councils have progressively moved onto the new pay spine following a review and the joining up of services across Chiltern and South Bucks District Councils. All staff have moved to the new pay spine with the exception of a small group of staff at South Bucks District Council. The lowest paid employee at South Bucks District Council was paid at £15,702 (the full time equivalent).

The lowest paid employee at Chiltern District Council was paid at spinal point 1A at £15,702 (the full time equivalent).

- 3.2 The Chief Executive's salary is 8.12 times the salary of the lowest-paid employee.

4 REMUNERATION OF CHIEF OFFICERS COMPARED WITH OTHER OFFICERS

- 4.1 Employees who are not chief officers have been moved on to the new harmonised pay spine. They will be paid in accordance with the collective agreement agreed with staff and UNISON in July 2014. In the interim we have a small number of employees at South Bucks District Council on the South Bucks District Council pay spine. All these pay scales increased in line with the National Joint Council Pay Award Agreement for Local Government Officers of May 2016 to cover the time period from April 2016 to March 2018.
- 4.2 The median salary for all officers at Chiltern District Council is £30,073. The Chief Executive's salary 4.24 times the median salary at Chiltern District Council.

- 4.3 The median salary for all officers at South Bucks District Council is £34,149. The Chief Executive's salary is 3.73 times the median salary at South Bucks District Council.
- 4.4 Please note the Councils do not set the remuneration of any individual or group of posts by reference to multiple of another post or group of posts. Pay multiples do not capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required. In terms of overall remuneration packages the Councils' have put in place harmonised terms and conditions across the two authorities to have a simple, flexible and equitable pay and reward structure where roles are evaluated using HAY job evaluation framework to ensure pay levels reflect differences in roles and responsibilities.

SUBJECT:	Harmonised Flexible Retirement Policy
REPORT OF:	Bob Smith, Chief Executive
RESPONSIBLE OFFICER	Louise Cole, HR Manager
REPORT AUTHOR	Nina Parker Hughes, Principal HR Adviser Email: nparkehughes@chiltern.gov.uk nina.parkerhughes@southbucks.gov.uk
WARD/S AFFECTED	N/A

1. Purpose of Report

To seek Joint Staffing Committee approval of the Harmonised Flexible Retirement Policy.

RECOMMENDATIONS

1. That the Harmonised Flexible Retirement Policy be adopted, subject to comments and amendments made by Members;
2. That authority be delegated to the Chief Executive to undertake any minor amendments following the outcome of the staff consultation or future legislative changes.

2. Reasons for Recommendations

Pension discretions were approved by the JSC at the meeting on 3rd July 2017. These discretions consequently need to be reflected in a harmonised Flexible Retirement Policy.

3. Content of Report

3.1 The attached draft policy fundamentally reflects the existing Chiltern DC and South Bucks DC policies, updated in terms of reflecting the pension discretions agreed by JSC in July.

3.2 One substantive change to existing policy is proposed, and that is to include a minimum reduction in pay upon retirement of 20% by means of reduction in hours or grade. This is equivalent to a full time employee reducing their working week by one day. Under current SBDC and CDC policies there is no minimum reduction in pay required.

3.3 By way of comparison with other local Councils,

WDC policy requires "continuing to work, though in a reduced role in terms of scale, scope and/or working hours and usually involving a reduction in salary of between 30% and 60%"

BCC policy is "that your pensionable salary must reduce by a minimum of 30% and a maximum of 60% either through reduced hours or grade."

AVDC policy states "the reduction in hours or salary is at employers consent & subject to organisational needs".

3.4 Flexible retirement is a popular option among our workforce and there are currently 19 people working for us who have 'flexibly retired' (14 at CDC, 5 at SBDC). There are usually around 4 or 5 requests for flexible retirement made each year.

3.5 Flexible retirement is advantageous to the organisation in terms of being able to retain the skills and knowledge of experienced members of staff, and is particularly useful for supporting succession planning in specialist roles. It is also beneficial to individuals who are able to make a gradual, planned transition from work to full retirement and adjust their work-life balance.

4. Consultation

Employees and UNISON will be consulted about this policy for 4 weeks.

5. Corporate Implications

None.

6. Links to Council Policy Objectives

Consistency and fairness is key in building and maintaining effective employee relations and therefore we are continuing to harmonise policies and practices across the shared workforce.

7. Next Step

Employee and UNISON consultation.

Background Papers:	None.
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CHILTERN AND SOUTH BUCKS DISTRICT COUNCILS'

FLEXIBLE RETIREMENT POLICY

1 PURPOSE

This policy outlines the Councils' discretionary arrangements regarding flexible retirement.

The Councils have elected (see the Local Government Pension Scheme Discretionary Policy Statement) the discretion to permit members of the Local Government Pension Scheme (LGPS) to:

- draw all, part, or none of the benefits accrued after 31st March 2008 and before 1st April 2014, and/or
 - draw all, part, or none of the pension benefits accrued after 31st March 2014,
- in accordance with these guidelines.

Note: If the flexible retirement is approved, the employee must draw any pension benefits accrued prior to 1st April 2008.

2 IN SCOPE

These guidelines apply to all Council employees who are members of the Local Government Pension Scheme (LGPS), including those with deferred benefits. It applies solely to the release of pension benefits.

3 WHAT IS FLEXIBLE RETIREMENT?

Flexible retirement allows an employee to move gradually into retirement and for the employer to retain valuable knowledge and skills. The Local Government Pension Scheme allows employees to draw their pension benefits and continue in employment, provided their employer agrees.

An employee may request flexible retirement provided they are over 55 and also providing:

- they reduce their hours; and/or
- they reduce their grade.

4 BENEFITS OF FLEXIBLE RETIREMENT

Flexible retirement can be beneficial to the Councils in helping to retain skilled employees who may otherwise leave their job and can be useful in succession planning arrangements, particularly in specialist roles.

For the employee, flexible retirement will enable him/her to move gradually into full retirement and may also help with the work/home life balance.

5 RELEASE OF PENSION BENEFITS

The Councils will only consider requests for flexible retirement that meet the criteria outlined below. However, the Councils will not normally approve requests for release of pension benefits where there is a cost to the authority for releasing the benefits.

Please be aware that, even if an employee's request for release of pension benefits is refused, this does not affect any entitlement they may still have to reduce their working hours and/or grade.

Classification: OFFICIAL

Benefits payable through flexible retirement may be subject to an 'actuarial reduction' if the 'earliest retirement date' has not been reached. The Council will not waive any actuarial reduction unless the employee can provide exceptional reasons why the actuarial reduction should not apply.

The Councils will review each application to waive the actuarial reduction fairly based on its circumstances and merits having regard to the Service need, compassionate grounds (as applicable) and costs, but only in exceptional circumstances will they waive any actuarial reduction.

Any agreement to waive actuarial reduction will require the consent of the Head of Paid Service, following consultation with the Co-Chairmen of the Joint Staffing Committee.

6 CRITERIA

The employee's request for flexible retirement must be submitted to their Line Manager in writing and be accompanied by a business case outlining his/her reasons and what he/she perceives to be the benefits to the Councils. Each application will be considered on merit. Individual circumstances may be taken into account where reasonably practicable; however, the needs of the service must always be the priority.

In considering any flexible retirement request, the following will be taken into account:

- Impact on service delivery and work performance
- Requirement/ability to recruit to the vacated hours or grade
- Additional costs as a result of recruitment or training to the vacated hours or grade
- Capacity to re-allocate work amongst co-workers
- Suitability of individuals proposed working arrangements, i.e. days, hours, etc.
- Cost to the authority in releasing the pension benefits

6.1 REDUCTION IN HOURS

The reduction in hours should result in at least a 20% reduction in gross pay, regardless of whether the employee is full or part time. The actual arrangement of working hours should be made with the line manager.

All terms and conditions of employment, salary, leave entitlement; etc. will be pro rata to the agreed reduction in hours.

The reduction in hours must be permanent, with a new contract issued.

No additional hours must be worked in this post; however, where an unforeseen situation arises and additional hours are worked, these will not be paid and must be taken as time in lieu. Due to the release of pension benefits, existing Local Government Pension Scheme (LGPS) membership will cease. If the employee wishes to pay into the LGPS on their new contract they may do so. The default position is that they will continue to pay contributions but if they want to opt out of membership on the new contract they will need to obtain an opt out form from Buckinghamshire County Council, who administer this scheme on our behalf.

If contributions continue, upon eventual 'full retirement', a second pension becomes payable based on the reduced hours and/or grade and length of service in the second pension.

6.2 REDUCTION IN GRADE

Classification: OFFICIAL

Classification: OFFICIAL

A reduction in grade should normally be to an established post within the team. In exceptional cases, a move to a post elsewhere within the Service Area may be agreed through negotiation with the Head of Service. It will be the responsibility of the employee to identify suitable alternative vacant posts at a lower grade as part of their business case. The Councils will not undertake to do so for them.

Any appointment, to identified posts, will be on merit through the normal selection process. The reduction should be a minimum of one grade lower and should result in at least a 20% reduction in gross pay.

All terms and conditions of employment, salary, leave entitlement, etc. will be those applicable to the post and its attendant grade.

Any pay protection already in place at the time the flexible retirement commences will cease immediately, as the arrangement is a voluntary agreement and the employee will be in receipt of pension.

Due to the release of pension benefits, existing Local Government Pension Scheme (LGPS) membership will cease. If the employee wishes to pay into the LGPS on their new contract they may do so. The default position is that will continue to pay contributions but if they want to opt out of membership on the new contract they will need to obtain an opt out form from Buckinghamshire County Council, who administer this scheme on our behalf.

If contributions continue, upon eventual 'full retirement', a second pension becomes payable based on the reduced grade (and/or hours if applicable) and length of service.

7 APPLYING FOR FLEXIBLE RETIREMENT PENSION

To minimise delays in payment of benefits, employees should commence their application for flexible retirement at least two months before the actual date they wish to draw their pension benefits.

STEP 1

If an employee wishes to apply for flexible retirement, they should first discuss their proposal with their line manager. Their manager may agree to their request in principle, subject to receipt of information from the pensions section about the costs involved, which the employee will obtain by contacting Payroll.

If any pension costs are identified, then the employee's request to release their pension benefits will normally be refused unless exceptional reasons are provided.

Please be aware that, even if an employee's request for release of pension benefits is refused, this does not affect any entitlement they may still have to reduce their working hours and/or grade.

STEP 2

If the flexible retirement is approved then the employee will be given a copy of the estimate of benefits they will receive upon retirement. They should ensure that they are happy with the estimated benefits before finally agreeing with their line manager to the release of pension benefits and their reduction in hours and/or grade. The line manager should complete a payroll amendment form and pass to HR.

If the benefits are released, the pension will be paid within one month of the date of reduction of hours and/or grade. Once in payment it cannot be re-calculated and any 'actuarial reduction' cannot be rescinded.

Classification: OFFICIAL

Classification: OFFICIAL

If, after taking flexible retirement, the employee retires fully but is still aged under normal retirement age, any pension benefits accrued during the second period of membership would be reduced, unless they defer the payment until normal retirement age.

DRAFT

SUBJECT:	Job Description for the Head of Sustainable Development post
REPORT OF:	Steve Bambrick, Director of Services
RESPONSIBLE OFFICER	Steve Bambrick, Director of Services
REPORT AUTHOR	Steve Bambrick, sbambrick@chiltern.gov.uk , steve.bambrick@southbucks.gov.uk , 01494 732015
WARD/S AFFECTED	All

1. Purpose of Report

To seek the Joint Staffing Committee approval to the revised job description for the Head of Sustainable Development post which it is proposed is now retitled Head of Planning and Prosperity.

RECOMMENDATIONS

- That the attached revised job description for the Head of Planning and Prosperity is agreed.**

1. Reasons for Recommendations

The Head of Sustainable Development is leaving the Council at the end of October 2017. This post will be recruited to initially on an interim basis and then on a permanent basis. In preparation for the permanent appointment to the post the Director of Services has reviewed the current job description which is attached at Appendix A.

The current job description was agreed in 2012 and it is now out of date and does not reflect the key purpose, objectives and duties of this role as it stands at the current time and for the future. Therefore, changes are being proposed to this job description which includes a change to the title of the post to Head of Planning and Prosperity. See Appendix B.

2. Content of Report

When recruiting a new Head of Service, the Joint Planning service starts from an excellent base. Performance is very good, customer satisfaction is high and levels of income are also strong. However, there is a need for the service to continuously improve and to modernise. The Planning service will need to embrace modern ways of working, for example by implementing the emerging Customer Experience Strategy and becoming more digitally agile.

There is a need for a new Head of Service to ensure the Councils' deliver excellent customer service and that the planning and prosperity function is always focusing on

the needs of our customers. The Head of Service will be expected to champion this across all of their teams and in particular to lead by example on the development of a 'can-do' culture across the organisation.

Importantly, the service should embrace the wider national agenda and ensure that it can play a part in improving and enhancing the wider prosperity of both Chiltern and South Bucks Districts. The Councils' recently adopted Economic Development Strategy needs to be implemented and there is a need for this area of service delivery to be rooted in an existing service. The links that Economic Development has with the more traditional planning services are therefore recognised in the changes now proposed to the Head of Service role. It will be for a new Head of Service, working closely with the Director of Services, to re-shape the service to ensure that all aspects of the role, including the Economic Development function can be delivered effectively.

3. Corporate Implications

3.1 N/A

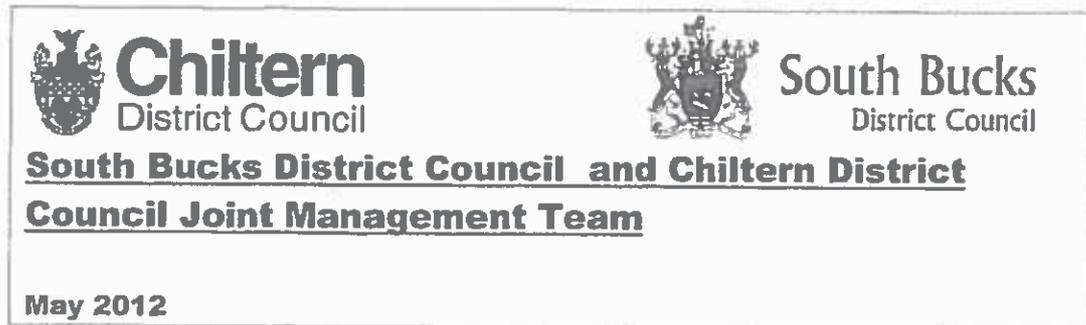
5. Links to Council Policy Objectives

This proposal relates to introducing ensuring we have in place a process for attracting and retaining the right staff to ensure it is successful in meeting its key objectives.

6. Next Step

Proposal to be implemented.

<p>Background Papers:</p>	<p>It is a legal requirement that we make available any background papers relied on to prepare the report and should be listed at the end of the report (copies of Part 1 background papers for executive decisions must be provided to Democratic Services)</p>
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Job Description:

- 1. Job Title: Head of Sustainable Development**
- 2. Reports to: Director Services**
- 3. Grade and Salary: To be evaluated**

4. Context:

The establishment of a joint senior management team provides the opportunity to create shared arrangements across South Bucks and Chiltern District Councils. Following from the appointment of a joint Chief Executive and Directors the emphasis will continue to be on leading change and transition. The new team will concentrate on delivering highly cost effective, customer focussed services. This role, one of eight Heads of Service, will be subject to a range of challenges that demand a strong outcome focus, where improved performance will be achieved through highly effective relationship management.

5. Job Purpose:

To play a proactive role in enabling the senior management team to be effective and achieve its goals.

To provide effective management of one of the joint groups of services

To act as principal advisor to the Council for the functions of the group

6. Principal Duties and Responsibilities:

- Actively contribute and support the senior management team in the delivery of the key objectives of the Councils
- Actively participate in cross cutting initiatives to ensure modern, efficient, and effective service delivery to the community
- In conjunction with the Chief Executive and Directors build and maintain effective working relationships with members and external partners .

- Support the Joint management team and members by providing any necessary assistance and professional advice
- Ensure the motivation and well being of the workforce in accordance with the values and policies of the Councils
- Ensure that all performance targets are met and help to drive both Councils' shared values and vision
- Keep abreast of the changing landscape for public services and actively challenge the way services are delivered to ensure continuous improvement
- Actively support internal and external communications
- Prepare timely budgets in accordance with the corporate framework to deliver priorities and contribute to the business planning process
- Monitor performance and budgets, and ensure compliance with financial regulations.
- Identify and manage risks related to the services under the posts direction.
- Be prepared to quickly and flexibly react to the needs of the Councils , their customers and partners
- Develop, implement and maintain policies within the remit of the group to ensure compliance with regulations and national standards

7. Specific Responsibilities:

As Head of Sustainable Development

You will lead the teams across the following service areas:

- **Planning Policy**
- **Development Control/Management**
- **Conservation, Trees**
- **Enforcement**
- **Building Control**
- **Economic Development**
- **Strategic Transport Issues**
- **Landscape Advice**

8 Additional Information:

- **You are required to adhere to both councils' health and safety, data protection and equalities policies.**
- **The list of duties is not to be regarded as an exhaustive list and you should be aware of the need for absolute flexibility in the interest of the organisation and its customers.**

Attached: Person Specification: generic across all eight Head of Service posts

Person Specification - Head of Service

The Head of Service roles have been developed to provide senior management and leadership across the two authorities.

All candidates will need to demonstrate the key competencies, skills and experience set out below.

1. Competencies

- Collaborate and work well with others in a pressured environment
- Ability to engage with the community and stake holders
- Ability to deliver customer focused services
- Evidence political sensitivity and understanding of the needs and motivation of elected members
- Able to develop talent
- Encourage diversity and equality
- Ability to manage innovative change within a tight timescale
- Ability to manage performance of teams
- Strategically focused
- Good communication and negotiation skills
- Ability to manage a job successfully
- A proven record of leadership skills
- Able to demonstrate flexibility and a “can do “ approach
- Ability to clearly demonstrate a understanding of joint council working

2. Experience, Knowledge, skills and qualifications

- Management experience
- Track record of budget and business planning, including risk management
- Experience and successful track record in at least one of the functions within the group

3. Other Requirements

The geography of the Joint Council arrangements requires travel between a number of bases

Job Description

Post Title	Head of Planning and Prosperity	Grade	Head of Service
Post Number	TBC	Salary	
Directorate	Services		
Service/Divisions	Sustainable Development		
Section		Main Office Base	Amersham

Purpose and Key Objectives

1. To deliver excellent planning and prosperity services to the residents and businesses of South Bucks District Council and Chiltern District Council.
2. To provide effective leadership, management and strategic direction for the service. To lead on the transformational change programme to ensure that all services across Development Management, Planning Support, Enforcement, Building Control and Planning Policy deliver on service and strategic objectives.
3. To work with Leaders of the Council, Portfolio Holders, Cabinet Members and other elected Members on the development and delivery of strategic priorities and objectives and in relation to maintaining, monitoring and improving the performance of the services.
4. As a member of the Councils' joint senior management team to contribute to the development and implementation of the Stronger in Partnership programme and the Councils' vision, values and strategic priorities.

Principal Duties and Responsibilities

1. To lead on the transformational change programme of the service responding to complex and changing situations by use of creative problem solving and bringing new thinking, delivery mechanisms and solutions to the organisation.
2. To create teams where a culture of excellent customer service is a key focus for all job activities.

3. To be responsible for budgetary control across the service, financial awareness and the identification of business opportunities for the organisation to maximise income.
4. As part of the Senior Management Team, contribute to the development and delivery of the corporate vision, values and priorities of the Council.
5. Establish and maintain a culture of performance management and continuous improvement focused on delivery, improvement, efficiency, generating and maximising income and constantly open to alternative delivery methods.
6. Champion customer focus, listen to and communicate effectively with residents, customers and key stakeholders including Government departments, senior Officers from District and Unitary Planning Authorities, Buckinghamshire County Council, Town/Parish Councils and local organisations.
7. Act as a specialist advisor to the Council and Corporate Management Team on the services within area of responsibility.
8. Represent and deputise for the Director of Services as required.
9. Act as an advocate for Chiltern and South Bucks Councils', develop partnerships and external relationships which improve the reputation and performance of the Councils'.
10. Ensure compliance with all relevant statutory obligations and best practice within individual service areas.
11. Attain optimum performance in service delivery through the effective recruitment, development, retention and motivation of employees.
12. To promote the Council's Equality and Diversity Policy to ensure service provision and employment practices are non-discriminatory.

Special Conditions

1. This post is politically restricted within the meaning of the Local Government and Housing Act 1989.
2. You will be required to attend evening meetings, work all reasonable hours to ensure deadlines are met.
3. Fundamental to the responsibilities of this post is the ability to respond flexibly, positively and successfully to the ever changing pressures which local authorities face, adopting professional techniques and good practice at all times.

4. The Health and Safety at Work Act and other associated legislation places responsibilities for Health and Safety for all employees. Therefore, it is the post-holder's responsibility to take reasonable care for the Health, Safety and Welfare of themselves and other employees in accordance with legislation and the Council's Health and Safety Policy. Specific duties are outlined in the Policy.

You must keep up to date with and implement any changes insofar as they apply to your role be they new or amended legal requirements, internal and external policies or any Council or delegated decisions.

You must work to any standards imposed by the Council in maintaining and improving its status under Investors in People (IIP)

This job description is a guide to the duties the post-holder will be expected to undertake. It is neither exhaustive nor exclusive and will be changed as working requirements dictate.

Experience

- Significant experience and evidence of successful leadership and management of a diverse service through a period of transformation change (preferably with experience within the public sector and local government including working with Members on policy and strategy).
- Experience of managing and developing staff, including the establishment of a positive performance culture that has delivered effective performance and continuous service improvement.
- Evidence of successful participation in corporate management and the development of corporate objectives, policies and strategies.
- Evidence of successful implementation of strategies, policies and practices that deliver high quality, customer focused services and translate organisational and service ambitions into real achievements.

Ability, skills & knowledge

- Ability to think, plan and act strategically and corporately, with a creative approach to problem solving and delivery in demanding circumstances and with competing priorities.
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- Ability to develop, communicate, persuade and gain ownership for a new clear vision and direction for the service area.
- Ability to lead, inspire, motivate and challenge others to achieve high performance.
- Ability to build positive relations, to influence and persuade others.
- Ability to build partnerships and productive working relationships with others (internal and external).
- Effective presentation, communication and interpersonal skills and ability to apply these effectively to a variety of audiences.
- A clear understanding and knowledge of service responsibilities.
- A clear understanding and knowledge of local government including its legal, financial, social and political context.

Personal Attributes

- Willingness to demonstrate values and act collaboratively.
- Personal and professional credibility which will command respect and confidence.
- A strategic thinker with a creative and innovative approach.
- A strong and effective manager who leads by example and is an effective communicator, determined, positive and approachable.
- A robust individual, resilient enough to cope with the demands of the role.

Qualifications

- Professional level qualification equivalent to MRTPI
- Post graduate management qualification

- Evidence of continued professional development.

