



Chiltern
District Council



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DEMOCRATIC AND ELECTORAL SERVICES

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Dear Councillor

CHILTERN AND SOUTH BUCKS JOINT COMMITTEE

The Chiltern and South Bucks Joint Committee will be held as follows:

DATE: MONDAY, 13TH FEBRUARY, 2012

TIME: 5 00 PM

VENUE: COUNCIL CHAMBER, KING GEORGE V HOUSE, KING GEORGE V ROAD, AMERSHAM

Yours faithfully

J.A. BURNES

Director of Resources

To: Members of the Chiltern and South Bucks Joint Committee

Chiltern District Council

Councillor Isobel Darby
Councillor Mimi Harker
Councillor Peter Martin
Councillor Nick Rose (Leader)
Councillor Michael Smith
Councillor Mike Stannard

South Bucks District Council

Councillor Adrian Busby (Leader)
Councillor Mrs Anita Cranmer
Councillor Bill Lidgate
Councillor Roger Reed
Councillor Duncan Smith
Councillor Mrs Jennifer Woolveridge

Declarations of Interest

Any Member attending the meeting is reminded of the requirement to declare if he/she has a personal interest in any item of business, as defined in the Code of Conduct. If that interest is a prejudicial interest as defined in the Code the Member should also withdraw from the meeting.

A G E N D A

1. **Evacuation Procedures**

2. **Minutes**

To agree the Minutes of the meeting held on 19 January 2012 (previously circulated) as a correct record.

3. **Apologies for Absence**

4. **Declarations of Interest**

5. **Staff Briefings**

(Pages 1 - 6)

6. **Programme and Risk Report**

(Pages 7 - 8)

7. **Exclusion of Public**

The Chairman to move the following resolution:-

“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.”

8. **Shared Management Team: Proposed Outline Structure**

(Pages 9 - 18)

The next meeting of the Committee is due to take place on Thursday 15 March 2012.

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JOINT COMMITTEE – 13 FEBRUARY 2012

STAFF BRIEFINGS

Contact Officers: Alan Goodrum (01494 732001), Bob Smith (01895 837258)

RECOMMENDATIONS

It is recommended that the report is noted.

Purpose of Report

- 1 To inform the Joint Committee on the staff briefings undertaken in January.

Links to Policy Objectives

- 2 The two Councils have committed to the project to share management as a means of improving the resilience and quality of services, and reducing costs for Council Tax payers.

Information

- 3 The two Councils held general staff briefings, as well as separate briefings for Heads of Service, in January on progress on setting up the shared management arrangements.
- 4 At both Councils the meetings the previous year had welcomed the decision to move away from the three Council approach to two. It is fair to say there was slightly more apprehension this time as the project is now real and happening now. Nevertheless, there was a good understanding of the financial picture and a desire to get into the detail.
- 5 SBDC Heads of Service were supportive and pleased that the project could now proceed in earnest. They were however concerned to see that the first phase of the project was completed to timetable in order to remove current uncertainties as quickly as possible for all concerned. The wider staff group was understandably more focussed on the second phase of the project and in particular what services would be joined up and when. Specific issues raised were:-
 - Many staff have been affected by a high degree of job insecurity since pathfinder – as a demonstration of the value placed on staff by the organisation, would the Council commit to not making any compulsory redundancies?
 - Any joint teams established should have officers employed on terms and conditions as least as favourable as at present.
 - Will the Council offices still shut for the week between Christmas/New Year?

- If joint services are to be co-located, how will the decision be made as to where they will be based?

6 Additional points raised at Chiltern included:-

- Shared services – how will the programme on phasing work?
- Will the two Councils remain in two buildings or is there an intention that they should come together in one?
- How will consultation be undertaken and what is the intended timing?
- Building Control is currently being considered as a joint service provision with Wycombe District Council; will that now proceed?
- Waste Management is similarly being considered as a joint service; how will the Council approach future mergers?
- How can staff input to the teams and groupings as well as being considered when individually affected?
- The presentation mentioned the Councils' sovereignty; how will that work out in practice and is there capacity to manage this?
- Savings will no doubt be based on staff redundancies; has this cost been built in and will there be any impact on the terms and conditions, particularly taking into account comments made by (Chiltern's) Policy and Resources Committee?
- How will people get jobs in the new structures?
- If applying for a new job, who will know how things have changed recently to help them make a decision?
- How long will service reviews take?

7 Following this, a list of FAQs has been developed for the intranet and an undertaken given to provide further briefings. The FAQs are intended as a living document and will be updated. A copy of the current version is attached as **Appendix**. The questions have influenced the two stage approach to consultation to be taken to creating the senior management team

Resources and Other Policy Implications

Finance

8 No additional financial implications.

Procurement

9 No implications.

Personnel

10 Good staff briefing and consultation are an integral part of the change management programme.

Risks

- 11 Adoption of new working arrangements; the actions in the report are part of the mitigation.

Equalities

- 12 Integral to both Councils' approach to equalities and the Equalities Impact Assessment.
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CHILTERN AND SOUTH BUCKS SHARED MANAGEMENT: FAQs

1. Will staff be consulted on the proposed changes to the senior management team – and when?

We will consult staff generally on the proposed changes – through the established processes at both Councils at an early stage. Individual consultation will take place with affected staff (and their representatives as appropriate). This is likely to take place in April 2012. It will be based on best practice and in accordance with legislation.

2. Will the Councils have enough capacity both during the transition stage and when the changes are implemented? There is a lot going on and real risks of something being missed if senior staff are overworked. What programme and project support will be provided?

We will take steps to ensure we have sufficient capacity in the interim period – the Councils have agreed dedicated support to achieve this. In addition what is proposed is a phased programme. The business case and the decisions of the Joint Committee reflect this. We acknowledge that the transition period will provide real challenges, both personal and operational.

3. When will the programme of shared services get underway and what will it involve?

We anticipate this will start around September 2012 – services will be reviewed and a business case put together for changes. Both Councils have undertaken best value reviews – the overall approach will be very similar with a Member working group to support it. Staff involvement will be crucial to the success of such reviews.

4. It is important staff have time to participate in the consultation events properly. Will this be part of work time?

Staff briefing and events organised by management will be in work time. Staff may in addition wish to attend events organised by UNISON – this would be in their own time. Protocols also exist at each Council for providing paid time off to staff representatives when fulfilling their representative roles.

5. Will there be an opportunity to engage with Members over these changes?

Members will wish to lead on some discussions once the senior team is resolved. Cabinet meet with the senior team on a regular basis. Members will be involved in the shared service proposals through Member working groups.

6. Will the shared management team and shared services result in job losses including redundancies?

Given the current economic climate, there can be no guarantee of ‘no redundancies’. However, both Councils believe the shared management

team/shared services model is the best way to deliver services that not only save cost but ensure our high standards of service are maintained. Job losses do not necessarily mean redundancies but some will be inevitable. We will handle this through our existing policies and procedures. We will seek to minimise compulsory redundancies should they prove necessary.

7. Will the senior posts be ring fenced?

The business case assumes that the senior posts will be ring fenced at each level. The proposal for the Chief Executive and Directors is currently being considered. How this will operate for the Heads of Service will be considered prior to detailed consultation on the senior structure.

8. Will the shared services mean relocation? Will staff be working from different locations?

The senior team will be working from both offices, and there are no plans to relocate from either of our current two offices, though inevitably there will be changes within them. We will both have to make the best use of space. As shared teams are established, they may be located at one office or the other. Terms and Conditions will reflect the extra travelling.

9. How will this initiative affect Chiltern's existing Waste partnership with Wycombe?

We have yet to decide how the joint Waste team (CDC/WDC) will be integrated with SBDC, and this could be at Director or Head of Service level. Our proposals will be included in the consultation. We will also consult informally with Wycombe on this as there is a commitment to set up a joint (CDC/WDC) Waste Management team.

10. And Building Control?

It was agreed WDC would be the lead authority in investigating the business case between CDC and WDC. This work will be considered by our respective Cabinets, at the earliest in March 2012.

11. What if my question is not here, or I have further queries or concerns?

We will be updating these FAQs as further information becomes available. If you have further concerns, please raise them with your line manager in the first instance, contact your Personnel or HR staff or raise them through your staff representative or UNISON for them to take forward on your behalf.

PROGRAMME MANAGEMENT REPORT

February 2012

Milestone	Complete	Comment
Current Period		
1. Set job descriptions person specifications and T&C's for C/Ex and Dir posts	✓	
2. Appointment process agreed for C/Ex and Dirs	✓	
3. Prepare report for Councils on appointments and constitution changes	✓	
4. Prepare brief for initial transformation support	✓	
Next Period		
1. Complete first set of Mgt appointments		
2. Prepare draft HoS structure for consultation		
3. Issue invitation to bid for transformation work		
4. Establish support and working arrangements for senior managers appointed across two the councils.		

Budget	Allocation	Spend	Forecast	Comment
	£	£	£	
Transformation - Snr Mgt	15,000	0	15,000	Brief to be issued in February
Transformation - Members	10,000	0	10,000	Brief to be issued in February
Transformation - Stage 2	50,000	0	50,000	Tender exercise to start Apr/May to commence in Autumn
HR Support	30,000	4,459	30,000	Working to brief agreed by Leaders
Programme Mgt	40,000	0	40,000	Programme Mgt arrangements to be reviewed at end of 2012
Total	145,000	4,459	145,000	

Risks	L	I	Score ¹	Mitigation
1. Stage 2, Service integration is not implemented	3	5	15	The long term benefit to be derived from a shared management team is the greater capacity to reduce costs through shared services. It is important from the outset that the councils agree to implement stage 2 and put in place a timetable plan for bringing services together under single management
2. Members and officers do not adopt new working arrangements	3	5	15	The effectiveness of the new shared management arrangements are dependent on Members and officers recognising the need for a new style of working arrangement with Members' engagement being at a strategic level. It will not be possible under the new arrangements for Members to have the same access to officers and this needs to be acknowledged and agreed to at the outset. In the medium term, developing the cultures of the respective organisations represents a major opportunity. Work done in the lead-in period by the Chief Executive and Directors is vital to creating the right framework to move forward.
3. A Council wishes to terminate the agreement	1	5	5	Arrangements for termination will be set out in the IAA. However, councils will need to recognise that termination will be costly for all involved. Members should be entering into the arrangement with the mindset that the new arrangements are permanent
4. The financial savings are not achieved	2	4	8	The financial savings from stage 1 will accrue naturally from the implementation of the new structure. The business plan sets out the savings based on assumptions outlined within the case. If the assumptions are not reasonable or if the Councils choose alternative arrangements there will be an impact on the costs and savings. A reasonable approach has been taken to phasing.
5. Loss of experience and expertise as part of Stage 1 or Stage 2	3	3	9	Make allowance in business cases for retention of experienced staff for a period if necessary to assist with transition. Bring in temporary or interim staff if needed.
6. Lack of capacity to manage change	3	4	12	When building up programme for Stage 2 relate individual reviews to resources available. Business cases and project management used to control work. Resource adequately programme management.
7. Stage 2 projects impact on service delivery	3	4	12	Plan programme, and identify risks to service delivery for each project. Consider additional resources on temporary basis to help service delivery. Communicate and involve staff to aim to get their commitment.

¹ Score Colour Key: 25 - 15 Red 12 - 6 Amber 5-1 Green

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

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