



Chiltern
District Council



South Bucks
District Council

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DEMOCRATIC AND ELECTORAL SERVICES

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Date:	27 March 2012	Direct Line:	01895 837227

Dear Councillor

JOINT APPOINTMENTS AND IMPLEMENTATION COMMITTEE

The Joint Appointments and Implementation Committee will be held as follows:

DATE: WEDNESDAY, 4TH APRIL, 2012

TIME: 6.00 PM

VENUE: ROOM 6, CAPSWOOD, OXFORD ROAD, DENHAM

Yours faithfully

J.A. BURNES

Director of Resources

To: Membership

Chiltern District Council

Councillor Robert Burns-Green
Councillor Isobel Darby
Councillor Peter Jones
Councillor Michael Smith
Councillor David Spate

South Bucks District Council

Councillor Barry Harding
Councillor Alan Oxley
Councillor Mrs Penelope Plant
Councillor Roger Reed
Councillor Julian Wilson



**INVESTORS
IN PEOPLE**

Bronze

Chief Executive: Alan Goodrum

Directors: Jim Burness (Resources) Bob Smith (Services)

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. Minutes

To confirm the minutes of the Committee held on 10 February 2012. (Pages 1 - 2)

2. Review of Implementation of the Joint Senior Management Structure

To consider report of the Chief Executive and the following appendices (Pages 3 - 36) in Part I:

- Appendix 1 - Proposed Structure
- Appendix 2 - Person Specification for the Head of Service Posts
- Appendix 3 - Job Descriptions for Head of Service x 8
- Appendix 4 - Job Description for Principal Officer
- Appendix 7 - Timetable
- Appendix 8 - Key Risks

NOTE: Appendices 5 and 6 and the report of Local Government Employers are included in Part II of the agenda.

3. 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.”

4. Review and Implementation of the Joint Senior Management Structure

In connection with item 2 to consider the following appendices: (Pages 37 - 46)

- Appendix 5 - Proposed Terms and Conditions for Heads of Services
- Appendix 6 - Ring Fence of Staff for Heads of Service Appointments

Also attached is the report of Local Government Employers (LGE)

5. **Date of Next Meeting**

To re-arrange the meeting of the Committee due to be held on 2 May 2012.

The next meeting is tbc

JOINT APPOINTMENTS AND IMPLEMENTATION COMMITTEE

Meeting - 10 February 2012

Present: Mrs Darby, Jones, Mr Oxley, Mrs Plant, Mr Reed, Mr Smith and Spate

Apologies for absence: Burns-Green, Mr Harding and Mr Wilson

Also present: John Wertheim (CDC)

1. APPOINTMENT OF CHAIRMAN FOR THE MEETING

It was proposed by Councillor M Smith and seconded by Councillor A Oxley that Councillor R Reed be appointed Chairman for the meeting.

2. MINUTES

The minutes of the meeting of the meeting held on 30 January 2012 were agreed as a correct record.

3. EXCLUSION OF 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.

4. REVISED RISK REGISTER AND TIMETABLE

The Committee noted the Risk Register and Timetable attached as Appendices A and B respectively.

5. BRIEFING

The Committee received a briefing from the External HR Consultant, Janet Beaumont of Janet Beaumont Associates Ltd, and during the presentation she reminded members that the recruitment process for the appointment of the Chief Executive and the two Directors was being carried out in accordance with the procedure agreed by the Committee at its meeting on 30 January 2012.

In accordance with this process applications had been received within the timescale from:

- Alan Goodrum for the post of Chief Executive
- Jim Burness for the post of Director
- Bob Smith for the post of Director

Following a question from a member Janet Beaumont confirmed that the process as agreed by the Committee did not provide for the interviewing of the candidates. Janet Beaumont also went on to confirm that the Leaders of both Councils had been consulted on the process and the applications received.

Janet Beaumont went on to refer her assessments of the applications and her conclusions that on the basis of the letters, CV and supporting statements all three candidates meet the requirements of the posts for which they had applied. Janet Beaumont informed members that the Leaders of both Councils had confirmed in writing that they supported the assessments.

Janet Beaumont concluded her presentation by reminding members of the decision taken at the meeting on 30 January 2012 that the successful applicants would be appointed at a spot salary within the range set out in the report of the National Local Government Employers, a further copy

Joint Appointments and Implementation Committee - 10 February 2012

of which had been previously circulated. Progression within the salary range would be subject to review of performance.

6. APPOINTMENT OF CHIEF EXECUTIVE

Having assessed his application against the requirements of the post as set out in the job specification the Committee unanimously agreed to

RECOMMEND to the Council that Alan Goodrum be appointed to the post of Chief Executive at a spot salary of £125,000 and that progression be determined through performance.

(The meeting adjourned at 11.10 am and reconvened at 11.20 am with Alan Goodrum in attendance)

7. APPOINTMENT OF DIRECTORS

Having considered their applications against the requirements of the post as set out in the job specifications the Committee unanimously agreed to

RECOMMEND to the Council that Bob Smith and Jim Burness be appointed to the two posts of Director on a spot salary of £91,000 and that progression be determined through performance.

8. DATE AND TIME OF NEXT MEETING

The Committee noted that the next meeting on 28 February 2012 may be not be necessary.

The meeting terminated at 11.37 am

SUBJECT:	Review and Implementation of the Joint Senior Management Structure
REPORT OF:	Prepared by - Chief Executive

1. Purpose of Report

- 1.1 To propose a structure for the Joint Management Team together with appropriate job descriptions, person specifications and terms of employment for Heads of Service and Principal Officers. The report also outlines the next stage of the process in establishing the senior management team.

2. Links to Council Policy Objectives

- 2.1 The two authorities have committed to a joint project to share management as a means of improving the resilience and quality of services and reducing costs for the council tax payer.

3. Information

- 3.1 Following the appointment to the post of Joint Chief Executive to South Bucks DC and Chiltern DC, the business case and recommendations of from the last the Joint Committee meeting have been reviewed by the Joint Chief Executive with the Joint Directors.
- 3.2 This report sets out key recommendations for the next phase of the implementation of the proposed joint structure taking account of the work already undertaken and the identified core messages from Members of both Councils. A case for 2 Directors, 8 Heads of Service has already been made and agreed in principle prior to the appointment of the joint senior team. There is no justification to repeat the case made in detail, so this report sets out the proposed workable structure for Heads of Service, within the limits set out and agreed in the business case.
- 3.3 It is the intention to work with the new team, once established, to develop innovative approaches to present to Members which will place the joint working arrangements in a strong position to deliver sustainable, efficient and cost effective services to the customers and residents of both authorities in this time of economic constraint.
- 3.4 To this end, the structure proposed is one which will need to be flexible and which will inevitably require ongoing review to meet the changing demands placed upon both Councils.

The Joint Structure

- 3.5 The proposed structure is attached at Appendix 1. This represents a workable option based on research from other authorities who have embarked down a similar route, and knowledge and experience of the two Councils.
- 3.6 The role of Head of Service will be generic in its core content, with specific allocated tasks to ensure delivery of the key internal and external services of the joint and individual

Council arrangements. At the heart of this approach is the need for flexibility to meet new and changing demands in the future. The functions relating to communications, strategic policy and partnerships and personnel will ultimately sit within a small team providing support on these matters to the Chief Executive, however at this stage it is not proposed to formally establish this team as the focus is on getting in place the Head of Service structure.

3.7 This structure will allow:

- Flexibility
- Focused clusters of services
- Optimal resources
- Corporate responsibility
- Value for money
- Clear customer service support
- Cohesive and meaningful joint activity
- Shared joint values to support Members and individual authority needs

Joint Job Descriptions and Person Specifications

3.8 The job descriptions and person specifications have core generic requirements. The job descriptions are attached at Appendix 3 (Head of Service) and Appendix 4 (Principal Officer), the latter would apply at the stage when the activities covered by these posts are reviewed, but are included for information and noting at this stage, in order to provide a full picture of the proposed structure. The review of these posts reporting to the Chief Executive will include a separate business case, and this may lead to the job descriptions being revisited. The generic person specification for the Head of Service posts is included as Appendix 2.

Gradings and Pay

3.9 To be consistent with the process followed with the Chief Executive and the Director posts the Local Government Employers (LGE) have therefore been commissioned to undertake an independent review of the job descriptions and have made recommendations with regard to salary for the Heads of Service. The LGE report is provided to members to accompany this report, in the confidential section of the agenda.

3.10 The LGE report looked at both Heads of Service and Principal officer posts. It is premature at this stage to make any final decisions in respect of the Principal officer posts until the business case has been produced for arrangements in the Chief Executive's area, and the scope of the roles agreed. Any gradings would need to reflect the needs of the two authorities, which clearly would not be of the same level as larger authorities, or unitaries or counties. Therefore the indicative range quoted in the report for Principal officer posts is not felt to be appropriate to the Chiltern and South Bucks circumstances.

Joint Terms and Conditions

3.11 The Joint Management Team posts are shared between the two authorities and are therefore unique. As such there is the ability to recognise the joint posts without impacting on the terms and conditions of the majority of employees who work exclusively for one or other of the authorities. It has already been acknowledged that the responsibility levels and travel arrangements of these posts will need to be recognised as part of a new and discreet remuneration package.

- 3.12 A schedule of proposed terms & conditions for Head of Service roles is attached at confidential Appendix 5, which offers a modern cost effective approach to travel reimbursement, is attractive as a recruitment and retention incentive and addresses the joint responsibility through the job evaluation process.
- 3.13 The schedule of terms excludes officers at this level from either Councils' formal flexible working arrangements. It is important however, to ensure that no officer is required to work beyond reasonable expectations and that reasonable time off for excessive evening meetings is agreed by prior arrangement and subject to the exigencies of the service.
- 3.14 It is the intention that any future new posts arising from joint working below Head of Service level will be employed on National Joint Council Conditions and will continue to have access to the flexible working arrangements, unless particular circumstances apply to the role.

5. Consultation - Joint Management Structure

- 3.15 An informal consultation has preceded this report with staff offered the opportunity for joint briefings, one to one discussions and access by email, telephone and in person to Janet Beaumont as the independent HR support
- 3.16 A record of the informal consultation has been reviewed and account taken of concerns and ideas expressed to further develop the structure outlined in Appendix 1. The main issues arising from the consultations were:
- The responses were all constructive.
 - Communications with staff as the process progresses is felt to be very important.
 - Personnel was not felt to sit well with Legal, and that it should continue to be responsible to the Chief Executive.
 - Comments were made about the relative size and scope of some of the posts.
- 3.17 Following the decisions of this Committee a further briefing will take place with directly affected employees and a formal consultation period which will last a minimum of 28 days, will take place to afford further opportunity for the affected employees to influence the structure and the job descriptions.
- 3.18 Responses to the formal consultation and any proposed amendments will be presented to the JAIC which will be scheduled in mid to late May.

The Selection Process for the Joint Posts

- 3.19 The business case proposed a ring fence around the Chief Executive and separately around the Director posts. Having assessed the implications of this approach, and the need for consistency, it is proposed that the ring fence for Head of Service level should allow posts affected by the Joint Management arrangements to apply even where the role does not have a title of HOS, but is broadly equivalent.
- 3.20 A provisional list of posts identified within the ring fence is attached at confidential Appendix 6 and is subject to consultation with affected employees. Any changes will be

reported to the next JAIC. Being in the ring fence does not imply that postholders have to apply for Heads of Service posts if they do not wish to, and their current posts are not at risk if they are not currently a Head of Service.

- 3.21 The new structure will place all Heads of Service at risk of redundancy. These posts are all new and will need to be subject to a formal recruitment process.
- 3.22 An application pack will be developed to help support the recruitment process and all candidates will be subject to an interview with the Chief Executive and the Directors. Statutory posts will be subject to Full Council approvals within each authority.
- 3.23 Affected employees will be asked to indicate their preferred future roles and will be able to indicate more than one post for which they wish to be considered. They will also be able to indicate if they would wish to be considered for voluntary redundancy/early retirement at this time or within the time frame of the business case, i.e. up to April 2014. The initial selection process will not prohibit further applications to posts at a later stage should vacancies remain after the first round. The agreed assessment process will take place even if there is only one candidate.
- 3.24 At the end of this selection process consideration may be given to unrestricted internal and external recruitment to fill any outstanding vacancies.
- 3.25 Every endeavour will be made to support the individuals who are unsuccessful in the process and who are left "at risk". However, to achieve the timescales for implementation and to achieve the savings identified by the business case in an appropriate timescale, there may be no alternative to redundancy.

Timetable

- 3.26 The timetable for the next stage of the process, the appointing of Heads of Service, is set out in Appendix 7. The timetable reflects agreed practises for formal consultation on staffing changes in place at both authorities. The timetable envisages the re-scheduling of the JAIC on 2nd May to a date in mid to late May. This would then allow the appointments to be undertaken in June so the new senior management team is in place in July to start to work on Stage 2 of the joint working project.

4. Resources and Other Policy Implications

Finance

- 4.1 The business case envisages that completion of the senior management restructuring will ultimately produce savings across the two authorities of over £500k. The business case was also based on this part of the process being completed by summer 2012 which is still expected to be the case. This will allow work to then commence in the autumn looking at opportunities for shared working to produce further savings and increase resilience.
- 4.2 The proposed salary range for Heads of Service is within the assumptions made in the business case.
- 4.3 The business case explicitly did not include the Head of Building Control post at Chiltern because of the joint working proposal with Wycombe DC. The proposed structure includes Building Control as an activity that will report into a Head of Service post. The current postholder is at liberty to apply for other Head of Service posts in the proposed structure.

If the Head of Building Control post is included in these arrangements it would increase the costs within the business case, and also the savings. The issue of Building Control will therefore be subject to a future separate report once matters are clearer.

Procurement

4.2 No implications

Personnel

4.3 External personnel advice has been used to independently ensure the processes are robust and fair, and in accordance with employment legislation and the procedures of the two authorities. The job sizing has been independently assessed reflecting the current situation in the sector.

Risks

4.4 The key risks arising from not having appropriate programme management arrangements are set out in Appendix 8. The key risk is:

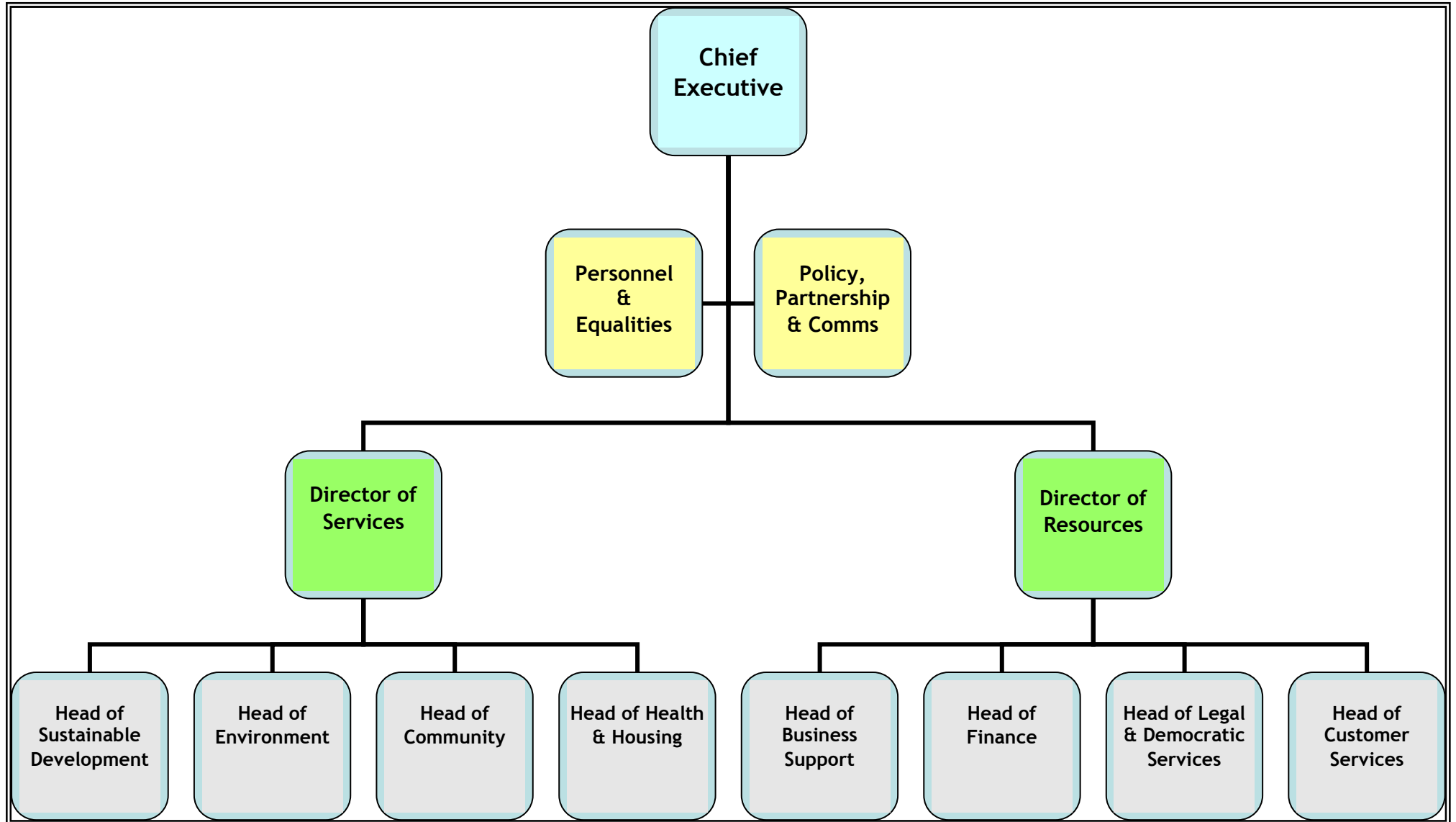
- Resistance to cultural change and impact on individual roles and responsibilities-officer and Member

5. Recommendation

The Committee is recommended to.

1. Approve the Head of Service structure set out in Appendix 1.
2. Approve the salary ranges recommended by LGE for the Head of Service posts and that assimilation be on a spot salary taking account of current pay and allowances.
3. That the job descriptions set out in Appendix 3 for Heads of Service be approved as the basis of formal consultation with staff.
4. That the terms and conditions set out in Appendix 5 be approved.
5. That the draft timetable in Appendix 7 is note and the date of the next JAIC meeting is rearranged to fall into line with this timetable.

Officer Contact:	Alan Goodrum email AGoodrum@chiltern.gov.uk or alan.goodrum@southbucks.gov.uk
Background Papers:	LGE Report on Heads of Service Senior Gradings & Pay.



Role	Coverage
Head of Sustainable Development	Planning Policy, Development Management, Conservation & Tree Preservation, Enforcement, Building control, Economic Development, Strategic Transportation issues
Head of Environment	Waste Collection, Street Cleaning, Property & Asset Management, Facilities Management, Parking, Cemeteries Crematorium & Memorial Gardens, Public Conveniences, Street Naming, Engineering Services, Grounds Maintenance, Operational Transport issues, Landscape advice
Head of Community	Community Development & Cohesion, Grants, Safeguarding, Leisure Client, Leisure Operations, Sports Development, Farnham Park Trust
Head of Health & Housing	Environmental Health, Community Safety, Housing, Licensing, Emergency Planning/H&S/Business Continuity, Carbon Management
Head of Business Support	Transformation Programme Management and Support, Performance Management, ICT Client, ICT Operations, GIS, Web Services, Information Management incl Fol/DP
Head of Finance	Management & Statutory Accountancy, Financial Administration, Internal Audit, External Audit Liaison
Head of Legal & Democratic Services	Legal, Democratic Services, Electoral Registration, Elections, Land Charges
Head of Customer Services	Revenues & Benefits Client, Revenues & Benefits Operations, Fraud & Welfare Partnership, Customer Services

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

- 1. Job Title:** Head of ICT and Business Support
- 2. Reports to:** Director Resources
- 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 ICT and Business Support

You will lead the teams across the following service areas:

- **ICT client**
- **ICT operation, covering in-house activities and outsourced contracts**
- **Information Management and data security**
- **FoI and Data Protection**
- **Web Management, including both Council's intranets.**
- **Telephony, including mobile devices**
- **GIS/LLPG**

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

1. **Job Title:** Head of Community
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.

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- 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
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- 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 Community

You will lead the teams across the following service areas:

- **Community Development**
- **Community Liaison**
- **Community Transport**
- **Grants**
- **Leisure Client**
- **Leisure Operation**
- **Sports Development**

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

logos

South Bucks District Council and Chiltern District Council Joint Management Team

Draft : March 2012

Job Description:

- 1. Job Title: Head of Customer Services**
- 2. Reports to: Director Resources**
- 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
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- 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 Customer Services

You will lead the teams across the following service areas:

- **Revenues and Benefits: client**
- **Revenues and Benefits: operations**
- **Fraud and Welfare Partnership**
- **Customer Services-All front office support both personal and telephony that is provided on behalf of all services based at both Amersham and Denham.**

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

- 1. Job Title:** Head of Environment
- 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 Environment

You will lead the teams across the following service areas:

- **Waste Collection**
- **Street Cleansing**
- **Property, Asset Management**
- **Parking**
- **Facilities Management**
- **Crematorium**
- **Cemeteries**
- **Street Naming**
- **Engineering**
- **Grounds maintenance and landscape**
- **Footpaths**

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

- 1. Job Title:** Head of Finance
- 2. Reports to:** Director Resources
- 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 Finance

You will lead the teams across the following service areas:

- **Accountancy**
- **Finance Admin**
- **Audit**
- **Procurement**
- **Risk Management**
- **Treasury Management**
- **Insurance**

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

1. **Job Title:** Head of Health and Housing
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
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- 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 Health and Housing

You will lead the teams across the following service areas:

- **Environmental Health**
- **Community Safety**
- **Housing**
- **Reduced Carbon Footprint**
- **Public Conveniences**
- **Licensing**
- **Emergency Planning**
- **Business Continuity**
- **Health & Safety**

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

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logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

- 1. Job Title: Head of service Legal and Democratic Services**
- 2. Reports to: Director Resources**
- 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
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- 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 Legal and Democratic Services

You will lead the teams across the following service areas:

- **Legal services**
- **Democratic Services**
- **Electoral Registration**
- **Elections**
- **Land Charges**

8 Additional Information:

- **The post will be the Monitoring officer for both authorities.**
- **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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****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**

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

logos**South Bucks District Council and Chiltern District Council Joint Management Team****Draft : March 2012****Job Description:**

- 1. Job Title: Principal officer**
- 2. Reports to: Chief Executive**
- 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 in the Chief Executive Team, 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 supporting the Chief Executive and the joint management team

Act as principal lead and advisor in relation to the relevant function

Act as a joint team with the flexibility to cover all areas of the work

To provide effective systems and develop policies to support the senior team

6. Principal Duties and Responsibilities:

- support the Joint 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
- Support the Joint management team and members by providing any necessary assistance and professional advice

- **Ensure that relevant reports are available to monitor all performance targets and support the communication of the councils vision and objectives**
- **Support the joint management team in their role to actively challenge the way services are delivered to ensure continuous improvement**
- **Provide timely and pertinent reports on the Councils performance, projects and proactively communicate progress to all internal and external stakeholders**
- **contribute to the business planning process through provision of up to date information**
- **Be prepared to quickly and flexibly support the joint management team and members in their aim to deliver flexible and efficient services to customers and partners**

7. Specific Responsibilities:

As Principal Officer

Communications

1. **Actively promote the Councils and their activities, to enhance the reputation of the Councils locally, regionally and nationally**
2. **Develop an excellent relationship with the media**
3. **Proactively seek and develop new and cost effective ways to communicate internally and externally**
4. **Develop the Joint Councils' brand**
5. **Develop and deliver a proactive communications strategy and action plan**

Policy/Performance Management

1. **Develop analysis of Government policies, and data available to the authorities in order to support the Members and joint management team**
2. **Produce all information relating to performance to meet the Councils' statutory obligations, and internal performance management requirements.**
3. **Maximise the efficient use of appropriate data to enhance the performance of the Councils, and inform development of policy.**
4. **Monitor the Councils overall performance and the socio-economic information for the area, to identify trends and proactively support the Joint management in delivering excellence**
5. **Develop effective tools and training to enhance understanding and promote a performance management culture**

Human Resources

- 1. Support the Chief Executive in the transformation process and organisation development**
- 2. Lead and advise on joint HR policy development and documentation**
- 3. Ensure effective employee relations**
- 4. Monitor and lead on the harmonisation of compensation and benefits across the two authorities.**
- 5. Develop a joint approach to employee services, advice and counseling**
- 6. Develop common training strategy across the two Council's, and co-ordinate the delivery of training.**
- 7. Lead on equalities issues**

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

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South Bucks District Council and Chiltern District Council Draft Timetable

March

- 23rd deadline for responses to outline proposals.

April

- 4th JAIC considers proposal, responses, job roles, terms and conditions.
- 5th Formal consultation period commences. Briefing with all directly affected staff.

May

- 8th Final date for formal Consultation period.
- Week commencing 14th or 21st report to JAIC with any proposed changes as a result of the consultation period.
- Staff briefing directly following JAIC with affected staff. Formal issuing of “at risk” letters, and staff invited to apply for Heads of Service vacancies by CV and supporting documentation.
- Week Commencing 28th Panel made up Chief Executive, two Directors and Janet Beaumont meet to assess the submissions against the specifications for the roles, and any requests for voluntary redundancy.

June

- Successful candidates informed, and or competitive interviews held. Process of managed exits if required undertaken.
- 29th Appointments process completed for Heads of Service.

July - December

- External appointments to Heads of Service if needed
- Establish structure for posts reporting directly to the Chief Executive

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Appendix 8

Risk Register

Risk Ref	Issue	Mitigating factors currently in place	Risk
1	Lack of (or failure to establish)Member support for the Shared Management Team	Joint working group Business Case development Regular joint meetings both members and officers	M M M M
2	Perception of "take over" rather than joint working	Positive Communication of benefits to both Councils Communication with Staff ,joint working group meeting Agreed Press releases	M M M
3	Staff unwilling to proactively deliver programme of change	Foster positive consultation. Involve employees in programme development	M M
4	Resistance from staff and their representatives	Early engagement and briefings	L
5	Current senior teams look for opportunities elsewhere	Imminent decisions regarding implementation and associated briefings will mitigate the risks	M M
6	Deterioration in relationships and morale of staff	Joint working groups, staff briefings and bulletins encourage feed back	L L
7	Resistance to cultural change and impact on individual roles and responsibilities- officer and Member	Communication with Staff ,joint working group meeting	H H
8	New partnership opportunities lost or underdeveloped	Clear allocation of roles to continue existing priorities whilst joint arrangements finalised	M M
9	Political change bringing alternative views	Clear business plan and communications	L
10	Projects suffer due to lack of resources	clear allocation of interim work	M
11	Challenges of harmonisation of terms and conditions	Senior team new arrangements on appointment Longer term harmonisation through negotiation	L M
12	Working between two locations reduces capacity	Efficient time management and use of technology	L
13	Members access to Senior managers reduced on operational issues	Effective arrangements for dialogue and management of priorities	L L
14	Reputational impact and customer disappointment	Comprehensive business plan and communications	M
15	Consultation highlights unforeseen issues	Engage employees early in the process through briefings bulletins and intranet	M M
16	Legal and Employment issues not adequately covered	HR and legal expertise independently appointed	M
17	Recruitment issues in the interim	vacancy control and positive communication	M
18	Extent to which the business case adequately anticipates costs and additional interim resource costs	Business case reflects both councils financial situation and anticipates income and expenditure commitments	M

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By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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