

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

	(Pages)
1. Evacuation Procedures	
2. Minutes	
To sign as a correct record the Minutes of the meeting held on 4 April 2012.	(1 - 2)
3. Apologies for Absence	
4. Declarations of Interests	
5. Review and Implementation of the Joint Management Structure	(3 - 6)
<u>Appendix 1 - Consultation Responses</u>	(7 - 10)
<u>Appendix 2 - Proposed Final Job Descriptions & Person Specifications</u>	(11 - 28)
<u>Appendix 3 - Private 3 - Posts Identified within the Ring Fence</u>	
<u>Appendix 4 - Timetable</u>	(29 - 30)
<u>Appendix 5 - Risk Register</u>	(31 - 32)
6. Exclusion of Press and Public	
To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.	
<u>Private Appendix 3 - Posts Identified within the Ring Fence</u>	(33 - 34)
7. Dates of Future Meetings	
Wednesday 30 May 2012 at 6.00 pm (South Bucks District Council)	
Thursday 5 July 2012 at 6.00 pm (Chiltern District Council)	
Thursday 26 July at 6.00 pm (South Bucks District Council)	

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JOINT APPOINTMENTS AND IMPLEMENTATION COMMITTEE

Meeting - 4 April 2012

Present: Mrs Darby, Mr Harding, Mr Jones, Mrs Plant, Mr Reed (in the Chair), Mr D Smith, Mr M Smith and Mr Spate

Also Present: Mrs L Smith (CDC) and Mr Wertheim (CDC)

Apologies for absence: Mr Burns-Green and Mr Oxley

9. MINUTES

The minutes of the meeting of the Committee held on 10 February 2012 were agreed as a correct record subject to the title "Mr." being added where appropriate.

10. REVIEW OF IMPLEMENTATION OF THE JOINT SENIOR MANAGEMENT STRUCTURE

Following the appointment to the post of joint Chief Executive to both South Bucks and Chiltern District Council, the Committee considered a report setting out the next phase of the implementation of the proposed joint structure taking account of the work already undertaken and the core messages from members of both Councils. A case for 2 Directors and 8 Heads of Service had already been made and the report set out a proposed workable structure for the Heads of Service within the limits set out and agreed in the business case.

The following appendices were attached to the report in Part I of the agenda:

- Appendix 1 - Proposed Structure
- Appendix 2 - Generic person specification for the post of Head of Service
- Appendix 3 - Job Descriptions for each of the 8 posts of Head of Service
- Appendix 4 - Job Description for the post of Principal Officer
- Appendix 7 - Timetable
- Appendix 8 - Key Risks

Appendices 5 and 6 (Summary of Terms and Conditions and Ring Fence of Staff for Heads of Service Appointments) together with the report of the Local Government Employers were included in Part II of the agenda.

The report, after explaining how the proposed structure would allow a number of factors including flexibility and value for money to be met, went on to address in more detail:

- Joint Job Descriptions and Person Specifications;
- Gradings and pay;
- Joint Terms and Conditions;
- Consultation and staff briefing;
- The selection Process for the Joint Posts; and
- Timetable

During the discussion that took place the Committee endorsed the proposals in relation to:

- Person Specification - Appendix 2
- Job Descriptions - Appendix 3
- Terms and Conditions - Appendix 5
- Ring Fence of Staff for Heads of Service Appointments - Appendix 6
- Timetable - Appendix 7
- Gradings and Pay - Report of Local Government Employers

Joint Appointments and Implementation Committee - 4 April 2012

The Committee, after noting the Key Risks - Appendix 8 - also endorsed the proposals set out in Appendix 1 - Senior Management Structure - subject to the following amendments to the allocation of responsibilities shown in the job descriptions:

Public Conveniences - move to Head of Environment from Head of Health and Housing
Landscape Advice - move from Head of Environment to Head of Sustainable Development

The Committee also requested that Performance Management under the post of Head of Business Support be clarified.

A discussion also took place on to whom the responsibility for Community Safety was best allocated and the Committee agreed to keep the responsibility with the Head of Health and Housing as currently proposed subject to a review following the consultation period when the matter would be brought back to the Committee for a final decision.

In connection with Appendix 4 the Committee noted that the proposals for the 2 posts of Principal Officer reporting to the Chief Executive were under review and would be the subject of a separate report to a future meeting.

After noting that any proposed changes resulting from the consultation would be submitted to the next meeting, the Committee

RESOLVED

1. That the Head of Service structure set out in Appendix 1 be approved subject to the amendments referred to above.
2. That the salary ranges recommended by LGE for the Head of Service posts be approved 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 as amended 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 be noted and the date of the next JAIC meeting be rearranged to fall into line with this timetable.

11. DATE OF NEXT MEETING

The Committee agreed that the meeting scheduled to take place on 2 May 2012 be arranged for 16 May at 6pm at Chiltern District Council.

12. 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.

13. REVIEW AND IMPLEMENTATION OF THE JOINT SENIOR MANAGEMENT STRUCTURE

Arising from the report referred to in minute 2 above the Committee received Appendices 5 and 6 and the report of the Local Government Employers.

The meeting terminated at 7.24 pm

Review and Implementation of the Joint Senior Management Structure

Purpose of report

To update Members on the formal consultation with staff following approval of the proposed structure for the Joint Management Team presented to JAIC on 4th April 2012.

1. Introduction

1.1 Following the JAIC the senior management team met with affected staff and presented the structure, job descriptions and person specification for Heads of Service posts in the Joint Management team as agreed at the JAIC.

1.2 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

1.3 As previously indicated It is the intention for the new team to work developing 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 of both authorities in this time of economic constraint.

1.4 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.

1.5 The process of developing the business case for the Chief Executive team is in hand with detailed discussions taking place across both authorities to look in depth at current arrangements. It is important that this unit is fit for purpose and has the capacity to support the Senior Team. It is therefore proposed to bring a separate report to the next JAIC on this issue.

2. Consultation

2.1 Staff were offered joint briefings and individual meetings with a formal consultation period ending on 8th May 2012. The consultation responses are attached at Appendix 1.

2.2 The role of Head of Service will be generic in core content, with specific allocated tasks to ensure delivery of the key internal and external services of the joint and individual Council arrangements. This approach has been challenged as part of the consultation phase, but staff have accepted the justification for the approach and there has been very little in terms of detail raised during this phase of consultation.

2.3 Community Safety has been retained in Health & Housing. Members will recall the discussion at the JAIC and the decision to consult on this report as recommended. No other information has come to light to change the context of the officers' recommendation, which is unchanged.

2.4 In respect of the issues around Freedom of Information (Fol), the key point underpinning the proposal in the structure is there is a distinction between administering the process of Fol

requests from the legal expertise required to advise on a minority of FoI requests, or the implications of Office of the Information Commissioner's decisions. The intention is for the legal advice aspects to sit within the legal area, but the administration process of receiving, assessing, tracking and responding to requests would be part of business support.

2.5 Members will note the report to the Joint Committee on 17th May to bring Building Control into scope, as the CDC-WDC Shared Service will not proceed, except as a collaboration involving other local authorities. The Heads of Service structure (Head of Sustainable Development) is flexible enough to accommodate the two existing teams, shared service or commissioning role in respect of Building Control. The likely outcome is now a CDC-SBDC shared service with some aspects of collaboration/mutual support with WDC which, although not specifically consulted on at this stage is understood to be more in line with staff's wishes.

2.6 It is envisaged that the Head of Community role will lead on some of the issues presently in Chief Executive's (grants, community cohesion) though the exact staffing implications have not yet been assessed. This will need to be given more detailed consideration as the Chief Executive's structure is developed and the Head of Community is in post.

2.7 In terms of Performance Management, each Head of Service retains the important function of driving performance improvement. The co-ordination of this will be in Chief Executive's linking with both Councils' Covalent systems and use of socio-economic data (e.g. Acorn) in service planning. The Business Transformation role at Head of Service level will concentrate on the approaches, methods etc of service transformation and change, very much linked into with the process of joint service reviews.

2.8 Staff accepted that 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

2.9 Staff have been mainly positive regarding the potential opportunities offered by this new way of working. Issues raised have all been discussed on an individual and/or group basis.

3. Joint Job Descriptions and Person Specifications and terms and conditions

3.1 The job descriptions and person specifications have core generic requirements. Apart from the minor amendments made following JAIC in April the core content has remained unaltered. Staff have also commented on the terms, but these were broadly accepted. The proposed final job descriptions and person specifications are attached as Appendix 2

4. The Selection Process for the Joint Posts

4.1. The provisional list of posts identified within the ring fence has been discussed with all affected staff and in the light of comments made a final list is attached at Appendix 3.

4.2 A draft application pack has been developed and circulated to help support the recruitment process. A workshop to help with CV development and preparation for interview was held on 8th May 2012, and the feedback from this will be reported at the meeting. The final application pack will be circulated as part of a further briefing with the staff in question on 17th May, and interviews with the Chief Executive, Directors and external HR adviser will be scheduled for week commencing 28th May, based on responses received by 23rd May.

4.3 At the end of this selection process consideration may be given to unrestricted internal and external recruitment to fill any outstanding vacancies. If no applications are received from existing Heads of Service for any of the posts then an external recruitment will be undertaken for the post(s) in question.

4.4 A flexible support package has also been commissioned for those employees who decide that they would prefer to opt for voluntary redundancy based on the policies of their employing authority, and for those who are not successful in their applications.

5. Timetable

The timetable for the next stage of the process is set out in Appendix 4

6. Resources and Other Policy Implications

Finance

6.1 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.

Procurement

6.2 No implications

Personnel

6.3 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. Measures are being put in place to support staff affected by these changes. If the outcome of the appointments process requires any decisions from the individual Personnel Committees of the two Councils, then the necessary reports will be taken to those Committees in July.

Risks

4.4 The risk register for the joint working project is included for information as Appendix 5.

5. Recommendations

The Committee is recommended to.

1. Agree the final job descriptions and person specification for the Heads of Service posts as set out in Appendix 2.
2. Agree the ring fence of staff to be invited to apply for the posts (Appendix 3).
3. Note the selection process (para 4.2) and agree that officers proceed to external recruitment for any posts not filled at the end of the process.

Officer Contact:	Alan Goodrum email AGoodrum@chiltern.gov.uk or alan.goodrum@southbucks.gov.uk
Background Papers:	Consultation Responses

Appendix 1

Responses- Formal Consultation**1. FOI and DPA**

I now note that the Shared Services Staff Briefing Note 2, published to All Staff on 5 April 2012, has been revised and lists “Information Management including Freedom of Information and Data Protection” under the Head of Business Support role.

Now that the scope of “Information Management” has been defined, it is paramount that the implications to both the Council and Shared Services of moving Freedom of Information (within this I include EIR - see below) and Data Protection from the Head of Legal Services role to sit under the Head of Business Support role be outlined and explained.

Both Freedom of Information and Data Protection are now part of Information Law which is a specialist area of law and where each is defined by provisions under separate legislation. Freedom of Information under the provisions of the Freedom of Information Act 2000 (‘the FOIA’) and Data Protection under the provisions of the Data Protection Act 1998 (‘the DPA’). Accordingly it is appropriate to comment on them separately

FOIA and EIR

1. are not an Administration process.
2. FOIA and EIR are both a Statutory function.
3. FOIA and EIR requires the analysing of information and application of judgement based on knowledge of the relevant legislation, case law, ICO Decisions Notices and First Tier Tribunal Decisions.
4. The current 3 Stage process outlined above has a proven track record.
5. ICT do not have the legal training or knowledge to undertake the required 3 Stage process. ICT are specialists in IT and cannot be expected to have the necessary skills and legal expertise to deal with FOIA and EIR.
6. By the very fact that FOIA and EIR is a complex area of law ICT will need to refer to Legal.
7. Stage 1 reply, where a Refusal Notice must be provided, requires an understanding of the application of FOIA exemptions and EIR exceptions. This will require a comprehensive understanding of the two different areas of law.
8. Dissatisfaction at Stage 1 will result in an increase in Stage 2 [statutory Internal Review] requests.
9. Even if the 3 Stage process is split ie ICT undertake the receipt of the request and the Stage 1 reply only, any subsequent Internal Review or Complaint would need to be dealt with by Legal. This would require Legal to research the background, pick up what had

already been done [correctly or not] and undertake a review of the original decision. This will require resource in Legal and the lack of a consistent approach will make the task longer than if Legal had dealt with the complete 3 Stage process entirely from the start. I am not sure that this fact has been realised and considered.

10. In addition, many requests are complex and as a result would require a complex and detailed Refusal Notice. Again at Stage 1 ICT would need to refer these back to Legal.

11. Any change to the current management, for the above reasons explained above, will place the Council at risk of non-compliance and enforcement by ICO which not only has Officer time and resource implications but could damage the Council's reputation and smooth introduction and transition to Shared Services.

Note: There is a cross over of FOIA and EIR with DPA which I have referred to under DPA 1998 below.

The DPA 1998

1. is a complex area of law.
2. It has to be considered in any request made under FOIA and EIR.
3. It requires the application of the DPA and judgement of the facts on a case by case basis. (includes Subject Access Requests).
4. To remove the DPO role from Legal under the Head of Legal Services would open up the Council to the risk of non-compliance with DPA 1998 which could lead to a monetary penalty and damage to the Council's and Shared Services' reputation.
5. ICO would expect the Council to have a DPO who is both competent and experienced in DPA 1998 and capable of undertaking the role. This would be a factor investigated and taken into account in the event of a breach.

CONCLUSION

I have outlined my concerns because I am not convinced that moving Freedom of Information and Data Protection from the Head of Legal Services to the Head of Business Support is the best and/or the correct option for the reasons explained.

South Bucks District Council also deals with Freedom of Information and Data Protection within Legal and, in this respect, Officers already work together. Further, I understand that the relevant Officers at South Bucks District Council also share concerns in relation to the management of Freedom of Information and Data Protection being moved from Legal to the Head of Business Support. Why change a system which works and has a proven track record, at both Councils and could open up the Shared Services to unnecessary risk?

Legal will still be required to have input so if moved could generate a duplication rather than the streamlining of the function.

It is worth noting that the management of Freedom of Information and Data Protection is recognised more and more as being a legal function due to the complexity and crossover of the different pieces of legislation.

2. In response to the meeting on 5.4.12 and the invite to respond further - please see below.

Points of Clarification

1. Not quite sure where Environmental Improvements will sit.
2. Re Information Management within Business Support - at the present time at both South Bucks and Chiltern, FOIA, EIR and DPA matters are handled by officers within the legal teams and this works well - despite limited resources - due to the statutory basis for these matters and assistance from legal required on a regular basis.

What is not clear is how this will sit within the new Business Unit arrangements - is it also intended these matters move over to Business Support or the direct line responses remain within legal? I would recommend the status quo is maintained.

3. Deputies

I feel as the Head of Services will be covering two sites and potentially more work it would be an excellent idea.

4. Carbon Management

I've picked up that carbon management will be placed in Health and Housing. It doesn't matter where Sustainability is located as it delivers cross cutting/change management policies across authority business as a whole; however, the role of Sustainability, as you know, is wider than just carbon management. Sustainability has a wide focus which includes social and economic factors as well as wider environmental concerns. Recent effort concentrated upon carbon reduction as this was the push from central government.

Will the Sustainability role continue to have a wide role to taking into account of the breadth of Sustainability, or will it be carbon management? Please could you advise

5. Transformation

I am generally supportive of the proposals. However I am concerned about the lack of a dedicated transformation support post. I feel that unless there is a dedicated senior officer assigned solely to this important role, for at least the next 18 months, there is a real risk that the service reviews will be under resourced and consequently will fail to deliver the service improvements that will be required to make the new working arrangements effective.

6. Community

Overall I feel that these reflect the needs and requirements of the future structure. I have just a few comments / additions which I hope will be helpful which specifically relate the Section 7. of the job description for the Head of Community post.

- Children and Young People is a broad area of responsibility which includes working closely in partnership with others to tackle; safeguarding, early intervention, child poverty, NEET's, obesity. I would suggest that this area is individually identified and could be picked up as: **Children and Young People, including safeguarding.**
- **Community Transport** is not individually identified. I would suggest that Community would be a suitable area.
- Sports development is included but not Arts development. For completeness reference could be made to: **Sports and Arts Development.**

7. Information Management and Transformation

Information Management is integral to ICT and should I feel be within the ICT remit. I do however understand the concerns about DP/FOI as legislative requirements and, whilst it is not an issue for me to manage this, I would defer to Legal advice about where it should ultimately sit.

I am unclear about the exact remit of the Transformation element as I think there have been mixed messages during the discussions and reports. I already am responsible for a number of transformation projects, both currently and in the past, and this is an important aspect of any ICT service area and will continue to be so. There are projects which will need to be completed within ICT services and, with ICT underpinning all other services, these will also require ICT support and assistance. This will have a large impact on resources to run alongside BAU (Business As Usual) to ensure continuity of service but is accepted. Will there be specific resources provided to form the Transformation Programme Management and Support and what form will these take, e.g. external assistance or using in-house resource, both of which have been referred to in documents. As I have mentioned before it is critical that we get this right and do not under estimate what is involved.

Appendix 2

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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

- 1. Job Title:** Head of 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 Business Support

You will lead the teams across the following service areas:

- **Transformation Programme Management and Support, leading and advising on approaches to service reviews, including benchmarking, cost analysis and performance analysis**
- **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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

- 5. Job Title:** Head of Community
- 6. Reports to:** Director Services
- 7. Grade and Salary:** To be evaluated

8. 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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- 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 Liaison, Development and Cohesion**
- **Safeguarding**
- **Grants**
- **Leisure Client**
- **Leisure Operation**
- **Sports Development**
- **Farnham Park Trust**

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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

9. Job Title: Head of Customer Services

10. Reports to: Director Resources

11. Grade and Salary: To be evaluated

12. 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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- 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 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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

13. Job Title: Head of Environment

14. Reports to: Director Services

15. Grade and Salary: To be evaluated

16. 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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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
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- 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 and Memorial Gardens**
- **Public Conveniences**
- **Street Naming**
- **Engineering Services**
- **Grounds maintenance and POS**
- **Operational Transport 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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

17. Job Title: Head of Finance

18. Reports to: Director Resources

19. Grade and Salary: To be evaluated

20. 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:

- **Management and Statutory Accountancy**
- **Finance Administration**
- **Internal Audit**
- **External Audit Liaison**
- **Risk Management**
- **Treasury Management**
- **Insurance**
- **Procurement**

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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

21. Job Title: Head of Health and Housing

22. Reports to: Director Services

23. Grade and Salary: To be evaluated

24. 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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- 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**
- **Carbon Management**
- **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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

25. Job Title: Head of Legal and Democratic Services

26. Reports to: Director Resources

27. Grade and Salary: To be evaluated

28. 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:

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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

South Bucks District Council and Chiltern District Council Joint Management Team

May 2012

Job Description:

29. Job Title: Head of Sustainable Development

30. Reports to: Director Services

31. Grade and Salary: To be evaluated

32. 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
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- Ensure that all performance targets are met and help to drive both Councils' shared values and vision
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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 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

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Appendix 4

South Bucks and Chiltern District Councils Timetable

May

- **5th May final date for formal consultation period**

- **Report to JAIC on 16th May with any proposed changes as a result of the consultation period. JAIC makes final decisions on job descriptions etc.**

- **Staff briefing on 17th May with affected staff issued to inform them of the outcome of the JAIC meeting. Relevant staff issued with “at risk” letters and invited to apply for vacancies by CV and supporting documentation. Staff also advised on position regarding voluntary redundancy.**

- **Applications for posts in the new structure to be made by end of 23rd May.**

- **24th May Chief Executive and two Directors review applications received and decide schedule of interviews for week commencing 28th May.**

- **Week commencing 28th May Panels made up Chief Executive, Janet Beaumont, and relevant Director undertake interviews with applicants for posts.**

June

- **Outcome of appointment process known and successful candidates informed and employment contractual arrangements completed.**

- **For staff unsuccessful in applying for new roles, or those not seeking a role in the new structure, the managed exits if appropriate are determined.**

July

- **JAIC 5th July report of outcome of the Heads of Service appointment process**

Risk Register for Joint District Working Project

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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