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Joint Staffing Committee

Monday, 26 March 2018 at 6.00 pm

Room 6, Capswood, Oxford Road, Denham

A G E N D A

Item

1. Evacuation Procedures
2. Apologies for Absence
3. Minutes (*Pages 3 - 6*)

To agree the minutes of the Joint Staffing Committee held on 18 January 2018.

4. Declarations of Interest
5. Pay award update for staff on harmonised contracts and pay award offer for Heads of Services (*Pages 7 - 12*)

Appendix 1 (Pages 13 - 14)

Appendix 2 (Pages 15 - 16)

6. 2017 Staff Survey Report (*Pages 17 - 20*)

Appendix 1 (Pages 21 - 30)

7. Human Resources Update Report (*Pages 31 - 36*)

Note: All reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: Joint Staffing Committee

Councillors: N Naylor (Co-Chairman)
I Darby (Co-Chairman)
R Bagge
M Bradford
T Egleton
B Harding
C M Jones
P Jones
D Phillips
M Smith
M Stannard
L Sullivan

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INVESTORS
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Chief Executive: Bob Smith
Director of Resources: Jim Burness
Director of Services: Steve Bambrick

**SOUTH BUCKS DISTRICT COUNCIL
CHILTERN DISTRICT COUNCIL**

MINUTES of the Meeting of the
JOINT STAFFING COMMITTEE
held on **18 JANUARY 2018**

PRESENT: Councillor I Darby - Chairman

Councillors: R Bagge
M Bradford
T Egleton
C Jones
M Smith
L Sullivan

APOLOGIES FOR ABSENCE were received from Councillors B Harding, P Jones, N Naylor, M Stannard and D Phillips

22. **APPOINTMENT OF A CO-CHAIRMAN (SBDC)**

It was proposed by Councillor I Darby, seconded by Councillor T Egleton and **RESOLVED** that Councillor N Naylor be appointed Co-Chairman of the Joint Staffing Committee for 2017/18.

23. **MINUTES**

The minutes of the Joint Staffing Committee meeting on 11 October 2017 and the Joint Staffing Sub Committee 18 October 2017 were agreed by the Committee and signed by the Chairman as correct record.

24. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

25. **PAY AWARD 2018/19 AND 2019/20 FOR STAFF ON THE HARMONISED CONTRACT**

The Committee considered a report on the proposed pay award offer for April 2018/19 and 2019/20 for staff on harmonised contracts below Head of Service level, whose pay was determined locally. It had been agreed when the Collective Agreement was signed that locally determined pay would be introduced so that the Councils had the flexibility to agree pay awards that reflected local conditions, ensure employees were rewarded fairly, and that the Councils attracted and retained the best staff. It was noted that UNISON's position was different to that set out in the officer's

report regarding whether the move to local pay had been agreed or not. It was reported that, once an offer was agreed by the Joint Staffing Committee (JSC), the offer would be presented to UNISON for consideration, and kick off the pay negotiation cycle. UNISON had stated that they would need to consult both on the move to locally determined pay and the pay award offer.

The report set out the Councils previous pay awards, as well as the pay award offers of neighbouring authorities for 2018/19. Details of the National Employers offer were at Appendix 1, and it was noted that the national offer had been made as the final offer. The HR Manager advised Members that the Chiltern and South Bucks offer mirrored the National Employers offer. Members agreed that this was a sensible approach and therefore

RESOLVED:

- 1. That 1A and 1B be removed from the Pay Spines to ensure compliance with the statutory National Living Wage.**
- 2. That staff who are paid a spot salary equivalent to the 2016 Voluntary Living Wage be moved to a spot salary of 1C on the Harmonised Pay Spine.**
- 3. That a 2% pay uplift in April 2018/19 and a 2% pay uplift in April 2019/20 be awarded.**
- 4. To note that the draft Council budgets for 2018/19 be amended to reflect the additional cost, £135,600 of the proposed award.**

26. PAY POLICY STATEMENT 2018/19

Members were informed that a pay policy statement was a technical document local authorities produced and published annually as required by the Localism Act 2011. The Councils Pay Policy Statement 2018/19 was at Appendix 1. It was reported that the document would need to be revisited once a pay award offer had been agreed, as the pay award would need to be included in the statement. It was noted that the pay figure changes to the document would not require the document to be re-submitted to the Committee, provided that the method of determining the remuneration of chief officers to the Councils continued as outlined in the pay policy statement. At present, there were no proposals to change the method by which chief officers' remuneration was determined.

Having expressed its support for the Pay Policy Statement 2018/19, the Committee

RECOMMENDED:

to both Councils that the Pay Policy Statement 2018/19 attached at Appendix 1 be adopted.

27. GENDER PAY GAP REPORTING

Members considered a report on the Councils gender pay gap. Information on how the Councils were addressing the gap was detailed in Appendix 1. It was noted that there was low national reporting rate at present, and that only 2 other district councils had reported their gender pay gap details on the gov.uk website. Members were advised that details of the gender pay gap would be published on the Chiltern District Council website.

In response to a question as to why the Councils had a gender pay gap, it was advised that job roles were evaluated using the Hay methodology which assesses the attributes of a role and not the role holder, ensuring that men and women are paid an equal wage for doing the same job across the Councils. However, the Councils gender pay gap analysis had found that a greater proportion of men in senior roles than women and a greater proportion of women than men in lower grade roles created a gender pay gap. The Committee

RESOLVED:

- 1. To note Councils gender pay gap and associated figures produced to date.**
- 2. To note the plans for reporting the Councils gender pay gap and associated figures both within the organisation and externally.**

28. HUMAN RESOURCES UPDATE

The HR Manager provided an update on the following key points:

- There had been an increase in leavers in the Planning Service and officers were redoubling recruitment efforts for the area. An open day for prospective candidates to learn about the roles of the various posts and the local authority planning process in general was held on 16 January 2018, which was very well attended. Another open day was due to be held on 27 January 2018. It was noted that a report on planning recruitment and retention would be brought to a future meeting of the JSC.
- Sickness absence figures had decreased but were still high generally due to the number of staff on long term sickness absence.
- Two new posts had been created in the Planning Policy Team to undertake economic development work in order to ensure there was sufficient focus and momentum on the Economic Development Plan.
- UGR Champions had been doing lots of work around the Councils values and behaviours, and TED talk sessions had been held during lunch times which had generated a lot of interest.
- The Health and Wellbeing Strategy was currently being launched.
- There had been a 65% response rate to the 2017 staff survey.

- A key focus for the HR Team at present was the customer experience programme that was underpinning and facilitating the current organisational changes.

Members were pleased that the middle management training programme had generated a lot of interest and reported that staff on the programme had found it useful. The Committee welcomed the initiatives taken with regards to the Planning Service.

RESOLVED:

That the report be noted.

29. **EXCLUSION OF THE PUBLIC**

30. **STAFFING MATTERS**

The Committee received a report seeking authority for the Chief Executive to enter into a settlement agreement to facilitate the termination of an employee's contract of employment.

RESOLVED:

That the Chief Executive be authorised to enter in to a Settlement Agreement with the employee upon the terms outlined in Option 1 of the report to facilitate termination of the employee's contract of employment.

The meeting ended at 6.47 pm

SUBJECT:	Pay award update for staff on harmonised contracts and pay award offer for Heads of Services.
REPORT OF:	Bob Smith, Chief Executive
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole, HR Manager, 01494 732015, lc@chiltern.gov.uk , louise.cole@southbucks.gov.uk
WARD/S AFFECTED	N/A

1. Purpose of Report

- 1.1 To approve the final pay award for staff on harmonised contracts with effect from 1st April 2018 and 1st April 2019.
- 1.2 To agree the pay award offer to be made to Heads of Services whose pay is determined locally to be effective from 1st April 2018 and 1st April 2019 which is in line with the pay offer for staff on harmonised contracts.

RECOMMENDATIONS

Members are asked to consider this report and to:

1. **Approve the final pay award for staff on harmonised contracts for 2018/19 and 2019/20 with the following terms:-**
 1. **A 2 year pay award of 2% with effect from 1st April 18 and 2% from 1st April 19;**
 2. **Removal of 1A and 1B from the Harmonised Pay Spine (staff paid below that to move to 1C including those at the Golf Club on the VLW);**
 3. **A commitment to go back to the negotiating table, within 3 months, if the NJC Agreement is higher in 2018 and/or 2019;**
 4. **The Councils reserve the right to determine pay locally. The local pay mechanism is to come in to effect immediately;**
 5. **The Councils' make the commitment to seek to pay the minimum of the NJC offer when determining future pay awards and would expect to at least match the NJC award in all likely and foreseeable circumstances. If there were exceptional circumstances at play and the pay award offer could not match the NJC award the Councils would commit to resolve this in discussion and negotiation with UNISON locally. If this could not be resolved locally a resolution would be sought through arbitration.**
 6. **Future pay rises will be determined taking in to account inflation, local market conditions and the prevailing financial context.**

- 2. Approve the recommendation to make a pay award offer to Heads of Services of a 2% pay uplift with effect from 1st April 2018 and a 2% pay uplift with effect from 1st April 2019.**
- 3. Approve delegation of authority to the Chief Executive, in consultation with the 2 chairmen of the committee, the final terms of the pay award for staff on harmonised contracts and the final terms of the agreement for Heads of Services.**
- 4. The Committee notes that the draft Council budgets for 2018/19 have been amended to reflect the 2% pay uplift for staff on harmonised contracts and Heads of Services.**

2. Reasons for Recommendations

- 2.1 The Joint Staffing Committee agreed a pay award offer to staff on harmonised contracts. That offer was communicated to staff and UNISON. UNISON has responded with a counter offer. Subsequent negotiations with UNISON have resulted in a final position which Management Team support and it is recommended to the committee that this is approved and implemented.
- 2.2 Every year the Councils are required to consider a pay award for Heads of Services whose pay is determined locally. It is recommended Heads of Services be awarded a 2% pay uplift in April 2018 and 2% April 2019 in line with the pay offer made to all staff on the Harmonised Contract as detailed in 3.1.

3 Content of Report

3.1 Staff on Harmonised Contracts

- 3.1.1 At its meeting on the 18th January 2018 the Joint Staffing Committee approved a recommendation comprising 3 parts regarding the pay award for staff on the Harmonised Contract. It was agreed to make an offer as follows:-
 - Spinal points 1A and 1B are removed from the pay spine begins at 1C in order to ensure the lowest paid staff are paid at or above the predicted National Living Wage level;
 - To move the staff at the Golf Course on the Voluntary Living Wage to 1C of the harmonised pay spine to ensure these staff are paid at or above the predicted National Living Wage level;
 - To make an offer of an increase of 2% in April 2018 and 2% in April 2019 to staff on the harmonised pay spine. This matches the national offer.
- 3.1.2 It was further agreed that this offer could be subject to further review should the finally agreed national award be greater than the current proposed award of 2% in 2018/19 and 2% in 2019/20.
- 3.1.3 Following the JSC meeting this offer was communicated to staff and UNISON.

Joint Staffing Committee

- 3.1.4 On 1st March UNISON submitted a counter offer. This expressed strong objections to the move to local pay, requested a 3% pay award in 2018 and 3% in 2019 and requested a guarantee that the future pay awards would track the NJC award as a minimum and any deviation from that would require UNISON's agreement.
- 3.1.5 Management Team and the HR Manager have undergone negotiations with UNISON and have reached a position which has both UNISON's and Management Team support. The wording of this agreement is as follows:-
1. A 2 year pay award agreement of an uplift of 2% with effect from 1st April 18 and 2% from 1st April 19 (see Appendix 1 for the Pay Spines);
 2. Removal of 1A and 1B from the Harmonised Pay Spine (staff paid below that to move to 1C including those at the Golf Club on the VLW);
 3. The Councils make the commitment to go back to the negotiating table, within 3 months, if the NJC Agreement is higher in 2018 and/or 2019;
 4. The Councils reserve the right to determine pay locally. The local pay mechanism is to come in to effect immediately;
 5. The Councils make the commitment to seek to pay the minimum of the NJC offer when determining future pay awards and would expect to at least match the NJC award in all likely and foreseeable circumstances. If there were exceptional circumstances at play and the pay award offer could not match the NJC award management would commit to resolve this in discussion and negotiation with UNISON locally. If this could not be resolved locally a resolution would be sought through arbitration.
 6. Future pay rises will be determined taking in to account inflation, local market conditions and the prevailing financial context.
- 3.1.6 UNISON have moved from their original counter offer in agreeing to move to local pay, accepting the 2% and removed their requirement that we "guarantee" to pay at the NJC level as a minimum.
- 3.1.7 Management Team are in support of proceeding with the agreement on these terms. The change from the original offer are the explicit commitments made in point 3. and point 5. above to seek to at least match the NJC award and to spell out the process to follow should there be an offer below the NJC offer. It is recommended these commitments are reasonable ones to make. It has always been recognised that it is important to maintain parity with neighbouring authorities who pay the NJC award when making a local pay offer in order to attract and retain the best staff and this would be an intrinsic part of any pay offer.
- 3.1.8 The Joint Staffing Committee is asked to approve the pay award as set out in 3.1.5 above.
- 3.2 Pay Award for Heads of Services
- 3.2.1 Heads of Service pay levels are locally agreed in April each year.

- 3.2.2 When considering the pay award for Heads of Services it is advisable to understand what is agreed nationally. Heads of Service pay closely matches the pay bands covered by the JNC agreement for Chief Officers. The JNC agreement is still subject to negotiation at the time of writing this report. It is likely however that the pay award offer for these senior officers will match the proposal in this paper. The GMB Pay Claim 2018/19 asks for "parity across all of the local government bargaining groups and which takes into account the erosion of real terms pay over the last nine years." i.e. 2% with effect from April 2018 and 2% with effect from April 2019.
- 3.2.3 Previous pay awards for Heads of Services have been a 1% pay increase from 1st April 2016 and 1% pay increase from 1st April 2017. This was in line with the JNC agreement for Chief Officers and matched the pay uplift award to staff on the Harmonised Contract.
- 3.2.4 The pay awards for the Chief Executive and Directors are out of scope of this paper but are subject to the NJC inflationary pay agreement for Chief Executives and Chief Officers respectively. These agreements are still subject to negotiation at the time of writing this report and will be paid in accordance with their contracts of employment. It is likely however that the pay award offer for these senior officers will match the NJC offer for officers. In fact the pay claim for Chief Executives from ALACE (Association of Local Authority Chief Executives and Senior Managers) seeks to match the offer of 2% in April 2018 and 2% in April 2019
- 3.2.5 Local government is undergoing a period of unprecedented change and against this background we must ensure we:-
- Reward employees fairly in order to attract and retain the best staff;
 - Ensure motivation and high performance to meeting the challenges of the future;
 - Remain competitive in the local employment market.
- 3.2.6 It is recommended that Heads of Services receive the same pay award as that awarded to staff on the Harmonised Contract which is 2 % from 1st April 2018 and 2% from 1st April 2019 (see Appendix 2 for revised Pay Spines).

4 Consultation

N/A

5 Options

N/A

6. Corporate Implications

- 6.1 Financial: The total budget impact of a 2% pay uplift for Heads of Services, Directors and the Chief Executive over two years would be £30,801.

7. Links to Council Policy Objectives

Recruiting and retaining the best staff is critical to the delivery of services to our customers and the success of both Councils.

8. Next Steps

Implement the pay award for staff on the Harmonised Contract from 1st April 2018 and 1st April 2019.

Implement the pay award for Heads of Services backdated to 1ST April 2018 and 1st April 2019.

Background Papers:	None other than those referred to in this report and appendix.
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Harmonised Pay Spine - Pay Award 1st April 17 to 31st March 20

Appendix1

Spine Points	New Salary with effect 1.4.17 (1%)	Hourly Rate w.e.f. 1.4.2017	New Salary with 2%	Hourly rate with 2%	New Salary with 2%	Hourly rate with 2%
			w.e.f. 1.4.18	w.e.f.1.4.18	w.e.f. 1.4.19	w.e.f.1.4.19
1A	£15,702	£8.14	£16,016	£8.30	£16,337	£8.47
1B	£16,207	£8.40	£16,531	£8.57	£16,862	£8.74
1C	£16,725	£8.67	£17,059	£8.84	£17,400	£9.02
1D	£17,260	£8.95	£17,605	£9.13	£17,957	£9.31
1E/2A	£17,805	£9.23	£18,161	£9.41	£18,524	£9.60
2B	£18,362	£9.52	£18,729	£9.71	£19,104	£9.90
2C	£18,934	£9.81	£19,313	£10.01	£19,699	£10.21
2D	£19,522	£10.12	£19,912	£10.32	£20,310	£10.53
2E/3A	£20,125	£10.43	£20,527	£10.64	£20,938	£10.85
3B	£20,740	£10.75	£21,154	£10.96	£21,578	£11.18
3C	£21,370	£11.08	£21,797	£11.30	£22,233	£11.52
3D	£22,016	£11.41	£22,456	£11.64	£22,905	£11.87
3E/4A	£22,677	£11.75	£23,130	£11.99	£23,593	£12.23
4B	£23,350	£12.10	£23,817	£12.35	£24,293	£12.59
4C	£24,042	£12.46	£24,523	£12.71	£25,013	£12.96
4D	£24,749	£12.83	£25,244	£13.08	£25,748	£13.35
4E/5A	£25,471	£13.20	£25,980	£13.47	£26,500	£13.74
5B	£26,211	£13.59	£26,736	£13.86	£27,270	£14.13
5C	£26,964	£13.98	£27,504	£14.26	£28,054	£14.54
5D	£27,735	£14.38	£28,290	£14.66	£28,856	£14.96
5E/6A	£28,525	£14.79	£29,096	£15.08	£29,677	£15.38
6B	£29,327	£15.20	£29,913	£15.50	£30,512	£15.82
6C	£30,150	£15.63	£30,753	£15.94	£31,368	£16.26
6D	£30,989	£16.06	£31,608	£16.38	£32,241	£16.71
6E/7A	£31,842	£16.50	£32,479	£16.83	£33,129	£17.17
7B	£32,715	£16.96	£33,369	£17.30	£34,036	£17.64
7C	£33,605	£17.42	£34,277	£17.77	£34,963	£18.12
7D	£34,514	£17.89	£35,204	£18.25	£35,908	£18.61
7E/8A	£35,435	£18.37	£36,144	£18.73	£36,867	£19.11
8B	£36,375	£18.85	£37,102	£19.23	£37,844	£19.62
8C	£37,330	£19.35	£38,076	£19.74	£38,838	£20.13
8D	£38,300	£19.85	£39,066	£20.25	£39,847	£20.65
8E/9A	£39,285	£20.36	£40,071	£20.77	£40,872	£21.19
9B	£40,289	£20.88	£41,095	£21.30	£41,917	£21.73
9C	£41,305	£21.41	£42,131	£21.84	£42,974	£22.27
9D	£42,339	£21.95	£43,186	£22.38	£44,050	£22.83
9E/10A	£43,386	£22.49	£44,254	£22.94	£45,139	£23.40
10B	£44,448	£23.04	£45,337	£23.50	£46,243	£23.97
10C	£45,525	£23.60	£46,436	£24.07	£47,364	£24.55
10D	£46,618	£24.16	£47,550	£24.65	£48,501	£25.14
10E/11A	£47,725	£24.74	£48,680	£25.23	£49,653	£25.74
11B	£48,849	£25.32	£49,825	£25.83	£50,822	£26.34
11C	£49,984	£25.91	£50,984	£26.43	£52,003	£26.95
11D	£51,131	£26.50	£52,154	£27.03	£53,197	£27.57
11E/12A	£52,294	£27.11	£53,340	£27.65	£54,407	£28.20
12B	£53,473	£27.72	£54,542	£28.27	£55,633	£28.84
12C	£54,663	£28.33	£55,756	£28.90	£56,871	£29.48
12D	£55,866	£28.96	£56,983	£29.54	£58,123	£30.13
12E/13A	£57,081	£29.59	£58,222	£30.18	£59,387	£30.78
13B	£58,299	£30.22	£59,465	£30.82	£60,654	£31.44
13C	£59,319	£30.75	£60,506	£31.36	£61,716	£31.99
13D	£61,155	£31.70	£62,378	£32.33	£63,626	£32.98

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Classification: OFFICIAL

Appendix 2

Head of Services Pay Spine

Spine Point	Current Salary WEF 1.4.17	2% Increase WEF 1.4.18	2% Increase WEF 1.4.19
HS1	£67,259	£68,604	£69,977
HS2	£71,464	£72,893	£74,351
HS3	£73,567	£75,038	£76,539
HS4	£78,818	£80,394	£82,002

Classification: OFFICIAL

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SUBJECT:	<i>2017 Staff Survey Report</i>
REPORT OF:	<i>Bob Smith, Chief Executive</i>
RESPONSIBLE OFFICER	<i>Bob Smith, Chief Executive</i>
REPORT AUTHOR	<i>Louise Cole, HR Manager, lcole@chiltern.gov.uk, louise.cole@southbucks.gov.uk 01494 732015</i>
WARD/S AFFECTED	<i>N/A</i>

1. Purpose of Report

To inform the committee of the results of the 2017 Staff Survey and the actions to be taken in response to those results.

RECOMMENDATIONS

- To note the results of the 2017 Staff Survey and the actions being taken in response to the feedback given.**

2. Reasons for Recommendations

- Every year the Councils undertake a staff survey to seek an understanding of staff opinion in the six key areas of leadership, change, engagement, empowerment, management and work. The survey is an important staff engagement tool and an important means of gaining feedback from staff on what is going well and which areas can be improved on.
- Following collation of the results Management Team and Heads of Services develop action plans for service areas and corporately. In addition a Staff Survey Working Group has been set up where volunteers meet and discuss the results and make recommendations for improvement. The Joint Staffing Committee is asked to note the results and proposed follow up actions.

3. Content of Report

- Every year the Councils undertake a staff survey to seek an understanding of staff opinion in the six key areas of leadership, change, engagement, empowerment, management and work.
- The 2017 survey took place in December 2017 and January 2018. In 2017 the number of questions was reduced to avoid replication and to shorten the time it took to complete to encourage participation.
- To encourage staff to put forward a balanced view of what they really think, the survey was completely anonymous and staff were reassured about the confidentiality at the time of the survey circulation.

3.4 240 responses were received, representing 65% of the workforce. This was an improvement on the 55% rate of 2016 and the 50% response rate of 2015.

3.5 Overall the results were very positive. It is worthy of note that:-

- 89% of respondents were proud to work for the Council;
- 90% of respondents said that they were encouraged to work collaboratively with others to solve problems;
- 97% said they had the skills necessary to perform their job;
- 93% of respondents said that their line manager trusted them to take on new tasks and responsibilities;
- 95% said that they were encouraged to consider the impact of their actions and decision on their customers;
- 96% said they understood how the Councils' Values and Behaviours related to the work they did.

3.6 Despite, overall encouraging results, there was a slight decline in the number of positive responses in each category. The biggest decline in positive responses was in the Leadership category where the mean average of positive responses to the 7 questions reduced by 7% (76% of respondents responded positively this year compared to 83% in the previous year).

3.7 There were only three questions where the overall rate of agreement fell below 70%:-

- My total pay and benefits package is fair for the work I do = 66% (+1% change from 2016);
- The senior management team communicate a clear and consistent plan for the future = 66% (-18% from 2016);
- The senior managers of my service seek out ideas and input from employees before making decisions = 63% (-11% from 2016).

3.8 HSE Stress Management Standards

3.8.1 Some of the survey questions were set up with the HSE Stress Management Standards in mind, to enable the councils to get a measure against each of the six key areas that can lead to workplace stress. The six areas are:-

- Change
- Support
- Role
- Relationship
- Demands
- Control

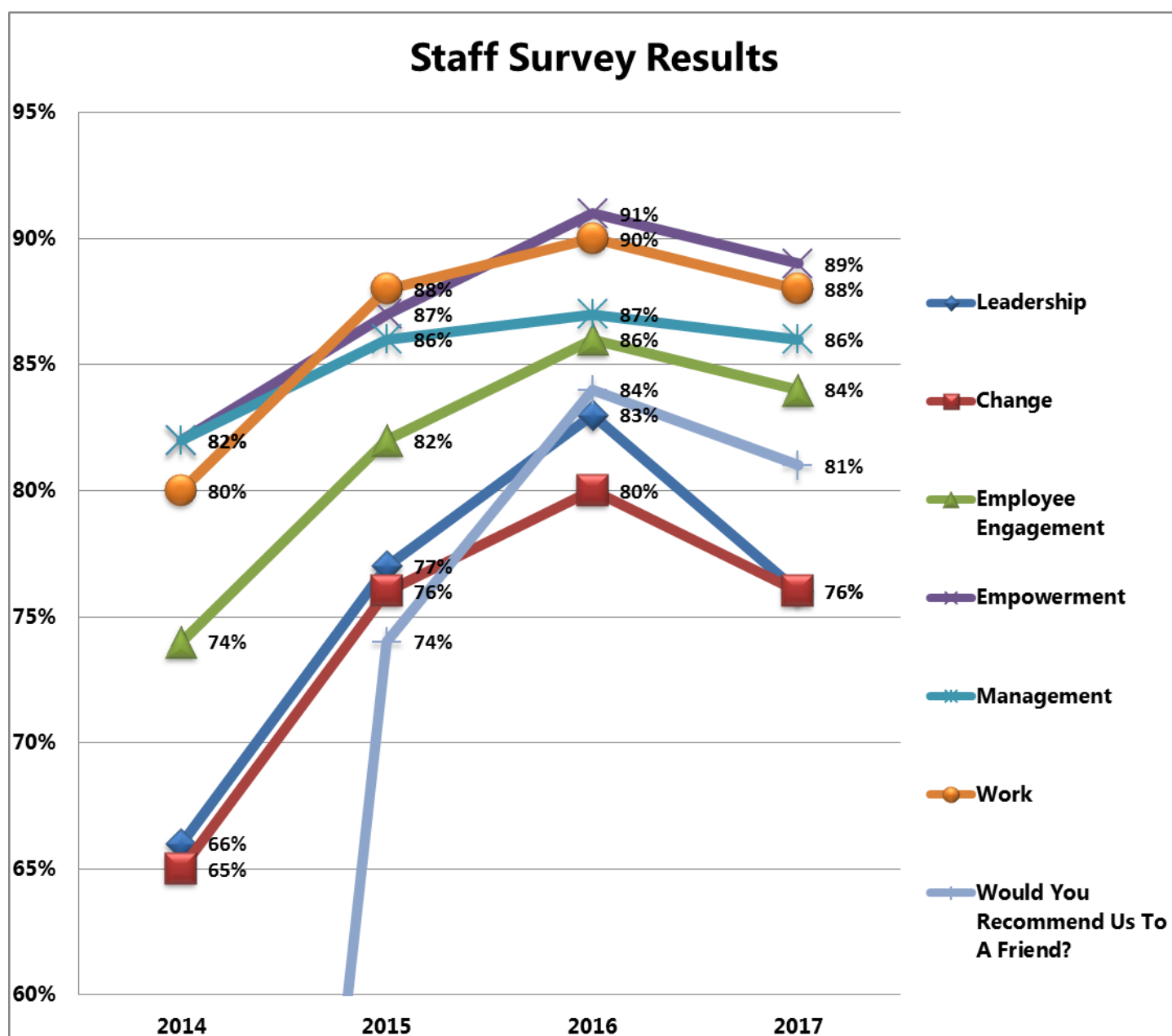
3.8.2 It is recognised that following periods of significant organisational change, such as the shared services programme, and with ongoing uncertainty around Unitary status, staff will naturally have feelings of anxiety and insecurity. Nevertheless, the findings around stress remain generally positive.

3.8.3 In the areas of support, role and relationships the results were unchanged from 2016. With regards to control 88% of respondents replied positively to these questions which was an increase of 8% from the previous year.

3.8.4 There are two sets of questions which showed a negative change from 2016:-

- 76% of respondents replied positively on how organisational change was managed, compared to 83% last year:
- 85% of respondents replied positively to the questions on the demands of the job compared to 89% in the previous year.

3.9 Attached at Appendix 1 is a summary of the results broken down by the 6 key themes. Below is a graph which shows the trends in the results since the Staff Survey was first introduced in 2014.



3.10 Follow up Actions

3.10.1 To set up a Staff Survey Working Group. This is comprised of volunteers from across all services and this group will be asked to consider some of the key themes coming from the survey and report back to MT and Heads of Services on appropriate actions and initiatives. This group have met in previous years and many positive changes have been introduced as a result of their ideas.

3.10.2 Heads of Service are developing actions plans to respond to the feedback received for their service areas. Some of the actions to be taken include incorporating the feedback in the managers' appraisals, working with the UGR Champions to seek ideas to improve communications between managers and staff.

3.10.3 With respect to the results on stress the HR team are organising a series of workshops for managers, run by Bucks MIND, on how to identify stress in members of staff and how to work with staff to develop a "Wellness Action Plan" (WAP).

3 Consultation

Not Applicable

4 Options (if any)

Not Applicable

6. Corporate Implications

None

8. Links to Council Policy Objectives

Staff engagement and motivation is key to staff effectiveness which underpins the delivery of the Councils aims and objectives.

9. Next Step

Not applicable.

Background Papers:	No background papers other than those in the Appendix.
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Classification: OFFICIAL-SENSITIVE

Appendix 1 Staff Survey report

LEADERSHIP

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I believe line managers are fair and consistent in their approach to managing people.	74%	74%	76%	83%	+7%
The senior management team communicate a clear and consistent plan for the future.	56%	74%	82%	66%	-18%
The senior managers of my service clearly explain why decisions have been made.	65%	75%	80%	73%	-7%
My line manager's manager appreciates the work that goes on in my team.	83%	87%	89%	84%	-5%
I feel that the senior management team are open and honest in sharing information.	55%	70%	80%	73%	-7%
I trust the senior management team to act upon the results of this survey.	57%	73%	79%	72%	-7%
I feel I am treated fairly and with respect by elected members.	69%	83%	85%	84%	-1%
Mean Average (% Employees who responded positively)	66%	77%	83%	76%	-7%

CHANGE

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I am encouraged to work collaboratively with others to solve problems.	73%	83%	76%	90%	+14%

Classification: OFFICIAL-SENSITIVE

Classification: OFFICIAL-SENSITIVE

The senior managers of my service seek out ideas and input from employees before making decisions.	64%	70%	74%	63%	-11%
The senior managers of my service provide feedback on ideas put forward by employees.	56%	70%	78%	71%	-7%
I am given the opportunity to have my say on proposed changes.	69%	82%	85%	80%	-5%
Mean Average (% Employees who responded positively)	65%	76%	80%	76%	-4%

EMPLOYEE ENGAGEMENT

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I feel valued and recognised by the council for the work I do.	61%	75%	84%	73%	-11%
I like my job and enjoy working at the council.	80%	87%	89%	89%	+0%
I am proud to work for the council.	82%	87%	88%	89%	+1%
My total pay and benefits package is fair for the work I do.	44%	63%	65%	66%	+1%
I feel my personal contribution is linked directly with the council's success.	76%	85%	88%	86%	-2%
I feel a sense of personal responsibility for the work I do for the council.	96%	98%	97%	98%	+1%
Mean Average (% Employees who responded positively)	74%	82%	86%	84%	-2%

EMPOWERMENT

Questions	2014 Overall	2015 Overall	2016 Overall	2017 Overall	Change since last
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Classification: OFFICIAL-SENSITIVE

Classification: OFFICIAL-SENSITIVE

	agree	agree	agree	agree	year
My job provides me with a sense of accomplishment.	79%	86%	89%	87%	-2%
I have the skills necessary to perform my job.	95%	96%	99%	97%	-2%
I have the freedom necessary to do a good job.	81%	83%	93%	88%	-5%
I feel colleagues listen to my ideas.	93%	92%	96%	92%	-4%
I am able to balance the demands of my job with the other needs in my life.	69%	82%	89%	89%	+0%
I am encouraged to identify relevant development opportunities.	78%	87%	80%	88%	+8%
I am encouraged to come up with new and better ways of doing things.	81%	86%	88%	87%	-1%
I have the support and authority to make necessary decisions.	78%	86%	91%	87%	-4%
Mean Average (% Employees who responded positively)	82%	87%	91%	89%	-2%

MANAGEMENT

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
My line manager is there to support me when I need him/her.	84%	90%	90%	89%	-1%
My line manager gives me regular and constructive feedback.	73%	79%	81%	85%	+4%
I am clear about my line manager's expectations of me.	88%	89%	91%	92%	+1%
My line manager is a good role model.	78%	81%	87%	84%	-3%

Classification: OFFICIAL-SENSITIVE

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I feel that my line manager gives me the recognition I deserve.	81%	85%	85%	82%	-3%
My line manager is consistent and fair in the treatment of team members.	78%	85%	96%	83%	-13%
My line manager trusts me to take on new tasks and responsibilities.	92%	97%	93%	93%	+0%
My line manager adheres to the decisions we have agreed upon.	86%	88%	89%	86%	-3%
My line manager keeps me informed about developments in the council.	77%	83%	86%	85%	-1%
My line manager involves me in decisions which impact on my role.	79%	84%	85%	81%	-4%
I feel my line manager talks openly and honestly with me.	85%	90%	89%	87%	-2%
My line manager deals with issues positively and in a timely manner.	79%	83%	86%	83%	-3%
Mean Average (% Employees who responded positively)	82%	86%	87%	86%	-1%

WORK

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I have an optimum workload which enables me to perform well.	49%	71%	80%	73%	-7%
I am encouraged to consider the impact of my actions and decisions on our customers.	NA	NA	NA	95%	NA
My work deadlines are realistic.	70%	82%	88%	84%	-2%
I have clear and measurable objectives in my role.	80%	90%	88%	88%	+0%

Classification: OFFICIAL-SENSITIVE

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People in my team care for and support each other.	87%	90%	92%	91%	-1%
I understand how my job contributes to the work of my service unit.	98%	98%	97%	96%	-1%
Mean Average (% Employees who responded positively)	80%	88%	90%	88%	-2%

WOULD YOU RECOMMEND US TO A FRIEND?

Known as 'the ultimate question' - 'would you recommend us to a friend?'

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I would recommend my employer to my friends.	n/a	74%	84%	81%	-3%

Classification: OFFICIAL-SENSITIVE

STRESS

The councils are committed to protecting the health, safety and welfare of staff and recognise the importance of identifying and reducing where possible the work factors that can lead to stress. Some of the survey questions were set up with the HSE Stress Management Standards in mind, to enable the councils to get a measure against each of the six key areas that can lead to workplace stress. The six areas are:-

- Change
- Support
- Role
- Relationship
- Demands
- Control

STRESS - CHANGE

Change is how organisational change (large or small) is managed and communicated in the organisation.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
The senior managers of my service clearly explain why decisions have been made.	65%	75%	80%	73%	-7%
The senior managers of my service seek out ideas and input from employees before making decisions.	64%	70%	74%	63%	-11%
The senior managers of my service provide feedback on ideas put forward by employees.	56%	70%	78%	71%	-7%
I am given the opportunity to have my say on proposed changes.	69%	82%	85%	80%	-5%
My line manager keeps me informed about developments in the council.	77%	83%	86%	85%	-1%
My line manager involves me in decisions which impact on my role.	79%	84%	85%	81%	-4%
Mean Average (% Employees who responded positively)	67%	77%	83%	76%	-7%

STRESS – SUPPORT

Classification: OFFICIAL-SENSITIVE

Support is about the encouragement and resources provided by the organisation, line management and colleagues.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
My line manager is there to support me when I need him/her.	84%	90%	90%	89%	-1%
My line manager gives me regular and constructive feedback.	73%	79%	81%	85%	+4%
I feel my line manager talks openly and honestly with me.	85%	90%	89%	87%	-2%
Mean Average(% Employees who responded positively)	79%	87%	87%	87%	+0%

STRESS - ROLE

It is important that staff understand their roles within the organisation and for the organisation to ensure that they do not have conflicting roles.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
My line manager is there to support me when I need him/her.	84%	90%	90%	89%	-1%
My line manager gives me regular and constructive feedback.	73%	79%	81%	85%	+4%
I feel my line manager talks openly and honestly with me.	85%	90%	89%	87%	-2%
Mean Average (% Employees who responded positively)	79%	87%	87%	87%	+0%

STRESS - RELATIONSHIP

Relationships include promoting positive working to avoid conflicts and dealing with unacceptable behaviour.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
My line manager is consistent and fair in the treatment of team	78%	85%	81%	83%	-13%

Classification: OFFICIAL-SENSITIVE

Classification: OFFICIAL-SENSITIVE

members.					
My line manager deals with issues positively and in a timely manner.	79%	83%	86%	83%	-3%
People in my team care for and support each other.	87%	90%	92%	91%	-1%
Mean Average (% Employees who responded positively)	81%	86%	86%	86%	+0%

STRESS - DEMANDS

Demands include issues such as workloads, work patterns and the work environment.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change since last year
I have an optimum workload which enables me to perform well.	49%	71%	80%	73%	-7%
My work deadlines are realistic.	70%	82%	88%	84%	-2%
I have the skills necessary to perform my job.	95%	96%	99%	97%	-2%
Mean Average (% Employees who responded positively)	71%	83%	89%	85%	-4%

STRESS - CONTROL

Control is about how much say the person has in the way they do their work.

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change
I have the freedom necessary to do a good job.	81%	83%	93%	88%	-5%
I am able to balance the demands of my job with the other needs in my life.	69%	82%	89%	89%	+0%
I am encouraged to identify relevant development	78%	87%	80%	88%	+8%

Classification: OFFICIAL-SENSITIVE

Classification: OFFICIAL-SENSITIVE

opportunities.					
I am encouraged to come up with new and better ways of doing things.	81%	86%	88%	87%	-1%
I have the support and authority to make necessary decisions.	78%	86%	91%	87%	-4%
Mean Average	77%	85%	88%	88%	+0%

VALUES AND BEHAVIOURS

Questions	2014 Overall agree	2015 Overall agree	2016 Overall agree	2017 Overall agree	Change
I am aware of the Councils' Values and Behaviours.	NA	NA	NA	96%	NA
I understand how the Councils' Values and Behaviours relate to the work I do.	NA	NA	NA	93%	NA
	NA	NA	NA	95%	NA

Classification: OFFICIAL-SENSITIVE

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SUBJECT:	Human Resources Update
REPORT OF:	Bob Smith, Chief Executive
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole - HR Manager
WARD/S AFFECTED	All

1. Purpose of Report

To update the Committee on:

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

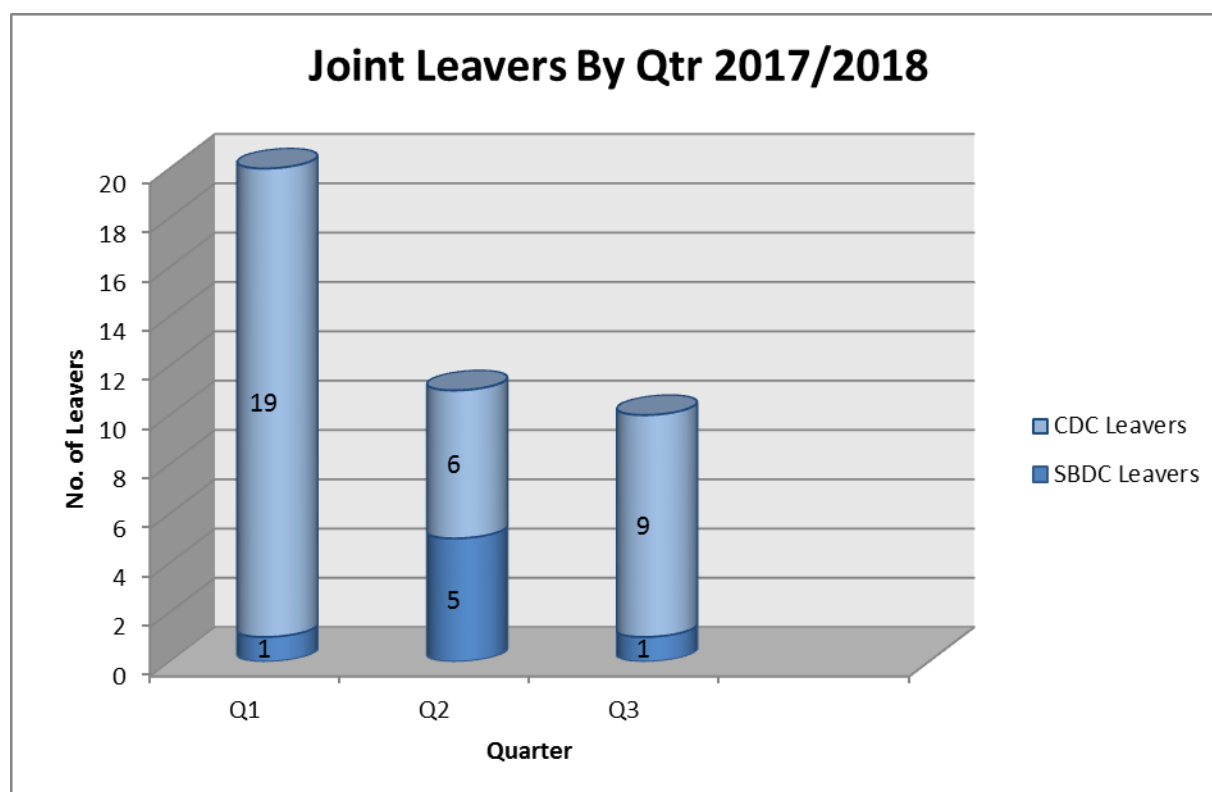
RECOMMENDATIONS

1. **The Joint Staffing Committee is asked to note the report.**

2. Content of Report

2.1 Leavers Figures 2017/18

- 2.1.1. The chart below shows the number of leavers in Qtr1, Qtr2 and Qtr3 of this year, please note the high Chiltern figure for Qtr1 reflects 10 cleaners TUPE transferred to Derwent FM. These figures also include staff who have retired.



- 2.1.2 An analysis for the reasons for leaving show that staff have left for a variety of reasons and there does not seem to be an underlying trend. It should be noted, however, that there have been higher levels of staff leaving in planning than in other areas and compared to previous months. These numbers will be reflected in the Qtr4 figures. A recruitment drive in planning has led to the successful filling of almost all vacancies. Work is now underway to agree a medium and long term recruitment and retention plan for the service area. Further details are in this report under Current Projects.

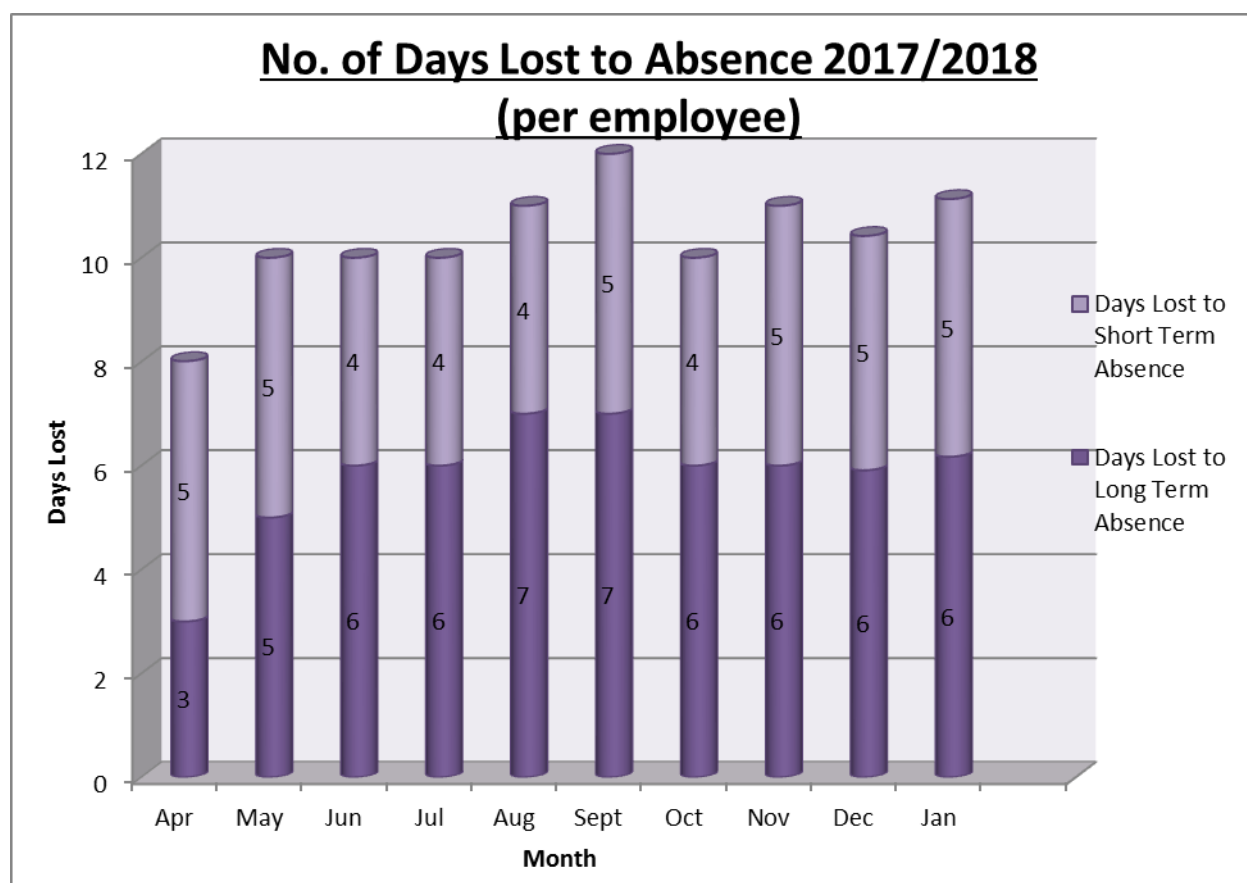
2.2 Recruitment Figures

- 2.2.1 Turnover rates are more meaningful if considered against the statistics of recruitment. Please see below the number of roles advertised in the first three quarters, the number filled and the average time to hire.

	No. of Positions	No. Filled	Average Time to Hire
Qtr 1	13	13	31 days
Qtr 2	16	15	40 days
Qtr 3	19	17	30 days

2.3 Sickness Absence Figures 2016/17 and 2017/18

- 2.3.1 The table below shows a breakdown of the number of days lost due to absence per employee per month for the current year broken down into long term and short term sickness.



- 2.3.2 The Councils have a key performance indicator for absence which is a maximum ceiling of 10 days per employee. This has been exceeded quite regularly since August this year which is largely due to an increase in a small number of employees on long term sick absences. Whilst two employees on long term sick left the Council in October we have seen a further rise in the number of employees who are very poorly.
- 2.3.3 Short term absence is defined as “up to and including 20 working days absence” and long term absence is “over 20 working days absence”.
- 2.3.4 Please note that current sickness absence figures are also affected by the Councils’ current practice to record partial days’ sickness when staff undertake a phased return to work. This practice is being revised as a matter of priority as part of the review and update of the Sickness Absence Policy. This is part of an overall strategy to manage sickness absence consistently and robustly across all the services which includes running workshops for managers on sickness absence management, due to start in April, and taking a range of other approaches:-
- The use of occupational health services to get timely advice on how we can assist employees in returning to work e.g. through a phased return, amended duties or adaptations that can be made to the workplace.
 - The use of sickness absence procedures which support employees and the management of employees while absent due to sickness and on their return to work. This includes return to work meetings for all employees returning to work regardless of the length of sickness.
 - Active management of sickness absence stats and sickness review meetings with employees when they meet our internal trigger points.
 - Risk assessments.
 - Employee Assistance Programme.
 - A range of initiatives and activities are in place for employees to access to support them in maintaining good health and well- being.
- 2.3.5 The HR team continue to focus their efforts on managing sickness absence using all the approaches given above and this will be monitored closely during the year.

CURRENT PROJECTS

2.4 Organisational Development: Values and Behaviour Framework

- 2.4.1 We are continuing the work to bring our values to life in our day to day working practices through our Unwritten Ground Rule (UGR) approach. The UGR Champions meet regularly to share initiatives and ideas and continue to hold events in their teams to agree areas for improvement.

- 2.4.2 In February 2018 we had a one year anniversary of the UGR Champion network and marked the event with an annual newsletter and the launch of a series of hosted, lunchtime sessions when employees share an interesting and inspiring short video such as a TED talk and discuss this with colleagues.
- 2.4.3 As the Customer Experience Strategy is implemented throughout 2018 and 2019 we will have an increased focus on our culture and behaviours in relation to our customers.
- 2.5 **Middle Managers Development Programme**
- 2.5.1 The second cohort of 36 managers and team leaders are commencing the Management Development Programme in April 2018 taking the total number of staff who have undertaken this programme to 84.
- 2.6 **Collaborative Working WDC – Coaching and Mentoring**
We meet regularly with our counterparts at Wycombe and Aylesbury Vale District Councils and have been exploring collaboration in a number of areas in order to make savings through economies of scale. We are currently planning to set up an in-house Coaching and Mentoring Scheme with WDC.
- 2.7 **Apprenticeships**
- 2.7.1 A trailblazer degree-level apprenticeship in Town Planning is currently being developed and subject to it meeting its anticipated launch date, we intend to begin offering apprenticeships in Planning from Autumn 2018. Apprentices will rotate through all planning disciplines.
- 2.7.2 Alongside this we are in discussions with Bucks Learning Trust with a view to using apprenticeships to offer development opportunities to our existing staff.
- 2.7.3 Additionally, we have one member of the Finance Team who is due to start a Finance Apprenticeship programme from April this year.
- 2.8 **Implementation of the Customer Experience Strategy**
- 2.8.1 We have started work on the implementation of the Customer Experience Strategy which is one of the key areas of work for HR over the next 2 years both in terms of leading on the organisation structural design and also the cultural change which will underpin this transformation.
- 2.9 **Harmonisation**
- 2.9.1 We have now completed our harmonisation processes with the transfer of Golf Club staff on to the Harmonised Pay Spine from 1st April 2018. Golf Club staff were harmonised on to the terms and conditions of the collective agreement in January 2017 but transfer on to the pay spine was delayed whilst work was undertaken to assess the appropriateness of the HAY Job Evaluation Scheme to evaluate and reward posts in this commercial environment. Following a review of the evaluation scheme and a benchmarking exercise of the roles across the industry assimilation will take place in line with all staff in the Councils.

2.10 Recruitment and Retention Plan – Planning and Economic Development

2.10.1 A short, medium and long term plan for the Planning and Economic Development Service has been proposed and is currently being considered by staff in the service.

2.10.2 This plan is set against the background of a higher turnover rate at the end of 2017, the retirement of the Head of Service, exit interview data which shows staff have left for a variety of different reasons, the imperative need to provide a stable and motivated workforce over the next two years and in the long term.

2.10.3 Recruitment: In the short term we have taken the following initiatives:-

- hold open days to recruit to vacancies, to over recruit where appropriate;
- recruiting managers and senior staff to increase their social media presence;
- fill roles in the interim using agency staff;
- temporarily move staff within the service to cover management posts.

2.10.4 In the medium term we are considering:-

- develop our promotion materials and selling points as a local employer of choice. An employer which makes a commitment to train and develop staff and “grow your own”. An employer which provides career progression and opportunities.
- offering a Recruitment Introduction Fee to existing staff who introduce employees to hard to fill roles subject to the new starter passing their probation period;
- continue with open days to raise the profile of the service and Councils;
- introducing an Apprenticeship programme.

2.10.4 In the long term initiatives we are considering:-

- offering a bursary to first year graduates;
- offer paid 1 year placements for gap year graduates or placement students;
- develop affiliations with local schools, colleges and universities.

2.10.5 With respect to retention the initiatives we are considering are:-

- to continue to highlight and publicise the Total Reward Package which includes the flexible working opportunities;
- Ensure all new and existing employees have stretching objectives linked to the strategy and vision of the Councils;
- through appraisal meetings ensure all employees have Personal Development Plans in place;
- managers to continue to embed the coaching and feedback techniques learnt as part of the Management Development Programme;
- continue to ensure effective team meetings and 1:1's take place;
- all new employees to be supported at work using the Councils' new induction programme;
- to offer bonuses to assist in retaining staff on key projects tied in to short and medium term objectives ;
- to use the honorarium and acting up allowances scheme to reward staff where appropriate.

3. Consultation

N/A

4. Options

N/A

5. Corporate Implications

Good management of resources including employees leads to efficient and effective use of council finances and improved delivery of council services.

6. Links to Council Policy Objectives

Monitoring staff turnover, recruitment and sickness absences and ensuring all Council policies, procedures and practices are current, underpin the delivery of the Council's aims and management principles and ensure legislative compliance and best practice.

7.Next Step

Continue to monitor and update Committee Members on a quarterly basis.

Background Papers:	None.
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