

Joint Staffing Committee

Monday, 28 January 2019 at 6.30 pm

Large & Small Committee Rooms – King George V House, King George V Road, Amersham, HP6 5AW

A G E N D A

Item

1. Evacuation Procedure
2. Apologies for Absence
3. Minutes (*Pages 3 - 8*)

To approve the minutes of the Joint Staffing Committee held on 18 July 2018.

4. Declarations of Interest
5. HR Update (*Pages 9 - 16*)
6. Pay Policy Statement 2019/20 (*Pages 17 - 18*)

Appendix 1 (Pages 19 - 22)

7. Exclusion of the Public (if required)

The Chairman to move the following resolution:-

“that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in part 1 of Schedule 12A to the Act.”

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

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JOINT STAFFING COMMITTEE

Meeting - 18 July 2018

Present: N Naylor (Chairman), R Bagge, I Darby, P Jones, P Kelly, D Phillips, D Saunders, M Smith and M Stannard

Apologies for absence: B Harding, C M Jones and L Sullivan

41. ELECTION OF CO-CHAIRMEN

It was **RESOLVED** that Councillor I Darby and Councillor N Naylor be appointed Co-Chairmen of the Committee for 2018/19.

42. MINUTES

The minutes of the Joint Staffing Committee held on 26 March 2018 were approved and signed by the Chairman as a correct record.

43. DECLARATIONS OF INTEREST

There were no declarations of interest.

44. CUSTOMER SERVICES PROGRAMME STAFFING IMPLICATIONS

The Committee considered a report relating to the staffing implications of the Customer Experience Programme. The Project Manager reported that the full business case for the Programme was approved by the Joint Committee on 28 June 2018. A procurement process had been undertaken for a technical solution. There was currently a procurement process for a technical solution. The Outline and Full Business Case identified the need for additional posts in Customer Services to form the Support Team to mobilise, design and test solutions. The Team would be recruited to at the commencement of the Programme and the aim was to recruit internally. External recruitment would be pursued if this was not possible. The Support Team would initially manage the implementation and delivery of the programme and would then be responsible for the administration of the Customer Services systems, analysis of data, customer insight, training and managing the website as an access channel.

The Principal HR Adviser reported that they were confident that they would be able to fill these roles internally and recruitment would be ringfenced. Functional analysis had been undertaken within the service areas and group activities undertaken, this would inform the percentage of activity that could be transferred to Customer

Services. Analysis has shown that customer facing activity made up a small part of many jobs but not a large part of very many. Therefore some of the salary budgets would be transferred to the customer services budget depending on how customer facing their service was but all services would have a transformation target equivalent to 3.75% of salary budgets. Any restructuring activity would be undertaken by Heads of Service but there would be a 'light touch' approach.

RESOLVED that:-

- 1. The proposed customer service structure be approved.**
- 2. The proposed restructuring methodology be noted**
- 3. The fact that the Chief Executive has delegated authority to approve individual business cases be noted with the proviso that fundamental changes and changes outside the budget would need to come to the Joint Staffing Committee for agreement.**
- 4. The Joint Staffing Committee would be kept updated on the progress of the roll out of this Programme and approval would be sought for changes proposed that come outside the Chief Executive's delegated authority.**

45. INVESTORS IN PEOPLE AWARD

The Committee received a report which sought Members views on whether to apply for re-accreditation of the Investors in People (IIP) Standard for South Bucks and Chiltern District Council or whether to take an alternative approach. The IIP accreditation expired in December 2018 and August 2019 respectively and if it is decided to renew both together this would need to commence in September 2018.

The HR Manager reported that there were a number of reasons not to renew the IIP. The estimated cost of renewal was £10,400 for CDC (previous assessment was 4k), £7,800 for SBDC (previous assessment £4k). In addition the process of accreditation was time-consuming and the IIP award may possibly no longer have the same prestige as it did previously.

However, it was recognised that there was great value in the Councils taking a critical look at their leadership and management practices and comparing these with best practice and identifying areas to improve. This can be achieved at a lower cost or zero cost by arranging an alternative form of assessment from an independent expert such as South East Employers, the LGA or through a reciprocal peer review arrangement with for example WDC and AVDC.

Members noted that if IIP accreditation was not renewed the budget could be invested directly in to employee and leadership development e.g. funding the on-going roll out of the Management Development Programme, introducing a "Change Ready" Programme, developing health and well-being initiatives, introduce customer

service improvement workshops. In addition the Council could enter into awards to receive recognition of the excellent work being carried out.

A Member commented that they were surprised how little the IIP cost and wanted reassurance that the alternate methods would not cost the Council more money. He also asked for more information on the 'change-ready' courses. The HR Manager reported that she was already organising these courses. She commented that with regard to IIP the amount of indirect costs were considerable in terms of staff time and this could not be underestimated. The HR Manager reported that when she had spoken to new staff they commented that they had not noticed the IIP logo when applying for jobs and also the Unions did not think it made any difference. The Member agreed that having alternative awards could be more valuable for enticing staff.

Following a question on what staff would miss by not having the IIP, Members noted that nothing would be missed as better alternatives would be put in place and there was no evidence to show that IIP provided value for money.

The CDC Leader also commented that the current awards held by the Council publicised good practice. The SBDC Leader asked for reassurance that these alternatives would be within the same budget or less than the current budget and the HR Manager reported that she would liaise with the Chief Executive to redeploy the existing IIP budget. The Head of Finance had set aside funding in the budget for the IIP of £18,200. A Member commented that it may be better to have an external peer review rather than internal and the HR Manager responded that she would look at costs for this. Members agreed that the alternative approach looked to provide better value for money which could be looked at through the budget scrutiny process in the Autumn .

RESOLVED that:-

- 1. CDC and SBDC Councils do not undertake further IIP accreditation: and instead**
 - **arrange an independent assessment of the leadership and management practices in the Councils through an alternative method such as a reciprocal peer review arrangement with Wycombe District Council and Aylesbury Vale District Council or through the South East Employers or another independent expert.**
 - **explore options to enter in to a business award to seek recognition and promotion for the work the Councils undertake.**
 - **the budget set aside for IIP accreditation be invested directly into corporate wide staff development initiatives such as a "Change Ready" programme, the continued roll out of the Management Development Programme, health and well-being initiatives, raising customer service standards training.**

2. Authority be delegated to the Chief Executive to arrange the three alternatives outlined above in recommendation 1 in discussion with the HR Manager and redeploy the existing IIP budget accordingly.

46. HR UPDATE

The HR Manager provided an update to Members and in particular drew Member's attention to the following:-

- The sickness figures for April/May had fallen significantly and they were still awaiting information for June. Managers and the HR Team were particularly focussing on this issue to ensure a robust and consistent approach was taken.
- Collaborative work was being carried out with District Councils. This included the 'change ready' workshops as it was important that staff were able to cope successfully with change and maximise the opportunities it could bring.
- In May the Chief Executive launched the Health and Wellbeing Statement and Annual Action Plan. The launch coincided with Mental Health Awareness Week and each day of that week the Council promoted different health and wellbeing initiatives including workshops delivered by MIND. The Health and Wellbeing Forum met regularly and initiatives were put forward by staff at all levels and all service areas.
- The second cohort were half way through their course for the Management Development Programme. The first cohort were being offered further development and they were also being encouraged to continue to meet in their action learning sets.
- They were rolling out 'it starts with you' courses.
- The figures in 2.3.1 were wrong and would be amended to clarify that these were annualised figures "by month" not "per month".

A Member asked about pilates and yoga and whether these classes were continuing and the HR Manager confirmed that these classes were still in place. Feedback on the MIND programme was being followed up and this would be further promoted following a question at the 'meet Bob' sessions. Reference was made to sickness absences and that it would be helpful to compare sickness absences with last year's figures. The HR Manager reported that this information could be made available but it would be inappropriate to split sickness figures by Department as it could identify people on long term sickness.

Reference was made to the number of days lost to absence but that figures were still high. The SBDC Leader reported that the number of days had gone down significantly but further work needed to be undertaken. Another Member commented that the HR figures were significantly better and thanked the HR team for their work on this area.

RESOLVED**That the report be noted.****47. STAFF SOCIAL MEDIA POLICY**

The Committee received the report which contained the new social media policy and guidance. The Senior Communications Officer reported that this policy should be used at work and also at home and it set out the principles which staff were expected to follow when using social media and their expected code of conduct, when online. The Communications Team hold the central list of accounts including access and password security. All Members of staff had been offered training.

The policy also included information on corporate style and made staff aware of the risks of using social media and the law relating to it. However, staff were encouraged to use and recognise the benefit of social media. A Member asked about using facebook and it was suggested that they speak to the Communications Team for further information.

RESOLVED that:-

- 1. The social media policy for staff be approved at Appendix A of the report**
- 2. The social media guidance contained in Appendix B of the report be approved**

The meeting terminated at 7.13 pm

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SUBJECT:	Human Resources Update
REPORT OF:	Isabel Darby, Leader CDC, Nick Naylor, Leader SBDC
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole, HR Manager, lcole@chiltern.gov.uk , louise.cole@southbucks.gov.uk , 01494 732015
WARD/S AFFECTED	All

1. Purpose of Report

To update the Committee on key employment data and HR projects.

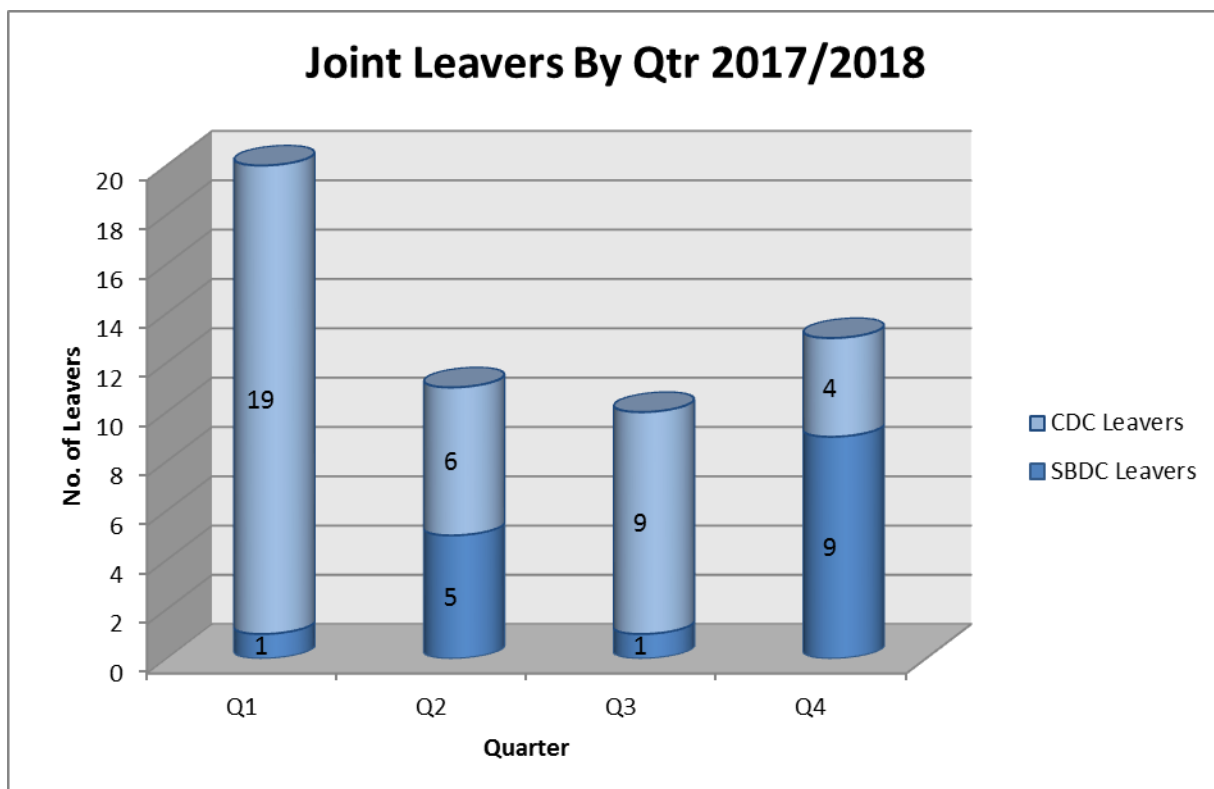
RECOMMENDATIONS

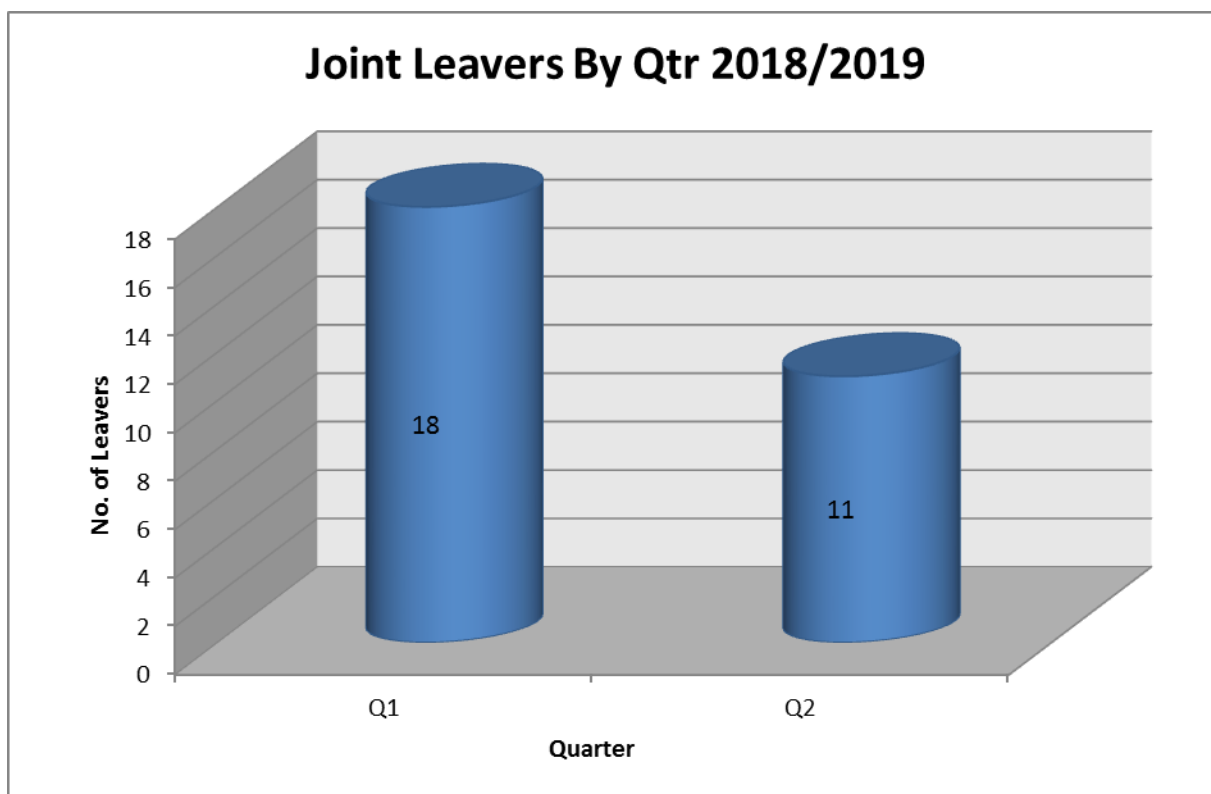
- The Joint Staffing Committee is asked to note the report.**

2. Content of Report

2.1 Leavers and Joiners

2.1.1. The charts below show the number of leavers in 2017/2018 and 2018/19. These figures also include employees who have retired and those who have left because their fixed term contracts have ended. Please note that the 2018/2019 figures are reported on jointly.





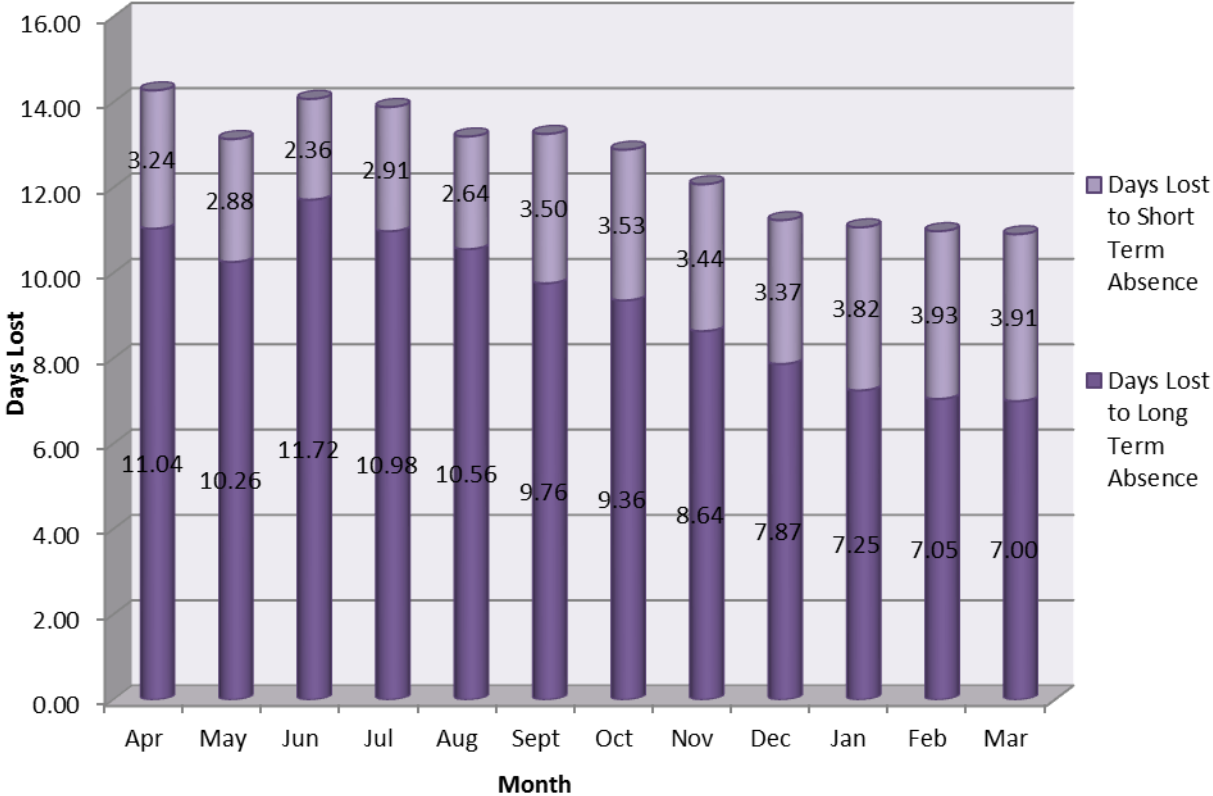
2.1.2 Please see data below on the roles advertised in 2017/2018 and 2018/19.

	No. of Positions	No. Filled	Average Time to Hire
Qtr 1 17/18	13	13	31 days
Qtr 2 17/18	16	15	40 days
Qtr 3 17/18	19	17	30 days
Qtr 4 17/18	20	20	32 days
Qtr 1 18/19	11	11	35 days
Qtr 2 18/19	10	10	36 days
Qtr 3 18/19	17	16	30 days

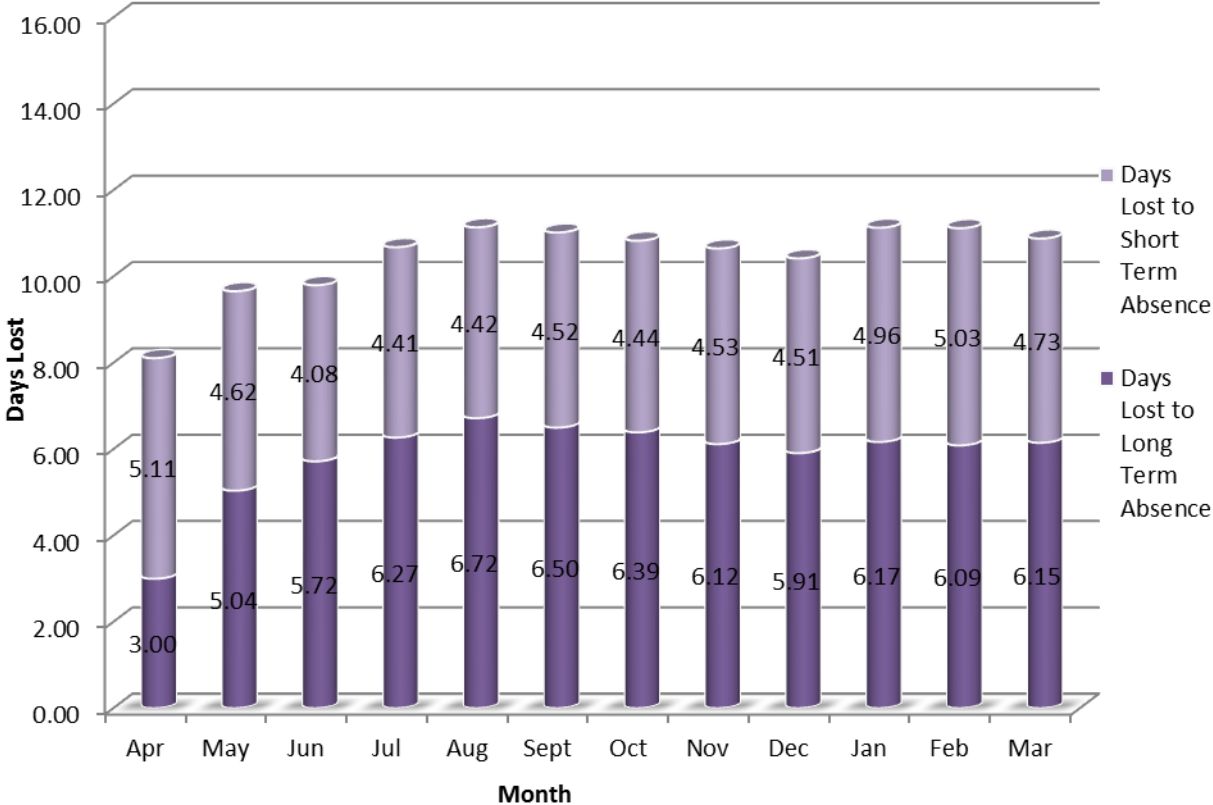
2.2 Sickiness Absence

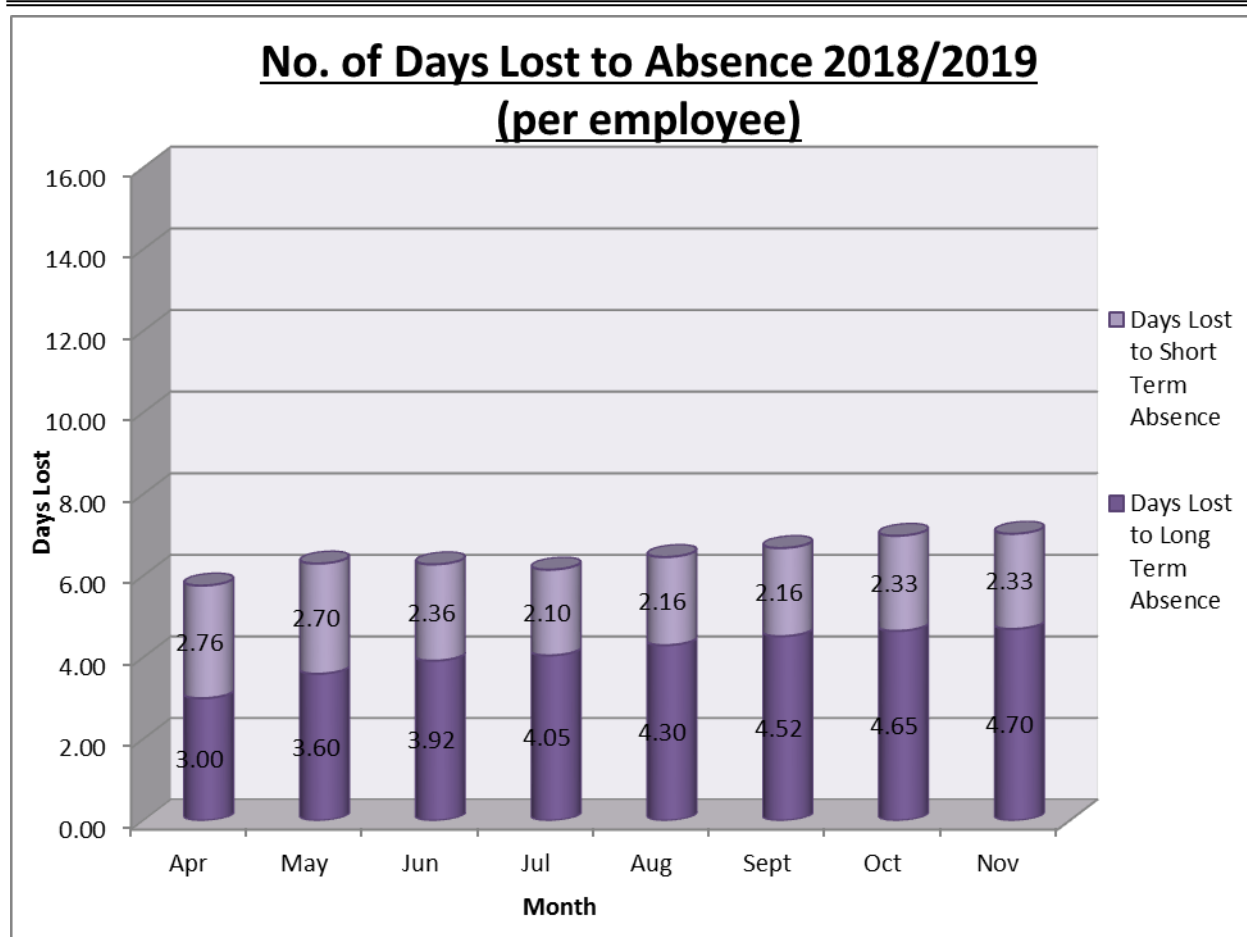
2.2.1 The table below shows a breakdown of the number of days lost due to absence on average per employee by month for the years 16/17, 17/18, 18/19.

No. of Days Lost to Absence 2016/2017 (per employee)



No. of Days Lost to Absence 2017/2018 (per employee)





2.2.2 The Councils have a key performance indicator for absence which is a maximum of 10 days per employee per year.

2.2.3 Short term absence is defined as “up to and including 20 working days absence” and long term absence is “over 20 working days absence”.

2.2.4 Sickness absence figures for 2018/19 have fallen and continue to remain below the maximum target.

2.2.5 The HR team and line managers continue to make a concerted effort to manage sickness absence to ensure a robust and consistent approach is taken. Sickness absence monitoring has become a regular part of day to day management practice. The following takes place:-

- The HR Advisers hold regular meetings with line managers and Heads of Service to support them in monitoring absence and taking the appropriate action;
- HR Advisers held training for team leaders, supervisors and managers on “Promoting a Positive Attendance Culture”;
- Management Team receive reports on sickness absence cases and monitor figures;
- Absence management has become a regular item on managers/team leaders meetings;

- All managers and over 200 employees have invited attended a workshop on mental wellness run by MIND which includes an introduction to the use of Wellness Action Plans.

2.2.6 The Councils continue to put support in place to help employees maintain good health and well-being. This includes:-

- the use of occupational health services;
- providing an Employee Assistance Programme.
- a range of health and well-being initiatives;
- flexible working to help with work life balance.

2.3 CURRENT PROJECTS

2.3.1 Health and Well-Being Statement and Action Plan

The Health and Wellbeing forum continues to meet regularly and instigate new initiatives, and the second edition of the quarterly staff wellbeing newsletter has been published.

Our Occupational Health Providers have been commissioned to deliver a series of one-hour workshops throughout the year on a range of topics addressing both physical and mental health issues.

In collaboration with the other District Councils we are offering all staff the opportunity to attend half-day workshops on 'Remaining Resilient Through Change' and recognise that additional support may be necessary as the MLG agenda is progressed.

2.3.2 Values and Behaviour Framework

The UGR Champions continue to undertake work in their teams to bring the values and behaviours to life. A number of teams have attended a workshop on the "customer focus" value which encourages individuals and teams to think about what they can do to improve the customer experience in their areas.

Values are an important part of the induction process for new employees. This includes a session with Management Team and the HR Manager where they about our culture and the importance of our values and behaviours.

2.3.3 Recruitment Strategy

We recognise that over the next 15 months we will need to ensure we continue to retain and recruit the right staff. We are developing plans to re-focus our recruitment activities on using social media particularly Linked In to attract candidates. We are also developing new recruitment materials which really focus on us as a good, local employer.

In addition through the Unitary programme we have introduced a Vacancy Management Protocol which is an agreement to seek to recruit to vacant posts internally first across all the five Councils before an external recruitment process is followed.

2.3.4 Apprenticeships

The launch of the new degree-level apprenticeships in Town Planning is still being delayed so we are still unable to recruit new staff into this apprenticeship programme.

However the Level 4 Revenues and Welfare Benefits apprenticeship has been launched and the Revenues & Benefits team are currently actively recruiting an apprentice.

2.3.5 Staff Survey

The 2018 Staff Survey closed on 7th January 2019. The survey seeks an understanding of staff opinion in six key areas:-

- Leadership
- Change
- Engagement
- Empowerment
- Management
- Work

At the time of writing this report the results are being analysed and a full report will be available shortly. However, I can confirm that 243 responses were received, representing 66% of the workforce. By comparison we achieved a 65% response rate in 2017, 55% response rate in 2016 and 50% response rate in 2015.

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

- 100% of respondents were aware of the Councils' Values and Behaviours and 97% understood how those Values and Behaviours relate to the work that they do.
- 98% of respondents said that they felt a sense of personal responsibility for the work they do for the Council.
- 97% of respondents said that they were encouraged to consider the impact of their actions on our customers

As a result of feedback from staff following the 2017 survey we are introducing a Recognition Award which will be given out at service level in recognition of individuals or teams who have gone the extra mile or received excellent customer feedback etc.

2.3.6 Management Development Programme

The 2nd cohort of team leaders and supervisors has now completed this course and when we have received their certificates we will be arranging a celebratory event to distribute them.

To continue to build on the skills and knowledge of all who have completed the first two development programmes we are planning a further workshop focused around diversity and inclusion.

Having reviewed the nominations for the 3rd cohort of the development programme many do not have direct reports so we will be revising the course material in order to make it more appropriate for aspiring managers and will increase the focus on contract management and influencing skills.

2.3.7 Payroll Database

Last year we were in discussion with our payroll provider, AVDC, about their plans to move from our current iTrent payroll system to a cloud based system called XCD. In October, before the go live date, AVDC made the decision to postpone the introduction of XCD due to problems with the new system which became evident in the parallel runs. Subsequently we have been informed that the XCD project will not continue and we will remain on the iTrent system.

2.3.8 Customer Experience Strategy

We are currently consulting with staff about revised job descriptions and team restructuring required in order to implement Phase 1 of the Customer Experience Programme. It is not anticipated that this will result in any redundancies.

2.3.9 Unitary

The HR Leads for the Districts and County Council have been meeting regularly since the minister made his announcement. The following are the key pieces of work the group have been working on:-

- A Vacancy Management Protocol;
- Agreeing an HR Workstream Implementation Plan for Phase 1 (up to the first meeting of the Shadow Authority), Phase 2 (up to Vesting Day), Phase 3 (after Vesting Day);
- Phase 1 work includes:-
 - planning for the appointment of the shadow interim roles e.g. Head of Paid Service, Monitoring Officer, Section 151 role;
 - the appointment of a Programme Director;
 - recommendations for the first meeting of the Shadow Authority about the new CEO recruitment process;
 - Gathering workforce data to inform the work required for Phase 1 and 2.
- Agreeing a strategy to engage collectively with the unions and employee representatives on matters relating to the new Council. At the same time each Council will continue to meet with their recognised unions locally as provided for by local Recognition and Procedural Agreements.

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 employee 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 Steps

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

Background Papers:

None.

SUBJECT:	Pay Policy Statement 2019/20
REPORT OF:	Isabel Darby, Leader CDC, Nick Naylor, Leader SBDC
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole HR Manager, 01494 732015, lcole@chiltern.gov.uk , louise.cole@southbucks.gov.uk
WARD/S AFFECTED	N/A this relates to a pay statement

1. Purpose of Report

To seek Joint Staffing Committee approval to the statutory Pay Policy Statement for 2019/20.

RECOMMENDATIONS

1. That the Pay Policy Statement 2019/20 attached be recommended to the Council for adoption.

2. Reasons for Recommendations

The Localism Act 2011 requires each council to produce and publish annually a pay policy statement. The statement should be approved by 31 March each year, at a meeting of the full council, and then be published on each website.

3. Content of Report

3.1 Since 2015/16 Chiltern District Council and South Bucks District Council have had a joint pay policy. This policy statement is a technical document prescribed by the Localism Act and accompanying statutory guidance. The 2019/20 attached reflects the pay uplift which will be applied in April 2019 when the 2% pay uplift has been applied as agreed in local pay negotiations in 2018.

3.2 The 2019/20 Pay Policy Statement, which is attached at appendix 1, sets out:

- an introduction by way of context
- information about the remuneration of chief officers which includes a comparison with other officers
- information on the lowest paid employees.

3.3 Please note the figures in sections 3 and 4 of the policy statement are for 2018/19 and these will be updated after the pay award on 1st April 2019 has been processed when accurate calculations can be provided.

4. Consultation

Not Applicable

5. Corporate Implications

This is a statutory requirement under the Localism Act 2011.

6. Links to Council Policy Objectives

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

7. Next Step

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

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

PAY POLICY STATEMENT 2019/20

1. INTRODUCTION

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

2. REMUNERATION OF CHIEF OFFICERS

- 2.1 Chief officers’ pay was independently assessed in 2012 by the Local Government Association (LGA) which was commissioned to undertake an independent review of the job descriptions for the new Joint Management posts. When making a recommendation about remuneration, regard was given to the size of the new job role, the emphasis on the need to contribute corporately to meet the needs of the two Councils, the economic climate and the regional location of the two authorities.
- 2.2 Members of the Joint Appointments and Implementation Committee agreed the salary ranges recommended by the LGA and the proposal to assimilate the successful applicants onto a spot salary which accommodated the additional allowances previously paid. The salaries were set above the median to attract and retain suitably skilled chief officers as recommended by the LGA.
- All chief officers (Heads of Service, Directors and Chief Executive) have benefitted from a 1% pay award in 2017/18 and 2% in 2018/19. The pay award for 2019/20 has been agreed at 2%.
- 2.3 Following an independent review of the chief officers’ pay structure in November 2015 the LGA confirmed that the pay structure remains competitive in its ability to recruit and retain staff with the necessary management and strategic skills and experience.

2019/20	Starting Salary	2	3	4
Chief Executive	£132,664	£135,848	£139,031	£142,215
Director	£93,098	£96,346	£98,511	£101,759
Head of Service	£69,977	£74,351	£76,539	£82,002

- 2.4 The salaries remunerate officers for their full range of duties and hours of work. Chief officers do not receive any performance-related pay or bonuses. Joint posts are shared equally between the two Councils and business mileage is reimbursed at HMRC rates, currently 45p per mile. Some chief officers have private medical insurance but this benefit is being phased out. Chief officers also have paid membership of one, relevant professional body.
- 2.5 Appointments to these posts are on a spot salary and progression up the salary scale is based on performance against agreed objectives. An annual appraisal takes place for the Chief Executive with members which can be facilitated by an external independent advisor if required. The Directors are appraised by the Chief Executive and the Heads of Service by their corresponding Director.
- 2.6 The annual pay review for the Chief Executive and the two Directors is determined by the Joint Negotiation Committee for Chief Executives and Chief Officers, respectively. The annual pay review for Heads of Service is determined locally. The pay award for 2016/17 was 1%, for 2017/18 it was 1%. For 2018/19 and 2019/20 a 2 year pay award has been agreed at 2% each year effective from 1st April.
- 2.7 Appointments to the Chief Executive and officers allocated statutory responsibilities require full Council approval within each of the Councils. Appointments to the Directors require the approval of the Joint Staffing Committee.
- 2.8 The Chief Executive has been appointed as the councils' returning officer. In this role he receives additional remuneration, which varies from year to year. He employs the two directors as deputy returning officers and may employ other chief officers to support him in his work. Any fees for elections are paid separately. The amount of the fee is not fixed and is based on electorate/postal votes and the type of election. The Head of Paid Service has the authority to increase election fees in line with inflation and to keep them comparable with Parliamentary election fees.
- 2.9 All employees are automatically enrolled in the local government pension scheme when they join either Council, they may opt out if they wish. Chief officers' contributions are determined by their salary and the rules of the scheme. More comprehensive details of the Bucks Pension Scheme are available on their website. It is not the usual policy of either Council to enhance retirement benefits.
- 2.10 The Councils have a joint approach to organisational change which applies to all employees without differentiation. In cases of redundancy those employees with 2 or more years' continuous service are entitled to a redundancy payment which is calculated using the statutory redundancy calculator based on actual salary. The maximum number of years of service taken into account is 20 and the resulting maximum payment is 30 week's pay.
- 2.11 The Councils do not provide any additional payment to employees leaving the Councils' employment other than in respect of accrued leave which by agreement is untaken at the date of leaving.
- 2.12 In certain circumstances the Councils may agree for an employee's employment to come to end by way of a Settlement Agreement which may involve the payment of severance pay. In calculating any severance package the Councils will take into account any contractual

and statutory entitlements, the employee's previous performance, value for money and minimising any reputational damage to the Councils.

- 2.13 It is not normal practice for the Councils to re-employ or re-engage a chief officer following a severance or redundancy payment on either a new contract of employment or a contract of services.

Please note the data in sections 3 and 4 below are for 2018/19 and these will be updated after the pay award on 1st April 2019 has been processed when accurate calculations can be provided.

3. LOWEST-PAID EMPLOYEES (2018/19 figures)

- 3.1 Following agreement with staff and UNISON the Councils have implemented, a collective agreement which harmonises terms and conditions of employment, including a new harmonised Pay Spine for both Councils. The minimum salary on this pay spine is set at £17,059, significantly above the Statutory Living Wage rate of £7.83 per hour effective from 1 April 2018. Employees from both Councils have progressively moved onto the new pay spine following a review and the joining up of services across Chiltern and South Bucks District Councils and all staff are now on the new pay spine. The lowest paid employee at South Bucks District Council was paid at £17,059 (the full time equivalent). The lowest paid employee at Chiltern District Council was paid at spinal point 1C at £17,059 (the full time equivalent).
- 3.2.1 The Chief Executive's salary is 7.81 times the salary of the lowest-paid employee.

4 REMUNERATION OF CHIEF OFFICERS COMPARED WITH OTHER OFFICERS (2018/19 figures)

- 4.1 Employees who are not chief officers are paid on the harmonised pay spine. Pay on the harmonised pay spine is agreed by local agreement in accordance with the collective agreement agreed with staff and UNISON in July 2014 and the locally agreed pay mechanism.
- 4.2 The median salary for all officers at Chiltern District Council is £29,096. The Chief Executive's salary 4.58 times the median salary at Chiltern District Council.
- 4.3 The median salary for all officers at South Bucks District Council is £30,333. The Chief Executive's salary is 4.39 times the median salary at South Bucks District Council.
- 4.4 In terms of overall remuneration packages the Councils' have put in place harmonised terms and conditions across the two authorities to have a simple, flexible and equitable pay and reward structure where roles are evaluated using HAY job evaluation framework to ensure pay levels reflect differences in roles and responsibilities.

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