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CHILTERN
District Council



SOUTH BUCKS
District Council

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Stronger in partnership

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Joint Staffing Committee

Tuesday, 9 July 2019 at 6.30 pm

**CDC Council Chamber - King George V House, King George V Road,
Amersham, HP6 5AW**

A G E N D A

Item

1. Election of Co-Chairmen
2. Evacuation Procedure
3. Apologies for Absence
4. Minutes (*Pages 5 - 8*)

To approve the minutes of the Joint Staffing Committee held on 28 January 2019.

5. Declarations of Interest
6. Human Resources Update (*Pages 9 - 14*)

Appendix 1 (Pages 15 - 18)

7. Exclusion of the 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 it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.



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

8. Staffing

Reasons for restriction: Paragraph(s) 1, 2, 3, 4, 5

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

Date of next meeting – Thursday, 17 October 2019

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**SOUTH BUCKS DISTRICT COUNCIL
CHILTERN DISTRICT COUNCIL**

MINUTES of the Meeting of the
JOINT STAFFING COMMITTEE
held on **28 JANUARY 2019**

PRESENT: Councillor I Darby - Chairman

Councillors: C Jones
P Jones
D Phillips
M Smith
M Stannard
R Bagge
N Naylor
L Sullivan

APOLOGIES FOR ABSENCE were received from Councillor D Saunders. Councillor N Naylor apologised for lateness.

48. **MINUTES**

The minutes of the Joint Staffing Committee meeting held on 18 July 2019 were approved and signed by the Chairman as a correct record.

49. **DECLARATIONS OF INTEREST**

None.

50. **HR UPDATE**

Councillor N Naylor entered the meeting 18:36

The Committee received an update on key employment data and HR Projects, and noted the following key points:

- The number of leavers throughout 2017/ 2018 and 2018/2019 had been at a consistent level.
- Upon leaving, members of staff were asked their reason for leaving. Thus far, the decision by the Secretary of State to proceed with a single unitary authority model of governance for Buckinghamshire had not featured as a reason for staff leaving.

- Absence levels had decreased this year.
- The health and wellbeing programme was ongoing, occupational health providers had been invited to the Councils to provide a variety of workshops for staff.
- The HR Team were looking to develop their social media presence to support the recruitment process.
- The vacancy portal for all staff across the 5 Buckinghamshire Councils was now live. Staff can now view all job vacancies at the 5 Councils in one central place. These vacancies will be advertised internally for 7 days prior to the vacancies being publicised externally.
- There had been a response rate of 66% for the 2018 staff survey. 100% of staff responded that they were aware of the Councils' values and behaviours. A report would be brought to the next Committee meeting with a comparison of the results to the 2017 results.
- The second cohort of staff on the management development programme had now completed the programme. A certificate presentation ceremony was due to be held on Thursday 31 January 2019. Members of the Joint Staffing Committee were invited to attend the event if they wished.
- The Waste Team restructure as part of the customer experience programme was now complete. It was noted that staff on fixed term contracts would not be replaced, and there had been no redundancies. There had been some internal movement in the Facilities Team. Members were advised that Phase 1 of the programme was progressing well.
- In relation to unitary governance, the HR leads from each of the constituent Councils met weekly and were currently defining key work streams going forward. Work relating to what the Councils must do to continue to be safe and legal was the focus for the HR Manager at Chiltern and South Bucks District Councils. The HR leads were also coming up with proposals on the process to appoint to the post of Chief Executive for the new authority.

Members recognised that the sickness absence figures presented were positive, but were concerned that the way the figures were presented, if read literally were misleading. The layout would be reviewed by officers for the next update.

It was noted that the average time to hire column in the table at 2. 1. 2 indicated the average time between a post being advertised and an offer being made and accepted by a candidate.

Members suggested that a commentary be provided within the update report to further explain any data presented, as well as the successes and challenges that face the HR function at the Councils. In addition, that any chart axis include a comprehensive explanation for complete clarity.

The Committee were assured that future reports would contain exception reporting, as well as include information relating to specific departments where appropriate to explain the figures. By way of example, to include a brief explanation as to why a position had not been filled, in order to highlight hard to fill positions.

Members were pleased with the health and wellbeing programme, and initiatives around resilience through change.

A Member enquired as to whether the Councils were reducing the establishment figures due to the customer experience programme, and it was advised that there was no plan to reduce the overall number of staff beyond the approved business plan. However, it was noted that numbers of staff had reduced marginally as some staff on fixed term contracts had come to the end of their contract.

RESOLVED:

That the report be noted.

51. **PAY POLICY STATEMENT 2019/20**

The Committee considered a report on the pay policy statement for 2019/20. It was noted that the Councils had a statutory duty under the Localism Act 2011 to publish a statement yearly. The Pay Policy Statement 2019/20 was at Appendix 1.

It was noted that the data in sections 3 and 4 of the report would need to be updated after the pay award on 1 April 2019 had been processed.

Subject to the figures being included in the statement when they are known, the Joint Staffing Committee agreed to

RECOMMEND to Full COUNCIL

That the Pay Policy Statement 2019/2020 at Appendix 1 be adopted.

The meeting ended at 7.00 pm

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SUBJECT:	Human Resources Update
RELEVANT MEMBERS:	Isobel 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 Joint Staffing Committee on key employment data and HR projects.

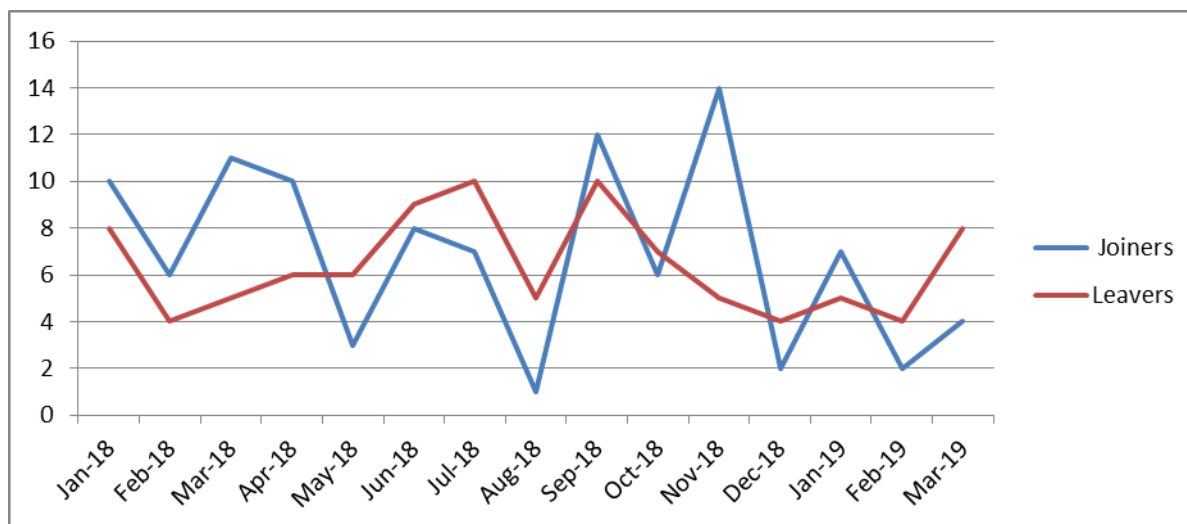
RECOMMENDATIONS

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

2. Content of Report

Below is a summary of data on joiners and leavers, recruitment, sickness absence and key projects. For a Workforce Overview please see Appendix 1.

2.1 Joiners and Leavers



2.1.1 The graph above shows the number of joiners and leavers each month. Up to March 2019 turnover was dispersed across the Councils, with no area giving particular cause for concern. The spike of joiners in November 2018 was attributable to the transfer in of Northgate staff to SBDC.

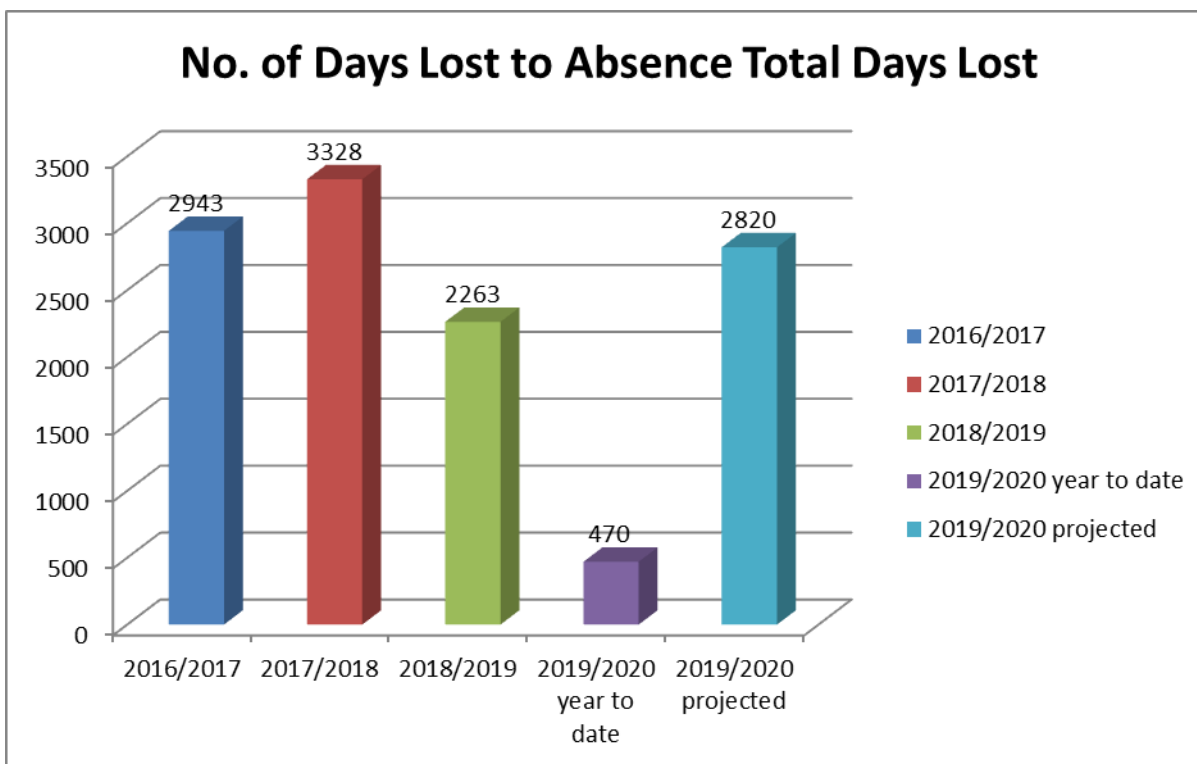
- 2.1.2 Since March the number of leavers has risen and we expect to see the impact of this in June onwards particularly in planning where 4 planning officers have resigned in May.
- 2.1.3 All leavers are invited to complete an exit questionnaire and can undertake an exit interview upon request. To date in 2019, the declared reasons for leaving include retirement, expiry of a fixed term contract, several geographical relocations and a change of career. Several of our leavers have also cited uncertainty around the unitary process as one of the reasons for leaving or the primary reason for leaving.
- 2.1.4 With respect to recruitment we have seen an increase in recruitment activity, especially internal moves. In addition, we are coordinating the recruitment of the MLG Programme Office roles. In April we conducted our first Face Time interview with an applicant in Sweden for an enforcement role.
- 2.1.5 A 'Vacancy Management Protocol' has been established between all the five Councils within Buckinghamshire. This is an agreement to seek to recruit to vacant posts internally first across all the Councils before an external recruitment process is followed. In the first 3 months of 2019 this proved a very successful process, 333 internal applicants have applied for roles advertised on the shared microsite; 33% of these have been interviewed and 10% have been offered. Every Council except WDC has received internal applicants from other councils. We have recruited an Executive PA, Enforcement Officer and an Environmental Health Technician through this process, and interviewed applicants for a Community Safety role.
- 2.1.6 The average time to hire (from advert to offer) is currently 26 days. While we have been able to fill some roles very quickly, there has been difficulty recruiting into three areas. Firstly, Building Control, where a role had to be advertised three times before attracting suitable applicants. Secondly, the Infrastructure Team, where the recruitment process had to be run three times as the first two offers we made were used to negotiate better terms upon which to remain with their current employers. We have since employed contractors to these roles whilst we undertake a reconfiguration of the team and job descriptions in order for us to pay at a competitive rate and go out to re-advert. This small re-structure will also help ensure we retain employees in that team who fulfil business critical roles.
- 2.1.7 Finally we have seen a recent increase in leavers in planning. For two roles we made offers to applicants from other councils who had applied through the internal process but both declined the offers as they were given incentives to remain in their existing councils. We are currently working with the Head of Planning to consider what further steps we can take to seek to fill these roles and what our contingency plans are.

2.2 Sickness Absence

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

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

Sickness Table 1



2.2.3 The above chart shows the total number of days lost year on year. The year 2019/2020 has been broken down into the current actual figures for April and May (purple bar) and the projected figures (turquoise bar) should the current levels of absence continue for the whole financial year.

Sickness Table 2

No. of Days Lost per employee	
Year	Days Lost
2016/2017	9.3
2017/2018	10.88
2018/2019	7.51
2019/2020 - year to date	1.56
2019/2020 - projected	9.35

- 2.2.4 The above table shows the same absence data as table 1 but this time the data shows an average of how many working days have been lost per employee (Full time equivalent figures are used).
- 2.2.5 Sickness absence figures in 2018/19 fell. Short term absence levels rose again in April of this year but it reduced in May. 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 and alongside this to promote Health and Well-Being initiatives.
- 2.2.6 Despite the rise in April it is worth noting however that 88% of employees had no sickness absence in April and May 2019.

2.3 HR Casework

- 2.3.1 During the first quarter of 2019 there have been 27 cases addressed under our Sickness Absence Policy, 1 managed under our Capability Process, 2 under the Disciplinary Policy and 1 under the Grievance and Resolution Policy. A number of these cases are ongoing.
- 2.3.2 During the second quarter to date there have been 25 cases addressed under our Sickness Absence Policy, 2 dismissals one of which was due to an unsuccessful probationary period and no new formal capability, disciplinary or grievance cases.
- 2.3.3 There are no trends to note with respect to casework.

2.4 Current Projects

- 2.4.1 Health and Well-Being: The Health and Wellbeing programme continues. We ran a week long campaign to promote Mental Health awareness in May to coincide with a national campaign. We continue to roll out workshops run by our OH provider.
- 2.4.2 Values and Behaviour Framework: Two of our UGR Champions represented the Councils at a workshop led by the unitary OD Workstream. They gave feedback on the draft outline of the OD strategy for the new council and were able to share the experience of having been through a culturally led transformation programme.

We continue to run workshops 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. Around 100 employees have attended the workshops so far and many new ideas have come out of these sessions.

- 2.4.3 Apprenticeships: We are currently in discussion with our colleagues in the other Councils to develop an Apprenticeship Programme for the new council which ensures we have an apprenticeship scheme which covers all service areas and all levels of apprenticeships.
- 2.4.4 Staff Survey: The 2018 Staff Survey closed on 7th January 2019. Since that date we have been keen to ensure we act promptly on the feedback and results. The Chief Executive had sent out several emails detailing the actions taken such as extending the times and days staff can access the Leisure Centre at preferential rates, ensuring team meetings and

1:1 meetings take place regularly, inviting the Richmond Fellowship to deliver workshops around 'Supportive Conversations'.

- 2.4.5 Development: The 3rd cohort of team leaders and supervisors are now undertaking the Managing Development Programme. In addition we have run a one-day refresher course on "Inclusive Leadership" for all managers who attended the original Management Development Programme.

We have re-launched the e-learning site, Learning Pool, which now contains updated materials and a vast library of "Mind Tool" resources.

After the successful workshops on "Promoting a Positive Attendance" the HR Advisers are about to launch a new workshop, "Manage to Motivate", aimed to help managers motivate and engage staff in times of change and uncertainty.

- 2.5.6 Unitary: All members of the HR Team are involved in the work of the unitary HR and OD Workstream. The scale of the transformation programme and the pressure of the timescales cannot be underestimated. Both the HR Manager and Senior Business Partner sit on the overarching HR and OD Workstream group. In addition the HR Manager is leading on the TUPE Project and the Senior Business Partner is leading on the Resourcing Project. The key projects which span the work required in the transition and beyond are as follows:-

- Organisational Development: Job design, structures, spans, layers of control, leadership requirements, learning and development, apprenticeships, outplacement support, staff engagement.
Current key priorities: Put in place outplacement support for Tier 1,2 and 3 directors and managers. To undertake some visionary work with Shadow Executive members, to design an induction for new staff from day 1, to understand the existing councils' approaches to engagement and health and well-being and design a single strategy, consolidate the Apprenticeship Levy Account.
- Resourcing: CEO Recruitment, Interim statutory roles, Resourcing Tier 2 & 3 posts.
Key priorities: To appoint a new CEO, to commence the recruitment process for Tier 2 posts and design and plan the resourcing process for Tiers 3. Undertake consultation with existing Tier 1, 2 and 3 postholders in the 5 councils.
- HR Systems & Data: HR Data Recording and Reporting arrangements, HR, payroll and finance systems.
Key Priorities: To provide data, information and reporting to support planning for the new council and the TUPE transfer, to develop interim HR/Payroll system(s) solutions to be in place from vesting day.
- Reward, Benefits, Policy: Develop T's and C's and reward mechanism for CEO, Tiers 2 and 3, develop T's and C's, benefits and policies for new staff employed from 1st April 2020, agree protocol for legacy t's and c's and policies.
- TUPE: Safe and legal transfer of staff, casual workers and agency workers to new council (14,500 people of which 12,500 are staffs including schools). Ensure all administrative work of a transferor and transferee are undertaken.
- Governance: HR Contracts e.g. OH contract, BCP's.

- TU Engagement: Inform, consult and negotiation processes on all of the above.

As the unitary work is developing at a pace the HR Manager will update verbally at the meeting on any further developments that arise since the writing of this report.

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.

<p>Background Papers:</p>	<p>Appendix 1</p>
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Appendix 1

Workforce Overview

Indicator		1st Oct - 31st Dec 2018	1st Jan - 31st March 2019
Headcount	Headcount	374	373
	Full Time Equivalent	326	328
	No of Permanent Employees	357	354
	No of Fixed Term Employees	7	7
	Claims Based (e.g. Canvassers)	5	4
	Casual Employees	5	8

Agency Workers	Agency Workers (No)	15	15
	Agency Workers (Cost)	£135,842	£343,076

Salary Costs	Salary Costs	£3,501,015	£3,470,018
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Turnover	% All Turnover	11.8	15.0
	% Voluntary Turnover	11.8	15.0

Starters and Leavers	No of Leavers (all)	11	17
	No of Voluntary Leavers	11	17
	No of New Starters	22	13

N.B. Agency worker costs are higher during the first quarter of 2019 due to end of year accruals.

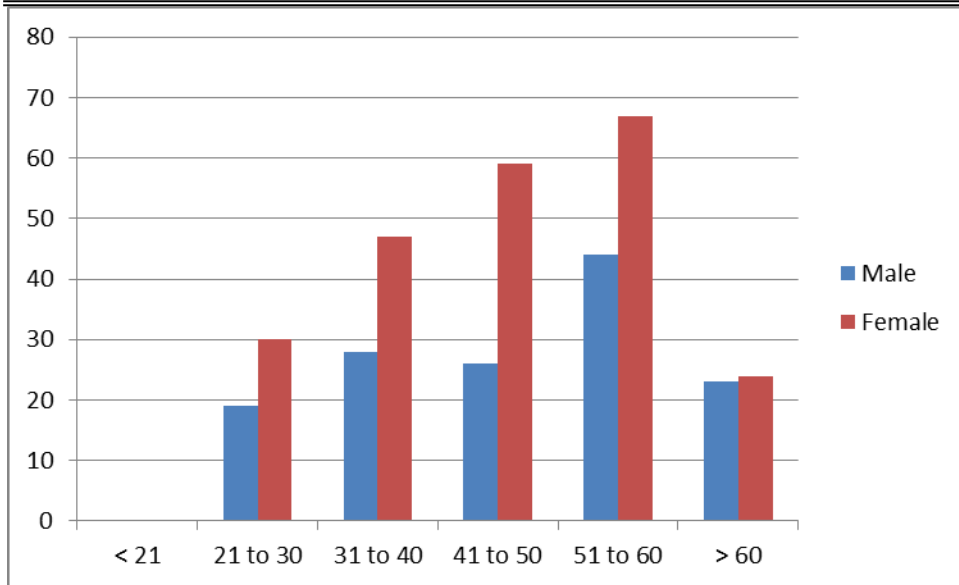
Workforce Demographics**Gender Split**

The gender composition of our workforce is 61.7% female; 38.3% male.

The gender composition of Senior Management (Chief Executive, Directors and Heads of Service) is 25% female; 75% male.

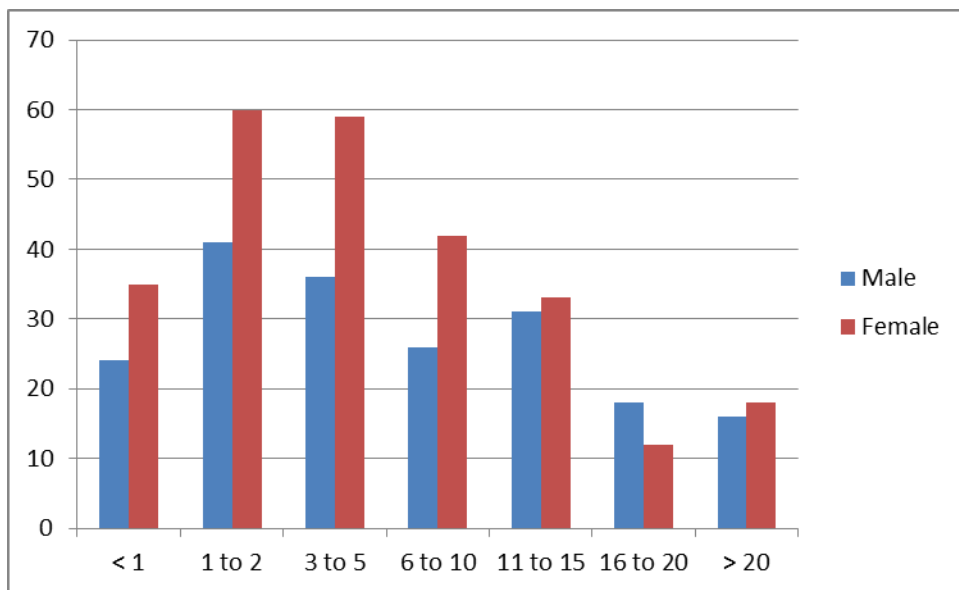
Age Analysis By Gender

The following graph shows the Councils' workforce in terms of age group, split by gender. Local Government typically has the oldest workforce of any sector in the economy. Our employees range in age from 21 to 71 years old, with 6.8% being aged under 25 years old and 26.6% being aged 55 years old or over. The mean average age is 46.3 years old.



Length of Service By Gender

This graph shows the length of service of the Councils' workforce, split by gender. The mean average length of service of our employees is 7.4 years.



Disability

Disability is a self-declared field within our database. Just 2.1% of the workforce declares themselves to have a disability that meets the definition in the Equality Act. In practice, we know that there is a higher rate of disability within our workforce than this statistic suggests and will be encouraging employees to make appropriate declarations. DWP data from 2018 suggests that 19% of adults of working age have a disability that meets the definition in the Equality Act.

We are an accredited 'Disability Confident' employer. This is a UK Government nationally recognised accreditation scheme to support businesses to attract, recruit and retain disabled employees, including people with long-term health conditions. Therefore we are

confident that this low rate results from under-recording rather than discriminatory employment practices.

Ethnic Origin

Ethnic origin is a self-declared field within our database. Many employees do not go in to the database to complete this field. We are now actively encouraging employees to provide this information and will report on this data at the next meeting.

Recruitment - Applicant Demographics

For roles advertised in the first quarter of 2019, ethnicities of the external applicants break down as follows:

Ethnic Background	Applied	Shortlisted	Interviewed	Offered	Accepted
Pakistani	1	0	0	0	0
White British	18	14	11	3	3
Any other Asian Background	3	2	1	0	0
White and Black Caribbean	1	1	1	1	1
Prefer Not To Say	1	1	1	0	0
Any Other Ethnic Group	1	1	1	0	0
	25	19	15	4	4

The gender of external applicants during Jan – March 2019 is as follows:

Gender	Applied	Shortlisted	Interviewed	Offered	Accepted
Male	5	5	4	0	0
Female	20	14	11	4	4
	25	19	15	4	4

The age of applicants during Jan - March 2019 is as follows:

Age	Applied	Shortlisted	Interviewed	Offered	Accepted
19 - 24	1	1	1	1	1
25 - 39	7	5	4	0	0
40 - 54	11	9	7	3	3
55 - 65	3	1	1	0	0
Not answered	3	3	2	0	0

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