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## Joint Staffing Committee

**Monday, 4 November 2019 at 6.30 pm**

**Large & Small Committee Rooms - Chiltern District Council, 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 - 4*)  
  
To approve the minutes of the Joint Staffing Committee held on 9 September 2019.
4. Declarations of Interest
5. HR Update (*Pages 5 - 10*)
6. Appointment of Interim Head of Planning and Economic Development (*Pages 11 - 14*)
7. Exclusion of the Public

The Chairman to move the following resolution:-

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

Paragraph 1 Information relating to any individual

### *Confidential Appendix*

**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 M Jones  
P Jones  
D Phillips  
M Smith  
M Stannard

**Date of next meeting – Monday, 20 January 2020**

#### **Audio/Visual Recording of Meetings**

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**JOINT STAFFING COMMITTEE**

**Meeting - 9 September 2019**

Present: N Naylor (Chairman), R Bagge, B Harding, P Kelly, L Sullivan, I Darby, C M Jones, P Jones and M Smith

Also Present: R Reed

Apologies for absence: D Saunders, D Phillips and M Stannard

**58. MINUTES**

The minutes of the Joint Staffing Committee held on 9 July 2019 were approved and signed by the Chairman as a correct record.

**59. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**60. EXCLUSION OF THE PUBLIC**

**RESOLVED** that under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

*Reasons for restriction: Paragraph(s): 1 and 3*

*Note: Councillor Darby entered the room at 6.04pm*

**61. APPOINTMENT OF INTERIM HEAD OF FINANCE**

The Committee received a report which asked Members to consider the appointment of an Interim Head of Finance, following the resignation of the existing Head of Finance. In order to ensure that adequate cover arrangements would be in place, the Joint Staffing Committee was asked to agree to make an offer of appointment to an agency worker as interim Head of Finance. The Committee's decision would be subject to the respective Cabinets not raising objections as required by the mandatory standing order regulations and the Councils' officer employment procedure rules.

The Committee noted that interviews for the interim Head of Finance had taken place and a preferred candidate had been selected. The candidate's experience was summarised in the confidential appendix to the report.

In response to a query, the Director of Resources and Head of Paid Service advised that it was very important to cover the Head of Finance key responsibilities during the final months of the Councils. The role would focus on the preparation and audit of the final accounts, maintaining business as usual and supporting the finance team. He and the current Head of Finance were confident there would be sufficient time for a handover period.

The Committee thanked Rodney Fincham, Head of Finance, for his excellent service to both councils over the years and wished him all the best for the future.

After due consideration, it was

**RESOLVED:**

- 1) That an offer of appointment for an interim Head of Finance post be agreed and that the respective Cabinets in accordance with the Local Authorities (Standing Order) Regulations 2001 be notified.
- 2) That subject to no objections from the Cabinets, the Acting Head of Paid Service and Director of Resources, in consultation with the HR Manager, be authorised to agree a start date and make the formal offer of appointment.

The meeting terminated at 6.23 pm

|                            |   |
|----------------------------|---|
| <b>SUBJECT:</b>            | Human Resources Update  |
| <b>REPORT OF:</b>          | Isobel Darby, Leader CDC, Nick Naylor, Leader SBDC  |
| <b>RESPONSIBLE OFFICER</b> | Jim Burness, Director of Resources and Acting Head of Paid Service  |
| <b>REPORT AUTHOR</b>       | Louise Cole, HR Manager, <a href="mailto:lcole@chiltern.gov.uk">lcole@chiltern.gov.uk</a> , <a href="mailto:louise.cole@southbucks.gov.uk">louise.cole@southbucks.gov.uk</a> , 01494 732015 |
| <b>WARD/S AFFECTED</b>     | All   |

### 1. Purpose of Report

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

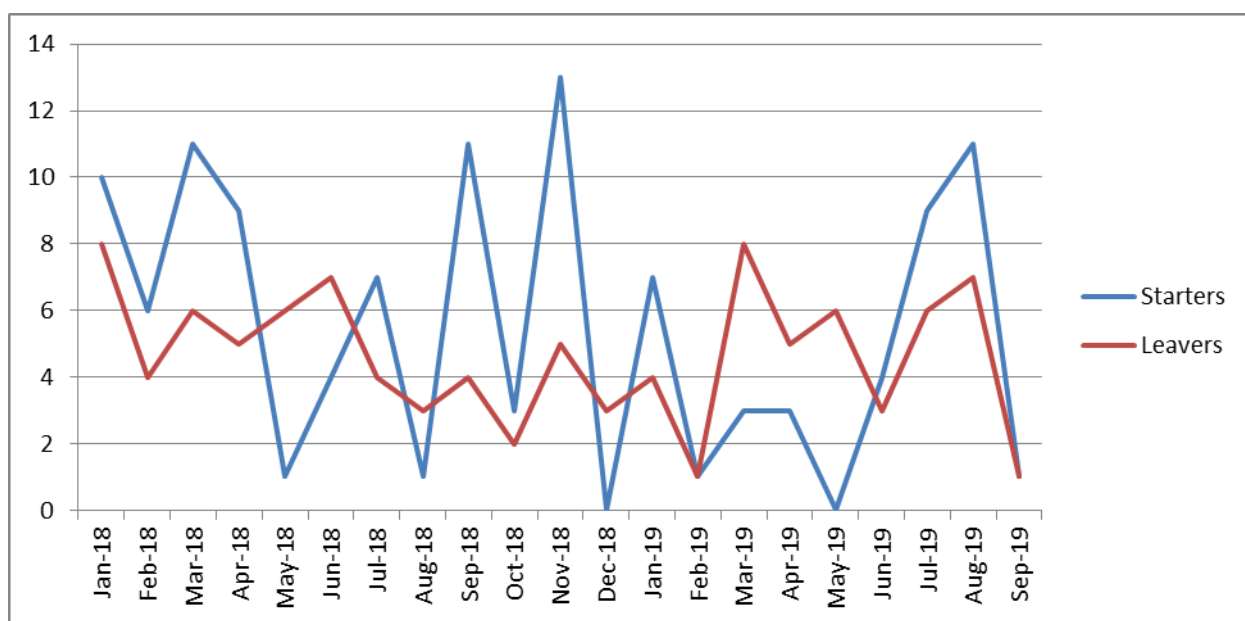
#### RECOMMENDATIONS

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

### 2. Content of Report

Below is a summary of data on joiners and leavers, recruitment, sickness absence and key projects.

#### 2.1 Joiners and Leavers



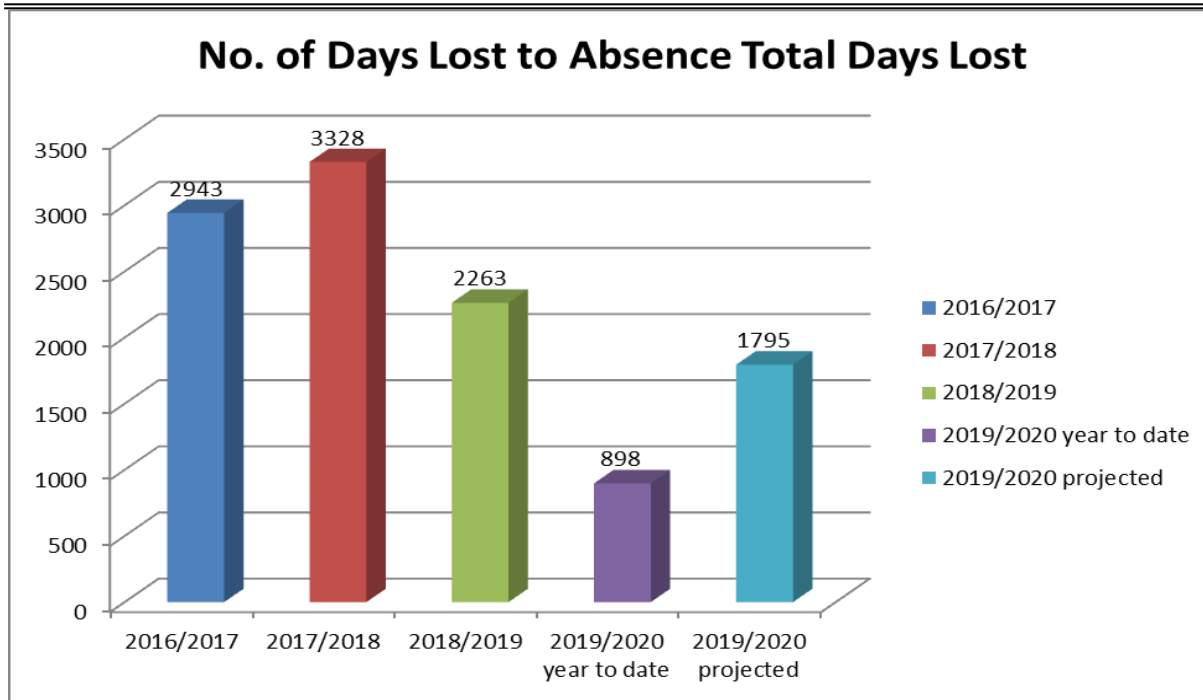
2.1.1 The graph above shows the number of joiners and leavers each month. Up to March 2019 turnover was dispersed across the councils, with no area giving particular cause for concern. The spike of joiners in November 2018 was attributable to the transfer in of Northgate staff to SBDC.

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- 2.1.2 Since March 2019 the number of leavers has risen slightly but continues to fluctuate. There was a spike of leavers in March and August but we can find no trend or theme to explain this.
- 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.
- 2.1.5 As we get closer to Vesting day the Vacancy Management Protocol has been tweaked so now roles will be advertised internally and externally at the same time but priority will still be given to internal applicants.
- 2.1.6 The average time to hire (from advert to offer) is currently 32 days. While we have been able to fill some roles very quickly, there continues to be difficulties in certain areas including Building Control, Infrastructure, Planning Policy and Development Management.

## **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 the first half ((April to September) 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<br>- year to date   | 2.99      |
| 2019/2020<br>- projected      | 5.98      |

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 and has continued to do so. 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.

**2.4 Current Projects**

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- 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 October to coincide with a national campaign. We continue to roll out workshops run by our OH provider. Our Health and Well Being champions have been involved in working with the champions from other councils to develop a strategy and programme for the new council.
- 2.4.2 Values and Behaviours: Staff have been asked to give feedback on their thoughts on the values for the new council. In addition our UGR champions attended a focus group to provide their input in to the culture unitary workstream.
- 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 Development: The 3<sup>rd</sup> cohort of team leaders and supervisors have now completed the Managing Development Programme and will be receiving there ILM Level 4 certificates in November.

After the successful workshops on “Promoting a Positive Attendance” the HR Advisers are holding a series of workshops for managers called “Manage to Motivate”, aimed to help managers motivate and engage staff in times of change and uncertainty. These have been very well received.

We continue to run workshops on the “customer focus” which encourages individuals and teams to think about what they can do to improve the customer experience in their areas. Over 100 employees have attended the workshops so far and many new ideas have come out of these sessions.

- 2.4.5 Pay Awards 2020/21. We are waiting for a claim from Unison for the 2020/21 pay award for all staff below Heads of Service level. A paper will go to the JSC on 20<sup>th</sup> January which will make recommendations for pay awards for all Chiltern and South Bucks employees. This will include Directors and Heads of Service.

Although this is a matter for sovereign councils to negotiate and agree in accordance with local pay mechanisms and although under TUPE the new council is required to honour the pay award agreed, any agreement must balance:-

- Affordability: We will be committing Buckinghamshire Council to expenditure in 2020/21;
- Consistency: As far as possible we would recommend consistency across staff across the 5 councils to manage the differences in pay and terms and conditions during transformation.



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2.4.6 Unitary: We are heavily 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. The key projects we are currently working on are as follows:-

TUPE: The TUPE consultation with recognised trade unions and staff commences on 2<sup>nd</sup> December and ends on 17<sup>th</sup> January. This will be followed in February by a letter to all staff confirming Buckinghamshire Council as the new employer from 1<sup>st</sup> April 2020. There are no significant 'measures' or changes for Chiltern and South Bucks staff apart from the pay date change detailed below. All terms and conditions of employment will be transferred across unchanged.

For district staff the TUPE consultation is combined with a consultation on a change to pay date from April which has been necessitated by a move to a single employer and a move to SAP as the single IT system for HR, finance and payroll across the 5 authorities. A change to pay date constitutes a contract variation as it is a change in the terms and conditions of employment. For Chiltern and South Bucks staff this means a move to a pay date from the 15<sup>th</sup> of the month to the last working day of the month. A range of support will be put in place for staff to manage this transition and this will include bridging loans, one to one meetings with HR and payroll to get help in managing the change, the offer of financial advice from the Citizens Advice Bureau and plenty of notice to make the changes.

Resourcing: The new Corporate Directors were recruited in October and will commence their roles immediately subject to notice arrangements for external appointees. The Tier 3 posts in the new council i.e. service directors, will be advertised at the end of October with a view to making decisions mid-December. In January individual meetings will take place with the existing Tier 2 and Tier 3 employees in the existing councils who have not secured a post in the new council and we will discuss their options post vesting day.

Appointments to Tier 4 posts and below will take place after 1<sup>st</sup> April as part of the on-going transformation programme.

Transformation Programme Post 1<sup>st</sup> April: The HR workstream has begun work to develop a transformation plan and agree principles. It has become clear that some services and teams will need to be re-structured first such as HR, Finance, PA support teams, Democratic Services.

Organisational Structure: We have undertaken some work to align individuals and teams to the new organisational structure. We have identified the anomalies. Anomalies include where an individual or teams duties are split across directorates or where individuals need to be assigned a temporary line manager. The new Corporate Directors will be agreeing the structure by the end of October. This will ensure that prior to the 1<sup>st</sup> April every employee will know where they sit in the new councils' structure and who their line manager is.

HR, payroll and finance systems: The move to SAP will take place from 1<sup>st</sup> April. All terms and conditions and workflows have now been built in to SAP. Testing is taking place in

November and December and then training will take place from January through to March for all staff and managers to learn how to use the employee and the manager self-service facility.

Organisational Development: Work is being undertaken to develop a new OD strategy for BC. We are currently developing a management development programme, early careers and apprenticeship scheme, staff engagement strategy and a new staff induction plan and also a learning and development plan which includes ensuring all staff undertake mandatory training for day 1.

Reward, Benefits, Policy: We are currently consulting with the unions and staff reps on the new terms and conditions for new employees of the council. Details of these will be made known to staff at the end of the year although it will not affect them directly as they will remain on their current t's and c's.

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.

|                   |  |
|-------------------|--|
| <b>Background</b> |  |
| <b>Papers:</b>    |  |

|                            |  |
|----------------------------|--|
| <b>SUBJECT:</b>            | <i>Appointment of Interim Head of Planning and Economic Development</i>  |
| <b>REPORT OF:</b>          | <i>Acting Chief Executive, Steve Bambrick</i>  |
| <b>RESPONSIBLE OFFICER</b> | <i>Louise Cole, HR Manager</i>   |
| <b>REPORT AUTHOR</b>       | <i>Louise Cole, HR Manager, <a href="mailto:louise.cole@chilternandsouthbucks.gov.uk">louise.cole@chilternandsouthbucks.gov.uk</a>, 01494 732015</i> |
| <b>WARD/S AFFECTED</b>     | <i>Not ward specific</i>   |

## 1. Purpose of Report

- 1.1 The Head of Planning and Economic Development has resigned to take up a position at another local authority, and will leave the Councils on 24<sup>th</sup> November 2019. To ensure adequate cover arrangements are in place the Joint Staffing Committee is asked to agree to make an offer of appointment to an agency worker as interim Head of Planning and Economic Development. This follows a candidate assessment process undertaken by the Acting Chief Executive and the current Head of Planning and Economic Development and a period of working with the Councils in a 'deputy' Head of Service role. The JSC decision is subject to the respective Cabinets not raising objections as required by the mandatory standing order regulations and the Councils' officer employment procedure rules.

### For Decision

- 1) **To agree an offer of appointment for an interim Head of Planning and Economic Development post and notify the respective Cabinets in accordance with the Local Authorities (Standing Order) Regulations 2001.**
- 2) **Subject to no objections from the Cabinets to authorise the Acting Chief Executive, in consultation with the HR Manager, to agree a start date and make the formal offer of appointment.**

## 2. Reasons for Recommendations

- 2.1 To ensure required senior resources are in place to cover the work of the Head of Planning and Economic Development post, including overseeing the submission and examination of the Chiltern and South Bucks Local Plan.

## 3. Content of Report

- 3.1 The procedure for making appointments to the shared senior management team and Heads of Service has been delegated to the Joint Staffing Committee. The interim Head of Planning and Economic Development role will undertake the key responsibilities of the Head of Service which includes:

- Senior leadership to the planning and Building Control teams to ensure staff continue to perform well in running an efficient service for the councils, and remain motivated during this transition period.
  - Ensuring the work on the Joint Local Plan for the two Councils is prioritised and delivered according to the agreed timetable upto vesting day.
  - Ensuring that the Councils continue to deliver an excellent Development Management service during the transition period, providing necessary support and guidance to all teams within the service.
  - To provide any necessary information or support required by the unitary implementation process to ensure a smooth transition to the new Buckinghamshire Council.
- 3.2 This appointment will be focused on leading the service and delivering the Planning and Economic Development function for CDC / SBDC. Whereas the current Head of Planning and Economic Development is significantly involved in unitary preparation work, it is intended that the unitary work will largely be reallocated to staff from the other authorities.
- 3.3 It is important that in this time of transition the senior leadership of the service remains strong and resilient in order to continue to deliver business as usual and provide stability to the service and management team.
- 3.4 It is envisaged that the appointment will be to 31 July 2020, in order to provide sufficient continuity and expertise to the new Buckinghamshire Council beyond vesting day. Any extension beyond that will be for the Corporate Director of the new Council to determine.
- 3.5 Although this is an interim appointment it is still subject to the mandatory standing order regulations and officer employment procedure rules.
- 3.6 The preferred candidate has been selected following an interview process conducted by the Acting Chief Executive and the current Head of Planning and Economic Development. The candidate has been working with the Council in a 'Deputy Head of Service' capacity since 1<sup>st</sup> October following a decision by Management Team. The candidate experience is summarised in the confidential **appendix** and they also come with very good references.
- 3.7 In accordance with the Local Authorities (Standing Orders) Regulations 2001 the respective Cabinets are notified of the proposed temporary appointee and each member has the opportunity to object. The Cabinets are notified of:
- the name of the person to whom an offer is proposed;
  - any other particulars relevant to the appointment which have been notified to the Acting Chief Executive; i.e. how long the appointment is for etc.
  - the period within which any objection can be made;
  - objections should be raised with the respective Leaders.
- 3.8 Any objections are made through the respective Leaders.

- 3.9 If no objection has been made or if an objection is not material or well-founded, the Acting Chief Executive, in consultation with the HR Manager, make the offer of appointment and agree a start date.

#### **4. Consultation**

- 4.1 Not applicable

#### **5. Options**

- 5.1 It is for the Committee to decide how to proceed with the offer of this post in line with the recommendations of this report.

#### **6. Corporate Implications**

- 6.1 Financial - The salary for this post and associated costs are included in the Councils' agreed establishment list and budget.
- 6.2 Legal – The requirement of the Local Authorities (Standing Orders) Regulations 2001 are referred to in section 3 above.

#### **7. Links to Council Policy Objectives**

- 7.1 The temporary appointment is in line with the Councils' Corporate Plan.

#### **8. Next Steps**

- 8.1 A formal offer of appointment will be made.

|                           |  |
|---------------------------|--|
| <b>Background Papers:</b> | None except those referred to in this report |
|---------------------------|--|

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