

West Suffolk Joint Staff Consultative Panel

Title:	Agenda								
Date:	Monday 30 January 2017								
Time:	3.00 pm								
Venue:	Council Chamber District Offices Mildenhall								
Full Members:	<p style="text-align: center;">Chairman Mark Johnson Vice Chairman Ruth Bowman</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; vertical-align: top;"><u>St Edmundsbury Borough Council</u> (3) (Employers' Side)</td> <td style="text-align: center; vertical-align: top;"><u>Forest Heath District Council</u> (3) (Employers' Side)</td> <td style="text-align: center; vertical-align: top;"><u>Staff Representatives</u> (6) (Employees' Side)</td> </tr> <tr> <td style="vertical-align: top;">Bob Cockle Clive Springett Patricia Warby</td> <td style="vertical-align: top;">Rona Burt Stephen Edwards</td> <td style="vertical-align: top;">Lizzi Cocker Claire McKenna Jane Orton Julie Roberts Vacancy</td> </tr> </table>			<u>St Edmundsbury Borough Council</u> (3) (Employers' Side)	<u>Forest Heath District Council</u> (3) (Employers' Side)	<u>Staff Representatives</u> (6) (Employees' Side)	Bob Cockle Clive Springett Patricia Warby	Rona Burt Stephen Edwards	Lizzi Cocker Claire McKenna Jane Orton Julie Roberts Vacancy
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Bob Cockle Clive Springett Patricia Warby	Rona Burt Stephen Edwards	Lizzi Cocker Claire McKenna Jane Orton Julie Roberts Vacancy							
Substitutes:	Carol Bull Beccy Hopfensperger	Brian Harvey Carol Lynch	Dawn Goss Vacancy						
The membership of this Panel needs not to be politically balanced.									
This meeting will be preceded at 2.30pm by the usual pre-briefings for the Employers' Side (Council Chamber) and the Employees' Side (Room 4)									
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.								
Quorum:	Three Members; comprising a minimum of one SEBC Councillor, one FHDC Councillor and one Staff Representative								
Committee administrator:	Helen Hardinge Democratic Services Advisor Tel: 01638 719363 Email: helen.hardinge@westsuffolk.gov.uk								

Agenda

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Procedural Matters

WHILST THESE AGENDA PAPERS ARE NOT COVERED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985, IN RESPECT OF THOSE ITEMS WHICH ARE LISTED AS CONTAINING EXEMPT/CONFIDENTIAL, MEMBERS OF THE PANEL ARE REQUESTED TO TREAT THEM AS SUCH

Part 1

- 1. Apologies for Absence**
- 2. Substitutes**
- 3. Minutes** **1 - 4**
To confirm the minutes of the meeting held on 25 July 2016 (copy attached).
- 4. West Suffolk Programme/Projects - Presentation**
The Panel will receive a presentation
- 5. Leadership Team Restructure** **5 - 12**
Report No: **JSP/JT/17/001**
- 6. Shared Legal Service - Update**
Verbal item
- 7. Human Resources Policies - Progress**
Verbal item
- 8. Workforce Data** **13 - 14**
Report No: **JSP/JT/17/002**

West Suffolk Joint Staff Consultative Panel



Minutes of a meeting of the **West Suffolk Joint Staff Consultative** held on **Monday 25 July 2016** at **3.00 pm** in **GFR13, West Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present:

<i>St Edmundsbury Borough Council (Employers' Side)</i>	<i>Forest Heath District Council (Employers' Side)</i>	<i>Staff Representatives (Employees' Side)</i>
Cllr Carol Bull	Cllr Ruth Bowman	Lizzi Cocker
Cllr Bob Cockle	Cllr Rona Burt	Mark Johnson
Cllr Patricia Warby	Cllr Stephen Edwards	Jane Orton

By Invitation: Cllr Ian Houlder

27. Election of Chairman for 2016/2017

With the vote being unanimous, it was

RESOLVED:

That Mark Johnson be elected Chairman for 2016/2017.

28. Election of Vice Chairman for 2016/2017

With the vote being unanimous, it was

RESOLVED:

That Councillor Ruth Bowman be elected Vice-Chairman for 2016/2017.

29. Apologies for Absence

Apologies for absence were received from Councillor Clive Springett (St Edmundsbury Borough Council – Employers' Side) together with Claire McKenna and Julie Roberts (Staff Representatives – Employees' Side).

30. Substitutes

Councillor Carol Bull attended the meeting as substitute for Councillor Clive Springett (St Edmundsbury Borough Council – Employers' Side).

31. Minutes

The minutes of the meeting held on 18 January 2016 were received and noted.

32. **Human Resources Policies (Report No: JSP/JT/16/003)**

The Service Manager (Human Resources and Organisational Development) advised the Panel that Officers had been working on new policies and strategies for West Suffolk in accordance with current employment legislation. Policies and procedures were also written with ACAS best practice in mind.

Members were advised that the Workplace Wellbeing Strategy was the overarching strategy which encompassed the West Suffolk Authorities' commitment to the health and wellbeing of staff through a range of initiatives. The Mental Health at Work, Mentoring and Mediation policies underpinned the commitment and strengthened the approach to the wellbeing of staff and were stand-alone documents specific to their content.

Leadership Team and Unison had involvement in the development of the documents and Mark Johnson spoke in support on behalf of the union.

The Joint Staff Consultative Panel were being asked to approve the final versions of the documents and recommend approval onto both Authorities' Cabinet meetings in September 2016. Where minor statutory changes were made subsequently, in consultation with Unison, policies would be amended.

Following discussion on each of the attached documents the Officer explained that the Workplace Wellbeing Strategy linked to the Workplace Wellbeing Charter and had been deliberately given the same lifespan of three years (2016-2019), although it was hoped that this could be achieved in eighteen months.

Councillor Ruth Bowman applauded this linkage and asked if the Strategy could be amended to include a paragraph to outline its relationship with the Charter.

Councillor Bob Cockle moved that the documents be recommended to Cabinets for approval, inclusive of Councillor Bowman's additional paragraph, and this was duly seconded by Jane Orton.

With the vote being unanimous, it was

RESOLVED:

That subject to the addition of a paragraph to the Workplace Wellbeing Strategy to explain the role of the Workplace Wellbeing Charter, the following West Suffolk Human Resources Policies, as contained in Appendices 1 to 4 respectively to Report No: JSP/JT/16/003, be approved:

- Workplace Wellbeing Strategy 2016-2019;
- Mental Health at Work Policy 2016;
- Mentoring Policy 2016; and
- Mediation Policy 2016.

33. **Workforce Data (Report No: JSP/JT/16/004)**

The Service Manager (Human Resources and Organisational Development) presented this report which set out the West Suffolk workforce data for the period up to 30 June 2016. The report also provided a comparison between the data as it stood now and with that reported to previous meetings of the Panel during 2015/2016.

The figures demonstrated a fairly static picture overall, with turnover having largely plateaued at a healthy level. The West Suffolk average sickness level of 6.81 days continued to be pleasingly far below the national average of 8.70 days.

The Panel were advised that a piece of work was planned to consider options to ensure the current West Suffolk payline and PDR process continued to be fit for purpose. Furthermore, Officers were working closely with neighbouring authorities on recruitment solutions such as the joint Suffolk-wide planning technician apprentice posts that had recently gone out to advert.

It was moved by Councillor Bob Cockle, duly seconded by Mark Johnson and with the vote being unanimous, it was

RESOLVED:

That the contents of the workforce data, attached as Appendix 1 to Report No JST/JT/16/004, be noted and supported.

The meeting concluded at 3.52 pm

Signed by:

Chairman

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West Suffolk Joint Staff Consultative Panel

Forest Heath & St Edmundsbury councils

West Suffolk
working together

Title of Report:	Leadership Team Restructure	
Report No:	JSP/JT/17/001	
Report to and date/s:	West Suffolk Joint Staff Consultative Panel	30 January 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904389982 Email: stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance Tel: 07597961069 Email: ian.houlder@stedsbc.gov.uk
Lead officer:	Karen Points Head of HR, Legal & Democratic Services Tel: 01284 757015 Email: karen.points@westsuffolk.gov.uk	
Purpose of report:	To provide an update on the Leadership Team Restructure.	
Recommendation	It is recommended that, the West Suffolk Joint Staff Consultative Panel note the update.	
Key Decision:	<i>Is this a Key Decision and, if so, under which definition?</i> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	• N/A	
Alternative option(s):	• N/A	
Implications:		
<i>Are there any financial implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Risk/opportunity assessment:	N/A
Ward(s) affected:	None directly
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	N/A
Documents attached:	Appendix 1 – Structure Charts

Message from the Chief Executive

One of our most valuable strengths here in West Suffolk is our ability to be flexible, adapting to suit our current and future challenges by always making sure we have the right people in the right places at the right times with the right skills. From our staff briefings over the past four years you will have heard me talking about our Medium Term Financial Strategy (MTFS), how important projects are to us, especially when shaping our own financial future, and – even more importantly – delivering those projects. This briefing will give you some background to the changes I am proposing which will create the leadership capacity we now need to ensure that essential delivery of projects is achieved. I have had meetings with the people directly involved in these changes, and with Unison, so now I am looking to share my thinking with all members of staff.

We’re already on the case when it comes to creating our own viable financial future which enables us to do more than simply keep the lights on because we continue to change and adapt our traditional ways of working. We are running more major revenue and growth-generating projects, all of which need specific skills at various times to keep them on track

I currently have the opportunity to look at the West Suffolk leadership structure and adapt it to fit our future need as the Head of Planning and Growth will be leaving us early next year. I am proposing to take this opportunity to split this area of work into two posts – one would be focused on growth, including the planning and delivery of a number of projects. The other post would concentrate on continuing to develop and evolve development management and our important regulatory services.

Collectively we all have a responsibility to look to the future, be creative in our thinking and contribute to the ongoing transformation of services. The new growth post will need to be visionary, looking at the ‘what if?’ and the ‘how can we?’ opportunities for delivering growth. Even more importantly the person in that post will need to ensure they have the capacity within their teams to ensure that projects deliver the promised growth. Projects such as the Eastern Relief Road (which will deliver around 15,000 new jobs) is already moving from a line on a map to spades in the ground; the masterplans for each of our five towns are at various stages of development and implementation; there are thousands of new homes and associated infrastructure being planned or built across West Suffolk (including those in our own housing company’s pipeline); the complex Mildenhall Hub and regeneration of Western Way will transform public services; there are massive opportunities and challenges around the RAF Mildenhall site; the Haverhill research and business parks offer tremendous employment prospects . . . these aren’t just neat project plans stored

on a hard drive they need to be real, living – and lived in – things with the investment to deliver the potential returns. The link is that all these projects – and there are many more – need the right leadership and capacity for them to be delivered.

The Assistant Director post responsible for development management and regulatory services will be focused not just on professional delivery of our statutory requirements (planning permissions, environmental health, licensing, local plans and so on) but on really getting in there and engaging with our families and communities, working alongside ward members in their localities on the day-to-day matters which have such a huge impact on local people.

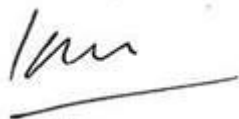
Quick word of explanation . . . I'm also proposing to change the job titles from 'heads of service' to 'assistant directors'. It's an issue about understanding who does what. Colleagues in other parts of the county can't seem to get to grips with our leadership team being called heads of service (in their worlds, these tend to be the next layer of management). So, to help their managers talk to our managers at the same level they will all become an Assistant Director of their service. It doesn't affect the role, the numbers of managers in that tier, where they sit in the structure, or what they do – just helps others understand who they are and the diverse range of responsibilities that they have.

There are also changes at service manager level, with some additional posts aimed at extending the leadership capacity to deliver. I will be consulting about my proposal to split economic development and growth into its two different elements, each with a service manager. Economic development would focus on working with our Local Enterprise Partnerships, tourism, local businesses and so on. The growth service manager post would be about delivery – infrastructure, masterplans and key growth projects. Similarly, as our focus on housing is changing so is the structure. In the new structure the current Head of Housing role would focus completely on making sure our new housing company, Barley Homes, delivers through the planning process. Some of the regulatory elements around housing would move back, with other statutory services such as environmental health, into the development management and regulatory remit. The direct, face-to-face contact with people in housing need, including those who are homeless or claiming housing benefit, would move to the Assistant Director of Families and Communities, working alongside the other public-facing customer services. I'm also proposing a service manager post focused on the strategic use of property. It is important that we don't just deal with our current property portfolio, we need to be looking ahead at future potential growth opportunities and taking strategic property decisions. Responsibility for the way we operate and maintain our current properties would remain in Operations.

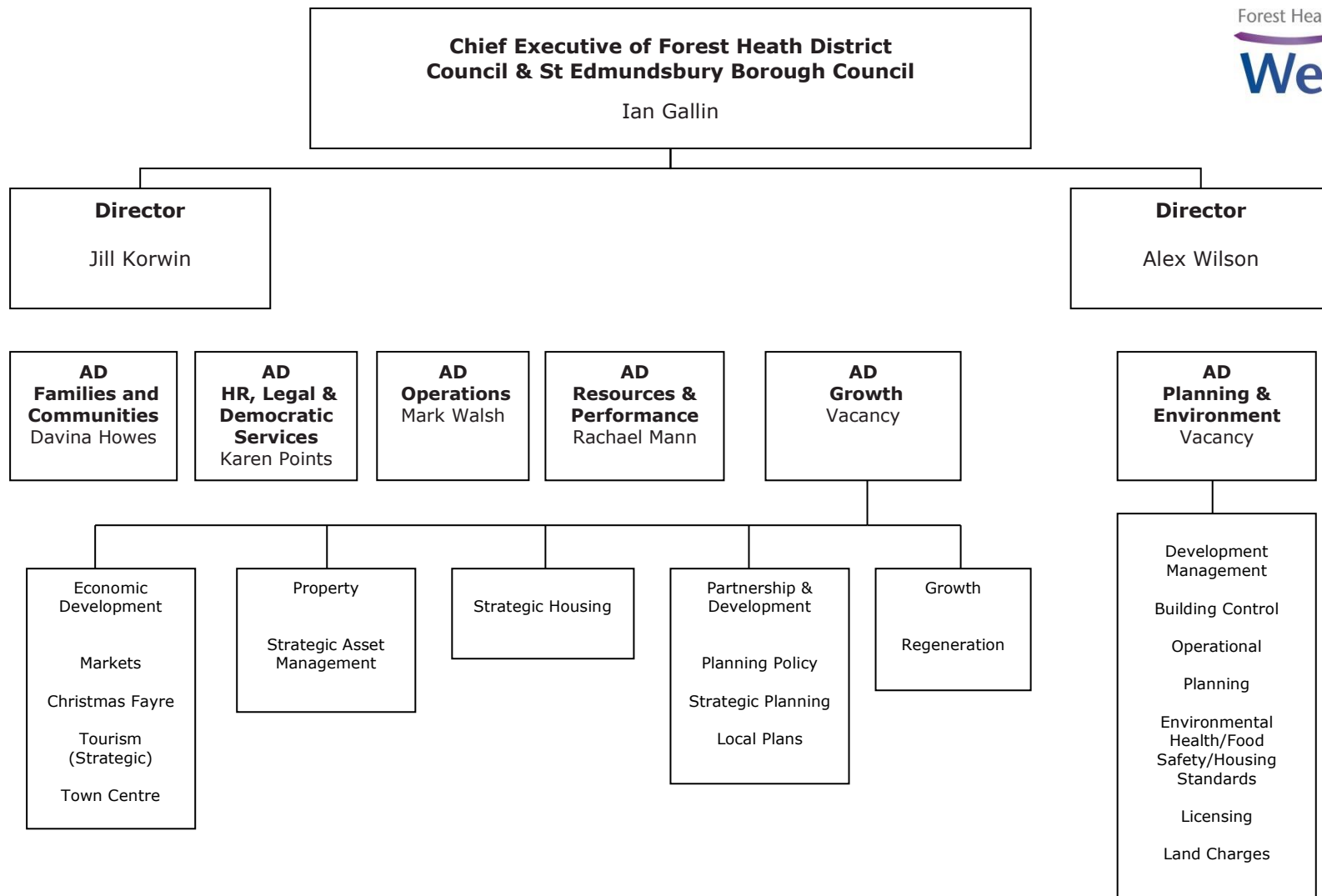
All of us know that traditional ways of working no longer cut it when it comes to delivering council services. These proposed changes are part of West Suffolk's continuing development and I've no doubt there will be changes again in the future. We have been living and breathing this for several years and frankly I think we are exemplary in the way we face challenges, get on with changes needed and – most importantly – support each other. There are also real opportunities for staff if you want to extend your skills, get involved in projects, perhaps step outside of your usual comfort zone.

There are draft structure charts on the intranet (and **attached**) showing what the changes could be (depending on the consultation – I am always open to good ideas about how things could be done better). I am happy to host some drop-in sessions

(let me know if you would find that helpful) or you can simply send me your questions and either Karen Points, Head of Human Resources, Legal and Democratic Services, or I will respond if you have unanswered questions. I will let you know more as we progress. As always, I am looking to work at a pace when introducing changes but equally I will give everyone the opportunity of some time to talk through these proposals.

A handwritten signature in black ink, appearing to read 'Ian', with a horizontal line underneath it.

Ian Gallin, Chief Executive



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Chief Executive



Mildenhall
Hub
Property

Newmarket
Leisure
Strategy
USAF

Economic Development

Markets
Christmas Fayre

Tourism (Strategic)

Town Centre

Property

Strategic Asset Management/Property

Strategic Housing

Partnership & Development

Planning Policy/Strategic Planning/Local Plans

Growth Areas & Regeneration

Building Control

Conservation/Urban Development Control

Enforcement

Environmental Health/Housing Standards/Food Safety

Licensing

Land Charges

Operational

Planning

Rural Development

Communications

 Corporate Strategy/Planning & Coordination

 Crime & Community Safety

Customer Services, Housing Options/Homelessness

 Equalities/Diversity

 Families & Communities

 Future of Public Services & Service Integration

 Health

Cabinet Management & Support

 Civic Office

 Democratic Services

 Elections

 Health & Safety

 Human Resources

 Learning & Development

 Legal

 Members Support (Ward Members)

 PA's

 Payroll

 Scrutiny Management & Support

Car Parking

 CCTV

 Cemeteries

 Fleet Management

 Grounds Maintenance

 Heritage & Culture

 Land Drainage

 Markets (Delivery)

 Operations

 Parks & Open Spaces (inc trees)

Property & Estate Management

FM Client

 Public Conveniences

 Refuse/Recycling

 Street Scene

 Tourism (Operations)

Audit

 Business Development/Commercial

 Financial Services

 ICT

 Performance Management

 Procurement

 Risk Management

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West Suffolk Joint Staff Consultative Panel

Forest Heath & St Edmundsbury councils

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Title of Report:	Workforce Data	
Report No:	JSP/JT/17/002	
Report to and date/s:	West Suffolk Joint Staff Consultative Panel	30 January 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904389982 Email: stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder Portfolio Holder for Resources and Performance Tel: 07597961069 Email: ian.houlder@stedsbc.gov.uk
Lead officer:	Wendy Canham Service Manager (Human Resources and Organisational Development) Tel: 01284 757006 Email: wendy.canham@westsuffolk.gov.uk	
Purpose of report:	To provide an update on the comparison of the Workforce Data since last reported to the Panel in July 2016.	
Recommendation	It is recommended that, the West Suffolk Joint Staff Consultative Panel note and support the contents of the Workforce Data.	
Key Decision:	<i>Is this a Key Decision and, if so, under which definition?</i> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	• N/A	
Alternative option(s):	• N/A	
Implications:		
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

Are there any legal and/or policy implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Are there any equality implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Risk/opportunity assessment:	N/A
Ward(s) affected:	None directly
Background papers: (all background papers are to be published on the website and a link included)	N/A
Documents attached:	Appendix 1 - Workforce Data (not attached – document is to follow)
