



East
Northamptonshire
Council

Personnel Sub-Committee 29 September 2014

Organisational Development Team Structure

Purpose of report

This report recommends replacement of the HR Adviser and creation of a new HR Apprentice post.

Appendix A – existing HR team structure

Appendix B – proposed HR team structure

1.0 Background

1.1 The HR team is small (2.6 WTE – see appendix A) with a broad remit including:

- Employee relations
- Contractual changes due to changes in legislation and restructures
- Recruitment and selection
- Payroll (with elements outsourced to Corby)
- Learning and Development (including some courses written and delivered by the team)
- Workforce statistics
- Job evaluation
- HR projects (e.g. review of pay and benefits including removal of Council Car Scheme)
- HR policies and procedures (review and maintenance)*

*There has been a significant amount of changes to employment legislation including: Children and Families Act 2014, Pensions Act 2014, Parental Leave Directive 2010/18/EU, TUPE Regulations 2013, Settlement Agreements Code of Practice 2014, Protection of Freedoms Act 2012, Income Tax (Pay as you earn)(Amendment) Regulations 2013, Equality Act 2012...

1.2 In August 2011 the staffing levels were reduced from 3 WTE because of the introduction of a more efficient recruitment administration process.

1.3 The resignation of the current HR Adviser (in part because of workloads) has instigated a review of current resource levels.

1.4 Since 2011 there has been a slow but steady increase in the workload. The team has done its best to accommodate the increases, including re-designing and modernising processes where possible, but it has put them under significant strain. The service has achieved high satisfaction levels (80% of staff are satisfied or very satisfied with the service), however the current volume and quality is unsustainable with current resources.

1.5 It is always difficult to quantify the workload of a complex service, however analysis has shown an increase in workload in the following areas:

- Staff numbers: HR now process the recruitment and payment of all casual

elections and canvassing staff (currently totalling 329, almost twice the number of ENC staff). This work was previously done in a different way by the elections team, but new HMRC tax regulations made this change a legal requirement.

- Casework has increased by almost 300% (see below)
- Contractual changes have more than doubled (see below)
- Bespoke nature of the recruitment process (see below)

2.0 Recruitment and selection

2.1 The recruitment process has changed a lot in the past few years. Most jobs now require a bespoke approach. Some roles still go in printed media, but the internet is more universally used and we are beginning to use social media. We have recruited an average of 20 new staff a year over the last three years, and it is likely to be as high if not higher this year. For managers and heads of service we have developed a selection day approach which includes online testing, interviews, presentations and tests. This bespoke approach is far more effective in ensuring that positions are filled with the best candidates, but it is also more resource intensive.

3.0 HR casework and contractual changes

3.1 There have been increasing numbers of changes to structures and roles. To ensure these changes happen legally and effectively they have all required HR support. In the last 3 years (September 11 to September 14) there have been **28 pink papers**. HR have also taken an active part in supporting managers with absence management. This has helped us to have some of the lowest absence levels in the country, but has required significant support. This level of change is likely to continue and possibly increase.

4.0 Recommended changes to HR team structure

4.1 The current level of service cannot be maintained. The most cost effective solution is to appoint an apprentice to provide administrative support. By delegating the most simple tasks to an apprentice (inputting sickness and PDRs into the HR system for example) everyone can delegate a little more which frees up time throughout the team. The fixed term nature of an apprenticeship (they are no longer than 2 years) also builds in an automatic review timeframe.

4.2 The recommendation is therefore to replace the current HR Advisor (who has recently resigned) and also create a new HR Apprentice post. Please see the proposed HR team structure in Appendix B.

5.0 Financial implications

5.1 The HR Adviser position is already included within budget.

5.2 The cost of appointing an apprentice is between £7,177 and £12,173 per year (depending on their age). The apprenticeship is a fixed term contract for 2 years, after which the need for this additional resource will be reviewed. The apprentice post will be funded from savings from the revenue budget provision of £21,250 for maintenance of lease cars which will no longer be required as these leases are coming to an end as a result of a previous decision by this committee.

6.0 Legal implications

6.1 There are no known legal implications of this paper.

7.0 Risk implications

- 7.1
- Staff wellbeing.
 - Increased appeals and employment tribunals (because of mistakes or lack of resources to resolve).
 - HR being unable to proactively and effectively support change and the resolution of staffing issues.

8.0 Equality implications

8.1 There are no known equality implications.

9.0 Recommendation

- To recruit an HR Advisor
- To create an HR Apprentice position

9.1 *[Reason: to ensure the Council can successfully recruit and retain knowledgeable and skilled employees]*

Legal	Power: Local Government Act 1972.		
	Other considerations: See legislation listed in 1.1		
Background Papers:			
Person Originating Report: Aime Armstrong (HR Manager)			
Date: 1 September 2014			
CFO 19/9/14		MO 17/9/14	 CX 17/9/14
			

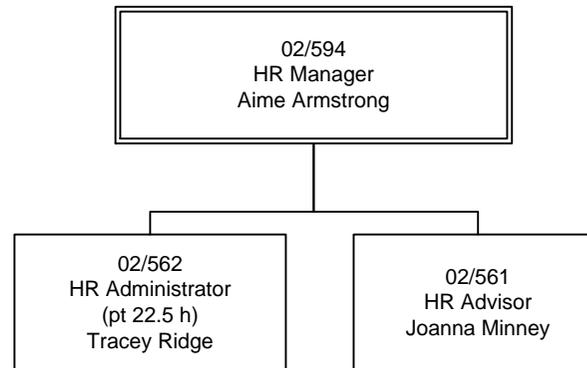
(Committee Report Normal Rev. 22)



East
Northamptonshire
Council

Resources & OD

as at 9.9.14





East
Northamptonshire
Council

Resources & OD

as at 9.9.14

