

NORTH LINCOLNSHIRE COUNCIL/NORTH EAST LINCOLNSHIRE COUNCIL

<p>JOINT COMMITTEE FOR SHARED SERVICES BETWEEN NORTH LINCOLNSHIRE AND NORTH EAST LINCOLNSHIRE COUNCILS</p>

HUMAN RESOURCES SHARED SERVICE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To consider the proposed structure for the HR shared service between North Lincolnshire Council and North East Lincolnshire Council.
- 1.2 The key points are:
 - Full consultation has taken place with all in scope staff and recognised Trade Unions.
 - The proposed structure meets the requirements set out in the HR business case
 - The structure delivers the efficiencies and financial savings required.

2. BACKGROUND INFORMATION

- 2.1 The shared back office services initiative between North and North East Lincolnshire Councils has grown out of the need to provide efficient and effective support services at minimum cost in order to protect frontline services to local people within Northern Lincolnshire. Arrangements are therefore being developed to implement shared services for information technology, finance, internal audit, human resources and legal services. These will also include member development and training and graphic design/publications.
- 2.2 Following the decision to proceed with the implementation of shared services in January/February 2015, each of the above services have produced business plans that set out in detail how each service will be structured, how it will deliver the joint service, what investment needs there are, how the target savings will be achieved, how the needs of stakeholders will be met, etc.
- 2.3 This report sets out the proposed structure for the HR shared service (shown in Appendix A) for the Joint Committee to consider

2.4 The current responsibilities for the HR teams at both Councils are similar, these include;

- An HR advisory service and self service facilities
- Recruitment, selection and retention
- A key HR business partnering role to all service areas
- Employee relations, negotiation and consultation
- Employee rewards and benefits, pensions policy, payroll and systems administration
- Organisational change and complex case management
- Service/procedural review
- Job Evaluation
- Occupational Health and Welfare Counselling Services
- Full range of Health & Safety support to all services
- Workforce Strategy
- Leadership and management development
- Corporate training programmes
- Member development
- Commercial delivery and schools support
- Coaching, mentoring and mediation

2.5 Currently the NLC function is led by and the NELC function supported by the suitably qualified and experienced Assistant Director HR (NLC).

2.6 The vision of the HR shared service can be articulated as follows:

- Operate as an integrated service with standardised systems and processes that utilises best practice across both Councils whilst recognising differing customer needs.
- NELC to adopt NLC's current service centre delivery model which will enable budget savings to be made by reducing the administrative burden, maintaining a strong and established advisory role and reallocate resources to facilitate greater capacity at the strategic level.
- Optimise core specialisms whilst providing economies of scale and sufficient resources within the service to meet the needs of both Councils.
- Support the control of the organisational pay bill, reserves i.e. redundancy and demand management. Reducing cost by the prevention of litigation through effective HR, training and H&S activity.
- Support and enable employees, managers and leaders to deliver corporate strategies through robust and effective HR strategies, policies, systems and frameworks that meet the needs of both Councils.
- Operate a single HR self-service facility and customer service management system that supports the needs and demands of both Councils

- An overarching integrated HR/Payroll system with streamlined processes to increase efficiencies
- Commercial expansion across boundaries with a single HR commercial offer.
- A common set of performance standards, with challenging but achievable targets which will maintain and improve performance in each of its areas

2.7 The proposed draft structure is shown in Appendix A.

As detailed in the HR business case the service will be led by the Assistant Director HR (NLC) who will be the HR strategic lead for both Councils' and have responsibility for the overall direction of the service. Below this layer the service breaks into six teams, each with a Strategic Lead.

- HR Advisory Service x 2
- Business Partnering (schools)
- Business Partnering (non-schools)
- HR Governance
- Organisational & Commercial Development
- Occupational Health & Safety

Staff will remain on their current terms and conditions and will continue to be employed by their current employer. Staff will be expected to be agile and for some posts there will be a requirement to travel between NELC and NLC although the extent of travel will vary depending on the nature of the post.

It is envisaged that further integration to a single HR Advisory Service will take place as the service develops.

2.8 HR Management Team

The integrated management team will be led by the current Assistant Director HR below this are six posts, five Strategic Workforce Leads, each with responsibility for the delivery of critical operational, technical and commercial functions, and an Occupational Health & Safety Manager. The two current HR management teams have a total of nine posts (NELC five and NLC four). Each strategic lead has a defined team with appropriate staffing levels, including specialists to provide expert knowledge and direction.

2.9 HR Advisory Service

This service is at the heart of HR delivery model and key to its success. The service provides:

- All elements of recruitment
- HR records maintenance and administration
- Disclosure and Barring Service and occupational health clearances
- HR support desk
- Full transactional service
- Triage service focussed on end-user experience

2.10 Business Partnering (schools & non-schools)

This element of the service adds value by remaining close to the business and enabling each Council to deliver its priorities through its people. It covers:

- Organisational change
- Employee relations
- Complex case investigation and resolution
- Job evaluation
- Service reviews
- Coaching and mediation
- Commercial delivery and schools support
- Working collaboratively with managers to deliver the best results for each organisation through sound people management approaches and decisions.
- Communicating HR initiatives, policies and procedures
- Using organisational insight to drive change in people management practice
- Track trends in employee behaviour and engagement

2.11 HR Governance

This is a critical function which includes statutory elements and is responsible for:

- Payroll Administration
- Employee rewards and benefits
- Pension policy and administration
- Integrated HR/Payroll systems administration and development
- Data quality,
- Freedom of Information
- Workforce Information

- Diversity & Well-being
- Occupational Health contract management

2.12 Organisational & Commercial Development

This service supports a high performing culture where employees are clear about their role and contribution to achieving organisational priorities. The service is responsible for:

- Workforce strategy
- Leadership and management development (ILM)
- Corporate training programme
- E-learning
- Local Safeguarding Children's Board
- Member development
- NVQ Assessment
- Safeguarding training
- Work-based placements (general, graduate, interns)
- Apprenticeship programme
- Employee engagement
- Performance, Appraisal, Review and Development
- L&D advice and support
- Marketing
- Commercial development and delivery.

2.13 Occupational Health & Safety

A healthy and safe workplace is central to employee engagement and enables both Councils to fulfil their duty of care towards their employees. This includes:

- Provision of advice, guidance and support
- Occupational health services (NELC)
- Health & safety management system
- Inspections and reports
- Health & safety training provision
- Accident investigation services
- Risk assessment support services
- Measurement & sampling services
- Internal Occupational Health Service audits
- Commercial delivery
- Support to employees to understand and meet their health and safety responsibilities.

2.14 Job descriptions and job profiles have been aligned across both Councils.

All posts except that of the Assistant Director have been evaluated in accordance with each Councils job evaluation process. The outcome of these evaluations have been used in the costing of the proposed structure.

The grade shown for the Assistant Director is still to be confirmed through the evaluation process.

3. OPTIONS FOR CONSIDERATION

- 3.1 To note and approve the structure set out in Appendix A.
- 3.2 To note the report and not to approve the structure set out in appendix A.

4. ANALYSIS OF OPTIONS

- 4.1 The proposed structure set out in Appendix A has been subject to consultation with staff and unions and considered by the shared services programme board. It represents an efficient and workable structure to deliver these important services to both Councils. Saving targets are met through the implementation of this structure whilst maintaining quality services that meet the required professional standards.
- 4.2 Approval of the structure will:
 - Enable recruitment to commence to secure the services of qualified and experienced staff; and
 - Reduce anxiety and provide some certainty to staff on their future employment and working arrangements
- 4.3 To not approve the proposed structure set out in Appendix A will potentially result in delays to the implementation of the HR shared service and a subsequent delay in operational preparations to deliver an integrated service to both Councils by 1 April 2016.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 The structure has been fully costed and meets the efficiency savings targets of £300k for NELC and £116k for NLC with a reduction of approximately 9.3 FTE posts. Any additional costs of redundancy and protection will be funded by the Transformation Challenge Award (TCA).
- 5.2 The shared service will continue to occupy the office accommodation they use at present but with changed configuration. Agile working principles will be employed wherever possible to ensure both councils are serviced efficiently. Some joint teams will need to be located at one council and also work at the other council's sites.
- 5.3 The successful operation of the shared service is dependent on accessible integrated IT infrastructures across both councils' that will facilitate joint agile working across the two councils.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT

- 6.1 An Integrated Impact Assessment for the proposed shared services has been carried out and no adverse issues were highlighted.
- 6.2 Potential impacts will continue to be explored and monitored via the shared services programme risk register.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTEREST DECLARED

- 7.1 Discussions have taken place with management, staff and trade unions.
- 7.2 No conflicts of interest have been declared.

8. RECOMMENDATIONS

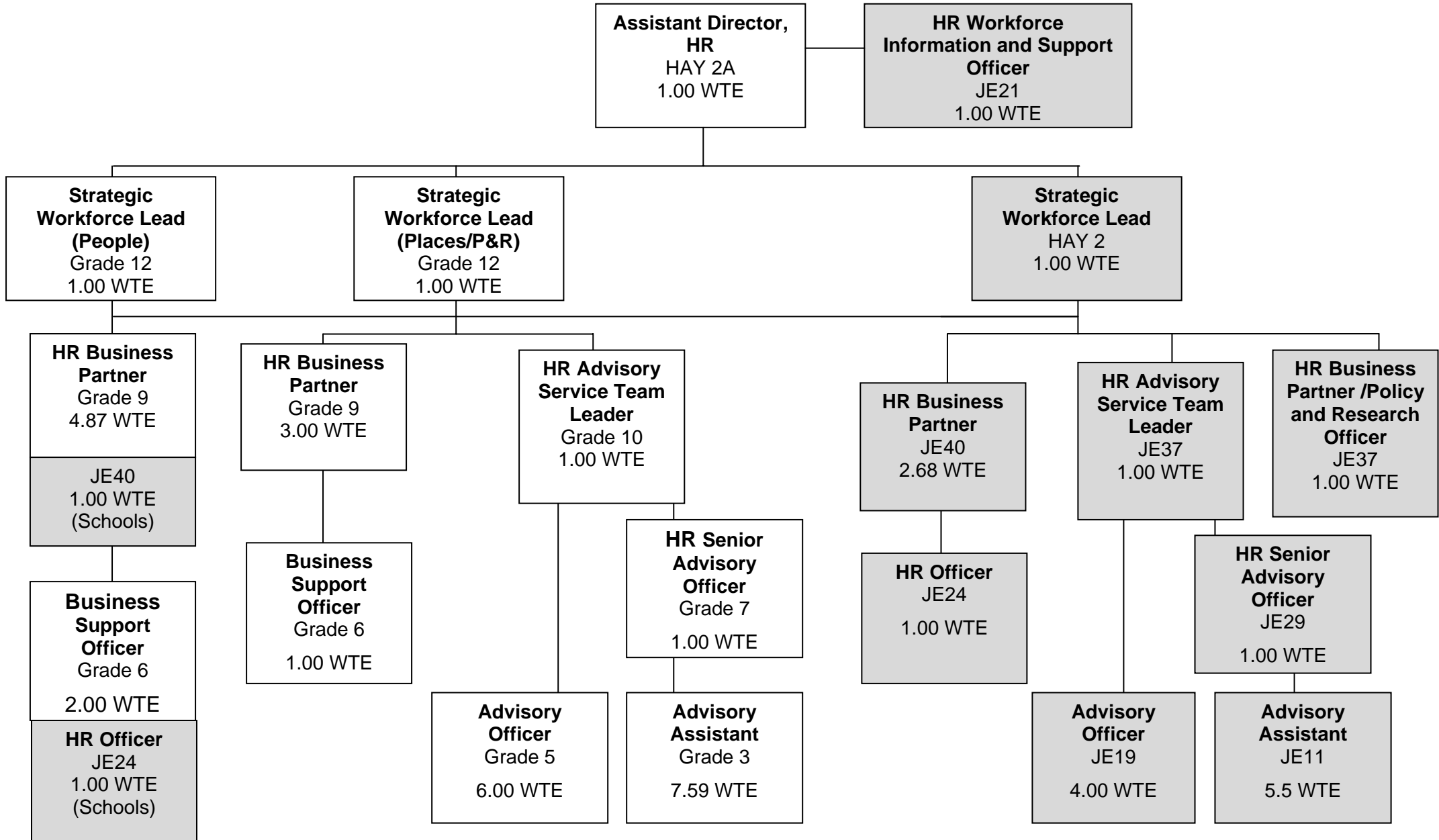
- 8.1 It is recommended that the Joint Committee approves the HR structure as set out in Appendix A subject to formal evaluation and confirmation of the Assistant Director grade.

REPORT FROM THE SHARED SERVICES BOARD

Civic Centre
Ashby Road
SCUNTHORPE
North Lincolnshire
DN16 1AB
Author: Helen Manderson
Date: 29 October 2015

Background Papers used in the preparation of this report – Nil

HR Business Partnering & Advisory Service



Centres of expertise

**Assistant Director,
HR**
HAY 2A
1.00 WTE

**Occupational
Health & Safety
Manager**
HAY 1
1.00 WTE

**Strategic
Workforce Lead
(Org & Commercial
Dev't)**
Grade 12
1.00 WTE

**L&D Team
Manager**
JE45
1.00 WTE

**Strategic
Workforce Lead
(Governance)**
Grade 12
1.00 WTE

**Senior L&D
Officer**
Grade 8
1.00 WTE

**Organisational
Development
Business
Partner**
JE37
1.00 WTE

**L&D Support
Officer**
JE21
1.00 WTE

**Senior Health
& Safety
Adviser**
JE34
1.00 WTE

**Senior Health
& Safety
Adviser**
Grade 8
1.00 WTE

**Systems &
Pensions
Adviser**
Grade 9
1.00 WTE

**Pay &
Pensions
Adviser**
JE40
1.00 WTE

**Payroll
Supervisor**
Grade 8
1.84 WTE

L&D Officer
Grade 7
2.00 WTE

L&D Officer
JE31
1.00 WTE

**NVQ Assessor
Childcare**
JE24
0.65 WTE

**Health &
Safety
Adviser**
JE31
2.00 WTE

**Health &
Safety
Adviser**
Grade 7
3.00 WTE

**Workforce
Info Officer**
Grade 7
0.68 WTE

**HR Adviser
Systems
Admin**
JE31
1.50 WTE

**Payroll
Adviser**
JE31
1.00 WTE

**Marketing &
Dev't Officer**
Grade 7
0.54 WTE

**L&D Officer
Childcare**
JE31
1.00 WTE

**LSCB
Learning
Support
Adviser**
JE17

OH Advisor
JE34
1.00 WTE

**Systems &
Pensions
Officer**
Grade 6
1.00 WTE

**Diversity,
Inclusion &
Wellbeing Officer**
Grade 8
1.00 WTE

**Payroll
Clerk**
Grade 4/5
6.00 WTE

**L&D Support
Officer**
Grade 6
1.59 WTE

**L&D Officer
Safeguarding**
JE31
1.00 WTE

**LSCB
Learning
Support
Officer**
JE11

OH Officer
JE24
1.00 WTE

**OHS Support
Officer**
JE17
1.00 WTE

JE17
4.00 WTE