



**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE  
REVISED STAFFING STRUCTURE FOR HUMAN RESOURCES**

**Purpose of the Report**

1. The purpose of the report is to seek Member approval to changes in the structure of the Council's HR function within the HR and Customer Services division of the Environment and Resources Department.

**Information and Advice**

2. The proposals set out in this report will support the most recent stage of the ongoing development and implementation of an integrated, consistent, customer focussed, HR service model which has already resulted in significant change to the overall operating model of the wider HR service.
3. This "One HR Service" model, based on the co-location of common functions, is aligned to the One Council – One Team agenda and has been the subject of phased implementation over the past two years.
4. The evolving operating model will ensure that the HR service is fit for the future, reflects a changing Council and supports key corporate priorities, including those relating to the operation of the Business Support Centre and implementation of the new business management system (BMS), and the review of services to schools
5. As a key part of this transformation process, the Section 188 notices issued on 2<sup>nd</sup> November 2011 and 28<sup>th</sup> February 2012 set out the potential impact of restructuring proposals for the Operational and Strategic HR, Learning and Organisational Development and Workforce Planning and the HR Business Support functions .

**Operational and Strategic HR:**

6. As the next stage of the implementation of a flexible operating model, built around a "business partnering" model, this team were co-located in the Trentside Offices at County Hall in February 2012, driving out further efficiencies through economies of scale and efficient , modern working practices as the "proof of concept" of future "ways of working" across the Council.

7. This will support the ability of the service to make a number of planned post reductions at all levels during 2012/13. These will be phased in throughout the year to ensure that the service retains capacity to support the delivery of the Council's corporate priorities.
8. Reductions at Team Manager level will enable the HR service to ensure that its overall management structure is broadly compliant with the Council's organisational design principles.

#### **HR Business Support:**

9. As part of the ongoing rationalisation of HR Services, the Group Manager HR cohort has significantly reduced and alongside the implementation of management self service through the BMS, this has significantly reduced the management team's administrative support requirement.
10. The current business support team consisting of three people will be disestablished. One post of HR Business Support Officer will be created to support the new service operating model. This post will deliver Personal Assistant support to the Service Director together with support to key corporate processes, including the Committee system and the Corporate Joint Consultative and Negotiating Panel, as well as the coordination of responses to statutory employee information requirements, including Freedom of Information requests.
11. This revised operating model will ensure that HR Business Support is more closely aligned with the Council's revised business and administrative support model, based on a consistent and equitable approach to the delivery of business support functions to deliver a more efficient operating model to support the rapidly changing needs of the organisation and customers. Also that the structure is more closely aligned to the Council's organisational design principles.
12. The reductions required for 2012/13 in business support and the operational HR team will be made by deletion of vacant posts, redeployment or voluntary redundancy. These are set out in Appendix A.

#### **Learning and Development and Workforce Planning:**

13. As part of the overall review of County Council services in 2010 a series of cross cutting reviews were carried out evaluating how common business functions such as Learning and Development and Workforce Planning were undertaken across the organisation. The conclusion of this review was that all the Learning and Development and Workforce Planning activity across the County Council should be integrated into one central function in order to reduce costs, remove duplication, generate efficiencies and ensure a consistent approach in line with the One Council, One Team vision.
14. It was agreed that the newly integrated service would be carried out on a phased basis with an interim structure operating during the first year. The rationale behind this approach was that departmental teams were at different stages of development and at different stages with their learning and development provision. It was

recognised that the priority at the time was to ensure that on-going statutory and service level provision was maintained whilst gradually moving towards a fully integrated model.

15. The first stage involved the integration and rationalisation of existing departmental teams. This achieved the required budgetary saving of £1.14m for 2010/11
16. This has been followed by a further review and rationalisation of resources to move from a more staff intensive delivery led style of training to a more commissioning led approach offering a blended range of learning and development provision to suit different learning styles, be more efficient and cost effective and maximise value for money. This change is consistent with other local authorities and private sector organisations where the move to using e-learning materials and other learning toolkits as the first stage of learning and development provision has been significant. This revision of provision was necessary to contribute to the further required savings for this area for 2012/13 of £1.02m whilst maximising the availability of Learning and Development opportunities for employees to support the roll out of the competency framework and the delivery of strategic priorities.
17. The required savings will be achieved through a combination of a reduction in the budget for the delivery of training and the staffing reductions contained in this report. The staffing reductions will be achieved where possible through unfilled vacancies and voluntary redundancy. The required overall saving of £1.02 m for Learning and Development and Workforce Planning has already been 'top sliced' from the budget with effect from 1 April this year.
18. The revised structure takes into account Nottinghamshire County Council's organisational design principles in relation to tiers of management and spans of control. The revised structure chart for Learning and Development and Workforce Planning are attached as **Appendix B** to this report.
19. The posts that it is proposed be deleted and changed within the revised structures are set out in the table in **Appendix A**.

### **Other Options Considered**

20. A range of proposals have been considered to ensure compliance with organisational design principles; to reflect the corporate business support model and ensure delivery of the required savings across the HR service whilst maintaining the required levels of support to employees and service areas. Following consultation, these proposals are considered to best meet organisational requirements and ensure that the service continues to support front line services to deliver key service and strategic priorities.

### **Reason/s for Recommendation/s**

21. The recommendations will generate the required level of savings and align the managerial arrangements with organisational design principles.

## **Statutory and Policy Implications**

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Constitutional Comments (KK 9/5/12)**

The Corporate Director (Environment & Resources) has delegated authority under SM 1.1 for staffing matters within their area of responsibility, subject to the limitations contained within the Employment Procedure Rules and the Staffing Standing Orders. The proposal in this report is therefore within the scheme of delegation of the Corporate Director.

### **Financial Implications (MB 01/06/12)**

This stage of the restructuring of the HR Division will contribute further savings totalling £781,210.

### **Equalities Implications**

The restructuring of the HR Service will be carried out in accordance with the County Council's employment and equalities policies.

### **Human Resources Implications (CG 2/05/2012)**

Staff and trade unions have been fully informed of the rationale for change and have been regularly and appropriately consulted on changes to the overall HR structure as the process of integration into a One HR Service model has progressed.

The affected staff and the trade unions have been consulted on the specific proposals set out in this report

The Council's established enabling procedures will be applied when making appointments to the new structures.

The proposals will ensure a range of learning and development opportunities continue to be available for employees across the organisation; aligned to meet strategic priorities.

## **RECOMMENDATIONS**

It is recommended that Elected Members approve the changes to staffing structures as set out in the report and attached appendices.

**Marjorie Toward**  
**Service Director – HR and Customer Service**

**For any enquiries about this report please contact:** Mandy Steel or Claire Gollin,  
Group Managers HR

## **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

## **Electoral Division(s) and Member(s) Affected**

All

## Appendix A

### Summary of proposed changes:

POST DELETIONS:	FTE	PROPOSED STRUCTURE & COMMENTS
Operational HR and Business support.		
Team Manager Band E	-1	Post to be deleted part way through the year to achieve saving by voluntary redundancy. (6 month saving)
Senior Practitioner Band B	-1	Vacant post to be deleted. (full year saving)
HR Assistant Grade 3	-1	Vacant post to be deleted. (full year saving)
HR Officer ( Grade 5)	-1	+ 1 fte Business Support Officer (indicative Grade 4)
PA to Service Director (Grade 4)	-1	
Administrative Assistant (Grade 3)	-1	
<b>Saving £141,210 (inc 25% on costs)</b>		
<b>Learning and Organisational Development and Workforce Planning and Development</b>		
Team Manager Workforce Planning – Band D	-1	
Senior Practitioners – Band C	-2	
Learning and Development and Workforce Planning Officers – 23 .5 Band B, 2 Band A, 2 Grade 5, 2 Grade 4, 2.5 JNC Youth Worker	-10	Workforce Development Officers – 15 Band B, 3 x Band A, 1 Grade 5 (indicative), 1 Grade 4 (indicative), 2 JNC Youth Workers
Functional administrative support- 4.2 Grade 4 , 6.8 Grade 3, 1 Grade 2	-5	Functional administrative support – 1 Grade 5, 6 x Grade 3
<b>Saving £640,000 (inc 25% on costs)</b>		

# WORKFORCE AND ORGANISATIONAL DEVELOPMENT



