

REPORT OF SERVICE DIRECTOR - HR AND CUSTOMER SERVICE**SERVICE REMODELLING – WORKFORCE PLANNING AND ORGANISATIONAL DEVELOPMENT****Purpose of the Report**

1. The purpose of this report is to update Members with regard to the implementation of the new service model and offer for the Workforce and Organisational Development service which is part of the wider Human Resources and Customer Service Division.

Information and Advice

2. The current Workforce and Organisational Development function (WOD), is part of the integrated Human Resources function in the Environment and Resources department. The team was brought together in 2011 through the disaggregation of the majority of departmental workforce planning and learning and development resource.
3. This was undertaken on an “as is” basis and is now in need of further review to maximise the efficiencies arising from economies of scale and to ensure the function’s ongoing relevance to organisational and service specific workforce transformation priorities.
4. In addition, a savings target of £1 million from the integrated WOD function was set in 2013/14 and taken out of the service budget from 2014/15.
5. Of this £600,000 was driven out early as part of the Base Budget Review in 2013/14. In combination with further non-staffing efficiencies achieved during 2014/15, the proposals for service re design set out in this report will achieve the remaining £400,000 saving required.

New Service Model:

6. The new Service Model will be:
 - A remodelled, integrated, corporate, in-house service
 - A realigned service offer which reflects current and future organisational workforce planning and development priorities.
7. The redesigned Service Offer will:
 - Provide in-house advice and expertise on a Business Partner model to support corporate and departmental talent management and workforce planning priorities
 - Ensure the delivery of corporate priorities to support organisational transformation and culture change

- Function as a hybrid model of provision of commissioned and directly delivered learning and development activity and learning materials (e-learning) which supports departmental workforce transformation needs
 - Offer potential for greater synergies with the strategic HR function moving forward.
8. The new Service Model will be implemented by 1st April 2015 and the Workforce and Organisational Development team will be retitled Workforce Planning and Organisational Development (WPOD), to reflect the more strategic focus of the service.
 9. This is an interim structure which will be reviewed during 2015/16 along with the current Operational and Strategic HR function with a view to redefine and redesign the wider service offer, including management and leadership capacity by 1st April 2016. The aim is to better meet the, by then more fully defined, needs of the transformed Council.
 10. For this reason the Senior Business Partner post has not been affected by the interim change to the WOD service model and will be key to implementing the new service model and engaging core customers accordingly.
 11. The corporate Section 188 notice issued on 4th November 2014 proposed a reduction of 10.5 FTE post overall, based on costings at the current grades for the existing structure.

Consultation:

12. Early consultation with the whole WOD team commenced in June 2014 followed by a series of 3 formal consultation events in September, October and December.
13. A team “One Space” site was set up to host copies of presentations, relevant policies, draft job descriptions etc. as well as a regularly updated set of FAQ’s.
14. Staff were encouraged and enabled to raise individual questions and/or submit alternative suggestions on an individual basis or through their trade union representative.
15. In response to suggestions received a number of amendments have been made to the draft job descriptions for the new posts within the service, including a strengthening of the quality assurance element.
16. A change was also made to the proposed structure model which now has 2 distinct Business Partner roles as opposed to 3.
17. The Group Manager attended the Environment and Resources Departmental Joint Consultative and Negotiating Panel (JCNP) on 22nd October 2014 and presented the proposals for change to the trades unions for formal consultation. A further report will be made to this JCNP once the enabling process is complete.
18. In addition, several ad hoc meetings have been held with the allocated UNISON representative, some of which have included the trades union side branch chair at his request.

Mitigations:

19. One of the key themes emerging from consultation with staff was concerns about administrative capacity. Following a formal Job Evaluation exercise, the established new grades have enabled a 0.5 FTE post to be put back into the Business Support function in the new WPOD structure, adjusting the overall staffing reduction to 10 FTE posts.
20. A number of staff have expressed formal interest in Voluntary Redundancy which will be taken into full account as part of the enabling process.
21. Compulsory Redundancy is likely to be avoided for the Youth Service Business Partner group which face a potential reduction of 0.5 fte posts due to the three employees concerned identifying reductions to existing contractual hours which would achieve the saving required.
22. It is however anticipated at this stage that there will be a proportion of affected staff who are placed at risk of Compulsory Redundancy.

Enabling:

23. Following the conclusion of the minimum 45 day consultation period attached to the Section 188 notice issued on 4th November 2014 which listed the 10.5 FTE posts in the WOD structure proposed for deletion; enabling into the posts in the new structure is scheduled to commence in January 2015.
24. This will be conducted in accordance with the County Council's Enabling Policy.
25. In order to mitigate the impact and minimise the number of compulsory redundancies arising, all formal expressions of interest in Voluntary Redundancy received have and will continue to be taken into due consideration.
26. Redeployment opportunities will be fully explored for displaced staff. Given that a significant number of WOD staff are from a Social Work background professionally, proactive and early consideration has been given to identifying Social Work vacancies for any of these individuals who are identified as being at risk of redundancy and have maintained their professional registration.

Next Steps:

27. Once enabling has been completed the new service offer will be promoted in discussion with departmental leadership teams.
28. This is an interim structure for 2015/16 during which further consideration will be given to consolidating the role of the WPOD function into a new, more strategic offer for the wider operational and strategic HR service. This will provide reconfigured capacity to reflect the future workforce priorities of the Corporate Leadership Team and Political Administration from 2016/17 onward.

Other Options Considered

29. Options for change have been considered which deliver the required financial savings and meet organisational needs in terms of workforce planning and development and organisational development. The option in the report reflects feedback from some members of staff and provides value for money whilst best facilitating the achievement of organisational priorities.

Reason for Recommendation

30. The recommendation set out in this report will deliver a service model and service offer which is fit for purpose to support the development of the Council's workforce to deliver its transformation priorities.

Statutory and Policy Implications

31. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Equalities implications

32. The restructuring of the WOD service has been carried out in compliance with the Council's employment and equalities policies.

Human Resources Implications

33. Individual employees and the trades unions have been fully informed about and formally consulted on the proposals to revise the service offer and remodel and restructure the WOD function.

Financial implications

34. These are set out within the body of the report

RECOMMENDATION

1. It is recommended that Members :

Note the revised Workforce Planning and Organisational Development service model and agree the revised staffing structure as set out in the appendix to this report.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact:

Claire Gollin, Group Manager HR on 0115 9773837 or claire.gollin@nottsc.gov.uk

Constitutional Comments (CEH 31/12/14)

35. The recommendation falls within the remit of the Personnel Committee.

Financial Comments (SEM 02/01/15)

36. The financial implications are set out in the report.

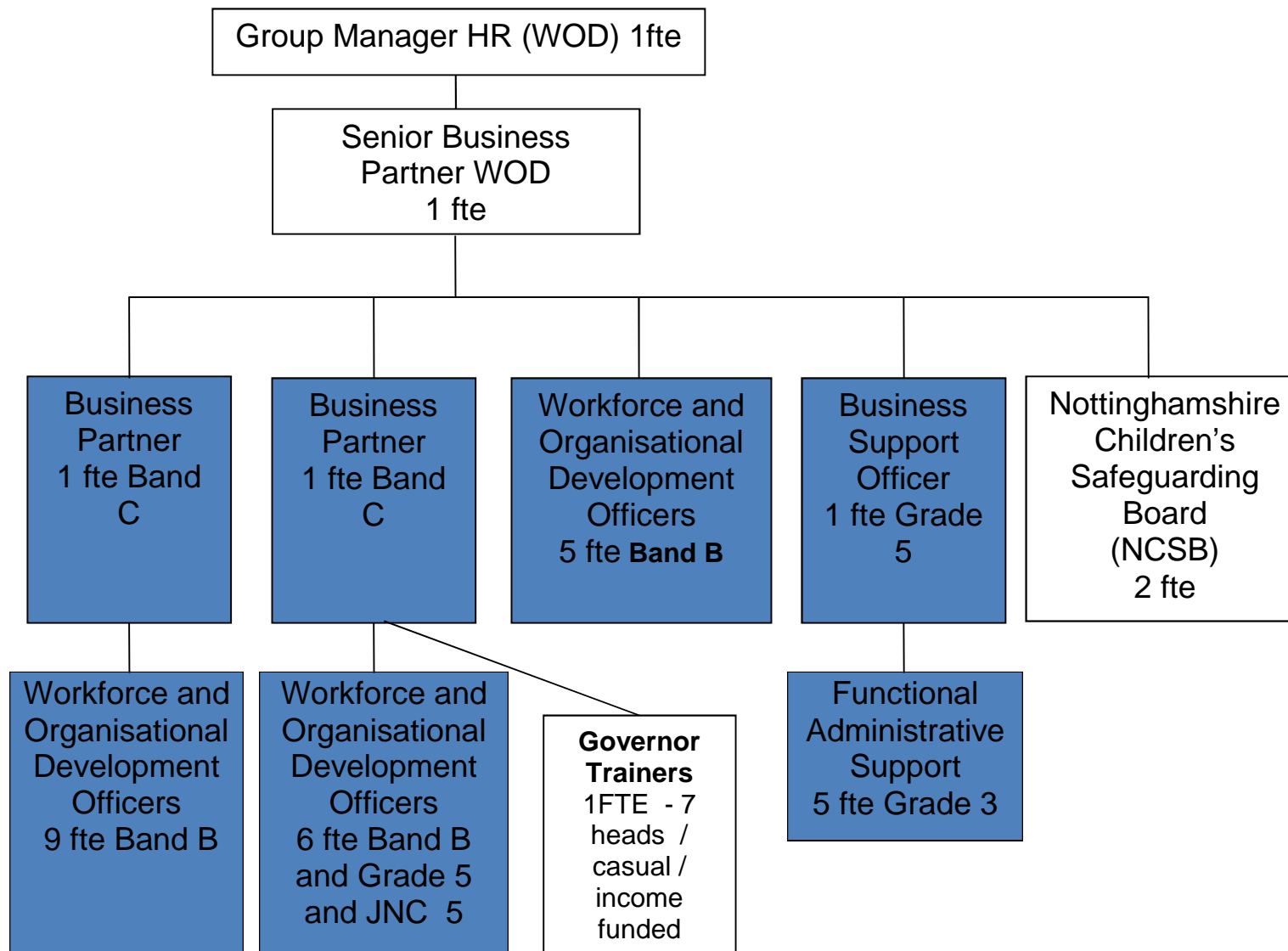
Background Papers and Published Documents

- Outline Business Case A26
- Option for Change A25

Electoral Division(s) and Member(s) Affected

All

Appendix A: Current Workforce and Organisational Development Structure:



28 FTE affected

Appendix B : New Interim Service Model – Workforce Planning and Organisational Development - Wef 1.4.15 (for further review by 1.4.16)

