

DELEGATED POWERS REPORT NO.**1645****SUBJECT:** Interim HR Management Structure to support the re-organisation of the Council Structure**Control sheet****All of the following actions MUST be completed at each stage of the process and the signed and dated report MUST be passed to Governance Service for publishing**

All reports		
1. Governance Service receive draft report	Name of GO Date	Jeremy Williams 4/04/2012
2. Governance Service cleared draft report as being constitutionally appropriate	Name of GO Date	Jeremy Williams 4/04/2012
3. Finance clearance obtained (<i>report author to complete</i>)	Name of Fin. officer Date	Sue Templeman 21/03/2012
4. Staff and other resources issues clearance obtained (<i>report author to complete</i>)	Name of Res. officer Date	Not applicable
5. Strategic Procurement issues clearance obtained (<i>report author to complete</i>)	Name of SPO rep. Date	Not applicable
6. Legal clearance obtained from (<i>report author to complete</i>)	Name of Legal officer Date	Phillipa Larbi 4/04/2012
7. Policy & Partnerships clearance obtained (<i>report author to complete</i>)	Name of P&P officer Date	Andrew Nathan 3/04/2012
8. Equalities & Diversity clearance obtained (<i>report author to complete</i>)	Name of officer Date	Andrew Nathan 3/04/2012
9. The above process has been checked and verified by Director, Head of Service or Deputy (<i>report author to complete</i>)	Name Date	Andrew Travers 19/03/2012
10. Signed & dated report, <u>scanned or hard copy</u> received by Governance Service for publishing	Name of GO Date	Chidilim Agada 20/04/2012
11. Report published by Governance Service to website	Name of GO Date	Chidilim Agada 20/04/2012
Officer reports:		
12. Head of Service informed report is published.	Name of GO Date	Chidilim Agada 20/04/2012
Key Decision reports:		
13. Expiry of call-in period	Date	Not applicable
14. Report circulated for call-in purposes to Business Management OSC members & copied to Cabinet & Head of Service	Name of GO Date	Not applicable

ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER (COUNCIL FUNCTION)

Subject Interim HR Management Structure to support the re-organisation of the Council Structure

Officer taking decision Deputy Chief Executive

Date of decision 17 April 2012

Summary	This report approves the minor re-organisation within the HR senior management team to create an interim structure until outsource.
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Officer Contributors Sarah Murphy-Brookman

Status (public or exempt) Public

Wards affected None

Enclosures None

Power being exercised Council

Contact for further information: Sarah Murphy-Brookman 020 8359 7912

Serial No. 1645

1. RELEVANT PREVIOUS DECISION

- 1.1 General Functions Committee 11 June 2009 - agreed the restructure of the Human Resources Service (Item 13). This re-structure, which was implemented in February 2010 and consolidated HR activities across the council into one Service.

2. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 2.1 The Corporate Plan sets the vision of Better Services with Less Money and outlines a more efficient organisation that makes best use of people and resources.

This interim HR structure will ensure that the HR department is appropriately re-sourced within its senior management team up until the point of its outsource and includes focussing resource on key activities to enable the One Barnet programme. This interim structure also includes deleting two vacant posts which have formed part of HR's budget savings for 2012/13.

3. RISK MANAGEMENT ISSUES

- 3.1 The HR department has three key priorities during the financial year 12/13:

1. To ensure that Business As Usual HR service standards are maintained to the Council and traded service customers
2. To ensure that HR enables the One Barnet change programme including: the multiple outsource projects which are in hand; managing the NSCSO project as it impacts on HR and the re-organisation of the Council structure
3. To create a Reward Strategy which reflects the new corporate structure and priorities.

4. EQUALITIES AND DIVERSITY ISSUES

- 4.1 The Equality Act 2010, requires public bodies and all other organisations exercising public functions on its behalf to have due regard to the need to: a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; b) advance equality of opportunity between those with a protected characteristic and those without; and c) promote good relations between those with a protected characteristic and those without.
- 4.2 The consultation to delete two vacant posts was managed through the Council's Budget consultation process which commenced on 26 October 2011 and closed on 3 February 2012. The Council's Managing Organisational Change Policy was applied to this Consultation process. No comments were received about this proposed saving.
- 4.3 The temporary roles created in this interim structure have been described and evaluated within normal HR practise and affected staff have been consulted about this interim structure. As the interim structure does not increase FTE, the posts have been treated as a job and grade match and so 'assimilable'. Therefore the roles will be filled on an acting basis by the current 'As Is' post holder taking on the additional duties.

5. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

This change is concerned with the reallocation of budget with no additional funding requirement.

The funding is achieved through filling the AD HR on an acting basis below the evaluated level, allocation of budgeted HR funds and allocation of the Council's Re-organisation project funds. Overall the costing will be met within the existing agreed budgets.

As Is

Job Title	SCP	FTE	£ max	£ max inc on costs	Action
Resourcing & Talent Manager	51-54	1	64,138		Delete vacant post – budget savings
Performance Consultant	41-44	1	51,779		Delete vacant post – budget savings
Hd HR Service Delivery	232-235	1	70,287	95,157	Suspend Post
Hd Business Partnering & Change	232-235	1	70,287	95,157	Suspend post
Manager Employee Relations	201-204	1	50,913	68,305	Suspend post

Interim to Be Structure

Job Title	SCP	FTE	£ max	£ max inc on costs	Action
AD HR	243	1	86,823	118,076	Appoint at spot rate
Head HR Operations	236-239	1	77,931	105,751	Create Temporary post
Hd Business Partnering & Reward	236-239	1	77,931	105,751	Create Temporary post
Manager ER, Policy & Performance	204-207	1	54,525	73,310	Create Temporary post
HR Change Consultant	251	1	99,555	133,620	Create temporary post
Head SHaW					Change reporting line to Head HR Operations

There are no other resource implications.

6. LEGAL ISSUES

- 6.1 The law places a burden on an employer to effect organisational restructures fairly. In so doing, it requires that such proposals are subject to consultation with staff and with recognised trade unions for the requisite periods, that procedures to be applied for the selection for redundancy where applicable are objective, reasonable, fair and free of discrimination, and that employers make all reasonable effort to locate suitable alternative employment for those employees selected for redundancy.
- 6.2 The law implies an equality clause within every contract of employment. To that end it is essential that there is a proper evaluation of the responsibilities of every post to ensure that pay is set at an equitable and appropriate level. For these reasons it is of vital importance that there is formal evaluation of these posts in accordance with the Green Book.

7. CONSTITUTIONAL POWERS

- 7.1 The Council's Constitution in Part 3, Responsibility for Functions states in paragraph 6.3 that specific Chief Officers have powers to deal with staffing and other statutory matters for which the Council is responsible.
- 7.2 The Council's Constitution in Part 3, Responsibility for Functions states in paragraph 6.2 that Chief Officers may use whatever means they consider appropriate to discharge the functions allocated to them including engaging and deploying staff.
- 7.3 This is a minor decision that does not fall within the criteria requiring a decision by the General Functions Committee. In particular we do not consider that this represents "major changes in working practices" (Council Constitution, Part 3 – Responsibility for Functions, p.16).
- 7.4 These changes only have implications for the staffing and management under the control of the Chief Officer exercising the delegated powers.
- 7.5 No compulsory redundancies will arise from the changes.
- 7.6 The posts which are being deleted are either vacant, or all individuals affected by the changes are in agreement.
- 7.7 All new posts created within the organisational structure are within budget.

8. BACKGROUND INFORMATION

This report has two elements:

- 8.1 The deletion of two vacant posts.

These posts formed part of the proposal of a package of savings presented to the Council's General Functions Committee on 3 November 2011. GFC approved that paper and the Full Time Equivalent (FTE) revenue savings for the year 2012/13 which were set out in Annex 1 of that report. The approved budget headlines included Efficiency savings in Deputy Chief Executive Service, and the deletion of these two vacant posts will achieve a saving of £81,000 in HR's 2012/13 budget.

The deletion of these vacant posts were consulted on as part of the budget consultation process which commenced on 26 October 2011 and closed on 3 February 2012. No comments were received about this proposed saving.

8.2 The creation of an interim structure which will be reversed at outsource.

The purpose of this interim structure is:

1. To ensure that Business As Usual HR service standards are maintained to the Council and traded service customers
2. To ensure that HR enables the One Barnet change programme including: the multiple outsource projects which are in hand; managing the NSCSO project as it impacts on HR and the re-organisation of the Council structure
3. To create a Reward Strategy which reflects the new corporate structure and priorities.

8.3 The temporary roles which are being created will be treated as 'assimilable' and will be filled on an acting basis by the current 'As Is' post holder taking on the additional duties. All affected post holders have been consulted.

9. LIST OF BACKGROUND PAPERS

9.1 None.

10. OFFICER'S DECISION

10.1 I authorise the following action:

Job Title	SCP	FTE	£ max	£ max inc on costs	Action
Resourcing & Talent Manager	51-54	1	64,138		Delete vacant post – budget savings
Performance Consultant	41-44	1	51,779		Delete vacant post – budget savings
Hd HR Service Delivery	232-235	1	70,287	95,157	Suspend Post
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HR Change Consultant	251	1	99,555	133,620	Create temporary post
Head SHaW					Change reporting line to Head HR Operations

These actions will be back dated 2nd April 2012.

Signed Andrew Travers

Deputy Chief Executive

Date 17 April 2012

Interim HR Structure to Transfer Date

AD HR

Hd BP & Reward

Hd HR Operations

Hd SHaW

Mgr ER, Policy & Performance

BP – BAU & Change

Reward

ER

Policy & Equalities

Performance & Data

Customer Services

Pay & Data

Pensions

Resourcing

