

## AGENDA FOR

## HUMAN RESOURCES AND APPEALS PANEL

*Contact:* Andrea Tomlinson  
*Direct Line:* 0161 253 5133  
*E-mail:* a.j.tomlinson@bury.gov.uk  
*Web Site:* www.bury.gov.uk

**To: All Members of Human Resources and Appeals Panel**

**Councillors:** J Black, G McGill and I Schofield

Dear Member/Colleague

### **Human Resources and Appeals Panel**

You are invited to attend a meeting of the Human Resources and Appeals Panel which will be held as follows:-

<b>Date:</b>	Monday, 2 September 2019
<b>Place:</b>	Lancashire Fusiliers Room - Town Hall
<b>Time:</b>	4.30 pm
<b>Briefing Facilities:</b>	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
<b>Notes:</b>	

## **AGENDA**

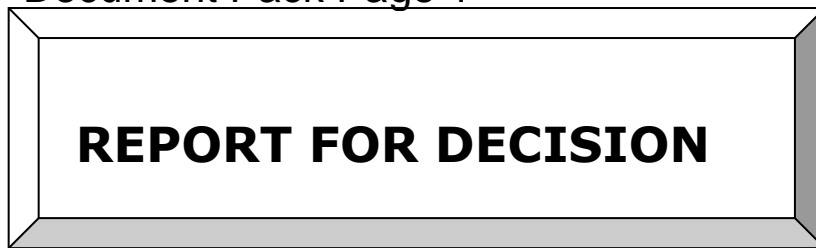
### **1 APOLOGIES FOR ABSENCE**

### **2 DECLARATIONS OF INTEREST**

Members of Human Resources Committee are asked to consider whether they have an interest in any of the matters on the Agenda, and, if so, to formally declare that interest.

### **3 ESTABLISH A CORPORATE HR SERVICE FOR THE COUNCIL** (*Pages 1 - 16*)

Report and appendices attached.



<b>DECISION OF:</b>	JET HR & Appeals Cabinet
<b>DATE:</b>	JET: 12 <sup>th</sup> August 2019 HR & Appeals: 2 <sup>nd</sup> September 2019 Cabinet: 4 <sup>th</sup> September 2019
<b>SUBJECT:</b>	Human Resources function: Restructure
<b>REPORT FROM:</b>	Councillor Black
<b>CONTACT OFFICER:</b>	Simon Bagley
<b>TYPE OF DECISION:</b>	CABINET KEY DECISION
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	This report outlines the outcome of the HR/OD review across the Council and makes recommendations about future form and function.
<b>OPTIONS &amp; RECOMMENDED OPTION</b>	<ol style="list-style-type: none"> <li>1. Remain the same</li> <li>2. Support the restructure proposals (recommended option) to ensure a more fit for purpose service, efficiencies are secured and financial savings made.</li> </ol>
<b>IMPLICATIONS:</b>	
<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
<b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b>	<b>Proposal supported – it will meet agreed 19/20 savings targets of £200k as determined in Council’s budget.</b>



## Document Pack Page 3

- Progress work to clarify constitutional provisions for staffing decisions including HR Appeals panel
- Refresh People Strategy principles: identity; culture & workforce priorities
- Communication with HR/OD staff in relation to the review process & to co-design outcomes
- Undertake a squad-led review of every HR policy in consultation with TU
- Review i-Trent capability & options for maximising
- Develop HRMI & technology strategy

However this report concerns only the following additional recommendation:

- Bring together the function into a single corporately-led service, aligned to new departmental structures

### 2.0 ISSUES

In accordance with Council policy and legal requirements, a consultation exercise was undertaken with all employees from within the in scope services across the Council between 18<sup>th</sup> July – 19<sup>th</sup> August 2019, concerning the following proposals:

- Co-location of all Human Resources staff from across the Council
- Establishment of a single, unified service as part of the Council's wider vision of creating a strong Corporate Core
- Dis-establishment of the existing Recruitment and Contracts Team and integrate within a newly established Business Partnering/Operations Team
- Maintain a service dedicated to supporting schools, operated under a SLA basis
- Creation of a People Strategy & Development Team, a Policy & Compliance Team and a People Analytics Team
- All payroll related activity transferred to Payroll Team, with a compensatory resource transfer
- Future delivery of Employee Engagement activity to become responsibility of Communications , Marketing and Engagement Team, with a compensatory resource transfer
- Future delivery of Member Development programme to transfer to Democratic Services
- All Equality and Diversity (non-employment) matters to be transferred to the Policy team, under the leadership of the Chief Information Officer
- Creation of a single Supply Service
- Rationalisation of senior management roles

It is expected that transactional and recruitment activity will reduce in accordance with the budget strategy to minimise all recruitment and agency spend and the expected reduction in services to schools due to acadamisisation. The proposed structure places the service below benchmarked costs ensuring that the HROD service is efficient in terms of costs.

The current and proposed structure charts are attached:



## Document Pack Page 4

Employees have been provided with the opportunity to submit comments throughout the consultation exercise, which will be responded to by senior managers once the final report is agreed.

### **3.0 FINANCE**

Whilst there is likely to be an in-year overspend (due to number of severances/exit costs) the restructure will meet all savings targets for 2019-20 circa £200k via an overall reduction in service costs.

The restructuring of the budgets will now mean a sustainable budget for the future.

### **4.0 CONCLUSION**

The revised structure meets the need to strengthen the Council's managerial capacity and capability, with the service aligned to a more corporate and strategic approach.

It will also deliver efficiencies, strengthen resilience and ensure consistency of approach, by the sharing of scarce resources and professional capabilities, the transfer of knowledge and ability to share learning and experiences.

The restructure will provide opportunity for employee development and career progression, with an overall headcount reduction of the equivalent of 10 FTE posts and an overall cost reduction contributing towards the previous savings targets as referred to above.

Overall the HR function will be much better designed to support the re-organised Council structure.

It is proposed that implementation of the structure will take place from 16th September 2019, however this is subject to formal ratification of a voluntary exit application by full Council on 11<sup>th</sup> September 2019.

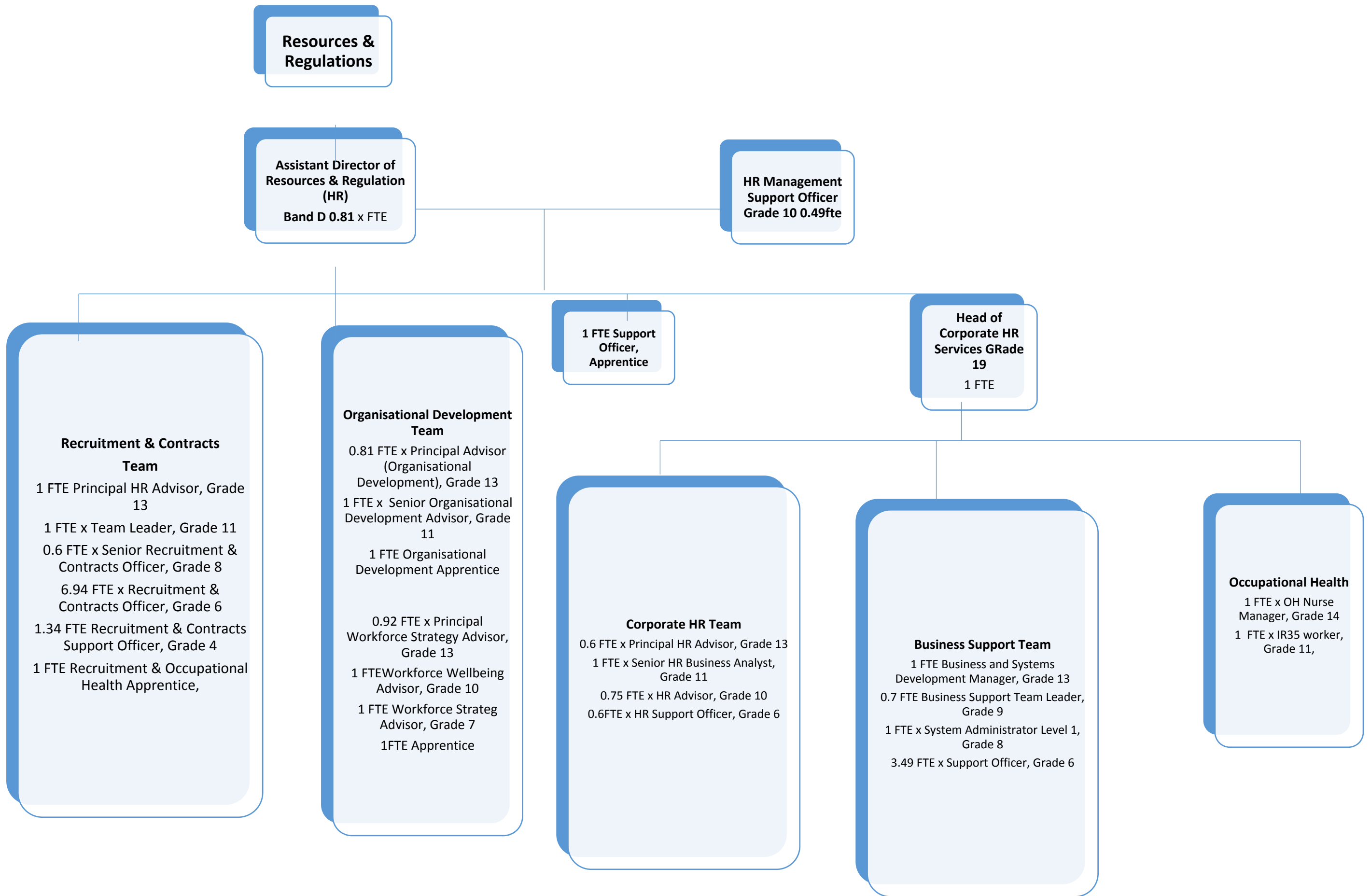
---

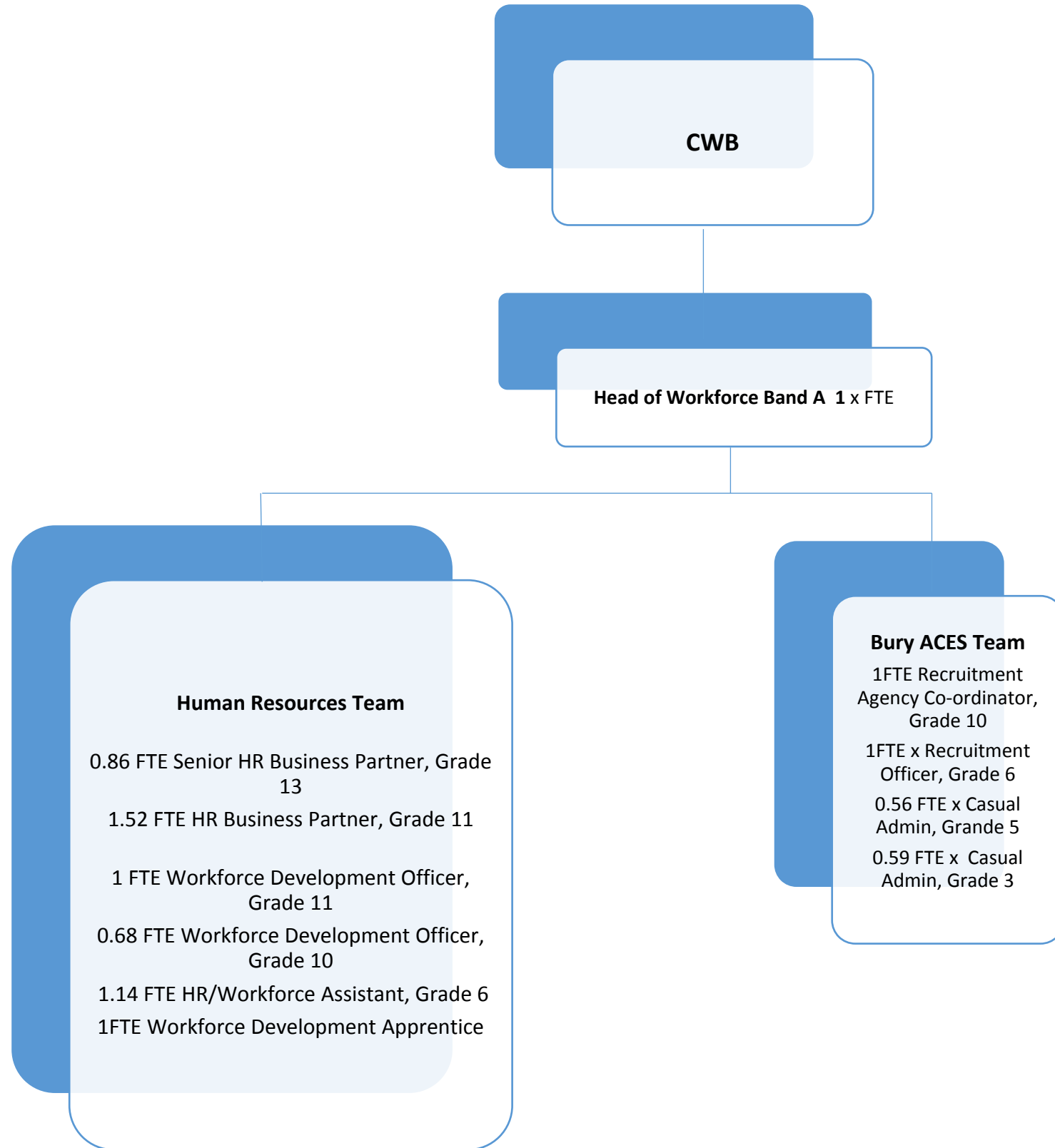
### **List of Background Papers:-**

Responses to consultation – HR and Appeals and Cabinet Meetings.

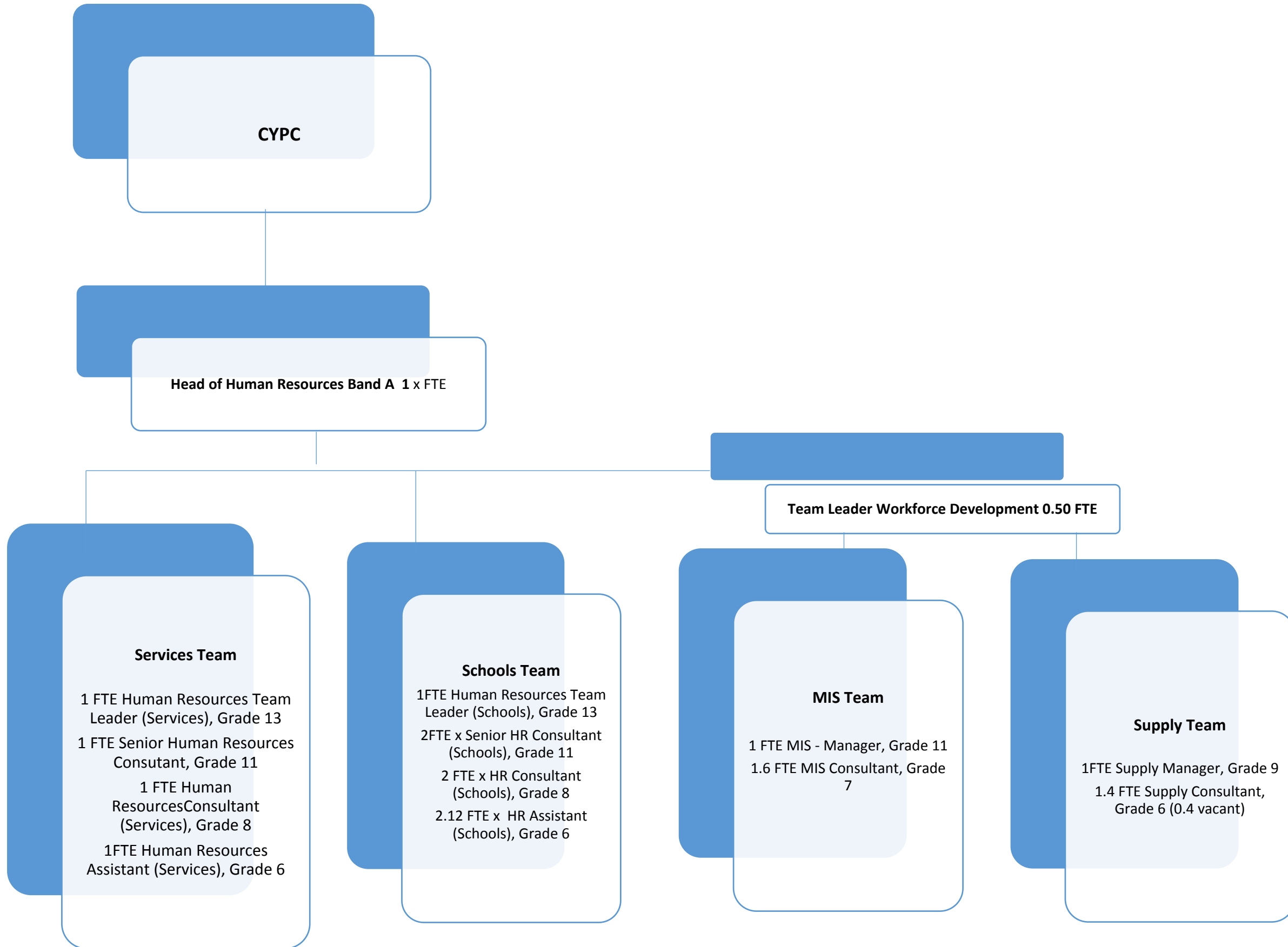
### **Contact Details:-**

*Simon Bagley*  
[s.bagley@bury.gov.uk](mailto:s.bagley@bury.gov.uk)  
0161 253 5888

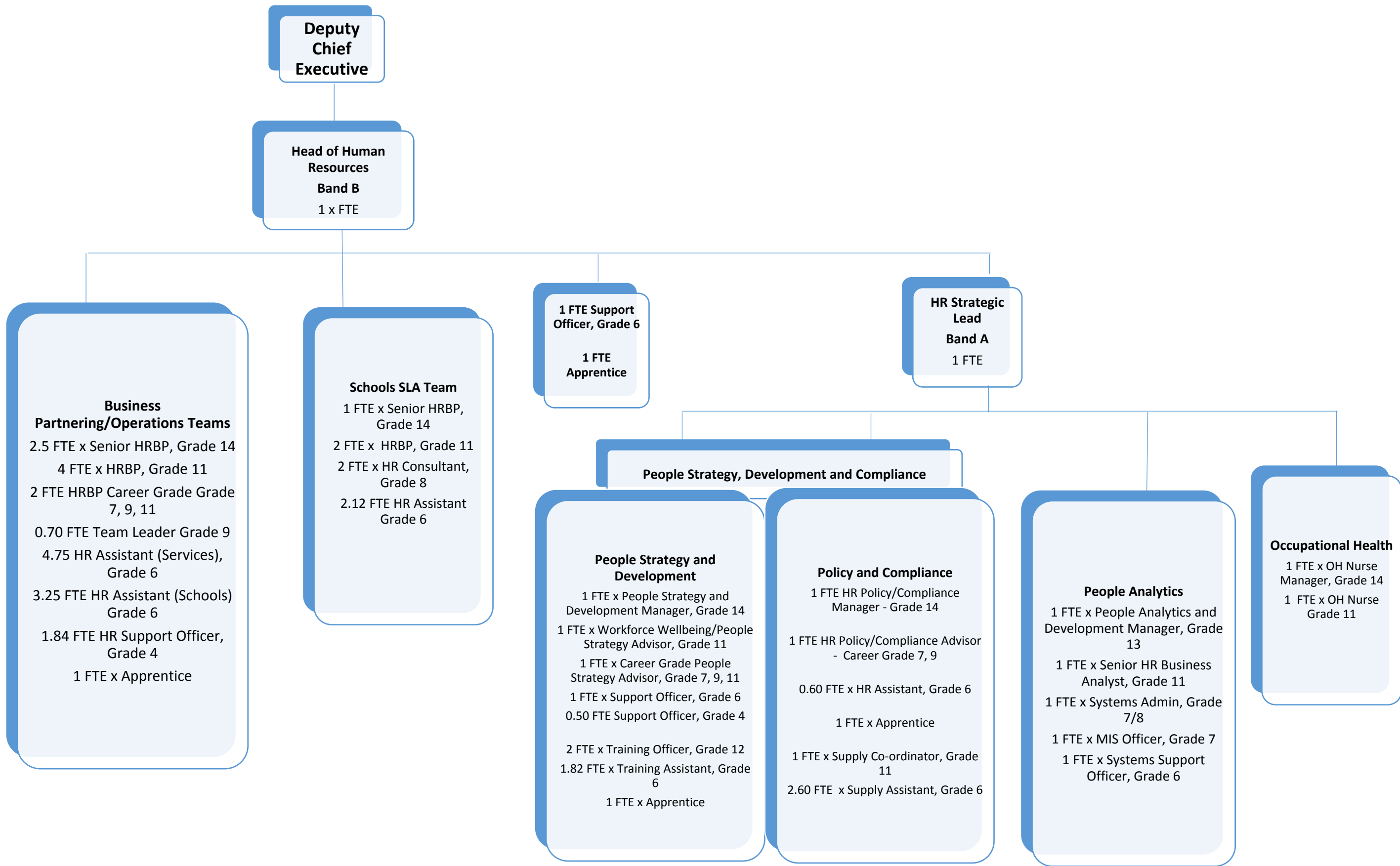








This page is intentionally left blank



This page is intentionally left blank



## Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

### 1. RESPONSIBILITY

<b>Department</b>	All	
<b>Service</b>	HR/OD	
<b>Proposed policy</b>	HR/OD Review and Restructure	
<b>Date</b>	25 June 2019	
<b>Officer responsible for the 'policy' and for completing the equality analysis</b>	<b>Name</b>	Tracy Murphy
	<b>Post Title</b>	Assistant Director for Resources and Regulation (HR/OD)
	<b>Contact Number</b>	0161 253 7775
	<b>Signature</b>	
	<b>Date</b>	

### 2. AIMS

<b>What is the purpose of the policy/service and what is it intended to achieve?</b>	The HR/OD Services across the Council are being reviewed and restructured. The aim is to bring them together in one team within the Corporate Core and ensure that they provide an effective service which will meet the future needs of the Council.
<b>Who are the main stakeholders?</b>	HR/OD employees Senior leaders Elected members Employees and managers across the Council Trade Unions Schools

**3. ESTABLISHING RELEVANCE TO EQUALITY**

**3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics. If you answer yes to any question, please also explain why and how that group of people will be affected.**

<b>Protected equality characteristic</b>	<b>Positive effect (Yes/No)</b>	<b>Negative effect (Yes/No)</b>	<b>Explanation</b>
Race	No	No	All services traditionally delivered by the HR/OD teams will continue to be delivered by the Council. No equality related impacts have been identified in respect of the changes affecting employees.
Disability	No	No	As above
Gender	No	No	As above
Gender reassignment	No	No	As above
Age	No	No	As above
Sexual orientation	No	No	As above
Religion or belief	No	No	As above
Caring responsibilities	No	No	As above
Pregnancy or maternity	No	No	As above
Marriage or civil partnership	No	No	As above

**3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.**

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	All services traditionally delivered by the HR/OD teams will continue to be delivered by the Council. No equality related impacts have been identified in respect of the changes affecting employees.
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	No	All services traditionally delivered by the HR/OD teams will continue to be delivered by the Council. No equality related impacts have been identified in respect of the changes affecting employees.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	No	All services traditionally delivered by the HR/OD teams will continue to be delivered by the Council. No equality related impacts have been identified in respect of the changes affecting employees.

**If you answered 'YES' to any of the questions in 3a and 3b**

**Go straight to Question 4**

**If you answered 'NO' to all of the questions in 3a and 3b**

**Go to Question 3c and do not answer questions 4-6**

**3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.**

As stated above, the Council will continue to deliver all services traditionally offered by the HR/OD teams, so service users will not be affected in terms of what is offered to them. Services may be delivered in a different way, but we have not identified any equality related impact of such changes.  
The restructure will affect our HR/OD staff, but we have been unable to identify any equality related impacts.

**4. EQUALITY INFORMATION AND ENGAGEMENT**

**4a.** For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies),  
**OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated

**4b.** Are there any information gaps, and if so how do you plan to tackle them?



**5. CONCLUSIONS OF THE EQUALITY ANALYSIS**

<p><b>What will the likely overall effect of your policy/service plan be on equality?</b></p>	
<p><b>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</b></p>	
<p><b>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</b></p>	
<p><b>What steps do you intend to take now in respect of the implementation of your policy/service plan?</b></p>	

**6. MONITORING AND REVIEW**

**If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.**

**COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL EQUALITY REPRESENTATIVE FOR RECORDING.**

This page is intentionally left blank