

## Integration plan for HR

**Purpose:** For all parties to agree progress to date and the plan, in terms of HR service design, for the following 12 months.

**Context:** In both localities the senior HR structure has reduced in terms of FTE since the beginning of this year:

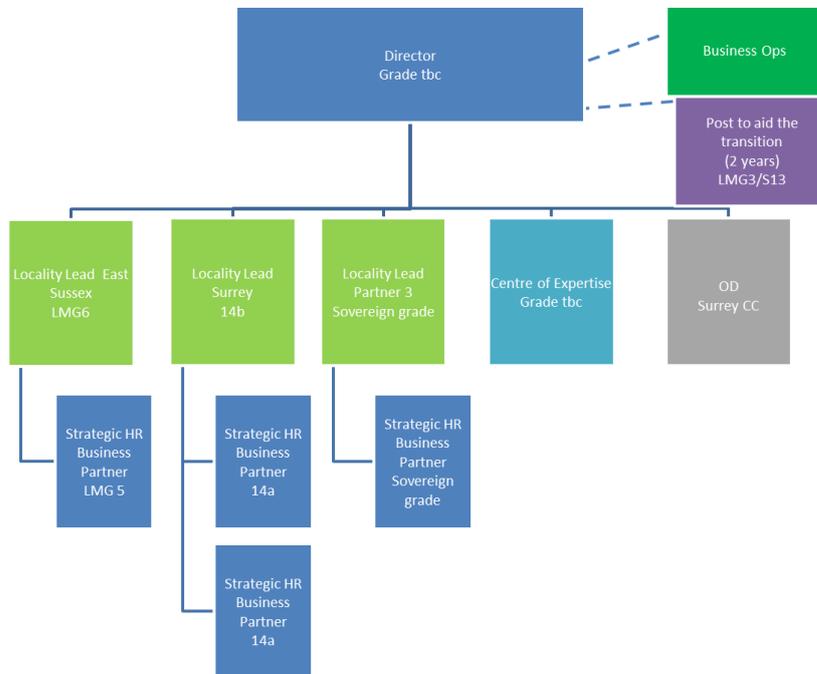
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|--|--|
| January 2015 – ESCC<br><br>Leatham Green<br>Sarah Mainwaring<br>Greg Nicol<br>Gill Rogers                          | January 2016 – ESCC<br><br>Sarah Mainwaring<br>Greg Nicol          |
| January 2015 – SCC<br><br>Ken Akers<br>Amy Bailey<br>Emily Boynton<br>Carmel Millar<br>Lucy Mustoe<br>Rakhi Saigal | January 2016 – SCC<br><br>Ken Akers<br>Gill Rogers<br>Rakhi Saigal |

The above represents a 50% reduction in capacity and the knock on impact of lots of local knowledge and customer insight.

It is important to understand the operational implications of this and assess, what, if any, additional support is required in the short term especially in light of the vacancy for the Director of HR and OD.

**The structure:**

From January 2016 the integrated management structure will be:



**The ring fence:**

Posts specifically supporting Surrey County Council will be ring-fenced to current Surrey employees (namely Ken Akers, Gill Rogers and Rakhi Saigal) and the same will apply to posts supporting East Sussex County Council (namely Sarah Mainwaring and Greg Nicol).

The Centre of Expertise post will be ring-fenced to the current senior HR team, namely Ken Akers, Sarah Mainwaring, Greg Nicol, Gill Rogers and Rakhi Saigal.

**The appointment process:**

For each of the locality lead posts and the Centre of Expertise post there will be a selection process and the panel will comprise Kevin Foster, Chief Operating Officer East Sussex; John Stebbings, Chief Property Officer Surrey; Councillor David Elkin, Deputy Leader of East Sussex County Council and Lead Member for Resources; and Councillor Denise Le Gal, Cabinet Member for Business Services and Resident Experience.

It is recognised that the grade of the three posts would not usually require the involvement of an elected Councillor. However, given the nature of these roles, and the level of interaction that would be required with Council Members on a regular basis, it is considered that the endorsement by the respective Lead Cabinet Member/ Joint Committee representative to these roles would be of benefit.

There will only be a selection exercise for the Strategic HR Business Partner posts if more than one person per post expresses an interest. If only one person expresses an interest per post this will be appointed on a direct slot-in basis.

All appointments, including slot-ins, will only be confirmed once the outcomes of the relevant selection processes are known.

Any vacancies that remain following selection will be recruited to in early 2016. It is anticipated that all recruitment and selection processes will be concluded by the end of January 2016 depending on the availability of appropriate panel members.

Following appointment, individuals will continue to manage those individuals whom they currently line manage until the integration plan is fully developed over coming months. There will therefore not be any change to line management responsibility in the short term.

### **Savings Target:**

The efficiencies required for the integrated HR/OD service over the next three years are:

|                |                 |
|----------------|-----------------|
| Year 1 2016/17 | £85,000         |
| Year 2 2017/18 | £315,000        |
| Year 3 2018/19 | £310,000        |
|                | <u>£710,000</u> |

The required savings from Year 1 will be delivered through the integration of the senior management team as set out above.

The efficiencies for years 2 and 3 will be achieved primarily through the integration of the HR Advisory/case work team and it is important if we are to realise the full potential of available efficiencies that we commence work on service integration from January 2016.

### **Service integration**

Service integration will commence from January 2016 with the appointment of the Head of Centre of HR Expertise. The first area that we will seek to integrate is HR Advisory/case work which covers:

- Disciplinary
- Grievance
- Performance
- Attendance
- Day to day restructures – major organisational change will be retained by the local team

The immediate task will be to reshape and confirm the Tier 4 management team and establish exactly the resource base that would be in scope.

During the period of search, data was collected that identified a potential productivity difference between the two operations. It will be a priority to revisit and sense check this data in order to determine what, if any, opportunities exist in order to standardise and harmonise working processes.

In addition, from January to July the focus for the HR senior structure will be preparing the integration plan for the remaining functions within HR in preparation for 2017-2019.

By July we will have concluded the customer insight work, identified where and how future improvement can be made, identified who the highest users of the HR services are and what individuals need to be less dependent on the HR service i.e. through simplification of policies etc. The review of Learning and Development that Carmel commission will be concluded and we will use the data from this review to feed in to our proposition of the future integrated L&D/OD function.

From July 2016 to April 2017 we will be consolidating that work, will roll out a joint casework management system across the two sites, have a revised service offer based on customer insight and understand the requirements needed of the ERP system to support high levels of self-sufficiency from managers and employees.

The above needs to factor in the impact of Brighton & Hove joining the partnership and work needs to be undertaken to establish if and how and when Brighton & Hove could integrate its advisory function.