

HR UPDATE

Purpose

- 1) This paper is being written to update the Board on current HR issues and the progress to date on the decentralisation of HR Services work to FC England.

Recommendations

- 2) The Board is asked to –
 - Note the progress to date re the decentralisation of HR Services and other HR Shared Services work into England
 - Understand and discuss the situation re overtime and holiday pay
 - Recognise the impact that the changes will have on the business and the risks involved.

Key facts

Decentralisation of HR Services

- 3) The joint Business case was presented to the Corporate Services Staff Council at the end of July for consultation and the HR Business Partners achieved buy-in to their proposed changes in early September. The plans included the setting up of a new multi-functional HR support service function in England, taking over responsibility for resourcing, employee life cycle services, case management, occupational health matters, relocation and HAVs and audio testing, along with all the outsourced contracts that support these areas. The only service that will remain in the HR Shared Service from this team in the medium term will be job evaluation.
- 4) Implementation of those plans to get a revised service arrangement fully operational by 1st April 2016 is now underway. The new working arrangements include:
 - The new Senior HR Manager taking on responsibility for overseeing all day to day operational matters including the work of the existing HR Operations Managers and the new support team;
 - HR Operations Managers taking on responsibility for case management and a wider remit of managing transactional HR on their patch. Case management will be transitioned to us by early November 2015 as the current case manager has recently handed in their notice.
 - Utilising Civil Service Resourcing (CSR) from early 2016 to ensure the service is fully operational by 1st April 2016. A 'deep dive' by CSR to look at current

processes and map these onto their own processes has been arranged for 27 October 2015.

- No members of existing HR Services Staff have opted to relocate to Bristol, so recruitment to the four vacancies started w/c 19 October 2015, with assessment/interview dates arranged for mid-November.

- Project plans at both Silvan House and in Bristol are now in place to manage the change and transition over the next six months. As there may be some difficulty in maintaining 'business as usual' during the transition phase, the business is asked to support the fact that other areas of work may need to be put on hold whilst priority is given to setting up the new service.

- Initial communications have been enacted with some high level messages to the business w/c 19 October, but there is much more to do around this.

Equality & Diversity Business Case

- 5) The Equality & Diversity Business case has been signed off by this board via correspondence and is due to go to the next BSG meeting. Due to staff leaving roles within the current E&D team, we will be required to staff up this work area from 1st April 2016.

Technical Training/Health Safety & Environment

- 6) It is proposed that the Technical training and Health, Safety and Environment functions are brought together within the Operational Directorate and this piece of work is being led in the Operations Directorate, with plans to produce the business case by early next year. The development part of learning and development will also form part of this business case, but it is envisaged that the number of roles will be minimal, with most services in this area being delivered through Civil Service Learning CSL or bought in from other external providers. Initial thoughts are for these changes to be implemented by 1st April 2017.

Marketing & Communications Proposals

- 7) Consultation with FCTU over our proposals has now closed and a formal response supplied. Staff from within the Communications team will be actively encouraged to apply for these roles which will be filled over the next 2 – 3 months.

Overtime and Holiday Pay

- 8) A separate verbal briefing will be provided at the meeting.

Pay

- 9) The pay remit has been agreed and we are again capped within the 1% maximum pot of money available from which to negotiate any pay increases for our staff.

Managers have recently experienced problems with internally staff being appointed from an operational pay band to a non-operational one and this has caused issues down to the belief that everyone gets '10% on promotion' when moving from an operational contract of average 44 hours per week to a non-operational contract of 37 hours. The way in which pay is calculated on promotion is different and managers need to ensure this message to correct this perception is communicated out through the local management teams to staff.

People Strategy

- 10) Director HR will be producing the first draft of our updated People Strategy following discussions with HR Business Partners and the focus groups run by L&D earlier this month. A draft will be circulated to the Board for comment in early November.

Resource Implications

- 11) There will be a small increase in HR Resource during the period January – March 2016 to enable new HR staff to come into England to be trained up to deliver services from April 2016. Approximately £3k will also be put aside to pay for any CSR transitional recruitment requirements during this period.

Risk Assessment

- 12) The following key risks have been identified given the decentralisation of HR Services:
- Loss of key personnel from the HR Shared Service ahead of the transfer of service to FCE;
 - Inability to recruit suitable staff;
 - Lack of knowledge transfer to HR team in FCE to enable us to run the HR Services functions;
 - CS Resourcing unable to provide the required service in time.

Equality Impact Assessment

- 13) N/A for this paper.

Communications

- 14) High level communications over the changes to HR Services and decentralising these into England will be communicated out w/c 19 October. A further communications plan to support the change is being drawn up.

Conclusions

- 15) The board is asked to note the current situation.

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