

**RIBBLE VALLEY BOROUGH COUNCIL**  
**REPORT TO POLICY AND FINANCE COMMITTEE**

DECISION

Agenda Item No 10b

meeting date: 2 APRIL 2019  
title: REFERENCE FROM PERSONNEL COMMITTEE – HUMAN RESOURCES CAPACITY  
submitted by: DIRECTOR OF RESOURCES  
principal author: LAWSON ODDIE

1 PURPOSE

1.1 To consider a request from Personnel Committee to agree to the approval of additional revenue budget of £11,950 in 2019/20 for additional staffing within the HR section, in order to address capacity issues.

2 BACKGROUND

2.1 Service committees manage their services within the budgets agreed at the beginning of the financial year. The budget was approved by Special Policy and Finance Committee on 5 February 2019 and by Full Council on 5 March 2019.

2.2 Any revenue or capital expenditure over and above what has already been approved must be agreed by this Committee.

3 PERSONNEL COMMITTEE 20 MARCH 2019

3.1 Personnel Committee considered a report submitted by the Director of Resources (attached at Annex 1) which gave details of a request for additional revenue budget of £11,950 for 2019/20 in respect of changing the staffing structure of the HR team in order to address capacity issues. It is envisaged that the additional costs would be met from general fund balances.

3.2 At its meeting, Personnel Committee approved the request and the resolution at the meeting is shown below:

**RESOLVED:** That Committee

1. approve the proposal to significantly increase the capacity in the HR section by creating a new full time post of Senior HR Administration Officer;
2. approve the necessary changes to the Council's establishment; and
3. recommend to Policy and Finance Committee to agree the financial implications and budgetary provision.'

4. RECOMMENDED THAT COMMITTEE

4.1 Approve the request for the additional revenue budget of £11,950

4.2 Approve the use of general fund balances to fund the additional revenue budget approval.

HEAD OF FINANCIAL SERVICES

DIRECTOR OF RESOURCES

PF24-19/LO/AC  
26 March 2019

**RIBBLE VALLEY BOROUGH COUNCIL  
REPORT TO PERSONNEL COMMITTEE**

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Agenda Item No. 7

meeting date: WEDNESDAY, 20 MARCH 2019  
title: HUMAN RESOURCES CAPACITY  
submitted by: JANE PEARSON – DIRECTOR OF RESOURCES  
principal author: MICHELLE SMITH – HEAD OF HR

1. PURPOSE

1.1 To seek approval to address capacity issues within the Human Resources (HR) Section.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – the provision of an effective HR service ensures that the Council can meet the service needs of the Community.
- Corporate Priorities – the HR Section undertakes work that is fundamental to the efficient and effective deployment of staff across all areas of the council and contributes to our priority of being a well-managed council.
- Other Considerations - None.

2 BACKGROUND

2.1 At your November meeting I reported that we were experiencing significant capacity issues in the HR Section and it was agreed that I would bring a report back to you setting out how this shortfall in capacity could be addressed.

2.2 The HR Section is made up of the following posts:

1 x Head of HR (37hrs)  
1 x HR Officer (Job Share FTE 37hrs)  
0.5 x HR Administrator (18.5hrs)

This structure has been in place for over 10 years, and over that period we have seen a significant increase in workload across a range of HR disciplines eg recruitment, pro-active absence management and staff turnover, together with an increase in general staffing issues, which in turn increases administration work within the Section.

2.2 We also are also required to continually review and update our HR policies and procedures in line with ever changing and increasing employment legislation.

2.3 Workloads within the Section are consistently high (we do not experience any particular 'peaks and troughs' during a year) and all members of the team regularly work beyond normal contractual hours. Overall our roles are re-active and we have very limited capacity to address more pro-active work.

2.4 Whilst I am the designated Head of HR, my workload is not 100% dedicated to HR matters as my other role responsibilities include: management of Health and Safety, Corporate Policy and Performance, Corporate Communications and Central Administration services (Typing and Printing). I am also responsible for Member Development. In addition, I act as a Complaints Officer for the Council and take a key role in various corporate projects as required eg capital schemes for the replacement of Printing Equipment and central Telephony.

### 3 ISSUES

- 3.1 In September 2015, Personnel Committee approved a request to increase staffing within the Human Resources (HR) Section by way of the creation of a two year HR Modern Apprentice post. Upon completion of the apprenticeship the post holder would then have moved to a permanent HR Assistant post on the Establishment and provision was made for such in the 2017/18 budget. The post has remained within the budget since 2015.
- 3.2 Following approval we advertised for the HR Apprentice post but could not appoint to the post. We have also experienced recruitment difficulties for other Apprentice posts and have not been able to appoint a Lifeguard Apprentice or an IT Apprentice. This is despite extensive and repeated advertising.
- 3.3 In November 2018 I submitted a report to Personnel Committee to inform them of current workloads and capacity issues within the Section. In that report I provided statistics for the Section:

#### **1 April 2017 – 31 March 2018**

Dealt with 73 vacancies, processed 461 applications and carried out 211 interviews  
58 staff appointed

Staff turnover was 14.99% (up from 10.66% in the previous year)

34 leavers during the period

\*Average Days lost to sickness absence 9.35 days (up from 7.45 in the previous year)

\*Average cost of absence £231,376 (an increase of £53,928)

6 Disciplinary cases

#### **1 April 2018 – 30 October 2018**

Processed 20 leavers

Dealt with 47 vacancies, currently a further 8 vacancies to be advertised

25 staff appointed

Processed 129 applications

Currently dealing with 7 cases of long term sickness absence (over 4 weeks absence) in accordance with our Absence and Capability procedures

#### **Updated statistics since November 2018**

17 posts advertised since 1 November 2018

Currently we have 17 vacancies which are either 'live' or waiting to be advertised.

Processed 9 leavers 1 October 2018 – 31 December 2018

Processed 7 leavers since Christmas.

Currently processing 4 leavers

Staff turnover has increased in the third quarter from 3% to 4.29% (our annual figure for 2017/18 was 14.99% up from 10.66% in 2016/17, and is currently at 10.29% for this year as at 31 December 2018)

\*figures calculated on an annual basis

Other tasks carried out by the team include daily advice on a wide range of HR matters:

- Inductions for all new starters to ensure that staff receive a professional introduction to the Council and a positive impression on their first day.
- Exit Interviews for all resignations to identify any trends and address any potential issues around staff leaving the authority

- Comprehensive File Notes on individual staffing matters to ensure that all matters are handled professionally and within legislation so that staff are treated consistently and fairly and to protect the Council from any claims
- Compilation of Performance Management data/PI's to monitor performance across the Council on a range of HR matters
- Occupational Health referrals to ensure pro-active management of absence
- Committee reports to keep members informed
- Ongoing review of policies and procedures to ensure that the Council fully complies with legislation
- DBS checks to protect the Council and customers.
- Provision of a well-structured and high quality Work Experience programme in support of local schools and build strong relationships with them. To contribute to developing life skills that can enhance career opportunities for young people in the borough when they leave school. The work experience programme has also proved effective in encouraging young people to consider Local Government as a career and we have appointed staff in the past whose first taste of work was on a work placement here.

3.4 There are also areas of work that have been given less priority due to the commitments above e.g. Equalities, development of existing HR systems, investigation into Health and Well-Being initiatives that could help reduce sickness absence, more detailed analysis of any areas for improvement highlighted in staff surveys.

3.5 I have revisited the post structure that was approved in 2015 and spent some time working with the HR team to establish the specific capacity issues in the Section, based on monitoring and analysis of tasks, processes and workloads. This has demonstrated that the HR Officer post is currently overloaded because it is carrying out a range of admin and processing functions. At the same time, the p/t HR Administrator post is also overloaded because it is assisting with a number of higher level admin tasks/functions that fall outside the remit of the post.

3.6 We have then looked at what has changed since 2015 to date:

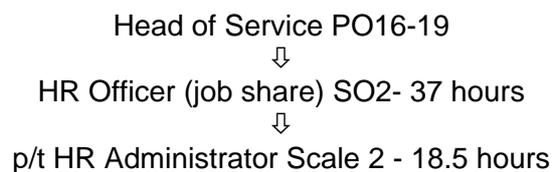
- Developing Case Law that needs to be adhered to when dealing with staffing matters.
- Ongoing changes in Employment legislation.
- Litigation culture which means we need to make sure all our actions and procedures are robust, that we give sound, professional advice and that the Council is protected.
- Customer expectations (both internally and externally) are more demanding , more regular challenge e.g. on recruitment and selection, more general HR queries that need a 'real time' response.
- Recruitment and selection process more onerous.
- We have increased our recruitment activity with much wider advertising and use of recruitment sites to address poor response rates.
- More interview testing to further enhance the rigour of our recruitment practices.

- Increase in staffing issues to pro-actively manage.
- Regular unplanned ‘critical’ events to deal with ie where something has happened that has to be managed/actioned immediately particularly if it is a H&S or Safeguarding issue.
- Increasing staff turnover.
- Real time deadlines.

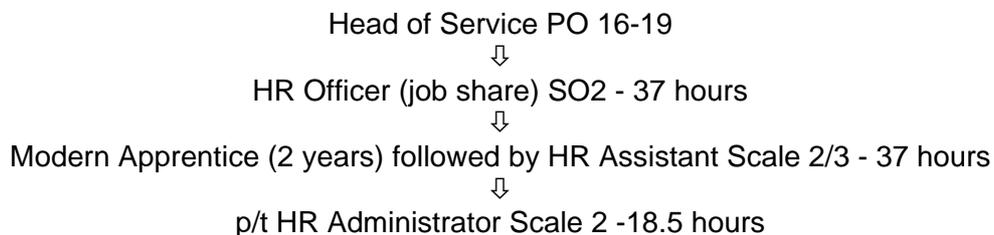
3.7 As a consequence, I believe that HR capacity/workload issues could be addressed best by increasing capacity within HR administration rather than at a technical HR Assistant level and change the previously approved role from HR Assistant to Senior HR Administrator. This would enable the HR Officers to deal with the higher level technical aspects of HR work without time being taken up with the accompanying administrative tasks. The Senior HR Administrator would then take on higher level administration tasks/functions.

3.8 The current HR structure is shown below compared with the structure agreed by this committee in October 2015 and the structure now being proposed:

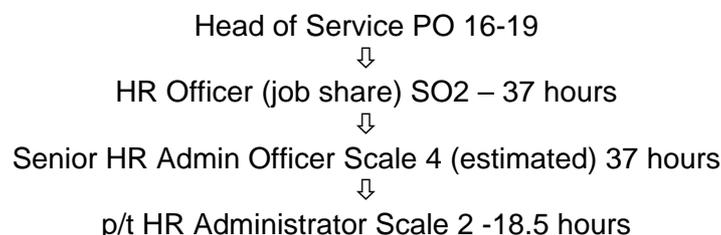
**CURRENT STRUCTURE**



**STRUCTURE as per Committee approval 2015**



**PROPOSED REVISED STRUCTURE**



3.8 The proposed new structure would increase capacity below the Head of Service level by 67%.

3.9 Revised job descriptions for all three HR posts are attached at Appendix A and show where duties would be amended to reflect the changes proposed above.

3.10 It is anticipated the new Senior HR Admin post will be graded at Scale 4 however this is subject to job evaluation.

3.11 CMT considered the proposed new structure at its meeting on 6 March 2019 and support the changes subject to this Committee's approval.

#### 4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications:

- **Resources** – Provision has already been made in the 2019/20 budget for a full time Apprentice of £8,420. As per the previously agreed structure this would increase ultimately to the top of scale 3 (currently £19,171 plus oncosts at 25%).
- The additional cost of the new structure if approved and subject to Job Evaluation would be:

	<b>2019/20</b>	<b>ultimately</b>
	<b>£</b>	<b>£</b>
Bottom of scale 4	19,554	21,166
Plus oncosts	4,888	5,291
	24,442	26,457
Part year 2019/20	20,369	
Current budget for this post	8,420	23,964
Therefore additional cost	£11,949	£2,493

- **Technical, Environmental and Legal** – potential for legal challenge or sanction if our policies and procedures are not up to date or if we are non-compliant.
- **Political** - No political implications identified.
- **Reputation** - The reputation of the authority as a good employer is may be affected if we are unable to deliver a professional and timely service.
- **Equality & Diversity** - No equality and diversity implications identified.

#### 5 RECOMMENDATION

5.1 To approve the proposal to significantly increase the capacity in the HR section by creating a new full time post of Senior HR Admin Officer.

5.2 Approve the necessary changes to the Council's Establishment, subject to;

5.2 Policy and Finance committee agreeing the financial implications and budgetary provision.

MICHELLE SMITH  
HEAD OF HR

JANE PEARSON  
DIRECTOR OF RESOURCES

#### BACKGROUND PAPERS

None.

For further information please ask for Michelle Smith, extension 4402.

# Ribble Valley Borough Council RESOURCES DEPARTMENT

## ***JOB DESCRIPTION***

1. **JOB TITLE:** P/T HR OFFICER (JOB SHARE)
2. **REFERENCE:**
3. **SALARY SCALE:** S02 (SCP 32-34) pro rata
4. **RESPONSIBLE TO:** HEAD OF HR
5. **JOB PURPOSE:** TO DELIVER A RESPONSIVE AND PROFESSIONAL HR SERVICE TO ALL DEPARTMENTS
6. **MAIN DUTIES:**
  - 6.1 ~~Maintaining~~ **Responsible for** HR and training records for all employees.
  - 6.2 To provide a day-to-day HR service and respond to staff, **managers, Heads of Service, CMT** and outside body queries on terms and conditions of employment and employment law. Providing professional advice as appropriate and within own discretion.
  - 6.3 Development and creation of policy documents to adhere to relevant legislation or support corporate strategies, as required.
  - 6.4 To manage recruitment (**including responsibility for recruitment advertising and the interview process**) and selection up to Senior Officer/Principal Officer level, advise on selection decisions ~~and carry out employee induction at all levels.~~
  - 6.5 **To be responsible for the proactive management of fixed term contracts and funded and casual contracts.**
  - 6.6 **To be responsible for DBS checks and verification of documents.**
  - 6.7 **To manage employees 'off payroll' under IR 35 rules.**
  - 6.8 **To be responsible for managing the leaver process including exit interviews.**
  - 6.9 Monitoring sickness absence ~~including liaison with Occupational Health~~ and production of relevant statistical analysis and creation of regular reports for CMT and Personnel Committee.
  - 6.10 **To proactively manage short and long term absence including working through the capability procedure and disciplinary procedure to include attendance and preparation of meeting plans, notes of meetings, letters etc where appropriate.**
  - 6.11 **To monitor long term conditions of disabilities potentially impacting on performance or overall capability.**
  - 6.12 **To be responsible for referrals to occupational health including referral forms, supporting documentation and follow up meetings.**
  - 6.13 ~~Supervising~~ **To be responsible for the maternity/paternity/adoption leave arrangements in conjunction with Heads of Service and managing all maternity/paternity/adoption leave.**

- 6.14 To advise on, attend and minute disciplinary meetings including preparation of evidence packs and actions following decision including managing dismissals/exits where necessary.
- 6.15 To manage unsatisfactory performance initiating formal capability procedure where appropriate.
- 6.16 To advise on appeals and assist with process.
- 6.17 To be responsible for leave/unpaid queries, deal with flexi infringements and any resulting actions.
- 6.18 To prepare reports for meetings of the Personnel Committee and ~~other committees~~ attending such meetings as required to present reports and ~~take minutes~~ (evening meetings are the norm).
- 6.19 ~~Providing careers advice whenever required~~
- 6.20 ~~Early retirement and counselling wherever necessary/required.~~
- 6.21 Overall responsibility for maintenance and development of the computerised HR/Payroll system, including report writing and production of management information.
- 6.22 Responsible for liaison between the pension scheme providers and payroll section regarding pensions and how it affects staff.
- 6.23 To liaise with the Health and Safety Advisor on any workplace adjustments required arising from absences, injuries, capability issues.
- 6.24 To assist with the implementation and monitoring of corporate risk management within the authority including attendance at meetings and assisting with risk management audits where appropriate.
- 6.25 To manage qualification training requests and those associated with career graded/scale barred posts.
- 6.26 To be responsible for any GDPR actions as required.
- 7. To be responsible for ensuring the data quality of all information related to the duties of the post.
- 8. To adhere to the Council's policies including equal opportunities and health and safety.
- 9. Such other duties of a similar responsibility level as may be allocated to the post from time to time.

**NB. In order to ensure that Job Descriptions are kept up to date, all employees are required to review their roles regularly through the staff performance appraisal scheme. Staff are required therefore to take a reasonable and flexible approach to changes arising from the challenges facing the Council.**

Signed (Postholder): \_\_\_\_\_ Dated: \_\_\_\_\_

Signed (Head of Service): \_\_\_\_\_ Dated: \_\_\_\_\_

**Ribble Valley Borough Council  
RESOURCES DEPARTMENT**

***JOB DESCRIPTION***

1. **JOB TITLE:** SENIOR HR ADMINISTRATOR
2. **REFERENCE:** RESOURCES DEPARTMENT
3. **SALARY SCALE:** TO BE CONFIRMED
4. **RESPONSIBLE TO:** HEAD OF HR
5. **JOB PURPOSE:** TO BE RESPONSIBLE FOR A FULL ADMINISTRATION SERVICE TO THE HR FUNCTION, ACROSS A RANGE OF DISCIPLINES AND ACTIVITIES AND ALLOCATION OF TASKS TO THE P/T HR ADMINISTRATOR
6. **MAIN DUTIES:**
  - 6.1 To oversee the maintenance of computerised and paper based record systems for all members of staff.
  - 6.2 To produce reports using the Frontier CHRIS Human Resources payroll/HR system, including statistical monitoring for reports to Personnel Committee, and statistical returns for Central Government.
  - 6.3 To prepare quarterly Local HR Performance Indicators for reporting to CMT and Personnel Committee.
  - 6.4 To research and collate data for Freedom of Information requests and prepare draft responses.
  - 6.5 To be responsible for all North West Employer's Organisation (NWEO) Basecamp activity including: initiating requests, collating responses and producing report for Head of HR on findings; researching and responding to requests from other authorities.
  - 6.6 To be responsible for input and analysis of salary data on NWEO's E-Paycheck system.
  - 6.7 To provide a comprehensive recruitment administration service including:
    - creating job adverts within tight deadlines;
    - liaison with media regarding costings, and deadlines, eg papers or online and arranging for purchase orders to be raised where required
    - responsible for content of job packs and arranging/overseeing issuing of packs to applicants;
    - responsibility for vacancy distribution to various internal/external organisations and to prescribed deadlines;
    - arranging interviews, booking rooms and preparing interview questions
    - preparing interview tests where required, managing test administration on the day of interview
    - responsible for administration of the whole recruitment system from origination of advert to application.
    - responsible for interview letters, regrets and reference letters.
    - deal with enquiries from prospective candidates and recruitment sites

- 6.8 To be responsible for the vacancy section of the Council's website and all other online media.
- 6.9 To be responsible for employee induction for all new starters including casuals and work experience placements.
- 6.10 To be responsible for content of appraisal packs.
- 6.11 To monitor DBS database and rechecks and new starters to ensure all staff have current disclosure.
- 6.12 To be responsible for monitoring and administering probationary periods for all new starters in line with legislative requirements and chasing up all outstanding documentation.
- 6.13 To process all leavers eg calculation of leave, arranging exit interviews and circulation of exit information.
- 6.14 To oversee maintenance of a computerised database of training records for all staff.
- 6.15 To provide administrative support for all aspects of training and development, eg administration of requests to attend training courses and checking relevant authorisations, co-ordination of events, organisation of events on the day, distribution of joining instructions, and records of attendees. Creation of evaluation processes and analysis of data for reporting to Head of HR.
- 6.16 To be responsible for the work experience scheme and school liaison e.g mock interviews/careers events/school and community projects.
- 6.17 To be responsible for update and monitoring of HR pages on Intranet.
- 6.18 To be responsible for the annual return of Register of Officer Interest forms to achieve 100% return.
- 6.19 To be responsible for the annual return of Equality Monitoring forms, to achieve 100% return.
- 6.20 To be responsible for confidential archiving.
- 6.21 To be responsible for filing of all letters, correspondence and documents for the HR Section, requiring high levels of confidentiality and discretion including checking return of signed documents and chasing outstanding documentation.
- 6.22 To be responsible for the annual pension surgery and annual employer visits.
- 6.23 To assist with managing absence procedures and absence policy.
- 6.24 To be responsible for coordinating updates to Who's Who, the People Directory and Backchat.
- 6.25 To be responsible for the Eye Test policy – deal with requests, address any queries from staff, liaison with opticians and creation of annual report to CMT.
- 6.26 To assist with any GDPR responsibilities/actions.
- 6.27 To be responsible for first aid training for the Council, monitoring of first Aid certificates to ensure all qualified staff retain their certificate in line with set time frames and arrange appropriate training prior to expiry of certificate. Book training for relevant staff.

7. To be responsible for ensuring the data quality of all information related to the duties of the post.
8. To adhere to the Council's policies including equal opportunities and health and safety.
9. Such other duties of a similar responsibility level as may be allocated to the post from time to time.

**NB. In order to ensure that Job Descriptions are kept up to date, all employees are required to review their roles regularly through the staff performance appraisal scheme. Staff are required therefore to take a reasonable and flexible approach to changes arising from the challenges facing the Council.**

Signature of Postholder: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Head of Service: \_\_\_\_\_ Date: \_\_\_\_\_

**Ribble Valley Borough Council  
RESOURCES DEPARTMENT**

***JOB DESCRIPTION***

1. **JOB TITLE:** PART-TIME HR ADMINISTRATOR  
(18.5hrs per week)
2. **REFERENCE:** RESOURCES DEPARTMENT
3. **SALARY SCALE:** SCALE 2 (SCP RANGE 10-13) PRO RATA
4. **RESPONSIBLE TO:** HEAD OF HR
5. **JOB PURPOSE:** TO PROVIDE A FULL ADMINISTRATION SERVICE TO THE HR FUNCTION, INCLUDING TRAINING AND DEVELOPMENT AND HEALTH AND SAFETY.
6. **MAIN DUTIES:**
  - 6.1 Maintain computerised and paper based record systems for all members of staff.
  - 6.2 ~~Interrogate and produce reports using the Frontier CHRIS Human Resources payroll/HR system, including statistical monitoring for reports to Personnel Committee, and statistical returns for Central Government.~~
  - 6.3 Assist with the provision of a comprehensive recruitment administration service including:
    - ~~creating advertisements and liaison with advertising agency on design, layout and costings, all within tight deadlines;~~
    - **processing advertisements all within tight deadlines**
    - preparing job packs and sending to applicants ;
    - ensure vacancies are distributed electronically or manually to various internal/external organisations and to prescribed deadlines;
    - arranging interviews **and booking rooms and preparation of interview rooms;**
    - tracking and monitoring of the whole recruitment system from origination of advert to interview.
    - **responsibility for monitoring and auctioning HR email address**
  - 6.4 To assist with the maintenance and updating of the vacancy section of the Council's website **and all other online media e.g recruitment websites.**
  - 6.5 **To prepare, collate and maintain supplies of appraisal packs**
  - 6.6 ~~Monitor and administer~~ **To assist with the administration of** probationary periods for all new starters, and in line with legislative requirements.
  - 6.7 To assist with the maintenance of the **computerised** database of training records for all staff.
  - 6.8 To ~~provide~~ **assist with** administrative support for all aspects of training and development.
  - 6.9 Assist HR Officer the **Senior HR Administrator** with ~~co-ordination and facilitation of Modern Apprenticeship scheme and Work Experience Placements.~~
  - 6.10 Responsible for development/update and monitoring of HR pages on intranet.
  - 6.11 Check weekly approvals/actions from CMT meetings and forward any actions to

relevant person within the section.

- 6.12 Filing of all letters, correspondence and documents for the HR Section, requiring high levels of confidentiality and discretion.
  - 6.13 Provide general clerical support to the department as required.
  - 6.14 Preparation of notes and circulation of actions from HR team meetings.
  - 6.15 To assist with archiving and scanning of leaver files.
  - 6.16 ~~Prepare quarterly Local HR Performance Indicators.~~
  - 6.17 ~~Responsible for monitoring and updating~~ Collating of Register of Officer Interest forms for the Council.
  - 6.18 ~~Co-ordinate~~ Assist with First Aid training for the Council.
  - 6.19 Collation of accident forms, updating accident reporting spreadsheet and filing of all forms.
  - 6.20 To assist with administration of Eyesight Test Policy.
  - 6.21 To assist with annual return of Equality Monitoring forms.
  - 6.22 Assisting with set up for Pension surgeries and other events e.g in-house training
  - 6.23 Assist with GDPR responsibilities/actions
- 7. To be responsible for ensuring the data quality of all information related to the duties of the post.
  - 8. To adhere to the Council's policies including equal opportunities and health and safety.
  - 9. Such other duties of a similar responsibility level as may be allocated to the post from time to time.

**NB. In order to ensure that Job Descriptions are kept up to date, all employees are required to review their roles regularly through the staff performance appraisal scheme. Staff are required therefore to take a reasonable and flexible approach to changes arising from the challenges facing the Council.**

Signature of Postholder: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Head of Service: \_\_\_\_\_ Date: \_\_\_\_\_

REF: MS/CMS/PERSONNEL/200319