

	Item No	12/23
Name of meeting	People Committee	
Date	11.5.23	
Name of paper	HR Review Update - focus on Employee Relations capacity	
Executive sponsor	Ali Mohammed – Executive Director of HR and OD	
Author name and role	Tim Widdowson – Interim Deputy Director of HR and OD	
Synopsis, including any notable gaps/issues in the system(s) you describe (up to 150 words)	Following the CQC report and NHSE HR review significant gaps were identified in the capability of the HR team to effectively manage the very high volumes of ER casework. This has also resulted in overall low confidence levels in the ability to deal with ER cases in a swift, risk-managed way.	
Which strategic risk(s) does this relate to?	361	

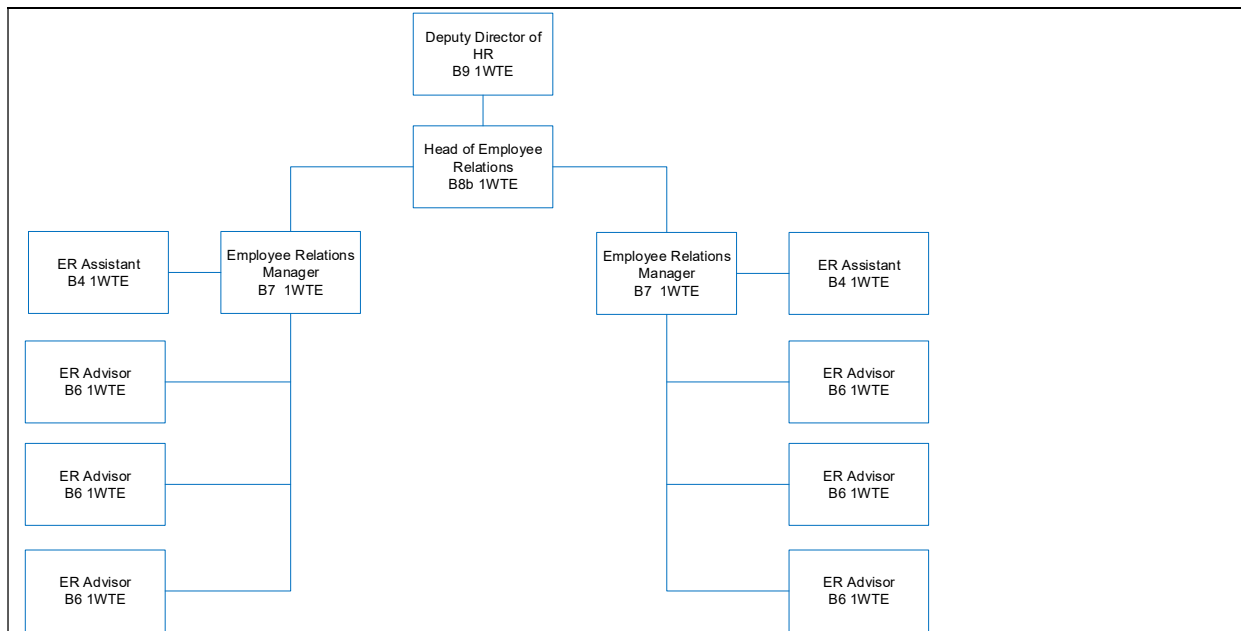
Purpose: Report on progress against the actions from this external review; this deals with the capacity recommendation from the HR Review.

Assurance: To seek assurance that there is a clear plan to address the capacity required and that there is adequate and sustained improvement on the management of ER cases.

The business case to create a discrete Employee Relations team has been crafted which has in principle been agreed by Charles Porter (interim CFO) to progress this via the new improvement template to secure approval for funding the proposed establishment.

The projected costs and structure are included below:

Role	Band	WTE	Unit cost	Cumulative
Head of Employee Relations	8b	1	73,246	73,246
ER Manager	7	2	57,251	114,502
ER Advisor (currently HR Advisors)	6	6		
ER Administrator	4	2	35,552*	71,104
Annual cost				258,852



Benefits:

- Engagement of an ER specialist senior team with skills, knowledge and expertise in handling cases in a timely, sensitive and efficient way while assessing and managing risk
- Dedicated team which provides for a single place of contact to ensure communication flows improve
- Team able to build and develop best practice across the Trust, improving partnership relationships with key stakeholders i.e. senior management and Trade Union representatives
- Reduce formal case activity; grievance cases in particular leading to significant cost savings
- People management skills improved leading to fewer formal casework
- In the mid to long term a reduction in ER team headcount, further reducing costs to the organisation

Current case load (26 April 2023)

Employment tribunals	10
Disciplinaries	41
Sickness absence	53
Grievances	86
Suspensions	7

When the business case has been approved next steps will be:

- Advertise key roles internally and externally
- Consult with B6 HRAs to 'lift and shift' into a new team
- Engage with colleagues across the Trust regarding new structure
- Agree SOPs for team
- Review quarterly progress