CAMBRIDGESHIRE MUSIC – RECRUITMENT UPDATE

To:	**Audit and Accounts Committee**
Meeting Date:	**Nov 2017**
From:	**Wendi Ogle-Welbourn, Executive Director – People and Communities**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** *Key decision:* **No**
Purpose:	To advise Audit and Accounts Committee on progress made since the November 2016 meeting regarding improvements to recruitment processes for the service.
Recommendation:	a) Note and advise/comment on the report

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1.0	**BACKGROUND**
1.1	Cambridgeshire Music is a not for profit trading service within the Learning Directorate. The majority of its services for children and young people are supported to a greater or lesser extent by funding from the Music Education Hub as part of its internally provided programme to meet the objectives of the National Plan for Music Education.
1.2	The service provides cultural education activities across different art forms, particularly music. It acts as the Lead Partner for the music education hub. The Head of Cambridgeshire Music also manages the Cambridgeshire Culture committee and fund.
1.3	The service operates on a balanced budget, reinvesting surplus into additional activities for children and young people unless it can be evidenced as produced from non-subsidised trading.
1.4	This paper reports back to committee on the progress addressing issues concerning the recruitment process which can affect the ability to undertake contracted provision due to the time taken to complete recruitment.
1.5	Cambridgeshire Music recruits in almost all circumstances to fulfil requests for provision of chargeable services. Due to the nature of demand needing quick fulfilment, delays in completing successful recruitment can result in the loss of work as alternative suppliers are found in the meantime or create uncertainty in relationships with key partners such as schools, particularly if continuity of provision for students is interrupted. In an ideal world we would wish to complete a recruitment process to contract and potential start in less than 1 month of identifying the need. Although the recruitment support mechanism should help, in reality our administrative team who might carry out that work are at capacity, therefore the workload will tend to stay with the recruiting manager, who of course are also carrying out other duties. Access issues to establishment information often means that the Head of Service acts as recruiting manager to move the process along, adding unnecessary workload in a delegated system.
1.6	Following the committee meeting in Nov 16 I was asked to discuss ways of improving the system for us with HR staff with internal audit support if required.
2.0	**MAIN ISSUES**
2.1	**Progress made in improving recruitment processes**
2.1.1	A meeting was arranged with HR managers to look at particular issues regarding the time taken to recruit to positions: establishment changes, approval to recruit processes, efficiencies in the erecruitment system and start up mechanisms for appointees. A further telephone meeting took place on 10th Nov 2017 to consider progress.
2.1.2	The service was advised that the new HR system being procured would considerably improve the access and abilities managers would have to manage establishment. Currently this system is not live and so the existing issues of accessing accurate establishment information remain. However

	HR are working with the service to try and check the access is correct to the current system until the new one is live in April 2018.
2.1.3	The approval to recruit process was discussed (in conjunction with establishment changes which duplicates much of the approval processes via the management chain). It was agreed that for traded services there might be a good reason to adjust the process to make it more speedy, given that services tend to be recruiting to meet demand to carry out contracted work. This conversation is ongoing and centres on the need to ensure the approval policy can be operated in a way that meets senior officer requirements as well as teams. Ideas have been put forward to look at parallel processes, delegate approvals and more combined approval processes to reduce the time required.
2.1.4	Further work on the erecruitment system to enable recruiting managers to work more efficiently would be beneficial; as would further automation to help with the start up process which still relies on manual intervention for contract generation and IT access development. These are known issues and change will be dependent on the priority given to IT improvements to the system. HR have a list of some of the key areas and are working with the service to implement solutions. There is a clear need coming forward from several teams for a more co-ordinated recruitment support mechanism that will reduce the time pressure on manager staff and this is also being explored with HR.
3.0	**ALIGNMENT WITH CORPORATE PRIORITIES**
3.1	**Developing the local economy for the benefit of all**
3.1.1	Improving the efficiency of the recruitment process for traded services will enable contracts to be undertaken which may currently be lost due to time delay, enabling more children and young people to benefit from the activity, generating income and improving service financial resilience.
3.2	**Helping people live healthy and independent lives**
3.2.1	Our work supports people to engage with activities that support their well-being. If we can do more of it by being able to recruit quickly then this is a benefit.
3.3	**Supporting and protecting vulnerable people**
3.3.1	We work often with vulnerable people and again faster recruitment enables us to work with them more quickly, perhaps at the time they need it rather than several months later.
4.0	**SIGNIFICANT IMPLICATIONS**
4.1	**Resource Implications**
4.1.1	The following bullet points set out details of significant implications identified by officers:
4.1.2	Adjustments to the processes may require some investment to achieve

		further automation within the erecruitment system to support IT access and contract generation.
4.1.3		Adjusting the establishment change and approval to recruit processes to meet trading service needs will require agreement from senior officers to make the approval process more manageable whilst preserving mechanisms to monitor establishment. This will need discussion with HR and Directors.
4.2		**Statutory, Legal and Risk**
4.2.1		The following bullet points set out details of significant implications identified by officers:
4.2.2		Safeguarding requirements need to be maintained within any agreed process changes.
4.3		**Equality and Diversity**
4.3.1		The following bullet points set out details of significant implications identified by officers:
4.3.2		Adjustments to recruitment process will need to maintain equality of opportunity.
4.4		**Engagement and Communications**
4.4.1		The following bullet points set out details of significant implications identified by officers:
4.4.2		None identified
4.5		**Localism and Local Member Involvement**
4.5.1		The following bullet points set out details of significant implications identified by officers:
4.5.2		None identified
4.6		**Public Health**
4.6.1		The following bullet points set out details of significant implications identified by officers:
4.6.2		None identified

Source Documents None	**Location Not applicable**