

CYNGOR SIR POWYS COUNTY COUNCIL

CABINET REPORT

1<sup>st</sup> August 2011

**REPORT AUTHOR:** County Councillor Tony Thomas  
Portfolio Holder for Human Resources

**SUBJECT:** Human Resources Interim Reorganisation

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**REPORT FOR:** Decision

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**Summary**

The Human Resource Service is experiencing increasing demand for strategic HR support from Services who are looking to implement major change programmes as part of the Powys Change Plan. This increase in demand comes at a time when the Service is also experiencing increased demand for operational HR support in managing absence, grievance and disciplinary cases from managers who are looking to improve service performance. Heads of Service, Senior Managers and Head-teachers have all commented that they need greater HR support and are concerned at the current capacity levels.

A review of the Human Resource Service was recently conducted by Price Waterhouse Coopers and they concluded that although the service was performing well in terms of operational support to services, there was limited HR capacity to support change programmes within the Council. With the introduction of the Powys Change Plan and the extensive and complex change programmes that are either in development or in progress, the demand for strategic HR capacity to support the delivery of these programmes is expected to increase markedly over the next two years.

It is clear that in the medium to longer term there will be a need to remodel the HR service to better provide the required strategic support to the Council's services. At the same time improved training and development of managers should lead to a decrease in the hands on support required from HR on operational employee relations issues. Consequently it is anticipated that any future remodelling will not involve an increase in resources, but will require the significant development of both HR Advisers to be able to operate effectively at a strategic level and line managers to be able to take greater responsibility for resolving less complex HR issues within their services.

The HR Service has started to plan for the necessary managerial and HR staff development to realise this objective but it is anticipated that the required skill development will take a minimum of two years to enable the effective transition to a new service delivery model.

In the meantime, demand for both operational and strategic HR support is increasing to the extent that the service no longer has the capacity to respond effectively to these demands.

As a short term measure to bridge the increase in demand over the next two years, it is proposed that additional capacity is sought for the HR Advisory Team to allow the service to continue to respond effectively to both operational and strategic service demands. The detail of these proposals is explained below.

## Proposal

All the proposals detailed below will be on an interim basis for a period of two years.

It is proposed that 2 additional HR Advisers be recruited on a two year fixed-term basis. Also, that an existing HR Adviser post be upgraded to a senior post to lead the delivery of HR support to schools.

In addition, that 4 Administrative employees currently employed within the BPU, transfer on their existing grades (again on a two year fixed term basis), into the HR Advisory Team. These employees currently undertake limited HR Advisory responsibilities in addition to HR transactional work and pure administrative duties.

The above measures will allow the HR Advisory team to better organise their workload, enabling capacity to be released for both strategic and operational HR support through the development of a new service delivery model based on an informal Business Partner/Shared Services approach.

The transactional HR work currently being undertaken by the Administrative employees will be absorbed by the Conditions Team within Employment Services. This is possible due to the additional capacity that can be realised within this team due to new and improved processes being introduced that will automate areas of pre employment verification and contract production, releasing time and resource to absorb the additional work. The pure administrative duties, which accounts for a very small proportion of their current duties, will be absorbed by the remaining BPU administrative employees.

A copy of the proposed Interim HR Advisory Team is attached.

The cost of the proposal is as follows:

HR Adviser (PO 6-9 budgeted to top of scale) inc. on-costs per annum	£45,275
HR Adviser (PO 6-9 budgeted to top of scale) inc. on-costs per annum	£45,275
Supplementary costs inc. travel, property & IT per annum	£12,000
Senior HR Adviser upgrade	£ 4,610
Total	<b>£107,160</b>

These costs will be funded through efficiencies/reserves already achieved within the HR service.

## Powys Change Plan

These proposals are intended to allow the HR service to respond to the increased demand for strategic HR support arising out of the challenging change programmes established in the Powys Change Plan.

## Options Considered/Available

This proposal is for a temporary increase in capacity to meet the increasing demand for both operational and strategic HR support. The longer-term plans for the reorganisation of the HR Service will require the consideration of a variety of options including collaboration with other organisations over certain aspects of HR service delivery where appropriate.

## Preferred Choice and Reasons

The proposal is a short-term solution to cope with the immediate demands for increased HR support.

**Sustainability and Environmental Issues/Equalities/Crime and Disorder,/Welsh Language/Other Policies etc**

N/A

**Children and Young People's Impact Statement - Safeguarding and Wellbeing**

N/A

**Local Member(s)**

N/A

**Other Front Line Services**

N/A

**Support Services (Legal, Finance, HR, ICT, BPU)**

Informal discussions have taken place with the Head of the BPU who is supportive of the proposals.

The Strategic Director Finance and Infrastructure has confirmed that the proposals can be funded from internal HR resources.

**Local Service Board/Partnerships/Stakeholders etc**

N/A

**Communications**

N/A

**Statutory Officers**

The views of the Strategic Director, Finance & Infrastructure (Section 151 Officer) and the Strategic Director, Law & Governance (Monitoring Officer) have been sought and both are content with this proposal.

**Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

**Future Status of the Report**

N/A

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
To increase HR capacity for a two-year fixed-term period as described in this report	To meet increased demand for strategic and operational HR support and to support the effective delivery of the Powys Change Plan

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	Y / N	<b>Within Budget:</b>	Y / N

<b>Relevant Local Member(s):</b>	
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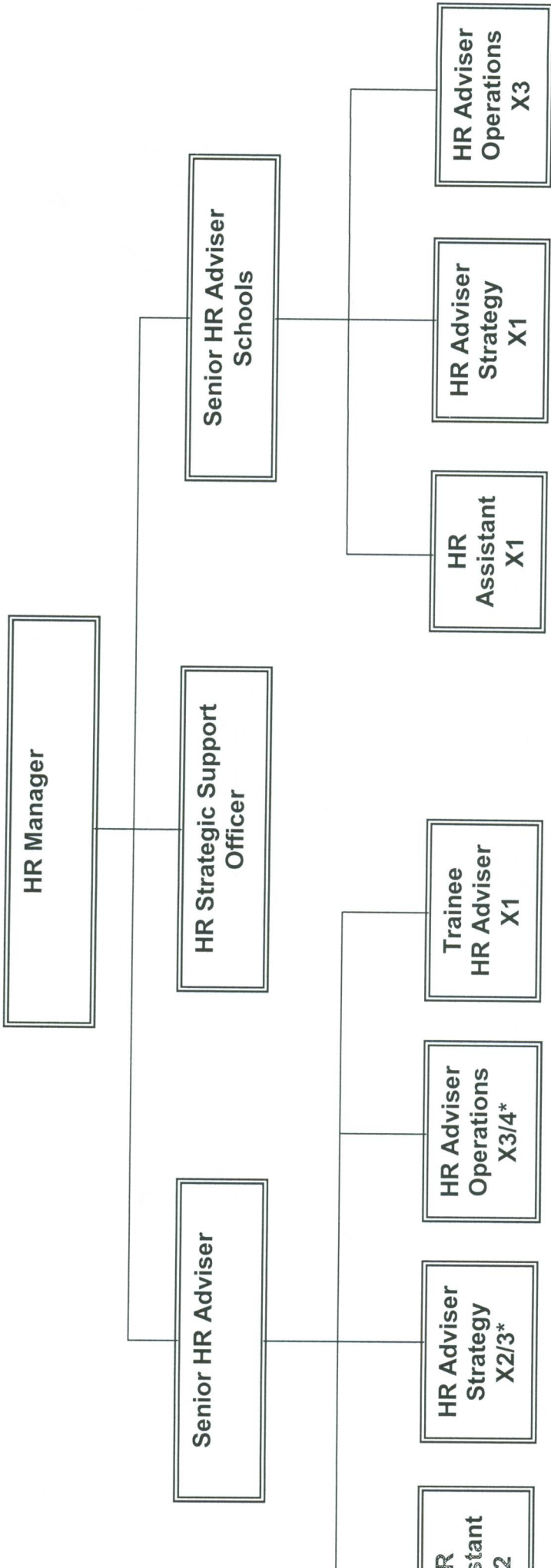
<b>Person(s) To Implement Decision:</b>	
<b>Date By When Decision To Be Implemented:</b>	

<b>Contact Officer Name:</b>	<b>Tel:</b>	<b>Fax:</b>	<b>Email:</b>
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**Background Papers used to prepare Report:**

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Proposed Interim HR Advisory Structure 2011



Numbers to be determined and may vary in the short to medium term