



## ***FULL COUNCIL REPORT***

Date Written	20 <sup>th</sup> November 2015
Report Author	Carys Kennedy
Service Area	Corporate Support
Exempt/Non Exempt	Non Exempt
Committee Date	25 <sup>th</sup> November 2015

*To: Mayor, Ladies and Gentlemen*

## **HUMAN RESOURCES REVIEW**

### **1.0 SUMMARY OF THE REPORT**

- 1.1 The current Head of Human Resources (HR) and Development has notified the Authority that she will be leaving as she is moving on to pursue other projects.
- 1.2 The Wales Audit Office (WAO) carried out a review of the HR service in September 2014 and highlighted a number of areas where improvements needed to be made.
- 1.3 The current head of HR has done a great deal of work to restructure and reform the service and to ensure compliance with the WAO requirements but that work is not yet complete.
- 1.4 The Chief Executive has reviewed the position in conjunction with other senior officers and considers that the post of head of HR need not be directly replaced, as there is an opportunity for some restructure and possible savings to be made that will continue to improve work within the HR Service.
- 1.5 As the organisation is currently implementing a new operating model and is re-modelling its front line services over the next two years, it was also felt pertinent to put in place a temporary measure to sustain the HR Service until the Council agrees the right model for HR going forward as part of the change programme.
- 1.6 The Chief Executive therefore considers that the HR function should be managed by the Head of Legal and Democratic Services with a Senior Officer (HR Manager) post overseeing the HR function to provide stability in this time of change.

## **2.0 RECOMMENDATION(S) that**

- 2.1 The new post of HR Manager be advertised internally.
- 2.2 The Corporate Director (Place and Transformation) and the Head of Legal and Democratic Services be authorised to appoint to the post for an initial period of 6 months.
- 2.3 The HR function be managed by the Head of Legal and Democratic Services.

## **3.0 INTRODUCTION AND BACKGROUND**

- 3.1 The current Head of HR and Development was appointed in July 2014 at a time when the HR function was identified as experiencing a number of difficulties which were hindering the overall drive for efficiency and focus within the Authority. She has provided an invaluable lead in restructuring and redirecting the HR team and securing measurable improvement from that service.
- 3.2 Unfortunately the Head of HR has now given her notice as she has decided to leave the Authority and move on to other projects. The improvements in the HR service remain a work in progress and it is imperative that the work continues.
- 3.3 Alongside the general need for a high-functioning HR department the Authority was also the subject of a review by the Wales Audit Office (WAO) in September 2014 which highlighted a number of areas for improvement and made recommendations for work to be done. That work will be reviewed in January 2016 and so it is critical that the progress that has been made towards meeting those recommendations continues. This will enable us to satisfy WAO but also ensure that we have an HR department which meets the Authority's needs at a time when HR processes are key in the outcome focussed redesign of the organisation.
- 3.4 The Chief Executive therefore considers that there needs to be an officer appointed to lead the HR service and to assist in maintaining stability at this critical time who has the essential qualifications, skills and ability to continue the work of improving HR and supporting the organisation through the change programme. The HR service should come under the management of the Head of Legal and Democratic Services. The new post will be responsible for managing the HR function and for overseeing the ongoing work to remodel the service. A job description and person specification will be advertised internally initially to identify whether any of the Authority's own staff could fulfil that role.
- 3.5 The post will initially be offered on the basis of a six month trial period with a view to that becoming permanent should that be appropriate at the end of that period. The current Head of HR will remain in post long enough to provide an opportunity for the new post holder to shadow her for a short period and to ensure a smooth transition when she leaves, but it is important that an appointment is made as quickly as possible to maximise the benefits of this.

3.6 This appointment is considered necessary to deliver the outcome focussed redesign in which the Authority is currently engaged.

#### **4.0 FINANCIAL IMPLICATION(S)**

4.1 It is anticipated that there will be a saving to the HR budget as the new post will not be at Head of service level.

#### **5.0 SINGLE INTEGRATED PLAN AND SUSTAINABILITY IMPACT SUMMARY**

5.1 The Single integrated Plan and Sustainability Impact Summary has been completed and the proposals do not significantly impact on any aspects of the Corporate Plan and Single Integrated Plan.

#### **6.0 EQUALITY IMPACT ASSESSMENT**

6.1 An Equality Impact Assessment (EqIA) form has been prepared for the purpose of this report. It has been found that a full assessment is not required at this time. The form can be accessed on the Council's website/intranet via the 'Equality Impact Assessment' link.

**GARETH CHAPMAN**  
**CHIEF EXECUTIVE**

**COUNCILLOR PHIL WILLIAMS CABINET**  
**MEMBER FOR GOVERNANCE AND**  
**CORPORATE SERVICES**

<b>BACKGROUND PAPERS</b>		
<b>Title of Document(s)</b>	<b>Document(s) Date</b>	<b>Document Location</b>
<b>Does the report contain any issue that may impact the Council's Constitution?</b>		

***Consultation has been undertaken with the Corporate Management Team in respect of each proposal(s) and recommendation(s) set out in this report.***