

HR RESTRUCTURE PROPOSALS

1. PURPOSE:

To present a report, which seeks to confirm the structure within the People Services HR Team in the Resources directorate, to enable the effective delivery of HR support across the organisation.

2. KEY ISSUES:

The current work undertaken by People Services HR looks to create opportunity for development and an 'offer' to the organisation which focuses on proactive HR service delivery, enabling the development of 'self-serve' across the business and across schools. This work looks to enable a shift to support business and school management teams to be able to consider talent management, succession planning and key workforce information and data in a much more focused way that will allow meaningful and targeted interventions and associated work streams. The aim is to consolidate a sustainable HR structure model, which looks to enable a service delivery that has pace and flexibility, which incorporates the digital agenda and which is responsive to our customer need.

The proposals contained in this report enable the HR team to consolidate its work programme and provide a solid base for moving forward with a significant work programme. Since 2015, the current structure has survived by 'plugging the gaps' with additional temporary resource and additional honoraria payments. There is real urgency to confirm a structure which creates resilience, enables succession planning and which can continue to deliver sound, professional HR advice and support in challenging times and which acknowledges & reflects the fact that the people, who work for Monmouthshire, on and off the payroll, are our greatest resource. Further information on the current & proposed structure (and costings) is provided in annex 1 and 2.

3. REASONS:

This report allows the Resources Directorate to ensure that it has the capacity within the Human Resources team to allow business areas and schools to be provided with adequate resource in terms of professional HR advice, support & guidance. Temporary arrangements have been in place for 4 years and for colleague wellbeing and recruitment & retention reasons there is a need to confirm structure. The current position is not sustainable.

Implementation of the structure will help to support key organisational priorities such as the health & wellbeing of colleagues across Monmouthshire (particularly in relation to mental health wellbeing), HR related system/digital development; volunteering; maximising attendance. As an example, the current visioning project and associated future HR /Payroll system analysis work needs to be supported by a robust future focused HR structure. Future focus for HR is upon providing up to the minute data and analytics, and HR related systems which create information at the right time to the right people; looking at how the digital agenda can influence HR in Monmouthshire, helping to support colleagues to be self-sufficient & for those with management responsibilities enabling management of 'people processes' to be simple & effective; cascading policies (which are alive & relevant) in a variety of formats via innovative system development; supporting leadership to deliver corporate goals. Our 'rejuvenated' HR

systems will look to create understanding and awareness, supporting colleagues to do what they need to do easily & quickly with the development of more effective, simple processes. System improvement creates meaningful data & information which can be used for succession planning and workforce planning & for creating greater accountability. The proposed HR structure looks to support this by enabling the progression of focused HR roles which include specific developmental/digital support on HR related systems across schools and corporate, developing additional HR resource and cross over between schools and corporate (enabling greater resilience) and further developing the HR Business Partner model which will focus on the above to support our organisational priorities.

To order to provide effective HR advice, guidance & support to all colleagues, the Resources Directorate needs to ensure that it has the capacity to deliver meaningful support services to the organisation.

4. RESOURCE IMPLICATIONS:

The proposed structure for HR will result in an initial net cost of £106,579 which will reduce to £73,322 (by non- replacement of a post in due course).

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

This report seeks approval to alter the HR team establishment in order to facilitate the range of projects and initiatives listed within this report, existing activities associated with the Council's corporate priorities and the continuation of delivery of the wide range of services provided. The report does not seek to amend or add to these policies or services that direct the nature of services provided to the public. The report deals solely with staffing matters and as such a Future generations and Equality assessment is not considered appropriate or of relevance in this instance.

6. CONSULTEES:

Cabinet
SLT
HR Team
Head of People & Information Governance
People Services Accountant
Chief Officer, Resources
Trade Unions – UNISON and GMB

7. BACKGROUND PAPERS:

Annex 1 – Existing and proposed structures and costing
Annex 2 – Structure report

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ANNEX 1 - CURRENT HR STRUCTURE

JOB ROLE	GRADE	FTE	SALARY	Salary with on-costs	NOTES:
Part Time HR Lead Business Partner CORPORATE (3 days)	Band J (SCP35-39)	0.6 FTE (22.2 hours)	£25,005 (SCP39)	£33,257 (33.0%)	Post holder on flexi retirement. Post will not be replaced upon retirement.
Part Time HR Lead Business Partner CORPORATE (3 days)	Band J (SCP35-39)	0.61 FTE (22.5 hours)	£25,343 (SCP39)	£33,706 (33.0%)	Post-holder currently in receipt of an honoraria payment
HR Lead Business Partner SCHOOLS	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	Post-holder currently in receipt of an honoraria payment. SCHOOLS SLA income offsets.
HR Lead Business Partner SCHOOLS	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	Post-holder currently in receipt of an honoraria payment. SCHOOLS SLA income offsets.
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	
Part Time HR Business Partner (4 days)	Band I (SCP31-35)	0.8 FTE (29.6 hours)	£30,279 (SCP35)	£40,483 (33.7%)	
Part Time HR Business Partner (3 days)	Band I (SCP31-35)	0.6 FTE (22.2 hours)	£22,709 (SCP35)	£30,090 (32.5%)	

HR Business Partner (Temporary – Sept 2019)	Band I (SCP31-35)	0.86 FTE (32 hours)	£32,734 (SCP35)	£43,864 (34.0%)	
		6.47 FTE (Headcount: 8)		£344,541	

PROPOSED STRUCTURE

JOB ROLE	GRADE	FTE	SALARY	Salary with on-costs	NOTES:
HR Lead Business Partner (Corporate & Schools)	Band J (SCP35-39)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	ADDITIONAL POST
Part Time HR Lead Business Partner (Corporate) 3 days	Band J (SCP35-39)	0.6 FTE (22.2 hours)	£25,005 (SCP39)	£33,257 (33.0%)	Post will not be replaced.
Part Time HR Lead Business Partner (Corporate) 3 days	Band J (SCP35-39)	0.61 FTE (22.5 hours)	£25,343 (SCP39)	£33,706 (33.0%)	
HR Lead Business Partner (CYP & Schools)	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	
HR Lead Business Partner (CYP & Schools)	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	
HR Business Partner (MONLIFE)	Band I (SCP31-35)	0.86 FTE (32 hours)	£32,734 (SCP35)	£43,864 (34.0%)	ADDITIONAL POST Currently a temp post
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	INCREASE of 0.2 FTE (Currently a 0.8 FTE post)

HR Business Partner (SCHOOLS & Corporate)	Band I (SCP31-35)	1.0 FTE	£33,799 (SCP31)	£45,324 (34.1%)	ADDITIONAL POST
Part Time HR Business Partner 3 days	Band I (SCP31-35)	0.6 FTE	£22,709 (SCP35)	£30,090 (32.5%)	
		8.67 FTE (Headcount: 10)		£451,120	

Annex 2 - People Services HR Structure report

1. Background: Existing Structure and service delivery

The existing structure provides HR support across the organisation.

To date the HR service has primarily been a fairly reactive one, responding to managers/Head-teachers requests for help and assistance and in some areas of the organisation seeking to get the balance between 'hand-holding' and enabling managers/Head-teachers to take full ownership, accountability & to manage effectively. This has been against a backdrop of temporary changes to the HR structure, reduced HR resource, and in continuing challenging times where directorates & schools wrestle budget pressures and change management issues. The HR team assist the organisation with the management of significant HR issues and seek to support a developing focus on self-serve, development of digital approaches to enable peer-to-peer support, creating active and resilient networks across business areas and schools to reduce dependency and increase knowledge and confidence. The financial pressure on Directorates and schools has presented significant HR challenges and significant case management workloads for the HR team to deal with. HR data and analysis is key to business development & workforce planning and as such is an evolving piece of work. Supporting volunteering programme is a key organisational priority, which requires input and support from within People Services.

The current team supporting corporate consists of 6.47 FTE (2.0 FTE support CYP & Schools) including 0.8 FTE temporary HR Business Partner supporting MONLIFE.

Schools

Historically, HR support for schools has consisted of one HR Lead Business Partner and two HR Business Partners. Currently, we have two HR Business Partners who, since 2015, receive honoraria payments to act as Lead HR Business Partners. Providing effective HR support to 34 out of 35 schools (plus the PRS) requires a sustainable and resilient structure. Since 2015, we have had temporary and ad-hoc arrangements to cover the gap. Developing a new structure will create better resilience, which will enable effective delivery of a HR service, which is highly valued by schools. We need to sustain and develop the level of service we currently provide. With the delivery of a service via a SLA, there is always a risk that customers may choose to buy services elsewhere. We have a duty of care to the two colleagues who currently deliver the HR service for our schools. Absence from work (for what- ever reason) of one colleague places a significant burden on just one other and poses a significant risk to the business. This report therefore proposes that the additional fulltime HR Lead Business Partner will cover corporate and schools and the additional HR Business partner will cover schools and corporate.

In April 2018, 4 primary schools opted to buy back in to the MCC HR services and in April 2019 a secondary school opted back in. Therefore at the present time, only one secondary school does not opt to buy our HR services. As a consequence, we have seen an increase in workload and it is therefore important that the HR structure reflects the fact that out of approximately 3,600 total employees around 2,000 are based in our schools.

2. Proposed structure & service delivery

In the proposed structure, the HR team will focus on providing managers & Head-teachers with the "tools" that equip them to do their job more effectively.

The HR Lead Business Partners will lead and manage the operational aspects of the HR service, have strategic oversight, and look to develop consistent application of advice, guidance and support to business managers, leaders and Head-teachers, this includes development of business partner meetings where data, digital & analytics have a stronger focus.

The addition (to the current structure) of a HR Lead Business Partner on a 1.0 FTE basis will ensure a 5 day a week consistency of cover on the corporate side. This role will also take on line management of the HR Business Partners.

The existing HR Lead Business Partners are each 3 days a week. Working toward the release of current line management responsibilities will enable these roles to continue to support high-level case management work, but also to focus a wider lens upon specific areas of organisational priority, which will add value, for example:-

- Digital development and proactive HR system support to enable our HR services to the business and to schools to be as effective as possible.
- Attendance Management - working with business areas specifically with high absence rates - to reduce the number of days lost per FTE for MCC.
- Volunteering
- Complex casework advice & support - leading on analysis & scrutiny/ lessons learnt for the business/ developing excellent practice

One of these post holders is currently on flexible retirement and therefore this structure proposal incorporates consideration around succession planning, and enables the transfer of key skills, knowledge and experience. Proposal would be not to fill post when post-holder finishes.

HR Business Partner roles will facilitate proactive management of casework through business partner meetings; provide meaningful management information to enable sound business decisions. Current HR Business Partner roles have developed specialisms, and this will continue, particularly in the areas of education, social care and health so that key roles are flexible and colleagues are able to develop their knowledge base and skill set in a way that establishes an effective business-partnering function. The proposed model of delivery is one that will look to work to develop good business partnering, provide solution focused approaches, which deal with persistent people management issues. Consolidating resource (which would result in an increase in current team capacity) alongside potential developments in how the HR service is delivered (e.g. technological and digital improvements) and as detailed under 'Reasons' in the accompanying report also presents better opportunity to support and promote activity off payroll. The proposals would result in team capacity of 8.67 FTE.

3. Conclusions

For a significant period of time, the HR structure has had temporary arrangements in place. The proposed structure looks to provide a more sustainable & resilient model.

Analysis of costs in Appendix 1 shows the cost difference between current and proposed structures is £106,579, which will be minus £33,257 when one post holder retires completely. Increase of £73,322. Furthermore work is being explored to look at the charges for the 20/21 Schools SLA, where income levels are currently at £116,000 for the current year.

In summary, the proposed changes result in:

- An increase of 1.0 FTE permanent HR Lead Business Partner. Primary lead over corporate but will include schools. ADDITIONAL POST.
- An increase of a 1.0 FTE permanent HR Business Partner to provide resilience across the HR service – schools focus (& some corporate work). This will help to develop a sustainable cross- working model, which will provide better resilience. ADDITIONAL POST.

- An increase of 0.2 FTE permanent HR Business Partner, to enable a full time post in the structure.
- To confirm permanent funding of 0.86 FTE HR Business Partner (MONLIFE focus). Currently a temporary HR Business Partner post (since November 2015).