

Governance, Audit and Scrutiny Committee
15 September 2014

Report by the Director of Service
Support and the Director of
Commercial Services

**SCRUTINY PROGRAMME 2014/15 – SCOPING DISCUSSION
RE HUMAN RESOURCES STRATEGY**

REPORT EXECUTIVE SUMMARY

This report has been produced to provide the Governance, Audit and Scrutiny Committee with information on the Service's Human Resources (HR) Strategy and act as a stimulus to help determine the areas that the Committee may wish to provide scrutiny over in the future. The report does not provide any great detail but does provide a summary overview of the HR function and current structural arrangements for the provision of HR.

RECOMMENDATIONS

1. That Members use the overview contained in this report to determine the aspects of the Service's Human Resources Strategy that they wish to scrutinise in more detail at the February 2015 Governance, Audit and Scrutiny Committee meeting.

HR OVERVIEW

2. Following the recent Senior Management Review the responsibility for the delivery of a holistic Human Resources Strategy lies within two areas of responsibility (an Organisational Chart is illustrated in Appendix 1):
 - People development and training lies under the responsibility of the Director of Commercial Services;
 - HR advice to managers and transactional human resources (including industrial relations) is under the responsibility of the Director of Service Support.

PEOPLE DEVELOPMENT AND TRAINING

3. People development and training includes leadership development to assist in succession planning, training of existing staff to acquire new skills and training new staff with the necessary skills to safely undertake their role.
4. People development and training is delivered through a mix of in-house trainers and external providers, including services provided by HFR Solutions.

HR – ADVICE AND TRANSACTIONAL

5. The transactional and advisory aspects of human resources includes workforce monitoring, payroll and pension administration, occupational health, workforce planning (including recruitment) and the provision of relevant, timely and accurate advice to support managers in their decision making and industrial relations.
6. Transactional aspects of HR are currently provided across a number of Service functions, namely within CPUs, the Human Resources Section, the Finance Section and the Operational Resource Management Team.
7. Related to this is a critical current piece of work to fully understand the Service's HR processes. Over the last nine months Business Process Mapping techniques have been used to fully illustrate the end-to-end transactional processes currently in place and identify areas of rationalisation, gaps and areas for improvement in efficiency and outcome. Whilst this work is still ongoing, completed work has led to the creation of improved and more efficient processes supported by guidance for all parties.
8. Moving forward it is the intention to automate many transactions through the development of software solutions which will form the core of the Service's transactional processes.
9. A number of HR functions are currently provided externally, these areas include:
 - Occupational Health doctor;
 - Complex HR advice;
 - Legal advice;
 - Payroll administration;
 - Pension administration.

10. A recent example of work supported by external HR advice has been the revision of the arrangements for effective industrial relations, including amended membership and terms of reference for the Service's Joint Consultative Committee.

STRATEGIC PLAN COMPATIBILITY

11. The scrutiny work of the Governance, Audit and Scrutiny Committee contributes to ensuring that the Authority makes the best use of its resources.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

12. No financial information is submitted as part of this report.

LEGAL IMPLICATIONS

13. Failure to provide accurate and timely HR advice to managers could give rise to legal challenges.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

14. There are no direct issues arising.

CORPORATE RISK MANAGEMENT IMPLICATIONS

15. Ineffective HR practices and the provision of inadequate HR advice would provide a risk to the Authority's reputation and damage to internal industrial staff relations.

HEALTH AND SAFETY IMPLICATIONS

16. None arising directly.

COMMUNICATION ACTIONS ARISING

17. None arising.

DETAILS OF CONSULTATION

18. None arising.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

19. Appendix 1 – Human Resources Organisational Chart.

RECOMMENDATIONS RESTATED

20. That Members use the overview contained in this report to determine the aspects of the Service's Human Resources Strategy that they wish to scrutinise in more detail at the February 2015 Governance, Audit and Scrutiny Committee meeting.

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