

**Governance, Audit and Scrutiny Committee
7 March 2016**

**Report by the Head of Human
Resources, Director of Service
Support and Director of
Organisational Development**

HUMAN RESOURCES: UPDATE REPORT

REPORT EXECUTIVE SUMMARY

This report provides members of GAS with an update in three areas:

- The FireWatch HR IT system
- Succession planning, including Equality of Opportunity
- HR Advice

This update follows a report produced for the 2nd March 2015 meeting of GAS which highlighted the outcomes and recommendations arising from scrutiny of the three areas detailed above.

RECOMMENDATIONS

1. That the Committee notes this update report.

FIREWATCH HR IT SYSTEM

2. Work on cleansing core HR data is nearing completion and attention has turned to updating the underlying structures to reflect recent organisation changes and in readiness for the implementation of rota management and IPDS modules.
3. Once these stages have been complete, which is expected to be later in 2016, a detailed evaluation of the implementation and operation of FireWatch will be undertaken. This will consider both benefits realisation from introducing FireWatch and lessons learned from the implementation. No further modules will be purchased until this work has been completed.
4. In support of Firewatch, and in order to keep greater control of the Service establishment, all personnel within the organisation have been mapped out on an Organisational Chart which indicates both the 'Baseline' (substantive post) and 'Dynamic' (temporary position). This Organisational Chart is updated on a weekly basis with the information to support any change taken from the Decision Records. Decision Records are mandatory prior to any move being instigated; this enables all post numbers and associated financial issues to be identified.

HR ADVICE

5. The Chief Fire Officer/Chief Executive has informed the HFA at the 15 February 2016 meeting that the current HR collaboration arrangement between HFRS and SYFR will conclude at the end of March 2016. This will include the interim Head of HR returning to SYFR on a full-time basis. Furthermore, the review which was commissioned to determine the feasibility of a joint HR / OH function will not be progressed. However, HFRS will have in place robust arrangements to ensure HR service provision will not be compromised and that planned development interventions will progress at pace.
6. Specifically, the Service has engaged a specialist recruitment agency to support the process of appointing a suitably qualified and experienced permanent Director of HR for HFRS. This individual will be a member of the Service's CMT and will provide leadership in the development and implementation of a People Strategy. In addition, an exercise is currently underway to attract a HR Manager who will assume the day-to-day leadership responsibility for the HR function.
7. The appointment of quality HR practitioners to these roles will inevitably advance the development of the HR function and the wider workforce agenda within HFRS.

SUCCESSION PLANNING

8. The Organisational Development team is currently preparing its objectives for the forthcoming year to ensure the Service continues to meet its strategic objective of continuing to develop a committed, skilled and safe workforce. A primary feature will be succession planning to identify and develop future leaders or senior managers as well as individuals in other business-critical positions. This will include leadership and management training and development activities building from the Advanced Leadership Programme (ALP) undertaken by some middle managers during 2015, as well as identifying opportunities for practical, tailored work experience for future roles. This will form part of a wider programme of talent management to recruit, retain and develop talented individuals, both attracting external talent and nurturing internal talent.

RECRUITMENT MORATORIUM

9. The workforce requirements for operations are subject to a quarterly review by the Service Support Centre to ensure the Service is able to achieve its operational response. Due to significant budget reductions and the subsequent Operational Efficiency Programme (OEP), the need to increase the operational establishment has not been necessary for a number of years. It is anticipated there will soon be a need to recruit wholtime firefighters due to the current retirement profile and new opportunities such as medical response. The timescale for the recruitment is largely dependent on decisions made by the Fire Authority regarding the OEP during 2016, however plans are currently being prepared to commence the recruitment process by Summer 2016.

STRATEGIC PLAN COMPATIBILITY

10. Delivery of the Strategic Plan rests entirely upon the service workforce, at all levels, working with maximum commitment.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

11. There are no financial implications arising from this report.

LEGAL IMPLICATIONS

12. There are no legal implications arising from this report.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

13. There are no equality implications arising from this report.

CORPORATE RISK MANAGEMENT IMPLICATIONS

14. Failure to secure senior level HR advice could present a risk to the FRA. However, the arrangements in place that are detailed within this report provide assurance that HR service delivery will not be compromised.

HEALTH AND SAFETY IMPLICATIONS

15. There are no H&S implications arising from this report.

COMMUNICATION ACTIONS ARISING

16. There are no communications implications arising from this report.

DETAILS OF CONSULTATION

17. This report is an update for Members of GAS only.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

18. Not applicable.

RECOMMENDATIONS RESTATED

19. That the Committee notes this update report.

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