

Report to: Performance Scrutiny Committee

Date of Meeting: 17th July 2014

Lead Member/Officer: Lead Member for Modernising and Performance

Report Author: HR Services Manager

Title: HR Framework

1. What is the report about?

The report relates to the risk that the HR Framework does not support the organisation's aims and provides an update on progress made on the HR Improvement Plan and future plans to mitigate and reduce this risk.

2. What is the reason for making this report?

To provide an update to the committee and offer some reassurance regarding the management of this risk.

3. What are the Recommendations?

That Members consider the information provided and comment accordingly on the progress made in addressing the risk identified in the Corporate Risk Register.

4. Report details.

Over the past 18 months, the Service has had an extensive improvement plan which incorporated actions identified following an Audit Review in 2012. The plan ran initially up to December 2013 and extended to the end of March 2014. The plan focused on two priorities:

- a. Getting the core HR Service Right and
- b. Implementation and Improvement of systems

In terms of getting the core HR service right, extensive work has been undertaken on improving the basic knowledge of all HR staff with the implementation of a HR training plan. Alongside this, we have implemented a Competency Framework which is based on the CIPD Framework. Other work undertaken includes:

- Allocated business partners to services
- Development of process guides and standard scripts on key areas
- Review of letters and forms making them simpler to use, written in a common format with the ability to complete and send electronically.
- Development of process chains and workflows on i-trent which has standardised the transactional processes and automatically generates

appropriate letters & forms. In addition, it automatically generates an email to manager confirming the action taken by HR.

- Automating processes to payroll where possible so that information can be sent electronically. Further work is planned on this for 2014/15.
- Review of HR intranet page to make it easier to find documents
- Performance appraisals - Development of employee based forms and simplified forms for those employees who do not have access to a PC; all the data recorded in one place to ensure accuracy of data; set up administration rights so managers can delegate the completion of forms for those that do not have access to a PC and regular reporting lines report is now sent to managers to ensure that they have access to the right records.
- Development of systems improvement group to provide a forum for future development of systems to be shared and discussed and give users an opportunity to share ideas and suggestions on future improvements that they would like to see developed.
- Implementation of EDRMS
- Review of policies and procedures
- Completed Audit Action Plan
- Lean process review actions complete for recruitment, ill health retirement, DBS, Occupational Health, and 75% complete for grievance, DBS, service reviews, consultation and job evaluation; disciplinary and appeals.

Up to the end of March 2014, approximately 90% of the plan had been completed.

During the past month or so, Audit have undertaken a further review of HR and the improvements that have been implemented. A meeting with audit is due to take place in the week commencing 7th July in respect of the further work that they have done on the improvement plan and at the time of writing this report, the outcome of that work is unknown. An addendum to this report will be circulated to members before the date of the meeting to provide more up to date information.

With regards to future improvements, there is a second phase improvement plan currently under development which focus on managers and the support and tools they require to effectively manage their service. This has been developed following a series of meetings with each Service's Senior Management Team and also individual meetings with the Heads of Service.

In addition, a further consultation exercise is proposed with Heads of Service to look at the HR Structure to ensure that the Business Partner model adopted in 2011, effectively meets the needs of their service and is proactively assisting them to manage their service and employees.

This exercise is due to start in September.

5. How does the decision contribute to the Corporate Priorities?

Not applicable.

6. What will it cost and how will it affect other services?

There are no additional costs associated with this report and there are no particular implications on other services.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

An Equality Impact Assessment is not required.

8. What consultations have been carried out with Scrutiny and others?

The Lead member has been involved and informed of progress throughout the duration of the HR Improvement plan.

9. Chief Finance Officer Statement

A Chief Finance Officer Statement is not required.

10. What risks are there and is there anything we can do to reduce them?

There are new no risk associated with this.

11. Power to make the Decision

Articles 6.3.4(b) outlines scrutiny's powers with respect to reviewing the performance of particular service areas.

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