



**Review of the Centre
Implementation Programme:**
Human Resources Service Review

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Background

The Council commissioned Sector Projects to undertake a review of the corporate centre. The review was initiated following recognition that a number of issues facing the Council in both the short and medium terms required addressing and solutions put in place. The final report, agreed by the Budget and Transformation Panel, identified opportunities for making significant budgetary and in-year savings.

It was also recommended that the Human Resources Service be subjected to a more detailed service review to look at a number of issues relating to its custodian role in terms of job descriptions, its role in organisational development and application of HR policies, processes and practices. These issues were also identified as key areas requiring a prompt solution to ensure HR had the capacity and capability to provide support on the implementation of the Review of the Centre recommendations and the build up to RPA.

In the summer, the Strategic Policy and Resources Committee agreed that the Chief Executive and Director of Corporate Services would have delegated authority in consultation with the Budget and Transformation Panel to approve actions over the summer period.

Scope of the review

In our findings we recommended that the scope of the review should include:

- The relationship between Human Resources Service (HRS) in the centre and departments
- The application of HR policies, processes and practices
- The development of Industrial Relations
- The development of the HRS custodianship of job descriptions
- The further development of its role in organisational development, and in particular structural reform, and controlling staff numbers
- High level analysis of impact on HRS as a result of RPA
- The identification of potential savings.

A number of these recommendations require detailed analysis of the function and role of HRS and its relationship with customers such as COMT, departments, employees and trade unions. There are also significant cultural issues to be addressed leading up to and beyond RPA. Consequently, to ensure that the key review of the centre recommendations can be implemented effectively we propose to undertake the review in two phases.

Phase 1 will include:

- The development of the HRS custodianship of job descriptions
- The further development of its role in organisational development, and in particular structural reform, and controlling staff numbers
- High level analysis of impact on HRS as a result of RPA
- The identification of potential savings.

Phase 2 will include:

- The relationship between Human Resources Service (HRS) in the centre and departments
- The application of HR policies, processes and practices

HRS is currently working with LRA to improve industrial relations and consequently it is excluded from this review.

We also understand that there is an outstanding issue regarding the position of the Health and Safety team within the Council. This will need to be dealt with as part of the implementation programme but is outside the scope of this review.

Methodology

The development of the HRS custodianship of job descriptions

The Council has developed a fragmented approach to the review functions within the authority which can lead to lack of clarity and duplication of effort. There is a need to bring about a greater level of integration of the review function within the authority including Internal Audit, Business Improvement Service, Better Business, Core Improvement, Projects etc. We will evaluate the current review function(s) and make recommendations for a fully integrated approach across the Council.

It was concluded that HRS must have a stronger role in relation to control of the establishment, control of staff numbers (including FT, PT, secondments, temporary staff) and agency staff. At present the custodianship of job descriptions currently lies within the remit of the Business Improvement Service (BIS). One of the agreed recommendations was that all HR related functions would be transferred to HRS. To enable the smooth transition there will be a need to:

- Identify and transfer all key documentation (including IT systems if present) relating to job descriptions and structures
- Analyse the current work programme
- Identify appropriate post holders who will be responsible for the future management of job descriptions and structures. This may be existing HR staff or involve the transfer of personnel from BIS

The further development of its role in organisational development

The function of organisational development does not sit within one service area. Services such as HRS, BIS and CIT currently provide OD services and there is a need to provide clarity on the roles and responsibilities going forward. A review is required to:

- Evaluate the current approach for delivering OD services
- Review the processes relating to structural reform and managing staff numbers
- Understand “what works and what does not”

- Identify the boundaries, including roles and responsibilities, for the delivery of OD services
- Provide recommendations that will enable HRS to develop an appropriate OD function for the Council.

High level analysis of RPA for HRS

The implementation of RPA is likely to have a significant impact on HRS. We will undertake a high level analysis to:

- Identify the HR services, including capacity building, required to implement RPA
- Identify potential increases in workload
- Assess the capacity of HRS to support RPA

The identification of potential savings

Following our analysis and evaluation of our findings gathered during the review we will identify potential opportunities for making budgetary and in-year savings. In addition we will also seek to identify savings opportunities from:

- The effective use of IT
- Re-engineering of business processes
- Identify areas for further consideration

Review team

The review will be led by Jim Brooks, the External Change Manager, who will work closely with Jill Minne, the Head of Human Resources. The review team will consist of Jackie Leslie from HRS and Alan Burns and Ken MacNeill from Sector Projects.

