

## **HUMAN RESOURCE DEVELOPMENT PHASE 2 HR CHANGE & WORKFORCE STRATEGY UPDATE**

### **PURPOSE OF THE REPORT**

- 1 To update members on progress in relation to Phase 2 of the HRD sub-regional collaboration with South Yorkshire Police.
2. To update on the combined workforce strategy for Humberside and South Yorkshire Police.

### **BACKGROUND**

3. On the 26<sup>th</sup> of September, a joint meeting of COG (HP) and SCT (SYP), both Command teams agreed to the implementation of a single HR and Training service for both Humberside and South Yorkshire Police. This decision was further ratified by both Police Authorities in November and December.

### **PROGRESS TO DATE – Phase 2**

4. Significant progress has already been made and the Senior Management Team leads from both Forces are currently developing the phase 2 implementation plan.
5. The HR service is working closely with both Forces' ICT departments to identify and agree common solutions for the HR internal systems and workflows, the development of a knowledge database to support self service and the HR service desk.
6. An evaluation of phase 1 has been undertaken in South Yorkshire Police and is about to conclude in Humberside Police. The evaluation has been designed to identify any on-going, residual issues or lessons learnt that can be adopted as part of implementing the single function.

### **GOVERNANCE ARRANGEMENTS**

7. The Joint Collaboration Board (HP / SYP) has now been established and will oversee all collaboration between both forces. It will also provide a key link into both JPAC (Regional Efficiency and Productivity Strategy) and each Police Authority.
8. In addition to the Joint Transformation Project Board and Operational User Group meetings an HR Performance Standards Group has been established to agree and monitor a series of performance standards within the Operational HR portfolio. The group is also there to clearly understand and articulate the required level of HR Service, particularly in the level of HR support provided to Operational Commanders.

9. A key element of the Governance arrangements is a detailed project plan. This will be completed in conjunction with the Programme Sections of both forces – utilising Prince 2 Methodology.

### COMBINED WORKFORCE STRATEGY

10. A draft workforce strategy was put to South Yorkshire Police Authority on the 2<sup>nd</sup> July 2010. Due to the appointment of a joint ACO (HR) in November 2010, and subsequent initiation of the comprehensive change programme for HR and Training, combined with the uncertain external environment around national police changes (CSR, Winsor, Hutton, Neyroud etc) the draft workforce strategy was not formally enacted within the force.
11. However, much of the work is still relevant and combined with the outcomes from the Humberside Police Authority Strategic Planning day on the 10<sup>th</sup> January it is proposed to move forward with the development of a combined workforce strategy & metrics. This will allow the strategy to more accurately reflect the emerging policing landscape and the joint collaboration work with SYP. It is anticipated the strategy and monitoring metrics will be developed in collaboration with each Police Authority and a draft will be submitted to the Authority for final approval.

### OPTIONS, RISKS AND OPPORTUNITIES

#### Benefits and Risks

12. A Benefits and Risks workshop has been undertaken with both forces to identify and capture the phase 2 benefits, both financial and none financial, as well as record potential risks on a joint risk register. The high level risks identified to date can be summarised as follows:

#### Risk register

Identified Risk	Impact (1-4)	Likelihood (1-4)	Preventative Control	Mitigating Control
Key staff unavailable to undertake implementation work to agreed timescales	4	4	Planning and liaison	Succession Planning Service Agreements Staff Development
Inadequate training for front line managers in people management	3	4	Ensure sufficient resources available to address training requirements	Training plan - Line Managers Training programme – HR Partners
Funding unavailable to support HR IT projects, inc link to a single	4	2	Ensure key stakeholder buy in and PA agreement for invest to save	None currently in place
Lack of Interoperability of key HR systems	3	3	Regular communications with ISD	Retain staff resources until IT solutions available (but has cost implications)
Anticipated project cost savings are not realised	4	2	Initial baseline exercise and rigorous monitoring of the savings plan	
Legal challenges regarding the employment framework	3	2	Communication and liaison with legal services, solution consistent with YatH	

## Business Benefits

13. At this stage, the following potential benefits of the implementation of phase 2 have been identified:

Benefit	Key Deliverable	Inputs	Outcomes
<b>Knowledge management</b>	Simplified processes and policies, developed jointly, which are easily accessible using IT solutions	Capture best practice Single policy framework development Existing staff skill sets Use of IT solutions	Improved and consistent processes Central knowledge base Single policy framework Upskilled staff Easily accessible information using IT solutions Simple and clear guidance Avoidance of duplication
<b>Improved Service</b>	Improved quality of service to all staff	Lean management processes Accurate data Staff training Business driven SLAs	Streamlined processes Production of timely, accurate data Improved customer service standards
<b>Employee Empowerment</b>	A change in culture that empowers managers and staff	Investment in self service IT solutions Understanding staff needs Leadership training Clear, practical guidance	Confident managers Empowered staff Decision-making at correct level Manager discretion around HR decision-making Fair and consistent decision-making
<b>Increased HR Credibility</b>	A function that adds real value to both organisations	Process changes freeing up HR time Use of IT to realise capacity Developing centres of expertise Developing Business Partner model	More strategic service Increased income generation opportunities Greater regional/national voice and influence

The benefits and risks will be managed through the Joint Transformation Project Board which meets bi-monthly.

## POLICING PLAN AND PERFORMANCE

14. HRD work streams, relating to both day to day HR service provision, phase 2 service development and supporting CSR2015, will be closely aligned to the People Aim and objectives for 2012-13 being submitted to the Police Authority in March 2012, in support of Force performance and delivery of the policing plan.

## IMPACTS ON OR LINKS TO COLLABORATION

15. Phase 2 of the HR and Training review recognises our long-term commitment from all 4 forces to converge and harmonise. Progress and momentum around mutually beneficial changes are often hampered by trying to find a 4-force solution. Rather than an opt-out approach forces will for HR and Training, advocate the adoption of an opt-in model. This will allow a significant acceleration of change and progress in those areas where partnership working solutions are possible.

## FINANCIAL IMPLICATIONS

16. The initial re-organisation of the HRD function took place under the umbrella of the Choices programme; this was completed in 2010/11 and delivered savings of £1 million. Subsequent to Choices the function proactively identified further savings in response to the Government's comprehensive spending review. The detailed financial planning supported the rationale that the majority of these savings would be delivered in year one of the CSR 2015 plan. These changes supported the future direction of the function as the changes would be a pre-cursor to accelerate sub-regional collaboration with South Yorkshire Police. The plan proposed a further £1.1m of cost savings and to date, £0.8m has been achieved. The residual £0.3m has been rolled into Phase 2 (single function with SYP).

Savings made to date:

Year	Programme of Savings	Savings Achieved £m
2010/11	Choices	1.00
2011/12	CSR2015 (year 1)	0.8
Savings achieved to date		1.8m

### Phase 2

17. By moving to a single function the scoping work has identified the potential for the following savings to be achieved in years one and two of the project (April 2012 to March 2014). The proposals envisage savings of £2.5m across both Forces with 40% of the total cost savings (i.e. £1m) being allocated to Humberside on the basis of a 60/40 split of savings between the two Forces. This includes the residual cost savings from phase one of £0.3m.

## LEGAL IMPLICATIONS

18. A Section 23 agreement is being developed with the assistance of the forces Legal Advisors, to enable direction and control across both forces.
19. The employment framework developed for the region will apply to staff employed in the single HR and Training function.
20. A 30 day consultation process will commence early February.

## EQUALITY AND DIVERSITY AND HUMAN RIGHTS

21. No issues have been identified at this stage. A Diversity Impact Assessment will be undertaken for Phase 2 of the review.

## CONCLUSION

22. Progress towards the creation of a single HR and Training service is on track, with key documentation regarding consultation, engagement, governance, project management, risks and benefits currently being finalised..

## **RECOMMENDATIONS**

23. It is recommended that Members:

- (i) Note and discuss the content of the update report for Phase 2 of the HRD sub-regional collaboration with South Yorkshire Police;
- (ii) Note and discuss the update on the combined work force strategy for Humberside and South Yorkshire Police;

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Background documents:

A Single HR and Training Outline Business Case – October 2011