



# HUMAN RESOURCES SERVICE PLAN

**2009 - 2012**

Draft Version 1.1 – Joint Committee – 17 December 2008

Shared Services Programme

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## SECTION 1: KEY PURPOSE OF THE SERVICE

### 1.1 Scope of the Service

#### a) Introduction

The role of the Shared Human Resource (HR) Service is to provide a proactive and responsive advisory and support service in relation to corporate health and safety, learning and development, employment and payroll. As set out in section 1.3 of this service plan, the Shared HR service will contribute to the corporate governance and assist in the achievement of the aims and objectives of both Watford Borough and Three Rivers District Council. The shared HR service will be based in Watford Council offices.

Our internal customers include Management Board, Service Heads, Line Managers and Staff in both authorities and Elected Members (Watford). External customers include users of the Criminal Records Bureau umbrella body service, job applicants, work placements and the organisations we work in partnership with to deliver our service. Services are provided to West Herts Crematorium on a client basis, Watford Community Housing Trust under a service level agreement and occasionally to Parish Councils (Three Rivers DC).

Services are currently delivered face to face, over the phone, by email or via the intranet. Development of an HR enquiry service, managerial and employee self service are all planned following implementation of a new HR and payroll information system.

Although the services provided by the Shared HR service are discretionary although Health and Safety has a strong compliance element and the service will need to develop policies and procedures and advise on compliance with employment law. There will also be a requirement to return employment data to the Office for National Statistics and the Department for Work and Pensions.

In November 2008, prior to be coming a Shared HR service HR the numbers of services, staff, locations and HR ratios were as follows :

	<b>Watford Borough Council</b>	<b>Three Rivers District Council</b>
HR (including learning and development)	14 Full Time Equivalent (FTE)	3.64 Full Time Equivalent (FTE)
No. of Council services	9	16
Work locations	Town Hall, Radius House, Wiggshall Depot	Three Rivers House, Watersmeet, Batchworth Depot
No. of permanent / temp. contract staff		
Ratio of HR staff to employees		
Approx. no. of casual workers	46	50

<b>Shared HR Service</b>	
HR (including learning and development)	13 Full Time Equivalent (FTE)
No. of Council services	25
Work locations	Town Hall, Radius House, Wiggshall Depot, Three Rivers House, Watersmeet, Batchworth Depot
No. of permanent / temp. contract staff	
Ratio of HR staff to employees	
Approx. no of casual workers	96

## 1.1 Scope of the Service (continued)

### b) What services are provided?

- # Advise and support to managers on a range of HR related issues including employee relations
- # Advise and support with organisational change, restructuring, redundancy and redeployment
- # Corporate health and safety advice and training
- # Workforce development planning – workforce profiling, skills gap analysis
- # Achieve and retain corporate accreditations (IiP, Customer Service Excellence, Two Ticks)
- # Training and development – analysis of corporate needs from performance appraisal
- # Recruitment – policy, procedural advice and support
- # Services and responsibilities as a Registered and Umbrella Body for Criminal Records Bureau (CRB) checks
- # Pre-employment checks – references, medical, work permits, CRB checks
- # Employment contracts – casual, temporary and permanent
- # Induction – Corporate induction, monitoring and review of departmental induction activities
- # Job evaluation
- # Pay and reward strategy
- # Development and review of HR and learning and development policies and processes
- # Consulting and negotiating with trade union / staff representatives
- # Provision of management information including organisational health performance indicators, statistical surveys, absence reports
- # Welfare services – outplacement services, counselling, mediation
- # Payroll (via managed service contract)

### c) Strengths of each team and successes

**Watford** : The Watford HR team bring experience of handling substantial organisational change and maintaining good employee relations along with technical proficiency and problem solving skills. The Watford HR team has achieved the Investors In People standard corporately for Watford Council for the first time, conducted a Skills Audit, drafted and implemented a wide range of modern HR policies and trained managers on using them, introduced new occupational health, physiotherapy and nurse contact centre arrangements and provided services to Watford Community Housing Trust under several service level agreements. Sickness absence was reduced from 15 days per fte to 10.75 days per fte in 2007 .

**Three Rivers** : The Three Rivers Personnel and Training team bring experience of supporting services to a high standard as a customer orientated business partner. The service has experience of successful external accreditation (IiP since 1995, Charter Mark since 2006) and of benchmarking itself against others (annual CIPFA bench marking surveys since 2005) to demonstrate value for money services and customer satisfaction. The team also brings experience of operating a CRB countersigning service to external organisations and an HR advisory service under an income generating contract with West Herts Crematorium. The team has been instrumental in helping to reduce and maintain sickness levels from 10.4 days per FTE in 2004 to 7.2 days per FTE in 2007.

**Both** : Both teams have contributed to continuous improvement in their organisation and consider their advice to be well regarded by their customers. Both HR teams have contributed to the success of recent housing and leisure TUPE transfers, organisational restructures, equal pay audits and the development of the shared service project.

## 1.2 Contribution to Shared Services Objectives

### Savings

The Shared HR service will be part of a wider shared service initiative between Watford Borough and Three Rivers District Council. The overall savings of this venture are expected to be £1.6 million (£400,000 for Three Rivers and £1,200,000 for Watford).

As set out on page 1 of this service plan, the creation of a Shared HR service will reduce the current combined HR staffing levels from 17.64 FTE to 13 FTE.

Due to a reduction in time and effort spent, savings will be made (enabling the reduction in staffing levels shown above) in the following areas :

When creating or revising employment policies or procedures in response to legislative changes or best practice

When implementing employee benefits (i.e. childcare vouchers, home computing initiative)

When bench marking, preparing for corporate service assessments (Customer Service Excellence, IIP), service planning, performance monitoring

It is also intended to align the performance appraisal cycles in both authorities so that a joint approach can be taken to training needs analysis, workforce development planning and the design and delivery of training and development activities.

Consolidating the payroll services for Watford and Three Rivers (following a joint tender process) will represent combined savings of between £107K and £136K per annum.

In the case of occupational health and welfare services (i.e. outplacement, counselling, mediation), greater value of money should be realised through increased bargaining power and the consolidation of our joint needs. For example, only one subscription to an on-line employment advice website will be required, job advertisements could be consolidated and customers in both authorities would benefit from the return on investment in learning and development events and materials.

Investment in one sophisticated HR and payroll information system (with one annual licence fee and one set of training requirements) will enable a reduction in time spent collecting and producing data and management reports. The new system will enable more paperless HR and payroll processes which will result in further savings.

Watford and Three Rivers will continue to share the cost of a joint Health and Safety Advisor who will continue to provide advice and support to both councils.

<b>1.2 Contribution to Shared Services Objectives cont.</b>	
<b>Resilience</b>	<p>Combining the strengths, experience and knowledge of the officers in both HR teams will be of benefit to customers in both councils. There should be less disruption to service during periods of annual leave or sickness, particularly to Three Rivers customers who are used to a team of between 3 and 5 FTEs.</p> <p>The shared HR service intends to develop a multi-skilled first line enquiry service which will provide cover throughout operating hours and the self-service aspects of the new HR and payroll information system will provide an additional means of access to some HR and payroll services.</p>
<b>Improved Services</b>	<p>In addition to the improvements by virtue of greater resilience as described above, the shared HR service will deliver the following service improvements :</p> <p>The Charter Mark standard is set to be replaced by Customer Service Excellence in 2009. It is intended that the shared HR service applies for the Customer Service Excellence standard so that high standards of service are set, a customer-orientated ethos is developed and HR staff are motivated with high levels of job satisfaction resulting in excellent services to customers.</p> <p>Investment in one sophisticated HR and payroll information system will make a greater degree of information available to customers through its self service features. It will also make routine payroll and HR transactions more streamlined, customer orientated and paperless and enable a responsive and quality service in respect of producing HR statistics and management reports. Storing payroll and HR data held in one place will improve data quality as it is more likely to be accurate and up to date. Enabling paperless processes and improving access to up to date, accurate and meaningful HR and pay data should empower and make life easier for our customers.</p> <p>The shared HR service will include five HR business partners who will work with dedicated service areas in the two councils to enable HR to gain a greater depth of understanding of their needs, to enable relevant and responsive HR services.</p> <p>Customers in both authorities should benefit from a greater choice of shared relevant, accessible learning and development resources and activities.</p> <p>The Shared HR Service will be developed to enable voluntary organisations within the Watford district to access the CRB countersignatory service already in place for the Three Rivers district.</p>

**1.3 Contribution to the Councils' Strategic Objectives**

Three Rivers District Council

The shared HR service will help service managers to ensure that the right people are in the right place at the right time in order to achieve individual, service and strategic objectives. The shared HR service will also directly contribute to Three Rivers strategic objectives as follows:

**Safer Communities**

*1.1.3 To safeguard vulnerable residents*

Voluntary organisations in the community will continue to be able to access a free of charge Criminal Record Bureau (CRB) quality checking and countersigning service under the Three Rivers umbrella body arrangement. This helps to ensure the safety of children, vulnerable adults and other users of voluntary services and activities in the district.

**Sustainable Communities**

*2.1 We want to provide equal access to services and facilities for the public within the district and surrounding area and in particular address the needs of vulnerable residents such as elderly, disabled and young people*

Work experience placements will be organised to support Work Solutions and other organisations who exist to enable people who are have difficulty obtaining gainful employment due to disabilities, learning difficulties, long term unemployment or ill health. In support of the National Curriculum, work placements will continue to be provided to children in partnership with schools and the Careers Service.

**Towards Excellence**

*3.1 Customers – We will deliver services to a standard that meets the needs and expectations of all our customers*

**Customers** - A full staff survey will take place during the Autumn of 2008 the results of which will help to establish the extent to which we meet the needs and expectations of our internal customers. A customer satisfaction survey took place in September 2007 and will be repeated again in September 2009. Once again this will help to establish whether HR customer satisfaction levels increase or reduce under a shared service arrangement and help to identify areas for improvement. To ensure that our recruitment and development activities and employment processes promote opportunity for job applicants and existing staff with disabilities the service will maintain the standard required to achieve and maintain the Two Ticks disability symbol. The service will ensure that recruitment and selection processes continue to be fair, transparent, free of bias or discrimination of any kind and continue to spot check recruitment and selection practices.

Three Rivers District Council

Towards Excellence (Continued)

**3.2 Finance** – *We will manage our finances and resources efficiently, effectively and economically*

**Finance** - During 2009 we will arrange for agency workers to be supplied through Comensura (vendor neutral supplier) where appropriate; this should result in some savings through increased bargaining power and therefore lower hourly rates also through reduced administration and reduced risk of claims of accrued employment rights. We will seek to bench mark our service against other similar shared HR services wherever possible.

**3.3 Operations** – *We will continue to improve our processes and procedures to deliver services*

**Operations** – Employment procedures that exist to eliminate performance problems such as disciplinary, capability and absence management procedures have statutory or locally agreed timescales and response times. These will be adhered to and where possible, amended to ensure they continue to be thorough, fair and do not use up more time than is necessary. The performance appraisal forms and process will be improved to enable timely completion of appraisals and therefore timely design and delivery of the necessary learning and development activity. We will continue to strive to have the lowest sickness absence rates in the County to minimise any impact on service delivery arising from illness. We will continue to develop ways to motivate and provide job satisfaction for all our employees so that outputs are high, turnover is low and recruitment costs are kept to a minimum. Performance statistics for the HR service (other than corporate health) will be established to monitor the time taken to turnaround HR activities, cost per activity and then targets for improvement will be set. See also Section 1.2 'Improved Services'.

**3.4 Capacity** – *We will manage and develop our people and partnerships to ensure that we are fit for purpose*

**Capacity** - The service will continue to use the Investors In People framework to ensure that our staff are properly trained, developed and motivated to deliver service and corporate objectives and provide high quality services to the public. The service will also provide training and development opportunities for Elected Members.

**Data Quality** - Performance Indicators for the HR service will be reviewed to ensure that they are valid, relevant, accurate, reliable and can be produced within necessary time scales



**1.3 Contribution to the Councils' Strategic Objectives cont.**

Watford Borough Council

An Efficient, Effective, Value for Money Council

HR's contribution is to CP1 – an efficient, effective, value for money Council.

**Sickness Management** – the implementation of the Nurse Contact Centre service with on-line real time sickness data for managers and quarterly review meetings with Heads of Service on analysis of trends, sickness statistics and performance of managers on conducting return to work interviews should cut sickness absence by a minimum of 10% and a maximum of 30% in its trial year (2008/9). The new physiotherapy service for employees on sickness absence for musculo-skeletal conditions should cut the duration of such absences. The combined effects of these initiatives should enable greater inroads into sickness absence in the next calendar year. An on-line stress audit is being considered to further identify the causes of stress in the organisation as the second most common reason for absence.

**Finance for Non-financial Managers training** should enhance the skills and financial awareness of managers.

**Review of Management Development Programme and Talent Management initiatives** – should make more effective use of talent in the organisation and enhance succession planning. A pilot of sourcing of short course providers and devolvement of short course budgets to departments should enable the L&D aspects of the Shared Service to be more achievable by reducing administrative work.

**Supporting organisational change** – HR will continue to support organisational change and value for money initiatives

**Equal Pay Audit Action Plan** – This plan will continue to be implemented to reduce the risk of equal pay challenges.

**Health and Safety** – the conclusions of the review of Health and Safety approaches will be implemented and training take place on corporate manslaughter to minimise organisational risks

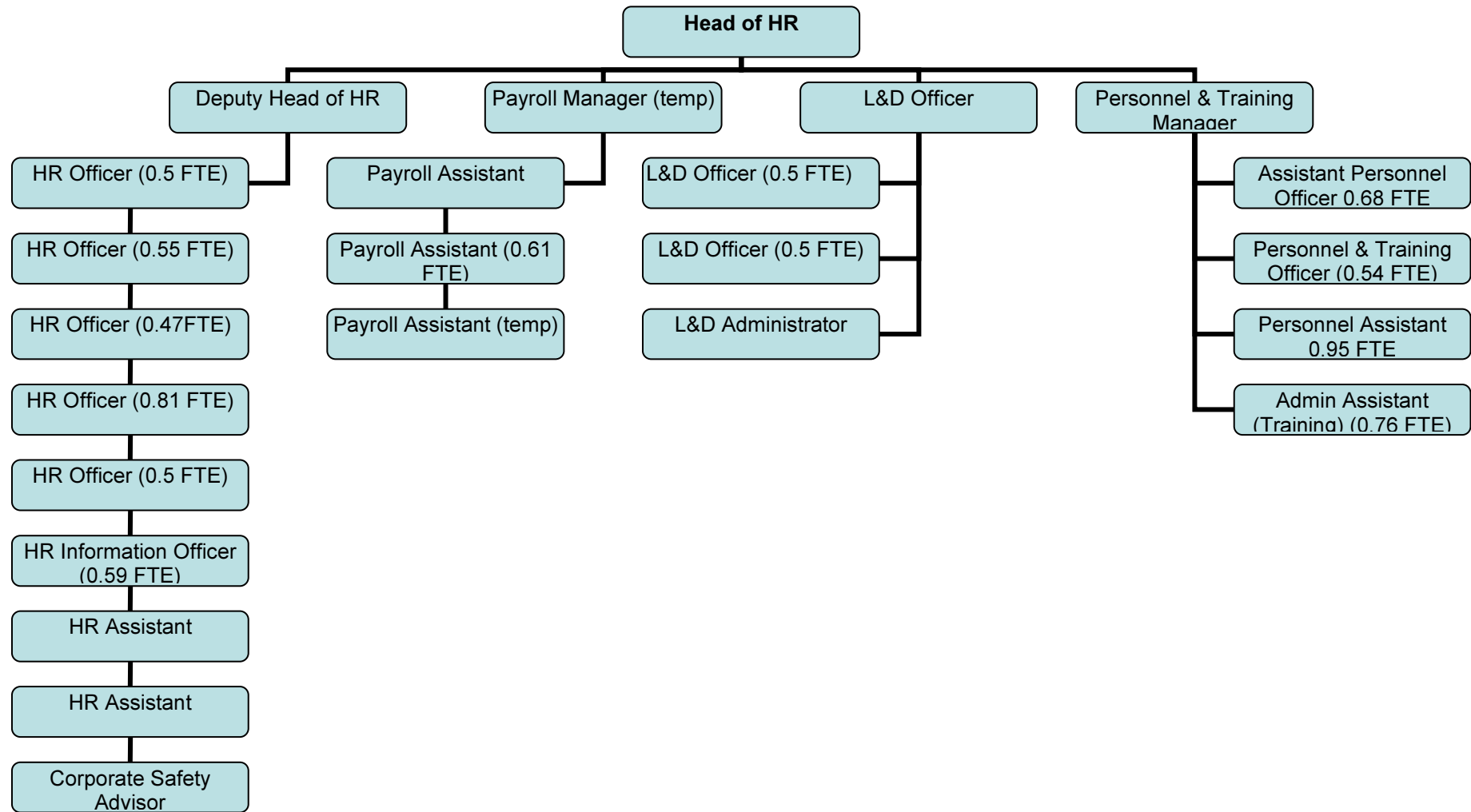
Watford Borough Council	
A Town with a High Quality Environment	
A Safer Town	
A Healthy Town	
A Good Town for Business, Skills & Learning	
A Well-informed Community where everyone can contribute	
A Town to be Proud of	

1.4 The Future of the Service	
<b>Priority areas for improvement and development for the next three years (2009 – 2012)</b>	
<ul style="list-style-type: none"> <li># Look into opportunities to increase payroll service provision beyond Three Rivers and Watford.</li> <li># Create one workforce development plan for both Watford and Three Rivers</li> <li># Extend learning and development opportunities to other councils or sectors i.e. voluntary organisations</li> <li># Develop a joint approach to recruitment advertising beyond Watford and Three Rivers (including job fayres)</li> <li># Review job evaluation scheme and process at Three Rivers with a view to implementing National Joint Council Job Evaluation Scheme</li> <li># Align occupational health arrangements for Watford and Three Rivers and look into extending those services to other organisations and investigate use of physiotherapy service (COPE) to reduce the cost of absence caused by employees off sick with musculoskeletal conditions.</li> <li># Contribute to the achievement of the Customer Service Excellence quality standard for Watford and Three Rivers</li> <li># Extend agency supply arrangements with Comensura to Three Rivers</li> <li># Extend CRB umbrella body services to Watford to contribute to 'safer town' strategic objective</li> <li># Extend Watford's Cycle to Work bike salary sacrifice scheme to Three Rivers staff</li> <li># Ensure both Watford and Three Rivers are regularly providing work experience opportunities for disadvantaged people and school age children.</li> </ul>	

## SECTION 2: INPUTS

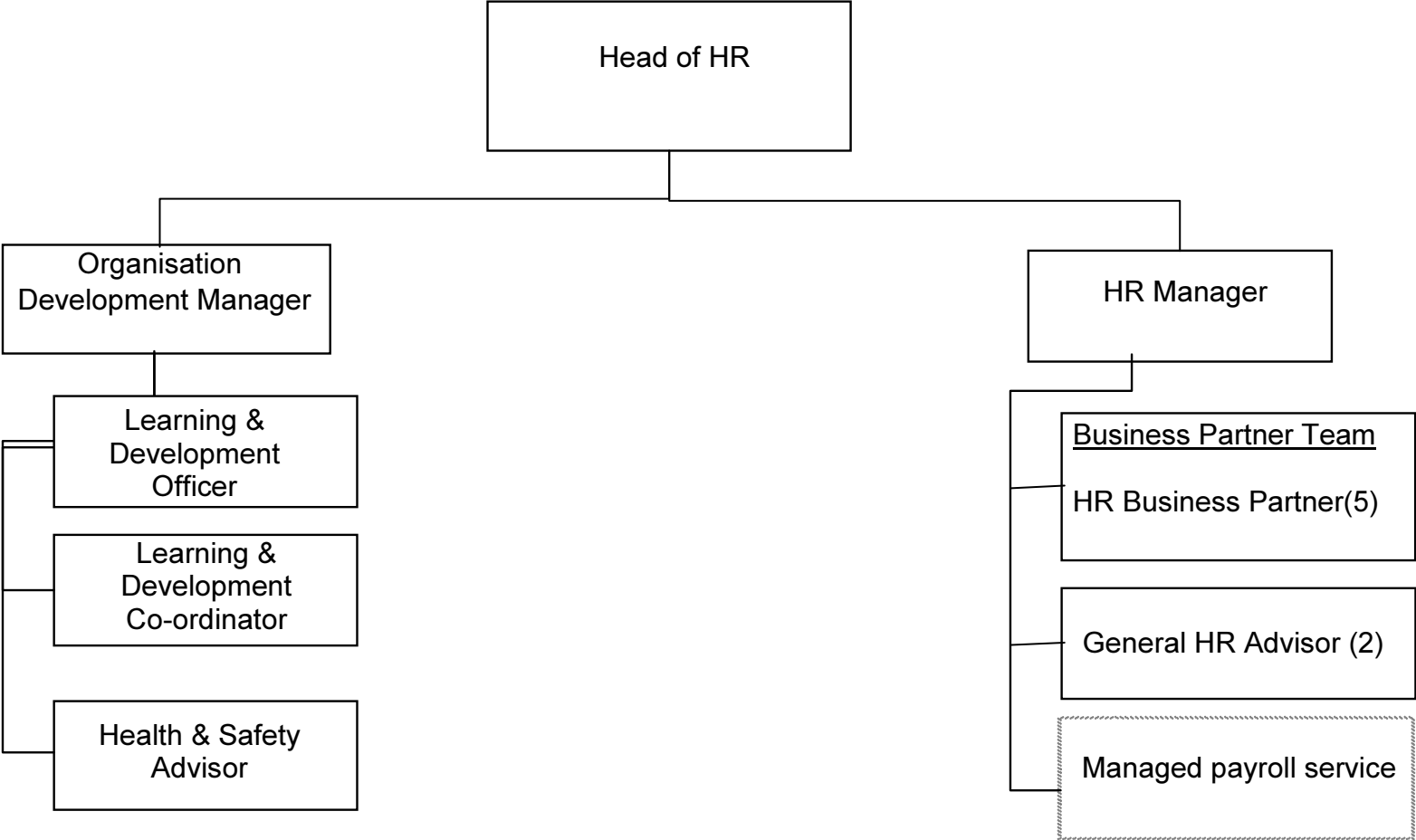
### 2.1 People

Short-Term Organisation Chart for Watford and Three Rivers HR teams (also see establishment table below)



<b>Job Title</b>	<b>Grade</b>	<b>No.</b>	<b>FTEs</b>	<b>'Vacant'</b>
<b>Three Rivers Personnel and Training Team</b>				
<b>Personnel and Training Manager</b> – This post is currently filled through the acting up of the Assistant Personnel Officer	MG3	1	1	Yes
<b>Personnel and Training Officer</b>	MG1	1	.54	No
<b>Personnel Assistant</b>	Sc3/4	1	.95	No
<b>Assistant Personnel Officer</b> – The substantive postholder is currently the Acting Personnel & Training Manager. Some of the duties of this post are being undertaken by Personnel Assistant (0.95 FTE) under an acting up arrangement. Otherwise this post is not being covered.	Sc5/SO1	1	0.68	No
<b>Admin Assistant (Training)</b> – The substantive postholder is temporarily seconded to Housing for a period of up to 10 months (commencing Sept 08). This post will need to be filled on a casual part time basis in order to provide support for training and development activities.	Sc3/4	1	0.76	No
<b>Watford HR, learning and development, health and safety and payroll teams</b>				
<b>Head of HR (Vacant)</b> – This post is currently filled through the acting up of the Deputy Head of HR		1	1	YES
<b>Deputy Head of HR</b>	PO3/4	1	1	No
<b>HR Officer</b>	SO1/SO2/ PO1	2	1.31	No
<b>HR Officer (FTC)</b>	SO1/SO2/ PO1	3	2.03	No
<b>HR Information Officer</b>	Sc5/SO1	1	0.59	No
<b>HR Assistant</b>	SO1/SO2	1	1	No
<b>HR Assistant</b>	Sc3/Sc6	1	1	No
<b>Corporate Safety Advisor</b>	PO1/PO2	1	1	No
<b>Payroll Manager (FTC)</b>	PO1/PO2	1	1	No
<b>Payroll Assistant</b>	Sc6/SO1	1	1	No
<b>Payroll Assistant</b>	Sc3/Sc4	1	0.61	No
<b>Payroll Assistant (FTC)</b>	Sc5/Sc6	1	1	No
<b>L&amp;D Officer (FTC)</b>	SO1/SO2/ PO1	2	1.5	No
<b>L&amp;D Administrator (Agency)</b>		1	1	YES

**HR Shared Services: Proposed Organisation Chart post restructure (to be approved by Joint Committee)**



See over for establishment list

**HR Shared Services: Proposed Establishment List post restructure (to be approved by Joint Committee)**

<b>Job Title</b>	<b>Grade</b>	<b>No.</b>	<b>FTEs</b>
Head of Human Resources	TBC	TBC	1
Organisational Development Manager	TBC	TBC	1
HR Operations Manager	TBC	TBC	1
Training Officer	TBC	TBC	1
Training Coordinator	TBC	TBC	1
Health and Safety Advisor	TBC	1	1
General HR Advisor	TBC	TBC	2
HR Business Partner	TBC	TBC	5

<b>2.2 Workforce Planning</b>			
Overview			
Workload – Trends & Changes	Staffing Implications – Impact on Service & Individuals	Options & Preferred Solutions	Outcome – Financial Implications, Resilience Implications & Implications for Improving the Service
<p><b>Shared Services</b> The shared HR service will be involved in the implementation of the wider shared services project (ICT, Revenues and Benefits and Finance)</p>	<p>This will create added pressure on the shared HR service as would input into any major project.</p> <p>HR colleagues are also directly affected by the project.</p>	<p>Need to make the best use of ‘shared service implementation resources’ rather than HR staff - wherever possible.</p> <p>Provide support in relation to ‘handling change’ as professionals and also ‘coping with change’ as individuals</p>	<p>The resilience and improved service benefits of the new HR structure will not be fully realised while the changes are being implemented.</p> <p>Training interventions i.e. ‘Handling change’ and ‘Coping with change’ are incorporated as part of the change management process and costs allocated to the shared services project.</p>
<p><b>New HR / Payroll system</b> Future HR and payroll processes will need to be agreed prior to the set up of the new system.</p>	<p>This will create added pressure on the shared HR service due to the requirement for a significant degree of input from HR, L&amp;D and payroll colleagues.</p>	<p>‘Shared service implementation resources’ will lead the project. The two Council’s ICT services will also need to be involved.</p>	<p>The resilience and improved service benefits of the new HR structure will not be fully realised while the changes are being implemented. However, it is vital that the system is set up properly right from the start in order to maximise service improvements</p> <p>A budget will be required to cover any on-going advanced report writing training (Business Objects or Cognos) so that HR can produce sophisticated management reports to customers.</p>
<p><b>Working as Business Partners</b> The shared HR service will be taking a ‘business partner’ approach to service delivery</p>	<p>HR staff may benefit from an understanding of the concept of a Business Partner approach to HR</p>	<p>A session to share this with colleagues and discuss the implications for both authorities</p>	<p>A CIPD toolkit has already been purchased by WBC. Improving understanding of the business partner concept will contribute towards the success of its application in practice.</p>

<b>2.2 Workforce Planning cont.</b>			
<b>Workload – Trends &amp; Changes</b>	<b>Staffing Implications – Impact on Service &amp; Individuals</b>	<b>Options &amp; Preferred Solutions</b>	<b>Outcome – Financial Implications, Resilience Implications &amp; Implications for Improving the Service</b>
<p><b>GLEA Job Evaluation Scheme (Three Rivers)</b> If a decision is taken to adopt the NJC job evaluation scheme at TRDC in the near future then training for other HR business partners will not be required. However, if this change is delayed or does not happen at all for any reason then it would be essential to have more than one GLEA trained HR Business Partner.</p>	<p>If there were insufficient HR business partners trained to carry out job evaluations for TRDC it will have a negative impact on the service to TRDC customers particularly at times of annual leave etc.</p>	<p>Ensure there are at least two HR business partners trained in the GLEA JE scheme.</p>	<p>A budget may be required to cover the possible need for GLEA JE training for at least one other HR Business Partner within the shared HR service. HR staff will need the necessary knowledge and skills otherwise resilience benefits will not be realised.</p>
<p><b>NJC Job Evaluation Scheme</b> To improve understanding of how the NJC JE scheme operates beyond HR across Watford (and possibly Three Rivers) Councils</p>	<p>Insufficient organisational knowledge and capacity in this area will impact on service delivery particularly at times of organisational change . restructuring.</p>	<p>Incorporate JE training into the corporate training programme. Regular opportunities should be available for training and refresher training on the scheme itself, the process, the computerised system and the moderation process.</p>	<p>A greater spread of knowledge across the Council would increase organisational capacity to carry out job evaluations and improve organisational knowledge in this area.</p>
<p><b>Employment Law</b> Changes in employment law happen all the time</p>	<p>HR staff must keep up to date with developments and implications for customers in order to give sound, up to date advice.</p>	<p>HR manager and HR business partners attend employment law updates annually</p>	<p>A good spread of sound knowledge will ensure quality services to customers. A budget will be required to cover the cost of attendance of HR manager and HR business partners at annual employment law update.</p>



Workload – Trends & Changes	Staffing Implications – Impact on Service & Individuals	Options & Preferred Solutions	Outcome – Financial Implications, Resilience Implications & Implications for Improving the Service
<b>HR Networking</b> HR must be represented at Hertfordshire and regional groups (HPOG, PPMA)	Time spent attending and being involved with various groups	HR staff will need to ensure the service is represented and contributes at meetings	Profile is raised and reputation of the service is established with a view to expansion and development of the shared HR service

<b>2.3 Partnerships &amp; Contracts</b>	
Partner / Partnership	Expected Outcomes
West Herts Crematorium	Continue to operate an income generating contract for payroll, HR and occupational health services (i.e. recruitment, disciplinary, capability, grievance, occupational health and reorganisation) to help the Crematorium to continue to provide excellent services to the public
Watford Community Housing Trust	Continue to provide services under a service level agreement until this comes to an end
HR system / payroll service provider	Develop effective working relationships to ensure good communication and to remedy service or system problems efficiency at all times to the benefit of our customers
Various occupational health partners (Nurse contact centre (AHP), BUPA / Corporate Health Care / Dr Zane and Partners, Counselling Contact Centre)	In the short term, continue to work with existing occupational health and welfare service providers to obtain medical advice, testing and services on behalf of our customers with a view to harmonisation.
Criminal Records Bureau (CRB), Rickmansworth Waterways Trust, Citizens Advice Bureau, Rickmansworth Churches Housing Association and Council for Voluntary Services	The umbrella body arrangement in place at Three Rivers could be extended to Watford to widen our CRB checking services to voluntary organisations in Watford.
Herts County Council - Work solutions	Offer work taster opportunities on a regular basis across both councils for disadvantaged people (disabled, long term unemployed etc) within Watford and Three Rivers
Riley – advertising contract (2008-11)	Work with Rileys to ensure that job advertisements are effective, media costs are kept to a minimum and a quality service is provided to our customers
Employment service (Job Centre)	Advertise all job vacancies arising within Watford or Three Rivers Councils with the employment service to increase opportunities and contribute to a reduction in unemployment figures.
Work Scales	Continue to provide outplacement support and careers advice to minimise the impact on staff displaced by organisational restructuring from time to time
Herts Careers Service	Continue to provide work experience placements to 14-16 year old children in support of National Curriculum requirements

Partner / Partnership	Expected Outcomes
Childcare voucher providers (Busy Bees and Accor)	Continue to provide staff with the opportunity to purchase childcare vouchers under HMRC regulations to reduce the financial burden of paying for approved childcare arrangements. The preferred supplier arrangements can be streamlined from two to one under shared services.
Comensura	Continue to use Comensura for the supply of agency workers at Watford and extend this arrangement to Three Rivers on a phased basis.
Health and Safety Executive (HSE) Local Government Body	Working with the HSE on issues which impact on health and safety regulatory functions. The body also review's the effectiveness and performance of the partnership between the enforcing authorities – Health and Safety Executive and local authorities
COPE	Provision of a prompt and accurate clinical physiotherapy diagnosis and treatment for work related musculoskeletal disorders and those disorders affecting working efficiency using approved local physiotherapy clinics. Providing management reports and guidance as agreed.
ABA management development	To continue to use ABA Consultants to design and deliver management development programmes and design training products to meet the needs of the council.

## **2.4 Assets & Technology (Requirements)**

### **At Watford Town Hall**

#### **Assets (requirements for accommodation and equipment)**

2 x laptop and projector for corporate training courses, 2 x laptop for offsite meetings and homeworking  
Minimum of one private meeting space with tables and 6 chairs  
Minimum of 5 remote working key fobs (or alternate means of accessing all areas when off site or at alternate sites)  
Tables, desks and PC chairs(13)  
PC's (13)  
Telephones (13)  
Photocopier (1)  
Printer (1)  
Scanner (1)  
Secure cupboards for personal files (approx 10)  
Minimum of 8 flip chart stands  
Access to nearby confidential shredding facilities

#### **Technology requirements**

Some means of remote access and data transfer (currently we have 2 Kingson mass storage devices at Three Rivers)  
HR / payroll system  
Intranet and web access  
MS office suite including MS outlook

### **At Three Rivers House**

A desk, chair and PC will be required at Three Rivers House for to provide a service to internal customers and external visitors to Three Rivers House.

Facilities will also be required for the Health and Safety Officer to maintain a presence at Three Rivers House two days per week.

2.5 Shared Services Operating Costs and Recharges					
Code	To be extracted from Detailed Business Case	2008/09 Revised £	2009/10 Original £	2010/11 Forecast £	2011/12 Forecast £
	Shared Services Operating Costs				
	Employees				
	Premises				
	Transport				
	Supplies & Services				
	Contracted & Agency Services				
	Income				
	Sub-Total				
	Recharge to Councils				
	Three Rivers District Council				
	Watford Borough Council				
	Sub-Total				
	<b>Total</b>	0	0	0	0

2.6 Implementation Costs					
		2009/10 £	2010/11 £	2011/12 £	
1	Revenue Implementation Costs				
	List here items of cost from Detailed Business Case	0	0	0	
	Total	0	0	0	
2	Capital Implementation Costs				
	List here items of cost from Detailed Business Case	0	0	0	
	Total	0	0	0	

## SECTION 3: OUTPUTS AND OUTCOMES

### 3.1 Stakeholder Consultation

In preparation for the excellence standard the shared HR service will need to set targets for satisfaction levels, be aware of who its customers are, what their needs are and establish a range of methods for engaging, consulting on service design and informing customers of changes or improvements arising from consultation.

The HR business partners who will support a number of services in both councils will provide a way of improving engagement, consultation and informing.

Periodic full staff surveys and bi-annual HR customer satisfaction surveys will be carried out, the results of which will be published to all customers.

Three Rivers carried out an HR customer satisfaction survey in September 2007 and one of the purposes of the survey was to inform the way HR services were delivered in the future. Recruitment, managing performance, setting pay and managing change were identified as the areas of least satisfaction from Three Rivers customer's perspective. It will be important for the shared HR service to consider these areas as those requiring some improvement at Three Rivers. It is intended to repeat this HR customer satisfaction survey again in 2009 rather than to allow time for improvements to be made and realised before repeating this exercise.

No complaints have been received by either HR team over the past twelve months. Suggestions, comments and feedback in response to day to day services are routinely acknowledged and acted upon.

Stakeholders were consulted at the initial stages of the shared HR service project for a shared HR service in 2007 and again closer to implementation in January 2009.

Both Watford and Three Rivers have recently embarked on (or are about to embark on) a staff survey. Unfortunately, the results of these surveys are not available at the time of drafting this service plan but once available, will be used to inform the development of the shared HR service.

### 3.2 Service Level Agreements

#### **SLAs between shared services and the councils**

As part of the development of the operating model for the shared HR service, internal customers were consulted and draft output specifications produced. The shared services team will use this as a starting point to develop and establish formal Service Level Agreements (SLA) between the shared HR service and its customers at both councils. As part of the Service Level Agreements, performance standards will be identified as well as performance indicators that will be used internally by the shared service, some of which have been included in this service plan. The process for monitoring performance against SLAs is being developed and will be agreed with the Joint Committee. It is expected that SLAs will be established by March/April 2009.

#### **SLAs between shared service and other organisations**

Watford HR have a service level agreement to provide occupational health services to Watford Community Housing Trust. Watford currently provide payroll services and Three Rivers currently provide HR service to West Herts Crematorium.

3.3 Performance Indicators																
Reference	Working days lost to sickness per FTE (in shared HR service)															
Indicator Definition																
Target	2008/09				2009/10				2010/11				2011/12			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
HR service					1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625
Outcome	2008/09				2009/10				2010/11				2011/12			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
HR service																
<b>Comments on Performance:</b>																

Reference	Working days lost to sickness per FTE employee															
Indicator Definition																
Target	2008/09				2009/10				2010/11				2011/12			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625	1.625
Watford																
Outcome	2008/09				2009/10				2010/11				2011/12			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
TRDC																
Watford																
<b>Comments on Performance:</b>																

<b>3.3</b>	<b>Performance Indicators cont.</b>
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<b>Reference</b>	<b>Payroll cost per payslip</b>												
<b>Indicator Definition</b>	<b>Total cost of managed payroll service divided by employee headcount</b>												
<b>Target</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Outcome</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Comments on Performance</b>													

<b>Reference</b>	<b>Cost of HR per employee (headcount)</b>												
<b>Indicator Definition</b>	<b>Total budget for the shared HR service divided by employee headcount</b>												
<b>Target</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Outcome</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Comments on Performance</b>													



**3.3 Performance Indicators cont.**

<b>Reference</b>	<b>Ratio of HR (FTE) per employee (headcount)</b>												
<b>Indicator Definition</b>													
<b>Target</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Outcome</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Comments on Performance:</b>													

<b>Reference</b>	<b>% of staff receiving annual appraisal (of those eligible to do so) within target timescale</b>												
<b>Indicator Definition</b>													
<b>Target</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC					100%								
Watford					100%								
<b>Outcome</b>	<b>2008/09</b>				<b>2009/10</b>	<b>2010/11</b>				<b>2011/12</b>			
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Annual</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3</b>	<b>Qtr 4</b>
TRDC													
Watford													
<b>Comments on Performance:</b>													

<b>3.4 Benchmarking Information</b>					
<b>Measure: Cost</b>					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
Total HR cost per employee	Shire districts (CIPFA/IPF HR Benchmarking club)	TBC	?	31.3.09	
HR admin/transactional staff cost per employee	"	TBC	?	31.3.09	
Cost of recruitment per appointee	"	TBC	?	31.3.09	
% HR staff turnover	"	TBC	?	31.3.09	
Health and Safety cost per employee	"	TBC	?	31.3.09	
<b>Measure: Quality</b>					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
Days lost to sickness per FTE (all staff)	Shire districts (CIPFA/IPF HR Benchmarking club)	TBC	?	31.3.09	
Days lost to sickness per FTE (HR)	"	TBC	?	31.3.09	
HR staff per 1000 employees	"	TBC	?	31.3.09	
No. of HR admin/transactional staff per employee	"	TBC	?	31.3.09	

3.4 Benchmarking Information cont.					
Measure: Equalities					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
BME employees in workforce	Shire districts (CIPFA/IPF HR Benchmarking club)	TBC	?	31.3.09	
Disabled employees in workforce	Shire districts (CIPFA/IPF HR Benchmarking club)	TBC	?	31.3.09	

<b>3.5 Outstanding Recommendations of External Inspections</b>					
<i>Action</i>	<i>Priority</i>	<i>Responsibility</i>	<i>Action to Date</i>	<i>Resolved</i>	<i>(Original) Implementation Date</i>
Investors In People Ltd (The Assessment Network) Post Recognition Review Report – expected February 2009					
Various in relation to learning and development activity	High	MB, Heads of Service, line managers and HR	Various	No	TBA
SGS - Charter Mark Assessment 7 December 2006 / Year Two Health Check 18 March 2009					
Ensure that complaints, compliments and suggestions from customers of the HR service are captured, acted up (where necessary), recorded and publicised	Medium	Head of Shared HR Service	None	No	TBA

### 3.6 Projects

- ✚ **Provide HR support to Shared Services project** - Throughout 2009/10, the shared HR service will be supporting the movement of all in-scope services into a shared service arrangement.
- ✚ **Set up the shared HR Service including :**
- ✚ **Use Customer Services Excellence standard**– using the assessment framework will help in setting up a high quality shared HR service and prepare for assessment into customer insight, culture, information and access, delivery, timeliness and quality of services.
- ✚ Manage the transition for Three Rivers HR customers to off-site / 'kiosk' HR services
- ✚ **A multi skilled first line HR enquiry service** - to provide cover throughout operating hours and manage incoming requests for service.
- ✚ **Align on line advisory websites and subscriptions**
- ✚ **Adopting a joint approach to recruitment advertising, selection and appointment procedures**
- ✚ **Align performance appraisal and learning and development activities** - for employees and Elected Members at Watford and Three Rivers. Make changes to the performance appraisal cycle in both authorities to increase chances of more timely completion of the annual appraisals. Take a joint approach to corporate training, induction, management development, evaluation and monitoring employee motivation and satisfaction levels.
- ✚ **Implement and develop HR / Payroll Information System** – agree a common approach to HR and payroll processes, set up the HR and payroll system and then roll out managerial and employee self service features. This will make transactional line management activities paperless, efficient and improving levels of access to management reports and employee information. It should also HR staff to focus on providing a quality and responsive advisory and support service to customers.
- ✚ **Create and implement workforce development plans for Watford and Three Rivers** - to ensure that both councils have 'the right people in the right place at the right time'. Staffing costs are the biggest overhead in both Councils. Workforce development plans help to ensure that maximum return on investment is realised. Workforce development planning involves profiling existing workforces and then directing learning and development activities to address and support the needs of both councils. This will involve improving the chances of successful recruitment, developing the skills and knowledge of existing employees to plan for succession and providing a motivating working environment where employees are engaged and retained increasing capacity and capability.
- ✚ **Review Job Evaluation at Three Rivers** - report on the implications of aligning with Watford arrangements (National Joint Council Job Evaluation Scheme and computerised Gauge job evaluation process)
- ✚ **Harmonisation of annual leave entitlements** – between Watford and Three Rivers and other **HR policies and procedures** - (where relevant) and as part of a three year programme

### 3.6 Projects cont.

- ✚ **Align occupational health arrangements** for Watford and Three Rivers
- ✚ **Extend agency supply arrangements with Comensura** to Three Rivers (phased basis commencing with operational and administrative roles)
- ✚ **Extend CRB umbrella body services** to Watford - to contribute to 'safer town' strategic objective
- ✚ **Extend Cycle to Work bike salary sacrifice scheme** - to Three Rivers
- ✚ **Customer Satisfaction** – Carry out CIPFA / IPF HR customer satisfaction survey for key Three Rivers and Watford customers in 2009.
- ✚ **Develop ways in which work experience opportunities** for disadvantaged people and school age children (as part of National curriculum) are regularly provided and publicised (in partnership with Work Solutions and Hertfordshire Careers Service)

### 3.7 Equalities

Both Watford and Three Rivers will work to retain the 'two ticks' disability symbol to promote employment opportunities for people with disabilities.

We need to know our customers to make our performance measures meaningful but also to ensure that our customers can access employment and development opportunities. Work with dedicated organisations to promote opportunities for those who are disadvantaged groups. Develop the basic skills of our own workforce in line with the governments skills targets (Skills pledge, Train 2 Gain etc)

Three Rivers aims to achieve level 3 of the CRE Equality Standard and adopt the new equalities framework from April 2009.

At Watford there is an overall equalities action plan for HR, for race, gender and disability.

The overall EIA for Shared Services will apply. Shared Services HR will be expected to respond to the new Equalities Act and any other new equalities legislation

Three Rivers HR objectives and activities are underpinned by 5 people management principles – customer first (internal or external)

Encourage flexibility and innovation embracing change, can do approach

Culture of openness, trust and transparency throughout

Fairness, recognising the contribution of teams and individuals

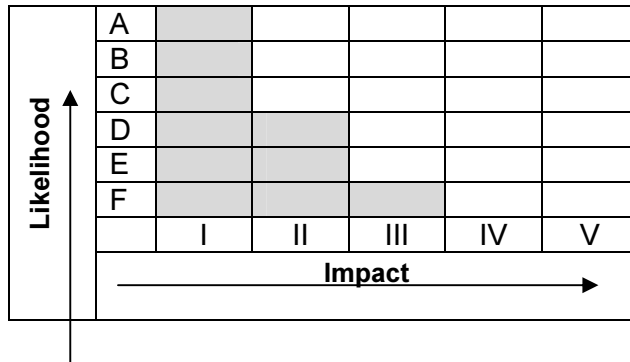
Recognising that one size doesn't fit all

3.8

Risk Management

RISK REGISTER

Risk Ref	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
	<i>Brief Description – Title of Risk</i>	<i>See Impact Table</i>	<i>See Impact Table</i>	<i>See Likelihood Table</i>	<i>Use this box to describe how the score has been derived</i>		
		Service Disruption				Requires Treatment	Yes/No
		Financial Loss				Last Review Date	dd/mm/yy
		Reputation				Next Milestone Date	dd/mm/yy
		Legal Implications				Next Review Date	dd/mm/yy
		People				Date Closed	dd/mm/yy



Impact  
 V = Catastrophic  
 IV = Critical  
 III = Significant  
 II = Marginal  
 I = Negligible

Likelihood  
 A = ≥98%  
 B = 75% - 97%  
 C = 50% - 74%  
 D = 25% - 49%  
 E = 3% - 24%  
 F = ≤2%

## RISK TREATMENT PLAN

Risk Ref:	Enter Risk Register Ref	Risk Title:	Enter description of risk from Risk Register			
Responsibility	<i>Who is managing the risk?</i>		Enter name of officer managing the risk			
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		Insert the answers to the questions			
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Insert specific things that must occur for this risk to be realised			
Existing Control	<i>What controls exist now to minimise the risk?</i>		Describe the controls that currently exist			
Adequacy of Control	<i>What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?</i>		Evidence is required – not just a statement that the controls are working.		Impact	Likelihood
					See Impact Table	See Likelihood Table
Further Action / Controls Required	<i>What gaps have been identified? What can be done to reduce the likelihood of something going wrong and/or reduce the Impact if something does go wrong?</i>		Enter the additional / replacement control procedures you are proposing to implement			
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Describe the resources required here		£ Enter cost here	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>		Enter here the 'status' of the risk, i.e. how it has changed over time, when the further controls are expected to take effect etc.		Impact	Likelihood
					See Impact Table	See Likelihood Table
Critical Success Factor	<i>How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?</i>		Insert the answers to the questions. Will the impact and likelihood mean the risk can be tolerated / closed?		Impact	Likelihood
					See Impact Table	See Likelihood Table



