



HUMAN RESOURCES SERVICE PLAN

2013 - 2016

Version 0.2 – Shared Services Joint Committee – 19 November 2012

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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 (Three Rivers), Leadership team (Watford), Service Heads, Line Managers and Staff in both authorities and Elected Members. 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 and occasionally to Parish Councils (Three Rivers DC).

Services are currently delivered face to face, over the phone, by email or via the intranet. Manager and employee self service are available via Resource Link, the HR and Payroll information system (HRIS)

Although many of the services provided by the Shared HR service are discretionary, 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.

b) What services are provided?

- ✚ Advice and support to managers on a range of HR related issues including employee relations
- ✚ Advice 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 where applicable 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)

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 were £1.6 million for 2009/10 (£400,000 for Three Rivers and £1,200,000 for Watford).

Due to a reduction in time and effort spent, savings will be made in the following areas :

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

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

When bench marking, preparing for corporate service assessments (Customer Service Excellence, liP, Two Ticks), service planning, performance monitoring.

Policy harmonisation (annual leave, recruitment, grievance and disciplinary as priority areas)

It is also intended to align the performance appraisal cycles in both authorities from February 2013 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.

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. This system will enable more paperless HR and payroll processes which will result in further savings.

Health and Safety advice for Watford and Three Rivers will be sourced via Hertfordshire County Council, representing a saving of approximately £20,000 per annum. The annual cost of this advice will be shared between both Councils and the HCC adviser will continue to provide advice and support to both councils.

Further fee paying clients will also be sought to increase income and therefore reduce overall cost to both councils.

Resilience	<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.</p> <p>The shared HR service has developed a multi-skilled first line enquiry service which will provide cover throughout operating hours and the self-service aspects of the HR and payroll information system which will provide an additional means of access to some HR and payroll services.</p>
Improved Services	<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 was replaced by Customer Service Excellence in 2009 and this standard was achieved by the shared HR service. This demonstrates 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 four full time equivalent HR business partners who 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>

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:

Safety and Well being

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.

Clean and Green

Customers - A full staff survey took place during the Autumn of 2011 the results of which helped to establish the extent to which we meet the needs and expectations of our internal customers. A customer satisfaction survey took place in September 2011. Once again this has helped to establish whether HR customer satisfaction levels increase or reduce under a shared service arrangement and help to identify areas for improvement. HR subscribe to CIPFA benchmarking data on an annual basis and this provides a good source for comparison against other Districts within Hertfordshire.

Economic Opportunities

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.

Finance - We will consider adopting the arrangement in Watford whereby agency workers are supplied through a 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 benchmark our service against other similar shared HR services wherever possible.

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

<p>Customer Service</p>	<p>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'.</p> <p>Capacity - The service will 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.</p> <p>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</p> <p>Absence Management – Three Rivers has one of the lowest absence rates in the County and has agreed a target of 6.5 days absence on average per employee. In addition the Nurse Contact facility operated in Watford has been extended to Three Rivers DC shared services employees, which will assist managers as there will no longer be 2 systems to administer.</p>
<p>Watford Borough Council</p>	
<p>Making Watford a better place to live</p> <p>To provide the strategic lead for Watford's sustainable economic growth</p> <p>Promoting an active, cohesive & well informed Town</p> <p>Operating the Council efficiently & effectively</p>	<p>HR's contribution is to the strategic objectives is CP 4 operating the Council efficiently and effectively:</p> <p>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 has cut sickness absence to an average of 8.5 days per employee for the years 2010/2011 and 2012/13, which is the lowest in Watford's recent history. This contract has been extended for 2 further years and therefore the service will continue in 2012/13 and 2013/14. Watford has also undertaken a review of sickness absence and introduced a range of measures designed to help employees return to work as soon as possible after absence. In light of this additional support, the sickness absence target has been revised to 6.5 days across both Watford and Three Rivers employees. The physiotherapy service for employees on sickness absence for musculo-skeletal conditions has cut the duration of such absences. The combined effects of these initiatives should enable greater inroads into sickness absence in the next calendar year. Revised stretch targets for sickness absence have been introduced for 2012/13 of 6.5 days per employee for both Watford and Three Rivers Councils.</p>

<p>Influence and partnership delivery</p>	<p>Review of Management Development Programme and Talent Management initiatives – should make more effective use of talent in the organisation and enhance succession planning. New leadership and management development programmes have been introduced during 2011/12 with further modules being available during 2012/13. A new E Learning system, purchased via East of England LGA, will be introduced towards the end of 2012/13 and will be available for on line training for employees of both Councils.</p> <p>Supporting organisational change – HR will continue to support organisational change and value for money initiatives</p> <p>Equal Pay – The Watford pay and grading model coupled with the job evaluation and moderation process help to ensure there is a robust and definitive pay model in place to continue to reduce the risk of equal pay challenge. An external review was undertaken in summer 2012 and the pay model confirmed as being free from bias or equal pay discrimination.</p> <p>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</p>
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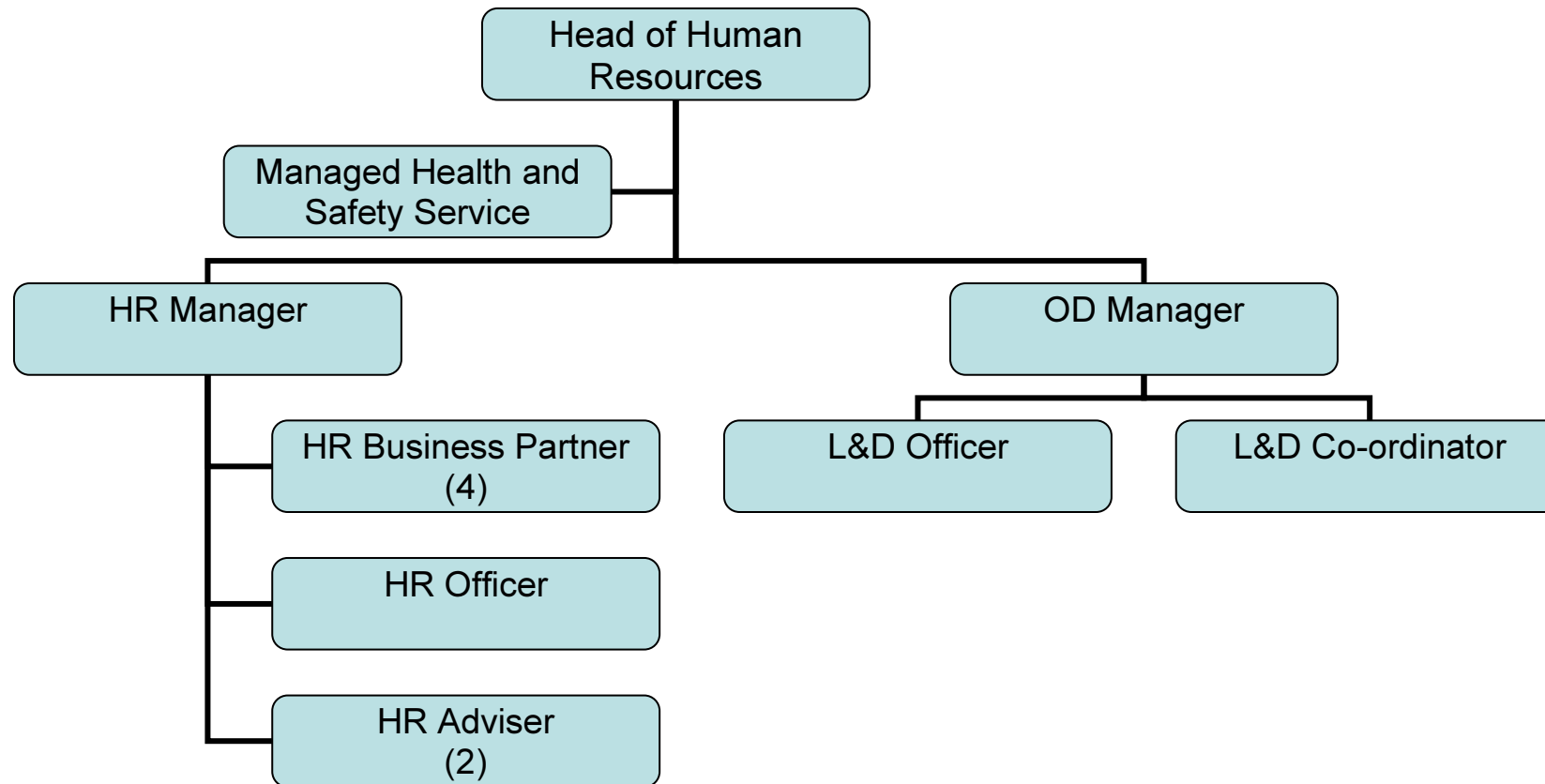
1.4 The Future of the Service

<p>Priority areas for improvement and development for the next three years (2013 – 2016)</p> <ul style="list-style-type: none"> ✚ Extend HR Shared Service approach to other Districts and Parish Council in Hertfordshire ✚ Extend learning and development opportunities to other councils or sectors i.e. voluntary organisations ✚ Develop a joint approach to recruitment advertising beyond Watford and Three Rivers ✚ Review job evaluation scheme and process at Three Rivers with a view to undertaking a health check of the current GLEA scheme ✚ 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. ✚ Contribute where appropriate to the achievement of the Customer Service Excellence quality standard for Watford and Three Rivers ✚ Joint on line appraisal scheme and workforce development planning for both Councils ✚ Harmonisation of policies and procedures where applicable and practical.

SECTION 2: INPUTS

2.1 People

Organisation Chart



HR Shared Services: Establishment List

Job Title	Grade	No.	FTEs
Head of Human Resources	Head of Service	1	1
Organisational Development Manager	9	1	0.6
HR Manager	10	1	1
Learning and Development Officer	7	1	1
Learning and Development Coordinator	4	2	1
Health and Safety Advisor – now provided via SLA with Herts CC	n/a		
HR Advisor	5	2	2
HR Officer	6	1	1
HR Business Partner	8	6	4

2.2 Workforce Planning			
Overview			
Workload – Trends & Changes	Staffing Implications – Impact on Service & Individuals	Options & Preferred Solutions	Outcome – Financial Implications, Resilience Implications & Implications for Improving the Service
<p>Working as Business Partners The shared HR service provides a 'business partner' approach to service delivery</p>	HR staff work across both councils supporting specific services	Continuous review with Service Heads and users to ensure service meets requirements. Adjustments made where required	Greater resilience by having a larger team to call on in terms of urgent need. Overall cost is cheaper than previous two separate teams and HR Business Partners improve their service to users by having a greater understanding of service objectives.
<p>GLEA Job Evaluation Scheme (Three Rivers) 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>	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.	Ensure there are at least two HR business partners trained in the GLEA JE scheme.	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>Employment Law Changes in employment law happen all the time</p>	HR staff must keep up to date with developments and implications for customers in order to give sound, up to date advice.	HR manager and HR business partners attend employment law updates annually	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>HR Networking HR must be represented at Hertfordshire and regional groups (Herts HR Partnership Group, PPMA)</p>	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

2.3 Partnerships & Contracts	
Partner / Partnership	Expected Outcomes
West Herts Crematorium	Continue to operate an income generating contract for payroll, HR, Health and Safety 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
HR system / payroll service provider	Develop effective working relationships to ensure good communication and to remedy service or system problems efficiently at all times to the benefit of our customers
Various occupational health partners (Nurse contact centre (First Care), 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. Review all contracts as they become due for renewal and explore alternative cost effective service offerings.
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.
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.
Working Transitions/East of England Local Government Association/Fairplace/SOLACE	Continue to provide outplacement support and careers advice to minimise the impact on staff displaced by organisational restructuring from time to time
Childcare voucher providers (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 provision of child care vouchers is being reviewed during 2012 to establish any potential streamlining and cost savings available by reducing from 2 to 1 supplier.
Comensura	Continue to use Comensura for the supply of agency workers at Watford and review this arrangement for Three Rivers, in conjunction with Management Board. Review provision against the new County provider CMS, which would be available under the framework agreement
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 reviews 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.
Leadership and Management development	To develop high quality cost effective programmes via Herts CC framework agreement and other external providers to design and deliver training products to meet the needs of the council.
Herts County Council	To provide Health and Safety support and advice, via a service level agreement (SLA), ensuring both Watford and Three Rivers adhere to their statutory obligations regarding Health and Safety. To provide support, guidance and advice regarding Health and safety policies, attendance at committee meetings as requested and audits of key sites.

2.4

Assets & Technology

At Watford Town Hall

Assets (requirements for accommodation and equipment)

1 x laptop and 1 x 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 staff able to work remotely (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/Printer/Scanner all in one (1)
Scanner (1)
Secure cupboards for personal files (approx 10)
Access to flip chart stands (1 is held in the Dept)
Access to nearby confidential shredding facilities

Technology requirements

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

At Three Rivers House

2 desks, chairs, PC's and a printer 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 Advisor to maintain a presence at Three Rivers House one day per week. This can be via the HR arrangements identified above.

2.5

Revenue Budgets

Draft Estimates	2012/13	2013/14	2014/15	2015/16
	Revised	Original	Original	Original
	£	£	£	£
Employees	583,840	598,600	610,310	616,320
Transport	2,100	3,000	3,000	3,000
Supplies and Services	48,490	44,240	44,240	44,240
Contracted and Agency Services	103,000	108,000	113,000	113,000
External Income	- 10,000	- 10,000	- 10,000	- 10,000
Total	727,430	743,840	760,550	766,560
<i>Budgets agreed by the Joint Committee November 2011</i>				
Employees	558,360	583,280	607,860	
Transport	3,000	3,000	3,000	
Supplies and Services	44,240	44,240	44,240	
Contracted and Agency Services	103,000	108,000	113,000	
External Income	- 10,000	- 10,000	- 10,000	
Total	698,600	728,520	758,100	
Additional Savings (-) / Costs	28,830	15,320	2,450	

Note:

To achieve the saving of 10% that the councils were aiming to secure over a three year timescale commencing in 2010/11, the service would need to reduce expenditure or increase income by £77k. The Joint Committee accepted last year the following cost reductions, being efficiency gains not affecting service levels:-

Item	2011/12 £	2012/13 £	2013/14 £
Safety Advice	18,400	18,400	18,400
Publications	2,680	2,680	2,680
Equipment and Furniture	3,500	3,500	3,500
Casual User Mileage	1,000	1,000	1,000
Travel Allowance	1,000	1,000	1,000
Total	26,580	26,580	26,580

It was recognised that all support services, including HR must provide a service that is proportionate to the clients supported and that the HR service's customer base was likely to reduce if additional work could not be attracted. It was agreed that the charge to the West Hertfordshire Crematorium be reviewed and that opportunities to share services with other bodies be explored. If, however, there was still a shortfall to be met, then reluctantly there would be little option but to reduce staffing levels. In these circumstances the Committee recommended the following cost reductions commencing in 2012/13:-

Item	2011/12 £	2012/13 £	2013/14 £
Replace HR Business Partner with HR Officer	0	8,360	8,360
Delete HR Business Partner	0	43,510	43,510
Total	0	51,870	51,870

The operating budget figures quoted above included these savings.

Progress to date has been good. All of the efficiency gains have been achieved. Indeed the Health and Safety contract with Hertfordshire County Council was further negotiated from 2011/12 showing a further £3,000 saving.

In respect of staffing levels the replacement of 1 HR Business Partner at band 8 (current vacant post) with an HR Officer at band 6 achieved the budgeted saving of £8,360 with effect from 1 April 2012. Additionally, the reduction in hours of the Organisational Development Manager from 37 to 34.5 per week with effect from 1 April 2012 generated a saving of £3,780 per annum.

This means that the total savings achieved to date are £41,720 compared to the £78,450 deducted from the budget, leaving £36,730 still to be achieved.

At the Shared Services Joint Committee meeting on 21 November 2011 it was agreed to delay further cost savings from the HR service until April 2013, to allow further discussion with other District Councils to take place and a decision reached regarding the provision of a comprehensive HR service for them. Such discussions have taken place and while agreement has been reached with one District to progress to a detailed business case, with a proposed implementation date of 1 June 2013, there is no guarantee the business case will be accepted. The budget was however, reduced incorrectly and therefore has been revised above to reflect the SSJC decision in November 2011

Therefore the following options to reduce costs within the HR service are recommended for consideration:

Option 1

To further reduce the hours of the OD Manager, at her request, to 22 hours per week. This will generate savings of £19,514 per annum. Management responsibility for the 3 employees in the team would pass to the Head of HR.

Option 2

To undertake a review of structure of the HR team with the intention of either reducing hours or deleting a post in order to fund the remaining £17,216 savings required (£36,730 - £19,514).

It is recommended that the Shared Services Joint Committee agree to option 1, reducing the hours worked by the Organisational Development Manager effective from 1 April 2013 which will generate a saving of £19,514 per annum. SSJC are asked to consider delaying the structural changes outlined in Option 2 until such time as Watford Borough Council are clear on their own restructure and further discussions have been held regarding the provision of HR services to another District Council. The situation regarding these initiatives should be clear by March 2013 and depending upon the outcome, further reviews of the structure required for the HR service will be undertaken. The latest date for any restructure of the HR team and subsequent savings would be November 2013.

Further Note:

In addition to the savings above, a review of the welfare arrangements in Three Rivers will be undertaken during 2012/13 and it is possible that by utilising the existing BUPA service supplied to Watford, a small saving may be made in the Three Rivers client side budget. A further review of both the Three Rivers and Watford Client side costs will be undertaken in March 2013, including a cost/benefit analysis of the BUPA Occupational Health service. This review will determine whether the same or better service can be provided remotely for less cost.

2.6 Revenue Growth, Service Reductions and Cashable Efficiency Gains				
	Description	Savings		
		2012/13 £	2013/14 £	2014/15 £
1	Potential Growth			
	None	0	0	0
	Total	0	0	0
2	Service Reductions			
	Reduction in hours worked by OD Manager		19,514	19,514
	Structure review of HR team from October 2013	0	7,173	17,216
	Total	0	26,687	36,730
3	Cashable Efficiency Gains			
	No further efficiency gains identified to those already built into the budget	0	0	0
	Total	0	0	0

2.7 Capital Investment												
Scheme Name	New Scheme	Capital				Revenue Implications				Savings	Resilience	Improvement
		2012/13 £	2013/14 £	2014/15 £	Future Years £	2012/13 £	2013/14 £	2014/15 £	Future Years £			
		6000										

Note: It is proposed to carry over into 2013/14 £6,000 under-spent from the service's capital implementation budget in 2012/13. This is in respect to the HR Appraisal Module. As agreed with the Joint Committee a word document will be used for 2013/14 which may then be revised to an e-form for use in 2014/15, incurring minimal development costs during 2013/14.

SECTION 3: OUTPUTS AND OUTCOMES

3.1 Customer insight and consultation

Customer identification and segmentation data

Service provided	Customer group	Segmentation data held
Recruitment	Internal and external self-selecting customers. Staff, public, recruitment agencies	Age, ethnicity, gender, sexual orientation, religion, disability, address, qualifications, work history. (unsuccessful applicants' data is kept for a short time and then destroyed. Successful applicants' data, and additional data, such as appraisal information are kept as Staff data).
Employee relations	Internal - Staff, Unison, Local Liaison committee (LLC)	Staff data as above
Consultation	Internal - Staff, Internal Services Joint Committee	Staff data as above, and policies, proposals, changes to structure, key contacts
Advice on Terms and Conditions	Internal and External - Staff, Unions, LLC, employee groups, other Local Authority groups, e.g. Herts County Council.	Staff data as above, key contacts
Outsourced services	Payroll, Bupa, counselling service, voluntary sector	Business/organisation name, key contacts, roles, software systems used, contractual agreements, tender documents, SLA agreements etc.
Organisational Development (including Learning and Development)	Internal and external – Staff, Members, associated bodies (e.g. Watersmeet)	Staff data as above, Members - name, Political Party, ward, contact details, address, e-mail address. Associated bodies – business/organisation name, address, key contact.
Health and Safety (Advisory Service)	Internal and external – Managers, Management Board, Health and Safety representatives. External – businesses/organisations (e.g. stall holders, Watersmeet), companies used for outsourcing work and for training.	Staff data as above, business/organisation name, address, key contact.

Service provided	Inform	Consult	Engage
Recruitment	Media – local and National newspapers, trade magazines, recruitment agencies, job centres, internet, intranet, e-mail.	Consultations are carried out on proposed changes, both statutory and non-statutory.	Face-to-face, ad-hoc meetings as required (e.g. with services that are recruiting)
Employee relations	Briefing sessions, e-mail, notes to all staff, intranet, All Aboard	Feedback forms, Local Liaison Committee, Management Board, Unison, legal team, Shared Services Joint Committee	Feedback forms, Local Liaison Committee, Management Board, ad-hoc meetings with legal team
Consultation	Intranet, minutes of meetings; e mail;	Regular Local liaison meetings; ad hoc meetings with non Union staff representatives; Shared Services Joint Committee; Legal team	Feedback from staff briefings; feedback from Union/non Union staff representatives; questions raised via intranet; feedback to managers on questions staff have asked them. Can be face to face; e mail or intranet
Advice on Terms and Conditions	Intranet; staff briefings; FAQ's email; notes to staff; All Aboard	Regular meetings with: Union/Non Union staff representatives; Shared Services Joint Committee; Executive Committee; Management Board; senior management; employees where individual consultation is required	Feedback from staff briefings; feedback from Union/non Union staff representatives; questions raised via intranet; feedback to managers on questions staff have asked them. Can be face to face; e mail or intranet
Outsourced services	E mail; face to face; telephone conferences;	Meetings; e mails; letters	Face to face; ad hoc meetings, feedback forms;
Organisational Development (including Learning and Development)	Intranet; email; managers cascade; Management board;	Feedback from Management Board; feedback from management; staff appraisals; workforce development plan; external bodies (Investors in People; Charter Mark; Two Ticks; Equalities)	Staff briefings; ad hoc attendance at management team meetings or Management Board to discuss specific issues; email; face to face; telephone calls; training events.

Learning from customer consultation

Questions	Answers
What key findings has customer consultation work identified in the last year for each service area?	concern at losing high level of HR support and advice if other fee paying clients are brought in; good HR experience within the team enables good advice to be provided on terms and conditions; employee relations; recruitment and general HR advice
Have the needs of a specific customer group been identified?	Via face to face discussions and customer survey
What has been done as a result of customer consultation?	Hot desk set up in Three Rivers following relocation of HR staff to Watford; HR Business Partner model embedded in services and communication to customers of who key contacts are; cross skilling HR team; team meetings instigated to improve communications amongst team members
How have you fed back to customers that have been consulted?	Results published on the intranet and feedback to customers direct from Head of HR
How effective were the consultation methods used? What changes are proposed?	Effective for the areas surveyed however, not all customer groups were covered. Changes will include expanding the survey to other areas such as third parties (West Herts. Crematorium as an example)

3.2

Service Level Agreements

SLAs between shared services and the councils

As part of the development of the operating model for the HR service, internal customers were consulted and formal Service Level Agreements (SLAs) have been agreed between the HR service and its customers at both councils as well as the Joint Committee. There is a separate document covering SLA's. As part of the Service Level Agreements, performance standards have been identified as well as performance indicators that will be used internally by the shared service; these have been included in this service plan.

SLAs between shared service and other organisations

There are service level agreements between the HR service and its third party suppliers. These will be monitored at relevant service review meetings and updated as necessary.

3.3 Performance Indicators

Reference	SSHR 1 Sickness Absence
Indicator Definition	Working days lost due to sickness per member of staff
Target	6.5 days

Reference	SSHR 2 Appraisals completed on time
Indicator Definition	The percentage of staff receiving an annual appraisal (of those eligible to do so) within target timescale
Target	100%

Reference	SSHR 3 Workforce Monitoring Report
Indicator Definition	Details of the Equalities data reported annually in accordance with the Equalities Act.
Target	

3.4 Benchmarking Information

Measure: Cost					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
HR Cost per employee	Shire Districts	HR cost per employee £363 vs average of £330	7 out of 18	May 2011 (Note No survey planned by CIPFA in 2012)	Watford was previously the most expensive District and Three Rivers was ranked 16 th . Shared Services HR has a HR Business Partner structure which focuses on high end advice and guidance. Lower end, less costly administration is provided via self service.
Measure: Quality					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
Modern Practice	Shire Districts	76% vs average of 64%	2 out of 31	May 2011	More use of systems and self service have improved the ranking for 'modern practice' to 2 nd in Hertfordshire.
Measure: Other					
Benchmark Description	Comparator Group	Result	Rank within group (x out of y)	Date Valid	Comments
Number of Employees per HR Staff	Shire Districts	1:91 vs average of 1:98	10 out of 18	May 2011	Watford previously had the highest ratio of HR staff to employees at 1:50. Three Rivers was much lower ratio but had issues regarding resilience

3.5 Outstanding Recommendations of External Inspections					
Customer Service Excellence					
<i>Action</i>	<i>Priority</i>	<i>Responsibility</i>	<i>Action to Date</i>	<i>Resolved</i>	<i>(Original) Implementation Date</i>
TRDC staff survey only conducted every 5 years	High	Head of HR	Next survey due to be sent out in October/November 2011 for both TRDC and WBC. Survey completed in Autumn 2011 and results available early 2012. Action plans agreed and implemented.	✓	June 2010

The above represents the only outstanding recommendation from the previous Service Plan.

3.6 Projects

Project	Apr 2013	May 2013	Jun 2013	Jul 2013	Aug 2013	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014	2014-2015	2015-2016	Progress / Comments
Support Future Council for Watford restructure	→														On going requirement for HR support
Support ICT with Outsourcing project	→														
Support Waste Sevices/Community Services with either TUPE transfer or internal restructure.	→														
Support to Revenue and Benefits with the introduction of Universal Credit. Localisation of Council Tax etc and any impact on staff	→														
Support Watford/Three Rivers with ad hoc resrtucures and savings initiatives as part of cost reduction process.	→														
Harmonisation of policies and procedures	→														On –going project polices/procedures are prioritised for review during each year.
Introduction of new staff appraisal project, including	→													Word version to be introduced by February 2013. E Form to be	

Develop ways to support the introduction of Apprenticeships to Watford and Three Rivers Councils															Work with Business development teams and link with external companies; liaise with NAS and launch scheme during 2013/14
Consider how to market Shared HR service to other Districts within Herts.															Ongoing project
Consider extending fee paying clients arrangements beyond West Herts. Crem.															On going project

The Equalities Act 2010 includes a new public sector equality duty (both a general duty and specific duties), replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. The duty places a range of steps that are legally required by local authorities covering issues such as: assessing relevance, using and publishing equality information, engagement, equality analysis, equality objectives, commissioning and procurement, and business planning and reporting.

It is good practice to integrate the general equality duty into service planning processes and work has been undertaken by both council's to produce a common equalities reporting template for all services in line with the new equality duties.

For HR there is a legal duty to publish information on the effect of council policies and practices on the workforce by 31 January 2012 and then annually. This will involve collecting workforce information and carrying out analysis of workforce-related policies and practice. It will also mean publishing the analysis and the information used in the analysis.

HR will also provide learning and development support to the corporate Equalities training programme for both Councils.

3.8

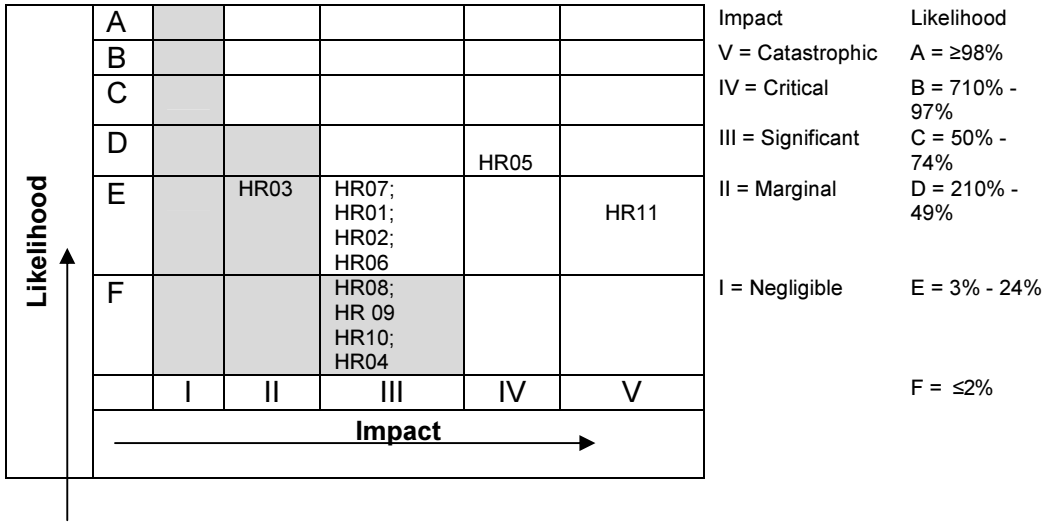
Risk Management

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>		
HR01	<u>Insufficient staff</u> Inability to recruit and retain good quality staff	Service Disruption	iv	E	Case work not completed; support to services unavailable; legislative requirements not adhered to; payroll information not processed	Requires Treatment	Yes
		Financial Loss	ii			Last Review Date	31/3/2012
		Reputation	iii			Next Milestone Date	01/04/2013
		Legal Implications	iii			Next Review Date	09/03/2014
		People	iv			Date Closed	
HR02	<u>Total failure of ICT systems</u> All systems unavailable	Service Disruption	iv	E	Unable to update or access: payroll information; employees electronic records; absence management data;	Requires Treatment	Yes
		Financial Loss	iv			Last Review Date	31/3/2012
		Reputation	iv			Next Milestone Date	01/04/2013
		Legal Implications	iii			Next Review Date	09/03/2014
		People	iv			Date Closed	
HR03	<u>Loss of accommodation</u> Unable to work from Watford or Three Rivers offices	Service Disruption	ii	E	No immediate access to staff	Requires Treatment	No
		Financial Loss	ii			Last Review Date	31/3/2012
		Reputation	ii			Next Milestone Date	01/04/2013
		Legal Implications	ii			Next Review Date	09/03/2014
		People	iii			Date Closed	
HR04	<u>Fraudulent activity</u>	Service Disruption	iii	F	Effect on reputation and ability of HR team to function in an environment where trust has been lost	Requires Treatment	No
		Financial Loss	lii			Last Review Date	31/10/2012
		Reputation	lii			Next Milestone Date	01/04/2013
		Legal implications	lii			Next Review Date	31/03/2014
		People	iii			Date Closed	

HR05	<u>Change Mgt</u> Three Rivers pay not aligned resulting in equal pay claims at TRDC	Service Disruption	iv	D	Increased cost of litigation increased operational costs of alignment potential impact on timescales, mgt time	Requires Treatment	Yes
		Financial Loss	iii			Last Review Date	27/08/11
		Reputation	iv			Next Milestone Date	01/04/2013
		Legal Implications	iii			Next Review Date	09/03/2014
		People	iv			Date Closed	
HR06	HRIS failure or similar civil disaster resulting in inability to utilise HRIS system	Service Disruption	iii	E	Emergency disaster recovery plan agreed with Northgate Arinso, the external payroll provider	Requires Treatment	Yes
		Financial Loss	ii			Last Review Date	09/11/11
		Reputation	iii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/14
		People	iii			Date Closed	
HR07	Difficulty in recruiting key staff with necessary skills/experience	Service Disruption	iii	E	Vacancies to be filled by interim HR professional staff	Requires Treatment	Yes
		Financial Loss	ii			Last Review Date	09/11/11
		Reputation	iii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/14
		People	iii			Date Closed	
HR08	Legislation: Failure to deliver on existing or future employment legislation	Service Disruption	iii	F	Systems and procedures in place; trained professional HR staff; Checking regimes; service plan to deal with emerging legislation.	Requires Treatment	No
		Financial Loss	iii			Last Review Date	09/11/11
		Reputation	iii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/14
		People	iii			Date Closed	

HR09	Employment: Assault or injury to member of staff in the office, on-site or during a home visit, home working or 1:1 meetings with customers.	Service Disruption	ii	F	Regular assessments carried out in service. Ensure adequate staff training on health and safety at work, including lone working. Emphasise employees' responsibilities in H&S matters. Violence at work policy.	Requires Treatment	No
		Financial Loss	iii			Last Review Date	09/11/09
		Reputation	iii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/14
		People	iii			Date Closed	
HR10	Physical Loss of paper files on a large scale due to flood/fire or other catastrophic event in the Town Hall office accommodation	Service Disruption	iii	F	Fire/flood management procedures. Most cabinets are flame and flood resistant. Live records are on 3 rd floor. Back up via Resourcelink database so many records are duplicated electronically	Requires Treatment	No
		Financial Loss	ii			Last Review Date	09/11/09
		Reputation	ii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/14
		People	iii			Date Closed	
HR11	Employment Strike/Dispute nationally	Service Disruption	v	E	Employee Relations protocols. National negotiation frameworks. Local Liaison Committee and Unison/management meetings	Requires Treatment	Yes
		Financial Loss	iv			Last Review Date	09/11/09
		Reputation	iv			Next Milestone Date	n/a
		Legal Implications	v			Next Review Date	31/03/14
		People	v			Date Closed	



RISK TREATMENT PLAN

Risk Ref:	HR01	Risk Title:	Insufficient staff			
Responsibility	<i>Who is managing the risk?</i>		Head of HR			
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		The HR service that will be provided will be limited and as a result there will longer waiting times for answers to enquiries or questions. Payroll information will not be processed It can go wrong whereby there is not enough capacity to deal with customer requests.			
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Long term staff absence or resignation of staff			
Existing Control	<i>What controls exist now to minimise the risk?</i>		Links with external agencies/bodies who could supply interim HR staff			
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>		HR have used agency/temporary staff to cover absence	Impact	Likelihood	
				iii	E	
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>		No further action required			
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Not applicable		£	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>		Not applicable		Impact	Likelihood
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>		Trained HR staff available to cover additional workload on an interim basis		Impact	Likelihood
					ii	D

Risk Ref:	HR02	Risk Title:	Total failure of ICT systems		
Responsibility	<i>Who is managing the risk?</i>		Head of HR		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		All systems fail resulting in HR being unable to access personal files, database, upload payroll information or provide statistics/information to external bodies		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Major failure of ICT or major electrical supply		
Existing Control	<i>What controls exist now to minimise the risk?</i>		WBC has UPS systems in place to safely shut down hardware and a switchable power supply to manage some causes of power loss; Paper files available; back up via Northgate Arinso		
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>	Hard copy files available; payroll information available via Northgate Arinso	Impact	Likelihood	
			iv	E	
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>		No further action required		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Not applicable		£
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	Not applicable	Impact	Likelihood	
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>	Northgate continuity plan in operation; hard copies of files in fire proof cabinets	Impact	Likelihood	
			ii	D	

Risk Ref:	HR07	Risk Title:	Difficulty in recruiting key staff with necessary skills/experience		
Responsibility	<i>Who is managing the risk?</i>		Head of HR		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		The HR service that will be provided will be limited and as a result there will longer waiting times for answers to enquiries or questions. It can go wrong whereby there is not enough capacity to deal with customer requests.		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Long term staff absence or resignation of staff at critical times		
Existing Control	<i>What controls exist now to minimise the risk?</i>		Links with external agencies/bodies who could supply interim HR staff		
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>		HR have used agency/temporary staff to cover absence	Impact iv	Likelihood E
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>		No further action required		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Not applicable	£	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>		Not applicable	Impact	Likelihood
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>		Trained HR staff available to cover additional workload on an interim basis	Impact ii	Likelihood D

Risk Ref:	HR05	Risk Title:	Three Rivers pay not aligned resulting in equal pay claims at TRDC		
Responsibility	<i>Who is managing the risk?</i>		Head of HR		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		Equal pay claims from TRDC employees. Read across from non shared service staff on GLEA scheme to shared service staff on NJC scheme; or vice versa. No risk before set up of Shared Services		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Employees reviewing pay bands across different roles and identifying comparators on a different pay band		
Existing Control	<i>What controls exist now to minimise the risk?</i>		Partial review of pay across GLEA against NJC scheme undertaken prior to set up of Shared Services which largely identified the pay to be the same		
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>	No claims have been received	Impact	Likelihood	
			iv	D	
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>		Full review to be undertaken of roles on GLEA scheme and how they compare to NJC scheme. Likely result is recommendation of NJC scheme across TRDC.		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Potential cost implications if a significant number of roles are evaluated upwards as a result of the review	£ unknown until review is complete	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	The risk has emerged since new pay scales were announced for Shared Service staff in July 2009. The HR Service plan covers the requirement for a review of job evaluation across TRDC	Impact	Likelihood	
			iv	D	
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>	Introduction of new consistent scheme across TRDC reduces potential claims	Impact	Likelihood	
			ii	D	

Risk Ref:	HR06	Risk Title:	HRIS failure or similar civil disaster resulting in inability to utilise HRIS system		
Responsibility	<i>Who is managing the risk?</i>		Head of HR		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		System failure Localised or more widespread power failure preventing HRIS equipment from operating A variety of reasons can cause power failure, all would have the same affect on the service		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		A failure of the electricity supply. This could result from a number of different causes		
Existing Control	<i>What controls exist now to minimise the risk?</i>		WBC has UPS systems in place to safely shut down hardware and a switchable power supply to manage some causes of power loss; Paper files available; back up via Northgate Arinso		
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>	Duplicate data for pay purposes available; hard copy files in fire proof cabinets	Impact	Likelihood	
			iv	E	
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>		No further controls required		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Not applicable		£
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	Not applicable	Impact	Likelihood	
			iii	E	
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>	Ability to run payroll via Northgate Arinso; employment data available via hard copy files.	Impact	Likelihood	
			ii	D	

Risk Ref:	HR011	Risk Title:	Strike/Dispute nationally		
Responsibility	<i>Who is managing the risk?</i>		Head of HR		
Consequence	<i>What can go wrong? How can it go wrong? Has it gone wrong before?</i>		Disagreement with staff/Unison regarding terms and conditions of employment. Negotiations fail. Has not happened before.		
Cause / Trigger	<i>What happens to bring the risk into being?</i>		Disagreement between staff and Unions regarding terms and conditions that cannot be resolved through consultation and/or negotiation		
Existing Control	<i>What controls exist now to minimise the risk?</i>		Part of national framework regarding terms and conditions; Employee Relations protocols; consultation forum with Unison; discussion groups with employees; non Union staff representatives in TRDC		
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>	Management/Union meetings are conducted in an open, consultative manner. Two way dialogue and exchange of points of view	Impact	Likelihood	
			v	D	
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>		Ensure regular meetings with Union/non Union staff representatives are continued		
Cost / Resources	<i>Are there cost / resource implications in achieving the further action above?</i>		Potential cost implications of a strike could be high as well as the loss of reputation	£ unknown	
Current Status	<i>What is the current position on introducing additional controls? What is the current Risk Rating</i>	Regular meetings with Union/non Union staff representatives are scheduled in advance	Impact	Likelihood	
			v	E	
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>	Continued good employee relations with Union and staff	Impact	Likelihood	
			ii	D	

