**APPENDIX 2** 





# DRAFT HUMAN RESOURCES SERVICE PLAN

# 2011 - 2014

Version 0.2 – Shared Services Joint Committee – 7 March 2011

**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 (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 and to produce annual workforce profile reports for both Councils.

#### **1.1 Scope of the Service (continued)**

#### b) What services are provided?

- 4 Advise and support to managers on a range of HR related issues including employee relations
- 4 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 where applicable corporate accreditations (IiP, Customer Service Excellence, Two Ticks)
- **4** 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
- 4 Induction Corporate induction, monitoring and review of departmental induction activities
- Job evaluation

- Pay and reward strategy

- 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, IiP, 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 October 2011so 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. The new 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 £24,000 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.

Resilience	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.
	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.
Improved Services	In addition to the improvements by virtue of greater resilience as described above, the shared HR service will deliver the following service improvements :
	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.
	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.
	The shared HR service will include five 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.
	Customers in both authorities should benefit from a greater choice of shared relevant, accessible learning and development resources and activities.
	The Shared HR Service will be developed to enable voluntary organisations within the Watford district to access the CRB countersignature service already in place for the Three Rivers district.

1.3 Contribution to the Councils' Strategic Objectives						
Three Rivers District Council						
	to ensure that the right people are in the right place at the right time in order to achieve ared HR service will also directly contribute to Three Rivers strategic objectives as follows:					
Safer Communities       Voluntary organisations in the community will continue to be able to access a free of continue to access a free of conteto to access a free of continue to access a f						
Customers - A full staff survey took place during the Autumn of 2008 the results of which he establish the extent to which we meet the needs and expectations of our internal customers customer satisfaction survey took place in September 2009. Once again this has helped to establish whether HR customer satisfaction levels increase or reduce under a shared servic arrangement and help to identify areas for improvement. HR subscribe to CIPFA benchmark data on an annual basis and this provides a good source for comparison against other Distribution Hertfordshire.						
Towards Excellence	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.					
<b>Finance</b> - We will consider adopting the arrangement in Watford whereby agency work supplied through Comensura (vendor neutral supplier) where appropriate; this should r some savings through increased bargaining power and therefore lower hourly rates als reduced administration and reduced risk of claims of accrued employment rights. We bench mark our service against other similar shared HR services wherever possible.						
	<b>Operations</b> – 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					

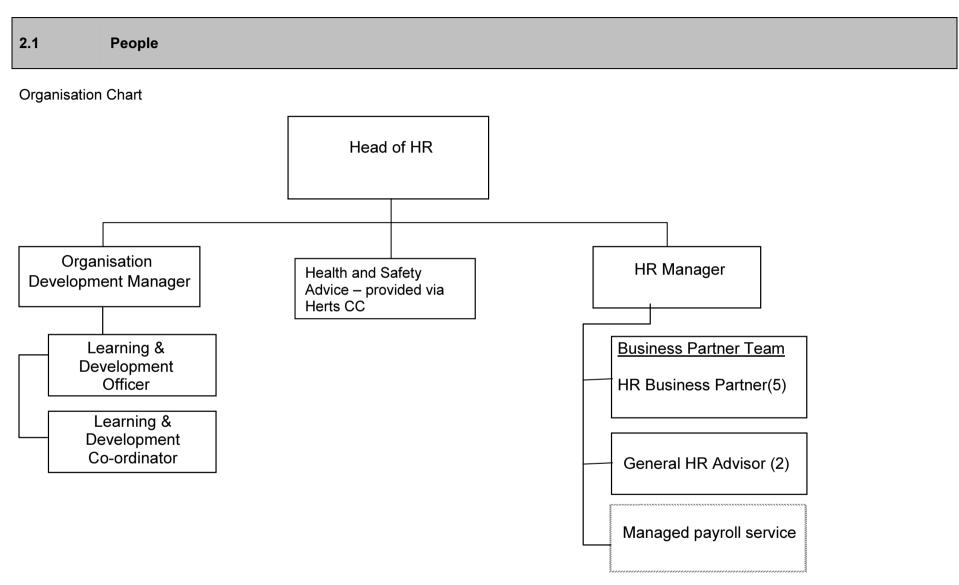
	<ul> <li>minimise any impact on service delivery arising from illness. We will continue to develop ways to motivate and provide job satisfaction for all our employees so that outputs are high, turnover is low and recruitment costs are kept to a minimum. Performance statistics for the HR service (other 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'.</li> <li>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.</li> <li>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</li> </ul>				
	Watford Borough Council				
Improve the health of the town and enhance its heritage	HR's contribution is to CP1 – an efficient, effective, value for money Council. <b>Sickness Management</b> – the implementation of the Nurse Contact Centre service with on-line real				
Enhance the town's 'clean and green' environment					
Enhance the town's sustainability	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 year 2009/10, which is				
Enhance the town's economic prosperity and potential	the lowest in Watford's recent history. This service will continue in 2011/12. 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.				
Supporting individuals and the community	Finance for Non-financial Managers training should enhance the skills and financial awareness of managers.				
Securing an efficient, effective, value for money council	<b>Review of Management Development Programme and Talent Management initiatives –</b> 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				
Influence and partnership delivery	should enable the L&D aspects of the Shared Service to be more achievable by reducing administrative work.				
	<b>Supporting organisational change –</b> 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.	
<b>Health and Safety</b> – the conclusions of the review of Health and Safety approaches will be implemented and training take place on corporate manslaughter to minimise organisational risks	

#### 1.4 The Future of the Service

# Priority areas for improvement and development for the next three years (2010 – 2013) Consider opportunities to increase payroll service provision beyond Three Rivers and Watford. Create one workforce development plan for both Watford and Three Rivers 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 implementing National Joint Council Job Evaluation 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 to the achievement of the Customer Service Excellence quality standard for Watford and Three Rivers Extend HR Shared Service approach to other Districts and Parish Council in Hertfordshire Extend CRB umbrella body services to Watford to contribute to 'safer town' strategic objective Joint on line appraisal scheme and workforce development planning for both Councils Harmonisation of policies and procedures where applicable and practical.

#### **SECTION 2: INPUTS**



# HR Shared Services: Establishment List post restructure (approved by Joint Committee)

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

# 2.2 Workforce Planning

Overview	1		
Workload – Trends & Changes	Staffing Implications – Impact on Service & Individuals	Options & Preferred Solutions	Outcome – Financial Implications, Resilience Implications & Implications for Improving the Service
Working as Business Partners The shared HR service will be taking a 'business partner' approach to service delivery	HR staff may benefit from an understanding of the concept of a Business Partner approach to HR	A session to share this with colleagues and discuss the implications for both authorities	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.
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.	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.
<b>Employment Law</b> Changes in employment law happen all the time	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.
HR Networking 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

2.3 Partnerships & Contracts	
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
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 (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.
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.
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.
Working Transitions/East of England Improvement Authroity	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 (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.
Management development	To consider the services available via Herts CC following their tender for a Management Development partner to design and deliver management development programmes and design training products to meet the needs of the council.

#### 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 (1) Printer (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 Kingson mass storage devices at Three Rivers) HR / payroll system Intranet and web access MS office suite including MS outlook

#### At Three Rivers House

2 desks, chairs and PC's 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 Current Budgets

Code	Operating Costs	2010/11 Original £	2010/11 Revised £	2011/12 Original £	2012/13 Forecast £	2013/14 Forecast £
	Expenditure					
	Employees	632,532	632,450	586,276	554,805	585,390
	Transport	5,000	4,000	3,000	3,000	3,000
	Supplies & Services	22,620	37,620	44,440	44,440	44,440
	Contracted & Agency Services	96,000	96,000	96,000	96,000	96,000
	Income	-5,200	-5,200	-5,200	-5,200	-5,200
	Sub-Total	750,952	764,870	724,516	693,045	723,630
	Recharge to Councils					
	Three Rivers District Council	-240,305	-244,758	-231,845	-221,774	-231,562
	Watford Borough Council	-510,647	-520,112	-492,671	-471,271	-492,068
	Sub-Total	-750,952	-764,870	-724,516	-693,045	-723,630
	Total	0	0	0	0	0

	Implementation Costs	2010/2011 Original	2010/11 Revised	2011/12 Original	2012/13 Forecast	2013/14 Forecast
Code		£	£	£	£	£
	Revenue Implementation Costs					
	Programme Management	0	0	0	0	0
	Change Management	0	26,400	0	0	0
	Transitional Employee Costs	48,000	48,000	43,000	27,000	0
	Redundancy	0	75,000	0	0	0
	Pension Strain	452,366	410,050	0	0	0
	Total	500,366	559,450	43,000	27,000	0
	Capital Implementation Costs					
	Systems Implementation	0	6,000	0	0	0
	Total	0	6,000	0	0	0

2.6	6 Revenue Growth, Service Reductions and Cashable Efficiency Gains			
			Savings	
	Description	2010/11 £	2011/12 £	2012/13 £
1	Potential Growth			
	List here items of potential growth 0			
	Total 0 0			
2	2 Service Reductions			
	List here proposed service reductions that would result in savings 0 0			0
	Total 0 0			
3	Cashable Efficiency Gains			
	List here the cashable efficiency gains you have identified 0			0
	Total	0	0	0

# 2.7 Capital Investment

Use this section to identify any future capital expenditure requirements. Don't forget to include expenditure identified through any asset management plan.

			Ca	oital			Revenue I	mplications				
Scheme Name	New Scheme	2010/11 £	2011/12 £	2012/13 £	Future Years £	2010/11 £	2011/12 £	2012/13 £	Future Years £	Savings	Resilience	Improvement

#### 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.	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, 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.

#### Communication and consultation methods

Service provided	Measure	Collection method	Timescale for consultation - start date and regularity	Baseline result	Target
Recruitment	% Successful recruitment to post	Recruitment statistics; feedback from managers regarding difficult to fill roles;	To start when the new HRIS is in place – likely to be from April 2011		
Employee relations	% Satisfaction; statistics on disputes; employment tribunals; strikes	Staff survey HR data; management feedback Appraisals	Annual – next survey Summer 2011		
Consultation	% Satisfaction with service statistics on disputes; employment tribunals; strikes	Staff survey HR data; management feedback Union/non Union staff reps feedback at meetings	Annual – next survey summer 2011		
Advice on Terms and Conditions	% Satisfaction with service	Staff survey HR Data on number of grievances raised regarding terms and conditions Appraisals	Annual – next survey summer 2011		

Outsourced services	% Satisfaction with service Cost	Staff survey CIPFA HR survey	Annual – next survey Autumn 2011	
Organisational Development (including Learning and Development)	% Satisfaction with service Cost against budget	Staff survey Appraisals Training Needs survey Corporate	Annual – next survey summer 2011 Quarterly – in January, May, September each year.	
		Induction feedback forms		
Health and Safety (Advisory Service)	% Satisfaction with service	Staff survey	Annual – next survey summer 2011	

#### Customer satisfaction measures

Service provided	Measure	Collection method	Timescale for consultation - start date and regularity	Baseline result	Target
Recruitment	% Successful recruitment to post	Recruitment statistics; feedback from managers regarding difficult to fill roles;	To start when the new HRIS is in place – likely to be from April 2011		80%
Employee relations	% Satisfaction; statistics on disputes; employment tribunals; strikes	Staff survey HR data; management feedback Appraisals	Annual – next survey summer 2011		70%

Consultation	% Satisfaction with service	Staff survey	Annual – next survey	70%
	statistics on disputes;	HR data;	summer 2011	
	employment tribunals; strikes	management		
		feedback		
		Union/non Union		
		staff reps		
		feedback at		
		meetings		
Advice on Terms and	% Satisfaction with service	Staff survey	Annual – next survey	70%
Conditions		HR Data on	summer 2011	
		number of		
		grievances raised		
		regarding terms		
		and conditions		
		Appraisals		
		Feedback from		
		managers		
Outsourced services	% Satisfaction with service	Staff survey	Annual – next survey	80%
	Cost	CIPFA HR survey	summer 2011	
		o. "		0.001
Organisational	% Satisfaction with service	Staff survey	Annual – next survey	80%
Development (including	Cost against budget		summer 2011	
Learning and				
Development)		Appraisals	Cascade from April to March	
		Training Needs	To be conducted following	
		survey	completion of Service plans	
		Corporate		
		Induction		
		feedback forms	Quarterly – in January, May,	
			September each year.	
Health and Safety	% Satisfaction with service	Staff survey	Annual – next survey	80%
			summer 2011	
(Advisory Service)				

# 3.1.5 Learning from customer consultation

Questions	Answers
What key findings has customer consultation work identified in the last year for each service area?	Concern over losing Three Rivers HR staff following shared services; concern at reduction of face to face contact; overwork of HR staff from pay and grading and shared services introduction; policies require overhaul and updating; 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; introduction of HR Business Partner model and communication to customers of who new 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	HR 1 Sickness Absence
Indicator Definition	Working days lost due to sickness per member of staff
Target	7.6 days

Reference	HR 2 Percentage of top earners that are women
Indicator Definition	The percentage of top 10% of earners that are women
Target	50%

Reference	HR 3 Percentage of top earners from black and ethnic minority communities
Indicator Definition	The percentage of top 10% of earners that are from black and ethnic minority communities
Target	13.6%

Reference	HR 4 Percentage of top earners with a disability
Indicator Definition	The percentage of top 10% of earners with a disability
Target	Three Rivers = 9.2% Watford = 5%

Reference	HR 5 Disability Discrimination Act
Indicator Definition	The percentage of Local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition
Target	9.2%

Reference	HR 6 Minority Ethnic Communities
Indicator Definition	The percentage of local authority employees minority ethnic communities
Target	13.6%

Reference	HR 7 Sickness Absence – trigger points
Indicator Definition	The number of staff who hit a trigger point of either 8 days or more continuous absence or 4 spells of absence, in a 12 month period
Target	

Reference	HR 8 Turnover
Indicator Definition	The percentage of employee turnover
Target	Difficult to state a target for turnover in times of very low movement of staff

Reference	HR 9 Human Resources Staffing
Indicator Definition	The ratio of HR (FTE) per employee
Target	1:95 (based on average in Hertfordshire)

Reference	HR 10 Appraisals
Indicator Definition	The percentage of staff receiving an annual appraisal (of those eligible to do so) within target timescale
Target	100%

# 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 £359 vs average of £336	12 out of 40	October 2010	Watford was previously the most expensive District and Three River was ranked 16 <sup>th</sup> . Shared Services HF has a HR Business Partner structure which focuses on high end advice and guidance. Lower end, less cost administration is provided via se 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	October 2010	More use of systems and self servic have improved the ranking for 'moder practice' to 2 <sup>nd</sup> 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 1:95	20 out of 40	October 2010	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

Action	Priority	Responsibility	Action to Date	Resolved	(Original) Implementation Date
CIPFA customer satisfaction survey is only completed every other year. Consider increasing frequency during commencement of Shared Services.	High	Head of HR	Survey response to be shared with larger HR team and HR Business Partner to be allocated to progressing outstanding actions regarding the customer satisfaction surveys.	~	June 2010
TRDC staff survey only conducted every 5 years	High	Head of HR	Next survey due to be sent out in June 2011 for TRDC. Consider how to incorporate WBC into the same timeframe. Utilise OD Manager to support with this task	×	June 2010
20% of customers are not covered by CIPFA survey including external customers such as West Herts. Crem and job applicants	Medium	Head of HR	Consider extending the survey to West Herts. Crem. Identify ways of improving feedback from job applicants	~	Sept 2010
Service has not been easily contactable during the set up of shared services.	High	Head of HR	Ensure feedback is obtained regarding the hot desk arrangement in Three Rivers and consult with managers/employees after an initial period of 6 months on how effective the service has been under the new Shared Service arrangement.	~	May 2010
Review access to intranet and monitor effectiveness	Medium	Head of HR	Discuss with IT how to monitor the number of contacts made to the intranet and review trend	x	September 2010
Undertake a review of areas rated as "adequate" in the customer satisfaction feedback survey	Medium	Head of HR	Review areas outlined and determine action plans to rectify shortfalls.	~	March 2010

Analyse customer complaints; Publicise action taken following complaint and where appropriate identify applicable learning points	Medium	Head of HR	Ensure a system is in place to track complaints and publicise action taken	<b>~</b>	ongoing
Set targets for customer satisfaction levels.	High	Head of HR	To be included in update to Service Plan	•	December 2009
Include Local Liaison in the section of Service plan dealing with Stakeholder consultation	High	Head of HR	To be included in update to Service Plan	•	December 2009

# 3.6 Projects

Project	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Feb 2012	Mar 2012	2012- 2013	2013- 2014	Progress / Comments
Harmonisation of annual leave		2011	2011	2011	2011	2011	2011	2011	2011	2012	2012	2012	<b>2013</b>	2014	Proposals to be agreed and implemented in April 2012leave year
Harmonisation of policies and procedures (starting with grievance Procedure; Job evaluation process and Recruitment)														•	This is an on – going project and polices/procedures will be prioritised for review during the each year.
Review NJC Job evaluation across TRDC															Undertake review during 2010/11 and present to Management board/LLC. Implementation date to be agreed (if applicable) and in place by April 2012
TUPE transfers in Community									<b>I</b>						To fit with Community Services timeframe
Extend CRB umbrella body services to WBC												•			Lower priority, non urgent issue

Participate in and carry out CIPFA HR Customer satisfaction surveys Create and								On-going requirement for HR On-going
implement workforce development plans								requirement following completion of appraisals each year
Adopt a joint approach to recruitment advertising, selection and appointment procedures	 							Undertake research into feasibility of joint approach; present findings; obtain agreement to proceed
Align Performance appraisal and Learning and Development activities								Introduce one appraisal system, preferably electronic, across both Councils for October 2011.
Develop ways in which work experience opportunities for disadvantaged people and school aged children are regularly provided.					•			New project that starts in April and will run through the year

Consider how to market Shared HR								Ongoing project
service to other Districts within Herts.								
Consider extending fee paying clients arrangements								On going project
beyond West Herts. Crem.								

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 comes 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 will be undertaken by both council's to produce a common equalities reporting template for all services in line with the new equality duties. This element of the service plan will be incorporated by April 2011.

For HR there is a legal duty to publish information on the effect of council policies and practices on the workforce by 31 July 2011. 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.

#### **RISK REGISTER**

Risk	Risk	Impact	Impact Classification	Likelihood Classification	Reason for Assessment		
Ref	Brief Description – Title of Risk	See Impact Table	See Impact Table	See Likelihood Table	Use this box to describe how the score has been derived		
		Service Disruption	iv		Increased cost of litigation	Requires	Yes
	Change Mgt			D	increased operational costs	Treatment	
HR01	Three Rivers pay not	Financial Loss	iii		of alignment	Last Review Date	27/08/09
	aligned resulting in equal pay claims at TRDC	Reputation	iv		potential impact on timescales, mgt time	Next Milestone Date	01/04/2011
		Legal Implications	iii			Next Review Date	09/03/2011
		People	iv			Date Closed	
HR02	HRIS failure or similar civil disaster resulting in	Service Disruption	iii		Emergency disaster recovery plan agreed with	Requires Treatment	Yes
	inability to utilise HRIS	Financial Loss	ii	E	Northgate Arinso, the	Last Review Date	09/11/09
	system	Reputation	iii		external payroll provider	Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/12
		People	iii			Date Closed	
HR03	Difficulty in recruiting key staff with necessary	Service Disruption	iii		Vacancies to be filled by interim HR professional	Requires Treatment	Yes
	skills/experience	Financial Loss	ii	E	staff	Last Review Date	09/11/09
		Reputation	iii			Next Milestone Date	n/a
		Legal Implications	iii			Next Review Date	31/03/12
		People	iii			Date Closed	
HR04	Legislation: Failure to deliver on	Service Disruption	iii		Systems and procedures in place; trained professional	Requires Treatment	No
	existing or future	Financial Loss	iii	F	HR staff; Checking	Last Review Date	09/11/09
	employment legislation	Reputation	iii		regimes; service plan to deal with emerging	Next Milestone Date	n/a
		Legal Implications	iii	]	legislation.	Next Review Date	31/03/12
		People	iii			Date Closed	

HR05	Employment:	Service Disruption	ii		Regular assessments	Requires Treatment	No
	Assault or injury to	Financial Loss	iii		carried out in service.	Last Review Date	09/11/09
	member of staff in the	Reputation	iii	F	Ensure adequate staff	Next Milestone Date	n/a
	office, on-site or during a	Legal Implications	iii		training on health and	Next Review Date	31/03/12
	home visit, home working or 1:1 meetings with customers.	People	iii		safety at work, including lone working. Emphasise employees' responsibilities in H&S matters. Violence at work policy.	Date Closed	
HR06	Physical	Service Disruption	iii		Fire/flood management	Requires Treatment	No
	Loss of paper files on a	Financial Loss	ii		procedures. Most cabinets	Last Review Date	09/11/09
	large scale due to	Reputation	ii	F	are flame and flood	Next Milestone Date	n/a
	flood/fire or other	Legal Implications	iii		resistant. Live records are	Next Review Date	31/03/12
	catastrophic event in the	People	iii		on 3 <sup>rd</sup> floor. Back up via	Date Closed	
	Town Hall office				Resourcelink database so		
	accommodation				many records are		
					duplicated electronically		
HR07	Employment	Service Disruption	V		Employee Relations	Requires Treatment	Yes
	Strike/Dispute nationally	Financial Loss	iv		protocols. National	Last Review Date	09/11/09
		Reputation	iv	E	negotiation frameworks.	Next Milestone Date	n/a
		Legal Implications	V		Local Liaison Committee	Next Review Date	31/03/12
		People	V		and Unison/management meetings	Date Closed	

	Α						Impact	Likelihood
	В						V = Catastrophic	A = ≥98%
	С						IV = Critical	B = 710% - 97%
po	D				HR01		III = Significant	C = 50% - 74%
Likelihood	Е			HR03; HR02		HR07	II = Marginal	D = 210% - 49%
Like	F			HR04; HR 05 HR06			I = Negligible	E = 3% - 24%
		I	II		IV	V	]	F = ≤2%
				Impact		→		
						-		

#### RISK TREATMENT PLAN

Risk Ref:	HR01	Risk Title:	Three Rivers pay not aligned re	sulting in equal pay claims at TRDC				
Responsibility		Who is mana	aging the risk?	Head of HR				
Consequence		What can go How can it g Has it gone		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 / Trigge	r	What happe	ns to bring the risk into being?	Employees reviewing pay bands across different ro comparators on a different pay band	s reviewing pay bands across different roles and identifying ors on a different pay band			
Existing Contro	bl	What control risk?	ls exist now to minimise the	Partial review of pay across GLEA against NJC sch to set up of Shared Services which largely identified same				
Adequacy of C	ontrol	Controls are	nce is there that the existing working? What would the Risk ithout the existing controls?	No claims have been received	Impact iv	Likelihood D		
Further Action	/ Controls Required	What can be something g	nave been identified? a done to reduce the likelihood of oing wrong and/or reduce the mething does go wrong?	Full review to be undertaken of roles on GLEA sche compare to NJC scheme. Likely result is recommer scheme across TRDC.				
Cost / Resourc	es		st / resource implications in e further action above?	Potential cost implications if a significant number of roles are evaluated upwards as a result of the review	£ unknov review is	wn until complete		
Current Status		What is the o	current position on introducing	The risk has emerged since new pay scales were	Impact	Likelihood		
	Risk Rating		announced for Shared Service staff in July 2009. The HR Service plan covers the requirement for a review of job evaluation across TRDC	iv	D			
Critical Succes	s Factor	worked? Wh	r know that the action taken has pat will be the Risk Rating h the new controls?	Introduction of new consistent scheme across TRDC reduces potential claims	Impact iv	Likelihood E		

Risk Ref: HR02	Risk Title: HRIS failure or similar civil disa	ster resulting in inability to utilise HRIS system				
Responsibility	Who is managing the risk?	Head of HR				
Consequence	What can go wrong? How can it go wrong? Has it gone wrong before?	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	What happens to bring the risk into being?	A failure of the electricity supply. This could result different causes	from a number of			
Existing Control	What controls exist now to minimise the risk?	WBC has UPS systems in place to safely shut dow switchable power supply to manage some causes files available; back up via Northgate Arinso				
Adequacy of Control	What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?	Duplicate data for pay purposes available; hard copy files in fire proof cabinets	Impact Likelihood iv E			
Further Action / Controls Requ	ired 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?	No further controls required				
Cost / Resources	Are there cost / resource implications in achieving the further action above?	Not applicable	£			
Current Status	What is the current position on introducing additional controls? What is the current Risk Rating	Not applicable	Impact Likelihood iii E			
Critical Success Factor	How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?	Ability to run payroll via Northgate Arinso; employment data available via hard copy files.	Impact Likelihood iv E			

Risk Ref: HR03	Risk Title: Difficulty in recruiting key staff w	/ith necessary skills/experience				
Responsibility	Who is managing the risk?	Head of HR				
Consequence	What can go wrong? How can it go wrong? Has it gone wrong before?	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	What happens to bring the risk into being?	Long term staff absence or resignation of staff at critical times				
Existing Control	What controls exist now to minimise the risk?	Links with external agencies/bodies who could supply interim HR staff				
Adequacy of Control	What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?	HR have used agency/temporary staff to cover iv E				
Further Action / Controls Required	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?	No further action required				
Cost / Resources	Are there cost / resource implications in achieving the further action above?	Not applicable £				
Current Status	What is the current position on introducing additional controls? What is the current Risk Rating	Not applicable Impact Likelihood				
Critical Success Factor	How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?	Trained HR staff available to cover additional workload on an interim basis				

Risk Ref: HR07	Risk Title: Strike/Dispute nationally					
Responsibility	Who is managing the risk?	Head of HR				
Consequence	What can go wrong? How can it go wrong? Has it gone wrong before?	Disagreement with staff/Unison regarding terms and conditions of employment. Negotiations fail. Has not happened before.				
Cause / Trigger	What happens to bring the risk into being?	Disagreement between staff and Unions regarding terms and conditions that cannot be resolved through consultation and/or negotiation				
Existing Control	Control What controls exist now to minimise the risk? Part of national framework regarding terms and conditions; Er Relations protocols; consultation forum with Unison; discussion with employees; non Union staff representatives in TRDC					
Adequacy of Control	What evidence is there that the existing Controls are working? What would the Risk Rating be without the existing controls?	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	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?	Ensure regular meetings with Union/non Union staff continued	representatives are			
Cost / Resources	Are there cost / resource implications in achieving the further action above?	Potential cost implications of a strike could be high as well as the loss of reputation	£ unknown			
Current Status	What is the current position on introducing additional controls? What is the current Risk Rating	Regular meetings with Union/non Union staff representatives are scheduled in advance	Impact Likelihood v E			
Critical Success Factor	How will you know that the action taken has worked? What will be the Risk Rating outcome with the new controls?	Continued good employee relations with Union and staff	Impact Likelihood v E			

#### **Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
0.1	21/01/2011	Draft for discussion of contents	ТВ
0.2	25/02/2011	Update following shared services management team	ТВ