

SURREY FIRST JOINT COMMITTEE – 9 JUNE 2011

**HR: Workstream Update**

**Executive Summary:**

This is an update report on the progress of the work in the HR workstream.

**Reason for Decision:**

The Committee is requested to:

- Receive an update and give a steer on the key priorities for the HR Workstream.

**Recommendations:**

The Committee is requested to:

**RESOLVE That**

- Each authority will participate in this work and share information as appropriate.

**Background Papers:**

None

**Reporting Person:**

Mary Orton

Chief Executive

Waverley Borough Council

Telephone: 01483 523208, E Mail: [morton@waverley.gov.uk](mailto:morton@waverley.gov.uk)

Judith Coslett

Head of HR

Guildford Borough Council

Telephone: 01483 505050, E Mail: [Judith.coslett@guildford.gov.uk](mailto:Judith.coslett@guildford.gov.uk)

Seanne Giddy

Head of Personnel and Training

Tandridge District Council

Telephone: 01883 722000, E Mail: [sgiddy@tandridge.gov.uk](mailto:sgiddy@tandridge.gov.uk)

**Contact Person:**

Nicola Scrutton

Partnership Support Officer

Telephone: 01483 743052, E Mail: [nicola.scrutton@woking.gov.uk](mailto:nicola.scrutton@woking.gov.uk)

**Date Published:**

2 June 2011

## **0.0 Introduction**

This report sets out progress and current work within the HR workstream of Surrey First.

## **1.0 Background**

The work is delivered by the Heads of HR from the various councils in Surrey, co-ordinated through the professional network SPOG (Surrey Personnel Officers Group). In 2011 the Chief Executive sponsor changed from Stephen Weigel to Mary Orton and the direction and focus of work was reviewed. A number of projects are currently underway, with a Head of HR leading on each one.

Chief Executives recognise the significant impacts and potential savings of working together and streamlining services wherever possible. There is wide endorsement for authorities to explore further opportunities to harness this potential through shared approaches.

All authorities are making savings within their own organisations through changes in staffing arrangements, sharing officers and new ways of working.

## **2.0 Harmonisation of HR Policies**

A Policies matrix has been drawn up to assess the main policy and terms and conditions differences between the councils. A draft common set of main terms and policy points was agreed, with a view to possible harmonisation.

However, when considered by the Surrey Chief Executives, it was felt that it was not appropriate to establish one unified set of HR policies for Surrey at this stage, as this would not allow for cultural differences between organisations.

- 2.1 It was agreed that more work (in addition to that already done by Tribal and Surrey Personnel Officers Group (SPOG)) needed to be carried out to be clear about the differences between council policies. SPOG will provide access to relevant policy documents that each organisation can refer to when reviewing policies.

## **3.0 Surrey-wide Redeployment**

A feasibility study into Surrey-wide pooled redundancy is being completed to explore the possibilities and implications. There is the potential to make a real impact through savings that could be made through this approach. This information will be shared with Chief Executives and members shortly.

## **4.0 Shared HR and Payroll Systems**

Through SPOG, agreement has been made for some authorities to migrate to iTrent software in the near future, in order to share a payroll and HR system. There are not huge savings to be made on this, but it will increase resilience. Spelthorne Borough Council intends to start implementation of iTrent in January 2012 and work starts on this in June 2011. The first Surrey Midland Users Group meeting was held on 13 May and was well attended by potential partners as well as existing customers, exploring all opportunities to benefit. Joint training sessions for various aspects of iTrent are already underway.

An initial estimate shows potential savings of £15,000 a year as a result of the Tandridge Payroll being transferred to Epsom & Ewell.

## **5.0 Apprenticeship Schemes**

Information will be compiled on the various schemes operating across Surrey, with a view to sharing good practice. The resourcing of the Future Jobs Fund will be explored with Surrey County Council to see whether the scheme may be able to continue.

## **6.0 Training and Development Programmes**

The Surrey Training Officers Group (STOG) is linking up with exploratory discussions between the County Council, West and East Sussex and Hampshire County Council to develop a leadership development programme. A countywide shared post is the Surrey Training Officer Group lead on this.

## **7.0 Shared Procurement**

An exercise is underway to compile details and costs of the occupational health services used by the various councils in Surrey with a view to possible shared procurement.

Shared procurement of HR advice and support services through Xpert is making savings across Surrey in excess of £30,000/ year for the next 3 years.

## **8.0 Cost of HR teams**

Information on the size and cost of the various HR teams across Surrey is being compiled as part of a benchmarking exercise. Some HR posts are already shared with positive impacts and reduced costs.

REPORT ENDS

## Surrey First HR Workstream Update June 2011

Key Project	Benefits	Savings	Current Status
<b>Harmonisation of HR policies.</b>	<p>Avoid duplication of work and identify opportunities for working together, with possible savings.</p> <p>Harmonisation of policies could lead to shared review and updating of policies instead of 12 councils reviewing 12 different policies when legislation changes.</p>	<p>Unknown until scoping is complete and the needs of each council and overlaps identified.</p>	<p>SPOG to look at all policies to capture synergies and differences.</p> <p>A 'library' of policy documents to be created for use when reviewing policies.</p>
<b>Common Redeployment/Redundancy policy</b>	<p>Potential savings could be made through a common redeployment policy for Surrey.</p>	<p>Unknown until scoping is complete.</p>	<p>SPOG is exploring the issue of a single redeployment policy for all Surrey authorities to include a redeployment pool, the opportunity to work in other parts of the county if made redundant, processes and procedures for adopting this proposal and potential savings. Feasibility study to be brought back for consideration.</p>

## Shared HR/ ICT Services

- iTrent
- Payroll

Working with suppliers to obtain pricing and procurement strategy to enable all Surrey Authorities to use the software if desired. Identifying areas of opportunity for councils to use the technology.

Explore additional savings and efficiencies through sharing administrative systems.

Reduced implementation costs and timeframes, and increased resilience through the adoption of common frameworks.

Potential for joint HR service working for some (eg payroll) or all HR co-ordinated through Surrey First HR / Surrey Personnel Officers Group (SPOG).

**£15,000** estimated savings/ participating authority by using a joint model. A number of boroughs and districts are indicating a likelihood of change to Midland HR, joining those already participating.

Tandridge District Council to meet with Spelthorne and Midland Trent 9 June for implementation meeting..

Waverley Phase 1 implementation completed.

Mole Valley District Council has upgraded to iTrent, joining with Tandridge District Council

Elmbridge Borough Council HR has made site visit to TDC HR to explore options..

Reigate & Banstead Borough Council to partner with Kent County Council

Tandridge and Epsom & Ewell District Councils progressing joint payroll service, with expected implementation date of August 2011. Initial estimated savings for Tandridge £15,000/year due to payroll changes.

Mole Valley progressing joint payroll service with Epsom & Ewell with expected implementation date of August 2011.

TDC, MDVC & EEBC working together to achieve this objective.

First meeting of Surrey Midland Users Group (SMUG) held 13 May 2011. Attended by both existing and future partners.

Joint training on iTrent and Business Objects also being carried out.

<p><b>Shared HR Procurement opportunities</b></p>	<p>Potential savings and efficiencies by joint procurement of HR services.</p>	<p>Xpert making savings across Surrey in excess of <b>£30,000/</b> year for the next 3 years.</p>	<p>Some services already jointly procured and provided eg Xpert.</p>
<p><b>Apprenticeship/NEETS Scheme</b></p> <p>- capture information on the various schemes and share good practice and develop improved schemes.</p>	<p>Reduce NEETs in Surrey, create employment opportunities for young people and create a more balanced Surrey-wide workforce by sharing good practice.</p>	<p>Costs of this programme need analysing and funding opportunities need exploring.</p>	<p>Share good practice already in place, develop improved schemes in Surrey.</p>
<p><b>Training and Development Programmes Surreywide</b></p> <ul style="list-style-type: none"> <li>• Leadership and Management Development</li> <li>• Career Grade Schemes for Planning and Environmental Health</li> </ul>	<p>Shared training and development costs and skills, reduction of duplication and increased synergies and understanding of organisations across the county..</p>	<p>To be assessed.</p>	<p>Establish cross-organisational, shared professional training and development programmes eg in planning/ building control/ environmental health, trading standards – from new starters to senior officers.</p> <p>Further develop cross-organisational, shared Leadership and Management Programmes to be explored. Current discussions underway with SCC and Hampshire County Council/ East Sussex and West Sussex.</p> <p>Funding for training – gather information on funding in each organisation and what is funded .</p>
<p><b>Occupational Health</b></p> <p>Information on shared approaches and costs and partner join up where possible.</p>	<p>Consistent and improved approaches across Surrey and potential savings.</p>	<p>To be assessed.</p>	<p>Currently being collated</p>

**Costs of HR Teams  
across Surrey**

**Benchmarking of costs to  
assist in future planning.**

Understanding costs and potential  
streamlining, synergies, savings in  
HR teams. To be assessed.

Explore HR teams configurations  
and costs.

Annual data collection in April  
2011 to also include SCC.

Compare current position with  
projected needs in 3 and 5 years

Benchmarking assessment to be  
provided to Chief Executives – by  
October 2011.