

# HUMAN RESOURCES SERVICE

## SERVICE DELIVERY

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## 1 VISION

### 1.1 OVERARCHING VISION

Our overarching service vision is one where Capita's support to Barnet extends beyond the NSCSO scope, enabling Barnet to be recognised as a Borough where the supply of services are owned by those who live and work here, and where citizens, staff, business and the community are aware of and participate in an environment of opportunity and success.

To achieve this we will enable citizens and customers to live in sustained and supported independence, as Insight allows people's individuality to be understood, recognised and reflected in getting the help they need, in the manner they need it and within the financial constraints they understand. Customers will become co-designers, shaping relevant and valued services as well as being willing partners in delivery, helping us to build on what already works in Barnet, working with existing organisations to improve their capacity, rather than creating our own. This allows us to provide the infrastructure to deliver a One Public Sector single solution through unified customer interaction and an integrated supply EcoSystem, extending beyond Council services to interaction with the wider public sector.

In the future the Council will be unique in the public sector, recognised as a business-led and truly customer-focussed organisation, all staff, suppliers and delivery partners feeling supported and informed as they work to achieve their best for citizens - whether that be through continually improving existing services or helping to design new services to meet new emerging needs.

#### Delivering the Overarching Vision

As Barnet's trusted NSCSO service provider, we will deliver a step change in service delivery and customer experience so that interactions with Customers (be they Citizens, Barnet Businesses, Voluntary Organisations, Suppliers, Members or Council Employees) are valued and easy to complete. To do this, we have defined 3 key over-arching design objectives for the NSCSO:

- **Build Service Delivery Differently** – Create a new service delivery paradigm to change the customer relationship. Enable multi-channelled delivery and the ability to bundle services in ways that relate to and are valued by Customers and puts them at the heart of service delivery
- **Manage Service Delivery Differently** – Transform the way Customers interact with our services (and the Council) by transferring control to them. A new level of transparency, rapid process improvements and built-in deeper levels of Insight are inherent in this approach
- **Maximize Efficiencies Differently** – Changing the way Customers interact will impact how services can and should be delivered. Changes will be co-designed with users of the services; focussed on their needs and supported by tools and technology platforms enabling transformation and continual improvement.

Our objective is to offer high quality and relevant services. We will provide effective, engaging and personalised services at every touch point. To achieve this, we will promote a shift from the typically supply dominated "Push" approach to service

design and delivery to a Customer Orientated “Pull” approach, which is time and location independent, personalised and contextual.

We will use the intelligence gathered through co-design and our on-going management of processes and operations to create dynamic and personalised service delivery for all customer groups. This rich understanding of Customers drawn from behavioural analysis, and combined with our experience and Barnet specific Insight, will enable us to identify and understand patterns of Customer behaviour and will be embodied as Single Customer View.

### Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, partnership flexibility (commercially and operationally), with investment in infrastructure and capability to support achievement of the Council's outcomes. All Customer groups, internal and external, will interact through the same service delivery model structure, as shown in the diagram below:

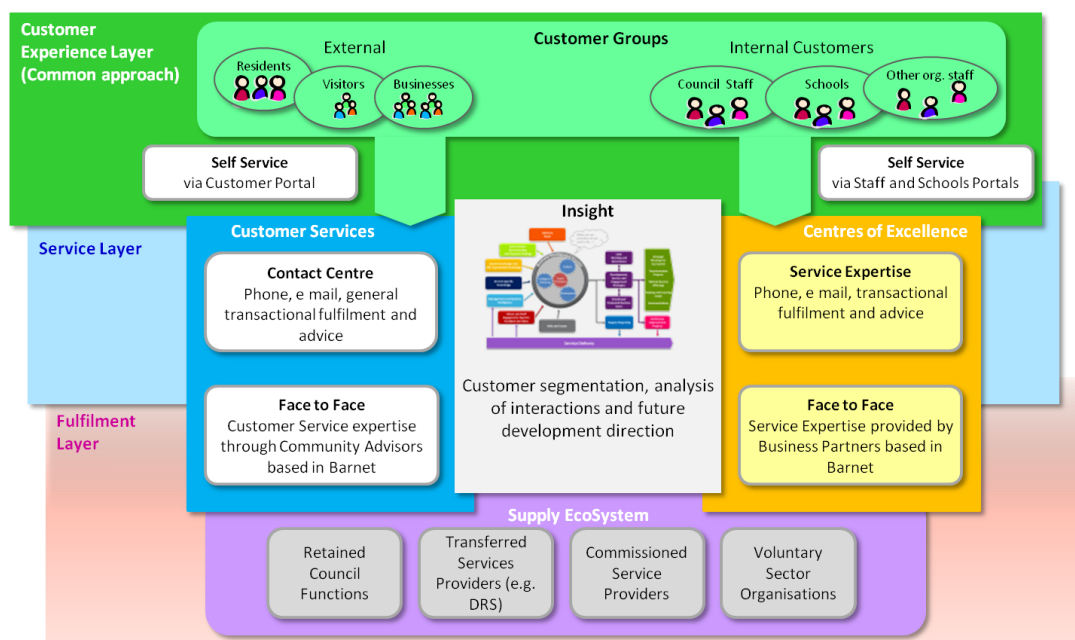


Figure 1 - NSCSO Service Delivery Model

We will invest in and deploy **technology and repeatable strategies** that shift the focus from merely surfacing the service offerings, to providing a single window to bundled services from ourselves, the Council and other providers where appropriate.

We will build our service architecture using **flexible rapid service deployment frameworks**. These will enable us to carry out efficient transaction handling, irrespective of channel, and deliver an organisational change capability that enables us to respond effectively to the changing environment. They will also allow us to promote a culture of service excellence and improving delivery while at the same time lowering cost.

At the heart of our proposition is a drive for effectiveness and increased self-help and self-service. This will only be realised if the customer experience is excellent, the services are relevant and execution is timely. To achieve these, we need to

understand what our Customers want to do and design our services, and their constituent transactions, around those needs, ensuring we deliver effectively from beginning to end.

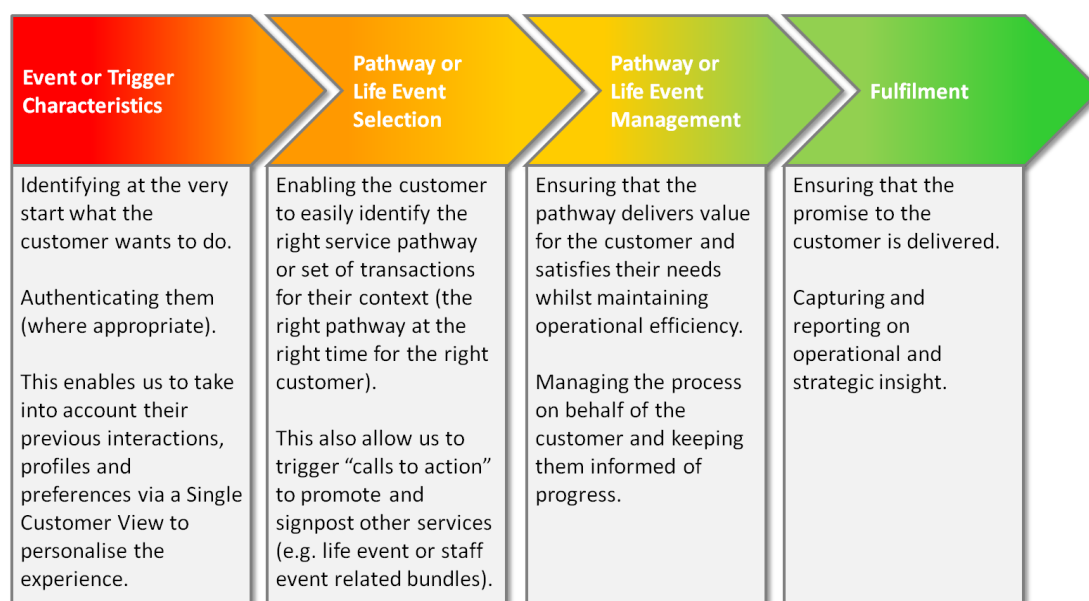


Figure 2 - Customer centric, effective end to end service delivery

This approach will make our services effective and our experience shows us that “efficiency” follows “effectiveness” – this is a fundamental element of our business ethos. We will deliver value by:

- **Building Delivery Capacity**, not just channels - through an integrated Service Delivery Model that is channel transparent
- **Building Delivery Capability**, not just Services - making things easy to do
- **Building Operations Competency** - delivering operational excellence, continual improvement, service alignment and business assurance.

## 1.2 HR SERVICE VISION

The HR Service will play an important part in delivering the overarching vision - in particular through direct support for the implementation of the ‘One Barnet Transformation Programme’ and subsequent strategic initiatives.

Our vision is to enable HR to be a strategic partner and through the use of Insight drive the Council's Transformation agenda: to deliver organisational design and people-performance that enables the Council to engage fully with the EcoSystem; develop and improve services for Citizens, employees and customers; and be operationally agile in the context of the changing Local Government agenda.

We will therefore develop a powerful customer centric access model allowing customer’s access to a wide range of services using best in class solutions, supported by targeted investment in people and technology.

Our proposal for delivering Human Resource services to the London Borough of Barnet (LBB) will:

- Meet the requirements detailed in the Output Specification – Human Resources
- Provide a high calibre, consistent and measured service
- Utilise innovative, cost effective and proven technology to support the service and change the way employees and traded services use it.

We will deliver services through:

- Intuitive and user-friendly Self-Help and Self-Service
- A dedicated Customer Contact Centre achieving a high level of one-and-done query resolution
- A quality-assured Processing Function ensuring transactions are completed accurately and efficiently
- Service Specific Expertise utilising our Centres of Excellence
- Retained face-to-face service delivery where this adds value
- Developing enhanced strategic HR capability.

In developing this model for the HR services, we are building on Capita's HR Business Processing Outsource (HRBPO) expertise in service delivery for the BBC, a large investment bank and Capita plc, grounded in an established track record of delivery of services to local authorities.

Our solution for the delivery of the HR Service is embedded within the overall Capita Service Delivery model. Fundamental to our proposal for the Council is a single view of the customer which allows us to tailor and co-design services to deliver the required service specification through a range of channels and achieve cost efficiencies whilst maximising user satisfaction.

We will be operating in line with this model within one year of service commencement and will continually improve the services during the contract by: refining the mix of interactions at each touch point, reviewing the locations of the services and striving to continuously improve the services.

**Customer Experience Layer** We will implement best practice customer service principles, integrating all contacts through customer services, underpinned by the single customer view and delivering increased resolution through using the right channels for the right customer. We will ensure all customers benefit from improved communication, customer advocacy, webchat and self-help enablement (e.g. internet, SMS, natural voice, IVR) via multiple contact channels.

**Service Layer** This ensures effective and efficient handling of contacts from all channels through to completion.



The **Front Office** will manage contacts received through all non-automated channels. Staffed by Customer Service Professionals and supported as appropriate by Barnet/Local Government Subject Matter Experts (SMEs), we will leverage the skills, expertise and Insight Engine capability of our Customer Service expertise. We will achieve a significant increase in the number of calls resolved at first contact and reduce the number of repeat calls by ensuring all calls are handled by an HR Advisor with appropriate skills/knowledge. To support this, we will use natural voice and IVR call routing, as well as investing in training, multi-skilling, script production and a supporting knowledgebase.

**Face-to-face services** will be provided by Frontline Service Delivery Professionals. We will place Community Advisors at Community Hubs; the Advisors will also carry out home, community and small-to-medium business visits. We will use Business Partners and SMEs to handle complex cases, user desktop problems and the development of strategic interventions, where face-to-face contact is required. They will be agile workers, located in Barnet when required.

We will also provide forums at least quarterly for customers and retained staff across the range of services we provide.

#### **Fulfilment Layer**

Any HR processing activities that have not transferred to Customer Services or are delivered through self-service will be delivered by Specialist Service Support Teams based in Capita's Centre of Excellence network, and seamlessly integrated through the use of technology.

We will leverage our broader capability and drive efficiency by:

- Developing and multi-skilling staff
- Undertaking a Lean review of processes (e.g. payroll processes)
- Continually reviewing, improving and automating processes (e.g. starters and leavers).

Through **Commissioned Services**, we will increase the providers of Council services as well as the customers receiving those services for example community groups, schools, small-to-medium businesses.

**We believe the SDM will meet the current and future needs of the Council and will deliver value to other public sector agencies through its service flexibility, utility approach and customer engagement.**

### **1.3 SELF-HELP AND SELF-SERVICE**

We will drive Self-Help (ready access to knowledge) and Self-Service (intuitive ability to complete transactions on line) to change managers' attitudes to undertaking HR related actions. From dialogue, we understand that managers often ignore self

service alerts as the 'subject' field does not specify the reason for the alert. This approach leads to additional effort and re-work in the HR Service Centre and unnecessary delays in processing, with the attendant risk of under/over-payment of employees and associated cost to the Council. We will build on and improve the current Self-Service capability by ensuring that it is of a clear design and contains business rules are inbuilt to drive managers to respond to approval requests or notification triggers.

During transition and transformation we will adopt our User-Centred Design approach, described in more detail in Section 6 below (and also more fully within our Transformation method statement), to address the usability and access issues we understand have inhibited adoption of Self-Service.

Currently, managers find looking for HR policy information on the LBB Intranet problematic, as policies are not always easy to find and do not always provide clear guidance. To improve this, we will implement an Employee Portal with Knowledge Management, including natural language search, which 'learns' from each search made to make looking for HR information simple and intuitive for managers so that they can access the information they need quickly and efficiently. We will also review all intranet content to ensure that language, tone and presentation are appropriate for service users.

The Employee Portal will become the first place for employees to gain information and self serve for HR, Payroll, Pensions and Safety, Health and Wellbeing (SHaW). The Employee Portal will be customised to the employee. It will be created with a simple and intuitive design that can be personalised to employee roles. It will provide access to information based on the employee's role profile so employees will see specific and relevant information based on their role and delivery or operational unit. Triggers will alert managers when an action is required and will lead them direct to their work-tray. Managers will be able to approve requests, view information about their staff, such as absence information, and be able to run reports.

We will implement a Schools Portal, as outlined in the Schools Method Statement, giving broader access and information relating to all services available to schools, including those within the Employee Portal as outlined above.

Our Knowledge Management system, Transversal, will provide an intelligent search facility to interrogate HR information, procedures and processes through the Portal. This functionality uses natural language search to understand what the user is asking and retrieve the relevant information quickly, making the experience gratifying rather than frustrating.

The Council's current HR System (SAP) has had significant investment, both in terms of time and money spent on it as part of ongoing SAP Optimisation projects. Feedback from the Council users is that the SAP system is not as user friendly as they would like. Following a review with Capita's system experts, we have decided to replace SAP with a new HR system, iTrent, for the following reasons:

- Lower Total Cost of Ownership through;
  - Lower ongoing unit price
  - Lower cost of change - both routine and major change – typically 25% of the cost of SAP

- Intuitive self-service capability - a true web application whilst the core application uses a client/server model. This allow us to drive effective self-service through our proposed Employee Portal without incurring a significant SAP optimisation cost.

We will implement iTrent manager and employee self-service functionality to provide employees and managers with a better user experience and a wide range of services so that they are able to view and update personal and job related details or submit HR requests at a time that suits them.

Through the implementation of Business Process Management functionality (K2), we will develop further online capability with the implementation of e-forms to replace current manual transactions. Flags and alerts will be received through the portal advising service users of changes to policy and practice and proactively pushing processes through the relevant stages (e.g. advising when the next stage in a disciplinary case needs to be completed with links to the 'how to' section in the Knowledge Base).

Through the portal we will also improve the availability of Management Information and introduce dashboard functionality to enable managers to effectively manage both resources and processes for which they are responsible.

A list of self-help and self-service options is detailed in Section 4 Technology below. Where Council employees cannot access the intranet we will implement new self-service channels, including our Touch Tone Telephony solution. This telephone based self-service application will allow hard to reach employees, such as those in depots, who require little technology to do their job and rarely come into an office, to update their personal details, and submit timesheets and expenses, which in turn will trigger approvals to line managers via their self-service home page. Capita deployed this technology successfully to 36,000 remote and mobile staff involved in the 2011 Census.

Changing the way employees access their HR service by directing them to self-help and self-service will enable managers and employees to have information and enable transactions 'at their finger tips'. In turn, this will enable us to deliver a reduction in HR service costs. Our proposals will provide employees with an effective and accessible service 24 hours a day, 7 days a week. In addition it will enable managers to effectively manage their teams and deliver quality services to the citizens of Barnet.

## 1.4 CUSTOMERS

We will ensure that customers are at the heart of our service delivery model through:

- Engaging them in service transformation through our user-centred design methodology
- Regular service forums to gain feedback and communicate changes, including discussions with schools and third parties and meeting customer satisfaction targets
- Utilising Insight to gain a full understanding of the requirements, behaviours and preferences of our customers and using system functionality to tailor our approach to service delivery (e.g. customising the Employee Portal to individuals)

- Using Insight to gain a detailed understanding of the organisation to inform future strategic direction (e.g. Talent management; targeted interventions e.g. to address absence issues)
- Analysing citizen Insight to inform future organisation design (e.g. using insight from the contact centre to design an organisation structure in line with customer demands)
- Using wider Insight to guide initiatives (e.g. tailored recruitment campaigns).

As key customers of LBB we recognise the value of Traded Services to the Council. We aim to increase HR, Payroll and SHaW services supplied to organisations such as Barnet group, independent schools, Middlesex University, local businesses and the voluntary sector.

We will ensure that customers are able to access HR services via a number of channels designed to provide the right kind of information, guidance and support in the most effective way. The diagram below shows the type of HR information and support provided through the Employee Portal, Centres of Excellence and Local Support.

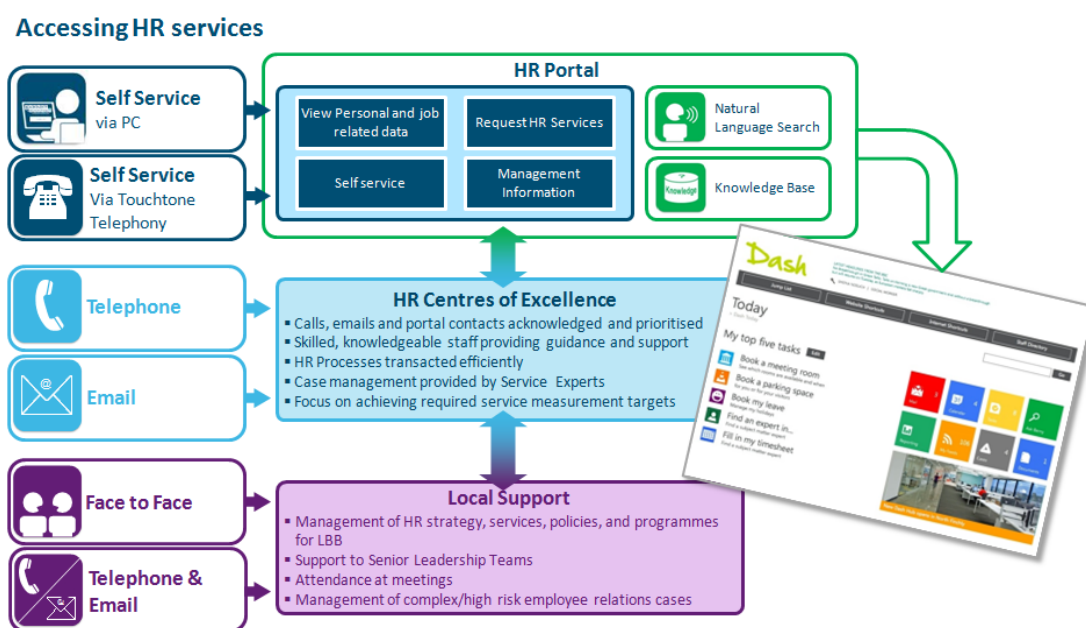


Figure 3 - Accessing HR Services

Our objective for schools is to increase the number who take an HR service. For those already taking services, we will look to enhance what they buy. We understand that 17 schools are not currently taking the full Schedule A service and 12 are not taking any service at all. To achieve our objective, we will provide Account Managers who will work across all traded services with the schools to discuss and promote our service offerings. In addition to personal visits to schools by Account Managers, we will adopt a marketing campaign approach, via email and telephone. Our Schools Portal will provide access to self-service functionality to service solutions such as HR knowledge and payroll transactions. It will also contain the Schools Traded Services Catalogue, with prices, contract details, service level agreements and an easy to complete ordering mechanism.

Through the buy-back timeframe, and as part of the co-design exercise, we will explore opportunities to offer incentives such as a discounted price if schools take up the service for three years rather than one year, or reduced transactional prices for bundles of services (e.g. a reduced price per payslip where a wider range of services is purchased). The services that we initially deliver to schools will be those defined in the Barnet Traded Services to Schools 2012-2013 document, the price for which is included in our Schools method statement.

Although the 59 Community Schools will receive the basic Health and Safety service as part of core service delivery, we would look to increase the number of Community Schools who take a full health and safety service. Additionally, Account Managers will focus on increasing the take up of SHaW services by Academy and Voluntary Aided schools.

## 1.5 CUSTOMER CONTACT CENTRE

The NSCSO Customer Contact Centre will be a single point of contact for all enquiries relating to HR and will be staffed by trained advisors who are capable of answering many questions at the initial point of contact utilising our Contact Management System and the Knowledge Base.

We will implement a natural language telephony solution. This will enable customers to say what type of service they require and the system will interpret their request and determine the most appropriate team or person to route the call to. This will provide efficient routing of calls and a good experience for all customers.

From dialogue, we understand that the HR Connect team receives approximately 30,000 calls per annum - a high number for the customer base supported. A high proportion of these calls are due to employees calling the HR Connect team rather than checking the LBB Intranet. We will reduce the number of calls to the Contact Centre by 25% by the end of year two, by making it easy for employees to find the information they require via the Employee portal at a time that suits them; by implementing natural language search; and comprehensive knowledge management.

## 1.6 SERVICE INTEGRATION/PROCESSING

Services which are highly transactional, such as Payroll, Pay and Data or Pensions will be managed within the processing capability offered from Capita's Centre of Excellence infrastructure, staffed by specialist service teams and underpinned by System functionality to drive business compliance and achievement of LBB's required service performance targets (KPIs and PIs).

We have experience of providing HR services to over 165,000 employees across 530 contracts, and use stringent controls and auditing procedures to ensure timeliness and accuracy. We will identify and implement process improvements for LBB so that employees benefit from reduced processing timescales.

Transaction processing will benefit from effective technology, such as upgraded self-service functionality delivered through the introduction of iTrent Human Resource Management System (HRMS) for HR and Payroll. For Pensions, we will utilise Hartlink and for SHaW, Info Tracker, both of which will interface to the HRMS (iTrent) and the replacement core finance system (Integra) as required.

Business Process Management functionality will be used to ensure process compliance, automated workflow and effective work allocation across the teams. This Business Process Management functionality allows managers and team leaders to have full visibility of real time transaction performance against targets.

## 1.7 SERVICE EXPERTS

Service Experts will liaise with LBB employees, managers, schools and other traded services, providing them with advice relating to process management, strategic issues, policy guidance or briefing papers etc.

We will implement K2 for effective case management. This will enable HR Service Experts to record all stages of an Employee Relations (ER) case with easy interrogation of data. The management information generated (volumes, types of cases, the stage of the ER issue, location of staff, manager involved etc.) in respect of ER cases, will be used to proactively identify trends, hot spots and define actions to address them.

Our Service Experts will be:

- Appropriately qualified (e.g. CIPD, PPM, H&S)
- Supported by a network of broader Capita expertise (e.g. SHaW supported by over 200 health and safety professionals from 15 offices nationwide)
- Co-located with other Service Experts (e.g. Schools, Pensions, Recruitment through our specialist functions such as Social Care)
- Have a range of specialist skills e.g. mediation skills, assessment of organisational maturity and organisation design.

## 1.8 HR BUSINESS PARTNERS

HR Business Partners (HRBPs) will remain close to their business areas in Barnet to provide strategic support to Delivery Unit Senior Management Teams to inform and shape organisational design. They will also provide face to face support and guidance for the most complex and high risk cases and liaison with senior management, schools, other traded services and trade unions. Following an initial review of the current stakeholder engagement, we would anticipate for the most-part that HRBPs will continue to attend meetings and work directly on strategic projects as currently undertaken. Our focus is on ensuring that HRBPs will have the appropriate skills to undertake stakeholder management and engagement in a more effective and influential manner with a more business orientated, commercially focussed delivery model driving meaningful strategic change throughout the organisation.

The HR Business Partners will be important in effective stakeholder management, they will become the 'eyes and ears' of the HR Service, helping to determine employee perception of the service delivery and working closely with managers across the Service to target areas for improvement.

As described in Section 3.1, Barnet based staff will be located close to Council Directors and their senior management teams. HR Business Partners will be focussed on direct interaction with senior management teams in the Delivery Units

and working closely with senior stakeholders on a day-to-day basis. As such they will work in locations across the Authority using touch-down points as appropriate. HR Business Partners will therefore have the technology to enable them to work in more flexibly and from the best location suited to the task being performed, in line with the Agile Workplace Programme.

## 1.9 ASSISTANT DIRECTOR OF HR (ADHR)

The role of the ADHR will be to guide and manage the overall provision of Human Resources services, policies, and programmes for the Council. This individual will work very closely with the Barnet senior management team, Partnership Operations Board and will particularly support the Council's COO and Chief Executive, by providing HR guidance and support relating to evolving HR and LBB strategies.

The ADHR will report on performance of the HR service and will define strategies or policies based on strategic data (provided by Insight) and feedback provided by the Business Partners, Service Experts and NSCSO operations. In turn they will ensure LBB objectives are translated into HR policies or programmes applied across the Council.

Utilising their relationship with existing HR Managers within Capita's HR community they will drive best practice procedures and gain an understanding of impending employment legislative changes that will impact LBB or the NSCSO HR service delivery. The ADHR will lead HR practices and objectives that will provide an employee-oriented, high performance culture that promotes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a fit for purpose workforce. The ADHR will work closely with the Chief Executive who, as Head of Paid Services, will be the final authority on all HR related issues.

## 1.10 MULTI-CHANNEL APPROACH

Our proposed solution will enable the services included in the Output Specification to be delivered across the various means within our Service Delivery Model, as shown in the table below:

OUTPUT SPECIFICATION REFERENCE	DELIVERED THROUGH				
	Self-Help/ Self-Service	Customer Contact	Service Experts	Face 2 Face	Processing
Council Governance and Democracy HR001		✓	✓	✓	
Senior HR Advice and Consultancy HR002		✓	✓	✓	
Customer Contact	✓	✓			

OUTPUT SPECIFICATION REFERENCE	DELIVERED THROUGH				
	Self-Help/ Self-Service	Customer Contact	Service Experts	Face 2 Face	Processing
Centre HR003					
Recruitment & Compliance HR004	✓	✓	✓		✓
Employee Services HR005	✓	✓	✓	✓	✓
Pay & Reward HR006	✓	✓	✓		✓
Pay & Data HR007	✓	✓	✓		✓
Pensions Administration Service HR008	✓	✓	✓		✓
Safety, Health and Wellbeing HR009	✓	✓	✓	✓	✓
Employee Relations HR010	✓	✓	✓	✓	
HR Business Partners & Change HR 011			✓	✓	
Strategic Data HR012			✓	✓	
Reward HR013	✓	✓	✓	✓	
Industrial Relations HR014	✓	✓	✓	✓	
Policy HR015	✓	✓	✓	✓	✓
Equalities HR016	✓	✓	✓	✓	
People Performance Management HR017	✓	✓	✓	✓	



OUTPUT SPECIFICATION REFERENCE	DELIVERED THROUGH				
	Self-Help/ Self-Service	Customer Contact	Service Experts	Face 2 Face	Processing
Workforce Planning and OD HR018			✓	✓	
Learning and Development HR019	✓	✓	✓	✓	✓
Resourcing HR020	✓	✓	✓	✓	✓

Our HR & Payroll Centre of Excellence (CoE) is a significant driver of efficiencies for our service to LBB. It provides contact and query resolution, transactional processing and SME support to our onsite HR personnel allowing the majority of our resources to focus on value driving activities such as proactive opportunity identification, stakeholder engagement and supplier management. We will continue to deliver those services currently provided through the Council's Shared Service Centre which currently delivers:

- HR Connect Contact Centre providing first line support to managers, schools and third party organisations
- Transactional HR Support for:
  - Recruitment for all levels except Director and Assistant Director level
  - Compliance - CRB, Right to Work and pre-employment checks
  - Employee Services – changes to terms and conditions
  - Pay and Reward – changes to employee pay
  - Pay and Data – processing payrolls
  - Pensions services to employees and deferred members
  - Safety Health and Wellbeing – compliance and performance
- Advice and Support for:
  - Recruitment
  - Pensions
  - Safety Health & Wellbeing
  - Employee Relations

- Resourcing
- Industrial Relations
- Strategic services including:
  - Policy
  - Equalities
  - Strategic Data
  - People Performance Management
  - Reward
  - Safety Health & Wellbeing
- HR Managers providing Business Partner and change management support
- Online Recruitment System and SAP Self-Service.

The overarching HR & Payroll processing activities for LBB that will move to the Centre of Excellence include:

PROCESS CATEGORY	PROCESS ACTIVITY
Self Help / Employee Portal	<ul style="list-style-type: none"> <li>▪ Email, Calendar, Contacts</li> <li>▪ 'Ask a Question' with recently asked and similar questions</li> <li>▪ Task lists specific to each employee (e.g. book leave, review starter information, report an accident/hazard)</li> <li>▪ Employee data (view and manage)</li> <li>▪ Suite of reports (for managers)</li> <li>▪ Self-Service for managers and employees</li> <li>▪ Access to feeds from and to external websites</li> <li>▪ Corporate 'YouTube' videos for induction/ training</li> <li>▪ Staff Directory</li> <li>▪ Knowledge Base for HR information, policies and processes</li> <li>▪ E-learning.</li> </ul>
Requesting information	<ul style="list-style-type: none"> <li>▪ HR advice and guidance</li> <li>▪ Policy clarification</li> <li>▪ Explanation of HR processes such as:                             <ul style="list-style-type: none"> <li>▪ Recruitment (applications /Interim staffing) Employee Services (flexible working / starters and leavers)</li> <li>▪ Pay &amp; Reward (sickness / maternity)</li> <li>▪ SHaW (advice, audit completion)</li> <li>▪ Pensions (benefit estimates / deferred pensions)</li> </ul> </li> </ul>

PROCESS CATEGORY	PROCESS ACTIVITY
	calculations).
Making a booking	<ul style="list-style-type: none"> <li>▪ Health and Safety Training</li> <li>▪ Staff Counselling service</li> <li>▪ OH referrals.</li> </ul>
Request for services	<ul style="list-style-type: none"> <li>▪ Vacancy initiation</li> <li>▪ Recruitment Campaign</li> <li>▪ Change to Terms and Conditions</li> <li>▪ Eye/Child Care Voucher claim</li> <li>▪ Voluntary or third party deductions</li> <li>▪ Pensions joiner and leaver.</li> </ul>
Application for services & eligibility assessment	<ul style="list-style-type: none"> <li>▪ Admitted body register</li> <li>▪ CRB, employment references and right to work and list 99 checks.</li> </ul>
Changing circumstances/ information & notification of incidents	<ul style="list-style-type: none"> <li>▪ Change personal or job related details</li> <li>▪ New starter changes</li> <li>▪ RIDDOR, Insurance Claim or Civil action</li> <li>▪ Notification of poor HR team performance \ support</li> <li>▪ Notification of sickness triggers.</li> </ul>
Cash in & out	<ul style="list-style-type: none"> <li>▪ Temporary payments</li> <li>▪ Under and over payments</li> <li>▪ 3rd Party deductions</li> <li>▪ Payroll processing.</li> </ul>
Case/ project management	<ul style="list-style-type: none"> <li>▪ Disciplinary / Grievance cases</li> <li>▪ SHaW complex advice/audit completion/investigation</li> <li>▪ Manage Employee Tribunal Cases</li> <li>▪ OD change management</li> <li>▪ Change programme management</li> <li>▪ Strike Action management</li> <li>▪ Policy research and development</li> <li>▪ Reward Projects</li> <li>▪ Workforce Planning Projects</li> <li>▪ Large/volume recruitment campaigns.</li> </ul>
Provision of service	<ul style="list-style-type: none"> <li>▪ Contact centre, transactional, expert and face to face support</li> <li>▪ Identification of people management gaps</li> <li>▪ Establishment reporting</li> <li>▪ Trends &amp; analysis reporting (sickness / employee relations)</li> <li>▪ Publication of amended or new HR Policies</li> <li>▪ KPI reporting</li> </ul>

PROCESS CATEGORY	PROCESS ACTIVITY
	<ul style="list-style-type: none"> <li>Payroll for employees and pensioners.</li> </ul>
Strategic & Management support	<ul style="list-style-type: none"> <li>Provided by HR service experts via the Centre of Excellence or face to face</li> <li>Strategic support provided by HR Business Partners face to face</li> <li>Senior Stakeholder management provided by ADHR.</li> </ul>

## 1.11 SERVICE RESILIENCE

Capita is a leading provider of BPO services in Local Government with a proven and demonstrable track record. Capita HR Solutions is the UK's leading provider of complete end-to-end managed HR and payroll services to private and public sector clients from 11 Shared Service Centres (SSCs) across the UK.

We provide HR services to:

- 165,000 employees across 530 contracts across all public and private sectors
- 3 million client employees and pensioners in the UK and Ireland
- 26 million enquiries a year are managed in our HR Shared Service Centres.


Capita is the UK's leading commercial provider of Local Government Pension Scheme (LGPS) administration services for 2.9 million public sector pension members.

We currently operate these contracts either locally or through our infrastructure of Shared Service Centres (SSCs) across the UK. These Shared Service Centres (e.g. Belfast, Carlisle, Edinburgh and Southampton) provide unrivalled service resilience and business continuity through our ability to switch services between sites, where appropriate, and deliver from multiple sites (e.g. the service delivered for Census 2011 covered our sites in Blackburn, Carlisle and Belfast with over-flow provision enabled in Southampton), thereby ensuring that operational activity either be supported over the short-term or transferred should the need arise. The Authority will therefore benefit from this extensive service infrastructure as outlined in the business continuity section at 6.5.1 below.

## 1.12 SERVICE IMPACT

Our proposals will have a significant impact on how customers will interact with the service. As part of our approach to co-design, we will use customer journeys to illustrate the nature and benefits of the future service. In the examples below, we have taken two aspects of service delivery to show how we anticipate our future operating model working in practice.

The first example relates to the provision of HR advice and guidance and the information and support available to a line manager; the second example demonstrates self-service functionality and query resolution.



**Amena**

**Performance management**

Services Access

Org. Position

Capability

Case Expertise

Experience

**Amena's Situation**

Amena has been in a line management role for 4 years within Adult Social Care and Health, managing 5 direct reports with previously few performance issues.

**Experience**

<p>Amena receives an automatically generated email advising that one of her direct reports has reached a short term absence trigger. She calls the HR Contact Centre to understand what this means and is guided by the HR Advisor to the Absence Management policy via the HR Portal. During the call, Amena explains that the employee is pregnant and wants to know if she needs to be treated any differently to other employees.</p>	<p>The HR Advisor uses the knowledge base to search for policy information on pregnancy related illness and performance management and is directed to the relevant section in the Maternity Policy. She is confident that the information is comprehensive and up to date. The Advisor relays the information to Amena, suggests she reviews it and if she still needs support to contact again. The Advisor logs the call against Amena's name, so if Amena calls back she will not have to 'start from scratch' and explain again.</p>	<p>Amena reviews the Maternity Related Absence section of the Maternity Policy and meets with the employee to discuss. She feels confident that she has all the relevant information to hand to manage the situation. During the meeting, Amena discovers the absences her employee is taking are not due to her pregnancy, rather they are due to her other child care commitments.</p>	<p>Amena feels out of her comfort zone and is unsure how to manage this without being accused of discrimination, so again calls the HR Contact Centre. The HR Advisor can see the history of Amena's previous call and with the new information presented, decides a case needs to be escalated to an HR Subject Matter Expert to assist. The HR Advisor creates a case and transfers Amena by phone to Carol, an HR SME with relevant skills.</p>	<p>Carol reviews the notes on the case taken by the HR Advisor and summarises this back to Amena to confirm. She directs Amena to the Performance Management Policy (as the absences are not related to the employees pregnancy) and the Managers toolkit available on the HR Portal. Carol talks Amena through these and how to apply the policy to this situation, ensuring it is made clear at all times to the employee that it is not pregnancy related. Carol also suggests that the employee may be referred to the EAP provider via the HR Portal to seek help finding suitable childcare arrangements.</p>	<p>Amena reviews the Performance Management Policy and feels confident that she can manage the situation. She meets with employee and outlines LBB's policy setting clear objectives agreed by both the employee and Amena. As per the Manager's Toolkit, Amena writes the meeting notes up and keeps these for future reference. She also completes the template letter in the Manager Toolkit.</p>
<b>HR Support</b>			<b>HR Support</b>	<b>HR SME</b>	
				<b>HR Portal</b>	

<p><b>Moments of Truth</b></p> <ul style="list-style-type: none"> <li>▶ Easy access to information on policies and procedures</li> <li>▶ Knowledgeable HR Advisors</li> <li>▶ Pro-active HR coaching</li> <li>▶ Confidence building</li> <li>▶ Consistency of advice</li> </ul>		<p><b>Key Enablers</b></p> <ul style="list-style-type: none"> <li>▶ Automated alerts</li> <li>▶ HR Advice and guidance available when required</li> <li>▶ Self Service knowledgebase</li> <li>▶ Manager Toolkit</li> </ul>
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Jasmine Leave Request



Services Access

Org. Position

Capability

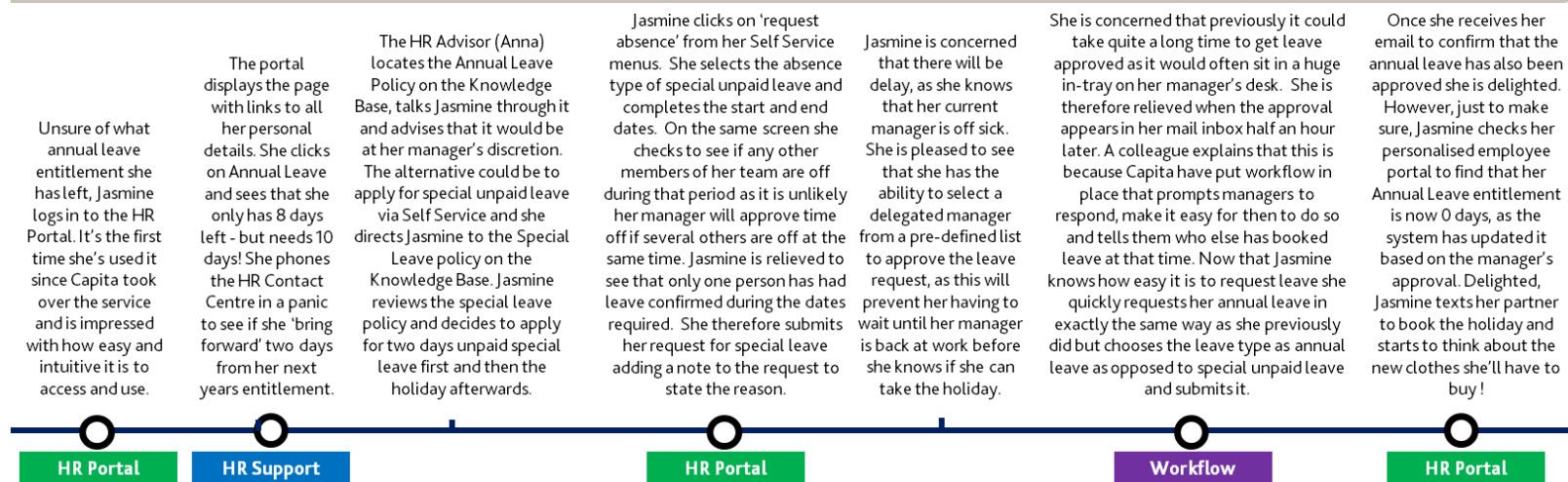
Case Expertise

Experience

Jasmine's Situation

Jasmine is a Clerical Assistant in the Library Service. Her partner has sent her a text to say that he has the opportunity of a cheap 2 week holiday in Italy, but has to know within a couple of days if Jasmine can go.

Experience



Moments of Truth

- ▶ Easy access to information on policies and procedures
- ▶ Self service capability
- ▶ Support from HR Advisors

Key Enablers

- ▶ Manager dashboard
- ▶ Manager access to HR Portal
- ▶ HR Advice and guidance available when required
- ▶ Flags, alerts and text messages

## 2 DELIVERY OF HR REQUIREMENTS

Capita's solution for the delivery of HR Services adds value and will realise efficiencies as we build upon the foundation of the work started by LBB through the HR Connect Contact Centre. Through the implementation of our enabling technology (as outlined in more detail at section 4 below); deployment of our best practice processes, and skilled staff; we will deepen service delivery, reduce hand-offs, increase adoption of self-service and self-help, and improve customer satisfaction.

We commit to developing and delivering services to meet the needs of the London Borough of Barnet as expressed in the Output Specification. In order to meet these requirements we will deliver the following:

### 2.1 COUNCIL GOVERNANCE AND DEMOCRACY / OUTPUT SPECIFICATION REF: HR001

With the support of their team of HR Service Experts and Business Partners, the ADHR will ensure that HR provides an active, strategic contribution on all workforce aspects of LBB's Governance arrangements and structures. The ADHR will be responsible for ensuring that HR provides a credible, best in class HR service to LBB. Measurement of the overall HR service will be undertaken via Customer Satisfaction Surveys to ensure that this is being achieved. To this end, the Council's Governance and Democracy requirements will be achieved by:

- Reporting on initiatives and proactively contributing to Officer, Democratic and Political Group meetings as well as all evening mandatory Committee meetings including but not limited to General Functions, Pension Fund, Audit and Remuneration. Where appropriate, this will be undertaken by Barnet based Service Experts, Business Partners or the ADHR, dependent on requirement, at all times ensuring deployment of the relevant expertise
- Presenting formal HR reports as required in line with Council governance arrangements. These reports will be informed by best practice and Insight and will focus on operational and strategic data and initiatives with proactive proposals to address identified issues
- Providing best in class HR-related consultancy advice, including face-to-face support, to all levels within the Council as required, including to Members, through Service Experts based both locally and specialists within Capita Centres of Excellence
- Developing and nurturing new and existing working relationships with the involvement of Service Experts and Business Partners based in Barnet, working across existing HR networks across London, strategic partners and the wider Capita network
- Providing strategic support to the Council on safeguarding matters in Adult/Children's social care, through our Barnet based HR Business Partners. This will include providing high-level advice, guidance and support to ensure the Council is fully compliant with all relevant statutory and legislative duties
- Providing HR support for all Elections held within the Barnet area and presided over by the London Borough of Barnet's (Acting) Returning Officer, including being a member of the Election Project Team, recruitment of election staff from Council and external sources, attendance at project meetings and supporting the Election Team in paying election duty payments to staff

- The ADHR acting as the Lead Counter-signatory for Criminal Records Checks and the Lead on Home Office Certificate to Sponsorship
- Ensuring the HR function continues to provide high quality employment status and taxation advice to the Council including resolution of complex employment and tax issues on behalf of the Council
- Through horizon-scanning we will ensure service delivery will continue to be up to date with the latest employment and tax issues and ensure the Service and Authority is aware of relevant/ soon to be implemented legislation.

## **2.2 SENIOR HR ADVICE AND CONSULTANCY/ OUTPUT SPECIFICATION REF: HR002**

We recognise that HR will play a significant role in the future definition and transformation of the wider Council role and structure in line with the 'One Barnet' programme. The Strategic HR function also has a significant role to play in enabling the Service Provider to guide, transform and deliver future HR service delivery. We will ensure that this role has the appropriate confidence, competence and support network to develop the strategic capability to the benefit of the Borough. We will achieve this through enabling participation in our Strategic HR Forum including networking opportunities with representatives of other clients (such as the BBC), participation in local networks (e.g. across London as described above), and access to the wider strategic Organisational Development capability within Capita.

Due to the seniority and importance of their role, the Assistant Director HR will work closely with the LBB Senior Leadership Team and will develop and continue to nurture a strong working relationship with both the Chief Executive and the Directors of the Strategic Commissioning Board and Delivery Units. They will be the personal liaison between these senior groups and HR and the ADHR will ensure that the Executive is provided with:

- High level, strategic advice and guidance on HR matters delivered by the Business Partners based in Barnet
- Access to Business Partners and specialist skills to deal with any HR issues which have been escalated to the Chief Executive or Strategic Commissioning Board
- HR BP attendance at meetings between the Chief Executive and the Leader with Subject Experts providing briefing papers when required
- HR BP and ADHR participation as a corporate member of the Leadership team leading sessions relating to People issues as required.

## **2.3 CUSTOMER CONTACT CENTRE / OUTPUT SPECIFICATION REF: HR003**

The Customer Contact Centre will provide a service for answering inbound phone calls and emails and fully resolving as many customer queries as possible at first point of contact. The Customer Contact Centre will develop generic capability to resolve queries supported by an improved, easy-to-search Knowledge Base. Responses handled within the Contact Centre will be defined, scripted, rules-bound and information-based. Advice and guidance queries requiring interpretation of policies and procedures will be subject to a warm transfer to SMEs. To support this, we will use managed voice call routing to direct calls appropriately at the point of initiation. In this way we will be able to direct Employee Relations queries to SMEs who will resolve more complex queries.



Service requests initiated through the portal will be route into the appropriate resolver groups or SME work queues through our Business Process Management system.

To this end we will:

- Provide a consistent and responsive service from 8am to 5.30pm Monday to Thursday and 8am to 5pm Friday (excluding Bank Holidays) to manage all HR queries detailed in the LBB Output Specification: Human Resources from employees, schools and third-parties (all customer groups) received by phone, email and post. Corporate employees and Schools will raise Service Requests via the portal to seek HR assistance, and web chat direct with SMEs will be available where appropriate
- Resolve customer queries, escalations and complaints in line with service level standards agreed with LBB via trained staff in the Customer Contact Centre and, if appropriate, Service Experts
- Record and track all contacts in the Customer Relationship Management System and provide information captured during phone conversations or the content of email exchanges to all HR staff who are involved with resolving the issue
- Ensure that where queries are escalated to SMEs they will be able to view the CRM details so that customers do not need to repeat the information provided. This 'warm hand-off' will ensure that the customer experience is positive and that query resolution can be tracked to conclusion
- Use CRM functionality to enable the management of incoming emails, calls and service requests. Incoming contacts will be acknowledged, prioritised and managed within defined timeframes. This means that employees will know when their question will be responded to giving them confidence that it has not been 'lost in the system'. We will inform employees of progress regularly where we are unable to resolve queries at the first point of contact
- Use Management Information provided by CRM to identify trends or issues within the organisation to define new policies, strategy or management support. An example of this would be: departments with high levels of queries regarding the Grievance Policy would potentially suggest a management issue may need addressing or additional information needs to be made available through the Portal
- Drive channel-shift by improving the quality, accessibility and extent of information available through Self-Help which, in turn, will reduce the number of 'simple' or repeat enquiries currently experienced by the HR Connect team
- Enhance online information through the continuous development and improvement of Frequently Asked Questions (FAQs) and the creation of Manager Tool Kits
- Develop a comprehensive Knowledge Base using Transversal to provide intelligent, contextual knowledge search functionality for all customers and the Customer Contact Centre, supporting 'one-and-done' resolution and channel shift. The Knowledge Base will hold common information, processes, procedures and policies, FAQs, user guides, procedure manuals, e-forms, website pages and any other articles identified as suitable to assisting the Contact Centre in delivering a seamless service and advice that is consistent and current

- Provide an effective scanning, indexing, storing and archiving solution from our facility in Darlington, in line with our broader proposition, to assist query resolution. Darlington will act as a digital mailroom to receive, sort and scan mail and workflow activity to the appropriate teams. Records that are not currently held electronically (e.g. schools files) will be held in storage in Darlington and scanned on retrieval making data readily available in a secure manner to the service and appropriate requesting personnel
- Provide schools with web access to the core HRMS to enable them to see data that is currently unavailable to them, thereby reducing queries to the Contact Centre.

## **2.4 RECRUITMENT & COMPLIANCE/ OUTPUT SPECIFICATION REF: HR004**

We will provide a comprehensive, timely and accurate Recruitment and Compliance Service to operate in the same service hours as the Customer Contact Centre to all customer groups excluding Directors and Assistant Directors (as set out in the Specification). In support of this we will:

- Develop and maintain management of Recruitment and Compliance end to end transactions and drive accuracy and consistency through e-Recruitment functionality which will include:
  - Requesting and posting vacancies
  - Advertising
  - On-line applications and registers of interest
  - Sifting
  - Interview scheduling
  - Assessment
  - Selection and notifications of outcomes
  - Automated Offer letters and contracts
  - Pre-employment verification, in line with LBB and statutory requirements
  - Full visibility of progress of the recruitment life-cycle
- Develop the look, feel and functionality of the web interface ensuring it is easy to use for both internal and external applicants
- Processing exceptions to policy and procedure, which are not suitable for Self-Service, for example recruitment of high ranking or specialist staff who require a non standard contract of employment, will be managed by HR staff
- Use management information and business intelligence gathered through the recruitment process and Insight (as further outlined in the Transformation Method Statement) from the local community, and wider target population, to inform future organisational design, recruitment strategies and improve the quality of hires
- Deliver quality and accurate advice and guidance to managers, schools and 3rd parties through the Customer Contact Centre on all employee service related activities including

policies, procedures and legislation. Our solution will include linking employee information to their particular circumstances when we respond to customers. For example, when a customer calls to us to ask about the type of contract that would be issued when recruiting a new team member, details about the caller, their department, and Terms and Conditions of the team will be available in the Knowledge Base. This means that we will provide a proactive and intelligent response to their question

- Provide specialist recruitment and resourcing advice and guidance regarding; recruitment related legislation, policies and procedures through our SMEs in line with LBB's Recruitment processes, culture and organisational requirements
- Provide records verification support to head teachers during OFSTED inspections via our Service Experts in liaison with our schools HR BP
- Manage CRB checks for the Council and schools and third party organisations as the 'umbrella body'. Through dialogue we understand that LBB are in the process of procuring e-Bulk from Capita Recruitment Vetting Service which will reduce time consuming paper disclosure applications. Through our partnership with Background Checking Ltd, we will also carry out employment verification and employment gap checks overseas
- Drive policy development by reviewing the impact of changes in employment law and making recommendations for updating the Council's policy to reflect changes in legislation. We will ensure that all documentation accessed through the Portal is updated in line with legislation
- Provide supplementary knowledge of good practice and employment law through our recruitment and compliance service experts through the integration with Capita's Recruitment Specialists (e.g. Veredus, Capita Social Care Resourcing).

## 2.5 EMPLOYEE SERVICES/ OUTPUT SPECIFICATION REF: HR005

We will provide a comprehensive employee services function to all customer groups in the same service hours as the Customer Contact Centre and will:

- Deliver consistent and accurate advice and guidance to managers, schools and 3rd parties via telephone, email or service requests through the dedicated Customer Contact Centre and calls escalated to SMEs as appropriate. Our trained staff will provide this service for all employee services related activities including policies, procedures and legislation. We will use our knowledge base and employee information to aid understanding and provide a response to customer enquiries based on factors including, but not limited to, Terms and Conditions, length of service and role
- Enhance the quality of HR information available by undertaking a programme of work during the transition phase to ensure information is current and accurate and enhancing self-service functionality to support employee lifecycle processes such as, personal details changes, requests for flexible working, leaver administration etc. These will easily be requested, approved and supporting documentation created online without the need for HR to initiate these processes. The ease of use of self-service will ensure it is utilised widely and will remove the need for remedial measures such as nil absence reporting
- Provide online functionality through the Employee Portal supported by additional channels where appropriate for all HR-related transactions

- Implement functionality to enable key transactions to be completed through a single touch-point. For example, the new starter process will be initiated through one touch-point and work-flowed to all service areas such as IT to set up e-mail addresses, request for ID cards and payroll
- Use Capita's Centre of Excellence infrastructure to transact processes that are not able to be completed online, either in exceptional cases because of no access to online functionality (e.g. location or long-term absence), or because there is no return on investment to support implementation of online functionality (e.g. receipt of fit to work notes)
- Process changes for employees who are on non standard contracts of employment via our Service Experts who will deliver a comprehensive, accurate and timely transaction, document generation and check/verification services or through implementation of alternative channels (e.g. touch tone telephony)
- Adherence to statutory guidelines, agreed policies, procedures, customer service standards and Service Level Agreements will be monitored by the Service Experts undertaking quality service checks
- Improve the effectiveness and efficiency of current processes by business process reengineering (BPR) methods
- Utilise Management Information and Business intelligence gathered through Self-Service, Customer Contact Centre and Service Experts to report on compliance and non-compliance with policies and procedures and present initiatives to address e.g. discrepancies between paid and unpaid leave.

## 2.6 PAY & REWARD/ OUTPUT SPECIFICATION REF: HR006

We will provide a comprehensive pay and reward service to all customer groups during the same service hours as the Customer Contact Centre. We will:

- Deliver quality and accurate advice and guidance through trained advisors with access to the Knowledge Base and employee data to employees, managers, schools and 3rd parties through the Customer Contact Centre on all pay and reward services including but not limited to pay calculations, statutory sick entitlement, maternity pay periods, taxation queries, overpayment resolution, management of tax codes and NI categories
- Develop the information and functionality available online so that it removes the paper instruction/requests. We will drive channel-shift to ensure transactions to be completed online are achieved through an easy to use user experience and reaching out to hard to reach communities of employees e.g. Mill Hill Depot staff through introduction of a Touch Tone Telephony/ Interactive Voice Response (TTT/IVR) solution
- Manage transactional processing which is not achievable via Self-Service such as tax code changes which will need to be enacted and authorised through the Processing Function
- Ensure all payroll services including reconciliations, returns and submissions are compliant with HMRC legislation, LGPS and Teacher Pension services policies and any other statutory bodies procedures via K2 Business Process Management

- Resolve queries from HMRC and other official bodies. Ensure timely transfer of data, payment and reporting to third parties, for example HMRC, within statutory legislation and agreed timescales
- Ensure business assurance and control compliance through enabling BPMS functionality to supplement core HRMS functions. Each process will be mapped in K2 with all checking stages included thereby driving end-to-end compliance throughout the Service
- Report on business compliance and non-compliance with policies and procedures and, informed by Insight, present initiatives focussing expertise on improving payroll control and quality assurance.

## 2.7 PAY & DATA/ OUTPUT SPECIFICATION REF: HR007

We will provide an accurate pay and data service to all customer groups covering the same service hours as the Customer Contact Centre. Pay and Data processing will be undertaken by Payroll SMEs. We will:

- Enable customers to check the accuracy of their pay and tax using iTrent's 'provisional payslip' functionality. This enables employees to check their pay prior to the pay-run and notify HR if it appears incorrect for any reason. Enhancing self service will also provide easy access for e-payslips and e-P60s
- Deliver quality and accurate advice and guidance to employees, managers, schools and 3rd parties through the Customer Contact Centre on all pay and data services. Team Leaders will drive continuous improvement by undertaking regular quality checks on advisors responses to phone calls and emails
- Enhance the quality of HR information available and improve self-service functionality to support pay and data (such as improved sickness absence recording) deliver an accurate and timely pay and data service to employees, managers, schools and 3rd parties ensuring payroll transactions are managed and accurate payment of salaries are made according to the payroll schedule
- An integral part of the payroll service is to complete a full reconciliation following every payroll run. All payments, deductions and charges are reconciled, together with any interfaces out of the payroll. This is a mandatory requirement in all Capita's payroll services contracts, to satisfy our own internal audit standards as well as those of our clients. We will ensure that the reporting is harnessed appropriately in order that the payroll is verified and reconciled efficiently and accurately, and in line with LBB's financial approval process and statutory responsibilities
- Ensure the payroll system is configured and maintained in line with legislative, policy and organisational changes, and is compliant with relevant data protection legislation ensuring data integrity. Core Capita HR Payroll minimum standards will be in place across all aspects of the processing cycle, with regular self and peer assessment in place to meet our Audit & Risk Management Framework use K2 functionality to drive process compliance
- Manage and report on compliance and non-compliance of statutory employment related returns to HMRC, LGPS, Teachers Pension Scheme and other statutory bodies
- Ensure that both hard and electronic copy tax records are stored securely and in accordance with HMRC statutory guidelines and retention periods. Underpin service

delivery with BPM functionality to ensure all pre and post payroll activities adopt best-practice and enable payroll control

- Encourage staff to progress or obtain professional qualifications such as the Chartered Institute of Payroll Professionals ([www.cipp.org.uk](http://www.cipp.org.uk)) to maintain and develop the quality of service provided.

## 2.8 PENSIONS ADMINISTRATION / OUTPUT SPECIFICATION REF: HR008

Council Members and staff and deferred members will have direct-dial access to our Service Experts between 8:30 am and 5:30pm Monday to Friday (excluding Bank Holidays).

Our LGPS Service Experts will use our proven administration platform, Hartlink to deliver a comprehensive, accurate and timely service for all members (active, deferred, councillors and pensioners, (including overseas pensioners). Hartlink is currently used for the pensions administration of six other London Boroughs and a number of other LGPS and civil service contracts.

Our LGPS Experts in Sheffield work on a 'cradle to grave' basis, dealing with all aspects of pension scheme administration, giving them rounded skill-sets and extensive LGPS pension knowledge. Scheme Members will therefore be able to talk to members of the Team about any aspect of their membership in a responsive and knowledgeable manner. This ensures the provision of high quality and accurate advice to all members, councillors and pensioners.

All LGPS Experts undertake compulsory statutory and regulatory training and testing on an annual basis including: Fraud Awareness, Data Protection, Anti Money Laundering, Information Security and Breaches and Other Notifiable Issues.

Members will also have access their pension information via the web portal. This on-line service gives the members the facility to perform 'what-if' calculations, view and update their personal information including nominees. Benefit statements and other scheme documentation will be available for current and deferred members. Pensioners will have access and be able to view all their payslips and P60s.

Hartlink has an established LGPS module which is parameterised to provide a fully automated suite of calculations to enable efficient and user friendly administration processes, for example estimate and actual retirement calculations, leaving service, ill health and death. In this way:

- All pension administration tasks will be controlled and monitored through the CaseLink workflow management system, which forms an integral part of Hartlink. CaseLink organises and prioritises electronic work trays for staff, controlling tasks according to the individual SLAs that apply. CaseLink automatically monitors performance against SLAs agreed with LBB and produces comprehensive reporting on our achievement against these
- Each activity on CaseLink is supplemented by scheme-specific ISO Work Instructions, which tell administrators in detail the steps to be undertaken for each activity. We will also create an Administration Guide that will be shared with LBB to ensure all staff clearly understand agreed policies, procedure, customer service standards and service levels
- The 'Client Cases' functionality within CaseLink will allow our Service Experts the facility to manage cyclic cases, for example the issue of Annual Benefit

Statements/management of AVC contributions, at a client level within a controlled environment

- We will implement an Annual Plan, which typically includes Year End activities, Benefit Statements, Pension Increases and valuations. Progress against the Annual Plan will be monitored on a monthly basis and reported against as an integral part of our standard Administration Report
- We will provide a formal annual report detailing our performance against core elements of compliance and governance including divorce related law. This report will give LBB additional comfort that the Scheme is being administered in a professional and controlled manner compliant with internal audit
- We will run a monthly mortality screening exercise for all pensioner members using our internal tracing and screening capability as part of our administration in partnership with LBB. This type of exercise will help to maintain the integrity of pensioner data and reduce the likelihood of incorrect payment and the costs of retrieving any over payments, as well as fraud.

We will ensure 100% payment of pensions for all LBB Pensioners on the specified 'pay dates' for payroll frequencies, both mid-month and monthly. This service will be managed from our payroll centre of excellence also based in Sheffield using PaymLink, a fully integrated module of Hartlink. PaymLink connects administration and payroll records, allowing real time updates between the teams, for example a retirement event including Annual and Lifetime Allowance levels, Pension Increases or change of address, subject to the necessary authorisation. Sheffield manages payments for 300,000 pensioners, making payments totalling over £1.5 billion gross annually within SLA.

We will work with the Council to agree a set of formal (and ad hoc, if required) MI reports. These can also include access for key council members to Hartlink Online's MI dashboard, providing instant real time scheme statistics

- Support services for systems, technical consultancy and updates, bulk communications and training will be centralised in our Sheffield office to improve resilience and governance and to achieve significant cost advantages for LBB as with our other LGPS clients
- Our LGPS Technical Consultants will act as the Council's subject matter experts on pensions administration legislation and provide comprehensive briefings on proposed and actual changes to LGPS Regulations. These briefings will detail what the changes are, what impacts they have and what decisions/actions the Council must take, along with recommendations where appropriate.
- We will also provide more general technical briefings in the form of an online newsletter ([www.pensions-express.co.uk](http://www.pensions-express.co.uk))
- Our preference would be to attend all pension fund Committee meetings and we will work in partnership with LBB Council Senior Management and Pension Fund Committee to communicate service activities, changes and improvements.

## 2.9 SAFETY, HEALTH AND WELLBEING / OUTPUT SPECIFICATION REF: HR009

We will provide a high quality and professional Safety, Health, Fire and Wellbeing (SHaW) service to the Council; managers; staff that will meet the requirements set out in the HR Output Specification and be in compliance with Council policies. The service will be available to Community Schools and also to non community schools as a Traded Service, including for Educational and Recreational visits.

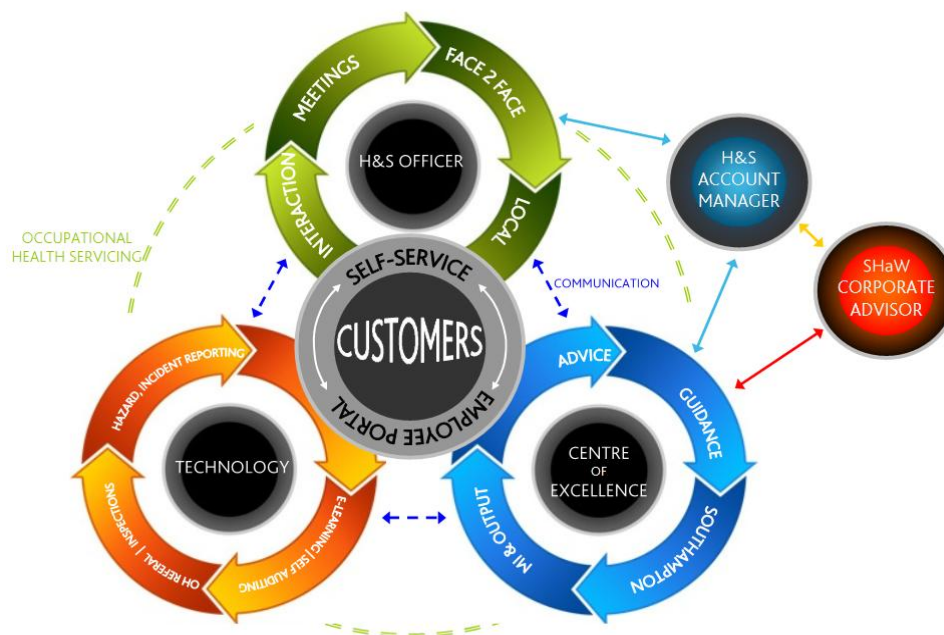


Figure 4 - SHaW Operating Model

We understand through our dialogue sessions that the Council requires a Self-Help and Self-Service solution and wants to maintain a local presence. As such our operating model is based on the investment and introduction of high quality Self Help and Self-Service secure technology that will enable the reporting and management of accidents/incidents including investigations, reporting of hazard information, DSE assessments, e-learning and management self audits (including for community schools and traded services) This will enable us to support service management to formulate effective H&S risk management systems for assessing, controlling, planning out risk so far as is reasonably practicable. We will, in consultation with the client lead for Health and Safety, develop an audit/inspection plan to meet the needs of LBB. The plan will dictate that we will at least meet (the benchmark figure of) 120 independent audits and 120 inspections per annum. Further to dialogue, we can confirm that the number of accident incident investigations undertaken will partly be dependant on the number of incidents in a reporting year, however, based on bench mark data provided by LBB, we will carry out approximately 30 RIDDOR incident investigations per annum.

We will also carry out periodic inspections of LBB partner sites and working activities to monitor H&S and provide reports on their H&S performance, This information will be complemented by self audits and further benchmarking to establish whether H&S performance is improving or deteriorating and provide action plans to address. Equally we will report on our own Health and Safety performance as appropriate to give confidence in our performance as your Partner.



We estimate that the percentage of time spent by the Health and Safety Account Manager (AM) on assisting services to set their Health and Safety strategies would be approximately 20%. Detailed below is what we believe would be undertaken in practice:

The role of the Health and Safety Account Manager will be to:

- attend directorate senior management team meetings quarterly to assist services setting their health and safety strategies, agree priorities and formulate action plans
- analyse the MI produced by the Centre of Excellence to ensure action plans are formulated and there is a risk based approach to professional intervention
- attend monthly meetings with the client lead for Health and Safety to ensure the delivery of corporate priorities outlined in the Council's H&S policy, H&S strategy, Health and Wellbeing strategy and annual H&S report are met
- ensure that the service delivered by the Centre of Excellence and onsite are joined-up and where additional resources are utilised on a call-off basis, they have a relevant understanding of the Council and associated requirements.

The AM will be flexible to ensure services are supported on an ad hoc basis should there be a need to discuss strategy outside of the regular forums previously mentioned. They will also deal with LBB business when not on site such as the management of the resources to meet the delivery of corporate priorities or planning and preparation work for events such as wellbeing days.

Managed voice functionality will enable access to our SHaW Centre of Excellence in Southampton for email and phone queries. We will:

- Provide access to all SHaW requirements through the Employee Portal as a 'single point' enabling managers to access information about SHaW from both a Health and Safety perspective, and also from a 'people management' view-point (e.g. managing compliance with H&S requirements)
- Capita Health and Safety professionals based at the Centre of Excellence will develop knowledge of the culture of LBB and its partners through a programme of site visits, face to face meetings and management information provided by Insight to ensure that advice and support is relevant and informed. Relevant information will be captured in our knowledge base and available to all those providing SHaW services
- Ensure that the on site SHaW professional is aligned to the Centre of Excellence through the Account Manager who will be responsible for both elements. The individuals providing onsite support will be expected to liaise direct with the CoE where appropriate and will use MI underpinned by CoE activity to inform onsite action plans
- Develop improved self-help functionality through the Transversal Knowledge Management solution and improved search technology utilising natural language
- Adopt our user centred co-design methodology to engage managers and employees in the design and implementation of self-help and self-service functionality to ensure it is intuitive and user-friendly and becomes the channel of choice

- Use system functionality to enable service users to readily complete transactions online (e.g. use of e-forms with mandatory fields, drop-down lists as appropriate to ensure quick, easy and accurate completion of transactions and recording)
- Enable managers to have ready access to data and MI relating to SHaW (e.g. the ability to easily access sickness absence data, available via iTrent, to understand and manage absence within their teams) in addition to the scheduled reports produced
- Utilise Insight to inform strategic initiatives to drive the SHaW agenda within the Council such as the analysis of sickness absence trends, available via iTrent, drawing on external intelligence (e.g. absence trends for other clients) as well as data from within the Council's workforce
- Work holistically across the HR service to propose and implement initiatives to improve health and wellbeing including effective management of sickness absence
- Provide training online through a blended learning approach as well as providing appropriate classroom based training where required. We will provide the following e-learning courses, which will be hosted on an e-learning platform that will also enable record keeping. These include interactive packages for; Induction, Office Safety, Workplace Safety, Fire Safety, Risk Assessment, Health and Safety for Managers; DSE and Manual Handling also Stress Management (Managers). We will review the content of classroom based training to ensure courses are engaging and meet the learning needs of the delegates. We will also provide courses on H&S for premises/facilities managers and managing change
- We will assist services to identify any other SHaW training on request including sourcing relevant training providers and where commissioned provide that training
- We will provide all relevant SHaW training as included in the specification. Subject to the inclusion of Learning and Development in scope, we will have the opportunity to enhance service delivery and co-ordinate all training activity centrally to ensure the most appropriate channels and learning styles are adopted. Where possible we will utilise our expertise from developing online materials elsewhere ensuring they meet the local requirements of the Council and Schools. In this way we will be able to maximise adoption of best practice
- Monitor compliance with mandatory training and report on non-compliance accordingly
- Explore opportunities to work closely with the EcoSystem to ensure providers of services to the citizens of Barnet act in a safe manner and are compliant with statutory requirements
- Provide professional/technical health and safety advice on legislative requirements and on the development of Barnet's service specific Policies and Procedures. We will manage all the proactive back office transactions including the production of MI and provide proactive health and safety information to support manager and employee self help and self service
- Provide a full time presence of a SHaW Professional based in Barnet who will be devoted to face to face activity such as audit (to monitor the Council's compliance against a recognised auditing system), inspections (including partner sites), investigations, attending quarterly Delivery Unit Senior Management team meetings to look at service strategy. Complementing our service and supporting the full time presence will be our

SHaW Centre of Excellence manned by qualified Health and Safety officers with over three years experience. This will enable us to produce reports on the Council's H&S performance and where necessary produce recommendations to prevent re-occurrence, we will:

- Review all reported accidents/incidents
  - Investigate all reported hazards and complaints
  - Fully investigate 10% of all reported accidents/incidents
  - Fully investigate all RIDDOR reportable incidents/diseases
  - Ensure that managers report all RIDDOR incidents to the HSE
  - Liaise with the enforcing authorities during any of their investigations following an accident/incident
  - Liaise with the Council or external body during an insurance claim, civil action as a result of a work related accident/incident
- 
- Provide a Health and Safety Account Manager who will provide professional advice and help to support in setting strategic safety, health and wellbeing priorities as well as investigate H&S related complaints. The Account Manager will also have operational responsibility for the service and co-ordinate the Barnet based staff as well as the Centre of Excellence to ensure LBB's specific needs are met. The service will have further support available from over 200 health and safety professionals within Capita, accessible through the AM with a diverse range of expertise spread over 15 sites across the UK. The Health and Safety Officer function will be covered in the absence of the nominated Officer by qualified backfill from the SHaW Centre of Excellence who has a working knowledge of the LBB culture and operations.
  - Regularly meet with Directorate leadership officers, attend task/focus groups upon request to support the implementation of action plans and to provide technical/professional advice
  - Where commissioned we will carry out technical or complex risk assessments on behalf of managers, making recommendations where appropriate for controlling or managing risk
  - We will provide advice to the Council's Radiation Protection Officer and community schools on compliance with statutory duties
  - Provide the customer with a highly professional, quality and consistent service benchmarked against other local authorities and with a high level of resilience to manage peaks and troughs. Access to information, tools and learning will be at a time of their choosing and at their convenience. It will provide robust risk based management Information to formulate action plans to enable Barnet to make strategic decisions by and deliver against corporate priorities
  - Ensure the Health and Safety Account manager is responsible for overseeing service delivery and will monitor the day to day peaks and troughs of activity required on the ground in LBB in order to forecast and plan the peaks. Where there is a peak demand for activity resourcing will be reviewed and additional on the ground resourcing provided if

required. The Account Manager will provide and discuss quarterly MI as defined by the Council to identify trends to inform the annual H&S report, corporate priorities and policy. As it is understood that the client lead for Health and Safety will be 'light touch', The Account Manager will ensure high quality MI and an up to date picture of Health and Safety performance across the Council and its partners is provided. This information will be provided to inform H&S performance of LBB and its partners and to agree service strategy to meet LBB's needs.

- Produce regular H&S bulletins on topical news, stories and events that could impact the Council, we will inform managers of the implications, what guidance and support is available to them and importantly what they have to do
- Introduce a suitable electronic system for the assessment of Display Screen Equipment as required by the Health & Safety DSE Regulations. This will be in the form of a smart form that an employee would complete available through the Employee Portal
- Manage and provide a 'pay as you go' Occupational Health service (OH) to the Council. The rate card for this service is included in the Financial Model. This service will be provided by Capita Health and Wellbeing and meet the requirements set out in the Output Specification HR, in particular we will:
  - Review pre-placement medical questionnaires
  - Provide Pre-placement medicals where required
  - Provide Special/statutory medicals
  - Provide Health Surveillance
  - Provide Manager referrals (sickness/absence)
  - Provide Pension medicals
- Provide access to the Occupational Health Service through our online Health Portal and link it to the intranet as the gateway into the referral system which will act as a central focal point for the contract. Our portal facilitates the submission of referrals whilst also being a source of information for both the employee and manager. The use of our online Health Portal allows for:
  - Speed and ease of access
  - Streamlined delivery
  - Effective and appropriate 'pathway' management
  - Data accuracy and quality management information
  - Automatic recall function
- Provide local access to our established clinics within the Greater London area. On site options are available from our London based Mobile Units i.e. for health surveillance and flu vaccinations on a pay as you go basis should this method be preferred
- Manage, on behalf of the Council, a confidential staff counselling service provided by Capita Health and Wellbeing that can be charged to services based on usage, including

for staff at high risk. Details on how to access will be available through the Employee Portal and will include;

- 24/7 telephone counselling
- Up to 6 face to face sessions for staff who require it
- Provide a trauma response service for LBB staff. This will be in the form of a dedicated telephone hotline provided to key managers, with the authority to invoke critical incident support, and will provide immediate advice and recommendations to support those affected. Managers would initiate the trauma response team and critical incident support following an incident, and respond accordingly. In addition to the dedicated telephone hotline, access to a range of 24 hour on site critical incident de-briefers and trauma counsellors, who have specialist training in the management of group trauma, are available as a "pay as you go" option. Our dedicated 24 hour Critical Incident Response Team comprises Critical Incident Manager, Counselling Manager, Critical Incident Co-ordinators, Critical Incident Responders, Telephone Trauma, Support Counsellors, Clinical Supervisors and face to face Trauma Counsellors, all of whom are trained in post trauma management and critical incident response.
- Provide workplace mediation service as part of the referral process. For HR cases requiring mediation (e.g. in Grievance cases) this will be managed through the HR case management team. For cases which require additional face to face employee support, such as counselling, the HR Employee Relations case management team will draw-down employee intervention support from our internal Health and Wellbeing Service. Depending on the severity of the case the relevant HR Business Partner and Assistant Director of HR may also be involved in the approval of the case strategy. Support services provided on a 'pay-as-you-go basis' may include support through organisational change (such as access to our specialist Outplacement services) as well as draw on HR experience and expertise such as developing compromise agreements.
- Implement through the Employee Portal an online Health and Wellbeing website available for all employees to use. As well as providing information on the services we offer there is a health and wellbeing advice and a health risk assessment suite of tools that employees can use to help manage the health and wellbeing. We will provide two staff health and wellbeing days a year at NLBP to include topics such as advice on blood pressure, smoking, healthy eating and physical activities
- Facilitate access to the wider Health and Wellbeing peer community within Capita to enable services to Barnet to draw on strategic initiatives and developments.
- We are also confident that Capita will achieve and maintain an Accident Incident Rate (AIR) of less than 10% of the "all industries" average, which will contribute to the LBB strategy of reducing workplace accidents across its staff and partners.

## OH Contract Management

- We propose a structured approach to contract management, monitoring and reporting on performance which would be led by the OH Account Manager and at a minimum this would be quarterly, although more frequent during implementation
- We will agree through joint working with the Council a contract management plan which will detail the process for monitoring and review of key contract performance indicators

- We will also provide an ongoing programme to promote the services within the Council arranging relevant workshops and training for referrers in the effective use of the services which will again provide a basis for ongoing benchmarking of the uptake and success of the service.

## 2.10 EMPLOYEE RELATIONS / OUTPUT SPECIFICATION REF: HR010

We will provide a comprehensive employee relations function to all customer groups during the same service hours as the Customer Contact Centre via Service Experts. The details of all cases will be managed using our Business Process Management system and any outcomes recorded and retained appropriately on the employee record in the HRMS. We will:

- Implement 'Ask HR' functionality using Knowledge Management functionality (Transversal) to enable managers to search and find information on how to manage cases effectively by improving the quality of policy and procedural guidance available online, making it user-friendly and accessible. FAQs will be created and will recommend useful reference data or links for example 'those who asked about absence patterns also asked about performance management'. In addition, manager toolkits and online training materials will be developed with easy links from core information (e.g. links from disciplinary policy advice to training materials in interviewing skills for an investigation)
- Develop online learning modules to enable managers to update their skills 'just in time' or act as a 'refresher' of formal learning previously undertaken (particularly important for managers who infrequently have to address people management issues)
- Implement online functionality through the Employee Portal to enable managers to manage Employee Relations cases. Managers will be able to undertake an initial risk assessment of support required based on a number of factors including but not limited to the impact/profile of the case and their experience. This online triage will guide managers to information, 'help me' hints and tips, online learning modules and associated template documentation. Medium risk cases will be reviewed by an Employee Relations Service Expert who will proactively contact the manager to identify what level of support is required. Based on the triage process the case will be supported remotely (telephone coaching) or, where there is an assessment of sufficient risk or LBB policy requires, face-to-face support will be deployed
- Use the K2 triage approach in the Customer Contact Centre to ensure that appropriate cases are escalated to SMEs quickly, appropriately and with a full record of contact to date to avoid managers having to repeat information
- Deliver strategic advice and guidance on all employee relations related activities including policies, procedures and legislation, promoting best practice. This will be delivered by SMEs providing telephone support and/or face to face when required. Complex ER advice to LBB Commissioning Board and Directors will be provided by SMEs and Business Partners, including face to face where appropriate
- Wherever possible ensure that the same advisor provides support throughout the management of a case. Where this is not possible, for example through absence, case records will be maintained in such a way as to ensure continuity of support and consistency of advice and guidance
- Review cases on a regular basis to ensure consistency of advice and guidance including the development of a protocols database

- Provide support through Business Partners to act as LBB's experts on contractual conditions of service and local agreements for Commissioning Board and Directors, Heads of Service, Head Teachers and Management Teams
- Train SMEs providing remote support to managers in telephone coaching techniques to ensure managers continue to feel fully supported
- Provide coaching support to managers via SMEs whilst they are managing a case, during group sessions and/or surgeries so that they are equipped to manage future employee relations situations
- Integrate the ER Service Experts and Business Partners into the Capita HR peer group to provide Continuous Professional Development (CPD) opportunities, service resilience, and maximise the opportunities to share knowledge and understanding of developments in HR. This includes horizon scanning, production of briefing papers, outlining how impending legislation will affect the organisation, and the remedial steps taken to ensure policies and procedures are compliant, ensuring LBB is an employer of choice. We will also invest where there is a business need in supporting HR advisers through their CIPD qualification
- Ensure formal one-to-one supervision and support is given to all those providing ER support to managers and schools to ensure that advice and guidance provided is consistent, in line with relevant policies and legislation
- Prepare paperwork for submission to Employment Tribunal and provide recommendations to enable the Chief Executive to make an informed decision as to whether to proceed or settle claims
- Reduce the impact of Employment Tribunal cases using Insight to:
  - Determine cases which may result in a potential ET
  - Create 'lessons learnt' on the conclusion of cases to identify issues
  - Aid organisational learning and inform future practice to identify people management gaps, recommend and develop solutions and shape policy development.

## **2.11 BUSINESS PARTNERS & CHANGE/ OUTPUT SPECIFICATION REF: HR011**

We will provide dedicated, strategic HR Business Partners (HRBP) to all customer groups. The role of the HRBP is as a senior HR practitioner who provides HR solutions to meet the divisional unit strategic needs in line with the organisation wide objectives. The HRBPs will work closely with Senior Leadership Teams and Head Teachers to address strategic business issues by being commercially and business-focused, innovative and responsive to changing priorities. We recognise that the HR function has a significant enabling role to play in the achievement of the 'One Barnet' objectives and wider transformation agenda as set out in the Transformation Method Statement, in particular the development of a broad and new range of skills and behaviours in the context of the journey to becoming a highly efficient and effective Commissioning Authority.

We expect the HRBPs to have a significant involvement with the Insight delivery function, as MI from all aspects of in-scope services and information about service requests, workforce

profile and changing local population require a different shape of organisation to be developed to meet these changing requirements. As the Council develops as a Commissioning Council, HRBPs will need to be able to be flexible in their approach to enabling these changes, whilst preserving positive relationships with the local Trade Unions. In addition they will play an active role in shaping HR to ensure it meets the needs of the business it supports.

We will therefore:

- Progress the development of the current HR managers towards a more proactive approach to HR planning rather than responding to day to day issues as they arise. Through Capita's Learning and Development function, we will conduct training needs analysis followed by a development programme to instil a key change in the way that the HRBPs support their areas of responsibility so that they operate at a strategic level to support organisational design changes, short term goals and long term stability (see further detail in Section 3)
- Cultivate relationships at senior levels between LBB, schools and other traded services to determine customer perception of the HR service delivery, ensuring the service provided meets the needs of its customers and that policies and processes support those needs. We will represent HR as requested at Council Committee meetings and attend Senior Leadership Team meetings
- Promote compliance and best practice within their customer group by communicating and instilling the importance of channel shift to their Senior Leadership Teams to drive home new ways of working
- Provide complex HR advice, guidance and analysis to Commissioning Board and Directors, specifically around workforce planning, organisational design, equality issues, managed exits (requiring compromise agreements) and reward ensuring best practice and legislation compliance
- Manage relationships with Trade Unions, nurturing a partnership approach
- Lead HR change programmes that are undertaken by Service Experts such as outsourcing, restructuring, redundancy, policy consultation, managing the organisational impact and the people implications
- Act as ambassadors for the NSCSO HR Service Delivery during formal and informal meetings with Senior Leadership Teams and provide feedback on service perceptions from Senior Managers and Head Teachers to the ADHR. Similarly, support the ADHR to define the resolution steps for HR service delivery issues that fail to meet the expectations of their customer groups and inform continuous improvement
- Contribute to the overall corporate council position on HR policies, procedures and initiatives through regular cross divisional meetings with fellow BPs, Service Experts and the Assistant Director HR. As members of the wider Capita HR community, HRBPs will bring views of best practice, legislation and HR initiatives within other councils to present proposed changes
- Enable Business Partners to electronically review escalated cases within their customer area that are either highly sensitive or have reached Employment Tribunal state
- Enable Business Partners to use the Insight capability to analyse and develop appropriate people strategies and interventions for the Council to support changing



organisational requirements. For example, devising initiatives to manage sickness absence through effective performance management.

- Enable Business Partners to engage with the wider service delivery EcoSystem to ensure the range of skills and competencies required by the Council are in place in a timely manner (e.g. commissioning skills and the ability to manage service delivery from the 3rd Sector).

## 2.12 STRATEGIC DATA/ OUTPUT SPECIFICATION REF: HR012

We understand through dialogue that the Strategic Data team has been 'held-back' by the current SAP reporting tools. Our Service Delivery Model recognises the importance of the reporting and Human Capital data and MI held within the HR service and associated systems. We will therefore:

- Establish a dedicated Insight Delivery Team for the Partnership, available from the start of contract, led by a member of Senior Management who will work closely with the HR Strategic Data team to extract, analyse and provide strategic HR data to all customer groups, which will take and utilise Insight from a variety of sources to develop services in line with customer needs for example:
  - Employee Portal to show customer use of self-service and self-help systems
  - HR Database to show the workforce profile, employee performance etc.
  - CRM to show the types and frequency of calls / emails to the Customer Contact Centre
  - K2 (BPM) to show triage use and case management stats
- Confirm a schedule of regular reports in line with statutory, strategic and operational requirements (e.g. workforce profile including diversity data) ensuring the right users have access to the right reports required to carry out their role effectively
- Liaise with the business to ensure the report outputs support the business (operationally and to facilitate change programmes), and liaise with Technical Support to resolve any technical issues with the output or to define requirements for new reports
- Provide support and training to report users as required including familiarisation with available standard reports
- Undertake user-centred design to collaboratively develop and implement Employee Portal dashboards using Business Objects and Insight to provide drill-down functionality for authorised users. This will reduce requests for ad hoc reports as they will be able to interrogate data such as absence, performance review RAG ratings, establishment data, and wage type/spinal point
- Provide ad-hoc reporting and analysis to customers who have been defined as authorised requesters including where agreed, external employee surveys or to support change programmes as part of a defined programme of activity
- Track requests for ad hoc reports and reviewing frequency via K2 which tracks requests, effort and fulfilment to assess whether these should be part of the dashboard/schedule of reports

- Manage and monitor FOI and SAR requests through the BPM as they are requested by the Customer Contact Centre and routed to our Service Experts in Strategic Data to track volumes, timescales and ensure compliance with statutory requirements
- Work with the Insight team to undertake proactive horizon scanning to systematically gather a broad range of information about HR emerging issues or trends relating to LBB and recommending long and short term remedial actions required to address these through the production of briefing papers
- Analyse reports to enable interpretation of workforce and working pattern diversity, employee sickness absence, resourcing requirements, learning requirements, employee relations and performance management information and propose interventions in line with our analysis
- Work with the ADHR and HRBPs to develop extra capacity to provide further Insight and analysis in their reporting, rather than just produce information
- Provide database management tools through iTrent, Business Objects and the use of Insight to support management decision making.

### **2.13 REWARD/ OUTPUT SPECIFICATION REF: HR013**

We will provide a reward function to all customer groups from our Service Experts who understand the key role of this requirement in the employment, engagement and retention of talented employees based on LBB strategies in remuneration, pay structures, total reward, minimum wage, executive pay and team reward. Projects/activity will be agreed on an annual basis to be met from within available resources or subject to a separate business case as outlined in Schedule 15 Special Projects. We will:

- Deliver strategic advice, practice and implementation on all reward and retention activities including performance to pay, job evaluation, child care vouchers and pay policy handbook
- Provide support to business partners, Senior Leadership Teams in LBB, schools and other traded services clients in the form of briefing papers with recommendations ensuring best practice
- Manage the Remuneration Committee within its terms of reference
- Provide support via Service Experts into the design of pay, reward and retention strategies, acknowledging the need for change as the Council develops as a Commissioning Authority
- Agree a separate implementation programme where this is outside the current proposals, as we understand that LBB is currently working with Hay Group to implement a new pay structure and arrangements that support its aims and objectives
- Review LBB employee total compensation through interrogation of the HR database to track pay and apply this against the market by undertaking external salary surveys to determine Market Factor Supplements. External salary surveys will also be used to map to employee data to identify exceptions, using protected characteristics, to monitor the relationship of performance to pay
- Review and maintain the Pay Policy Handbook and the annual pay policy statement, ensuring both are communicated and published by providing them as electronic

documents within Knowledge Management (Transversal). We will then set triggers to ensure that the Handbook is regularly reviewed so that it is compliant and contains current information. Utilising our Capita HR Community the Service Experts will share knowledge of future employment legislation to ensure that the Handbook is proactively rather than reactively updated

- Review how pay is structured through Business Objects reporting based on the HR database using LBB's current Pay Modelling tool and produce briefing papers making recommendations, outlining the effect on the workforce it supports as well as LBB and devising strategies for delivery
- Draw on Capita's wider HR capability to provide LBB with strategic advice, briefing papers and development for programmes such as People Performance and Talent Management Programmes (as delivered by Capita for the BBC) as well as sourcing data from third parties as directed by LBB
- Undertake Job Evaluations within the Greater London Provincial Council (GLPC) and Hay job evaluation schemes and manage appeals, ensuring the process is in line with policies and procedures. Propose and implement job evaluation strategies as appropriate (as part of a restructuring or organisational review or when a re-grading application has been received) underpinned by BPM functionality to ensure process compliance
- Transform the way the organisation manages its talent and the pay bill utilising Business Intelligence (BI) collated through Insight to provide workforce data to instigate strategic reward and performance management.

## 2.14 INDUSTRIAL RELATIONS / OUTPUT SPECIFICATION REF: HR014

We are committed to promoting and maintaining a good Industrial Relations function to all customer groups provided by telephone and face to face, as required. During dialogue we understand that further progress needs to be made to ensure that the Trade Union relationship with HR continues to mature so, to this end, we will identify senior Service Experts and Business Partners who will continue to build an effective working relationship, in line with the Employee Engagement Framework. Projects/activity will be agreed on an annual basis to be met from within available resources or subject to a separate business case as outlined in Schedule 15 Special Projects. To this end we will:

- Maintain face-to-face contact with Trade Unions on a regular formal and informal basis
- Provide strategic, accurate advice and timely responses to all customer groups including Trade Union members through our Service Experts either by telephone/ email or face to face as required
- Adopt a collaborative approach with employees and Trade Unions to encourage regular, honest and open dialogue avoiding escalation of IR issues ensuring both parties understand the role that they play in LBB's People Strategy. This relationship will be managed by Service Experts based in Barnet who will attend meetings with TUs to forge good relations with them
- Manage Trade Union Facilities time, ensuring the budget is not exceeded
- Manage the HR element of strike action (e.g. pay implications) to ensure that employees and managers are communicated with and the business impact is minimised. This will be achieved by the Barnet based Service Experts liaising with managers on a face to face basis and briefing papers are created to ensure that issues are clearly discussed and

documented. The Service Experts and Business Partners will liaise with the ADHR to discuss and resolve concerns with LBB to ensure it understands its obligations before, during and after strike action and that necessary payroll deductions are made correctly (for example when employees do take strike action effecting deduction of pay in line with local agreements)

- Constantly review the legislative landscape to identify potential IR issues that may have an impact to LBB, schools and traded services and devise strategies to address these via briefing papers
- Establish early working relationships and continue to work closely with Trade Unions, LBB, schools and traded services in line with the Employee Engagement Framework to maintain positive engagements. Capita has wide expertise in working with Trade Unions, for example with Northern Ireland Civil Service (NICS) and Southampton City Council.

## 2.15 POLICY / OUTPUT SPECIFICATION REF: HR015

We will provide a Policy function to all customer groups via our Service Experts in the Centre of Excellence for the creation and management of policies, providing guidance in legislation changes and updating documents and information, including the Employee handbook. We understand through dialogue that the policy information held on the LBB Intranet is not easy to locate and is not written in such a way as to aid managers or employees to understand actions they need to take. We will work with the Council using our co-design approach to update policy information and provide it within our Knowledge Management solution. We will also introduce natural language search so that policies can be accessed effectively and quickly. Projects/activity will be agreed on an annual basis to be met from within available resources or subject to a separate business case, as outlined in Schedule 15 Special Projects. We will:

- Provide strategic policy advice to LBB, Schools and other traded service clients by ensuring responsibility for policy implementation and consultation remains with the Service Experts and HR Business Partners on site. In this way we will ensure that policy development is contextualised to the Council's requirements and culture
- Ensure that HR policies and supporting procedures are reviewed, maintained, comply with legislation, are best in practice and support the Council's 'One Barnet' agenda, for example building policies that support the objective to cut costs by engaging with alternative providers of services through the entire service delivery EcoSystem
- Research, analyse and prepare briefing papers outlining the impact to the business area offering solutions and making recommendations ensuring the organisation is viewed as an employer of choice
- Consult with SLTs, Business Partners and Trade Unions regarding any change to policy which may impact contractual and non contractual Terms and Conditions of employment
- Maintain the LBB Employee Handbook in line with the Council's People Strategy. This will include ensuring that information is legally compliant, in line with the Council's People Strategy, available in a format and language that is easy to understand. Through dialogue we understand that employees and managers contact HR in the first instance rather than looking for the handbook. We will provide access to the LBB Employee Handbook via the Employee Portal using natural language search so that it is easily accessible. We will also ensure that the Employee handbook is in a language and tone that makes it 'user-friendly'

- Use information held in K2 (BPM) and CRM to track compliance
- Share learning and best-practice from our wider Capita HR community.

## **2.16 EQUALITIES/ OUTPUT SPECIFICATION REF: HR016**

We will provide an Equality function to all customer groups. Projects/activity will be agreed on an annual basis to be met from within available resources or subject to a separate review of whether it constitutes a Service Enhancement (Schedule 14) or Special Project (Schedule 15). We will:

- Provide equalities advice and guidance through development of online functionality and knowledge-base, and the Customer Contact Centre as appropriate to LBB, Schools, other Traded Services and Trade Unions
- Develop strategies to promote best practise to address potential areas of non compliance and to enable the organisation to embrace the need for a diverse workforce to reflect the diverse customer base it supports e.g. tailored recruitment campaigns
- Utilise Insight to monitor workforce data and service information to identify trends and issues using the protected characteristics enabling interventions and strategies to be developed and implemented to ensure compliance with legislation, best practise and statutory duties as per Public Sector Equality Duty commitments
- Inform and consult with Trade Unions and external equality organisations on equalities
- Research, analyse and prepare briefing papers outlining the impact to the business area regarding diversity issues and offering solutions and making recommendations ensuring LBB is viewed as an employer of choice
- Undertake Equality Impact Assessments of services and propose changes if required. The Equality Impact Assessment will involve assessing the likely or actual effects of policies or services on people in respect of disability, gender and racial equality. It will help us to make sure the needs of people are taken into account when we develop and implement a new policy or service or when we make a change to a current policy or service. We will undertake Equality Impact Assessments in line with Government guidance and LBB policy and practice. We will assess each policy or service change to understand whether a full Equality Impact Assessment will be required (e.g. where minor changes are made that do not change the overall policy or procedure a full Assessment will not be undertaken. However, a major policy change or implementation of a new policy will require a full Assessment).

## **2.17 PEOPLE PERFORMANCE MANAGEMENT/ OUTPUT SPECIFICATION REF: HR017**

We will provide strategic input into People Performance issues and policy development for all customer groups via Service Experts. Projects/activity will be agreed on an annual basis to be met from within available resources or subject to a separate review of whether it constitutes a Service Enhancement (Schedule 14) or Special Project (Schedule 15), including:

- Providing strategic advice and development of LBB People Performance and Talent Management

- Implementing Performance Management functionality that is intuitive, user friendly and provides effective reporting. This will complement the existing performance management strategy, enabling it to mature based on quality MI, including data relating to compliance. Functionality will support LBB performance and reward objectives as well as being able to identify top performers to enable succession planning. MI will be available through the dashboard in the Employee Portal
- Researching, analysing and preparing briefing papers outlining the impact to the business area. Offering solutions and making recommendations providing valuable input into LBB's Corporate Plan with the intention to drive people performance
- Enhancing the existing people performance strategy to promote best practise to address potential areas of non compliance. This will enable the organisation to embrace the need for a diverse workforce to reflect the diverse customer base it supports and to maintain a progressive performance structure
- Developing online materials to support managers in developing appropriate and informed personal development plans and objectives (e.g. online learning modules, best-practice templates).

## **2.18 WORKFORCE PLANNING AND OD / OUTPUT SPECIFICATION REF: HR018**

We will provide an all encompassing workforce planning and OD function to all customer groups. Projects will be agreed on an annual basis to be met from within available resources or subject to a separate review of whether it constitutes a Service Enhancement (Schedule 14) or Special Project (Schedule 15), including:

- Providing Workforce Planning, management information and business intelligence to enable delivery of LBB's people strategy, which will complement the Reward, Performance, Equality and Talent Management Strategies, using Insight to identify future workforce requirements, identify issues, patterns and talent. This will then enable the modelling of possible workforce solutions by the creation of briefing papers outlining initiatives to be developed. This includes targeted recruitment campaigns to attract appropriate skills in a changing market place (e.g. increased requirement for roles in commissioning functions as the shape of the Council evolves) ensuring LBB have the right people with the right skills at the right time
- Manage the two yearly Staff Engagement Survey and analyse the output to identify and present to LBB Senior Leadership Team, Assistant Director HR and Business Partners in order for the issues or concerns to be addressed and interventions implemented
- Liaise with the wider service delivery EcoSystem to ensure that the Council has the appropriate organisational design to ensure effective engagement with alternative providers (including Partner Organisations, Citizens and the Third Sector) for example the ability to second staff and share OD opportunities.

## **2.19 LEARNING & DEVELOPMENT/ OUTPUT SPECIFICATION REF: HR019**

We understand that this function is not presently delivered in the current budget or structure but that ad hoc learning and development activity does happen throughout the Council and within Directorates.

We believe that we can bring an efficient, value-add solution to the Council based on an established track record. To this end, we will develop proposals in line with the Special Projects process defined in Schedule 15. Through this process we will further refine and define our Learning and Development solution which will comprise a number of key components, part of which will be our proposal for a Learning and Development Portal for Barnet. This will act as a gateway and Learning Management System (LMS) to drive learning and capture Management Information for all Barnet staff. The Portal will channel all learning content (e.g. Health & Safety, Data Protection), and communication. Course booking details and management information for existing requirements will also be able to be captured e.g. Adult and Children's Social Care. Workflows will provide approval checks with a comprehensive record of all training via the LMS.

This bespoke learning portal will also help deliver a comprehensive management development programme consisting of essential generic and tailored workshops. The Management Academy will be managed via the portal and delivered using a blend of workshops and online content over a 12-18 month period.

We would expect our proposals to include the Learning and Development Academy which will:

- Provide leaders and managers with generic and essential skills required to lead and manage their teams through the challenges of the changing organisation
- Centralise L&D from the Delivery Units, to drive far greater value from a coordinated approach using a smaller central pot of money
- Concentrate on the managers' responsibilities in applying key HR policies
- Reinforce the need to apply these policies as an operational process of management and shift the relationship with HR to that of an enabling service
- Ensure managers fully understand what they are accountable for and are equipped with the required knowledge to do their jobs
- Add additional investment through the Learning and Development Academy, offering senior and mid level managers tailored development (i.e. classroom, modular, online forums, coaching, blogs, self directed learning.)

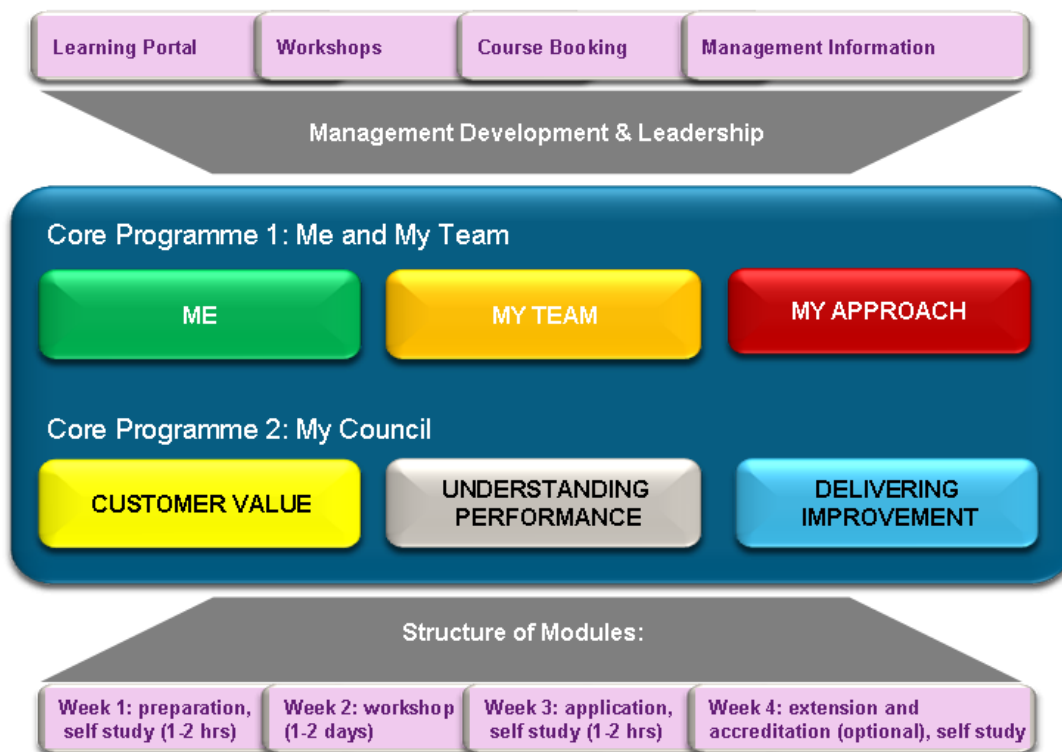


Figure 5 - Learning and Development Academy Overview

The diagram above is an example structure for the Learning and Development Academy identifying two core programmes: Me and My Team and My Council

- Core Programme 1 would be available to book on the Employee portal and would provide workshops covering three areas:
  - 'ME' will cover 'my role in the organisation, being effective and efficient, people-management responsibility and personal development plans'
  - 'MY TEAM' looks at roles as a 'performance manager, leader, coach, influencer'
  - 'MY APPROACH' is 'planning and managing, effective and efficient communication'.

Core programme 2 will also be booked via the portal. Objectives for these three modules are to:

- Concentrate on the managers responsibilities in applying key HR policies.
- Reinforce the need to apply these policies as an operational process of management and shift the relationship with HR to that of an enabling service.
- 'CUSTOMER VALUE' will include practical exercises covering internal and external customers
- 'UNDERSTANDING PERFORMANCE' looks at levels of performance and setting performance frameworks



- 'DELIVERING IMPROVEMENT' establishes benchmarks and setting goals for improving performance.

Content will be designed and delivered within the learning and development academy to cover specific work stream requirements. HR objectives are:

### Phase 1

- Change - accepting, adapting to and promoting change – understanding LBB's drivers for change, how people perceive change differently, how to embrace it and the importance of positive promotion to their teams
- Change - dealing with channel shift and what it actually means to them as a manager in their day to day role (as opposed to an employee)
- Capability - becoming self sufficient – helping them know how this can be achieved and understanding the personal benefits to them
- Service Delivery - what is expected of them by HR and what they can expect from HR
- Commissioning – how this will affect the services received and delivered internally and externally.

### Phase 2

- Capability - how to apply key HR processes such as performance management, disciplinary, grievance
- Corporate Responsibility - how employment legislation effects everyone's daily life, and how to ensure we do not fall foul of the law (equality, discrimination)
- Corporate Responsibility - understanding compliance and the need to promote this
- Team Building - understanding why everyone is different and how different skills/personalities are required to make a rounded team
- Leadership Skills - understanding the importance of communication, how to receive and provide feedback
- Leadership Skills – what is required from Barnet as a leader and what is required from your own team as a leader. By investing in staff and educating them in HR Policy and best practise it has been shown to reduce the number of Employment Tribunals
- Dependent upon LBB adopting our Learning and Development Service we will introduce a Return On Investment Model for learning interventions versus learning outcomes to ensure that LBB can identify which training courses result in the best outcome in terms of staff skills, productivity and capability. This will be a key element of the Business case for adopting L&D as a Special Project.

## 2.20 RESOURCING/ OUTPUT SPECIFICATION REF: HR020

We will provide a high quality resourcing function including the delivery of recruitment activity for posts paid over £50k and support for the recruitment of Director and Senior Management Level appointments for all customer groups. To this end we will:

- Design and manage bespoke recruitment programmes as required, such as the 'Targeted support to 16 to 24 year old NEETs' (Not in Employment, Education or Training) and 'Unemployed Graduates', included in The Barnet Skills, Employment and Enterprise Action Plan (2012-2015). Provide horizon scanning and production of briefing papers, outlining how legislation and initiatives will affect the organisation, and the remedial steps taken to ensure policies and procedures are compliant, ensuring LBB is an employer of choice
- Develop close working relationships with Recruitment and Compliance, Reward and Performance Management to align the resourcing strategies
- Align resourcing delivery with Capita's wider capability for managed services ranging from sourcing specialist appointments and hard-to-fill vacancies (e.g. social workers and surveyors) to Executive Search (Veredus) paid for on a case-by-case basis
- Use Insight to develop effective resourcing and talent management strategies to retain key staff and attract appropriate skills in a changing market place (e.g. increased requirement for roles in commissioning functions as the shape of the Council evolves).

### 3 STAFF

We have reviewed the processes and procedures outlined within the Output Specification for each of LBB's HR functions (Pay and Data, Employee Relations etc) and defined the optimum method for delivering them. From our analysis we have been able to identify the number of staff required in each aspect of the service delivery model (Customer Contact Centre, Service Experts etc) and define the type of service that they will provide.

We commit to ensuring that all our employees delivering services to LBB have the necessary skills and competencies to achieve their objectives, be successful in their roles and progress in their careers. These will directly reflect the cultural values of LBB and the Partnership.

To this end we will provide a comprehensive blended learning experience for all staff comprising of:

- **On-the-job training**, for:
  - Customer Contact Centre advisors on customer service, telephone techniques, service measurements, processes, legislation and IT systems (including in-depth training on Self-Service so that they can talk through the functionality to enable managers and employees to feel supported)
  - Advisors on processes, legislation, service measurements, auditing and compliance, IT system functionality and reporting
  - Service Experts on service measurements, legislation, appropriate IT systems and reporting. Additionally, support for creation of briefing papers, managing and developing relationships with senior management
- **Dedicated Competency Development Programme** for Business Partners on enhancing commercial and business skills, business change programmes and working strategically To enable BPs to make the transition from HR managers to strategic HR BPs we will provide training and development through Capita Learning and Development who specialise in strategy, leadership and performance

- Capita Academy for **core skills training covering:**
  - Accredited learning at all levels (e.g. we have supported over 2000 people through the Institute for Customer Services within Birmingham City Council)
  - Engagement with Capita peer group community and opportunities for secondment and/or engagement on special projects e.g. participation in our HR Peer Group which meets virtually on a regular basis to review changes in legislation and share best-practice
  - Effective performance management through establishing individual and team objectives and implementation of development plans where appropriate
  - Continued Professional Development (CPD) through effective supervision and support and facilitating ongoing professional qualifications (e.g. CIPD, PPM) as appropriate
  - Our Health and Safety Professionals will have a recognised H&S qualification with a minimum of 3 years practical experience and all be members of the Institute of Occupational Safety and Health and maintain annual CPD
  - Doctors have to undertake CPD and appraisals as part of a five year rolling revalidation process which commences later this year and Capita clinical governance requires annual updates and current status. Capita undertakes training of the clinicians as part of CPD and funds employed doctors on appropriate courses and updates
  - All nurses have a statutory requirement for CPD that equates to a minimum of five days of study over a three year period. To ensure re-registration with the NMC, they maintain a PREP folder with details of training/reflective practice, which is discussed at one to one meetings and appraisal, and relevant training/study days/conferences are funded to enable nurses to maintain their registration. In practice, our commitment to training and development has always exceeded the statutory requirement to ensure that nurses are fully up to date with evidence based practice and competent to deliver excellent Occupational Health services.

### 3.1 LOCATION OF SERVICES

The HR Business Partners will be based in their current location in Barnet working with their specific service areas. Some Service Experts will also be based in Barnet to provide face to face support for case management (specifically for LBB Managers and Schools). The ADHR will be based in Barnet but will work and liaise with the operational services. LBB's HR Connect will be part of the broader Customer Contact Centre and will be delivered alongside the processing function and Service Experts from our existing HR Centre of Excellence (CoE) in Belfast where we provide HR services to NICS and the BBC. The service to schools will be delivered from our dedicated Education CoE in Carlisle.

The Pensions service will be based in Sheffield which is our LGPS centre of operational excellence and dedicated to delivery services for Local Authorities including over 125,000 individuals under management for London Boroughs.

The Health and Safety Officer will be based in Barnet and be directly supported by our Health and Safety Account Manager and Health and Safety Professionals from our SHaW Centre of Excellence in Southampton. The Officer will have further support available from

over 200 health and safety professionals within Capita with a diverse range of expertise spread over 15 sites across the UK.

We have clinics within a 30 minute journey from Barnet, as well as London based Mobile Units that we can provide onsite for health surveillance and flu vaccinations.

We will ensure that the identity, integrity and performance of the Barnet service is not impaired as a result of these arrangements and this is supported by our use of underpinning technology as described below. In particular, the implementation of the BPM will enable work to flow seamlessly between locations enabling all authorised personnel to have direct access to core systems to provide continuity and consistency of service delivery. In exceptional circumstances, for example, a service outage, these facilities could also be used to support business continuity.

All Barnet staff will continue to be based in their current locations. The HR Business Partners and Barnet based SMEs will be located near the Council staff they need to work and engage with the most. Our property proposals include the implementation of an Agile workplace programme across the Council during 2013/2014 to identify and enable people to work more flexibly and from the best location suited to the task being performed. This will allow Capita to reduce the demand on property across the Borough and, in turn, exit NLBP 4 in 2015. People exiting NLBP 4 will be relocated in Barnet House and have the ability to work from outlying Council assets as and when the need arises. A small number will be relocated into NLBP 2 for service synergy reasons.

In 2020 we will exit NLBP 2 and move to other office accommodation within the Borough. This may be existing offices within the Council's portfolio, including Barnet House, or newly developed accommodation as we look to enhance the value of the Council's freehold land and property assets whilst reducing the current leasehold liabilities within the Council's accommodation portfolio.

However, our plans can only be finalised and approved following the completion of our 2014 engagement programme with end users and providers to ensure the property estate reflects the future service requirements of the Council and citizens of Barnet. Our staff will have the technology to enable them to work in any of the Council's facilities, or at home, in line with the Agile Workplace Programme.

## 4 SUPPORTING TECHNOLOGY

Technology is an important enabler for the HR Service Delivery Model. Our design has been created to provide:

### Self Service Capability

Through dialogue, we understand that SAP Self-Service is not user-friendly and does not provide a full range of self-service processes. We will implement self-service functionality to include a wide range of processes such as changes to contractual hours, mileage/expense claims, electronic payslips, absence recording, starters and leavers. The benefits for LBB of implementing a full suite of Self-Service processes with user-friendly functionality include further standardisation of procedures, clear and consistent authorisation, detailed reporting and the ability to measure the service provided. It will achieve employee and manager empowerment as well as improved quality of data.

We have reviewed the cost profile for continuing to run the SAP HR Module taking into account the costs of significant enhancement of Self-Service functionality. Following this

review, we have opted to use iTrent, an established 'Tier 2' HR & Payroll solution with a significant track record in providing HRMS for local government to replace the SAP HR Module. This will provide LBB with greater functionality and a better user experience than the current SAP implementation.

## Schools

We understand that Schools do not have access to Self-Service and believe this would be a valuable addition to the service they receive. We will provide a full suite of functionality rich self-service to this group. Further information in respect of the service we will offer to schools is included in the Schools Method Statement. Self-service to schools will work on the basis of delegated authority to transact for authorised personnel (our experience is that this approach works well in schools where, for example, the bursar or administrator acts on behalf of personnel).

## Pensions

- Hartlink for managing Pensions data. We will replace Axis with the Hartlink platform to provide all pension system administration administered by LBB. Hartlink was designed and developed completely in-house and is currently used to administer the benefits around 2.9 million members of UK public sector pension schemes (representing around 22% of all UK public sector pension scheme members). We also administer a wide range of CARE, Hybrid and Defined Contribution (DC) schemes on Hartlink, giving significant comfort that we can be flexible in adapting to future changes to the LGPS incorporating any of these elements without having to move to a new administration platform.

Hartlink is the overall name for a fully integrated suite of modules that provide:

- Administration (HartLink)
  - Workflow management and Electronic Document Management (EDM) (CaseLink)
  - Automated document production (MaiLink)
  - Integrated Accounting (AccLink)
  - Pensions payroll (PayLink)
  - Web portal (HartLink Online)
  - All modules of Hartlink use the same underlying database and incorporate automatic real-time posting from related modules. Hartlink was designed and developed in-house. It is a multi-scheme, multi-employer system with a full range of Defined Benefit, Defined Contribution and Hybrid capabilities. It is a fully automated, highly parameterised system, and caters for the administration of complex benefit structures
- We consider that providing a service that is compliant with legislation is a fundamental requirement of a responsible and professional administrator and should not be viewed as an opportunity for additional revenue. Our control over the Hartlink system allows us to reassure LBB that all changes to IT systems, processes and standard letters/forms necessary to achieve compliance with future changes to legislation are included as part of the standard. This ensures LBB will benefit from a future proofed system that is

continually improved working with the Council and our other LGPS clients to understand their changing requirements.

To deliver Pension information to employees we will introduce web based Self-Service technology. This approach gives members and authorised Council staff access to information online via our web portal, Hartlink Online, building on the Council's policy to encourage self-service for employees and leveraging technology to streamline services. Pension members can view and update personal details (as agreed with the Council) e.g. change address, telephone numbers, and email addresses. Additionally, members can:

- Perform a variety of 'what-if' calculations to give illustrations of the benefits that could be provided in specific circumstances
- Generate email enquiries to the administration team from the website
- Access online benefit statements based on currently held scheme data
- Access Scheme Newsletters and any legislative updates
- Access complete histories of pension payslips and P60s
- View bulletins and scheme documents etc
- Access their individual Member Mailbox facility
- Submit beneficiary nominations.
- Use E-Forms to enable decision-making on line.

## **SHaW**

The Employee Portal will provide delivery of self-service such as medical referrals, post-offer health employment questionnaires, health surveillance, assessment referrals, injury benefits, pension referrals, immunisation records, recall, well-being assessments, advice and guidance.

We will introduce a series of online systems accessible through the employee portal such as the:

- Hazard reporting system which would allow them to report work related hazards to responsible persons
- Accident/incident reporting system which will enable workflow for the management of the incident and record storage as well as quality MI
- DSE assessment tool, e-learning and management self audit
- Referral system to facilitate the submission of referrals whilst also being a source of information for both the employee and manager
- For those who do not have online access referrals can be emailed and input by a member of our administrative staff. This enables all referrals to be centrally collated, ensuring that data collection is accurate and complete.

## **HR**

We will implement:

- An Employee Portal for LBB employees and for schools to which we are providing HR traded services (for schools, this will be referred to as the Schools HR Portal). This is a tool that is customised to the employee and opens as soon as they log in. It will be created for LBB employees and schools with comprehensive functionality within a simple intuitive design which can be tailored to each employee role (for LBB). For schools the HR Portal will be tailored in line with the services they have purchased. For managers it provides the ability to view or run reports on employee data and request or approve changes for their employees. Employees will be able to search for HR policies, advice and information, raise service requests (which route to the Customer Contact Centre), such as a request leave or to update their information. Access to other sites is provided within this single portal - such as the Health and Pensions Portals
- We plan to maintain the HR services currently provided by LBB to non School Traded Services such as payroll to Barnet Group. However, we can potentially extend the Schools Portal functionality and services (as referenced on page 52) to include other Traded Services should they them including recruitment, professional development, safety health and wellbeing, HR support and sickness absence management. We have chosen our Knowledge Management solutions so that services can be delivered to other Intranets or via the Internet and following cost / benefit analysis, portal access can be made available to those wishing to procure it
- Management information and dashboards with drill-down functionality
- Improved search functionality ('Ask HR' provided by Transversal) which provides intuitive search capability using natural language. To improve the LBB Intranet user experience, we will introduce 'Ask HR' to enable end-users to find the answers to their questions online. This is an established route to increasing customer satisfaction and reducing calls to the Customer Contact Centre because it uses natural language to search for information. For example, "how many days leave do I get" and "what holiday allowance do I have" would be understood as the same question, and a specific answer would be provided rather than a list of documents in a traditional search that might or might not answer the question. We have found that employee satisfaction levels rise due to the benefits of fast and consistent answers to questions
- Touch Tone Telephony for employees to access Self-Service but who are unable to access services online (internet or intranet). We will provide consolidated telephone contact across the NSCSO for internal and external contacts using managed voice to provide efficient routing of calls and a good experience for all customers. We will have tools and processes in place to ensure calls are answered to the agreed standard (for example, call answer rate, resolution and customer satisfaction) and will use our industry knowledge and contacts to ensure we are compliant with best practice
- Business Process Management functionality (K2) which enables workflow, effective work allocation, drives process compliance and performance monitoring (at a service and individual level). Functionality includes the ability to build additional Self-Service (e.g. through the development of e-forms for processes outside 'standard' Self-Service functionality such as submission of Job Evaluation requests), use of flags and alerts to prompt next-stage actions by line managers within the Council and within the Processing Function. Workflow will ensure notifications are channelled efficiently, reducing end to end process timescales. Additionally, the development of business rules will enable transparent monitoring and measurement of performance against KPIs and PIs

- A suitable electronic system for the assessment of Display Screen Equipment as required by the Health & Safety DSE Regulations. This will be in the form of a smart form that an employee would complete, using K2 to work flow the information through to the relevant line manager and then to a Display Screen Equipment Assessor to manage the assessment and record the assessment on K2
- Customer Relationship Management will provide contact and query management of requests or issues and will provide the Customer Contact Centre with a full suite of functionality to capture details regarding incoming calls from employees. This application works in a similar way to LBB's HR Connect with the additional capacity to manage incoming email and service requests generated within Self-Service. The benefit of this added functionality is that it captures all incoming contacts into a 'Work-list' that can be managed effectively on a day to day basis ensuring that contacts are responded to within the agreed timescales
- The implementation of iTrent will deal with system problems described in dialogue, such as HR data not running into Payroll correctly, spinal points not being transferred and problems with the HR/ Finance interface. iTrent will interface to Finance through Integra (in line with the introduction of Integra as the Council's new Finance system as outlined within the Finance method statement), and will also provide an opportunity to resolve the Performance Management issues described in dialogue regarding changes to employee reporting lines not being updated in the main SAP platform. We will work collaboratively with the Council as part of our co-design approach to identify what works well, what doesn't and what the Council will need from iTrent. In addition, we will develop the reporting tool to include a wider suite of reports and make the most commonly used reports available to managers via self-service
- Insight will deliver a single view of the employee. Insight uses business intelligence to identify risks and trends in how employees, schools and traded services are using self-service, self-help and contacting the Customer Contact Centre. We see Insight as being a key factor in the continuing improvement of the service and reduction of call volumes to the Customer Contact Centre; preventing the recurrence of issues through a thorough analysis of the root causes.

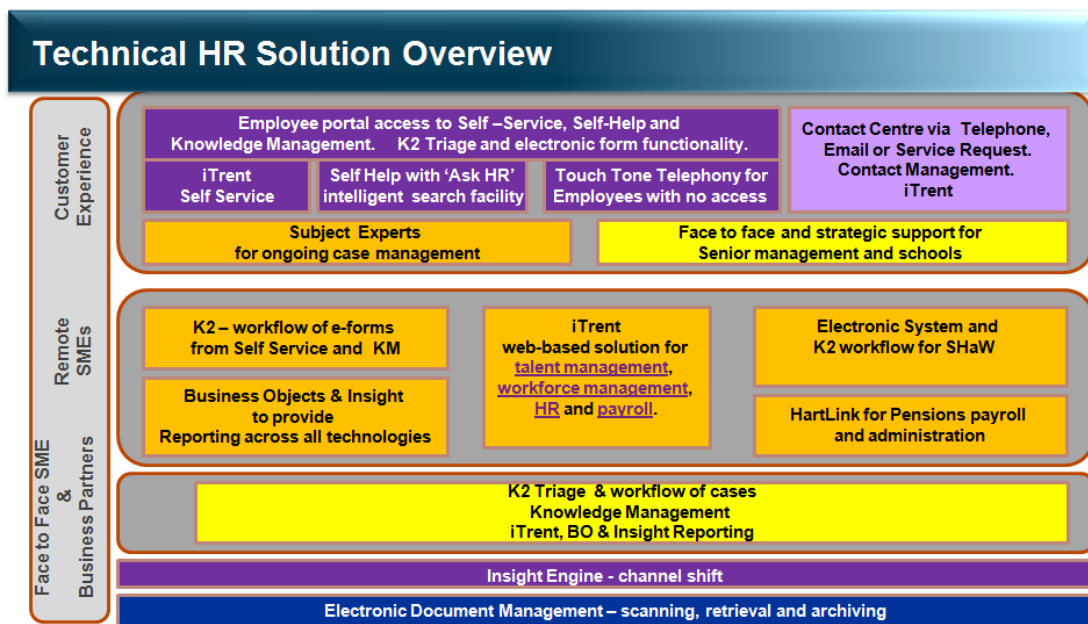


Figure 6 - Overview of the HR Technical Solution



## **5 PERFORMANCE MANAGEMENT, REPORTING AND QUALITY ASSURANCE**

### **5.1 PERFORMANCE MANAGEMENT**

Performance will be reviewed monthly in line with the over-arching Governance arrangements as outlined in Schedule 12. We will agree the specific contents of the monthly performance report with LBB which will be provided in advance of the meeting.

The monthly report will include all information required by the HR service specification including KPI and PI performance. It will provide early notice of any potential problems with service delivery. Many of these targets will be cumulative so we will also provide details of projected performance for the year as well as details of the quarterly returns submitted.

We will hold regular relationship management sessions with each stakeholder group to review performance, discuss any issues or areas of improvement, as well as tracking benefit realisation as per the agreed plan.

### **5.2 REPORTING**

Our HR service reporting will be aligned to the outcomes which have been identified by the Council, these include:

- Customer Satisfaction Surveys
- HR Service delivery e.g. first time resolution of calls
- Recruitment reporting e.g. vacancies
- CRB verification
- Safety, Health and Wellbeing reporting
- Payroll and Pension audits
- Improving Council performance - HR indicators.

We will produce clearly defined system generated reports allowing for ease of production and importantly, ease of interpretation. Working closely with LBB, we will agree reporting metrics and formats within a standard suite.

Through the implementation of the new HR service, we will enable improved information flows between day-to-day operational teams and strategic management decisions. We will:

- Deliver a new reporting suite, where management and performance information will be reported against required KPIs, PIs, HR objectives, etc
- Ensure the HR service has the most appropriate view of their data, whether individual advisor information for the operational teams, or trend analysis and employee Insight for Service Experts, Business Partners and HR Head of Service
- Ensure that relevant HR data forms part of the wider on-going Insight analysis activity to inform future strategy (e.g. reviewing customer contact data to understand what services are required and shape and inform future organisational design accordingly)

- Provide LBB with a range of formal and ad hoc pension MI reports, including the potential for key Council Members to have direct access to Hartlink Online which includes an MI dashboard giving instant real time scheme statistics. We can also work with LBB to create any specific bespoke reporting within Hartlink that the Council may require
- Provide LBB with a range of quality MI reports produced from our online systems to enable managers and senior managers to make risk based decisions over the management of SHaW. MI reports will include Accident/Incident Stats, Sickness Absence, OH referrals, Counselling, Training, Hazard information and DSE assessments.

### 5.3 QUALITY ASSURANCE

We understand there is a drive towards cost reduction but not at the detriment of quality. We take quality assurance seriously. Capita's HR services are built upon established measures (such as Satisfaction Surveys, KPIs and PIs) to determine quality of service and we will apply these to the Barnet HR service ensuring that the experience received by customers and employees is one of satisfaction. Our reputation is based upon good quality services which are reflected in our long term contracts with many clients.

Fundamental to the delivery of our HR service, will be the information on which decisions are made. We will work on the premise that data is accurate and valid at service commencement and then ensure that the underlying data continues to be accurate, a critical component to the provision of advice at any level. For clarity, the data referred to is personal and job related data held in SAP and Tribal Attract & Select (TMPW) and information referring to calls and emails captured in HR Connect (Hornbill).

The cornerstone of our commitment to Quality Assurance is to put in place processes that mean all transactions are processed 'right first time' in order to provide an efficient and customer focused HR service. In order to ensure accuracy and quality we will nominate senior staff who will be responsible for a Quality Assurance regime that has at its centre the following key attributes:

- Pro-active - quality payroll and pensions checking will be undertaken to ensure errors are prevented prior to pay runs
- Risk based - quality checking will target those areas of work that are most likely to result in an error
- Analysis - any errors that are detected will be analysed to identify potential error trends either by an individual or as a topic e.g. pension start dates
- Monitoring - areas of error will then be focused on and monitored, including the monitoring of new policies to ensure they are correctly applied and align with the Council's priorities
- Continual feedback - any errors identified will be discussed with the team leaders to ensure that they understand how to correct the issue and to establish if there is a need for further training or development or a need to change the process.

We believe that our focus on effective staff training and documented procedures contributes significantly to the reduction of error. However, we understand the importance of ensuring that all transactions are routinely checked for both accuracy and quality and will implement processes and business rules in K2 to drive compliance and standardisation. We will monitor every aspect of Barnet's service and we have detailed below some examples of the

checking that will take place. However, it should be noted that the underlying emphasis will be on having business processes in place where quality and checking are an inherent component of day-to-day service delivery. Each process will therefore incorporate the most appropriate method of checking, including:

- Random checking
- Sampling
- Targeted checking
- New starter checking.

Staff carrying out these checks will be provided with guidance, process steps and checklists in K2 so that there is consistency throughout the checking and auditing process and we will provide the results of the accuracy check as part of our monthly reporting.

In addition, the results of the checks will be used as a feedback mechanism to inform staff of their own performance and to contribute towards their individual training needs. Trends or patterns in error that are identified as part of the check will be addressed in a similar fashion and will inform on potential changes to procedures or generic training requirements.

Pensions Customer Experience is our initiative based on the 'Treating Customers Fairly' (TCF) programme driven by the Financial Services Authority (FSA). We have embedded the principles of TCF into our culture and business practices. Customer Experience/TCF is a core responsibility of all senior management at Capita and they ensure that the philosophy is passed onto all staff as everyone within our organisation is involved in fulfilling this objective ensuring that all customers receive the highest possible service. Our adherence to the Customer Experience standards is audited internally as part of regular Quality Audits.

We hold the following accreditations and standards which are evidence of our commitment to providing a quality service:

- ISO 9001 – We achieved certification under ISO 9001: 2008 in the administration of pension schemes, benefit consultancy, actuarial, payroll, fund accounting services, pension and life company solutions and the design, development, provision and support of financial administration software
- BS25999 – Our Sheffield, Glasgow and Darlington offices have been awarded the BS 25999 Business Continuity accreditation
- Investor in Customers (liC) – We were the first pension services provider to achieve accreditation under this award, giving third-party recognition of our tailored, customer-focused approach
- Investors in People (liP) – We are accredited as an liP. We believe that liP is crucially important to the business as it demonstrates our commitment to training and retaining quality individuals
- Plain English – We are Platinum members of the Plain English campaign, meaning that we have at least 100 documents with the Plain English Crystal Mark
- Our health and safety service output will be quality assured and managed by our health and safety account manager. We will continuously seek to improve our service through

review Legislation, HSE guidance and industry best practice, while benchmarking MI and our service provision of Council services against other similar organisations.

## 5.4 DELIVERY BENEFITS AND CONTINUOUS IMPROVEMENT

We will implement progressive technologies to make the user experience a satisfactory and rewarding one, with intuitive self-service and intelligent search for self-help. These technologies will also provide efficient processing of incoming calls/ emails and transactions, so reducing the number of process steps taken by the HR advisors.

### 5.4.1 DELIVERY BENEFITS

Our solution will support the One Barnet approach, in particular the focus on driving efficiency. Some examples of the benefits that will be realised through Capita's delivery of the HR service are shown below:

TOOLS	EXAMPLE OF THE BENEFITS TO BARNET
Enhanced Self-Help	<p>By:</p> <ul style="list-style-type: none"> <li>▪ Enhancing the content, ensuring it is written in 'layman's terms'</li> <li>▪ Redesigning the layout</li> <li>▪ Developing additional tools such as an A-Z of policies, links to processes</li> <li>▪ Building FAQs and manager toolkits</li> <li>▪ Introducing quick links to online learning modules</li> <li>▪ Highlighting associated queries.</li> </ul> <p>We will ensure that the HR intranet is a detailed source of HR information which managers and employees find easy to use and informative enabling them to perform more effectively. This in turn will reduce volumes of calls to HR and help drive policy awareness and compliance.</p>
Enhanced Self-Service functionality	<p>By enhancing Self-Service functionality to make it intuitive and user-friendly and introducing Self-Service to Schools and Depot staff (via touch tone telephony and direct online access for schools) we will increase the number of employees who can access both the intranet and Self-Service. This improved functionality which will reduce the need for customers to contact HR with basic instructions such as posting in annual leave forms to be manually input.</p> <p>Improved functionality (e.g. introduction of mandatory fields) will ensure data is entered right first time and in a timely fashion reducing errors which may have resulted from mis-typing information. It also enables the HR payroll cut off dates to be reduced as less time will be needed to manually input data on behalf of employees. More particularly, improved data accuracy and more timely authorisation will reduce over- and under-payments (e.g. due to late notification of leavers).</p> <p>Self-Service will be available 24/7 so an employee can submit requests/instructions at a time that is convenient to them and</p>

TOOLS	EXAMPLE OF THE BENEFITS TO BARNET
	managers will be able to authorise transactions 'on the go'.
Data Quality	<p>By enabling more employees and schools to access Self-Service and increasing its functionality, customers will be able to see their personal data and take ownership for it.</p> <p>This will enable them to identify and correct any data errors, which previously they would not have had sight of.</p> <p>We will introduce incentives such as encouraging customers to check their data by offering to donate a nominal sum to a local charity for every person who does review their data. This will also have a positive community impact.</p>
Consistency/Legal compliance	<p>Once the HR intranet has been enhanced, both employees and managers will be able to find policy and process information easily.</p> <p>They will also be able to understand and apply these through the use of toolkits and FAQs. In addition to reducing the need to seek advice from HR, by up-skilling managers we will ensure policies and processes are applied consistently and fairly. By demonstrating that all policies and processes are up to date and accessible this will assist Barnet's position in any potential Employment Tribunals.</p>
Insight	<p>Insight will be used to inform detailed analysis of how the service is being utilised, who is utilising the service and what is required from the service. This will enable us to identify the requirements of Barnet and align our service to meet those requirements.</p> <p>We will also be able to identify risks and non compliance such as sickness patterns or high levels of grievances in one directorate. This will enable HR to manage those issues and build mitigating programmes or strategies to address these.</p>
People Development	<p>Our comprehensive and fully integrated competency-based performance management framework will ensure all HR employees will have a clear development plan with objectives that are SMART and directly linked to both the corporate objectives of HR and the HR SLAs. These targets will sit alongside a development programme to assist employees to meet these objectives. In addition HR employees will have access to the Capita Academy which offers both online and face to face training to assist both personal and professional development. By increasing the knowledge, skills and capability of the HR staff this will in turn enhance the quality of service provided to our customers.</p>

## 5.4.2 CONTINUOUS IMPROVEMENT

Continuous improvement is embedded in our day to day operations and we will continually improve the HR services during the contract by: utilising a refined delivery model, improved technology and providing development for HR practitioners (for example, we have recently invested in the development of 14 operational practitioners in 6 Sigma BPR with associated authority to implement changes to service delivery as part of our commitment to continuous improvement).

We are aware that in order to deliver the best service to Barnet Council we need to ensure that the service being delivered continues to evolve, improve and ultimately meet the needs of the business it supports. We will develop proposals for continuous improvement and would expect to agree these service developments, which will then form part of an updated Annual Service Delivery Plan for the service.

We will continue to develop our service, specifically processes, policies and technology to ensure we comply with employment legislation, best practice and therefore become an employer of choice. We will provide a value added and cost efficient service to Barnet Council. Such improvements include:

TOOLS	EXAMPLE OF THE BENEFITS TO BARNET
Horizon Scanning	Business Partners and Service Experts will have access to the wider Capita HR community of HR practitioners. They will benefit from sharing ideas, being involved with Capita led initiatives and best practice. They will jointly consider the impact of future legislative changes and how they will impact the HR policies. These ideas will be reviewed in line with our continuous improvement approach.
Best Practice	Business Partners, Team Leaders and Heads of HR Teams will continue to be able to make the use of the existing Capita network of HR professionals who deliver HR services to other clients across a range of sectors.  This will ensure that Barnet will benefit from a wider range of HR professionals and their knowledge of how HR is delivered in similar and other sectors, enabling them to deliver a best in class service that can be benchmarked against other organisations in the public and private sectors.

TOOLS	EXAMPLE OF THE BENEFITS TO BARNET
Technology	<p>Due to the nature of the services that Capita delivers, we are in a position constantly review new technology and how it can best be utilised to benefit our clients. We are also in a position to negotiate competitive pricing for services which in turn will ensure the costs to Barnet are attractive.</p> <p>We will provide real time people management information aligned with the broader corporate Insight capability, used to inform future service delivery and organisational structure.</p> <p>We will also review opportunities to develop further online delivery e.g. the adoption of web chat and use of social media as appropriate.</p>
Relationship Management	<p>We will ensure continued stakeholder engagement with all parties through adoption of the co-design approach. This will gain buy-in and ownership from an early stage of the relationship based on a partnership approach and embeds a culture of continuous improvement in joint ways of working. The key stakeholders will include employees, managers, traded services, schools, Trade Unions, committees and 3rd parties.</p>
Development of Pensions services	<p>The continuous improvement/development of our LGPS service offering is demonstrated through the existence of our Application Steering Group (ASG) and our dedicated Product Development and Business Improvement Team.</p> <p>The ASG, which includes members of the Capita Pensions Board, has responsibility for setting out our strategy for how our systems will develop in order to meet the changing requirements of the industry, clients, such as LBB, members and users.</p>
Initiatives	<p>As part of Capita's continuous drive to improve services we will work with LBB on ongoing basis to identify additional services that will benefit LBB. Initiatives will be carried out on a Business Case basis. The process is described in Schedule 15, Special Projects. Such initiatives would include:</p> <ul style="list-style-type: none"> <li>▪ 360 degree feedback - in order to drive people management performance</li> <li>▪ Succession Planning - to ensure LBB has the right resource plan to achieve LBB's corporate strategic goals</li> <li>▪ Voluntary (discounted benefits) - to drive greater use of service, increase employee morale and support local community service providers</li> <li>▪ Managed sickness absence - to deliver a significant reduction in the cost of sickness absence.</li> </ul>

## 6 IMPLEMENTATION PLAN

Our Implementation Plan incorporates a user-centred design approach which focuses on collaborating with employees to ensure our new service delivery model encourages the right behaviours and meets their needs.

Adopting this approach ensures that we co-design our services directly with employees, schools and other traded services using established methodology, and which is more fully outlined in the Transformation method statement. This ensures that employees and stakeholders are communicated with throughout transition and transformation to ensure that the design of the solution is such that it gains the greatest benefit for LBB and the greatest level of acceptance from employees so that it is not only workable but has buy in from the outset.

### 6.1 HIGH LEVEL IMPLEMENTATION MILESTONES

From **day 1**, our primary focus will be continuing to deliver LBB's HR service at the same level, minimising risk whilst supporting staff who are undergoing the transfer process. Details are included in our Transition and Transformation plans contained within those method statements.

We will utilise additional, experienced transition resources who will manage the HR service transition programme, understanding any required knowledge transfer of the teams. Where appropriate we will back-fill operational roles as they participate in service transformation (e.g. BPR, UAT or co-design workshops).

**Once stabilised (month 1)**, we will undertake our proven approach to best practise across the HR service. This will include embedding our behaviours and values, our approach to resource and workflow management and conducting a 'root cause analysis' of existing processes within each of the HR services to ascertain 'quick wins'.

**Years 1 and 2** **Increasing resource utilisation** through applying proven Contact Centre tools (workforce management, forecasting and capacity planning, performance and quality management).

**Increase traded services** integrating HR, payroll and finance capability, increasing access to HR and learning resource to support business development, increasing the volume of traded services to schools, public sector organisations, community sector and businesses.

**Enhanced Employee Portal** to bring all policies and processes up to date and add Frequently Asked Questions. Create manager toolkits to assist employees and managers in understanding how a policy or case should be managed and improving Self-Service functionality.

**Identifying process changes and improvements to processes** to move to the enhanced technology solutions using the Lean approach.

**Increasing employee satisfaction and quality** by engaging them in User-Centred Design workshops, encouraging them to become "Champions" and



enabling them to become service professionals.

**Encouraging new ways of working promoting self-service and self-help.  
Coaching employees and managers through each step.**

**Years 1-5**      **Implement Insight, which will create a single view of an employee,** enabling staff to proactively tailor responses to employee needs and preferences.

**Increasing first time contact resolution** through the availability of a number of contact channels and ability to complete transactions via each appropriate channel.

**Improving telephony access** through IVR/Natural Language call routing.

We recognise that services must respond to changing employee needs and we will facilitate this, with minimal adverse financial impact of such changes, through a 'keep it simple' approach to technology. This will ensure a technical solution which is future-proof, easy to maintain and update and therefore flexible and inexpensive to change as changes are identified and approved.

## 6.2 PROJECT PLAN

A draft high level project plan is included below (figure 10), which would be subject to agreement with the various stakeholders and has inbuilt contingency to be flexible enough to adjust to changing circumstances. It balances the requirement to quickly begin generating savings with the need to create lasting change and improvement.

The approach we will adopt will not underestimate the impact of change on Council, schools, and other traded services customers and we will place emphasis on high levels of engagement with key stakeholders through the co-design process thereby ensuring that there is regular, clear and consistent communication throughout the period, given the uncertainties that will exist on the part of staff during this time.

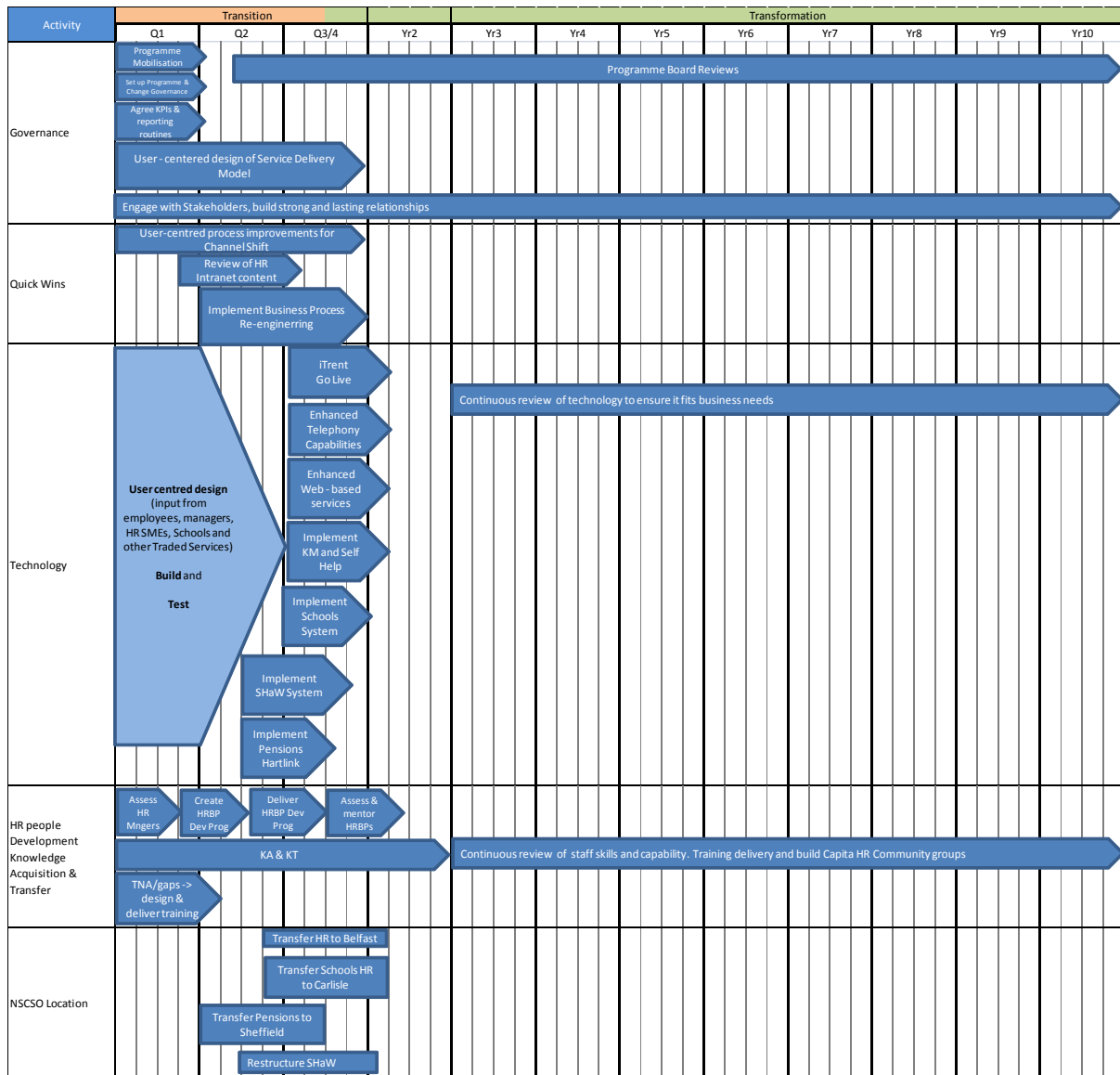


Figure 7 - Draft High Level Implementation Plan

The HR Plan above shows five distinct areas of implementation:

**Project Governance:** includes planning and setting up the governance structure in Transition and then continuing throughout the life of the contract as part of the partnership management and support mechanisms to ensure the services meet the needs of all stakeholders (Council, customers, retained staff and Capita employees).

We will ensure that there are robust plans to ensure liaison and support are provided to the retained Head of SHaW via the ADHR. We will conduct further discovery exercises then define and agree service delivery measurement and reporting for the life of the contract. We will plan, document and deliver co-design activities to ensure that customers are involved in and have a say about the design of the technology solutions throughout the contract and as business needs change and evolve.

**Quick Wins:** commences in Transition and includes identifying opportunities for process improvements to enhance service delivery to customers and streamline processing timelines. We will review and enhance the content of HR information, policies and

procedures on the Intranet to ensure that easily accessible and comprehensive information supports the reduction of calls to the Contact Centre.

**Technology:** the user centred design, build and testing of all the technologies will commence in Transition and take 6 to 12 months. The Technology includes the Employee Portal, Transversal search and knowledge base, K2 BPM, Self-Service, advanced telephony, the SHaW system and Pension's Hartlink. By the end of the first year, schools will be able to determine the levels of service they wish to take up for 2014-2015 using the Schools Portal Catalogue,

**People (development, knowledge acquisition and knowledge transfer (KA & KT)):** commences in Transition and includes the assessment of the current HR managers' roles (as they move to become effective HR Business Partners), creation and delivery of the development programme and follow-up assessment and mentoring. This will take approximately 10 months and will enable them to work strategically as BPs. A comprehensive KA and KT programme throughout Transition and continuing into Transformation to ensure that there is no impact on business as usual as the service transfers to the new Centres of Excellence. All staff delivering services to LBB will be assessed against clearly defined competencies with appropriate objectives and development plans in place.

**NCSO Location:** During the first year there will be a phased transfer of the HR services to minimise impact on service delivery. The first services to transfer will be Pensions and SHaW at approximately 6 months after service commencement date (SCD).

The Pensions and SHaW services will be followed by the schools service transferring to Carlisle approximately 8 months after SCD and the Barnet and other traded services processing activity transferring to Belfast approximately 15 months after SCD. We aim to transfer the services to Belfast in a single move to avoid disruption to staff and service delivery

The Pensions, Schools and LBB services will include a period of parallel running where the service will continue to be delivered in Barnet but the Centres of Excellence will mirror their activities to audit the outputs and test the robustness of the service delivery. Our intention is to commence the LBB service transfer to Belfast in April 2014 to tie in with the beginning of the financial year. This will avoid the busy period at the end of the year with HMRC payroll processes. We will complete payroll year end requirements on SAP using SME's in Barnet, making the necessary changes in line with the introduction of the new Integra finance system after year end.

### 6.3 TRANSITION

We will achieve the successful transfer of staff through the delivery of a tailored Workforce Mobilisation Plan supported by our PeopleCare framework. The Mobilisation Plan provides a range of engagement and communication activities for staff, such as welcome presentations, staff bulletins, an email helpline, drop in sessions and one to ones. At service commencement we will continue to deliver the same service, with the same people, in the same location, using the same processes and systems. In this way we will ensure no deterioration in service delivery as a result of the transition of services to Capita.

Our detailed approach to service transition and transformation for all services is set out in the Transition Method Statement and the Transformation Method Statement. For the HR service we commit to developing our knowledge and understanding of current service delivery by:

- **Undertaking operational service reviews:** to build on our understanding to date and ensure we fully appreciate the way in which the HR service is currently provided
- **Reviewing documentation:** it is critical that all current processes and procedures for the delivery of the service, including all known exceptions across the Council are documented. This is to ensure that all knowledge is captured and no mission-critical information remains tacit and at risk of being lost through transition
- **Holding one to one meetings:** undertaking regular one to one meetings with the members of the service to ensure that they feel fully supported throughout the transition and are kept informed with regards to any changes made within the team regarding system, process and structure
- **Completing a full review of relevant policies and procedures** by SMEs within Capita and deep understanding of the current points mechanisms for allocation of cases
- **Reviewing all current live cases** and assessment of risk in terms of status, stage in process and risk applied building on our established procedures to ensure that all live cases will be seamlessly transferred to the new service delivery model
- **Analysing the status of all in-flight projects** and progress against milestones.

Pensions will undertake a **low risk transition approach** to migrate the service to our Sheffield centre for LGPS excellence. It is based on our previous experience of migrating 8 different AXISE based LGPS schemes in the past three years. Our approach allows us to transfer scheme knowledge up front and migrate data from AXISE (via two full data cuts) to Hartlink accurately and effectively whilst minimising the disruption to service.

## 6.4 TRANSITION PROGRAMME

All services migrating out of their current location will be subject to a rigorous implementation, training and assessment programme prior to go-live. This programme will include:

- Detailed project plans for all activities detailed below defining resources, timeframes, outputs and dependencies. This is managed by the HR Transition Team Project Manager supported by business analysts, subject matter experts, procedure writers, testers and trainers
- Recruitment against defined competencies and skills relevant to the role they will be undertaking
- Seeding new teams with experienced SMEs from the existing HR resources on site (Carlisle/Belfast)
- Training to cover:
  - Administration of HR processes
  - Live cases that have been transferred where these are to be dealt with remotely
  - In-flight projects where these are to be delivered remotely
  - LBB Policies and Procedures

- Agreed contractual KPIs and PIs
  - Customer service and telephone skills
  - Technology systems
  - Familiarisation with LBB and traded services customers (their Terms and Conditions, roles and work location)
  - Familiarisation with schools (types, denomination, special circumstances)
  - LBB as an organisation (its geographical coverage, citizens, values and strategy)
  - LBB terminology
- Competency assessments based on established requirements. These will take the form of role play for staff directly responding to customers, test scripts for administrative staff to audit their capability, training sessions covering 'what if' scenarios, for example, dealing with calls, requests or cases that are not 'run of the mill' to ascertain capability of staff against expectations prior to go-live
  - Parallel testing of systems and processes prior to go-live, for example, we will parallel run work in the Pay and Reward, Employee Services and Pay and Data teams, as it will impact the two parallel runs we will undertake for Payroll. We would also conduct two parallel runs for Pensions payroll
  - User Acceptance Testing - develop test scenarios / scripts, setup UAT environment, review results / correct issues and sign off to confirm that the systems have been developed as per requirements
  - Sign-off against test-criteria (e.g. Test batch scheduler for multiple payroll processing, data migration routines, infrastructure, and connectivity)
  - Data Migration - extract data, check accuracy, cleanse, migration from SAP, data checked and verified, reconciliation and sign off data conversion.

During this transition period we will work closely with the staff in Barnet currently providing services to maintain service delivery and retain expertise. To do this we will:

- Communicate openly and honestly with staff involved and/or at risk
- Continue to support and develop individuals throughout the transition period
- Develop retention strategies as appropriate
- Implement our Outplacement Programme to enable staff affected to understand options and alternatives
- Backfill and use temporary staff as necessary
- Deploy additional expertise from across Capita
- Deploy additional management capacity (e.g. in SHaW)
- Work with Barnet to ensure that customers are fully aware of what is happening and why.

## 6.5 TRANSFORMATION

We appreciate that the move to our Service Delivery Model will require a significant change for managers and employees in the way that they interact with services. Our solution to develop Self-Help and Self-Service builds on the work already undertaken to develop the service provided to the Council and provide a direction of travel for service delivery and channel change. We recognise that managers in particular may have a preconception based on current experience and of further self-service as being 'work shunt'.

Our experience of undertaking similar transformation programmes with other councils means that for Barnet we will:

- Adopt a user-centred design approach to service development as described earlier. In this way we will explicitly engage with service users to understand the issues they face currently and develop solutions geared to making their interaction with the service easier and more engaging
- Clearly communicate the programme of change, the expectations of service users, and the benefits associated with the changes implemented. For example, we will make additional MI available through the implementation of dashboard functionality enabling managers to effectively manage their people, processes and resources
- Take best-practice examples from elsewhere and test the relevance of these against Barnet requirements. In this way the development and implementation of service improvements will be efficient whilst ensuring that, as appropriate, they are tailored to the particular requirements of service users
- Undertake detailed stakeholder analysis and develop a dedicated stakeholder engagement plan designed to identify and work with early-adopters as well as engage directly with those who have been reluctant adopters or blockers of change in the past
- Through the user-centred design approach we will ensure that the portal and online interface is intuitive, user-friendly and tailored to the individual. In this way we will, wherever possible, mirror the experience of online service delivery that service users have in their day to day life such as enabling service users to input timesheet data easily and accurately
- Enhance systems and processes already in place to ensure they are in line with the 'user-friendly' look and feel of the Employee Portal including improving the existing employee self-service functionality
- Use system functionality to enable ease of use (e.g. mandatory fields, drop-down lists, pre-population of data) to enable service users to get data entry right first time and not have to undertake duplicate data entry. In this way we will replace current channels (e.g. hard copy forms) with a 'channel of choice'
- Provide training as appropriate. Whilst we expect our service experience to be intuitive and user-friendly and therefore not require training, we recognise that there are particular groups who will benefit from additional support and training as necessary
- Use system functionality to proactively inform service users of the next stages in a process or when they have transactions/actions to complete (e.g. flags and alerts when performance management reviews are due)

- Implement alternative access channels for those who work remotely. For example, for those staff who do not have direct access to the Employee Portal in their work locations, key self-service options will be available through the implementation of a Touch Tone Telephony solution. Employees will be able to call a free-phone number from any telephone and input variable data including timesheets, expenses and notifying of absence, which will in turn notify their managers and update the HRMS
- Maintain traditional channels, for example paper access channels, for defined exceptions
- Provide MI on take-up, compliance with processes and channel with a proactive action plan to support any issues arising
- Develop the Knowledge Base to ensure service sustainability.

Throughout Transformation we will provide dedicated, ring-fenced resource to enable service developments to be implemented whilst maintaining BAU. Where we use existing expertise from within the service, for example payroll expertise, we will backfill roles or supplement with our SMEs from across the UK. In this way, employees currently providing services will have the opportunity to help design the new service delivery model.

Our Programme Management function will adopt PRINCE2 project management methodology. We will maintain a Risk, Action, Issue & Dependency (RAID) log and report in line with agreed governance arrangements. We will also adopt a rigorous testing and training regime where we are implementing new systems and procedures to ensure that they are robust at the point of go-live.

### 6.5.1 BUSINESS CONTINUITY

Our approach to business continuity is closely aligned to the BS25999-1 standard 'Code of Practice for Business Continuity Management' and both our Business Continuity (BC) and Disaster Recovery (DR) strategies are based on key principles that form best practice.

In particular we will:

- Develop Business Continuity and Disaster Recovery Plans which will address the specific requirements through transition and transformation in consultation with the Council to meet its requirements and incorporate the BC/DR plans already in place for the in scope Support Services
- Develop these in line with our overarching Business Continuity Management Lifecycle which is fully aligned with BS25999-1:2006
- Annually assess the risk of an emergency occurring, and establish a mechanism for reducing, controlling or mitigating its effects
- Ensure that all sites which deliver services have DR and BC provisions in place - including the ability to transfer operational activity to an alternative location (e.g. utilising one of the HR Shared Service Centres as a back-up site and source of back-up resource as appropriate)
- Enable remote working where appropriate
- Provide CRM access on a by-exception basis to the wider Capita community of HR practitioners to enable them to have a full case history available with all supporting notes

to enable them to pick up advice and guidance without a break in the Line Manager/head teacher/Governors experience of service delivery

- Ensure knowledge transfer around the history of organisational change and restructure within the Council
- Through transition, ensure that appropriate levels of knowledge are documented to inform our comprehensive Knowledge Base including guidelines for matching and new evaluations
- Document all processes to ensure they are available to all service components (capturing process in K2, and knowledge in Transversal) to ensure business resilience.

All IT systems will have appropriate DR and BC resilience plans with appropriate data backup to ensure continuity of service delivery.

## 7 COMMITMENTS

We commit to developing and delivering services to meet the needs of the London Borough of Barnet as expressed in the Output Specification section six. Our detailed commitments are listed in Schedule 35 - Service Provider Commitments.

## 8 KEY PERFORMANCE INDICATORS (KPIs)

Capita commits to maintaining current levels of performance and improving on them as set out in Schedule 4, Part 1 The Payment Mechanism.

## 9 PERFORMANCE INDICATORS

Capita is committed to maintaining current levels of performance and continued improvement where ever possible.

## 10 APPENDIX A

### Measurement of HR Customer Satisfaction

We understand that Customer Satisfaction is viewed as a significant measure of the success of HR.

HR Customer Satisfaction Surveys come in many formats and provide valuable feedback regarding the HR Service being delivered. They obtain views of customers of the HR service, support trend analysis and enable the measurement of service delivery. Specific measurements are usually the speed at which requests are responded to, the quality of the response and how satisfied the customer is with the service provided. The results of surveys can be used to feed into individual and team training plans, as well as informing future HR service improvements (e.g. web site enhancements, process changes, training modules etc.).

Measurement of Customer Satisfaction also needs to take into account the distinction between the quality of services delivered and the perception of services. A matrix of suggested Satisfaction Surveys is provided below:



Matrix: HR Customer Satisfaction Survey proposals

FORMAT	MEASUREMENT	FORMAT	WHO IS SURVEYED	FREQUENCY	BENEFITS
Online Star Rating	Relevance and ease of access of HR Information	A simple 'star' (*, ** or ***) to comment on the usefulness of the information provided	Every customer who accesses information on a random or sampled basis	Continuous 24/7	Gauge satisfaction with relevance of information and ease of search and layout properties.
Telephone	Relevance and quality of response received from the Customer Contact Centre staff	Usually five to 10 questions posed by nominated Customer Contact Centre Team Leaders.  Mainly 'yes/no' response questions and some open questions	Random or targeted sample of internal customers of the Customer Contact Centre. Sampling to ensure that remote workers are included	Weekly or two-weekly (if less frequent then customers struggle to remember details of the call)	Identify staff who need further development or training or where Knowledge Base information is lacking or not up to date
Email	Quality and timeliness of response received by Customer Contact Centre staff	Usually less than five questions to respond to including a free text box for further comments  Automated format	Internal customers of the Customer Contact Centre	Immediately following closure of query or case	Identify staff who need further development or training or where Knowledge Base information is lacking or not up to date
Questionnaire	Quality of HR service delivered	Often greater than 20 questions designed to ascertain responses to specific areas of service delivery (e.g. Recruitment) or perceived performance of those providing the service (e.g. Service Experts or Customer	Target either managers or employees	In Minimum annually, maximum six-monthly	Identify specific gaps in service delivery, expectations of service and areas for improvement

FORMAT	MEASUREMENT	FORMAT	WHO IS SURVEYED	FREQUENCY	BENEFITS
		Contact Centre staff).  Includes a mix of responses to statements and qualitative free text responses  Online and hard-copy formats to reach widest audience			
Staff Feedback Forums / Focus Groups	Quality of HR service delivered	Invitation to open forum. Questions are pre-defined to ensure consistency of measurement  Includes a mix of responses to statements and qualitative free text responses	Target customers who have been supported by Service Experts	Monthly or quarterly	Ability to gain more in-depth perception of service delivered and highlights specific areas of customer frustration
Compliments and Complaints sent by customers	Satisfaction of service or advice/support provided. Sometimes its regarding the member of staff who provided the service	Various formats sent by customers, letter, email or phone call	All compliments and complaints received	As and when	Gain specific understanding of the issue, ability to resolve issue or thank customer directly

## Proposals

Our proposal is to adopt the full range of measurement methodologies outlined above across the full customer base.

In particular, for the measurement of services by questionnaire we recommend two potential options; one is to measure overall satisfaction of the HR service by groups, and the second is specifically for customers who have recently contacted HR and received a service from them (providing a mandated response).

### Overall Satisfaction of HR Service

We suggest the Customer Satisfaction Survey be:

- Carried out at six monthly intervals with customers of the HR Service to gauge their opinion on the service they receive. Surveys will be targeted to the specific work group, for example separate surveys will be provided to Senior Leadership Team, schools staff, LBB employees etc) to gauge their differing opinions
- Delivered online and contain a mix of standard questions and targeted questions that are specific to HR. (Postal questionnaires can be issued to a random sample of people who do not have online access)
- Based on the Best Practice target of 85% for people who are 'satisfied' with the service they are receiving
- Viable with a minimum 30% response rate. Should the response rate be below 30% in any one survey period the scores should be carried over to the next recording period. However, when there is a smaller target group we would look to vary sample size to ensure as far as possible meaningful feedback
- Created with a five point rating scale, with definitions ranging from 'very satisfied' to 'very unsatisfied'. We will analyse the comments people provide to identify themes and trends which will be used to develop service performance improvement plans
- A new approach and replace any existing customer survey processes. The reason for the new standard process is that it will present a united Capita approach to measuring customer satisfaction and allow internal tracking and comparison of performance across different work streams.

### Customers who have recently received HR Service

We suggest the telephone survey be:

- On a monthly basis a report is extracted from CRM to determine users of the service since the last survey. We would recommend that each month we target people with surnames beginning with a different part of the alphabet to avoid repeat survey calls to repeat customers
- Conducted by Team Leads who phone a defined percentage of customers who have used the service carried out by the Team Leads who follow a script stating the purpose of the survey (that "HR want to listen to their customers to ensure they are providing the best service and continue to improve this")

- No more than five key questions with an average time to respond aiming to be less than two minutes. Anything longer will be considered to be time consuming (by the customer) and will prevent further willingness to participate
- Undertaken with four of the five questions the same each month for the first six months with the opportunity each month to add a seasonal question (i.e. around performance review time)
- Not focussed on the SLA measures which deal with turnaround times (as these can be measured effectively through technology), but more on the quality of the service provided on that occasion
- Investigated by the Team Leader who took the feedback to analyse findings/complaints
- Analysed each month when the raw data and any findings as a result of an investigation will be collated.

The findings will drive initiatives to improve process, provide input to staff development and improve knowledge management information. The outputs will be published each month on the HR Portal. This is the key to successful participation in satisfaction surveys. If it can be shown that as a result of employee feedback improvements to the service have been made then those who participated will know that the survey was not a waste of their time and they were listened to. In this way, more employees will be willing to participate in further surveys.