



Review of the HR Shared Service

(Shared Service Commenced: April 2018)

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In line with all shared service/shared working arrangements, it is necessary to undertake an annual review of the arrangement. The purpose of the review is two-fold; to ensure that the shared service is delivering against its agreed objectives and to identify any improvements/changes that need to be made to ensure the successful continuation of the arrangement.

The objectives identified for the HR shared service are as follows:

- Efficiency savings. Realising actual financial savings across the two sites but maintaining delivery of the service.
- Added resilience across the two authorities. There will be a larger pool of officers covering both authorities providing additional resilience to cover sickness absence/vacancies or increased workload should this be required.
- Availability of specialist skills across both authorities leading to increased efficiency.
- Sharing of best practice in the delivery of HR Services.
- Potential for the expansion of knowledge base of individual officers through greater training and learning opportunities.

Review Findings

How is the shared service operating?

1. Has the shared service delivered on the objectives that are set out on page two of the review document?

Yes

No

In part

Medway HR Officers have enjoyed the opportunity to experience the delivery of HR in a different environment, and there has been a steep learning curve in understanding the technical and cultural differences between the two authorities. The ability to add resilience has been restricted in part to vacancies across the shared service and the recruitment moratorium in place at Medway. All HR shared service colleagues attend team and whole service learning and communication events.

2. Have there been any other, unforeseen benefits, as a result of the shared service?

Yes

No

MC officers are now aware of other opportunities within GBC and this has resulted in one former HR team member securing a role with GBC outside of the HR team.

3. Have there been any unforeseen issues or problems resulting from the shared service?

Yes

No

The ability to fully resource the shared service (with impacts on both authorities) has impacted on the delivery of the shared service model. HR colleagues have gone above and beyond to protect where possible the integrity of the service but this is not sustainable in the long term. The increased use of technical solutions will provide some capacity, and changes to the organisation of the HR teams (including the recruitment of additional resource) will provide a more permanent solution.

4. What has been the financial impact of the shared service on both authorities?

The financial aspects of this arrangement is in line with expectations.

5. Feedback from officers involved in the shared service:

Widely positive with officers embracing the opportunity to deliver HR in a new environment, and being challenged to learn GBC processes and protocols, and to develop relationships with GBC managers.

Moving forward with the shared service

6. Based on the review that has been undertaken will the shared service continue to operate?

Yes No

To drive the introduction of the Self-Service portal (Top Desk) as this has proven to reduce dramatically the number of calls to HR Support colleagues and it further drives line managers to take a greater ownership of the respective teams HR related issues. This in turn will create capacity across the service allowing for more proactive and strategic work to be undertaken.

7. If the shared service is to continue to operate, what are the key areas of focus for the coming year for both authorities?

The further development and roll out of Top Desk
Alignment of Policies and Protocols
Increased HR presence at GBC (introducing “new faces”).
Increased development of line managers to take ownership of HR matters such as poor performance, sickness absence management and conduct etc.

Summary of recommendations

1.	The roll out of Top Desk at Gravesham to enable a more digital and less time consuming process for Managers and reduce the need for the completion of forms
2.	Alignment of Policies and Protocols. Both council’s support the full review of HR Policies and procedures across both sites, with a view to adopting a suite of polices aligned to meet the objectives of both councils
3.	Further training and coaching for line managers on the key HR policies to support them with taking ownership of HR matters in their teams.