



**MILTON KEYNES
COUNCIL**

Human Resources Division

Service Level Agreement

2000/2001



**CONSULTATION
DOCUMENT**

Resources Directorate

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SERVICE LEVEL AGREEMENT 2000/2001**

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Section 1

SERVICE COMMITMENT

We will provide:

- an integrated high quality and responsive Human Resources service to all clients to meet the needs of the organisation.
- a service which complies with Employment Law, Council Policy, Personnel Procedures, Contractual obligations and professional standards.
- a service managed by professional HR staff experienced in handling a comprehensive personnel service to schools and other Council services. All staff will be trained and competent to deliver an efficient service.
- the services detailed within this Service Level Agreement describe the range and level of activity available within current staffing levels and under normal operating conditions. In the event of an organisational crisis, the range of services may need to be reviewed and/or levels of activity may need to be curtailed.
- many of the services detailed are dependent upon the successful implementation of the new integrated HR database which is due to go live in February 2000.
- strict standards of sensitivity and confidentiality will be applied in the provision of all HR services in addition to working within the provisions of the Data Protection Act.
- timely appointments for meetings with clients will be arranged by request and can take place outside of normal working hours by prior agreement on or off site.
- a verbal and/or written reply to all queries within 10 working days of receipt (in reality this should be significantly shorter).
- a telephone advisory service staffed Monday to Friday 8.45am to 5:15pm.

Section 2 HELP US TO HELP YOU

We request that clients:

- understand and apply fully the procedures relating to the personnel function, eg. handling recruitment, redundancies, disciplinaries, teachers annual salary assessments, etc
- request advice at the earliest opportunity if there is any doubt about how to manage a staffing issue, such as a capability or sickness issue, and keep us informed of progress
- give adequate notice of relevant staffing changes, eg notification of starters, leavers, maternity absence, retirement requests, etc
- keep staff informed of any changes you make to their contract of employment or conditions of service
- set, communicate and regularly monitor staff against performance standards for their job
- consult us when considering appointing staff on temporary contracts to consider the possible implications and nature of contract
- consult us, giving adequate notice, when considering organisational change
- target your enquiry using the contact numbers detailed in Section 7. If you are in doubt as to who to ring, please dial the general enquiries telephone number listed for each section (8.45am to 5.15pm)

Detailed conditions relating to specific services are detailed in Section 3.

Section 3
SERVICE DETAIL AND STANDARDS

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CORPORATE SERVICE

HUMAN RESOURCES

1.0	SUPPORTING THE DEMOCRATIC PROCESS	
1.1	SERVICE DETAIL Research, prepare and present reports and attendance at Committee as appropriate.	CONDITIONS
	SERVICE STANDARD To ensure that reports effectively meet the needs of the Council.	
1.2	SERVICE DETAIL Provide advice to elected Members on all Human Resources issues.	CONDITIONS
	SERVICE STANDARD Advice given is professional and impartial.	
2.0	SUPPORTING ORGANISATIONAL PROCESSES	
	SERVICE DETAIL Attendance and input to organisational/cross Directorate forums, eg. BMPG, QMPG, SPPG.	CONDITIONS
	SERVICE STANDARD To ensure that all Human Resources issues are fully reflected and addressed.	

CORPORATE SERVICE

EMPLOYEE RELATIONS

1.0	ADVICE ON TERMS AND CONDITIONS	
1.1	SERVICE DETAIL To provide managers and HR (Ops) with interpretation and application of Council terms and conditions.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
1.2	SERVICE DETAIL To provide managers and HR (Ops) with interpretation and application of Council policy and procedure.	
	SERVICE STANDARD 1.1–1.2 To deal with enquiries as required, liaising with HRO's (Ops).	

2.0	POLICIES AND PROCEDURES	
2.1	SERVICE DETAIL Review of HR key policies (Corporate) To produce revised policies, including management checklists for Recruitment and Selection, Maternity, Maternity Support & Parental Leave, Disciplinary & Capability, Equalities, Code of Conduct, Employee Development and Grievance.	CONDITIONS Any changes in the principles of an existing policy require the approval of Personnel Committee.
	SERVICE STANDARD Each policy to be reviewed at regular intervals as part of a rolling programme, using evaluation feedback from managers. Each policy will incorporate any new legislation in addition to changes as a result of feedback from users. Consultation with management and unions will take place. Management consultation via BMPG. Union consultation via Trade Union Co-ordinator giving at least 28 days prior to any changes to policy.	
2.2	SERVICE DETAIL Communication of policies (Corporate) 2.2.1 Production of HR Manual: Print and distribute electronic and hard copies to managers within Directorates as appropriate. 2.2.2 Co-ordination of information on noticeboards. Regular column in Roundabout. 2.2.3 Advice to managers on policy issues, normally via HR (Ops). 2.2.4 Investigate other methods of communication (eg CD Rom etc)	CONDITIONS
	SERVICE STANDARD 2.2.1 Written in plain English and in a format that is easy for managers to use. The Manual will accurately reflect the Council's adopted policies. It will include practical guidance for managers. 2.2.2 Easy access for all employees of the Council.	

2.3	SERVICE DETAIL Monitor and evaluate the awareness and effectiveness of policies implemented (Corporate).	CONDITIONS
	SERVICE STANDARD Feedback from managers using the policies will be sought via a periodic survey of managers and evidence from performance indicators. The results will be analysed and appropriate action taken. Policies and the way in which they are communicated will be kept under review.	
2.4	SERVICE DETAIL Produce up to date and relevant policies for schools.	CONDITIONS
	SERVICE STANDARD Close liaison will continue with the Education Documents Working Group.	
2.5	SERVICE DETAIL Review all policies in line with ongoing employment legislation and Committee requirements.	CONDITIONS
	SERVICE STANDARD To produce policies in time for introduction of employment legislation. All policies to reflect current legislation including Employment Relations Act, Human Rights Act, Disability Discrimination Act, Part-time Workers Directive and equalities legislation etc.	

3.0	TERMS AND CONDITIONS OF SERVICE	
3.1	SERVICE DETAIL Single Status To complete the implementation process for Manual workers within Directorates, Home Care staff and DSO. To resolve ongoing issues regarding enhancements to basic pay.	CONDITIONS
	SERVICE STANDARD To ensure that the agreement reached is acceptable to both management and the staff side and workable.	
3.2	SERVICE DETAIL Staff Handbook To revise and publish the Terms and Conditions of Service Booklet.	CONDITIONS
	SERVICE STANDARD To ensure that the booklet is kept up to date and reflects Council policy. To notify managers (via HR Operations) of any changes to terms and conditions of service.	

4.0	OCCUPATIONAL HEALTH	
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4.1	SERVICE DETAIL To co-ordinate the Occupational Health Contract and to collate and distribute management information to managers. Current contract expires 31 st March 2002.	CONDITIONS That managers ensure absence returns are completed accurately and comprehensively.
	SERVICE STANDARD To provide Directorates with specific information on a regular basis.	

5.0	RECRUITMENT ADVERTISING	
5.1	SERVICE DETAIL To co-ordinate and re-let the Recruitment Advertising Contract. Current contract expires 31 st January 2001.	CONDITIONS
	SERVICE STANDARD To provide a user friendly recruitment advertising service via HR Operations.	

6.0	CONSULTATION	
6.1	SERVICE DETAIL To implement a programme of consultation with the Unions.	CONDITIONS That items are submitted in time for them to be investigated, researched and a proper response given – otherwise responses to be provided to the next meeting of the consultative body.
6.2	SERVICE DETAIL To attend and facilitate monthly corporate TU Liaison meetings.	
6.3	SERVICE DETAIL To attend and facilitate Level 2 and 3 negotiating and consultative meetings as required.	
	SERVICE STANDARD 6.1 Monthly meetings to be programmed and issues arising from each meeting to be satisfactorily resolved, as far as possible, prior to the next meeting. 6.3 Assist in the establishment of the management side position, provision of responses and briefings on items raised.	

7.0	EMPLOYMENT CONTRACTS	
7.1	SERVICE DETAIL Review employment contracts Review information sent out with all employment contracts to ensure it meets legal requirements. Issue guidance on variable hours, temporary and fixed term contracts.	CONDITIONS
	SERVICE STANDARD To produce a contract template for casual staff employed by the Council (to be issued by HR Ops). This to be completed by December 2000.	

8.0	CHILD CARE SUBSIDY	
8.1	SERVICE DETAIL To administer and advise on the Child Care Subsidy scheme.	CONDITIONS
	SERVICE STANDARD To deal with enquires and issues expediently. To liaise with the Child Care voucher provider. To calculate the level of subsidy for all participants in the scheme on an annual basis.	

9.0	LEASE CAR SCHEME	
9.1	SERVICE DETAIL To administer the lease car and compensation scheme.	CONDITIONS
	SERVICE STANDARD To deal with enquiries and issues expediently. To liaise with the lease car companies.	

CORPORATE SERVICE
EMPLOYEE DEVELOPMENT

1.0	CORPORATE FRAMEWORKS (STRATEGY, POLICY AND DELIVERY)	
1.1	<p>SERVICE DETAIL</p> <p>Review of all training and development policies (within the context of the HR Key Policy Framework)</p> <p>To review and revise all elements:</p> <ul style="list-style-type: none"> • Training and Development (overall) • Vocational Qualification Training • Performance and Development Appraisal (including Supervision and 1:1s) • Young People's Training and Development 	<p>CONDITIONS</p> <p>Any changes in the principles of an existing policy require the approval of the Personnel Committee and, as appropriate, other formal Council Committees or Panels, e.g. the Equalities Panel</p>
	<p>SERVICE STANDARD</p> <p>Each policy:</p> <ul style="list-style-type: none"> • to be reviewed in 2000/01 • to meet the requirements of changing legislation and/or changing strategic organisational needs • with full management and Trade Union consultation • to underpin the Council's equalities values • to facilitate the development of a flexible organisation and enable the maximum number of employees to develop their full potential and meet service objectives <p>Management consultations via BMPG, QMPG or SPPG as appropriate. Trade Union Consultation via Trade Union Co-ordinator giving at least a 28 day consultation period.</p>	
1.2	<p>SERVICE DETAIL</p> <p>Implementation of the HR Key Policy Framework.</p> <p>To include:</p> <ul style="list-style-type: none"> • Project management and co-ordination of the implementation programme • identification of Management Bands 1 - 5 • design, delivery and evaluation of a range of training and development activities in support of all key policies • identification of mandatory and discretionary training and development frameworks in respect of HR Key Policies, Management Development and Health and Safety • monitoring of participation in training and development activities and corporate analysis of attendance and ongoing requirements • advice to managers on training and development policy issues 	<p>CONDITIONS</p> <p>The mandatory nature of elements or all of the training and development provision relating to the HR Key Policy Framework to be made explicit by senior managers to all other Management Bands</p>

	SERVICE STANDARD	
	<ul style="list-style-type: none"> project plan available to Chief Officer Board and the appropriate Programme Groups for monitoring purposes management banding exercise completed and endorsed by Chief Officer Board, with regular updating via Open Door training and development activities delivered in a focused way, clearly relating to Council policies, best practice and current legislation, and with an appropriate degree of flexibility and choice for the target groups integrated approach across the HR Division to ensure consistency of service to clients 	
1.3	SERVICE DETAIL Monitoring and evaluation of: <ul style="list-style-type: none"> all training and development policies levels of activity quality of all training and development activities (in relation to all HR Key Policies) provision of monitoring information to managers 	CONDITIONS The gathering of evaluation data relies on the willingness of managers to set aside time to provide feedback.
	SERVICE STANDARD	
	<ul style="list-style-type: none"> feedback from managers in all Bands via Programme Groups, periodic surveys, and evaluation forms the results will be analysed as part of existing Performance Monitoring and reporting arrangements, and used to inform and influence current and future work programmes consistent training and development standards and practices in place across the Council 	
1.4	SERVICE DETAIL Research and monitoring Research and monitor internal and external issues affecting employee development and employee assistance in order to advise the Council and its managers appropriately	CONDITIONS Open and ongoing dialogue required with managers
	SERVICE STANDARD	
	<ul style="list-style-type: none"> work done influences policy and contributes to the achievement of the development of a flexible organisation and enables the maximum number of employees to develop their full potential and meet service objectives 	
1.5	SERVICE DETAIL Written Reports Prepare and present corporate HR reports for Programme Groups, Chief Officer Board and Committee and attend/contribute to relevant meetings	CONDITIONS Reports to be commissioned within a timeframe that allows for the appropriate depth of research, analysis and where appropriate TU consultation
	SERVICE STANDARD	
	<ul style="list-style-type: none"> reports are written in Plain English and in the format required by the target audience reports are drafted within a timeframe that allows for full Trade Union consultation where required 	
1.6	SERVICE DETAIL Communication Information about training and development activities in support of mandatory and discretionary frameworks to be clearly communicated	CONDITIONS

SERVICE STANDARD

- publication of an annual or six monthly training and development directory available to all employees (hard copy or electronic)
- provision of regular updates via email to all Management Bands and other employees as appropriate
- posters and fliers to be available via noticeboards
- all establishments to receive appropriate information according to their needs
- line managers responsible for cancellation of any training place booked for their staff

1.7	SERVICE DETAIL Training Needs Analysis and Planning Facilitate an annual process of identifying corporate training and development needs and monitor the completion of appraisals	CONDITIONS The availability of information is heavily dependent on managers completing Performance and Development Appraisals with their staff, and providing summary information to Employee Development
	SERVICE STANDARD <ul style="list-style-type: none"> • in the context of the Council's strategic aims and plans • in the context of agreed mandatory and discretionary training and development frameworks • preparation of a 1-3 year corporate training and development plan • including an assessment of the resource requirements and including recommendations for new initiatives or positive action programmes • appraisal completion statistics available to Chief Officer Board on an annual basis 	

2.0	DISCRETIONARY AND MANDATORY TRAINING AND DEVELOPMENT FRAMEWORKS - HR KEY POLICY FRAMEWORK	
2.1	SERVICE DETAIL see 1.2	CONDITIONS
	SERVICE STANDARD see 1.2	

3.0	DISCRETIONARY AND MANDATORY TRAINING AND DEVELOPMENT FRAMEWORKS - MANAGEMENT DEVELOPMENT	
3.1	SERVICE DETAIL Management, co-ordination and delivery of the management development framework and specific programmes to include: <ul style="list-style-type: none"> • Chief Officer Board Development • Senior Management Development • Middle Management Development • First Line Management Development • Pre-Management Training • Admin Development Programme 	CONDITIONS Where accreditation is an aim of participation in a programme, the participants must meet the criteria for admission to that aspect of the programme.
	SERVICE STANDARD <ul style="list-style-type: none"> • The Management Development Framework and the training provided under other frameworks will be integrated/complementary wherever possible • The majority of programmes to provide accreditation opportunity e.g. at NVQ level 2,3,4,5 as appropriate • All programmes to be provided according to a published schedule 	

4.0	MANDATORY TRAINING AND DEVELOPMENT FRAMEWORKS - HEALTH AND SAFETY	
4.1	<p>SERVICE DETAIL</p> <p>Management, co-ordination and delivery of the health and safety framework to include core modules offering access to training to all Management bands and other groups of employee according to identified needs. The core modules are likely to include:</p> <ul style="list-style-type: none"> • Health, Safety and Welfare – the role of senior managers • Health, Safety and Welfare for Managers and Supervisors • Management of Sickness Absence and the Role of Occupational Health • Display Screen Assessor Skills • Manual Handling – Risk Assessment Skills • Manual Handling – Objects, Packages and Equipment • Personal Safety • First Aid Refresher • Fire Prevention and Extinguisher Skills 	<p>CONDITIONS</p> <p>According to the corporate needs identified by line managers and endorsed as a priority by specialist Health and Safety Officers.</p> <p>Service specific needs to be addressed separately by Directorates in collaboration with Health and Safety specialists and Employee Development staff as appropriate, e.g., Manual Handling – Skills for Working with People</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • The Health and Safety Framework and the training provided under other frameworks will be integrated/complementary wherever possible • All programmes will be provided according to a published schedule and offer appropriate training to all levels of manager 	

5.0	TRAINING AND DEVELOPMENT FRAMEWORKS - EMPLOYEE ASSISTANCE	
5.1	<p>SERVICE DETAIL</p> <p>See 7.3</p>	<p>CONDITIONS</p> <p>Corporate Induction programme – mandatory; most other elements discretionary.</p> <p>Directorates to provide workplace induction.</p>
	<p>SERVICE STANDARD</p> <p>Provision determined by workforce analysis</p>	

6.0	COMMUNICATION AND ADMINISTRATION OF TRAINING AND DEVELOPMENT FRAMEWORKS AND TRAINING PROGRAMMES	
6.1	<p>SERVICE DETAIL</p> <p>Communication Information about training and development activities in support of mandatory frameworks, and other training and development opportunities to be clearly communicated</p>	<p>CONDITIONS</p> <p>The selected methods of communication will take account of any approved Communication Strategy, and will, in particular, address the needs of non-networked employees.</p>

	SERVICE STANDARD	
	<ul style="list-style-type: none"> • publication of an annual or six monthly training and development directory available to all employees (hard copy or electronic) • provision of regular updates via email to all Management Bands and other employees as appropriate • posters and fliers to be available via noticeboards • all establishments to receive appropriate information according to their needs 	
6.2	SERVICE DETAIL	CONDITIONS
	Administration Administration of all corporate training and development activities, frameworks etc.	
	SERVICE STANDARD	
	<ul style="list-style-type: none"> • joining instructions issued 10 working days in advance of any training and development activity, containing all the relevant information • course attendance monitored and training records updated • the level of participation monitored and non-attendance reported to Directorates within 2 working days of the scheduled event/activity • all training and development activities evaluated and reported within usual performance indicator monitoring arrangements • 6 monthly attendance reports produced as management information 	

7.0	EMPLOYEE ASSISTANCE	
7.1	SERVICE DETAIL	CONDITIONS
	Employee Assistance Programme Develop, implement and co-ordinate a comprehensive employee assistance programme in collaboration with colleagues across the HR Division and in liaison with the Council's Health and Safety Officer and the Council's provider(s) of Occupational Health Services	Engagement with line managers essential
	SERVICE STANDARD	
	<ul style="list-style-type: none"> • applies to all employees, at all levels, from the start of their employment until it ceases • holistic approach implemented 	
7.2	SERVICE DETAIL	CONDITIONS
	Policy Development and Implementation Contribute to the development and implementation of family friendly and health related policies and procedures.	
	SERVICE STANDARD	
	Establish, implement and continuously develop a positive action programme to support employees from their recruitment to their point of exit: <ul style="list-style-type: none"> • develop, support and monitor workplace induction arrangements across the organisation • actively contribute to the design and delivery of corporate induction programmes • respond to additional support requirements identified during the probationary period/early months of a new starter's employment with the Council. • Issues/problems addressed and resolved during probationary periods 	

7.3	<p>SERVICE DETAIL</p> <p>Personal Planning Cycles Link all employees into a personal planning cycle appropriate to their individual circumstances, e.g.</p> <ul style="list-style-type: none"> • Corporate Induction/Probationary Period • Early career planning • Mid-life planning • Career review • Redeployment planning/preparing for change • Pre-retirement Planning. 	<p>CONDITIONS</p>
<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • provision determined by workforce analysis via Open Door • links made according to individual circumstances and needs • close liaison with HR Operations • employees supported • specific programmes provided according to corporate requirements • appropriate development opportunities arranged where appropriate, e.g., work shadowing, projects, short term secondments 		
7.4	<p>SERVICE DETAIL</p> <p>Health Promotion - information Promote an awareness of the importance of health issues through communication, information to employees and managers, and specific initiatives, both integrated with other employee support activities and as initiatives in their own right.</p>	<p>CONDITIONS</p>
<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • according to the needs identified through monitoring of the occupational health contract and through contact with staff 		
7.5	<p>SERVICE DETAIL</p> <p>Health Promotion - screening Co-ordinate health promotion and screening programmes working in collaboration with the provider(s) of the Council's Occupational Health Service.</p>	<p>CONDITIONS</p>
<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • activities provided on a planned and pro-active basis • all employees able to access information • level of reactive medical referrals reduced 		
7.6	<p>SERVICE DETAIL</p> <p>Workplace Counselling Implement and co-ordinate a system with the right of access to confidential workplace counselling for all employees, directing individual employees to the most appropriate source of assistance, whether internal, external or via the OH service.</p>	<p>CONDITIONS</p>

	SERVICE STANDARD	
	<ul style="list-style-type: none"> • all employees aware of and able to access the service • appropriate referrals made to other agencies via OH if needed 	
7.7	SERVICE DETAIL	CONDITIONS
	<p>Advice to managers</p> <p>Advise managers of their options, in the context of the Council's HR key policy framework, when dealing with an individual employee's problems, whether arising from their personal circumstances, their job performance or both.</p>	
	SERVICE STANDARD	
	<ul style="list-style-type: none"> • advice provided in a timely way to meet the needs of the manager and the individual employee 	
7.8	SERVICE DETAIL	CONDITIONS
	<p>Redeployment support</p> <p>Provide support to employees who are to be redeployed and those who have been redeployed</p>	
	SERVICE STANDARD	
	<ul style="list-style-type: none"> • identify the skills and abilities of the affected individual through discussion and where appropriate the use of objective occupational tests • match those skills and abilities to vacant posts within the organisation • assess the need for personal support/development and provide what is required, linking the individual or group to existing frameworks or assessing the need for separate provision • advise manager in drawing up training and development programme for redeployee • monitor and support redeployed employees during the first 6 months of their new post, meeting their needs through existing frameworks wherever possible 	
8.0	EXTERNALLY FUNDED TRAINING AND DEVELOPMENT PROGRAMMES AND WORK EXPERIENCE (EXCLUDING SOCIAL CARE TRAINING, EG. TSP)	
8.1	SERVICE DETAIL	CONDITIONS
	<p>Management and co-ordination of all forms of work experience placement provision and special initiatives for people of all ages</p>	<p>Corporate commitment to participation essential.</p> <p>Directorates have the capacity to provide high quality supervision and support, including health and safety guidance, and to provide the agreed training opportunity</p>
	SERVICE STANDARD	
	<ul style="list-style-type: none"> • potential placements identified throughout the organisation • opportunities created for people of all ages and backgrounds to participate • all requests for work experience met within the required timeframe • work experience placements designed in collaboration with managers, supervisors, the placing agency, e.g. school or college, for people of all ages according to their abilities and development needs • links to National Curriculum and the new "Citizenship" unit made • all work experience trainees are properly matched to placements, inducted, monitored and supported • take-up of work experience monitored • promotional material and training for supervisors provided • Council represented, as a good employer, in local Education/Business Link activities 	

8.2	SERVICE DETAIL Improving the Council's Image Improve and promote the Council's image as an innovative and imaginative equal opportunities employer through internal and external collaboration and partnership working	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • provision of accurate advice and information to schools, colleges, training establishments, community settings and other agencies • provision of relevant advice to young people, their parents and other advisors • contribution to the delivery of the annual Equal Choices programme through participation as a Large Employer in the Steering Group, through direct delivery of training, and through the provision of the required number of high quality placements • representational role fulfilled at appropriate level according to the need to be met • positive response to requests from schools etc. regarding participation in mentoring projects etc. 	
8.3	SERVICE DETAIL Equal Choices Programme Co-ordinate and lead on the Council's participation in the Equal Choices Programme	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • contribute to the delivery of the annual Equal Choices programme through participation as a Large Employer in the Steering Group, through direct delivery of training, and through the provision of placements • negotiate level of participation, placements to be provided, mentors required, training to be delivered • identify and train mentors • allocate placements • tutor Introduction to Work courses • monitor placements • review and evaluate the Council's participation in the programme on an annual basis, including Value for Money 	
8.4	SERVICE DETAIL Young People Lead on the implementation of the Young People's Training and Development Strategy, including researching and developing the Council's approach to Employer Based Training Programmes	CONDITIONS Full participation in New Deal will require Committee approval of changes to the Recruitment and Selection policy
	SERVICE STANDARD <ul style="list-style-type: none"> • advice, information and help to establish MA/NT programmes swiftly available on request • appointment of Modern Apprentices/ National Trainees to increase from 1999/2000 level of 18 MAs • opportunities to participate in New Deal to be assessed and recommendations made • opportunities to access government funding to support training and development for existing and potential employees assessed and accessed wherever possible 	

CORPORATE SERVICE

HEALTH & SAFETY

1.0	PROVISION OF ADVICE, GUIDANCE AND ASSISTANCE	
1.1	SERVICE DETAIL To review the corporate Health and Safety Manual (policies and guidance).	CONDITIONS Client Directorates to distribute to managers.
	SERVICE STANDARD As required with a comprehensive biennial review.	
1.2	SERVICE DETAIL To review the Staff Health and Safety Handbook.	CONDITIONS Client Directorates to distribute to staff.
	SERVICE STANDARD A comprehensive biennial review.	
1.3	SERVICE DETAIL Prepare a corporate Health and Safety Newsletter.	CONDITIONS Client Directorates to distribute to appropriate staff.
	SERVICE STANDARD A newsletter every quarter.	
1.4	SERVICE DETAIL To liaise with Government bodies, Health Services, legal representatives, insurers and others with respect to accidents at work, civil and other claims against the Council.	CONDITIONS As required. Client Directorates to supply all the necessary documentation and assistance
	SERVICE STANDARD As required.	
1.5	SERVICE DETAIL To facilitate the consultation process through attendance at Level 2 and 3 Trade Union liaison meetings and appropriate committee meetings.	CONDITIONS Client to supply all the necessary documentation.
	SERVICE STANDARD In accordance with published schedule of meetings or as required.	
1.6	SERVICE DETAIL To advise on the setting of corporate performance standards.	CONDITIONS Client to supply the necessary information and documentation.
	SERVICE STANDARD Subject to timescale agreed with client.	
2.0	ACTIVE MONITORING	
2.1	SERVICE DETAIL To prepare an Annual Review of the Council's health and safety performance.	CONDITIONS
	SERVICE STANDARD Annually.	

2.2	SERVICE DETAIL To prepare a quarterly summary of the Council's accident record.	CONDITIONS
	SERVICE STANDARD Quarterly.	
2.3	SERVICE DETAIL To prepare corporate performance indicators (such as the number of inspections carried out and accidents investigated).	CONDITIONS
	SERVICE STANDARD Monthly.	

3.0	PROVISION OF TRAINING	
3.1	SERVICE DETAIL To assist with Corporate Induction Training	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • According to published schedule • Monitored via Employee Development evaluation systems. 	

4.0	ADMINISTRATION	
4.1	SERVICE DETAIL To keep the appropriate records relating to accidents, health surveillance, etc. where there is a legal or insurance requirement to do so.	CONDITIONS Client Directorates to ensure that all incidents are reported in accordance with Council policy and guidance and to supply the necessary documents.
	SERVICE STANDARD As required.	
4.2	SERVICE DETAIL To assist with the provision of information required by Government bodies, Health Services, legal claimants, insurers and others with respect to accidents at work, civil and other claims against the Council.	CONDITIONS
	SERVICE STANDARD To supply the necessary information and documentation.	

DIRECTORATE SERVICE

OPERATIONS

1.0	RECRUITMENT AND SELECTION	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise and develop local application of agreed Council policies and procedures; • brief managers on the application of Council policy and procedures; • exceptionally, and where agreed in advance, interview/assessment panel membership; • applying and auditing minimum standards of official documentation, e.g. job descriptions, person specifications; • audit the recruitment process, in particular the application of Council policy, and monitoring statistical and other relevant information to ensure non-discriminatory practices; • advise on the impact of managing within an equalities framework and the application of positive action initiatives; • advise on the application of the recruitment and redeployment arrangements; • direct input into recruitment administration e.g. producing contracts, obtaining police clearance, government checks, reference checks, medical clearance; • advise on alternative methods of recruitment; • complete initial job evaluation; • undertake the duties related to the appointment of Chief Officer posts across the Council; • investigating complaints; • placing advertisements; • provision of a 24 hour answerphone; • sending recruitment packs to applicants receiving applications; • preparing short-listing and interview packs; • inviting candidates for interview and advising candidates of the outcome; • distributing the internal bulletin. 	<p>CONDITIONS</p> <p>Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Preparation of all job descriptions, person specifications and advertisements for their vacant posts; • providing all completed recruitment approval documentation to the Recruitment Team; • arranging the composition and availability of shortlisting/interview panels, plus all domestic arrangements e.g. venue, catering and reception arrangements; • prepare a standard interview plan; • provide feedback to successful and unsuccessful applicants at shortlisting and interview stage; • complete documentation for job evaluation; • complete documentation for recruitment assessment and return to recruitment team for monitoring purposes.
	<p>SERVICE STANDARD</p> <p>Meeting the HR requirements of the Recruitment and Selection Policy and Procedure</p>	

2.0	PROBATIONARY PERIOD	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Provide advice and guidance for managers on all aspects and at all stages of the probationary period; • give advice on the action to be taken in cases where performance appears to be falling short of the required standard, including advice to dismiss; • liaise with Employee Development to initiate Employee Assistance • give comments on draft letters prepared by Line Manager to ensure that agreed procedures are followed. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Ensure that employees understand the purpose of the probationary period; • ensure that employees are given the written guidance notes provided by Human Resources; • ensure that employees know the standards of work and conduct required of them; • provide the appropriate training, advice and guidance to help employees reach the required standard; • seek advice from HR when an employee is not meeting the required standard; • provide regular constructive feedback on progress; • monitor sick absence and conduct; • complete progress reports by the due date; • preparing any correspondence, including letters confirming the outcome of any meetings; • take appropriate and timely action if performance is unsatisfactory; • recommend the outcome of the probationary period to Head of Service in conjunction with Human Resources; • practical arrangements for the Head of Service to hear a final probationary review meeting if dismissal is being recommended.
	<p>SERVICE STANDARD</p> <p>Integrated approach between HR Operations and Employee Development</p>	

3.0	PAY ADMINISTRATION	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Notify Payroll of all changes in terms and conditions to employees; • confirm in writing, any changes in terms and conditions to employees; • ensure the accuracy and upkeep of the Human Resources/Payroll system; • recording all changes to the system. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Ensure HR is informed of any changes of status, including Terms and Conditions, before the effective date.

4.0	GRADING AND JOB EVALUATION	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on implications of changes to job description; • undertake job evaluations based upon completed job evaluation documentation; • advise managers on completion of job evaluation documentation; • advise managers and affected employees of result; • administer job evaluation appeals. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Implementing changes to job descriptions; • sit on Appeals panels; • ensure job description reflects tasks required to be undertaken by post holder; • maintain and amend job description / person specification to meet changing needs of the organisation; • complete job evaluation questionnaires for posts in section; • notify HR of changes to job description; • Strategic Directors/Governors are responsible for the grade of posts with advice from HR.
	<p>SERVICE STANDARD</p> <p>Job evaluations completed within 10 working days of request</p>	

5.0	THE CONTRACTUAL RELATIONSHIP	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on the consistent and effective application of relevant national and local terms and conditions of employment; • advise on local pay and conditions of service, where required including application of pay and conditions to ensure consistency of approach; • interpret and apply local pay and conditions in a manner that meets the requirements of law and of Council policy; • produce contracts of employment and appropriate terms to apply, including those tailored to particular local needs; • advise and provide support for managers in areas where terms and conditions of employment need to be reviewed. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Provide Human Resources with proposals for changes in advance of discussions with employees; • confirm any arrangements for changes with HR.
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • 100% of new contracts of employment issued within eight weeks of starting date • 80% of new contracts issued within four weeks of starting date • 100% of amendment letters issued within four weeks of taking effect or within four weeks of notification date, whichever is the latest • Error rates monitored and published 	

6.0	ABSENCE	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Provide appropriate sickness data for managers; • provide advice in formal sickness review meetings in support of managers; • advise on all aspects of the Sickness Absence Procedure and its interface with arrangements for dealing with incapability and undertake medical referrals in conjunction with Line Manager, ensuring advice takes into account relevant legislation, e.g. Disability Discrimination Act 1997; • comment on draft letters prepared by Line Managers. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Maintaining a record of sickness and other absence of all their employees; • reviewing absence, and sickness absence in particular, in line with Council Policies and Procedures; • ensuring that all employees are seen on return from sickness absence; • carrying out any necessary investigations; • preparing any correspondence, including letters confirming the outcome of any meetings; • recording meetings held; • ensuring that the employee completes the notification forms and that they are sent to Payroll.

7.0	LEAVE	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on all aspects of leave (including parental leave); • refer unpaid leave to Payroll for calculation of pay where this has been authorised. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Ensure that employees are aware of their correct leave entitlement; • calculate correct leave entitlement for employees; • encouraging employees to take their leave; • authorise and monitor annual compassionate and other leave; • notify Human Resources Officer, on the appropriate form, of all instances of unpaid leave.

8.0	RELOCATION	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise line managers on posts where relocation expenses are appropriate; • send out documentation and guidance notes to new employees; • clarify queries on relocation expenses to new employees; • check claims and pass to line managers for authorisation. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Confirm, in conjunction with HR that the post is subject to relocation expenses prior to advertising; • authorise payments of relocation expenses; • ensure budget provision for relocation expenses.

9.0	MATERNITY	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on maternity entitlements (leave and pay) and the support available; • send maternity pack on request to employee; • advise on pregnancy/maternity legislation in respect of risk assessment, sickness absence, nature of duties (e.g. night work); • advise on new mother legislation; • send correspondence to employees including when issues arise; • advise on short-term cover arrangements; • advise on return to work arrangements e.g. part time/jobshare workers. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Advising pregnant employees to contact the Human Resource Officer regarding their entitlements; • deciding whether short term cover of the post is necessary and discussing with the HR Officer how this may be provided; • deciding, in discussion with the employee if/when she will return to work, and working time arrangements following advice from the HR Officer; • maintaining contact with the employee while she is absent; • refer to HR before dealing with issues that may arise during pregnancy and on return to work concerned wholly or partly with pregnancy/childbirth.

10.0	DISCIPLINE	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise and develop local application of procedures, and on who is empowered to hear, present and advise at hearings; • brief managers on the application of Council policy and procedures; • provide professional input in relation to relevant case law; • assist in the setting of conduct standards; • advise at suspension interviews and clear suspension letters; • advise on and clear disciplinary letters; • attend and advise at formal disciplinary hearings; • advise on and clear decision letters; • advise on the implementation of panel decisions; • maintain a record of the outcome; • advise on correspondence from the employee or their representative; • advise on appeals process; • assist Managers with the formulation of their disciplinary case; • advise individual employees and/or their representatives, on the operation of the procedure; • advise the full-time Trade Union official where disciplinary action is being considered against a recognised Trade Union representative or shop steward; • exceptionally and by arrangement, support disciplinary investigations by direct involvement in complex cases. 	<p>CONDITIONS</p> <p>Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Conduct the initial investigation into any allegation of misconduct; • preparation of the management case for any disciplinary hearing, including briefing of any management witnesses; • arranging and administering the hearing process; • administering appeals process; • maintaining a record of any disciplinary and appeal hearings, including minutes of the hearing; • preparing correspondence including letters confirming outcomes of any hearings; • maintaining case files and forwarding to Human Resources on completion for filing.
	<p>SERVICE STANDARD</p> <p>Meeting the HR requirements of the Discipline and Capability Policy and Procedure.</p>	

11.0	CAPABILITY	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise and develop local application of the procedures for handling capability issues, in accordance with the legislative framework; • brief managers on the application of policy and procedures; • assist in establishing performance standards; • at all stages provide interpretation on procedural matters and employment law; • advise and clear letters of instruction to attend formal capability hearings; • attend and advise at formal hearings; • advise and clear letters confirming panels' decisions; • support the implementation of decisions; • advise on correspondence/ matters raised by the individual or their representative; • assist in briefings on developments to the procedure; • advise at local appeal hearings. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Conduct the initial investigation into any alleged poor performance, or attendance problems; • preparation of the management case for any hearings, including briefing of any management witnesses; • arranging and administering the hearing process; • maintaining a record of any disciplinary and appeal hearings, including minutes of the hearings; • preparing correspondence including letters confirming outcomes of any hearings; • maintain case records.
	<p>SERVICE STANDARD</p> <p>Meeting the HR requirements of the Discipline and Capability Policy and Procedure, Grievance Procedure and Employment Stability Policy.</p>	

12.0	EMPLOYEE COMPLAINTS	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Provide independent and informed participation in relation to individual or collective grievances, harassment cases and confidential reporting of matters of concern in the context of employment policy and legislation; • provide independent and informed participation where there are particular industrial relations issues at stake, or the issue concerns terms and conditions of employment; • provide initial counselling support to individual employees; • advise on and attend all grievance hearings where necessary/ possible; • make arrangements for collective grievances. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Conduct the initial investigation into any complaints; • prepare the management case for any hearings; • arrange any informal and formal meetings and administering the formal hearing process; • maintain a record of any formal and appeal hearings; • prepare correspondence including letters confirming outcomes of any hearings; • maintain case records.

SERVICE STANDARD

Meeting the HR requirements of the Grievance and Harassment and Workplace Bullying Policies and Procedures.

13.0	REDUNDANCY, RESTRUCTURING AND REDEPLOYMENT	
	<p>SERVICE DETAIL</p> <p>Redundancy</p> <ul style="list-style-type: none"> • Advise managers on redundancy situations and of the relevant Council procedures and legislation; • comment on draft correspondence; • obtain pension figures. <p>Restructuring</p> <ul style="list-style-type: none"> • Advise managers and employees of Employment Stability Policy, eg. salary protection and compensation arrangements; • advise managers regarding selection for redundancy; • administer and advise on appeal procedures in redundancy matters. <p>Redeployment</p> <ul style="list-style-type: none"> • Advise Head of Service whether postholders are eligible for redeployment; • provide support and advice to employee during redeployment process; • match redeployees to suitable posts in consultation with appropriate recruiting manager; 	<p>CONDITIONS</p> <p>Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Prepare correspondence to affected employees in consultation with Human Resources; • prepare committee report in consultation with Human Resources; • obtain finance estimates in consultation with Directorate Finance. • Advise managers and employees of Employment Stability Policy, eg. salary protection and compensation arrangements; • advise managers regarding selection for redundancy; • administer and advise on appeal procedures in redundancy matters • Identify postholders for redeployment in consultation with Human Resources; • consult Trade Unions and affected staff and inform Human Resources; • consider redeployee's suitability for vacant posts in consultation with Human Resources; • draw up a training and development programme for redeployee related to their post.

14.0	RESIGNATION	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on situations where impact of a resignation may not be fully appreciated; • acknowledge a person's notice of termination in writing; • terminate pay and arrange for appropriate payments/adjustments to be made. • identify where outstanding debts are to be recovered (eg. car loans, vocational qualification training expenses) and to notify the relevant Sections. 	<p>CONDITIONS</p> <p>Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Ensure that a resignation is confirmed in writing; • interview the individual to ensure that they understand what is involved in resignation; • agree with the individual when any outstanding leave should be taken and inform Human Resources in writing; • establish the reasons for leaving (to provide information on staff turnover); • send a copy of the exit interview report to Human Resources; • recover all Council property in the person's possession; • where appropriate agree any adjustment of the notice period and advise Human Resources.

15.0	ILL HEALTH RETIREMENT	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise and support and act as a liaison point between the line manager, OHS and the employee; • OHS will give as much information as possible (without breaching the confidentiality of the doctor/patient relationship) regarding an individual's condition, working capacity and future health prospects, which the line manager can use to inform/influence the decision making process; • once a decision has been reached to retire an individual on medical grounds, it is Human Resources' responsibility to draft the termination letter to be issued to the individual by the line manager; • obtain termination/pension estimates. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Alert Human Resources if ill health retirement is to be considered; • decide in consultation with OHS and Human Resources whether an application for ill health retirement should be made; • keep in contact with the individual; • advise Human Resources or OHS, as necessary, of any relevant information.

16.0	RETIREMENT	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Contact line managers when a person reaches 63 years and 6 months and is due to be counselled; • advise on pension entitlement on request and send letter to acknowledge; • arrange preparation of notification advising the individual of various pension options available. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Counselling an individual in preparation for retirement at age 65; • letters to be sent from Strategic Director thanking for service; • releasing individuals to attend a pre-retirement course.
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • Open Door reporting system to analyse eligibility for pre-retirement course • Access to pre-retirement course to be offered to each employee within 5 years of normal retirement age. 	

17.0	DISMISSAL / NOTICE PERIODS	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Advise on any procedures leading to dismissal; • advise on notice period; • draft notice letter for manager. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Following correctly any procedures leading up to notice being given; • consulting Human Resources about length of notice period; • giving notice in appropriate cases.

18.0	APPEALS PANELS	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Provide input/ support at later stages of the Council's procedures; • advise on the scheduling of appeals and input required of participants; • provide briefings for Members of the Panel on the procedure for Appeals; • advise Members of the Panel at the hearings; • write to appellants and Chief Officers to confirm outcomes of hearings. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Liaise with operational Human Resources on Council procedures; • sit on panels.

19.0	EMPLOYMENT TRIBUNALS (ET)	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Ensure that notices of appearance are lodged on time including response to ET and to Employment Appeals Tribunals. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Provide full documentation of all investigations, hearings and the associated correspondence for matters subject to ET; • assist in the preparation of the Council's case for presentation to ET; • assist in the briefing of any management witnesses; • present, or assist in the presentation of the Council's case where appropriate, in conjunction with ER colleagues.
	<p>SERVICE STANDARD</p> <p>Percentage of Employment Tribunal claims lost by the Council, with analysis of reasons.</p>	

20.0	PENSIONS	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> • Providing Teachers Pensions and the Local Government Pension Scheme with all necessary salary and service information; • advising on pensions scheme and obtain estimates of entitlements; • ensure Local Government and Teachers pension scheme regulations are administered and notifications are processed in accordance with the agreed timetable; • provide external LGPS administrator with detailed year end reconciliation in accordance with their specified timetable. 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> • Requests for early retirement etc, are notified well in advance to HR to enable the associated processes to be undertaken thoroughly prior to a decision being reached.

SERVICE STANDARD

100% annual service return Teachers' Pensions and LGPS by the due date.

21.0	PAYROLL	
	<p>SERVICE DETAIL</p> <ul style="list-style-type: none"> Confidentially maintain and manage the computerised payroll system ensuring that records are up to date, accurate, and comply with statutory requirements; process payments to employees identified by the Client on the dates, and in the form, agreed annually with the Client; implement all pay awards and any amendments in the relevant conditions of service requested by the Client; calculate Occupational Sick Pay, Statutory Sick Pay, Occupational Maternity Pay and Statutory Maternity Pay requested by the Client; implement changes to basic pay and allowances, and process fixed, variable and temporary adjustments to pay requested by the Client; provide management information requested by the Client; calculate and validate payments for starting and leaving employees requested by the Client; collect and make payments to relevant organisations of authorised deductions requested by the Client; deal with enquiries and respond to statutory requests for information; process supplementary or emergency payments requested by the Client, and arrange for the amendment or cancellation of cheque payment details or BACS credits; provide the Client with specified control data that indicates the performance of the Service Provider against the agreed outputs and timetables described in this specification within a timescale agreed with the Client. reimbursement of expenses 	<p>CONDITIONS Line Management Responsibilities:</p> <ul style="list-style-type: none"> Ensure all contractual amendments and variable data are correctly authorised; ensure all data is submitted by the stipulated processing deadlines; ensure all requests for emergency payments are detailed and authorised in writing; ensure all expense claims are accompanied by receipts. timely and accurate reporting of sickness absence, including reason for absence
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> Error rates monitored and published. 100% timely payments of salary. 	

22.0	LEVEL 1 TRADE UNION LIAISON MEETINGS	
	<p>SERVICE DETAIL</p> <p>Attend and advise at all Directorate Level 1 Trade Union Liaison Meetings.</p>	<p>CONDITIONS</p> <p>Adequate notification of dates of meetings.</p>

DIRECTORATE SERVICE
(EXCEPT CHILDRENS SERVICES AND ADULT SERVICES)

EMPLOYEE DEVELOPMENT

1.0	TRAINING AND DEVELOPMENT	
1.1	<p>SERVICE DETAIL</p> <p>Telephone Advisory Service Advice on training and development matters to enable line managers to fulfil their training and development responsibilities effectively and to provide other employees with access to relevant information</p>	<p>CONDITIONS</p>
	<p>SERVICE STANDARD</p> <p>Includes professional advice:</p> <ul style="list-style-type: none"> • all aspects of Training and Development Policy • any aspect of in-house training and development provision • the Council's Vocational Qualification Training Scheme • qualifications (including NVQs) and educational establishments/providers • internal and external influences on training and development, including National Training Targets, and <p>general advice and information about:</p> <ul style="list-style-type: none"> • course bookings and administrative arrangements 	
1.2	<p>SERVICE DETAIL</p> <p>Directorate Training Plans Assist with the development and co-ordination of Directorate Training Plans</p>	<p>CONDITIONS</p> <p>Each Directorate to identify a senior manager as 'Training Co-ordinator' for liaison with Employee Development and decision-making purposes</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • interpretation of guidance from other agencies and use of such information to influence Directorate Training Plans • training and development needs identified in collaboration with service managers and in the context of any legislative requirements, workforce planning and service priorities • annual training plan prepared and approved by the relevant DMT • the plan underpins the Council's strategic aims and equalities values as well as addressing the Directorate's priorities 	
1.3	<p>SERVICE DETAIL</p> <p>Commissioning Commissioning and monitoring of external providers to deliver training and development activities, courses, and programmes for one or more Directorate</p>	<p>CONDITIONS</p> <p>As specified within the agreed Directorate Training Plan(s)</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • all activities commissioned using an agreed form of brief/specification and in the context of earlier training and development needs identification, the resources available to fund the activity, and the evaluation criteria • Directorate managers helped to fulfil their training and development responsibilities 	

1.4	SERVICE DETAIL Direct Training In-house tutors to deliver training and development activities, courses and programmes, as part of the agreed Training Plan	CONDITIONS As specified within the jointly developed and agreed Directorate Training Plan(s)
	SERVICE STANDARD All activities: <ul style="list-style-type: none"> • commissioned using an agreed form of brief/specification • in the context of earlier training and development needs identification, the resources available to fund the activity, and relevant evaluation criteria 	
1.5	SERVICE DETAIL Vocational Qualification Training (VQT) Co-ordination and monitoring of approved Vocational Qualification Training (VQT) provision	CONDITIONS Participating employees must have the support of the employing directorate and have signed an ST9 and comply with the conditions of that agreement
	SERVICE STANDARD Includes: <ul style="list-style-type: none"> • co-ordination of VQT applications for approval by the Directorate Management Team • provision of a framework for prioritising and agreeing applications • researched recommendations as to the most appropriate training models • provision of guidelines to sponsored employees and line managers • provision of advice on returning to study • provision of advice to employees and line managers • training records updated on successful completion of a qualification 	
1.6	SERVICE DETAIL Resource Library Provision and administration of a Resource Library with access for all employees as a source of reference material or as a place for private study relating to approved Vocational Qualification Training (VQT)	CONDITIONS Users should fulfil the requirements of the loan system when borrowing/using resources (details available on request) Use for private study monitored.
	SERVICE STANDARD <ul style="list-style-type: none"> • access to resources generally by appointment • laptop and desktop PC available for word processing and a number of computer-based training packages • books, videos and some training packages available for loan • resources reviewed annually and updated subject to the availability of financial resources 	
1.7	SERVICE DETAIL External Interface Ensure that communication with neighbouring Authorities is continuous and opportunities for shared development activities assessed and created wherever appropriate.	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • professional representative on County wide Training Officer Group 	

1.8	SERVICE DETAIL	CONDITIONS
	<p>Research and Development Liaison with South East Employers, The Local Government National Training Organisation, the IdeA, Educational Institutions, and other training providers.</p>	
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • information on current initiatives acquired and assessed for local relevance and application • research disseminated to appropriate line manager or groups 	

DIRECTORATE SERVICE - SOCIAL CARE DIVISIONS
(CHILDRENS SERVICES & ADULT SERVICES)

EMPLOYEE DEVELOPMENT

2.0	TRAINING AND DEVELOPMENT	
2.1	<p>SERVICE DETAIL</p> <p>Telephone Advisory Service Advice on training and development matters to enable line managers to fulfil their training and development responsibilities effectively and to provide other employees with access to relevant information</p>	<p>CONDITIONS</p>
	<p>SERVICE STANDARD</p> <p>Includes professional advice:</p> <ul style="list-style-type: none"> • all aspects of Training and Development Policy • any aspect of in-house training and development provision • qualifications (including NVQs) and educational establishments/providers • the Council's Vocational Qualification Training Scheme • internal and external influences on Social Care training and development, including National Training Targets, and • Specific Social Care training and development queries, and <p>general advice and information about:</p> <ul style="list-style-type: none"> • Course bookings and administration 	
2.2	<p>SERVICE DETAIL</p> <p>Liaison (internal and external) Liaison with service managers and specialist bodies to identify and plan to meet Social Care training and development needs</p>	<p>CONDITIONS</p> <p>Approvals required from Strategic Director (Neighbourhood Services) and relevant external agencies</p> <p>Adequate financial resources available to meet priority needs</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • interpretation of guidance form other agencies and use of such information to influence Social Care Training Plans • training and development needs identified in collaboration with service managers and in the context of DoH requirements, workforce planning and service priorities • annual training plan prepared and approved (internally and externally) • the plan underpins the Council's strategic aims and equalities values • annual review of the plan 	
2.3	<p>SERVICE DETAIL</p> <p>Social Care Training and Development Group Co-ordination of the Social Care Training and Development Group</p>	<p>CONDITIONS</p> <p>Service managers' active participation will be essential</p>

	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> meetings organised to an agreed cycle timely preparation of agenda and items action sheet circulated promptly progress monitored as agreed by the Group 	
2.4	<p>SERVICE DETAIL</p> <p>Commissioning Commissioning of external providers to deliver training and development activities, courses, and programmes as part of the agreed annual Social Care Training Plan</p>	<p>CONDITIONS</p> <p>As specified within the agreed annual Social Care Training Plan</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> all activities commissioned using an agreed form of brief/specification and in the context of earlier training and development needs identification, the resources available to fund the activity, and the evaluation criteria 	
2.5	<p>SERVICE DETAIL</p> <p>Direct Training In-house tutors to deliver training and development activities, courses and programmes as part of the agreed annual Social Care Training Plan</p>	<p>CONDITIONS</p> <p>As specified within the agreed annual Social Care Training Plan</p> <p>Use of service specialists (i.e. non-training staff) to be encouraged and supported by line managers where appropriate and requested by Employee Development</p>
	<p>SERVICE STANDARD</p> <p>All activities:</p> <ul style="list-style-type: none"> commissioned using an agreed form of brief/specification in the context of earlier training and development needs identification, the resources available to fund the activity, and relevant evaluation criteria 	
2.6	<p>SERVICE DETAIL</p> <p>Vocational Qualification Training (VQT) Co-ordination and monitoring of approved Vocational Qualification Training (VQT) provision</p>	<p>CONDITIONS</p> <p>Participating employees must have the support of the employing directorate and have signed an ST9 and comply with the conditions of that agreement</p>
	<p>SERVICE STANDARD</p> <p>Includes:</p> <ul style="list-style-type: none"> co-ordination of VQT applications for approval by the Social Care Training and Development Group/DMT as appropriate provision of a framework for prioritising and agreeing applications researched recommendations as to the most appropriate training models provision of guidelines to sponsored employees and line managers provision of advice on returning to study authorising, paying and monitoring VQT expenses individual financial records and directorate summaries available to line managers/DMTs within 5 working days calculating reclaims where appropriate (and where all of the above are in place) provision of advice to employees and line managers training records updated on successful completion of a qualification 	

2.7	SERVICE DETAIL Projects Participation in service projects outside the scope of the agreed Social Care Training Plan, e.g. the Mental Health Training Programme, the Prevention of Adult Abuse Project	CONDITIONS Dependent on the availability of Employee Development staff and the appropriate level of financial resources
	SERVICE STANDARD <ul style="list-style-type: none"> according to an agreed project definition 	
2.8	SERVICE DETAIL External Seminars Administrative arrangements for attendance at external seminars, courses and conferences	CONDITIONS Applications have senior management approval and financial resources are available Confirmation of provisional bookings and all relevant paperwork provided to Employee Development by the nominating line manager
	SERVICE STANDARD <ul style="list-style-type: none"> applications, subject to the conditions above, will be processed within 3 working days by Employee Development confirmation letter to supplier, copy to nominating manager and nominated employee issue of evaluation form to nominated employee checking and paying the invoice authorising and processing any approved expenses training record updated on return of evaluation form to Employee Development/other confirmation of attendance 	
2.9	SERVICE DETAIL Resource Library Provision and administration of a Resource Library with access for all employees as a source of reference material or as a place for private study relating to approved Vocational Qualification (VQT) training	CONDITIONS Users should fulfil the requirements of the loan system when borrowing/using resources (details available on request) Use for private study monitored.
	SERVICE STANDARD <ul style="list-style-type: none"> access to resources generally by appointment laptop and desktop PC available books, videos and some training packages available for loan resources reviewed annually and updated subject to the availability of financial resources 	
2.10	SERVICE DETAIL Budget Administration Record keeping and monitoring of all expenditure relating to the Training Support Programme(TSP)	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> financial resources allocated in accordance with the Annual Training Plan all expenditure monitored closely and in liaison with the relevant Finance Officer relevant information available for internal and external monitoring and for grant allocations and claims analysis of budget information and advice to service managers 	

2.11	SERVICE DETAIL Administration Administration of all Social Care training and development activities as specified in the Annual Training Plan	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • joining instructions issued 10 working days in advance of any training and development activity, containing all the relevant information • course attendance monitored and training records updated • all training and development activities evaluated and reported within usual performance indicator monitoring arrangements • 6 monthly attendance reports produced as management information 	

2.12	SERVICE DETAIL External Interface Ensure that partnership arrangements are in place to meet Awarding Body requirements for professional and post qualifying Awards. E.g. for the Approved Social Work Award.	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • represented where appropriate by professional officer • placement arrangements made and monitored in respect of Practice Teaching • effective arrangements in place to meet DoH requirements for joint working, eg. with Health, Police and Voluntary Sector 	
2.13	SERVICE DETAIL Research and Development Liaison with Educational Institutions, Department of Health, NATOPSS, CCETSW, and other training providers to acquire information on current initiatives.	CONDITIONS
	SERVICE STANDARD <ul style="list-style-type: none"> • information on current initiatives acquired and assessed for local relevance and application • research disseminated to appropriate line manager or groups in the context of workforce planning 	

DIRECTORATE SERVICE

HEALTH & SAFETY

1.0	ADVICE, GUIDANCE AND ASSISTANCE	
1.1	SERVICE DETAIL To provide advice to managers, employees within the Directorate, Members and the public on the health and safety aspects of the Directorates' work in response to telephone, written or other enquiries.	CONDITIONS
	SERVICE STANDARD To respond as soon as practicable within seven working days.	
1.2	SERVICE DETAIL To assist managers with carrying out their health and safety responsibilities.	CONDITIONS
	SERVICE STANDARD Subject to timescale agreed with client.	
1.3	SERVICE DETAIL To facilitate the consultation process through attendance at all Level 1 Trade Union Liaison meetings and Building Users Groups.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
	SERVICE STANDARD	
1.4	SERVICE DETAIL To assist client officers with contract specification and contractor evaluation, including the provision of written documents.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
	SERVICE STANDARD Subject to timescale agreed with client.	
1.5	SERVICE DETAIL To advise on the suitability and purchase of health and safety equipment.	CONDITIONS
	SERVICE STANDARD Subject to timescale agreed with client.	
1.6	SERVICE DETAIL To identify and advise on the provision and suitability of health and safety training.	CONDITIONS
	SERVICE STANDARD Subject to timescale agreed with client.	
1.7	SERVICE DETAIL To assist with the provision of written guidance for all service areas within the Directorate.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
	SERVICE STANDARD Subject to timescale agreed with client.	

1.8	SERVICE DETAIL To liaise with Government bodies (such as the H.S.E.), Health Services, legal representatives, insurers and others with respect to accidents at work within the Directorate, and civil and other claims against the Directorate.	CONDITIONS Delivery timescales depend on receipt of all available information from client
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2.0	ACTIVE MONITORING
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2.1	SERVICE DETAIL To carry out health and safety inspections of workplaces, including, where appropriate, homeworking bases within Directorate service areas.	CONDITIONS
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	SERVICE STANDARD Biennial inspection of workplaces. Other premises/areas (e.g. peripatetic/ manual employees and homeworkers) as far as is reasonably practicable.	
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2.2	SERVICE DETAIL To carry out environmental monitoring of the workplace in HQ establishments.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
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	SERVICE STANDARD	
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2.3	SERVICE DETAIL To monitor and advise on the Directorate's implementation of The Display Screen Equipment Regulations.	CONDITIONS Delivery timescales depend on receipt of all available information from client.
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	SERVICE STANDARDS Quarterly.	
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2.4	SERVICE DETAIL To prepare a quarterly summary of all Directorates' accident records.	CONDITIONS
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	SERVICE STANDARD Aggregated and reported every quarter.	
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2.5	SERVICE DETAIL To audit and review all Directorates' health and safety performance.	CONDITIONS
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	SERVICE STANDARD Annually.	
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3.0	REACTIVE MONITORING
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3.1	SERVICE DETAIL To record and, where necessary, investigate, all reported incidents to employees and, where appropriate, non-employees. That is accidents involving injury, incidents of aggression and violence and near misses.	CONDITIONS Client to ensure that all incidents are reported in accordance with Council policy and guidance, in particular, promptly and forms correctly completed and Client to supply all the necessary documentation and allow for appropriate investigation.
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	SERVICE STANDARD Incidents are to be investigated / recorded as soon as reasonably practicable within 5 working days.	
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3.2	SERVICE DETAIL To ensure that all Notifiable/Reportable injuries, dangerous occurrences and diseases are reported to the H.S.E. in accordance with legal duties and adequately recorded.	CONDITIONS Client to ensure that all incidents are reported promptly and in accordance with Council policy and guidance. Client to supply all the necessary documentation. Delivery timescales depend on receipt of all available information from client.
	SERVICE STANDARD	
3.3	SERVICE DETAIL To liaise with the H.S.E regarding all Notifiable/Reportable injuries, dangerous occurrences and diseases.	CONDITIONS Client to supply all the necessary documentation and allow for appropriate investigation. Delivery timescales depend on receipt of all available information from client.
	SERVICE STANDARD	
3.4	SERVICE DETAIL To monitor remedial action arising from accidents within the Directorate.	CONDITIONS Client to supply all the necessary documentation and allow for appropriate investigation.
	SERVICE STANDARD	
3.5	SERVICE DETAIL To investigate complaints relating to the working environment.	CONDITIONS
	SERVICE STANDARD Subject to timescale agreed with client.	

4.0	ADMINISTRATION	
4.1	SERVICE DETAIL To keep the appropriate records relating to accidents, health surveillance, etc. where there is a legal or insurance requirement to do so.	CONDITIONS Client to ensure that all incidents are reported in accordance with Council policy and guidance and to supply the necessary documents.
4.2	SERVICE DETAIL To assist with the provision of information required by Government bodies, Health Services, legal claimants, insurers and others with respect to the work activity of the Directorate and accidents at work.	CONDITIONS Client to supply the necessary information and documentation.
4.3	SERVICE DETAIL To provide appropriate information to managers, employees within the Directorate, Members and the public on the health and safety aspects of the Directorates' work.	CONDITIONS Subject to timescale agreed with client.
4.4	SERVICE DETAIL To administer and keep records relating to the Directorate's implementation of the Display Screen Equipment Regulations.	CONDITIONS Client to supply the necessary information and documentation.

SEPARATELY CHARGED SERVICES

1.0	PSYCHOMETRIC TESTING	
	<p>SERVICE DETAIL</p> <p>Testing Services Provision of Psychometric Testing (ability tests and/or occupational personality questionnaires etc.) as part of selection, redeployment or personal development activities.</p>	<p>CONDITIONS</p> <p>Early consultation with HR prior to advertisement of a vacant post.</p> <p>Availability of a suitable venue and computer stations.</p>
	<p>SERVICE STANDARD</p> <ul style="list-style-type: none"> • clients advised on the most suitable test for the purpose • testing sessions administered by trained and qualified staff • results analysed and fed back by trained and qualified staff • feedback always offered to individual candidates 	
2.0	TRAINING DELIVERY	
	<p>SERVICE DETAIL</p> <p>To prepare and deliver one-off highly specific HR training, ie. not part of the Corporate training frameworks.</p>	<p>CONDITIONS</p>
3.0	HEALTH AND SAFETY CONSULTANCY	
	<p>SERVICE DETAIL</p> <ol style="list-style-type: none"> 1. To provide advice, guidance and assistance beyond that detailed in the Service Level Agreement for Human Resources (Employee Relations & Corporate Support - Health and Safety). 2. To carry out risk assessments relating to work activities. 3. To carry out health and safety inspections, beyond that set out in the Service Level Agreement. 4. To monitor and report on the working environment with respect to light, temperature, noise, humidity and air in non-HQ establishments. 5. To provide training in the following areas: <ol style="list-style-type: none"> a. General Health and Safety. b. Risk Assessment. c. Health and Safety Inspections. d. Safe use of Display Screen Equipment. e. Safe use of Hazardous Substances. 	<p>CONDITIONS</p>

4.0	TRAINING CONSULTANCY	
	SERVICE DETAIL Advise on/participate in service specific training and development projects outside the scope of the agreed Directorate Training Plan	CONDITIONS Dependent on the availability of Employee Development staff and the appropriate level of financial resources
	SERVICE STANDARD <ul style="list-style-type: none"> according to an agreed project definition 	

5.0	PAYROLL CHEQUES	
	SERVICE DETAIL <ul style="list-style-type: none"> Payments by cheque Weekly pay 	CONDITIONS Existing staff only
	SERVICE STANDARD The charges set out below exclude schools who are offered a 10% discount under Fair Funding if all staff are paid monthly by BACS.	

6.0	CHARGES	
	Psychometric Testing	£250 per day
	Training Delivery	£250 per day
	Health & Safety Consultancy	£250 per day
	Training Consultancy	£250 per day
	Payroll Cheques	£25 per cheque, whether salary or advance on salary £100 per year for each weekly paid employee

Section 4 **OUR PERFORMANCE**

We will continually monitor our performance by:

- regular liaison with managers
- attendance at meetings such as liaison groups and management meetings
- maintaining key performance indicators and reporting
- checking customer satisfaction through regular surveys
- checking on performance against external benchmark comparators

The development of our performance management system is ongoing and the detail for our exact monitoring arrangements are to be determined and will be communicated to clients as soon as they are available.



**RESOURCES DIRECTORATE
(HUMAN RESOURCES DIVISION)
SERVICE LEVEL AGREEMENT**

SCOPE OF AGREEMENT

An agreement between the Manager (the Service Provider) and (the Client) for the provision of ...(state overall type of service)... services listed in the Service Specification.

This agreement will operate in accordance with the General Conditions of Service Level Agreements approved by the Council.

PERIOD OF AGREEMENT

This agreement is for the period 1 April to 31 March

This agreement may subsequently be renewed on the same, or different terms, as agreed by the two parties, by way of memoranda.

The parties may, at any time, mutually agree in writing to vary the terms of this agreement.

SERVICES PROVIDED

The services to be provided are described in Section 3 of the Service Level Agreement.

CHARGES

The charges for the services provided are detailed in Section 8 of the Service Level Agreement and shall only be amended in accordance with the provisions contained within the General Conditions and by mutual agreement, in writing.

CONTACT OFFICERS

Service Provider Extn.

Client Extn.

SIGNATURES TO THE AGREEMENT

	Service Provider	Client
Signature
Name
Title
Date

SERVICE LEVEL AGREEMENT GENERAL CONDITIONS

1. INTRODUCTION

1.1 This Document sets out the General Conditions which will apply to all Service Level Agreements entered into between Service Providers and Clients within Milton Keynes Council.

2. PERIOD OF AGREEMENT

2.2 The period of the agreement will be specified in the Service Level Agreement.

3. VARIATIONS

3.1 A Service Level Agreement may be varied in writing by mutual agreement, by the nominated contact officers, at any time during the period of the agreement.

4. SERVICE PROVIDERS RESPONSIBILITIES

4.1 The Service Provider shall ensure that appropriately experienced staff are reasonably available to carry out all work for the Client. The Service Provider's staff will keep accurate and appropriate records of time spent on the provision of services to the Client.

4.2 It is recognised that there may be certain aspects of work which are of a specialised nature and/or urgent ad hoc projects which cannot effectively or economically be dealt with in-house by the Service Provider. In these circumstances it may be necessary to engage Consultants, the brief for and cost of which will be discussed with the Client in advance of instructions being given.

4.3 The Provider will monitor work performed on behalf of the Client and will seek to ensure that:

- (a) the Service is of the standard agreed and detailed in the Service Level Agreement;
- (b) only work done for the Client is properly charged to the Client;
- (c) time is not unnecessarily spent on the Client's matters.

4.4 The Provider will seek to ensure that the Service is of the agreed standard in terms of quality and effectiveness and that any budgetary or time constraints agreed with the Client for any particular matter or project are complied with. All relevant standards and constraints will be detailed in the Service Level Agreement.

5. CLIENT'S RESPONSIBILITIES

- 5.1 For the Provider to comply with the obligations of any Service Level Agreement it will be necessary for the Client to either provide information and/or comply with timetables which will vary with each specific service.
- 5.2 The Client will not make any demands on the staff of the Service Provider that are not contained within the Service Level Agreement without prior mutual agreement between the two parties.
- 5.3 The Client will ensure that the staff of the Service Provider have, at all reasonable times, full access to any information, equipment or buildings necessary for the fulfilment of the obligations under the Service Level Agreement.

6. PERFORMANCE REVIEW

- 6.1 The parties to a Service Level Agreement shall meet at least once during the period of any agreement to review the Provider performance and operation of the Service Level Agreement.
- 6.2 Where the work undertaken is project based, the parties to the Service Level Agreement shall review the Provider performance on the completion of the project.
- 6.3 Each party will nominate a contact officer who will act as the initial point of contact for issues arising out of the provision of the service.
- 6.4 The provision of Service Level Agreements will be reviewed as part of the annual planning process for formulating service plans and budgets.

7. CONFIDENTIALITY

- 7.1 The Service Provider agrees to ensure that all Client data be treated with strict confidentiality. Both parties will observe the requirements, where appropriate, of the Data Protection Act 1984.

8. PAYMENTS FOR SERVICES

- 8.1 The client will be recharged direct throughout the agreement period for the cost of providing the services at the rates set out in the individual Service Level Agreements.
- 8.2 The charge will be made on a monthly basis. The Provider will supply the client with summary information about each months charge, and if requested will provide a more detailed breakdown. The charge will then be made through the Council's General Ledger System, unless the Client objects to any element, within 14 days of receipt of the information.
- 8.3 The charge rates for the contract period will have been based on assumed levels of activity. Inevitably, variations will be experienced in activity levels throughout the contract period. In these circumstances the costs for the contract period should be adjusted accordingly by mutual agreement between the parties.

- 8.4 The charges set out in the individual Agreements should be set to recover the full costs of the activities concerned. Where surpluses and deficits arise these will be reported to the Council for decision on their treatment.

9. DISPUTES PROCEDURES

- 9.1 The parties to a Service Level Agreement will endeavour to resolve any disputes as to performance or interpretation of any clauses of the agreements by mutual consent.
- 9.2 Where, exceptionally, a matter cannot be resolved it will be referred to the Chief Officer Board, or appropriate Corporate Programme Group, whose decision will be final and binding on all parties.

Section 7 CONTACT POINTS

Telephone External : (01908) 25... followed by the internal extension shown below.

Internal : ring the extension number shown.

Fax No (01908) 252750

BEV BITHELL	HEAD OF HUMAN RESOURCES	3849
Gloria Vass	Secretarial Administrator	3642

EMPLOYEE RELATIONS & CORPORATE SUPPORT

**General Enquiries (8.45am to 5.15pm)
(01908) 252585**

JOHN DEERE	HUMAN RESOURCES MANAGER (EMPLOYEE RELATIONS & CORPORATE SUPPORT)	3862
Employee Relations		
Gill Drew	Senior Human Resources Officer (Job Share)	3847
Cindy Stanton	Senior Human Resources Officer (Job Share)	3847
Sarah Leeson	Human Resources Officer	3851
Christine Minter	Human Resources Assistant	2551
Sue Curtis-Hale	Human Resources Assistant	2585
Projects		
John Boothroyde	Senior Projects Officer	3844
Raj Chauhan	Project Officer	3841
Janice Milsom	* Project Officer	3840
Rodney Jackson	Research & Information Officer	2494
Health & Safety		
Les Piascik	Senior Health & Safety Officer	3839
Eghe Eweka	Health & Safety Officer	3526
John Godwin	Health & Safety Technician	3495
Linda Harris	Administrative Assistant	3608

OPERATIONS

General Enquiries (8.45am to 5.15pm)

Recruitment : (01908) 253910

Personnel : (01908) 253148

Payroll : (01908) 252099

JOHN HARRIS	HUMAN RESOURCES MANAGER (OPERATIONS)	3913
Kay Adams	* Senior Management Support	3913
Personnel		
Suzanne Pangbourne	* Senior Human Resources Officer	3141
Kathy Williams	Human Resources Officer (Resources)	3856
Tim Howe	Human Resources Officer (Neighbourhood Services)	3180
Ann Jack	Human Resources Officer (Learning & Development – non schools)	3351
Ruth Newell	Human Resources Officer (Environment)	3861
	Human Resources Officer (Schools)	
Musrat Zaman	Human Resources Officer (Schools)	3202
Sue Wells	* Human Resources Officer (Schools)	3451
Jayne Thomas	Human Resources Assistant (Neighbourhood Services)	3219
Gill Hockley	Human Resources Assistant (Learning & Development – non schools)	3241
Kulvinder Ubhi	* Human Resources Assistant (Environment)	3859
Barbara Evans	Human Resources Assistant (Schools)	3412
Sue Edwards	* Human Resources Assistant (Schools)	3911
Karen Willoughby	* Clerical Assistant	3626
Mary Downes	* Clerical Assistant	3911
Caroline Duff	Clerical Assistant	3258
Donna Jones	* Clerical Assistant	3868
Payroll		
Stewart Gilchrist	Senior Human Resources Officer	3870
Max Kempster	Payroll Team Leader	4256
Mark Wells	Payroll Team Leader	4237
Beverley Downes	Senior Payroll Assistant	3871
Angela Reay	Senior Payroll Assistant	3873
Lee McAndrew	Payroll Assistant	3877
Rachael Miller	Payroll Assistant	3875
Julie Newton	Payroll Assistant	3863
Emma Skelton	Payroll Assistant	3876
Karen Willoughby	* Payroll Assistant	3626
Sandra Howell	Payroll Assistant	3878
May Sze-To	Payroll Assistant	3869
Recruitment		
Helen Davey	Recruitment Co-ordinator	3910
Laura Reilly	Recruitment Assistant	3910
Heidi Billingham	Recruitment Assistant	3436
Pensions		
Ann Lawrence	Pensions Officer	3296

EMPLOYEE DEVELOPMENT
General Enquiries : (8.45am to 5.15pm)
(01908) 253105

MORAG SHAW	HUMAN RESOURCES MANAGER (EMPLOYEE DEVELOPMENT)	3857
Myra Clifford	* Training Assistant	3105
Nikki Barratt	* Training Assistant	3105
Chief Executive, Resources, Environment		
Pamela Milne	Corporate Training & Development Officer	3850
Maggie Trendell	* Training & Development Officer	3855
Beverley Fisher	* Training & Development Officer	3485
Helen Taylor	Training Assistant	3854
Neighbourhood Services, Learning & Development		
Joy Hallas	Corporate Training & Development Officer	3604
Brighde Boyle	Practice Teaching Officer	3135
Shirley Baxter	* Training Assistant	3571
Hillary McWilliam	* Training Assistant	3488
Young Peoples Development		
Barbara Clark	Training & Development Officer	3455
Prevention of Adult Abuse (Externally Funded)		
Margaret Kelly	* Training & Development Officer - Prevention of Adult Abuse	3846
Hillary McWilliam	* Training Assistant	3488

* Please note these employees are part-time and may therefore not be available every day of the week.

