Further to your Information request FOI65120 please find your questions and our responses below:

I am conducting a study of service delivery models of human resources (HR) for local government authorities in England. I am therefore submitting a freedom of information request for information held relating to HR service within your authority.

Response: Please see attached. We have completed what we can however we are also applying the following exemption to the rest of the request.

This is a refusal notice under Section 17 of the Freedom of Information Act 2000.

The relevant exemption is:

12 (1) Where costs exceed the appropriate limit.

does not oblige a public authority to comply with a request for information if the authority estimates that the cost of complying with the request would exceed the appropriate limit. The Fees Regulations state that this cost limit is £600 for central government and £450 for all other public authorities. Such costs are calculated at £25 per hour per person for all authorities regardless of the actual cost or rate of pay, which means that the limit will be exceeded if these activities exceed 18 hours.

We do not hold the information in the format required therefore to provide it it would mean manually going through records this would take well over 18 hours.

This concludes your request FOI65120.

If you require translation of the information you have been sent please do not hesitate the contact us.

If you are unhappy with the information we have provided in response to your request please write to:

Information Management Team Manager
Royal Borough of Windsor & Maidenhead
Town Hall, St Ives Road
Maidenhead
SL6 1RF

or send an e-mail to martin.tubbs@rbwm.gov.uk

We are proud to be one of the leading authorities in England for consistently responding to information requests within the 20 working days set down by statute. Information about our performance and summaries of requests received can be found on our website:

http://www.rbwm.gov.uk/web/foi_information_requests.htm
We are keen to hear about your experience with the Information Management Team here at the Royal Borough of Windsor & Maidenhead and look forward to receiving any comments you have about the way your information request was processed.

Please send any feedback to the Information Management Team Manager either by e-mail martin.tubbs@rbwm.gov.uk or in writing to the address above.

Yours sincerely

Chris Daniels
Information Management Officer
Legal Department
Corporate Directorate
Royal Borough of Windsor & Maidenhead
Town Hall, St. Ives Road
Maidenhead SL6 1RF
Freedom of Information request regarding HR service delivery

Background and other information

I am conducting a study of service delivery models of human resources (HR) for local government authorities in England. I am therefore submitting a freedom of information request for information held relating to HR service within your authority.

Thank you in advance for taking the time to provide me with this information; the response to which will be collated with those of other respondents and my findings will be utilised as part of my Dissertation on the MA in Management of Human Resources.

I hope that responding to the questions included will not be too onerous and look forward to receiving your reply in due course. If you have any questions regarding this, please do not hesitate to contact me via email.

Please return the completed document, and any related material, electronically to:

<table>
<thead>
<tr>
<th>About the authority</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of local authority:</td>
<td>Royal Borough of Windsor and Maidenhead</td>
</tr>
<tr>
<td>Number of individuals employed by authority:</td>
<td>Circa 1,600</td>
</tr>
<tr>
<td>Full time equivalent employed by authority:</td>
<td></td>
</tr>
<tr>
<td>Number of agency staff engaged by the authority as at 31st March 2013</td>
<td></td>
</tr>
</tbody>
</table>

1. Please provide details regarding levels of the following relating to all employees of the authority:

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Staff turnover as % of overall number of individuals employed</td>
<td></td>
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<tr>
<td>Days lost due to sickness absence as % of working days</td>
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<tr>
<td>The incidence of discipline and grievance cases</td>
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<tr>
<td>The incidence of capability cases (excluding sickness related cases)</td>
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<tr>
<td>Ratio of HR staff (FTE:overall FTE)</td>
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</tbody>
</table>

2. Has the authority implemented a transformation of the HR service delivery since 1st April 2008?

3. How many HR posts have been subject to Transfer of Undertakings (Protection of Employees) or redundancy since 1st April 2008? Please also provide the effective date of transfer/redundancy.

4. Does the authority currently, or has it at any point since 1st April 2008, shared or outsourced any element of the human resource function with an external authority or other organisation?
   * If yes, please specify the nature of the relationship between your authority and the external authority/organisation, the name of the authority/organisation.
5. Which, if any, of the following activities are entirely or predominantly provided by shared service or outsourced providers? Please also provide the name of the shared services or outsourced body.
   - Occupational Health? Outsourced
   - Pensions administration? Shared
   - Training?
   - Payroll?
   - Recruitment?
   - Employee benefits? Outsourced
   - Company car provision?
   - Employee welfare support? Outsourced
   - Absence monitoring?
   - HR management information?
   - Employment law advice?
   - HR information system?
   - Collective negotiation and consultation?
   - Casework advice and support, including disciplinary, capability and grievance?
   - HR policy development?
   - Employee relations policy and strategy?
   - Employee engagement interventions?
   - Remuneration strategy?
   - Performance management strategy?
   - Benchmarking performance and reward?
   - Diversity?
   - Design of learning and development?
   - Delivery of learning and development?
   - Workforce planning?
   - Induction?
   - Exit management for employees?
   - Job evaluation?
   - Employment law services?

6. With what frequency are the following routinely monitored in relation to the human resources function?

<table>
<thead>
<tr>
<th></th>
<th>More frequently than daily</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Annually</th>
<th>Less than once per year</th>
<th>Not monitored</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call waiting time</td>
<td></td>
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<tr>
<td>Call count</td>
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<td>Call length</td>
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<tr>
<td>Details of enquiries</td>
<td></td>
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<tr>
<td>Time taken to resolve queries</td>
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<tr>
<td>Advice given</td>
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<tr>
<td>Accuracy of advice</td>
<td></td>
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<td>x</td>
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<tr>
<td>Satisfaction from users</td>
<td></td>
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<td>x</td>
</tr>
</tbody>
</table>

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7. Do any of the following structures closely reflect the structure of HR delivery within the authority?

8. If the authority has changed its HR delivery model since 1st April 2008, what were the business case justifications in support of the change? E.g. what savings or efficiencies were anticipated?

9. What have been the noted as the advantages, efficiencies or savings, and the disadvantages, inadequacies or additional costs of changes to the HR service since 1st April 2008?

10. What services, other than HR, are delivered through an outsourced or shared service approach?

Any other comments:

Thank you for your response