FUNCTIONS	SUB FUNCTIONS	PLEASE MARK 1 COLUMN PER ROW		IF OUTSOURCED, TO WHICH COMPANY/SUPPLIER?	IF OUTSOURCED, WHAT WAS THE CONTRACT VALUE FOR FY 2018/2019	IF OUTSOURCED, WHAT WAS THE CONTRACT VALUE FOR FY 2019/2020?	IF OUTSOURCED, WHAT WAS THE CONTRACT VALUE FOR FY 2020/2021?
		MANAGED IN-HOUSE	OUTSOURCED				
Core HR	Workforce benefits team	X	N/A	N/A	N/A	N/A	N/A
	HR Leadership and Business Partners	X	N/A	N/A	N/A	N/A	N/A
	HR policy governance & development	X	N/A	N/A	N/A	N/A	N/A
	Absence management	X	N/A	N/A	N/A	N/A	N/A
	Employee relations	X	N/A	N/A	N/A	N/A	N/A
	Workforce planning	X	N/A	N/A	N/A	N/A	N/A
	Job evaluation	X	N/A	N/A	N/A	N/A	N/A
	Personnel file management	X	N/A	N/A	N/A	N/A	N/A
	Registration maintenance	X	N/A	N/A	N/A	N/A	N/A
Occupational Health & Wellbeing		N/A	X	People Asset Management Group	£498,000.00	£498,000.00	£467,982.90
Recruitment		X	N/A	N/A	N/A	N/A	N/A
Temporary Staffing		X	N/A	N/A	N/A	N/A	N/A
Medical Staffing		X	N/A	N/A	N/A	N/A	N/A
Workforce Information & Analytics	Maintenance & reporting of information from ESR	X	N/A	N/A	N/A	N/A	N/A
	Set up and maintain all position data and associated ledger code/assignment of AfC/Medical & Dental terms and conditions.	X	N/A	N/A	N/A	N/A	N/A
	Maintenance of workforce information databases	X	N/A	N/A	N/A	N/A	N/A
	Processing, analysing and reporting workforce data	X	N/A	N/A	N/A	N/A	N/A
Education	Needs analysis	X	N/A	N/A	N/A	N/A	N/A
	Course catalogue development	X	N/A	N/A	N/A	N/A	N/A
	Learning management system	N/A	X	Dynamic	£5,000	£5,000	£5,000
	Knowledge management	X	N/A	N/A	N/A	N/A	N/A
	Course commissioning/delivery	X	N/A	N/A	N/A	N/A	N/A
	e-learning material development	X	N/A	N/A	N/A	N/A	N/A
	Assessments	X	N/A	N/A	N/A	N/A	N/A
	Statutory mandatory training	X	N/A	N/A	N/A	N/A	N/A
	General training	X	N/A	N/A	N/A	N/A	N/A
	Nurse & medical education & induction	X	N/A	N/A	N/A	N/A	N/A
Organisational	Staff survey	N/A	X	Picker Institute Europe	£3,420	£2,850	£3,650
	Performance management	X	N/A	N/A	N/A	N/A	N/A
	Organisational change OD manages this in house. This may differ/or not, where there are other areas of the organisation engaged in organisational change.	X	N/A	N/A	N/A	N/A	N/A
	Equality & diversity	X	N/A	N/A	N/A	N/A	N/A
	Leadership & team development	X	N/A	N/A	N/A	N/A	N/A
Rostering		X	N/A	N/A	N/A	N/A	N/A
HR specific systems	Systems (including licences, purchase and annual support and maintenance) to deliver the HR function (e.g. remote access tools, TRAC recruitment)	X	N/A	N/A	N/A	N/A	N/A
	Designated software support staff associated with these systems	X	N/A	N/A	N/A	N/A	N/A
Expenses reimbursement	Expenses processing	N/A	X	NHS Shared Business Services	Costs are part of the wider Payroll Contract	N/A	N/A
	Expenses Software	N/A	X	Selenity Limited	£12,762 in VAT	£12,762 in VAT	£12,762 in VAT
	Production of P11D forms	N/A	X	NHS Shared Business Services	Costs are part of the wider Payroll Contract	N/A	N/A