



EMPLOYMENT COMMITTEE – 11 JULY 2013

HR APPROACH TO CHANGE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to advise the Committee on the general approach to be adopted to the significant amount of change and transformation required during the period covered by the current Medium Term Financial Strategy.
2. The Council's transformation agenda is developing, and governance arrangements are now agreed and in place. There will be a number of strands to the work, many overlapping, and the majority having some impact on parts of the Council's workforce.
3. It is essential that skilled and flexible resources are in place to support transformation programmes, and colleagues in the Strategic HR service will be at the heart of this work, alongside senior managers and other key stakeholders, as well as supporting and advising managers.
4. How the Council manages and implements change, and staff perceptions of this, will be very important. It will be imperative to focus on morale, performance, efficiency and productivity, in order to ensure that the quality of service provision remains high, regardless of how extensive the change is.
5. The following sections briefly describe specific services that are provided by the Strategic HR service, together with some general issues for consideration or noting:

Strategic HR

- Expertise in relation to delivery and employment models e.g. shared services, partnerships, TUPE transfers, mutual etc;
- Advice and support in relation to restructures, service modelling;
- Management of the employee relations climate - ensuring that trade unions add value and remain an essential resource with effective mechanisms for negotiation and consultation;
- Advice on pay and reward issues, terms and conditions, contractual flexibility, and other elements which will help to drive performance, flexibility and productivity;

Health, Safety and Wellbeing

- Staff support eg. counselling and proactive approaches to stress management, implementing wellbeing initiatives;
- Practical Health and Safety advice eg. where an office move/relocation is involved;

Learning and Development

- Ensuring managers are appropriately skilled to deliver fundamental change in the context they have to now operate in;
- Assess the requirement for, and provide training interventions as appropriate, in order to support transformation workstreams eg. commercial skills, commissioning skills, partnership working;
- Support the development of skills required for new ways of working;
- Conclude the Leading for High Performance programme;
- Support culture change.

HR Business Partners

- Deep knowledge of departmental activity, priorities and direction, providing appropriate challenge as well as advice and support.
- Ensure that workforce planning and succession planning considerations are an integral part of service planning and change activity.

General

In addition to the above, which are ostensibly part of the 'day job', but which will become more intensive as the transformation agenda develops, there are a number of other areas which are worthy of consideration:

- The Strategic HR service has a key role, in conjunction with other support services, in managing and mitigating risk. How we approach change and implement it will be key;
- The Council needs to contribute to the wider communications and engagement strategy – a clear strand of the work relates directly to staff and trade unions. Engagement at all stages will also be an important underpinning factor;
- As plans become clearer, and levels of risk more clearly understood, consideration may need to be given to further measures to manage the situation, at the same time providing support to existing employees;
- It is an opportune time to review the redeployment process, with the aim of having a robust process that provides pro-active support for those at risk of redundancy, maximises the opportunities for re-training and re-staffing, and seeks to avoid (where possible) redundancy costs;

Recommendation

That the contents of this report be noted.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

Officer to contact

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Equal Opportunities Implications

None.

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