

Personnel Committee – 11 October 2016

Organisational Change Management Procedure

1. Summary of report

The purpose of this report is to seek approval for the introduction of a new Organisational Change Management Procedure (appendix 1) that will assist the Council to deliver a range of organisational change management programs. The new procedure will accompany the Council's existing redundancy and redeployment procedures in supporting managers to implement change consistently and fairly in their service areas and across the Council. The procedure will support service redesign processes, help to improve service delivery models, support long term financial planning and assist with efficiency savings helping the Council to meet its future financial obligations.

2. Recommendations

Personnel Committee is recommended to:-

- Agree the attached Organisational Change Management Procedure with immediate effect.

3. Background

The Organisational Change Management Procedure sets out the Council's approach to how organisational change affecting employees will be managed across the Council. The Council needs to ensure that its approach to managing organisational change is carried out fairly and consistently. This procedure attempts to provide a structured framework to support managers to deliver change programs in the most effective way possible whilst ensuring that employees are supported throughout the process.

Further to previous budget rounds, work has been ongoing to improve the approach and experience for employees and much work has been undertaken with managers in service areas and Trade Unions to identify where improvements could be made within the process. The outcome of much of this work identified the need for additional organisational change principles to be specified to support managers and provide clarity and consistency to employees and Trade Unions through reorganisation/redesign processes.

The creation of a new Organisational Change Management Procedure is one of the ways the Council is proposing to address management, employee and

Trade Unions concerns. This procedure has been requested by both CMT and Trade Unions and has therefore been widely consulted upon prior to the final version being presented.

The procedure provides a framework to support managers to effectively manage organisational change processes in a fair, transparent, consistent and legally compliant manner across the Council. In addition the procedure specifically attempts to rectify the issues identified by management and Trade Unions as areas requiring improvement in previous budget rounds and reorganisations, in summary these are:-

- Thorough and considered business case preparation
- Communication of information at the start and throughout consultation
- Identification of the organisational change group
- Approach to assimilations and ring fencing
- Approach to and ordering of recruitment and selection activity
- At risk and redeployment
- Implementing the change and managing/administering the change

4. Resource and Legal Considerations

This procedure has been reviewed by legal services and there are no legal comments to note.

There are no financial implications arising from this report.

5. Citizen Impact

There is no direct impact on our citizens as a result of this procedure. The procedure is however, part of the employment framework that helps to ensure that residents of Walsall get the best possible services from council employees.

6. Performance and Risk Management issues

There are no identifiable risks associated with this implementation, indeed this procedure attempts to ensure that the Council remains compliant with the law.

7. Equality Implications

An Equality Impact Assessment is attached (Appendix 2).

8. Consultation

The procedure has been consulted upon with senior managers across the Council and recognised Trade Unions between 1 August – 9 September 2016.

A collective Trade Union meeting was held on 19 August to discuss any issues or questions raised by the Trade unions and a subsequent written response to all points raised has been provided to the Trade Unions. The Trade Unions have raised no further issues/ concerns regarding this procedure.

CMT reviewed the procedure on 29 September 2016 for subsequent Personnel Committee approval.

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