
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	23rd MARCH 2006	CATEGORY: DELEGATED
REPORT FROM:	JAYNE JONES – DIRECTOR OF CORPORATE SERVICES	OPEN
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SUBJECT:	ORGANISATIONAL CHANGE	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM05

1.0 Recommendations

1.1 That Finance & Management Committee approve Annexe A for adoption by the Council.

2.0 Purpose of Report

2.1 To promote the corporate adoption of a formal procedure for undertaking organisational change. This would become an integral part of the Authority's People Strategy.

3.0 Detail

3.1 The Council has to be responsive to an ever-changing environment. The number of organisational changes at divisional level that have occurred or are in process since the completion of the senior management restructure has demonstrated this. These changes have been in response to either the introduction of legislation, funding or to improve service delivery.

3.2 It is important that organisational change is approached in a consistent manner throughout the Authority to realise the benefits outlined in 3.3 and to minimise the risk of failure or employment relations problems. This approach has already been taken with the agreement of a workforce planning procedure in relation to the development of the Contact Centre. The framework/guidance in Annexe A develops this procedure further and will assist in the management of future organisational change.

3.3 The step by step approach describe in the guidance should help:

- Reduce the fear of change.
- To promote a consistent, fair and transparent approach to managing change effectively.

- Managers to plan each stage of the process including the provision of support and other resources
- To make best use of Council procedures to ensure that capacity is built within the workforce to meet current and planned service needs,
- To raise awareness of relevant employment legislation.
- To promote the benefits of a partnership approach with Trades Unions and employees.
- To promote the role of trade union representatives in the change process.

3.4 The guidance will be a “living document” to be reviewed/amended as appropriate (e.g. Market Testing will be replaced by at some stage another procedure integrating a Job Evaluation procedure).

Consultation

3.5 The Joint Negotiating Committee has considered the proposed procedure and agreed that it be recommended to Committee for adoption by the Council. If adopted, the procedure may then be reviewed at any time in consultation with the appropriate trade unions.

4.0 Financial Implications

4.1 There are none arising from this report.

5.0 Corporate Implications

5.1 The proposed procedure provides a corporate framework for undertaking large or small reorganisations. It should help ensure that they are carried out in terms of meeting the requirements of legislation, the Council’s employment policies and in planning for the best use of resources to meet service demands.

6.0 Community Implications

6.1 The proposed procedure requires managers at an early stage to determine the objectives to be achieved and how these will improve performance and service delivery.

7.0 Conclusions

7.1 This report recommends a corporate framework and guidance to manage organisational change. This will also support and form an integral part of the People Strategy currently being developed by Human Resources.