

**HDC TRANSFORMATION PROGRAMME**  
**WORKSTREAM: ORGANISATIONAL DESIGN**

**HIGHLIGHT REPORT: 21<sup>st</sup> February 2013**

**Project Sponsor: Beverley Jolly**  
**Workstream Lead: Kate Frow**

**Brief Description of Workstream**

Design of organisation structure and provision of HR support and advice for implementation.

Following the outcome of the service redesign recommendations, the role of the organisational design workstream is to provide support and advice for managers and employees regarding the implementation of the recommendations. Primarily these regard employee relations, consultation, redundancy, redeployment, recruitment, changes to terms and conditions and contracts, role design and job evaluation and the administration of these. The outcome of this implementation is intended to support the aims of the transformation programme in terms of efficient and changing ways of working to provide a revitalised service to our customers.

Other projects that this workstream will focus on include flexible working (see separate highlight report).

**Period Covered To: 21<sup>st</sup> February 2013**

**Current Status:**    **Red**        **Amber**        **Green**   

Actions Completed	Date(s)	Status RAG/✓
<ul style="list-style-type: none"> <li>• Any appropriate redundancy meetings have been held and documented in accordance with procedure.</li> <li>• Progress with the reorganisation of Financial Services. Selection processes are complete and all staff have been informed of the outcomes.</li> <li>• Recruitment to vacant posts continues. These may provide redeployment opportunities for financial services staff to be made redundant.</li> <li>• Team Leader – Accounts has been appointed, and shortlisting is underway for the Financial role.</li> <li>• Termination of employment due to resignation or voluntary redundancy has been administered appropriately as with changes to terms and conditions of existing staff e.g. customer services.</li> <li>• Contractual changes were made for the financial services restructure and this ensured the new structure was effective from 1<sup>st</sup> February 2013.</li> <li>• Staff were formally made redundant and unsuccessful staff have been supported in their redeployment.</li> </ul>		<p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p> <p>G</p>

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Update
<ul style="list-style-type: none"> <li>Regular updates with Unison continue to take place and have been an effective tool in identifying any issues at an early stage and for early information sharing. Informal meeting take place every 2 weeks, formal employee relations meetings have recently moved to a quarterly basis.</li> <li>Internal staff moves are creating a small number of vacancies for staff still serving notice periods or who are at risk and still eligible for redeployment. Vacancies are advertised externally where internal recruitment has not proven successful. Where vacancies are sent to HDC from neighbouring authorities, these are also made available to staff, particularly those facing redundancy.</li> <li>Staff support is ongoing via a variety of methods. A new Occupational Health provider has been appointed, offering more flexible referrals and local assessment opportunities.</li> <li>A rise in sickness absence has been noted but is due to long term illness unrelated to stress. Each long term sickness case is being worked upon appropriately by managers and HR, and the majority of these cases are expected to be resolved in March.</li> </ul>

Next Actions
<ul style="list-style-type: none"> <li>Further discussions have taken place this month and any impact upon staff in the Facilities teams will be supported following a review of the interim arrangements.</li> <li>An external advertisement has been issued for the post Corporate Asset Manager with a view to making an appointment in May.</li> <li>An interim worker has been appointed to the Assistant Solicitor post short-term, interviews will be taking place in late February.</li> </ul>

Key to Risks			
<b>L = Likelihood</b>	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
<b>I = Impact</b>	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

Risk	Mitigating Actions	Owner	L	I
Challenge to proposals and process from UNISON	Continue with appropriate communication to ensure ongoing engagement.	KF	2	2
Employee relations and morale may lessen in response to the service changes	Ongoing discussion with Unison. Development of a reward and culture change strategy.	KF/ CM	2	2
Management capacity to deliver the transformation programme, projects and SMT responsibilities	Understanding of the demands placed upon SMT in the forthcoming months. Review of workloads in 1:1 meetings	CMT	2	2