

HDC TRANSFORMATION PROGRAMME
WORKSTREAM: ORGANISATIONAL DESIGN

HIGHLIGHT REPORT: 21st May 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: 21st May 2013

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

Actions Completed	Date(Status RAG/✓
<p>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 managed appropriately by managers and HR, and the majority of these long term sickness cases were resolved in April when individuals returned to work.</p> <p>The Corporate Asset Manager, Mark Perris has started with HDC and the Head of Financial Services/ s151 joins us on 28th May. Simon Riley is spending some days with HDC prior to his start date to ensure a smooth handover with Jim Holden.</p> <p>Repeat recruitment to vacant posts in the Legal Services team have been successful. The new Assistant Solicitor started 29th April and the Principle Solicitor cover will have a likely start date in May.</p> <p>There are currently no staff left at risk as a result of restructuring activity.</p>	April 2013	G

Update

- Regular updates with Unison continue to take place and have been an effective

HDC TRANSFORMATION PROGRAMME
WORKSTREAM: ORGANISATIONAL DESIGN

tool in identifying any issues at an early stage and for early information sharing. Informal meetings take place every 2 weeks, formal employee relations meetings have moved to a quarterly basis.

- Staff support is ongoing via a variety of methods. A new Occupational Health provider has been appointed, offering more flexible referral and local assessment opportunities and improved quality of information. The in house counselling that the organisation has had in place for some time continues to be fully booked and offers timely assistance to staff and seeks to prevent absence through support.
- 2 roles within the Financial Services team (Finance Assistant and Team Leader) remain unfilled and interviews for both positions will be concluded by 9th May.

Next Actions

- A review of parking services was indicated in the service review recommendations. The preparatory work for this has begun, however this recommendation will be better placed for operational reasons in T2 with revised completion dates.
- Changes to the rotas of the Customer Services Advisors are imminent. This will better reflect the footfall and peak demand times of customers.
- Whilst there has been much development given to the Senior Management Team whilst restructuring has taken place and the team has settled in, there now needs to focus on the next level within the organisation of ‘supervisors’ and ‘team leaders’ who have significant influence over the performance of staff and improvement of services. A development programme is currently being designed.
- A general corporate training module will also be designed around customer focus to keep staff refreshed in these skills and its importance.
- Minor changes to staffing at a senior level are being considered and the following areas of key activities are being shaped within new roles eg customer insight and engagement, environment co-ordination.

Key to Risks					
L = Likelihood	1 Almost Impossible	3 Low	5 High		
	2 Very Low	4 Significant	6 Very High		
I = Impact	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