

Committee(s): Establishment Committee – For information	Date(s): 10/07/2019
Subject: HR Support for the Fundamental Review	Public
Report of: Director of Human Resources	For Information
Report author: Janet Fortune, Assistant Director of HR Marion Afoakwa, Assistant Director HR & Change	

Summary

This report summarises the HR support available for individuals, teams, managers and departments in response to the Fundamental Review

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. The Fundamental Review differs from previous reviews in that it seeks to ensure that our resources are more effectively applied to:
 - align our spending against our Corporate Plan;
 - strengthen financial discipline in a time of declining resources; and,
 - to enable us to fund our major projects
2. This report aims at demonstrating the support mechanisms available within Corporate HR, to effectively assist the organisation in carrying out the Fundamental Review and the subsequent Corporate and Departmental Change activities.
3. Appendix 1 (within the confidential section of the agenda) shows our communication with GMB Trade Union.

Support for Individuals

4. Results from the 2018 Staff Survey show that 92% of staff are interested in their work and 68% are proud to work for the Corporation. Therefore, the impact of major changes to how people work within the organisation or of the prospect of a new career outside the organisation is likely to be significant.

5. Mechanisms available for individuals is aimed at being supportive, informative and developmental, for personal motivation and engagement, to build confidence, enhance basic and functional skills and look to the future.
6. Consequently, we are setting up an information, advice and guidance team within Corporate HR, who will receive training for a Level 2 certificate in Information, Advice and Guidance, to pick up first level concerns from individuals about their personal impact of the Fundamental Review.
7. This will not cover counselling or coaching queries, for which staff will be sign-posted to the Employee Assistance Programme or to Occupational Health Services for such queries.
8. To ensure that the Trade Unions have up to date information for communicating with and responding to concerns from their members about the Review, discussions with the Trade Unions are already underway.
9. Further development for individuals is available through the IT strand of the City Academy Programme, which is aimed at equipping staff with greater IT proficiency and an understanding of how they could use IT to operate more efficiently
10. Staff wishing to understand their Pension entitlements have access to two established courses; an insight lunch into general pensions information and a 'pensions top up' session. We also offer a pre-retirement course, and in September we are running a course focusing on Annual and Lifetime allowances and the choices that people have.

Support for Managers

11. Being an individual as well as a manager has the potential for creating additional tension for managers. A 2-day (4 half days) course covering communication, resilience, governance, legislation related to change and having crucial conversations will be rolled out from July 2019. These are aimed at supporting managers to maintain stable levels of performance motivation and engagement throughout change processes for themselves as well as their teams.
12. Other courses currently available for managers include Managing Change, Managing a Team Through Change, Crucial Conversations, Presentation Skills and the Excellence in Management course, which started in January.
13. Additional courses to be provided include Managing Resistance to Change and Personal Resilience and, as part of the Project Management Academy, we are developing modules on making a business case and delivering restructure projects. We are also joining with the GSMD in developing a coaching network and coaching skills.

14. We have developed and piloted a course for managers on managing remote workers to support existing arrangements and the potential for these to increase if proposals included greater off site working.
15. We will be ready in September to roll out a course on the governance of change and different staff employment arrangements. This will be ready for when Members indicate what options they want to explore further, so that when these are being considered they are in the context of what can be done. We also bring a report at that time for Members to consider what might be on or off the table.
16. A Toolkit for Managing Change will be available for managers, which will support navigation through governance requirements, policies, procedures and template documents for communicating processes. Planned and ad-hoc drop-in sessions will be on offer for familiarity with the new procedures.

Support for Departments

17. An HR Change team has set up to work in partnership with Managers, to help articulate the impact of proposals on staff and support their translation into solutions. The team will also support the development of cross-departmental change activities and lead on the design and delivery of employee processes to be implemented in response to the Fundamental Review
18. Other policies which may be required during times of Change, such as Redundancy and Redeployment, Flexible Retirement are being reviewed. Members will also be aware of the of the current consultation on £95k cap on exit payments, and we will keep this under review to determine how this may impact on the Fundamental Review.
19. To build capacity within the Job Evaluation (JE) process, an HR panel has been set up to pre-check documentation from managers and ensure that it is appropriate, complete, logical and consistent, before submission. Improved quality of submissions will reduce the time spent on it by the JE team and is expected to consequently speed up JE decisions.
20. As noted above we are working closely with the Trade Unions to give them a corporate view of the impact of the Fundamental Review and provide reassurance on the handling of change processes.
21. We have already committed to information being shared with the Trade Unions and informal consultation prior to any formal trade union consultation being required so that as far a possible staff and unions will be aware of developments – the Fundamental Review meetings being a major part of this.
22. We have outlined to the Trade Unions our ongoing project to update the policies, processes guidance and support for staff and managers, to manage change effectively. We have reassured them that this does not mean that there will be a major change to current policies and procedures where they are working effectively but to maintain best practice across all departments.

Support for Teams

23. Currently available are team intervention tools such as Jigsaw and Strengths Deployment Index (SDI) which have been successfully used with teams across the organisation.
24. The SDI tool is particularly good at analysing where conflict can arise in teams because of different ways of working and defining the difference between Opposition and Conflict and avoiding what triggers opposition into conflict.

Corporate & Strategic Implications

This approach aligns to the Corporate Plan 2018-23, specifically Outcome 1: People are safe and feel safe, Outcome 2: People enjoy good health and wellbeing, Outcome 3: People have equal opportunities to enrich their lives and reach their full potential and Outcome 8: We have access to the skills and talent we need. Working with IT supports Outcome 9: We are digitally and physically well-connected and responsive and Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

Financial Implications

Majority of the training will be funded from the Corporate Training budget however some externally sourced experts may be required, which will have a cost implication. No additional resources are required for the Change Team as is being enabled through the temporary refocusing of current HR priorities.

Conclusion

Corporate HR has reviewed the relevant available policies, procedures and processes for dealing with Change, the development opportunities and support offered, against potential outcomes of the Fundamental Review. These, the new Managing Change Toolkit and the additional focussed support from the Change Team will assist the organisation in managing change more effectively.

Appendices

Appendix 1 (within the confidential section of the agenda) – Correspondence with GMB Union

Marion Afoakwa

Assistant Director, Corporate HR & Change

T: 020 7332 1554]

E: marion.afoakwa@cityoflondon.gov.uk