

Appendix 7 – Change Management	
Reporting Officer:	Jill Minne, Director of Organisational Development
Contact Officers:	Karen Russell, HR and Organisational Development Manager

3.0	Main report
3.1	Description of risk
3.1.1	The Change Management risk, as captured in the Council's Corporate risk register is as follows:
3.2	“If we do not manage change effectively then we will not deliver the Belfast Agenda/Community Plan.”
3.2.1	Risk Owner
	Accountability for the management of this corporate risk has been assigned to Jill Minne, Director of Organisational Development (OD).
3.3	Risk assessment
3.3.1	Following detailed review of the corporate risks, this risk was assessed in terms of 'impact' and 'likelihood' (using the Council's risk scoring system, see Appendix 1) as follows: Impact – 5 (severe) Likelihood – 4 (possible)
3.3.2	This assessment reflects the potential impact of not managing change effectively. <ul style="list-style-type: none"> • The Council's organisational structure does not change to meet the new priorities of the Council • The Council's systems, policies and processes become out of sync with the changing structure / new priorities • Managers are not equipped to deliver the new priorities (skills and behaviours) • Staff become disengaged • Behaviours undermine delivery • Outcomes are not achieved to the detriment of the city and communities and the satisfaction of members

	We are committed to doing all we can to reduce the likelihood of the risk occurring
3.4	Current measures in place to manage the risk
3.4.1	<p>The council currently has a range of organisational development initiatives in place to support change. These include, but are not limited to, the following:</p> <ul style="list-style-type: none"> - Agreed corporate OD strategy - Peer Review completed - Significant benchmarking completed regarding structures - Decision Making Analysis review undertaken across the organisation - Director of OD chairs the Council's agreed consultation and negotiating committee - Joint Negotiating and Consultative Committee (JNCC) and organisational change and development is a standing item on the committee's agenda with specific subgroups of the JNCC having been established to negotiate the new service delivery models for Leisure and the Waterfront and ulster Halls. Departmental Management and TU forums are in place. - Draft OD programme of work developed - HR policies (attendance, disciplinary, unfair treatment and grievance) reviewed and changes implemented - Employee Health and wellbeing strategy in place, with a focus on emotional resilience , and including BCC being first public sector organisation in NI to sign up to the Mental Health Charter - Staff support networks established – Women's Network, Disability Network and LGB&T Network - Procurement of the new HR / Payroll system is being finalised with a view to full implementation in the next 18-24 months - Increased internal communications and engagement activities (staff briefings, workshops, focus groups, staff surgeries) - Capacity building programmes for elected members and staff - Change management development programme in place for managers and staff - Governance board established to oversee the procurement and implementation of the new HR / Payroll system - OD lead officers identified for C&NS departmental work streams - Regular review meetings between Director of OD and senior departmental Business Support Managers - Regular departmental project review meetings in place
3.5	Performance
3.5.1	Regular updates are provided at Strategic Policy and Resources Committee and Budget Panel and reported on the CORVU and MK Insight system.
3.5.2	<p>A number of corporate organisational design and development actions have been completed. These are:</p> <ul style="list-style-type: none"> - New committee structure

- New service delivery model for provision of Leisure
- New service delivery model for Waterfront and Ulster Halls
- Creation of City and Neighbourhoods department
- Creation of City Centre Development function
- 45 Planning staff transferred from Planning Service and entire Building Control section badged to new Planning and Place department under newly created Director of Planning and Place
- Community Services staff badged from Development Department to new City and Neighbourhoods department
- Staff from Urban Development Team realigned from Development Department to City Centre Development Team, Property and Projects department and Planning and Place department
- Director of City and Neighbourhood Services recruited
- Director of City Centre Regeneration recruited
- Waterfront and Ulster Hall staff transferred to new Council owned company;
- new Managing Director and board recruited
- 2 corporate VR tranches
- Overall organisational model agreed by committee.
- Consultants have been appointed to work with corporate management team (CMT) to further develop and prioritise OD implementation plan, with a view to ensuring collective agreement, understanding and ownership of priorities, actions and dependencies and the resources and behaviours required for effective delivery of the agreed planned change.

3.6 Areas for improvement

3.6.1 The main improvement action, having now agreed the overall organisation model is to agree a prioritised and resourced OD programme to ensure effective delivery of high quality, vfm services and the elected members' ambitions set out in the Belfast Agenda. To that end independent, external consultants have been appointed to work with the corporate management team (CMT) to further develop and prioritise the OD implementation plan, with a view to ensuring collective agreement, understanding and ownership of priorities, actions and dependencies and the resources and behaviours required for effective delivery of the agreed planned change.

3.6.2 In addition to developing this main piece of work implementation and improvement will continue and will include:

- A further tranche of voluntary redundancy
- Further organisation restructuring (in the context of overall agreed organisational model; the need to review corporate support models; the need for efficiencies; and the need for additional significant resourcing in some agreed priority areas
- Carry out full pay and grading and equal pay review
- Review and further refinement of employee performance management and accountability frameworks
- Review of contracts such as agency, recruitment assessment and occupational health with a view to streamlining processes and achieving efficiencies

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| | <ul style="list-style-type: none">- Agree and implement competence framework for development, performance management and recruitment purposes- Continue to develop and implement capacity building plan for elected members and staff- Develop strategic and planned approach to internal communications and employee engagement |
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