

Information/Discussion Paper

Cabinet - 7th February 2012

Workforce Change Protocol

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

1. Background

- 1.1 One of the risks highlighted as part of the Strategic Commissioning Programme is “ if as a result of commissioning, services are delivered through others, and the principles and values that need to underpin service delivery (accepting there may be a need for subtle differences) are not made clear and understood, then delivery may be counter to those principles and values and could adversely impact reputation and performance”. One of the agreed mitigating actions is to develop an agreement with the Council’s recognised Trade Unions (Unison and GMB) on CBC’s approach to managing change in the commissioning process.
- 1.2 The TUs had provided an initial template that had been used and agreed in other Councils, however this template was very much centred around procurement (in fact, outsourcing) of services, and needed to be amended to reflect the Council’s commissioning context.
- 1.3 At a recent South West Employers and Public Service Managers Association meeting, it was confirmed that some councils had seen and agreed such an approach with the Trade Unions, some had seen it and not been willing to agree, and some were not aware of it. Setting in place such an approach, or otherwise, seemed largely to depend on the nature of the relationship between Council and Trade Union, and practice in managing workforce change.

2. Progress

- 2.1 The approach has been drafted as a protocol to guide action of both Council and Trade Unions rather than a formal agreement. It reflects “best practice” and as such it captures in one document the Council’s approach in managing changes to the workforce reflecting the commissioning approach. The protocol also reflects the Council’s current procurement practice. It will form part of the Council’s guidance in managing workforce change, specifically setting out as it does, key points of engagement and consultation with the recognised Trade Unions.
- 2.2 The protocol was discussed and endorsed by the Strategic Commissioning Programme Board on 5th December 2011, and the Senior Leadership Team on 6th December 2011. One Legal has provided comment and advice on the document and approach.

Background Papers	See Attached Workforce Change Protocol
Contact Officer	Amanda Attfield, Director People, Organisation Development and Change, 01242, @cheltenham.gov.uk
Accountability	Colin Hay, Cabinet Lead, Corporate Services
Scrutiny Function	E&BI