



WE ARE DEMOCRATIC
Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

WE ARE RESPONSIBLE
We take responsibility for our actions, care about their impact on others and expect others will do the same.

WE ARE FAIR
We will be honest and open in how we treat everyone with respect, champion fairness and create opportunities.

WE ARE PARTNER
We will provide an open community, encourage everyone to work together to do our common ambition.

TRANSFORMATION & TRADE UNION ENGAGEMENT

FRAMEWORK



FOI

Human Resources & Organisational Development

Transformation & Trade Union Engagement Framework

I. INTRODUCTION

- 1.1. This Framework presents the minimum standards we would expect for engagement with the trade unions as part of the work on transforming Plymouth City Council. This Framework provides a high level set of principles and a forum for engaging Trade Union representatives in the work of the Transformation Programme.
- 1.2. The City vision for Plymouth is to become 'One of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone and for Plymouth City Council (PCC) to become 'The Brilliant Co-operative Council'.
- 1.3. We need to ensure our co-operative values are at the heart of everything we do and we will need to embed them into our existing processes to enable this to happen. This includes how we work with staff and their representatives, to enable meaningful communication, consultation and collective bargaining.

It will also connect to the values of Plymouth City Council:
 - 1.3.1. We are Democratic: 'We are committed to structuring in more opportunity within the Project and Programme Lifecycles for co-design, ensuring meaningful and timely input can be provided by Trade Unions representing their members.
 - 1.3.2. We are Responsible: 'We will ensure we collect and share information throughout the whole lifecycle to help our staff to perform at their best, minimising and managing any adverse impact, whilst using our resources wisely.
 - 1.3.3. We are Fair: 'We will be honest and open with the information we present, when considering the impact of changes on our employees, to ensure they are treated fairly, with respect and to create opportunities where we can.
 - 1.3.4. We are Partners: 'We are making a joint commitment to work more effectively with our employees and Trade Unions to deliver our common ambitions, to create a more flexible organisation, where our employees are proud to work and supported in their transitions throughout the Council or to partner/other organisations.
- 1.4. It is recognised that employee communications and consultation are essentially about involving and engaging people in an organisation. Employees will be able to perform at their best if they know their duties, obligations and rights and have an opportunity to make their views known to management on issues that affect them. Good communications and consultation are central to the management process when dealing with changes in working practices and procedures.

2. JOINT WORKING PARTNERSHIP

- 2.1. Current arrangements for discussing Transformation at Lead Reps will be rebranded as a 'Joint Working Partnership' and set up to discuss projects, initiatives and areas of work that come out of the Transformation Programme and that may have a direct or indirect impact on staff.
- 2.2. It is proposed that this forum continues to take place at the fortnightly Lead Representatives meetings, to minimise the impact on capacity and availability.
- 2.3. The draft terms of reference are presented in Appendix A.

3. APPROACH AND TYPES OF ENGAGEMENT

3.1. The types of engagement adopted during a project lifecycle can be found at appendix B. This allows the proposed scope and purpose of the Joint Working Partnership to be agreed.

4. RECOMMENDATIONS

4.1. The fortnightly Lead Reps is adapted to include engagement with the Transformation Programme.

4.2. This process is trialled to ensure that it meets the needs of trade unions and transformation leads.

4.3. Specific pieces of work that come out of the Transformation Programme are handled in accordance with existing and evolving consultation processes.

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TERMS OF REFERENCE

Joint Working Partnership for Transformation & Trade Union Engagement

1. PURPOSE

The purpose of the Joint Working Partnership (JWP) is to ensure there is a continued and focused effort on meaningful engagement with Trade Unions to ensure the Transformation Programme and Organisation objectives are met whilst minimising the impact on employees.

Specifically:

- Ideas and designs for implementing change and the approach are jointly agreed
- Communications are jointly agreed where possible
- There is clear understanding of communication, consultation and negotiation
- Our Corporate Values are supported and embedded

2. KEY PRINCIPLES

- 2.1. All members have equal status, whilst acknowledging the nature, scale, scope and pace of the Transformation Programme will mean at times that some changes, actions and decisions will need to happen quickly.
- 2.2. There must be a strong commitment from the Transformation Programme to provide the earliest visibility of any of these changes (whether fundamental or early proposals) to ensure Trade Unions have the opportunity to provide invaluable insight, which may affect how these changes are implemented and allow them to prepare for any questions they have from their members.
- 2.3. To allow both parties to have open, transparent and productive discussions, an overview of all changes needs to be available. Jargon needs to be avoided, ensuring points raised are pertinent to the subject matter and challenge is constructive.

3. RESPONSIBILITIES

The following are the specific responsibilities, collectively, of the Joint Working Partnership. Individual responsibilities will be assigned as required:

- Ensure that Trade Union and staff engagement is built into project and programme lifecycle;
- Ensure that information is provided throughout the various stages of the Programme and Project Lifecycle
- Provide information to the Trade Unions on the feasibility and achievability of the Programme/Project Plan and that the Plans are resourced and the impact on staff is understood with all action to be taken in line with our Corporate Values;
- Ensure the overall risk level for the impact on employees is understood;
- The designs for the future purpose, functions, shape and size of the Council are shared;
- To receive summaries of Transformation Programme Business Cases.

4. MEMBERSHIP

Chair: Strategic Director for Transformation and Change

Trade Union Lead Representatives

Head of Portfolio Office

Programme and Project Managers as required

HR&OD officers

Business Change representative

5. FREQUENCY

Fortnightly, as part of the Lead Reps meeting.

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APPENDIX B: TYPES OF ENGAGEMENT THROUGH PROJECT LIFECYCLE

Portfolio / Programme / Project	Portfolio / Programme / Project Stage	Responsible Officer	Stage	Forum	Purpose / Outcome	Supporting Documents
Programme	Mandate	SRO & Programme Manager	1	JCC or Lead Reps	An idea or opportunity has been identified by PCC or Transformation, with broad opportunities and risks known. Let the TU know change is coming, not much detail is known at this stage	
Project	Initiate	Project Manager/ Programme Manager (many of our project managers are too junior to do this)	2	JWP	Options to solve the problem and exploit ideas are being explored. Early information from: 'Corporate Impact Assessment' impact still unlikely to be known, but help on assessing each option with TU required.	
Project	Initiate	Business Change, Business Analyst and Project Manager	3.1	JWP	Approach to starting consultation with anyone identified as a stakeholder who could help inform the design, or may be impacted by the changes	TBC
Project	Initiate	As above	3.2	JWP	Approach and content to be delivered for wider engagement with staff to be shared.	
Project	Initiate	Project Manager	4	Lead Reps	To ensure TU have been 'socialised; with the content of the Cabinet papers to ensure they are in a position to support their members	Cabinet Papers
Project	Design the Capability	Project Manager or Business Change	5	Lead Reps	The changes designed, work will begin more widely on implications	

Project	Deliver the Transition	Project Manager and HR Advisor 'or' Service Manager....?	6	JCC or Lead Reps	Embedding the change through Delivery	TBC
Project	Close the Project	Business Analyst & Communications PM	7	JCC or Lead Reps	The project closes and an evaluation of post project benefits	TBC

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