



Organisational HR Change Transformation Maturity Index

The index below sets out the typical **Organisational HR Change** characteristics demonstrated by councils at each stage of their transformation maturity.

It is split into five levels (Level 1 being lowest and Level 5 being the highest).

The following **HR capabilities** are covered.

- The ability to consider the impact of proposed change on roles, teams and people
- The ability to apply relevant laws, regulations, policies and procedures
- Workforce development

Important: Organisational change that has an impact on roles and responsibilities and/or structures carries risk if not considered and implemented in line with legislation and policy. For this reason, councils should engage early with their own HR teams when considering transformation impacts on people.

This index should also be read in conjunction with wider Change Management capabilities to ensure that communication, engagement and wider change management considerations are factored into all people related change.

	Level 1	Level 2	Level 3	Level 4	Level 5
The ability to consider the impact of proposed change on roles, teams and people	<p>There is limited awareness of legal and regulatory requirements relating to restructuring.</p> <p>Changes are often made without professional HR involvement, or with HR involved at the last minute.</p>	<p>Services actively involve HR professionals in planned restructuring activity and within services people changes are managed effectively.</p> <p>HR risks are managed at a service level.</p>	<p>The council has a thorough understanding of the legal and regulatory requirements in relation to restructuring.</p> <p>A council wide approach to management of restructuring activity that seeks to minimise risk and enables multi-level engagement with key stakeholders, including affected parties and unions is in place.</p>	<p>Level three has been met.</p> <p>In addition, the council seeks to actively learn from prior restructures and apply this learning to enable continuous improvement.</p>	<p>Level four has been met.</p> <p>In addition, restructuring is an early consideration in any transformation activity.</p> <p>The council is confident in risk management to enable open and transparent dialogue as far as possible, working ethically to minimise negative personal and organisational impacts.</p>

	Level 1	Level 2	Level 3	Level 4	Level 5
The ability to apply relevant laws, regulations, policies and procedures	<p>There is limited or no support in how to apply policy and procedure.</p> <p>Leaders of transformation are provided with documentation and must navigate restructuring with limited HR input.</p>	<p>Services work with individual members of the HR team to ensure policies are adhered to.</p> <p>There may not be a council wide framework in place, and if there is, it may not be well embedded.</p>	<p>A council wide suite of policies and procedures is in place and a business partnering approach is in place to support the application of them and relevant support.</p> <p>Restructuring risk is managed at a whole council level and changes sequenced to consider volumes, impacts and policy considerations.</p>	<p>Level three has been met.</p> <p>In addition, there is active engagement in the iteration of policy and procedure based on feedback from prior restructuring initiatives.</p>	<p>Level four has been met.</p> <p>In addition, policies and procedures are systemised and supported as far as possible with standardised tools, templates, and guidance, enabling a level of automation of the process to focus the people effort on supporting the workforce impacted by the change.</p>

	Level 1	Level 2	Level 3	Level 4	Level 5
Workforce development	There are no workforce development plans in place.	<p>Services actively involve HR professionals in planned restructuring activity and within services people changes are managed effectively.</p> <p>There is limited consideration of overall workforce planning and opportunities to plan, upskill, re-skill and re-deploy are considered only tactically.</p>	<p>Council wide workforce planning and development is in place, enabled by clear line of sight to all restructuring that is planned and active business partnering.</p> <p>There is evidence of the organisation successfully reskilling and re-deploying staff, of effective succession planning and management of risk.</p>	<p>Level three has been met.</p> <p>In addition, the council invests in horizon scanning and considers wider workforce change patterns, including technology advancements and the need for digital enablement of the workforce for example.</p>	<p>Level four has been met.</p> <p>In addition, the council seeks to actively manage workforce planning in the context of place and regenerative outcomes, maximising local employment opportunities, creating productive partnerships and both leveraging and supporting wider economic and supply chain development in the interest of its workforce and the local economy.</p>

Maturity level definitions

The following definitions define the general characteristics of councils at each stage of their transformation journey and should be read in combination with the specific characteristics of each capability.

Level One: Level one describes the typical capabilities and characteristics of councils who do not yet have whole organisation approaches to transformation in place. These councils are characterised by having lots of individual projects happening within services and with no joining up between them corporately.

Typically, success depends on the efforts of individuals rather than on processes and established ways of working. Coordination and communication are usually limited. Senior leaders may plan strategically but do not put the mechanisms in place to translate their vision into joined up action, often becoming disappointed or frustrated when initiatives fail.

Level Two: Councils with Level two transformation capabilities may have consistent practices in place within individual service areas or projects, or in pockets of the authority. This may include templates, standard processes, reporting and some repeatable ways of working.

Cross-functional teams, with representation outside of the service area, are often pulled together to drive project delivery, but these defined ways of working do not span the whole organisation.

Typically, at this stage there is some analysis and focus on strategic outcomes, and basic benefit capture and tracking (e.g. identifying and tracking savings). Usually there are a small number of defined roles in place including Project Management capacity.

Level two organisations are beginning their transformation journey.

Level Three: At Level Three, councils have integrated transformation capabilities and are applying standard ways of working across the whole organisation, incorporating continuous learning and best practice.

Changes are managed effectively against an integrated governance structure that spans people, process, technology and financial. Teams share information across departments and effective, co-ordinated communication is in place that sets out clear organisational vision and makes the 'golden thread' between projects and organisational outcomes clear.

Roles and responsibilities are clear, enabling employees to understand their role in transformation and to be empowered to take decisions within their remit. Staff engagement is regular and enables two-way communication and problem solving. Change resistance is managed and Senior Leaders understand, and invest appropriately in, all the levers needed to deliver effective transformation.

Level three councils understand what good looks like and are developing their capacity and capability to support transformational change.

Level Four: Councils who reach Level 4 are strategic in their approach to transformation.

This means that they go beyond aligning ways of working and linking activity back to the Golden Thread, implementing and embedding consistent, predictable, best practice ways of working that support transformational outcomes.

Accurate, real time or near real time data analysis is consistently used to enable actionable insights that drive decision-making and track progress. Metrics are used to understand what is working, and what is not, enabling changes to be made where needed.

The organisation has confidence in its decision making and is mature enough to stop activity where value has diminished.

Change resistance in Level 4 organisations is minimised and there is a more consistent culture across service areas due to effective communication and leadership.

Level Five: Level Five represents a best practice organisation that is fully optimised and self-optimising.

It is rare for councils to reach a fully optimised transformational capability and those that do set the benchmark for the sector.

A fully optimised transformation capability is evident in optimised processes, maximum productivity and efficiency, evidence of significantly positive impact on outcomes and the use of capacity created to drive innovation.