

Meeting:	Overview and Scrutiny Committee
Date:	27 March 2006
Subject:	MMR Scrutiny Review
Responsible Officer:	Director People, Performance and Policy
Contact Officer:	Lynne McAdam
Portfolio Holder:	Communications, Partnership and Human Resources
Key Decision:	No
Status:	Public

### **Section 1: Summary**

This report introduces the summary of the Scrutiny review of the MMR process and the specific impact the MMR process has had on members of staff who have been through it. The report makes recommendations as to how to resolve some of the difficulties that have resulted from the MMR process

### **Decision Required**

- Members of the Overview and Scrutiny committee are asked to:
- i. Note the findings of the review
  - ii. Agree the review recommendations
  - iii. Call for further reports to monitor the implementation of the review's recommendations
  - iv. Refer the report to Cabinet for consideration

### **Reason for report**

The report is being presented in order that the committee can accept the report and recommendations of the MMR scrutiny review.

## **Benefits**

Agreement of the recommendations from the scrutiny review of MMR will enable the organisation to move forward in a constructive way by addressing the concerns that have been identified during the review process.

## **Cost of Proposals**

There are no specific costs associated with Overview and Scrutiny Committee's acceptance of the recommendations in the review of the MMR process. However, should the recommendations subsequently be accepted by Cabinet there may be associated costs. These will be identified in the report that accompanies this review report to Cabinet.

## **Risks**

There are none specific to this report

## **Implications if recommendations rejected**

Failure to accept the recommendations of the report will prevent the council from addressing the evident concerns of staff that have been identified during the review. It may also jeopardise the organisation as the dissatisfaction of staff subject to the MMR process is felt in other tiers of the organisation and beyond.

## **Section 2: Report**

### Brief History

At its meeting in April, the Overview and Scrutiny Committee agreed the scope for the Phase Two scrutiny review of the MMR process. This review was designed to investigate the impact of the MMR process on the organisation, specifically upon the middle managers who were/are the subject of the process. The review has undertaken extensive consultation with officers who have been through the process and has sought the views of the council's senior managerial and political leadership and trade union representatives.

The review report makes a number of recommendations with regard to the morale of staff in the MMR pool, the change management process and the cost of the process.

### Options considered

Not appropriate

### Consultation

Not appropriate

### Financial Implications

There are no financial implication for the Overview and Scrutiny committee associated with this report. However, if the review recommendations are subsequently accepted by Cabinet, there may be costs. These will be identified in the appropriate report.

### Legal Implications

There are none specific to this report

### Equalities Impact

There are none specific to this report

### Health and Safety Implications

There are none specific to this report.

### Section 17 Implications

There are none specific to this report.

## **Section 3: Supporting Information/Background Documents**

'Managing Organisational Change', Paul Tarplett and Laurie McMahon, Officer for Public Management

'HR: Making Change Happen', Chartered Institute of Personnel and Development