



Case study | **London Borough of Newham**
HR Service

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Project Overview

SPM has worked with Newham's HR management team over a number of years on projects including the centralisation of the recruitment function to providing strategic input and project leadership for an HR restructure, implementation of new HR Policies and Procedures, a strategic review of the Health and Safety service and carrying out a complex management/disciplinary investigation.

SPM lead on the centralisation of Newham's recruitment function, working on site on a part-time basis to deliver:

- Successful project management of the centralisation including preparation of all project documentation such as the Project Initiation Document and detailed Project Plan.
- Preparation of a new Recruitment Policy, Recruitment Procedures for line managers and detailed recruitment process documentation.
- Implementation of a Recruitment Charter (effectively a Service Level Agreement).
- Preparation of Manager and Appointee Feedback surveys.
- Creation of recruitment template letters and forms plus applicant, shortlist and interview information packs.
- Comprehensive Management Information.
- Advice and direction on the initial set up of the Trent Recruitment Module (integrated HR system with payroll).
- Advice, direction and recommendations on the use of the web and e-recruitment for the future.
- Implementation of new recruitment website in partnership with JobsGoPublic.
- Development of a new recruitment brand and creation of an award winning stand (won "Best Stand" Award at the Excel Careers and Jobs Live 2006).

As well as delivering these key outcomes the Head of HR, Susan McNally, says "Sarah provided us with a comprehensive portfolio of all the work undertaken as well as an End of Assignment Report, which recommended further actions for us to take forward to embed changes and take the service to the next Phase. Even though Sarah was working with us as an external consultant she was totally committed to ensuring that the project plan was successfully achieved within agreed time-scales".

Sir Robin Wales, Mayor of Newham congratulated Sarah and her team for winning the best stand award at the Excel Careers and Jobs Live. "Yet another reason for me to be proud of the work the Council is doing when I am out and around the borough. Please pass on my congratulations to all of your team and thank them for their hard work".



Susan adds "Sarah offers a valuable mix of strategic and operational HR knowledge as well as a background in leading organisational change as a senior manager within the public sector. This experience is complemented by her excellent communication skills and professional, yet down to earth approach. She is also fun to work with!"

On the HR Restructuring, Assistant Head of HR, Steve Engwell, says "Sarah provided expert consultation on many aspects of the Change Management process and was actively involved throughout in making the changes a success. She was involved in all aspects of the process including: planning of the new framework/structure: advising and writing the assessment and selection procedures; preparing and evaluating all job specifications; supporting consultation with Trade Unions; actively participating on panel interviews to appoint to the new structure and provide feedback. Although not a redundancy situation, she played a key part in maintaining an objectivity, alleviating anxiety and concerns amongst staff and laying the foundation of the HR service for the future."

Susan McNally concludes by saying "I've hired Sarah as a consultant on at least three occasions to do both interim and HR consultancy and manage a complex investigation. She always managed her projects and people well and came up with excellent solutions to tricky problems. I would have no hesitation in recommending her."

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