

Worcester City Council

CHANGE MANAGEMENT POLICY

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| 0.3 | 17.08.17 | Feedback from People Services incorporated into policy |
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CHANGE MANAGEMENT POLICY

At Worcester City Council, our vision is to achieve excellence in everything we do.

Change is a constant and necessary part of a continually improving organisation. Whilst this can make the Council a dynamic and vibrant place to work and help provide an excellent public service, change can also create uncertainty for the workforce so it is essential that it is expertly managed.

Organisational, economic or technological changes may at times impact upon staffing requirements, structures and organisation. This can include mergers, re-structuring or introducing materially different working practices.

1. Purpose

- 1.1 The purpose of this policy is to set out the Council's approach to any re-structuring or re-organisation process and is designed to assist managers and give clarity to those affected.
- 1.2 The Council is committed to managing the change process in a fair and consistent way, using effective communication. Where change may result in the reduction of posts and as a consequence, a risk of redundancy, all efforts will be made to deal with employees in a sensitive and supportive manner
- 1.3 Subject to our business needs The Council will seek to avoid compulsory redundancies and wherever possible will seek to achieve reductions in employee numbers through natural wastage, deletion of vacant posts, reduction of the use of agency workers, voluntary redundancy, early or flexible retirement and redeployment

2. Scope

- 2.1 The Policy applies to all Council employees and should be read in conjunction with the Redundancy and Redeployment Policies and any related procedures, as appropriate.

3. Principles

- 3.1 The Council must establish the reasons for the proposed change and communicate these to staff as appropriate. The employee groups affected by the change must be clearly identified.
- 3.2 If the change is minor, for instance, line management structures or where there is no change to contractual terms and conditions and where a substantial part of the employee's experience at work is unchanged there should be no need for consultation with the Trade Unions. In these cases a fair and reasonable process must nevertheless be followed and this should be carried out in a consultative manner within the prevailing employment legislation, local agreements and policies and procedures. See section 6.

- 3.1 If at any stage an employee requests consultation with Union Representatives this will be arranged and the time scale adjusted.

4. Consultation Process

- 4.1 The Council is committed to full and meaningful consultation with employees and with the recognised Trade Unions regarding proposed organisational change. It will consult with employees who may be affected, both directly and indirectly (e.g. posts involved in any re-structuring moves and those impacted upon by additional or changed workloads or practices) and with the relevant Trade Unions.
- 4.2 The consultation process will outline the changes proposed, the background and reasons for change, the benefits and efficiencies which are envisaged and agree the consultation processes and timetable. Where appropriate, role profiles will be drafted and the proposed process for the appointment to the jobs and any assimilation and ring fencing arrangements will be established. Trade Unions should also be consulted at the formative stage. This stage will be undertaken ahead of any formal approval being sought in order to ensure all consultation feedback is taken into account in the final decision making process.
- 4.3 The length and processes involved in each stage of the consultation will depend on the complexity of the proposed change and the number of employees involved but, in any case, shall be no less than the locally agreed consultation process and the prevailing employment legislation.

5. Implementation

- 5.1 At the end of the consultation period, approval from CLT and the relevant committee(s), if appropriate, will be sought before implementing the new structure.

6. Minor Changes

- 6.1 In cases of minor change, a fair and reasonable process must be followed and this should be carried out in a consultative manner.
- 6.2 A reasonable process for a minor change which is not an Organisational Change would include the following:
- i) An explanation of the operational reasons for the proposed changes and the benefits which may accrue to both the Council and employee
 - ii) Communicating, listening to and taking account of the views of employees
 - iii) Provision of a sufficient period of notice to the affected employees.

7. Redeployment

- 7.1 Where employees are not appointed to new posts, attempts will be made to redeploy them to an alternative appropriate post within the Council. Please refer to the Redeployment Policy for details on this process.

- 7.2 If redeployment is not possible, then employees may be placed “at risk” of compulsory redundancy. (See section 9)

8. Voluntary Redundancy

- 8.1 The Council will consider requests for voluntary redundancy from any employee who is displaced by the restructuring proposals subject to our business needs. Requests will be considered on the basis of future skills requirements of the service area / organisation, cost (normally limited to 2.6 x the annual salary including any associated pension strain), potential efficiency gains and the availability or prospect of suitable alternative employment.

9. Compulsory Redundancy

- 9.1 The Council may make compulsory redundancies in the event that displaced employees cannot be placed in suitable alternative posts through the Redeployment Policy. Compulsory Redundancy will follow the relevant statutory arrangements and be in line with the Council’s Redundancy Policy.

10. Service Transfers

- 10.1 Where a re-organisation leads to services transferring to another organisation, it would normally be expected that TUPE applies and in such circumstances the employees involved would usually be required to transfer to the new employer under existing terms and conditions as within the prevailing TUPE legislation. Please speak with People Services if TUPE applies.

11. Pay Protection

- 11.1 This is detailed in the Redeployment Policy.

12. Worcester City Council Pensions

- 11.1 Our pensions are administered by Worcestershire County Council. (see www.worcestershire.gov.uk/worcestershirepensionfund) and they can be asked to provide information on individual pension positions as appropriate.
- 11.2 Pensions provisions will also be subject to the Council’s Pensions Discretions Policy.

13. Support for Employees

- 13.1 The process of change can be a stressful experience for all concerned and employees should be made aware of the support mechanisms that are available to them.
- i) If employees have concerns they should speak to their manager in the first instance.
 - ii) They may also contact their Trade Union representative if they are a member; or a member of the People Services team.

- iii) Employees should be advised of the support available via our free and independent employee assistance programme for practical advice and counselling. Call 0808 168 2143 or online www.carefirst-lifestyle.co.uk and log in with the username **worcesterc** and the password **employee**.

14. Related Policies

Further information and guidance are available on the following topics:

- (a) Redundancy Policy
- (b) Redeployment Policy
- (c) Pensions Discretions Policy

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