

Organisational Change Policy

Purpose

The organisational change policy sets out the main processes to be followed where, due to economic reasons, changes in the delivery of services, new technology or new ways of working; which result in needing changes to be made to the composition of the Council's organisational structure and workforce.

Principles

- ✚ All organisational change proposals and processes will be communicated effectively to all affected employees and their representatives
- ✚ Consultation will take place on a collective and individual basis with any individual or affected group of employees and their representatives
- ✚ Employee participation and involvement will be encouraged at all stages of the process
- ✚ All HR processes will comply with relevant employment legislation and be underpinned by Equality and Diversity principles
- ✚ A clear and transparent assimilation process will be followed to assign employees into new roles within the new staffing structure
- ✚ The redeployment policy will be invoked for employees who are declared as at risk of redundancy following the assimilation process

Consultation

Collective Consultation

Following the submission of a proposed organisational change to Cabinet for approval 'subject to full consultations'; meaningful collective consultation will take place with recognised union and employee representatives. The consultation will cover a range of issues, for example, the development of the project implementation plan; the number and type of new roles being introduced, posts being deleted and any proposed regradings or redundancies.

Following submission to Cabinet, trade unions and/or employee representatives will be provided with a copy of the report containing the proposals, and any supporting documentation within five working days, subject to the call in process.

The trade unions should be allowed at least 20 working days to formulate their response, and a copy of their written response will be submitted to the next Cabinet for their consideration.

Subsequently, once Cabinet has considered the trade union comments and then decided upon the organisational change, the relevant unions and/or employee representatives will be informed at the earliest opportunity.

Where the organisational change proposal may result in an employee surplus, consultation will be undertaken with a view to reaching an agreement about ways of:

- ✚ Avoiding any dismissals
- ✚ Reducing the number of potential dismissals
- ✚ Mitigating the consequences of the dismissals

Minimum consultation periods will be in accordance with statutory provisions. Council consultation periods are as follows:

- ✚ Where 100 or more employees are to be made redundant over a period of up to 90 days, consultation will begin at least 90 days before the first dismissal
- ✚ Where between 20 to 99 employees are to be made redundant over a period of up to 90 days, consultation will begin at least 30 days before the dismissal
- ✚ Where less than 20 employees are to be made redundant the Council's consultation period will begin at least 30 days before the first dismissal

Individual Consultations

A minimum of two individual consultations will be held with employees who are affected by any organisational change process. Employees will have the right to representation at individual consultation meetings from either a union representative or work colleague.

The first individual consultation should take place after a new structure has been determined, following collective consultations, and once full job descriptions and salary scales are available.

The purpose of the 1st individual consultation is to:

- ✚ Ensure employees fully understand the implications for themselves arising from the organisational change and new structure
- ✚ Identify potential roles in the new structure against which individuals might be in scope for, taking into account any development needs
- ✚ Outline the assimilation process and appeals procedure where appropriate
- ✚ Determine any interest in voluntary severance or early retirement
- ✚ Allow individuals to express their order of preference for each of their options

The purpose of the second individual consultation will be to review and confirm the outcomes and options available to employees, including the results from the assimilation process as applicable.

Selection

Where planned organisational change results in a new staffing structure, assimilation guidelines will be applied to determine how people should be selected for posts. The

assimilation process will be used to assess the degree of overlap between existing and new job descriptions and person specifications. This assimilation process, coupled with competitive selection where necessary, will provide a fair and transparent method of populating the new staffing structure.

Redeployment

If as a result of the organisational change process, an employee is not in scope for any new job and / or is in a surplus position, they are eligible to be considered for other jobs within the Council through the redeployment policy. Alternatively, they may be considered for voluntary severance.

Compulsory Redundancy

In an organisational change process, it may not always be possible to re-deploy displaced employees, and compulsory redundancy may be considered. Compulsory redundancy will only be implemented once all other Council's procedures have been exhausted.

Compulsory redundancies will be carried out in line with relevant employment legislation, and the Council's redundancy procedure.