

Eden District Council
Council

24 September 2020

Management of Change Policy

Portfolio:	Resources
Report from:	Interim Director of Corporate Services
Wards:	N/A
OPEN PUBLIC ITEM	

1 Purpose

- 1.1 The purpose of this report is to recommend the adoption of the new Management of Change policy.

2 Recommendation

It is recommended that members consider and approve the proposed Management of Change policy for use in the Council, provided as attachment 3.

3 Report Details

- 3.1 Early in 2020, the Council recognised that the upcoming One Eden transformation would need to be supported by a revamped approach to managing changes to staff roles. It was recognised that a new policy called the Management of Change policy was required. This policy outlines the Council's approach to making changes to staff roles during organisational change.
- 3.2 Until this point, the Council relied on four separate documents for managing staff changes:
- Management of Change guidance, 2019 version;
 - Early retirement and redundancy policy;
 - Voluntary redundancy framework; and
 - Flexible retirement policy.
- 3.3 The latter three policies were written in 2010 and required updating in terms of legislation and pension changes. The 2019 Guidance document was never formally accepted as a policy. The proposed Management of Change policy is therefore a new and simplified approach, and ensures all related policies "join-up".
- 3.4 A benchmarking process was undertaken with other Councils within Cumbria and further afield to inform much of the policy approach.
- 3.5 The HR and Appeals Committee reviewed the draft new policy in July (the explanatory report is attached as Appendix 1), as well as the Accounts and

Governance Committee and full Council on 30 July. The Joint Consultative Committee (JCC) reviewed the draft policy on 20 July and staff consultation on the draft policy lasted for three weeks ending on Friday 14 August). The JCC reviewed the feedback received via consultation on 26 August and agreed a summary to be provided to staff (attached as Appendix 2).

- 3.6 Attached as Appendix 3 is the final draft proposal of the Management of Change policy.

4 Policy Framework

- 4.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, safe and secure;
- Connected; and
- Creative

- 4.2 This report meets Sustainable corporate priority

5 Consultation

- 5.1 Staff and the Trade Union (TU) representative have been informed of the consultation of the proposed new policy via All Staff meetings held on 21 and 23 July, and through the Council's bulletin board and One Eden site on SharePoint.
- 5.2 A consultation period of three weeks was provided for staff to ask questions and share their thoughts and opinion.
- 5.3 No consultation responses were received from the TU. Five responses were received directly from staff. The JCC approved responses to these which were circulated to staff on 10 September, can be seen in Appendix 2.
- 5.4 Consultation feedback has informed the final version of this policy which is presented in Appendix 3 for adoption.

6 Implications

6.1 Financial and Resources

- 6.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.
- 6.1.2 There are no proposals in this report that would reduce or increase resources.

6.2 Legal

- 6.2.1 The policy was designed to assist the Council in managing the process of organisational change in a fair and transparent manner and in accordance with its legal responsibilities.

6.3 Human Resources

- 6.3.1 There are no direct Human Resources implications arising out of the proposal.

6.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	Equality implications are taken into account in the policy with provision for reasonable adjustments where these may be necessary in the application of the policy.
Health, Social Environmental and Economic Impact	There are no implications arising from this report.
Crime and Disorder	There are no implications arising from this report.
Children and Safeguarding	There are no implications arising from this report.

6.5 Risk Management

Risk	Consequence	Controls Required
As a key component within the One Eden programme, which is designed to modernise the Council and deliver financial sustainability, not having a fit for purpose management of change policy in place could impact negatively on the Council in the future.		

7 Other Options Considered

7.1 No alternative approaches to this policy were considered.

8 Reasons for the Decision/Recommendation

8.1 Successful change management requires a clear plan for how organisational change will be approached and managed. The Management of Change policy sets out the steps the Council will go through and is designed to assist the Council in managing the process of organisational change in a fair and transparent manner and in accordance with its legal responsibilities.

Background Papers: Management of Change Guidance 2019 version
Early Retirement and Redundancy Policy
Voluntary Redundancy Framework
Flexible Retirement Policy

Appendices:

Appendix 1: The explanatory report accompanying the draft policy submitted to HR & Appeals Committee

Appendix 2: The summary of feedback received to consultation and the Council's response

Appendix 3: The final proposed Management of Change policy

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