

## Management of Change policy

### Why are we doing this?

The purpose of reviewing this policy is to simplify and make more transparent the approach for any organisational change, and ensure all related policies and approaches “join-up”.

The new policy is an **amalgamation** of 4 existing policy/procedure documents:

- Management of Change Guidance, 2019 version;
- Early Retirement and Redundancy Policy;
- Voluntary Redundancy Framework;
- Flexible Retirement Policy.

The latter three policies were written in 2010 and required updating in terms of legislation and pension changes.

### What has changed?

1. **Decision making and governance** has been streamlined and simplified. The Redeployment Panel has been renamed the Management of Change panel and the option to include senior managers from other local authorities has been added. The scope of the Panel is to approve all operational decisions regarding staffing (eg, assimilations, appointment into post, requests for VR and early retirement), plus associated costs. Any appeals are made to the Head of Paid Service who can create a panel involving appropriate people including members. Previously, approvals were as follows:

Action/scenario	Previous decision maker/approver	Proposed decision maker/approver	Why the change?
Agreeing assimilations, ring-fencing, appointment to role, identification of redundant posts	Redeployment panel	Management of Change panel	No impact – has been replicated
Employee disagrees with assimilation decision	Head of Paid Service	Head of Paid service	No impact – has been replicated
Appealing against restructure decisions	Redeployment panel followed by Grievance if unresolved	Head of Paid service	Having two appeals does not add additional value and could also be unsettling for individuals as the process is lengthened. Plus is unclear whether it conflicts with the above “disagreement”. Also, the Redeployment panel was the body which approved the

			restructure decision so it ought not to hear the appeal. Has been put to the Head of Paid Service in line with other appeals.
If redeployment has not been possible	Refer back to HR	Refer to Management of Change panel	Not clear what happens to that individual once back with HR. Has been referred back to the MoC panel so all information about staff is in one place.
Deciding selection criteria for redundancy	"Management"	Management of Change panel	Too vague, may cause confusion – has been put to the MoC panel.
Complaint against selection criteria	HR & Appeals committee subcommittee	Head of Paid service	Arguably a very senior body for such a detailed operational topic. Has been put to the Head of Paid Service in line with other appeals.
Application for voluntary exit	"The Council"	Management of Change panel	Too vague, may cause confusion – has been put to the MoC panel along with other operational decisions regarding staff.
Appeal against a refusal for VR	HR & Appeals committee subcommittee	Head of Paid service	A different route from other appeals so is confusing. Has been put to the Head of Paid Service in line with other appeals.

2. The involvement of the postholder in an **assimilation** process has been removed and the decision on whether the criteria have been met will now be made at Assistant Director/Head of Service or Director level. Following benchmarking comparison, further clarification of the criteria for what constitutes assimilation has been added (namely a pay difference of £1000 or less).

Comparison data obtained:

Location	Their rules about similarity of roles (most generous to employees first)
Knowsley	"50% of duties"
Oldham	"70% of the role"
Eden	Stayed the same at 70% plus no more than £1000 difference

Copeland	"70% of the role and no more than one grade higher"
Cumbria	"75%"
St Helens	"Significant proportion"
Carlisle	"90% of duties"
Rochdale	"Identical or substantially the same"

3. To reflect current industry practice and economic situation, the **protection of pay** when someone has been redeployed to a lower graded post, has been changed to 100% of salary for 12 months, from 36 months.

Comparison data obtained:

Location	Their rules about similarity of roles (most generous to employees first)
Blackpool	Depends on age and LoS. Up to max of 4 increments for 36 months
Knowsley	24 months at 100%
Hyndburn	Year 1 = 100%, Yr 2 = 50%, Yr 3 = 25% up to 4 SCP
Chorley	Up to 100% year 1, up to 50% year 2.
Eden	Reduced from 36 months to 12 months at 100%
Cumbria	12 months at 100%
Warrington	12 months at 100%
Carlisle	12 months at 100%
Sefton	12 months at 100%
Oldham	12 months at 100%
Ribble Valley	12 months at 100%
SLDC	12 months at 100%
Copeland	12 months at 100%
Lake District NP	12 months at 100%
Barrow	Up to 12 months at 100%
Craven	Up to £4k for 12 months
Preston	6 months at 100%

4. We have stated our enhanced payments for **voluntary redundancy** to provide clarity for staff and ease of budgeting. Previously the policy was silent on the amount of enhancement.

Comparison data obtained:

Location	VR payment amounts (most generous to employees first)
Carlisle	No policy but practice of 2.5x actual salary
Eden	1.5x
Cumbria	1.5x (salary capped at £1000pw)
Islington	Single one off payment (to max £5000) on top of statutory
Copeland	Statutory
Allerdale	Statutory
Barrow	Statutory
Craven	Statutory
Lake District NP	No policy
SLDC	No policy

5. To reflect current industry practice, all **discretionary awards** (Discretionary Compensation/Augmentation of Pension Service/Additional Pension) have been removed.
6. Reference to the demonstration of **Council's values** has been included where selection criteria has been mentioned.
7. For the purpose of clarification, most of the detail of **Ill Health Retirement** has been removed and the policy now signposts to the Absence Management guidance for IHR.
8. A new process flow chart has been included at appendix 1 and shows a more **flexible and collaborative** approach aimed at keeping staff informed as much as possible.
9. The flow of content and language used has been refreshed with the purpose to **futureproof** the policy for any potential type of organisational change in the future (large or small).

HR Department, 4 May 2020