Managing Change Policy

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| Version Control | Changes Made | Author |
| Version 09 – February 2024 |  | HR/OD |

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5. **Introduction**

We always strive to improve our service delivery and achieve our strategic goals, which means we must adapt, evolve, and change. We can make change a positive experience for everyone with a robust consultation process, effective communications, a good redeployment strategy and wellbeing support systems.

This policy and subsequent procedure explain how we will apply and manage the change process to avoid or reduce redundancies and manage them if they happen. We know that change can be hard, so we want to support our employees’ wellbeing as much as possible.

1. **Scope**

This procedure applies to all employees of the council and all school-based staff that are covered by the local government national agreement on pay and conditions of service (green book).

It is expected that governing bodies of all community and voluntary controlled schools will adopt this procedure. Foundation and voluntary aided schools and academies are encouraged to do the same.

The policy may not apply in the case of change where there is no risk of redundancy, e.g., changes which do not substantively change a job role or have a personal impact on an individual can often be managed locally by line managers and employees. These change proposals should be discussed with Trade Unions to determine the approach. All types of change can be unsettling for some employees and wellbeing support is available to help them if it is required. In general, however many of the principles below are also useful to consider in minor change management.

1. **Principles**

These principles have been introduced to recognise change at work can be difficult and challenging but this must not preclude us from listening to and behaving with humility, compassion, and empathy towards each other:

* **Focus on Wellbeing**

We will support the wellbeing of all employees including those in scope of the change and those supporting the change process.

* **Open and Transparent**

We will strive, throughout change processes, to communicate continuously, openly, and transparently with employees. We will always explain the reasons for decisions we make.

* **Fair and Reasonable**

We will consider the views of employees when making decisions and to act in fair and reasonable ways.

* **Person Centred**

We will listen to employees and take into consideration their individual needs and wishes where we can do so.

* **Delivering council services**

We will do what we can to retain the skills and knowledge within the council and where possible transfer people into suitable roles to continue to deliver our services. This will include the transfer of skills across services, training opportunities and trial periods.

* **Avoidance of or Minimising Job Losses**

Not all change results in job losses. However, where job reductions may be necessary, we will consider all alternative available options to minimize the need for compulsory redundancies.

1. **Guidance for Managers**

This policy is supported by a guidance document for managers on reshaping and redundancies when changes are planned that may affect jobs, pay, or terms and conditions. The guidance document covers:

1. **Wellbeing and Support** – we will support the wellbeing of all employees and communicate with them and trade unions throughout and after the change process. We will listen and respond to their questions and concerns and try to address them where possible.
2. **Consultation** – we will consult with trade unions when change is planned or when redundancies are likely. We will produce a Statement of Change document that explains the change proposals and the reason for potential redundancies. We will consult fully and meaningfully with employees and trade unions and consider creative suggestions to avoid redundancies. All suggestions to mitigate against redundancies will be fully considered in line with the principles of this procedure. Where feasible to do so, consultation periods may be extended by the council beyond the legal limits. Such an extension requires the approval of the Director of the Service.
3. **Redundancy selection** – we will use clear, open, transparent, and fair selection processes and criteria for redundancy in all cases. We will share the process and criteria with staff and trade unions. We will use assimilation to compare old and new roles when jobs are changing. We may also use redundancy selection criteria when there is a clear reduction in similar roles.
4. **Implementation** – we will implement the change(s) and support employees who are leaving or staying. We will follow the principles of the policy and be open, transparent, and fair.

If you require further clarification on this procedure, please contact HR/OD Team.

**HR/OD**

**February 2024**