

ORGANISATIONAL CHANGE POLICY

1 Policy Statement

The Council recognises that it needs to:-

- remain responsive and flexible in the way that we organise and deliver services; *and*
- adapt and continuously improve services to meet the needs of our residents and our changing duties and responsibilities; *and*
- use its resources efficiently and operate at all times within budgetary requirements and limits.

We are committed to:-

- managing all changes, including those leading to restructuring and/or redundancy, in a way that is fair, consistent and legally compliant; *and*
- communicating with all employees affected by change openly and transparently

This policy outlines the principles that underpin our approach to managing and delivering organisational change (including service re-design, restructuring, etc.)

2 Scope

2.1 This policy applies to all Hackney employees.

2.2 This policy does not apply to agency workers (i.e. workers supplied by a temporary work agency to the Council as a hirer).

2.3 HR must always be consulted where organisational change is likely to affect workers employed on fixed-term contracts.

2.4 Employees seconded into jobs in the affected area will normally be excluded from restructuring proposals if their substantive job within the Council still exists.

2.5 This policy does not apply to transfers under the Transfer of Undertaking (Protection of Employment) Regulations 2006 (TUPE regulations).

2.6 This policy does not apply to the following situations which are addressed by the flexibility within contracts of employment:-

- New posts are created within a work area which do not have further staffing implications
- Minor variations are proposed to job descriptions affecting one or a number of employees

- Changes are proposed to line management resulting in changes to reporting lines only
- Changes are proposed to the location and means of delivery of the service (e.g. adoption of new systems, methods)

3 Key Principles

The main principles that underpin our approach to organisational change are:-

3.1 ***We will be flexible and adaptable to bring about quick and efficient change***

Restructures will vary significantly in their nature, size and scope. In each case, we will adopt the processes and procedures that are most appropriate to the particular circumstances of each change.

3.2 ***We will maximise employee and trade union input into change proposals and encourage a culture of working together***

We will begin consultation with employees and their trade union representatives as soon as is practicable and involve all parties in the development of effective solutions to organisational needs and problems.

Decisions will be taken as soon as it is appropriate to do so, and outcomes will be communicated quickly and clearly to everyone affected.

3.3 ***We will treat employees fairly throughout the period of change***

We will select people based on merit and the needs of services.

Employees will have a right of appeal against dismissal.

3.4 ***We will mitigate the consequences of any redundancies and support employees who are made redundant***

Where posts are deleted, we will aim to retain employees' skills within the organisation, wherever possible, by conducting a thorough redeployment search.

We will provide all employees with a fair redundancy package.

We will provide employees facing redundancy with outplacement support and will always aim to enable employees to leave the organisation with dignity.

Employees will co-operate with the redundancy process and ensure an effective handover of work.

3.5 ***We will maintain our commitment to equalities and diversity during periods of change***

We will consider the equality and diversity implications of any change process, and ensure that employees potentially affected by the reorganisation are not subject to any unfairly discriminatory treatment.

3.6 *We will maintain high levels of performance and service delivery throughout periods of change*

While we take account of all relevant circumstances that apply to affected employees, we reserve the right to make an offer of redeployment where we consider that the appointment is appropriate subject to reasonable training.

Employees must consider all offers of suitable alternative employment. Those who unreasonably refuse an offer of suitable alternative employment will lose their entitlement to a redundancy package.

4 Approach

- 4.1 We will use a standardised, but flexible and scalable model when designing organisational functions and structures (see Appendix 1 for an overview).

5 Responsibilities

5.1 *Managers will:-*

- consult with affected employees and their representatives throughout the change process and keep them informed of progress
- approach consultation with an open mind, and consider all feedback received when developing detailed change proposals
- decide on the most appropriate method of informing and consulting with affected employees (including those absent from the workplace)
- keeping written records of discussions held with trade unions and employees

5.2 *Employees will:-*

- be flexible and open-minded in considering reasonable changes to their duties and responsibilities
- participate in consultations by considering proposals put forward and contributing their own views in an open manner
- continue to conduct their duties in a professional manner during a period of organisational change
- consider any suitable alternative employment opportunity

5.3 *Trade union representatives will:-*

- participate in consultation by considering proposals put forward, suggesting counter-proposals where appropriate, contributing representations on behalf of their members, and seeking to reach a mutually satisfactory resolution at the end of the consultation period

6 Relationship to Supporting Processes

- 6.1 This policy is supported by more detailed procedures applicable to different types of organisational change.

Proposed Change	Outcome
<p><i>Where the proposed change means that:-</i></p> <p>(a) existing jobs are likely to be no longer required</p> <p>(b) existing jobs are likely to remain, but not as many people will be required as before to perform the jobs</p> <p>(c) existing jobs are likely to remain, but they will no longer be carried out physically within the borough</p> <p>(d) existing jobs are likely to remain, but the role/terms will change to a significant extent</p> <p>(e) existing jobs are likely to remain with no, or hardly any, change at all</p> <p>(f) the function/service is likely to be contracted out</p>	<p><i>The following process should be followed:-</i></p> <p>Job ceases – legal redundancy – Redundancy Procedure applies</p> <p>Job diminishes – possible redundancy – Redundancy Procedure applies</p> <p>Job ceases at the place of employment – possible redundancy – Redundancy Procedure applies</p> <p>Contractual change - business re-organisation – Contractual Change Process applies</p> <p>No statutory implications - but employees still need to be informed and consulted – the Organisational Change Policy does not apply</p> <p>Business transfer - TUPE Regulations apply – see Procedure for TUPE Transfers</p>

Appendix 1: Hackney's organisational design model

