



General Purposes Committee
4 September 2013

**Report from the Operational
Director, Human Resources**

Wards affected:
ALL

Managing Change Policy and Procedure

1.0 Summary

- 1.1 This report provides details of the proposed new Managing Change Policy and Procedure which will replace the current Managing Change Policy and Procedure.

2.0 Recommendations

- 2.1 The General Purposes Committee is asked to:
- a. agree the draft Managing Change Policy and Procedure with effect from 5 September 2013.
 - b. authorise the Operational Director, Human Resources (or Deputy), in consultation with the Director of Governance and Corporate Services (or Deputy) and then consultation with the relevant trade unions, to make such other changes as may be necessary from time to time to the Managing Change Policy and Procedure to ensure it remains relevant and 'fit for purpose'.

3.0 Detail

- 3.1 The Council regularly reviews its HR policy framework to align its policies and procedures to the organisational objectives, incorporate legislative changes and to reflect current modern HR practice.

Brent's Managing Change Policy and Procedure has been reviewed in light of recent legislative change and improvements identified in the application of the current policy and procedure. Brent is committed to following a fair and reasonable process during times of organisational change and will consult appropriately with its staff and recognised trade unions. Equally important to

the Council is preventing or minimising redundancy, and actively seeking redeployment opportunities, where possible.

3.2 Reviews of organisational structures within the Council are necessary to ensure they remain up to date and appropriate and deliver excellent services. The Managing Change Policy and Procedure provides a framework that will be followed during times of structural change.

3.3 The key points to note in the new policy and procedure are:

- the Policy and Procedure has been simplified to provide greater flexibility when managing organisational change both for employees and the Council.
- clarifies the process for contractual changes.
- amends the consultation period to reflect recent legislative changes. The consultation period has been reduced from 90 days to 45 days where a hundred or more redundancies are proposed.
- job matching in future will be undertaken on the basis of old and new job descriptions and not person specifications.
- the grade range has also changed for job matching and redeployment searches. The grade range in future will be one up and one down rather than two up one down.
- makes the Council's Redundancy Policy contractual.
- where suitable alternative employment is found for staff displaced as part of the restructure process the statutory 4 week trial period will apply.

3.4 The policy and procedure is designed to ensure that all employees are treated fairly and consistently and that high standards of performance are maintained. It is recognised that change is a stressful time both for staff and managers. The process has been designed to achieve the required change avoiding unnecessary delays so that staff impacted by the change know how they are personally affected as soon as is reasonably possible. The Council also has various arrangements in place to support staff going through change including the Employee Assistance Programme which has a confidential counselling service.

3.5 The policy and procedure is underpinned by a strong focus on delivery of the highest level of service.

4.0 Implementation date

4.1 It is recommended that the policy becomes live on 5 September 2013. A communications plan has been developed to support roll out of the policy and

guidance for managers to support implementation of new arrangements. Human Resources advisers will be fully briefed on the operation of the new policy and procedure to support managers going forward.

5.0 Financial Implications

5.1 There are no specific financial implications.

6.0 Legal Implications

6.1 The policy is underpinned by the Employment Rights Act 1996, Employment Act 2002, Trade Union and Labour Relations (Consolidation) Act 1992 Amendment (Order 2013), Redundancy Payments Acts and the Equality Act 2010.

6.2 The policy adheres to ACAS basic principles of fairness and guidance on Handling Collective Redundancies.

6.3 The policy is non-contractual (with the exception of the Council's Redundancy Policy) and may, subject to applicable legislation, be amended or withdrawn by Brent at any time.

7.0 Diversity Implications

7.1 The policy and procedure is applicable to all staff and provides a consistent approach to implementing organisational change including structural change, changes to job roles and contractual changes to implement changes to ways of working. There is provision in the policy to support staff going through change as well as arrangements to look for redeployment for displaced staff before redundancy termination notices are issued. The managing change policy and procedure is in accordance with the Council's equality duties and will be continually monitored to ensure compliance.

7.2 An Equality Analysis has been undertaken.

8.0 Staffing/Accommodation Implications

8.1 Brent is moving towards a flexible workforce and this policy and procedure will assist in the organisation meeting its objectives through offering a framework to help employees meet or exceed the high standards of performance required. There are no other implications in addition to those otherwise set out in the report. The trade unions have been consulted on this policy.

Background Papers

Draft Managing Change Policy and Procedure is appended to this report.

Contact Officer

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