

# Management of Change toolkit

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## Appendix 1 Business Case Template

### Management Of Organisational Change Business Case

<b>Report to:</b>	<i>Corporate Leadership Team</i>
<b>Date of Meeting:</b>	<i>Date of meeting</i>
<b>Subject:</b>	<i>Management of Organisational Change report relating to XXX</i>
<b>Report of:</b>	<i>Name of Responsible Head of Service</i>
<b>Corporate Lead:</b>	<i>Name of Responsible Corporate Lead</i>
<b>Lead Member:</b>	<i>Name of Relevant Lead Member</i>
<b>Number of Appendices:</b>	<i>Insert the number of appendices and list them at the end of the report.</i>

<b>Executive Summary:</b> <i>A brief and concise summary of the report including what is the reason for the change and the intended outcome.</i>
<b>Detailed Proposal</b> <i>Include here any structure charts illustrating the changes proposed, detail who will be impacted and what the impact of the changes might be (eg, will the proposals result in people being made redundant, if so, how many; will the proposals result in people being redeployed into alternative roles, if so, how many; will the proposals result in changes to job descriptions etc)</i>  <i>What is the operational purpose of the changes (eg is it to improve performance, respond to budget cuts, increase resilience etc)</i>
<b>What will be the impact if the proposal is not implemented?</b> <i>Will the budget be overspent? Will we not be compliant with statutory requirements? etc</i>

<b>HR Advice:</b> <i>To be completed by HR including any concerns / risks</i>
<b>Financial implications:</b> <i>What is the financial impact of your proposals?</i> <i>Consider – what is the current cost of the service v what will be the cost of the service after you have implemented the changes</i> <i>What is the potential for redundancy and / or pension costs?</i>
<b>Resident / community / customer Implications:</b> <i>How will this change impact on residents / customers / community – consider whether a Equality Impact Assessment is required if there is to be an impact.</i>
<b>Environmental Implications:</b> <i>To include any implications for biodiversity, habitats, energy usage, waste and recycling or protected species.</i>

<b>Provisional Timetable:</b> <i>This does not need to be finalised timetable, but should give CLT a broad indication of the timetable you think you will be working to (you should take HR advice on this)</i>
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<b>CLT Decision</b>	<i>Approve to go ahead</i> <i>Refer to go forward for member consideration at</i> _____ <i>(eg council, a committee)</i> <i>Decline</i>
<b>Comments:</b>	
<b>Refer to Programme Board oversight</b>	<i>Yes / No</i>
<b>Date:</b>	<i>Date of decision</i>

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**Appendices:** *A list of any appendices attached to the report. (If none please state 'none')*

## Appendix 2 Redundancy Calculator

Table shows how many weeks of uncapped salary are due in case of redundancy, dependent on age and completed years of service

Completed Service (Years)		2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Age																					
18*[1]	1																				
19	1	1½																			
20	1	1½	2																		
21	1	1½	2	2½																	
22	1	1½	2	2½	3																
23	1½	2	2½	3	3½	4															
24	2	2½	3	3½	4	4½	5														
25	2	3	3½	4	4½	5	5½	6													
26	2	3	4	4½	5	5½	6	6½	7												
27	2	3	4	5	5½	6	6½	7	7½	8											
28	2	3	4	5	6	6½	7	7½	8	8½	9										
29	2	3	4	5	6	7	7½	8	8½	9	9½	10									
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11								
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12							
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13						
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14					
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15				
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16			
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17		
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½		
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18		
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½		
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19		
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½		

42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61*[2]	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

61\* [2] – The same figures should be used when calculating the redundancy payment for a person aged 61 and above.

Note that for those over 55 there may be pension implications which must be verified with the Pensions Team

## Appendix 3 Consultation Document

<b>Report on:</b>	<i>Title for your change</i>
<b>Date of Report:</b>	<i>Date of report</i>
<b>Report of:</b>	<i>Name of Manager</i>
<b>Name of main HR advisor to the project</b>	<i>Name of member of HR &amp; OD team who is supporting the project</i>
<b>Name of union representatives consulted on this project</b>	<i>Name of each union representative</i>
<b>Number of Appendices:</b>	<i>Insert the number of appendices and list them at the end of the report.</i>

### **Executive Summary:**

*A brief and concise summary of the change you want to implement*

### **What is the change intended to achieve?**

*What is the operational purpose of the changes (eg is it to improve performance, respond to budget cuts, increase resilience etc)*

### **Why is this important and what will be the impact if the proposal is not implemented?**

*Will the budget be overspent? Will we not be compliant with statutory requirements? Etc*

### **Detailed Proposals**

*What is the proposal? What are the structural / role changes (structure charts, tables of roles etc can be helpful here to describe the changes). How will this affect those in the team? How will the changes result in the intended improvements? Will there be impacts on customers/the service?*

**What is the proposed timeline for this project? (please note that these are indicative dates which may be subject to amendment as necessary)**

*Include key milestone dates*

**Next steps:**

A consultation period for you to consider the proposals and feedback any comments or concerns is now live until [date]. If you would like to have a meeting with me to discuss the proposals, please contact [name] to arrange this. If you would like to give feedback in writing please submit this to [email address] by the consultation closing date.

All feedback will be considered and the final change plan will be shared with you after the end of the consultation period. This final change plan will be the one which is implemented.

**Looking after you:**

We know that change can be a difficult and unsettling time. If there is anything you would like to talk about, please don't hesitate to access support through one or more of the following routes:

- 1-2-1 conversation with me as your manager
- Your trade union representative if you have one
- Contacting Careline (offering free, confidential mental health and holistic wellbeing support – available on 0333 577 8777 Option 2)
- Speaking to the HR advisor for this project
- Speaking with one of our [Mental Health First Aiders](#)

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**Appendices:** *A list of any appendices attached to the report. (If none please state 'none')*

#### Appendix 4 Request for Review form

This form should be used to request a review for a management of change decision which does not result in a redundancy or redeployment.

<b>Employee name</b>	
<b>Managers name</b>	
<b>Date of notification of decision for review</b>	
<b>Please detail below your reasons for requesting a review:</b>	

