

TEWKESBURY BOROUGH COUNCIL

Report to:	Executive Committee
Date of Meeting:	4 January 2023
Subject:	New Management of Change Policy
Report of:	Head of Corporate Services
Head of Service/Director:	Chief Executive
Lead Member:	Lead Member Organisational Development
Number of Appendices:	Four

Executive Summary:

The Allocations Policy and Redundancy & Redeployment policy were both identified as due for review in September 2022 within the Council's Policies and Strategies 2022-2023 document. They have been reviewed and a new Management of Change policy has been developed which combines and refreshes the two policies.

Recommendation:

To APPROVE the policy.

Financial Implications:

None. The redundancy calculations are unchanged.

Legal Implications:

Although there is no statutory requirement to have a policy in place, having a policy in place ensures that any requirements and procedures are clear and applied and used fairly and consistently across the organisation. This can reduce the risk of claims against the organisation.

Environmental and Sustainability Implications:

None arising directly from this report

Resource Implications (including impact on equalities):

No resource implications, other than HR & OD officer time to embed the new policy and train manager, however a clear policy will also strengthen consistency of approach to reduce risks in relation to equalities.

Safeguarding Implications:

None arising directly from this report.

Impact on the Customer:

This policy will support the effective operation of the Council through periods of change and therefore whilst the policy does not directly impact on customers, they will benefit from the implementation of this policy.

1.0 INTRODUCTION

1.1 The Council's current Allocations and Redundancy & Redeployment policies are due for review.

The Allocations Policy details its purpose as being: "...to provide a mechanism for managing the process of redeployment of potentially redundant "in scope" employees to suitable alternative posts within the proposed new structure where these can be found".

The Redundancy & Redeployment Policy explains "This policy is a discretionary policy setting out the Council's approach to dealing with potential redundancies."

Both existing policies operate in within a context of organisational change and therefore it is logical to combine the policies.

In addition, there is currently insufficient guidance regarding approval, governance and oversight of organisational changes, so this new policy sets out the types of changes and what approval, governance and oversight is needed.

2.0 DEVELOPMENT OF NEW MANAGEMENT OF CHANGE POLICY

2.1 The review of the Redundancy & Redeployment and Allocations Policies is an action required within the Council's Policies and Strategies 2022-23 document.

2.2 The Council must comply with legislative requirements, set out in the Employment Rights Act and the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

2.3 Key elements of the new Management of Change policy are:

- Provides a clear framework for identifying the extent and impact of proposed change including a diagram to support understanding.
- Sets out a clear process for managing the impact of change on individuals through an allocations process, including a diagram to support understanding.
- Defines the responsibilities of those involved in organisational change.
- Incorporates the Council's legal obligations regarding issues such as length of consultation period and protections relating to those on maternity leave into policy.
- Provides an accompanying toolkit document for managers including templates for a business case for significant organisational change, and staff consultation documents to ensure internal consistency, visibility of proposed changes, support sound decision making and support good quality communications with officers impacted by change.
- Confirms a redundancy calculation which remains unchanged from the previous calculation.
- Incorporates how the Council will manage the transfer of services into and out of the Council (TUPE).

3.0 CONSULTATION

3.1 Legal review took place on 8 June 2022.

Management Team has been consulted on 10 October 2022.

The Council's trade unions have been consulted on 19 October 2022.

Any agreed amendments following these consultations have been made.

4.0 ASSOCIATED RISKS

4.1 It is inevitable that from time to time the Council will need to make changes which impact on individuals and services. The council must have an effective way of managing these changes fairly and efficiently with the appropriate level of oversight and governance. If it does not there is a risk of poorly managed change or change which does not meet legislative requirements. This new policy does meet legislative requirements and therefore this reduces the risks.

5.0 MONITORING

5.1 If approved by Executive Committee, the Corporate Leadership Team will direct any significant change which needs member approval to the appropriate committee and where appropriate also through the governance of programme board. Correct application of the policy will be overseen by the HR & OD Manager.

The policy will be reviewed on a triannual basis as part of the policy review schedule overseen by Overview and Scrutiny Committee.

6.0 RELEVANT COUNCIL PLAN PRIORITIES/COUNCIL POLICIES/STRATEGIES

6.1 Policy and Strategy review document.

Background Papers: [ACAS Guidance on employment contract changes](#)

[ACAS Guidance on managing staff redundancies](#)

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Appendices: Appendix 1 – Current Allocations Procedure.
Appendix 2 – Current Redundancy and Redeployment Policy.
Appendix 3 – Draft Management of Change Policy.
Appendix 4 – Draft Management of Change Toolkit.