

Managing Organisational Change Policy

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Introduction

Continuous improvement is integral to our way of work. To provide the best services to our residents we therefore may need to change from time to time.

Managing change however can be daunting. As a manager you know you have to make some structural changes to move your business forward or to achieve efficiencies but you are wondering what steps you need to take to make it a success.

This policy and associated guides are designed to provide clarity and assist in achieving these goals. It also highlights the importance of a cooperative partnership approach and communication with staff and trade unions throughout the process.

Scope

The policy applies to all Westminster City Council employees including Schools where the governing body has agreed to adopt this policy. This policy does not apply to agency workers, consultants or volunteers.

Key Principles

- We follow the principles of fairness and equality, as well as compliance with current employment legislation.
- We plan and prepare for change and engage with internal and external stakeholders where appropriate.
- We recognise the value of meaningful consultation during periods of change and involve, communicate and consult with employees and trade unions over proposals to change organisational structures, job roles, contractual working conditions or transfers to/from another employer.

- Where change requires staff reductions we seek to avoid redundancies as far as possible. Actions that we take to minimise or avoid compulsory redundancies may include offering voluntary redundancies, partially or totally freezing recruitment, terminating agency staff and/or contractors, ending acting ups, retraining and redeploying staff at risk.
- We monitor the outcomes and successes of change and work collaboratively with all involved to implement follow up actions where appropriate.

Reorganisation Stages

Broadly, there are four key stages to conducting a reorganisation:

1. Planning for change
2. Communication and consultation
3. Implementing people changes
4. Consolidating changes

Planning for Change

A successful reorganisation is dependent on comprehensive planning at the start of the process. It helps to determine the type of changes required and how these are to be achieved, time-scales and financial implications, communication approach and any impact on equality.

It is at this stage managers will need to carefully appraise existing establishments, make proposals for a new structure with rationale and compose a project plan.

Early engagement and collaboration with Finance and HR Business Partners will therefore be essential. The HR Business Partner will advise and provide details on current establishment and reporting lines, and guidance on workforce planning.

The Finance Business Partner will highlight any financial implications both at the initial stage of planning and once a confirmed structure is presented.

Ultimately, depending on the extent of your proposal, you will need to obtain an appropriate authorisation before moving to the next phase. This may include a Reorganisation (Workforce Planning) Report ([Reorganisation Workforce Planning Report Form.xlsx](#)) and in certain cases, a Cabinet Report ([Reorganisation Cabinet Member Report Template](#))

See also:

[10 Step Guide to Getting a Reorganistaion Right](#)

[Preparation for Reorganistaion checklist](#)

[Approval for Reorganisation](#)



Communication and Consultation

Early, clear and honest communication is fundamental to getting the team on board and ensuring open and meaningful consultation. It is also a legal obligation in the cases of TUPE transfers or where change is likely to result in redundancies.

Formal consultation on organisational changes with the potential for redundancies will normally last 30 days. Where there are more than 100 potential redundancies, the minimum consultation period is 45 days.

The aim of consultation is to explain the reasons for change and answer any queries from employees and their representatives, but also to consider alternative suggestions. At the beginning of formal consultation, you therefore will need to provide the following information to help employees to fully understand proposals and make alternative suggestions if any:

- Reasons for reorganisation
- Current and proposed structures with proposed job descriptions and indicative evaluations
- Consultation timelines and expected effective date of reorganisation
- Proposals on job matching/assimilation and selection method
- How and when questions, representations and comments should be made and how these will be responded to (remember if alternative proposals are rejected you will need to provide reasons why)

- Agency worker information detailing the number of agency workers working temporarily for the council, the departments where the agency workers are based and the type of work the agency workers are carrying out

Following the start of formal consultation meeting, you will then have further briefings throughout the consultation period, including offering meetings on one-to-one basis to discuss the changes and how these may effect individual employees. Whilst consultation may not necessarily result in a mutually acceptable outcome, it should be a collaborative process with a view to reaching agreement and ensuring a genuine exchange of information.

Implementing People Changes

This is a stage that commences after a formal consultation is completed and a final decision on further structure is taken (with a final Cabinet approval if required).

In summary, staffing changes are broadly implemented in 6 steps:

5. Assimilation
6. Competitive assimilation
7. Ring fencing
8. Filling the remaining posts
9. Redeployment
10. Redundancy

A Job Categorising and Job Matching exercise will help to establish whether assimilation or ring-fencing rights apply. This is done at the planning stage but may need to be reviewed after formal consultation is completed to take into account any changes to the original proposal. ([Job Categorisation and Job Matching .docx](#))

Assimilation will occur where:

- Post in the new structure is identical or very similar to an existing post (with an 80% match or greater); and
- Post in the new structure is evaluated at the same Broad Band as the existing post; and
- There is the same (or higher) number of posts in a new structure as a number of staff currently occupying these posts

Where assimilation applies, employees will be assimilated into a matched post automatically and without an interview or selection process.

Competitive Assimilation will take place where job matching identifies assimilation rights but where there are more employees who are eligible for the job than there are posts. This means that competitive selection process will need to take place.

Ring fencing will take place where:

- Assimilation does not apply,
- Deleted post and new post is within the same unit (a team or entire department)
- New post is evaluated at the same Broad Band as the deleted post

Employees who are "at risk" of redundancy because their existing post is being deleted and there are no rights to assimilation (or where the employee was not assimilated following a competitive assimilation process) will be ring fenced. As an affected employee you will be asked to take part in a selection process to assess your suitability for the proposed role, however you will only compete with other ring-fenced candidates.

Depending on the affected posts you may be ring fenced to more than one job and there may be several employees ring fenced to the same position.

Filling the remaining posts. The remaining "at risk" employees working in the same service area affected by the change and who have not been assimilated or ring fenced, will be given the opportunity to apply for the remaining posts, prior to these being advertised outside the service.

Selection Process

A selection process will take place in the cases of competitive assimilation, ring fencing or redeployment. Its aim is to assess candidate's skills, abilities and experience against the job description and person specification of the new role. Selection methods will be in line with the usual recruitment procedures and may include personal statements, interviews, presentations and/or assessment exercises.

However, candidates who are at risk of redundancy will not need to compete with candidates who are not at risk. As long as they can demonstrate that they meet essential requirements of the role, they will be offered a suitable alternative position (unless in competition with other redeployees).

Support during Reorganisation

One-to-one meetings will be offered throughout the change process and further training considered enabling employees to undertake new roles.

All employees will be given access to a career transition service, to support them through any selection or assessment process. Speak to your HR Business Partner for more information.

As an employee, you will be given reasonable time off to apply for jobs and attend interviews within and outside the Council.

The [Employee Assistance Programme](#) is another source of support that provides confidential counselling and financial, legal or health advice.

Redeployment

If you have not been appointed to posts via above steps you will be issued with a redundancy notice and entered onto the Redeployment Register. You will be considered for Suitable Alternative Employment across Bi Borough councils.

You will need to update your candidate profile within Success Factors. There you will be able to set your preferences for job alerts and apply for any role you think is suitable.

As a redeployee you will have priority against any other candidate not at risk and will be offered a position if you can demonstrate that you meet the essential criteria for the role.

Employees who are unable to continue in their current employment for medical reasons and have been formally recommended for redeployment on medical grounds, will also be recorded as redeployees and have priority for suitable roles.

Trial Period

If you are offered alternative employment, i.e. through redeployment or ring fencing and this employment differs in any way from your previous employment, you will be entitled to a trial period of at least four weeks in the new position. This is a statutory requirement that allows both parties to decide whether or not the post is genuinely suitable and in some cases provides individual the opportunity to receive further training and support.

Where the new suitable alternative position is in RBKC, you will be seconded to that Council for the duration of the trial period, and will be offered a contract with that Council only at the end of the 4 weeks if the trial period has been successful.

There will be regular review meetings with you and the manager during the trial period to discuss how you are getting on and any further support or training required. Where during the trial period it becomes apparent that position is not a suitable alternative and there is no other suitable alternative available, you will be made redundant once your notice period ends. There will be no entitlement to a redundancy payment where a position is considered to be a suitable alternative employment.

Redundancy

Those selected for redundancy will receive written formal notice in accordance with the individual contract of employment, based on length of service. Notice is up to a maximum of 12 weeks.

Only if the employee is unable to secure an alternative employment during the notice period they will be made redundant.

For more details see: [Issuing Redundancy Notice.docx](#)

Appeal

You will be given a right to appeal against being selected for redundancy once the redundancy notice has been issued. The appeal will be considered as soon as it is practicable and usually before the end of notice period.

Redundancy Compensation Package

Where no alternative job is secured, employees with 2 or more years of service will be entitled to a redundancy payment.

For redundancy pay entitlements, please see: [Redundancy Compensation.docx](#)

Staff Groups Requiring Special Consideration

Fixed-Term Employees: Fixed-term employees should not be treated less favourably due to their status and should therefore be considered for any job matching/assimilation and/or ring fencing. Any fixed-term employee, who has been employed continuously in excess of two years will be entitled to a redundancy payment if they are not successful in obtaining another post.

Casual Employees: Casual employees will not normally be considered for any job matching/assimilation and/or ring fencing. However you should seek the advice from People Services to clarify their status during the planning stage.

Temporary Agency Contractors: TACs should not be considered in any job matching/assimilation and/or ring fencing process as they are not employees of the Council. If a TAC is occupying a post that may be a suitable alternative for any employee who is affected by the proposed re-organisation the TAC's engagement will need to be terminated.

Staff on Secondment or Acting-up: Those seconded or acting up from a post which is subject to a reorganisation will need to be included in communication and consultation as their substantive post may be affected by the proposals.

Those temporarily filling a post subject to reorganisation will have no rights in relation to assimilation and/or ring fencing in a reorganised service, but a decision will need to be made about whether the arrangement continues or they return to their substantive post either before, or at the time of the implementation of the new arrangements.

Employees on Maternity, Adoption or Shared Parental Leave: If a redundancy situation arises at any stage during an employee's family leave, it may not be possible to continue to employ them under their existing contract of employment. In these circumstances, they must be offered priority consideration for any suitable alternative employment posts in the new structure or in any other part of the Council, or Bi-Borough before any ring-fence interviews take place. The terms and conditions of the new job must be not substantially less favourable than their original job.

Absent Employees: Employees absent from work due to sickness absence or authorised leave should be included in the consultation process.

Consolidating the Changes

Going through change is a continuous process that does not simply end at the implementation of structural changes. To ensure that the end goal is achieved and embedded, it is important that post transition period is carefully planned and exercised.

As a Business Manager/Project Team it is at this stage where you will monitor and review how the restructure has gone, communicate and celebrate achievements and identify what further work or support is needed.

Your HRBP in conjunction with the Organisation Development team will help you to develop a post transition plan, which generally encompass the following areas:

1. Review of what went well and lessons learned. Some of these may be obvious, others may become more evident as the time passes. It is important that you monitor, capture and communicate benefits and successes as well as lessons learned.
2. Building capability and skills for new roles. Following a restructure it may be that employees will need to learn new systems, adjust to new ways of working and/or develop new contacts and working relationships. Clarity is therefore essential at this stage and it is

important that you agree work objectives and identify any further learning and development needs with no delay.


3. Assisting staff to adjust to change and staying engaged. Adjusting to change is not always easy. Timely communication, transparency and collaboration will help to address anxieties people may have, whilst celebrating successes and involving staff in problem solving will keep employees engaged and optimistic about the future.

4. Communication with stakeholders. Communication is a principal line that runs through the whole change management process. It is also one of the key reasons why change often fails to succeed. At this stage most of your customers and stakeholders would have been involved in the process, however this is the time to identify those who may not have yet been aware of the change but who may be affected by the new ways of work.

5. Identifying further actions and sharing the outcomes with employees and trade unions. A thorough and timely post transition review will help to identify feedback and any lessons learned based on which you will be able to draw further action points. These may be related to your internal processes, communication lines, training and development plans, etc.


Supporting documents and letters

Redundancy

Redundancy Dismissal Bands 1 to 4 No Compensation Payment Letter  [Redundancy Dismissal Bands 1 to 4 No Compensation Payment Letter.docx](#)

Redundancy Dismissal Bands 1 - 4 Letter  [Redundancy Dismissal Bands 1 - 4 Letter.doc](#)

Redundancy Dismissal Bands 5 - 7 Letter  [Redundancy Dismissal Bands 5 - 7 Letter.docx](#)

Redundancy letter appendix ; over 55, in LGPS  [Redundancy letter appendix ; over 55, in LGPS.doc](#)


Redundancy Letter appendix; not in LGPS  [Redundancy Letter appendix; not in LGPS.docx](#)

Redundancy letter appendix; under 55 in LGPS  [Redundancy letter appendix; under 55 in LGPS.docx](#)

[Redundancy Appeal Letter](#)

Voluntary Redundancy


Voluntary Redundancy Acceptance Letter  [Voluntary Redundancy Acceptance Letter.docx](#)


Voluntary Redundancy Non Acceptance Letter  [Voluntary Redundancy Non Acceptance Letter.docx](#)


Reorganisation


Reorganisation Initial Letter  [Reorganisation Initial Letter.docx](#)

Reorganisation No Change Letter  [Reorganisation No Change Letter.docx](#)

Reorganisation - Assimilation no Interview Letter  [Reorganisation - Assimilation no Interview Letter.docx](#)


Reorganisation - Competitive Assimilation Successful Letter  [Reorganisation - Competitive Assimilation Successful Letter.docx](#)

Reorganisation - Competitive Assimilation Unsuccessful Letter  [Reorganisation - Competitive Assimilation Unsuccessful Letter.docx](#)


Reorganisation - RF1 Unsuccessful Direct to Talent Pool Letter  [Reorganisation - RF1 Unsuccessful Direct to Talent Pool Letter.docx](#)

Reorganisation_ Direct to Talent Pool Letter  [Reorganisation_ Direct to Talent Pool Letter.docx](#)

Reorganisation_ No Change Letter (AFC)  [Reorganisation_ No Change Letter \(AFC\).docx](#)

Reorganisation_ Notification of Competitive Assimilation and Invite to Interview Letter 
Reorganisation_ Notification of Competitive Assimilation and Invite to Interview Letter.docx

Reorganisation_ Notification of Ringfence 1 Posts and Invite to Interview Letter (AFC) 
Reorganisation_ Notification of Ringfence 1 Posts and Invite to Interview Letter (AFC).docx

Reorganisation_ Notification of Ringfence 1 Posts and Invite to Interview Letter 
Reorganisation_ Notification of Ringfence 1 Posts and Invite to Interview Letter.docx

Other useful documents

[Factsheet: Internal secondments vs. Acting ups](#)