

JOINT ORGANISATIONAL CHANGE POLICY

INTRODUCTION

The strategic vision of the Councils is to ensure on-going efficiency and value for money. The Councils need to remain flexible and responsive to changing national and local priorities and consider stakeholder needs. They must also make the most efficient use of all resources and as such it is likely that organisational change will be required. The Councils will seek to minimise the negative effects of any organisational change through the application of fair and equitable procedures that include restructuring, redeployment and redundancy.

The Councils are committed to the principle of working in partnership with employees and Trade Unions in managing organisational change and will seek to achieve changes through appropriate involvement and consultation. Any final decisions will however remain with each Council.

The Councils will ensure compliance with all related aspects of employment law and will also offer all reasonable support in circumstances such as where jobs change, through the provision of training, in redundancy situations through the provision of robust redeployment processes and active case management.

This policy applies to all employees of all Councils. It does not apply to staff retained on agency contracts or consultancy agreements. This policy will not apply to other third party or partner organisations where employees are not employed directly by the employing Council.

This policy does not form part of the contract of employment.

THE PURPOSE

The purpose of the Organisational Change policy and its related procedures (Restructuring, Redeployment, Redundancy and Outsourcing) is to establish the fair, robust, and transparent principles and processes to be followed so that the Council's interests are protected and staff are treated fairly.

GENERAL PRINCIPALS

The Organisational Change policy and its related procedures for Restructuring, Redeployment, Redundancy and Outsourcing are based upon the principles of fairness and equality and shall be applied with these in mind. All documents reflect the requirements of current employment legislation.

The Councils will consider all realistic alternatives to compulsory redundancies, and will discuss and consult upon alternatives with staff and their Trade Union representatives where appropriate. This may mean changes to final business cases following a consultation period to cover alternatives such as:

- reducing or eliminating overtime
- reducing or changing employee allowances
- ending temporary, fixed term, casual and agency contracts where this does not infringe those employees or workers rights
- seeking employee aspiration requests for early retirement, voluntary redundancy and reduction of hours
- restricting or freezing recruitment
- TUPE transfers
- reducing expenditure in other ways (or increasing income) wherever possible
- considering retraining and/or redeployment.

The appropriate lead will receive support and advice in relation to a restructuring process by Human Resources, exploring all of the available options, before any change process starts. This will provide a positive and consistent approach over all Councils.

EQUALITY OF OPPORTUNITY

The Councils are fully committed to equal opportunities in employment and oppose any form of unfair discrimination on grounds of the nine protected characteristics on the grounds upon which discrimination is unlawful, (age, disability, gender, religious belief, race and sexual orientation) and membership or non-membership of a trade union . Equality impact assessments will be carried out for all business cases.

SCOPE

This policy applies to all employees of Cherwell District, Stratford on Avon and South Northamptonshire Councils, including, in so far as any proposals for change may affect them personally, and will apply whenever organisational change is necessary.

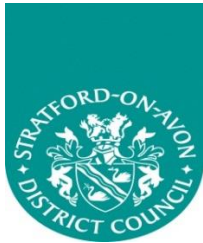
From time to time the organisation may consider it appropriate to review to structure of the Council(s) at the highest level, which impacts upon senior employees with different (Joint National Council) terms and conditions.

The overarching principles of this policy do not change, in that the Council(s) has a commitment to a fair and transparent process, minimising the impact on individuals where possible but also realising the needs of the Councils in being responsive to change.

There are, however, a number of procedural issues which need to be taken account when looking at employees on these terms and conditions.

Further supporting documents

	Procedures and process for relating to: - Change Management, Restructuring, Redeployment, Redundancy TUPE	Assessing equality and staff wellbeing impact during change (EIA)
Change Management	√	
Restructuring procedure, (including assimilation)	√	
Redeployment procedure	√	
Redundancy procedure	√	
Outsourcing	As per legislation.	√
Equality Impact Assessment for Change		√



South Northamptonshire Council

Cherwell | DISTRICT COUNCIL
NORTH OXFORDSHIRE

RESTRUCTURING PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Change policy and the suite of related Procedures.

The Restructuring procedure provides fair, robust and transparent processes during restructuring, whilst seeking to avoid compulsory redundancies where staffing reductions are required.

The procedure will apply primarily where the Councils identify a need to undertake a formal and strategic review to address the long-term financial, efficiency, including departmental and teams or other strategic reviews, and where the review outcomes may reduce staffing levels or create some other significant change to employment contract.

The following stages outlined below will assist in managing the organisational change process:

Stage 1 - Development of a business case to propose service or structure changes (see Appendix A) and approval by the Senior Management Team.

Stage 2 - Consultation with the affected staff and trade unions. The purpose of the consultation is to provide as early an opportunity as practical for all concerned to engage in the change and explore options.

Stage 3 - Final approval of "in principle" business case by the Senior Management team if substantial changes are proposed during the consultation period.

Stage 4 – Ensure the correct democratic process is followed.

Stage 5 - If the proposals are approved; Implementation

Stage 6 - Appeals process - (The considerations for these stages are given in the redundancy procedural guidelines. For a brief outline of the restructuring stages and timescales please refer to the organisational change flow chart (see Appendix B).

STAGE 1

DEVELOPMENT OF A BUSINESS CASE

Prior to any business case being written, the Head of Service should take advice and guidance from their HR Business Partner and discuss their proposals with either the Leaders of the Councils (or the appropriate lead member) and the relevant senior member of the management team. Proposals will then be taken to the Senior Management Team for consideration, and standard committees reporting process for the Council concerned. (*the appropriate lead member, is a member of staff, acting on behalf council to ensure change is designed and delivered in-line policy and procedure*)

The development of the business case will include the following for consideration:

- The current structure and the rationale for the proposed changes
- The proposed new structure and the proposed outcomes
- Careful identification of the posts and people in scope and impacted by the proposed change
- The merits of retaining or designing career grade posts
- A financial assessment of the potential redundancy and pension costs and any proposed financial savings
- The consultation timetable
- Job evaluation results
- The target implementation date

The business case should include a draft revised structure and costing based on provisional proposed grades.

Draft person specifications, job descriptions and (job description questionnaires when appropriate) must be prepared for each proposed new post. This will ensure that job evaluation can take place at each council before consultation can begin. Appropriate time should be set aside to allow for this to be achieved and the business case lead officer should discuss this with HR.

All proposed new posts will be subject to job evaluation.

In circumstances where the internal HR function is the subject of review the appropriate Head of Service may put in place alternative arrangements as they deem relevant to facilitate the delivery /implementation of this policy without creating a conflict of interest for the individual employees affected.

STAGE 2

COMMUNICATION AND CONSULTATION

The principles of effective consultation

The Councils place great emphasis upon the value of stable and positive industrial relations, and as such take their responsibility for ensuring an effective and meaningful period of consultation seriously.

The Councils recognise the benefits of consulting and communicating clearly and early with staff who may be affected by any proposals for change so as to minimise rumour and misunderstanding, and ultimately to help develop greater trust by involving and engaging with employees and the trade unions during the change process, and maybe wider than those directly effective.

Consequently, in circumstances where elected members are responsible for making decisions relating to organisational change, consultation with the affected staff and their trade unions will always take place prior to the formal democratic decision making process, so that elected members may have due regard to the views and representations of staff and the trade unions before making their final decisions on any such proposals.

This stage defines the responsibilities of key staff involved in the restructure for communication, and sets out communication methods, both collectively and individually.

Head of Service (or delegated other for restructure where Senior Manager or others are in scope) in conjunction with the nominated HR lead will review current roles with proposed roles. Staff affected by the restructure should be given an indication of which posts they could be ring-fenced to, as part of the restructure. *(a delegated other is a person with the ability to make decisions on behalf of and, in accordance with the constitution of the council).*

All consultation with the affected staff and trade unions will be led by the relevant Head of Service or delegated supported by a member of the HR Team and can take the form of any or all of:

- One to one consultation
- Group consultation
- Consultation with the trade union representatives
- Written consultation
- A consultation log.

The scope and method of communication will be driven by the scope and size

of the restructure. As a general rule communication should be as wide as possible, so that everyone understands what is happening and where they fit into the restructure, being mindful of those who may not be directly affected but may nevertheless be concerned if they hear of changes in an indirect way. It may be helpful to draw up a communications plan at the start of the restructure, particularly if it is particularly complex, with key milestones and action dates, and include this as part of the business case so that everyone knows in advance what to expect.

Regular communication will take place with staff during both the consultation process and throughout the democratic decision making process as this will provide staff and the trade unions with reassurance and they will feel engaged in the process.

Individual and collective consultation sessions will be arranged as well as the following communication with staff and the trade unions during consultation:

- set up specific e-mail addresses to add staff questions to the consultation log and ensure that staff are made aware of when they will receive responses
- distribution of the business case
- external support and advice given if / where appropriate (for example for Senior Management Restructuring)
- use of the consultation log
- 1-2-1 and group meetings which will be recorded on a separate confidential consultation log

Timescales should be agreed and made clear within the business case and should take into account any peak periods in terms of workloads, annual leave and school holidays.

Absent staff for whatever reason e.g due to sickness, paternity, maternity or unpaid leave will be kept informed during the consultation process by their line manager.

THE FORMAL CONSULTATION PROCESS

The Head of Service or delegated other will outline the proposed changes to all staff in scope, in person, as outlined in the business case and in doing so will inform all of the affected employees of the organisational change process so that they understand the need for the proposed changes and have a clear understanding of the process to be followed from the outset.

The length and processes involved in each stage of consultation will depend on the complexity of the proposed change and the number of staff involved, but as a general principle, a minimum period of 3 weeks (or a period of time in line with statutory requirements), and where necessary can be extended in consultation with the Trade Unions.

At the beginning of the consultation process the affected employees and the Trade Unions will be provided with the following personal information pack:

- A personal letter of consultation which will include details of which proposed new posts they are to be ring-fenced for, or whether it is proposed that they would be “assimilated” into the proposed new posts
- A copy of the draft business case, including the proposed new staffing structure
- A copy of the consultation timetable
- A copy of the democratic decision making timetable
- A copy of the organisational change policy
- The job description, and person specification for all proposed new posts
- Details of the salary grades of all proposed new posts
- An employee aspiration

This stage will be used to consider further options that may not have been considered to deliver the services.

THE CONSULTATION LOG

In order to facilitate an effective process of consultation with staff and the Trade Unions a consultation log will be maintained.

The consultation log will enable views, concerns and questions raised by affected staff and their Trade Union representatives to be answered regularly, shared openly with all of the affected staff (unless the issue relates to an individual’s specific circumstances and they wish it to be private). This helps to ensure regular communication between management and any employee(s). A dedicated member of the HR team and the lead manager of the business case will administer the log throughout the whole consultation process.

The process for operating and managing the consultation log will be communicated to staff prior to the start of the consultation process to ensure expectations are clear about when employees will receive responses to questions, issues, or concerns raised during the consultation process.

The relevant Head of Service or delegated other will ensure that they provide regular updates to staff, even if there is nothing significant to communicate so that channels of communication remain open.

The recognised Trade Unions will be invited to be involved in all stages of the formal consultation process. If, as a consequence of responses to the consultation process, the lead Head of Service or delegated other considers that it is appropriate to change the draft business case the affected staff and trade unions will be notified at the appropriate time.

Consideration will also be given to the need to extend the consultation process as a result of any such changes, and a decision will be made in consultation with the Trade Unions.

There may be occasions when it becomes necessary to extend the consultation period, or to conduct a **supplementary process of formal consultation**. This may be used where there are significant changes or outstanding issues once the initial formal consultation has been completed. Where deemed necessary, this second stage will include the same stages as above but will be based on any further changes to the business case or proposed structure arising from the first consultation. Any changes will be communicated to the relevant Trades Union representative.

The Councils will ensure they maintain the skills, knowledge and experience required for future service delivery, whilst recognising that some employees may have different personal aspirations.

The Employee Aspiration Form (see Appendix A) will be found in the personal information pack and distributed to all affected staff as part of the consultation process. Allowing time, and the opportunity to consider and discuss potential alternatives. All requests will be considered carefully on a case by case basis.

Employee aspiration applications will be considered on the grounds of:

- Whether there is suitable alternative employment
- Whether the proposal will help to avoid a compulsory redundancy
- Future skill needs of the councils
- Financial effects / impact
- Potential efficiency gains
- Extenuating personal circumstances presented by the applicant

The employee aspiration requests will not apply in cases where a temporary secondment is arranged e.g. to take account of fluctuating workloads. It will not normally be used where an employee is being considered for redeployment on health grounds (i.e. medical redeployment) or where action is being taken on the grounds of capability or in cases where the employees themselves request a transfer.

STAGE 3

CONSIDERATION OF PROPOSED BUSINESS CASE BY ELECTED MEMBERS

Following a process of consultation with the affected staff and Trade Unions the business case and associated consultation log will be presented to members of the councils for consideration as part of the standard committee reporting process.

Employees will be briefed specifically upon any changes to the final business case by the Lead Officer in advance of the report being submitted for approval by the appropriate Council committees.

Affected staff will be informed once “in principle” final agreement has been given of any changes to the final business case so the process is clear and transparent and helps maintain motivation and continued service delivery and performance levels from the service affected.

STAGE 4

IMPLEMENTATION

Once final approval of the business case has been granted by the Councils then implementation can commence. The agreed implementation plan should be used to ensure timescales and tasks are undertaken as agreed.

The following stages of the process should be considered although not all will be applicable:

‘AT RISK’ PROCESS

The Councils are committed to avoiding the risk of redundancy and will provide support and give guidance to those staff, whose position is placed “at risk”, to find alternative work.

Following approval of a business case, the affected staff will be placed formally ‘at risk’ of redundancy. The Head of Service / or appropriate lead will issue letters to staff placed ‘at risk’ informing them of their personal situation and the process that will follow.

Employees should be consulted on a one to one basis to explore their preferences and alternative options before the matching and allocation process is undertaken. This will be carried out by the relevant Manager / or appropriate lead and HR.

APPOINTMENTS TO NEW POSTS WITHIN A RESTRUCTURE

Wherever permanent employees are displaced by a restructuring process the first stage of the appointment process will generally involve an assimilation or ring-fenced recruitment exercise.

Where appropriate, the Council will retain the right to recruit externally to ensure that the best possible candidate for the post is appointed.

MATCHING (ASSIMILATION) AND RINGFENCE RECRUITMENT

Jobs in the new structure should be filled on a top down basis and lower level placements should be started once this has been achieved. This should enable any potentially displaced employees to register an interest in a lower level post, although this will not mean they have any priority over lower grade staff.

The comparison that was undertaken between the old and new roles by the Head of Service or appropriate lead in conjunction with the nominated HR lead to review current roles with proposed roles will be confirmed.

Matching criteria will be considered using any employee aspiration requests, and relevant data including current employment status, current hours of work, salary, job description and person specifications. Staff will be advised if they are a total match to the new role and can therefore be “slotted” into the new role without a further process being required.

Where there are a number of employees identified as total matches, but the new structure does not have sufficient new posts to accommodate all the matched staff, ring fenced selection process will take place to determine those staff with the best match for skills, experience and fit into the new role.

Either the Head of Service or appropriate lead will arrange, lead and conduct the matching/ assimilation review and ring fence process in conjunction with the HR lead.

For employee(s) whose role has not changed from their current role to that of the new role then a total match will take place as below:

ASSIMILATION

For an employee to qualify for assimilation and assimilate without interview there must be: -

- The same or less number of employees to match to roles
- The current job descriptions and person specification meet the required criteria of 75% match, except where a task within the essential criteria is deemed to be mandatory from day one, and will therefore sit outside of the 75% match. (e.g. travel between sites, qualifications)
- There are no other employees who have a comparable claim to the post by reason of assimilation.

Assimilation may occur where the grade differential between the old and new posts is the same grade and not more than 1 grade below.

If there are other employees with a comparable claim to the post, then a ring fence process will apply.

RING FENCED RECRUITMENT

If there are more employees in scope than potential matched roles a candidate pool will be identified and a ring fence determined as part of the consultation process. If the ring-fence remains unchanged as a result of the consultation process, and the business case is approved, interviews will be carried out for those who have been ring-fenced for the new posts.

All employees who have been ring-fenced for one or more jobs will be asked to complete an Internal Skills Audit Form (see Appendix B) and outline how their skills/competencies/experience matches the post(s) in the new structure. One application form must be completed for each post for which they have been ring-fenced.

Candidates who meet the essential person specification criteria will be interviewed by an appropriate interview panel which will include the relevant manager/officer and supported by a HR representatives.

If the new posts are not filled after ring-fence interview(s) then the recruitment will be open to employees who are “at risk” of redundancy within the Councils. If the position(s) remain unfilled then normal recruitment procedures will apply or where appropriate, the Council will retain the right to recruit externally to ensure that the best possible candidate for the post is appointed.

Shared Services Business Case

Service area and Directorate:	
Team:	
Case prepared by:	
Date:	

Business cases should be prepared in consultation with HR and Finance and submitted to the Joint Arrangements Steering Group by the Director in the first instance.



Background
This section should provide information on the service/teams and outline any issues which may affect the team in the future (including changes to funding, priorities etc.)
Proposed changes
This section should provide an overview of the changes proposed and any other options that have been considered.
Business Case
Outline here the case for making changes, including how current duties, responsibilities etc. will be covered once changes are in place, benefits, risk to service delivery and any other impact.

Changes to posts/JDs

Outline here a summary of all changes to posts/JDs include indicative structure and grades.

Financial Effects

This section should summarise the costs and savings associated with any changes, including redundancy and capital costs of pensions. Detailed figures will be provided by finance and should be appended to this business case.

Approval Process

Outline the committee process for approval

Summary and Recommendations

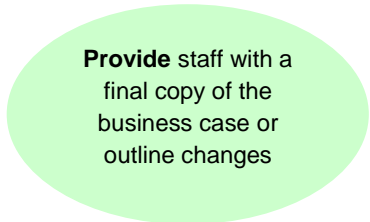
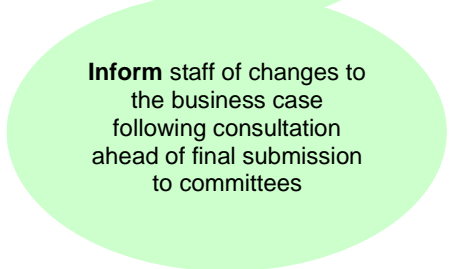
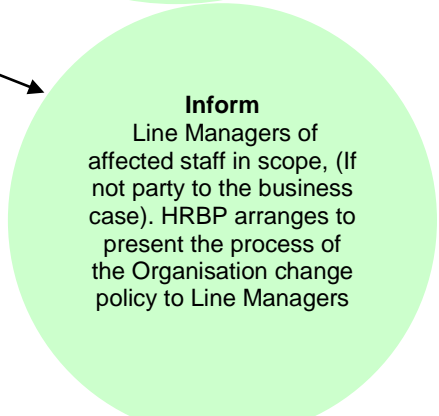
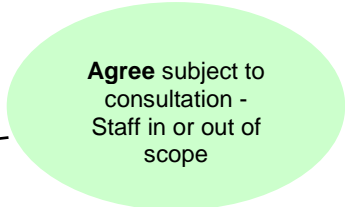
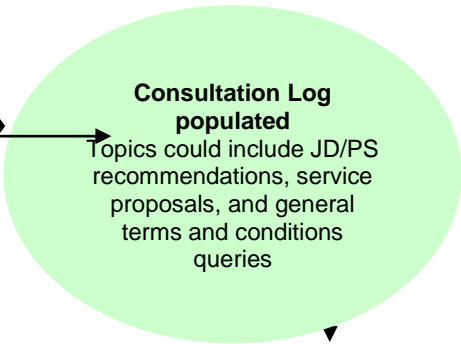
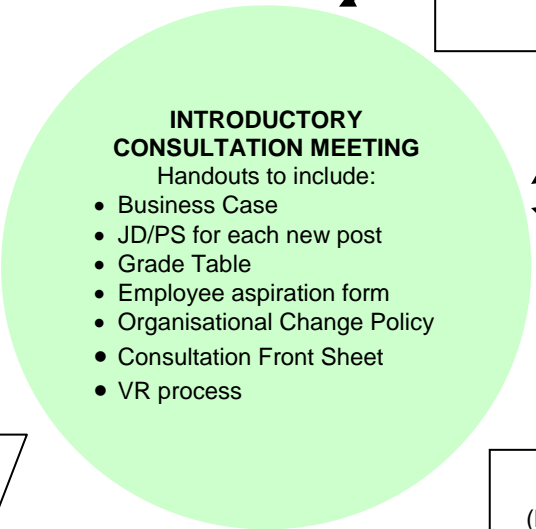
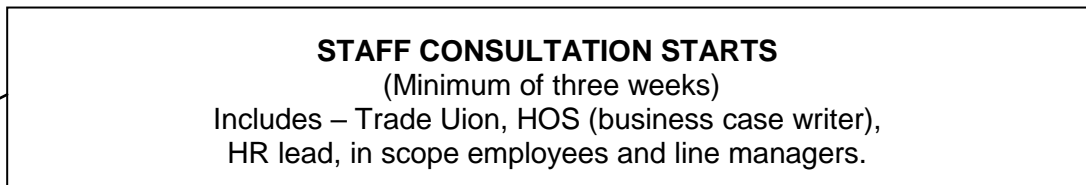
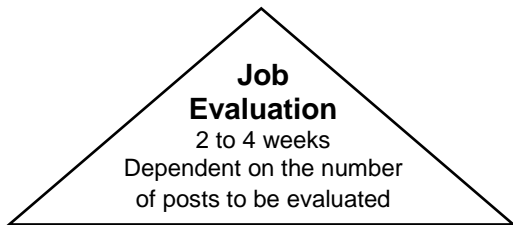
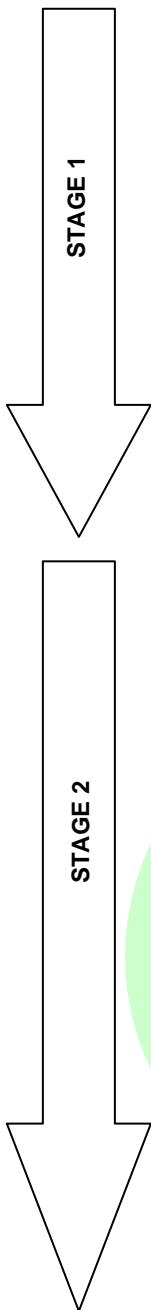
Finance Comments

HR Comments

Appendix B

RESTRUCTURE PROCESS

For Senior Management Team members organisational change process please refer to the policy

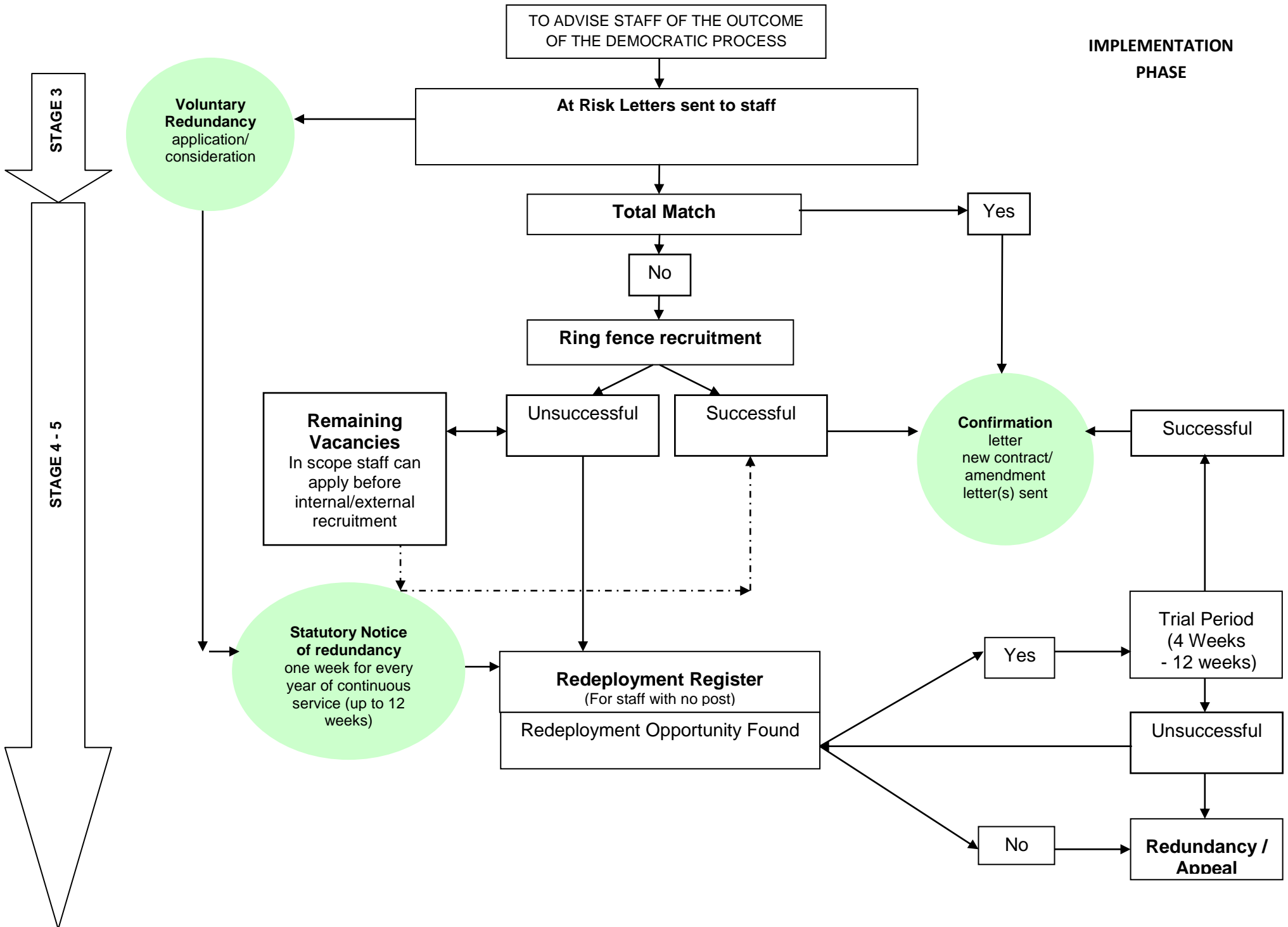


Agree subject to consultation - Staff in or out of scope

Inform Line Managers of affected staff in scope, (If not party to the business case). HRBP arranges to present the process of the Organisation change policy to Line Managers

Inform staff of changes to the business case following consultation ahead of final submission to committees

Provide staff with a final copy of the business case or outline changes



Employee Aspiration Form

Due to the imminent restructure of your department/service area, consultation has now commenced and as part of this process, we are inviting you to consider your wish for the future.

If you would like to take this opportunity to request voluntary redundancy or to change your hours then please complete the following information and return your completed application to **[insert name, insert position]** by no later than **[insert date]**. You may submit your application by email to **[insert email address]**.

Name	
Job Title	
Department	
Line Manager	
Extension No.	
<p><i>I wish to be considered for the following pending the restructure</i></p> <p>Voluntary Redundancy <input type="checkbox"/></p> <p>Early Retirement <input type="checkbox"/></p> <p>Preferred change of working Hours Part Time/job share <input type="checkbox"/> Full Time <input type="checkbox"/></p> <p><i>Please provide of the posts you would like to apply for:</i></p> <p>1)</p> <p>2)</p> <p>3)</p> <p>4)</p>	

<p><i>I understand that by making this application, I am expressing my interest in being considered for voluntary redundancy and that this does not commit me to voluntary redundancy.</i></p> <p><i>I also understand that the Council is under no obligation to accept my application for voluntary redundancy and reserves the right to make any final decision on this matter.</i></p>	
Name: (please print)	
Signature:	
Date:	

Part B

To be completed by Head of Service/Strategic Director

Request supported	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Name: (please print)		
Signature:		
Date:		
FULL DETAILS including future skills needs, potential efficiency savings and any other supporting information.		
Financial position:		

Part C

To be completed by Human Resources/Finance

Redundancy costs	
Retirement costs	
Overall financial effect (cost/efficiency)	
NAME: Please print	
SIGNATURE:	
DATE:	



South Northamptonshire Council

Cherwell

DISTRICT COUNCIL
NORTH OXFORDSHIRE

REDEPLOYMENT PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Policy and the suite of related Procedures.

This procedure sets out the process to be followed when staffs are unable to continue in their current post for reasons of redundancy.

REDEPLOYMENT

Where employees who are “at risk” are not placed in new posts as part of a ring-fenced recruitment or assimilation process, or where their post has ceased to exist and there are no alternatives, attempts will be made to redeploy an employee to a suitable alternative post within the employing authority.

Councils are committed to:

- Salary protection for two years for the salaries of employees who are redeployed into roles where the grade for the new role is less than the redundant role.
- Providing appropriate and effective retraining for employees selected for redundancy to facilitate their redeployment, and minimise as much as possible further impact on the employee.

THE REDEPLOYMENT REGISTER

As soon as an employee is informed by HR that there are no available posts for the employee either because the post is being made redundant or the restructure has not left any suitable alternative employment, and the employee remains “at risk”, then the employee will, at this time, be served with notice of redundancy.

As part of the councils’ commitment to keeping compulsory redundancies to a minimum, the employee will at the same time be placed on the Redeployment Register for the duration of their notice period.

HR will write to the employee to notify them of the process to be followed, and arrange a meeting between themselves and the employee.

The meeting will include:

- An explanation of the procedure and each party's responsibilities.
- An explanation of what duties the employee will undertake whilst on the redeployment register. (This will usually be the employee's substantive duties),
- Completion of a skills audit
- A discussion of what the employee may regard as either "suitable or unsuitable" alternative employment
- A review of current vacancies
- A discussion around potential training or other opportunities to enhance transferable skills

SUITABLE ALTERNATIVE EMPLOYMENT

Where an employee is served with notice of redundancy, their employing authority will actively seek to identify suitable alternative employment* for the employee, and will remain committed to seeking alternative employment throughout the notice period of the employee.

The Councils welcome suggestions from employees who believe that there may be an available vacancy or opportunity within the Council that may be suitable.

Serious consideration will be given to any available roles, and any reasonable opportunities for employees to be retrained, where this may be appropriate.

*There is no statutory definition of suitable alternative employment but the following provides a useful guide:

- Whether the post represents a drop in status
- Whether the post represents a drop in salary (albeit with salary protection)
- The nature and duration of the contract potentially on offer (i.e. a fixed term contract of 1, 2 or 3 years)
- The hours of work potentially on offer (more or less than the former contract)
- The location of the job potentially on offer
- The view of the employee
- The view of the employing council

Once a potential fit is found, a meeting will be held between the employee, the recruiting Head of Service/Manager or Lead Officer and HR. The meeting will be used to determine whether a 'fit' is established and whether with training

and development the employee will be capable of fulfilling the post requirements. In some circumstances, it may be appropriate to invite the employee to attend a meeting to discuss the alternative position and answer any questions the employee may have about the role.

The employee should be provided with the job description and person specification of the role that has been identified and complete the internal Skills Audit Form (see Appendix A). The employee will need to show they have the skills and experience required to meet 75% match, except where a task within the essential criteria is deemed to be mandatory from day one, and will therefore sit outside of the 75% match. (e.g. travel between sites, qualifications).

An informal meeting will be arranged with the employee, manager, HR representative and (if applicable) Trade Union representative to discuss the proposed role and the suitability of the position from both sides.

The Councils reserve the right to make the final decision on whether or not to offer an alternative position to an employee and will take into account the current terms, employee skills, aptitude, status and experience and any other relevant factors in relation to the post being offered, such as the terms and conditions, including remuneration and location.

In the event that an employee refuses to accept an offer of suitable alternative employment either before or after the trial period, the employee will be asked to clearly explain his or her reasons in writing. This will then be considered by the Head of Service or appropriate lead and HR lead, and a decision made as to the validity of the reasons given.

Where the employee declines alternative employment which has been identified as suitable for reasons which are considered to be unreasonable, the employing Council will not make any redundancy payment to that employee.

Where an offer of suitable alternative employment is made to an employee, and this is accepted by the employee, this may be subject to a satisfactory four-week trial period. The purpose of the trial period is to allow both the employer and the employee to consider the suitability of the alternative post.

Employees who have been selected for redundancy may apply for any vacant post that is not considered a match and will, wherever appropriate, be offered an interview. It will be up to the Head of Service or appropriate lead in consultation with the relevant HR Lead to decide whether it is appropriate to offer an interview. Whilst the selection process will be competitive and there can be no guarantees of success, no external candidates will be invited to apply until those selected for redundancy have been considered.

For the redeployment of Senior Management Team, please seek advice from Democratic Services and HR.

TRIAL PERIODS

Employees being redeployed are entitled to a (minimum) 4 week trial period in an alternative post. This trial period may be extended in exceptional circumstances i.e. where additional training has been identified and this will take some time to arrange. However the trial period will not last any longer than 12 weeks. If the redeployment is deemed unsuitable by the employee or the manager they will return to the redeployment register for the remainder of their statutory notice period.

Before the start of the trial period (i.e. the date of commencement of employment in the new post), an appropriate training programme for the employee must be drawn up and agreed by both the employee and their new manager. Such a training programme could include a mix of coaching, on-the-job training and external courses or seminars as appropriate. The costs for any external training will be met from departmental budgets as part of the restructuring process.

Appropriate work objectives should be agreed between the employee and their manager.

During the trial period, the redeployed employee's manager must ensure that progress is monitored and reviewed on a regular basis. Regular meetings should take place between the line manager and employee, during which progress must be reviewed and feedback given. Notes of the individual's progress should be kept, including reference to any problems encountered and the action taken to resolve them. After each such meeting, both HR and the individual employee should be given a copy of these notes. Towards the end of the trial period the line manager should hold a final review meeting with the employee.

If the trial period has been unsatisfactory on either side a decision will be made as to whether the employee should be redeployed permanently to the post. The final decision will be made by the Head of Service or appropriate lead in conjunction with HR.

If it is decided not to continue with the trial period the employee will be placed back on the redeployment register for the remaining period of their notice period. .

The Councils will seek suitable alternative work for redundant employees up to and including the date of the employee's termination of employment. If all other options are exhausted, the employee's employment will be terminated on grounds of redundancy at the end of the notice period.

The Councils reserve the right to select the best candidate for any job where there is more than one suitable candidate and may apply appointment selection criteria.

In the event that an employee at risk of redundancy rejects an offer of what is considered to be a suitable alternative employment and the trial period has been successful, then that employee could lose their right to receive a redundancy payment.

If the proposed suitable alternative employment is agreed by both parties as being suitable, the notice of termination previously issued automatically lapses and the employment is treated as being continuous.

PAY PROTECTION

If the post into which the employee is redeployed is graded lower than that of their existing post pay protection for the appropriate council. This will apply to all contractual pay including basic pay and allowances. Once pay protection applies incremental progression will not apply and pay awards will also cease.

It should be noted that the protection policy referred to above is, at all times, subject to change as a result of amendments to the appropriate legislation, or in the interpretation of existing legislation or Council policy.

If the employee has been offered an equivalent or higher graded role in the new structure but the employee has requested to be appointed to a lower level position then the employee may be moved to the lower level graded role at their request. In such circumstances protection will not apply.



South Northamptonshire Council

Appendix A - Part A

SKILLS AUDIT FORM

(once completed please return to your respective HR Business Partner)

PERSONAL DETAILS

Name

Current job title / service area

If a suitable role arises within a shared team you may be required to work at office locations for the Councils, can you think of any reason why you would be restricted from doing this?

Any there any other personal restrictions that may prevent you from working in particular service areas that we should be aware of?

EDUCATION AND TRAINING

Please indicate the highest level of qualification obtained?

Please list any additional / professional qualifications that you have achieved.

Please indicate your level of IT competence against each programme

	None	Limited	Average	Good	Excellent
Outlook					
Word					
Excel					
PowerPoint					
Publisher					
Lync					
Adobe					

Please list any other IT programmes that you use on a regular basis to a competent level.

What training have you attended within the last three years?

What training and/or skills have you acquired outside of work that may be relevant to the wider organisation?

WORK EXPERIENCE

Please list all service areas where you have worked (or gained experience) for the Councils giving an indication of the length of service.

Which service areas the Councils interest you or fit well with your current skills and experience?

Please list any other relevant organisations where you have worked or gained experience through other activities such as volunteer work.

TRANSFERRABLE SKILLS

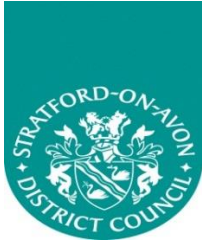
Please detail your current skills that could be transferrable to a different role.

ADDITIONAL INFORMATION

Please add here anything else that you would like to be taken into consideration.

HUMAN RESOURCES TO COMPLETE

Originating department	
Grade	
Date of entry onto register	
Expiry date on register	



South Northamptonshire Council

Cherwell | DISTRICT COUNCIL
NORTH OXFORDSHIRE

REDUNDANCY PROCEDURE

INTRODUCTION

This procedure should be read in conjunction with the Organisational Change Policy and the suite of related procedures.

Consultation will take place between the Trade Unions in accordance with existing relevant legislation. The aim of the consultation will be to avoid compulsory redundancy through meaningful consultation.

SECTION 188

Under section 188(1) of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULRCA), where 20 or more employees are being dismissed as redundant at one establishment in any 90 day period, the employer must consult with representatives of the employees concerned in writing.)

CONSULTATION

The right to be collectively consulted applies when an employer proposes to make 20 or more employees redundant at one establishment over a period of 90 days or less. Employers should also consult individual employees (ACAS 2014)

Consultation should begin in good time and must begin:

- at least 30 days before the first dismissal takes effect if 20 to 99 employees are to be made redundant at one establishment over a period of 90 days or less
- at least 45 days before the first dismissal takes effect if 100 or more employees are to be made redundant at one establishment over a period of 90 days or less.

REDUNDANCY PAYMENTS AND PENSIONS

The Councils have agreed policies in relation to severance payments to employees whose employment is ended on grounds of redundancy.

In calculating the statutory redundancy payment, the Councils will take into account all continuous service (up to a maximum of 20 years) with bodies listed in the Redundancy Payments (Continuity of Employment in Local Government etc.) (Modification) Order 1999 (as amended) – the Modification Order.

Detailed pensions estimates will be provided through each Council's HR/Payroll Team at the point an employee is at risk of redundancy.

If agreed the employee will be written to by the employing council HR team outlining what has been agreed, and provide information about notice periods, leave dates and any final pay that has been agreed.

In line with National Conditions, if a redundant employee employed by a local authority or other body covered by the Order is offered alternative employment with another authority or Modification Order body, whether in writing or not, before the date of the redundancy and the termination of his/her contract, and starts the new job within 4 weeks of the date of redundancy, no redundancy payment is due and continuity of service for statutory redundancy purposes is preserved (providing no redundancy payment was made."

AT RISK STATUS

The employee will be made aware that they are 'at risk' of redundancy, why they are at risk, and the reasons they have been selected for redundancy.

The employee will be made aware of their own personal scoring or markings in the assessment process. The Councils will not show an employee who is selected for redundancy anyone else's score but the Councils will demonstrate a fair selection process and aim to retain the skills required.

Employees selected or requesting redundancy will be invited to a meeting with an appropriate senior manager and HR to discuss the decision before formal notice of termination of employment is given.

Written notice of the redundancy and the letter will include:

- a statement that the contract is being terminated on the grounds of redundancy
- the last day of employment, having due regard to the notice entitlement stipulated in contracts of employment (this is generally one week for every year of continuous service up to a maximum of 12 weeks).
- confirmation that they will be required to work out their period of notice (unless this has been agreed otherwise by HR and the Head of Service)
- the financial payment to be made including, where appropriate, redundancy payments and/or pay in lieu of notice
- their right of appeal

- a statement that in the period leading up to the last day of employment, efforts will continue to be made to redeploy the employee (this would not apply in the event the employee volunteered for redundancy)
- a statement that the employee has the right to reasonable amounts of paid time off work to seek alternative employment
- if appropriate, details of advice and support available, e.g. coaching, career guidance, outplacement consultancy

MEETING WITH THE EMPLOYEE

A meeting will be arranged with the employee to:

- Reiterate the reasons for the redundancy
- Explain the process followed so far
- Explain why the individual has been selected and is at risk of redundancy (checking facts and assumptions made are correct and being prepared to adjust the selection scores according to representations made)
- Discuss alternative employment and whether the individual has ideas on how to avoid the redundancy
- Confirm likely timescales and whether they will be asked to work out their notice or paid in lieu of working out their notice
- Explain any financial package on offer; and
- Explain any support, such as outplacement, that is on offer.

Employees have the statutory right to be accompanied by a colleague or trade union representative at all meetings.

APPEALS PROCESS

The Councils are committed to ensuring that any selection for redundancy has been conducted fairly and reasonably.

In the event that selection for redundancy is necessary, the Councils will determine an appropriate pool of employees from which selections for redundancy may be made, and will apply objective selection criteria against which employees can be measured.

Where an employee has been notified of redundancy selection but considers that the Council has unfairly applied redundancy selection criteria, the employee has the right to appeal against his or her selection.

If an employee wishes to appeal, they should put their request in writing to explaining that they wish to appeal against redundancy selection and setting out the reasons for appeal. The appeal will then be heard by Members for the Council concerned.

Appeals should be submitted within 10 working days of receiving notice of redundancy by the Council(s).

Upon receipt of an appeal, the Head of Transformation or their delegated other will invite the employee to attend an appeal meeting to discuss the reasons for appeal. The appeal will be heard by an independent manager, Director and HR Representative.

The employee will be entitled to be accompanied at this meeting by a work colleague or a Trade Union representative.

The outcome of the appeal will be communicated in writing to the employee within 5 working days from the appeal hearing.