

Organisational Change Policy & Procedure

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Policy

1. Aim

The Cambridgeshire & Peterborough Combined Authority (CPCA) values its employees and is committed to managing the organisation in a manner which results in secure employment for all employees, wherever possible.

Change can be triggered either by the external environment or by an internal review of service requirements. Examples of significant organisational change include the reorganisation, relocation, merger, expansion or closure of a service, outsourcing, or a major change in working practices.

To meet changing needs more efficiently, there may be occasions when managers need to implement relatively minor changes. Reasonable minor changes and adjustments to duties and working practices may be implemented without recourse to the formal procedures in this policy although reasonable consultation with staff affected is required. Any change which could lead to a redundancy situation will never be deemed to be a minor change.

HR will complete a formal HR1 notification if the Authority proposes to make 20 or more staff redundant. A copy of the notification form will be sent to the trade union representatives concerned.

The purpose of this policy is to ensure that, whenever reductions in employee numbers become necessary, the CPCA will:

- communicate clearly with all affected employees.
- consult with employees and recognised trade unions.
- try to find ways of avoiding compulsory redundancies; and
- ensure that any selection for compulsory redundancy is undertaken fairly and reasonably.

This policy does not form part of any employee's contract of employment and the CPCA reserve the right to amend it from time to time.

2. Key Principles

The CPCA will always try to avoid the need for compulsory redundancies through open communication to promote good employee relations and equal opportunities practice in line with our current policies and employment law.

Where compulsory redundancy is unavoidable, the CPCA will seek to minimise the effect of redundancies through the steps set out in this policy

This policy will also signpost the help and support available to those affected.

The CPCA will not discriminate directly or indirectly on grounds of any of the protected characteristic.

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Part-time employees and those working under fixed-term contracts will not be treated differently to permanent, full-time comparators.

3. Scope

This policy applies to all employees at all levels and grades.

4. Vision and Values

Our vision is for a prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable resilient, healthier and connected region.

Our values define what is important in the way we deliver this vision. At Cambridgeshire and Peterborough Combined Authority our core values are Collaboration, Integrity, Vision, Innovation and Leadership. We are committed to ensuring our culture enables our employees to display these values regardless of their roles within the organisation. Managers and employees alike must ensure our core values are upheld when implementing this policy.

5. Monitoring and review of the policy

This policy will be reviewed from time to time to ensure that it reflects our legal obligations and our organisational and business needs.

6. Organisational Change: Types of change

6.1 Ongoing Minor Changes

To adapt to changing requirements, the Authority may need to make periodic changes to roles, responsibilities and/or working practices.

Reasonable minor changes and adjustments to duties and working practices may be implemented without recourse to the formal procedures in this policy although reasonable consultation, including liaising with Trade Unions and affected staff will be followed.

Any change which could lead to a redundancy situation will never be deemed to be a minor change.

Examples of this type of change include:

- Changes to shift/work patterns
- Changes to working hours
- Changes to working location

CPCA will ensure it adheres to the Working Time Regulations 1998 when determining working arrangements.

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The Combined Authority will endeavour to ensure short notice changes to working patterns, excessive hours of working, and split shift to a regular shift pattern are avoided as much as possible. In some cases, short notice, reasonable changes may need to be made, which will be discussed with individual employees at the time.

6.2 Change across organisational boundaries

Where organisational changes require staff to be transferred from one employer to another, the Transfer of Undertakings (Protection of Employment) Regulations amended 2014 (TUPE), and subsequent amendments, will apply. Under these arrangements, the employees' continuity of employment will be preserved, along with all their contractual terms and conditions of employment and any collective agreements that apply. Please refer to the TUPE policy.

6.3 Change affecting job security

Changes that may affect job security, resulting in potential job losses or redeployments include:

- Restructuring or mergers
- Reductions in, or discontinuations of, specific areas of work
- Major changes to working practices or contractual terms.

Procedure

7. Procedure Phase 1 – Establishing the Need for Change

The first step is to establish whether change is necessary, including the scale of the change that might be required.

If a need for change is identified, then a lead manager/s for the proposed organisational change must be identified. The lead manager **must** meet with a member of the HR team to carry out a scoping meeting prior to any action being taken. The scoping meeting will include guidance on this policy's application and will cover matters such as the scope and impact of the change, engagement with staff, communication strategy, business case proposal, job description audit, consideration for voluntary redundancy and more.

In assessing the need for change the Combined Authority will wherever possible take all reasonable steps to minimise compulsory redundancy including:

- Restrictions on external recruitment;
- Not filling vacancies to allow natural wastage;
- Seeking applicants for flexible retirement or voluntary redundancy subject to the resourcing needs of the Combined Authority;
- Maximising opportunities for retraining or redeployment to other roles;
- Reducing temporary agency staff, consultants and the use of overtime;

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- Voluntary reductions in working time
- Alternative working patterns.

8. Procedure Phase 2 – Approving the Business Case

Where a need for change is identified, the lead manager will be required to prepare a written business case setting out the rationale of the proposed organisational change for Corporate Management Team & HR approval. Templates and guidance are available from the HR team.

Proposed consultation documents will be shared with Trade Unions in advance of a formal consultation.

9. Procedure Phase 3 - Consultation

The Combined Authority will consult with recognised trade unions and individual employees at the earliest practical opportunity where there is a proposal to make one or more staff redundant.

Consultation will begin in good time prior to the proposed changes taking place. The statutory minimum consultation periods for proposed redundancies will always be observed. These are:

- Where an organisation is proposing to make changes where redundancy may occur and, where these changes affect 20 to 99 employees at one establishment over a period of 90 days or less, consultation will commence at least 30 days before the first dismissal takes effect;

OR

- Where an organisation is proposing to make changes where redundancy may occur and where these changes affect 100 or more employees at one establishment over a period of 90 days or less, consultation will commence at least 45 days before the first dismissal takes effect.

9.1 HR1 Notification form

If there are proposed redundancies of 100 or more employees at one establishment in a 90-day period or less, then HR will complete a Form HR1 at least 45 days before the first dismissal takes place.

Where an employer is proposing to dismiss 20 to 99 employees, HR will complete the HR1 form at least 30 days before the first dismissal takes effect.

For redundancies involving less than 20 employees, the Combined Authority will consult with affected employees and their representatives for a minimum of 30 days. This is not a statutory requirement but is regarded as best practice.

9.2 The consultation meetings

During the consultation period the lead manager or line or delegated manager and a member

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of the HR team may launch the consultation in a team meeting, if appropriate. Where individuals are affected by a change, this would usually be discussed with the individual prior to any team meetings.

In all cases, the lead manager will meet with affected individual employees to discuss the proposed changes and how the proposed changes will affect the individual. The meeting must be a genuine opportunity to hear the views of the employee; to answer questions and to discuss/explore alternatives to redundancy. The employee has the right to be represented by a trade union or accompanied by a work colleague at this meeting.

All staff potentially affected by the proposed change will be communicated to in writing that they are potentially affected by the change.

Individual employees or staff as a group can request to have further opportunities to meet with their line manager and/or HR to discuss their concerns or questions in relation to the organisational change.

The Combined Authority will make reasonable adjustments for employees who are unable to deal with written correspondence and requirements due to disability.

9.3 Absent Staff

If a staff member is absent during the consultation period the staff member should be contacted in line with staff who are in attendance at work; a decision will be made on the best approach to contact employees absent by reason of being on annual leave, parental leave, sickness, maternity, paternity, shared parental leave, sabbatical. If the staff member is absent for a long period of time, then communication may be provided in writing.

9.4 Staff on Maternity leave

Staff who are on maternity leave have additional protection in a redundancy situation and should be offered the right to a suitable alternative vacancy, where available. This includes priority over other employees who may also be at risk of redundancy. From 1st April 2024, this right is extended to 18 months from the child's date of birth (if notified to employer before the end of maternity leave or 18 months from the Expected Week of Childbirth if not notified). This includes any time spent in this period on maternity leave or other statutory leave.

9.5 Close of consultation

The consultation period will usually close at the end of the designated period. Should there be a need to extend consultation, this will be discussed with Trade Unions and affected colleagues.

Where agreement is reached with either the trade unions or a non-represented employee before the end of the statutory period, then this can constitute completion of consultation period.

An outcome report/summary will be published or presented to detail the outcome of the consultation.

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10. Procedure Phase 4 - Implementation Period

The implementation period starts following the conclusion of the formal consultation period upon publication of the outcome report.

The following information explains the various ways in which employees can be matched and allocated to roles that will exist after the change.

10.1 Assimilation

The Combined Authority will identify within the new structure any posts which can be deemed as near equivalent posts via a job matching exercise. Employees will be assimilated **where the job remains at least 80% unchanged**, taking account that the level of responsibility, skills, tasks and terms and conditions of the new post are substantially the same as the current post and there is no other 'at risk' or 'affected by change' member of staff who qualifies for consideration by virtue of holding a broadly similar post. If there are other 'at risk' or 'affected by change' members of staff who can be considered for such a post, this will be considered as a 'restricted competition selection' (section 10.6).

Employees who are assimilated will not be served notice of redundancy and will not have a trial period. The employee is automatically appointed to the role as the role is substantially similar in the new structure as in the old structure therefore there is no assessment process or trial period. If the employee declines the role, then there is no entitlement to redundancy pay.

Employees will not usually be assimilated into a role at a different grade to the current post.

10.2 Ring fenced Competition

Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.

Ring fencing can also apply where the new job matches between 50% and 80% of their current substantive post, but is not considered to match through assimilation.

An assessment process will be undertaken to determine which employee(s) should be appointed to the role(s) but there is no requirement for a trial period. If the appointed employee declines the role, there is no entitlement to redundancy pay. If they are unsuccessful in the assessment process, then they may be entitled to redundancy pay, depending on length of service.

10.3 Suitable Alternative Employment (SAE)

SAE applies where the role in the new structure is not fundamentally the same as the employee's current role but sufficiently similar to be considered possible alternative

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employment. These will be identified by the manager as possible alternative roles based on requirements of the employee's current role compared with the duties responsibilities and skills required and grade of the new role. The roles are likely to have:

- similar weekly working hours;
- similar or acceptable duties;
- is within the employee's capability.

Roles that are one grade lower than the employee's current role can be considered with appropriate pay protection (see Section 12).

The Combined Authority will comply with obligations under relevant legislation with respect to the Combined Authority's duty to offer any suitable alternative employment to employees on maternity and other relevant parental leave regulation.

10.4 Offer of Suitable Alternative Employment

The offer of alternative employment will be in writing and it will explain any differences between the original post and the alternative offer. The offer will be made and communicated to the employee prior to the end of their old contract. The alternative job must start no later than four weeks after the end of the old contract. The employee's acceptance of the offer should be in writing to the recruiting manager. A trial period of four weeks will be offered.

Employees with concerns regarding the suitability of the offer should first raise these with their line manager, HR, or lead of the change programme. If the employee still feels that the issue is unresolved the employee has a right to appeal, details for which are in Section 15 of the Procedure. If an employee unreasonably refuses an offer of suitable alternative employment there is no entitlement to redundancy pay.

10.5 Trial periods and re-training

A trial period will be offered where an employee moves to suitable alternative employment. The trial period will be for a period of 4 weeks. The trial period can be extended, by agreement of both parties, to enable re-training. Any extension to the trial would only cover the time taken to retrain. Further training may be necessary to provide the employee with the skills and knowledge to undertake the full range of duties and responsibilities.

If during the trial period, the individual reasonably decides to reject the post, or the Combined Authority feels the employee is unsuitable for the post then the employee will **not** forfeit their right to a redundancy payment.

If during the trial period the individual unreasonably decides to reject the post and, the Combined Authority feels the employee is suitable for the post then the employee could forfeit their redundancy payment.

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10.6 Restricted competition selection

Restricted competition selection applies where the role is not considered suitable alternative employment for any employees in the affected staff group. In these circumstances, employees from the affected staff group will be given an opportunity to apply for the role before it is advertised more widely to mitigate redundancies.

A recruitment exercise will be undertaken to assess an employee's suitability for the role(s).

10.7 Open Competition

Open competition applies after employees from the affected staff group have been given an opportunity to apply for the role. Any remaining vacant roles at this stage can be advertised and filled in line with the Combined Authority's recruitment policy.

Pay protection (Section 12) may be considered for a post one grade lower when the employee is at risk or under notice of redundancy and is successful in securing another post through open competition.

10.8 At Risk of Redundancy

Individuals potentially at risk of redundancy will be advised during the consultation period and a letter will be issued by the HR team to formally advise the employee of this. See glossary (Appendix 1, page 20) for further guidance of definition of at risk.

The employee will be advised that support will be provided, subject to the individual's needs, this may include, but is not limited to, the following:

- Coaching in job application and interview skills
- Regular discussions on current vacancies
- Information about redundancy figures and, where appropriate, pension estimates
- Retirement advice
- Counselling

10.9 Voluntary Redundancy

It is our intention to avoid compulsory redundancies where possible. Therefore, the consultation with the appropriate trade unions will examine whether there is scope to consider requests for voluntary redundancy. In defining the categories of employees from whom it is prepared to accept volunteers, the Combined Authority will apply fair and objective criteria. Applications will then be invited from all relevant employees.

Employees must put their request in writing to their manager with a copy to HR. A closing date for applications will be applied.

If an employee expresses an interest in accepting this option, they will be provided with an estimate of redundancy figures and, where appropriate, pension estimates.

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The Combined Authority has the right to refuse applications from employees whose skills, knowledge and expertise the Combined Authority wishes to retain. Such requests will not be unreasonably refused. Where the request is refused, it will normally relate to the needs of the service or the loss of key skills to the Combined Authority.

Where there are more volunteers than required a selection process will be agreed with the Manager, HR and trade unions.

10.10 Compulsory Redundancy

Where voluntary redundancy or early/flexible retirement has not produced suitable or sufficient volunteers, the Combined Authority, in consultation with the trade unions will consider the criteria to be used for compulsory redundancy selection.

There may be circumstances where selection will not be relevant, such as:

- when there is only one employee or;
- where an entire group of employees are to be declared redundant.

In these cases, suitable alternative employment will be sought, and where this is not possible, then redundancy will apply.

The selection criteria for redundancy may include:

- Specific skills;
- Essential qualifications;
- Experience;
- Work performance/standard of work;
- Attendance record and timekeeping, discounting any disability-related absence;
- Disciplinary record;
- Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained.

This may be covered in a written form or via an interview process.

The purpose of the criteria is to ensure that employees are fairly selected for redundancy. The Combined Authority will ensure that the aims of selection criteria will:

- Ensure the Combined Authority retains a balanced and appropriately skilled workforce for the future which is able to meet customer and service needs;
- Ensure the Combined Authority manages its resources in the most efficient way taking into account the costs of achieving change.

Care will be taken to ensure that the selection process is not directly or indirectly discriminatory. Records will be kept throughout the selection process.

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11. Procedure Phase 5 – Concluding the Change Period

11.1 Notice of Redundancy

If no suitable alternative employment has been found, then notice of redundancy will be issued in line with the employee's contract of employment. This will confirm the date at which employment with the Combined Authority will cease.

Throughout the notice period, efforts to secure alternative work will continue to avoid the redundancy. The HR team will help the employee to identify any new vacancies or opportunities that may be suitable for them. The employee is also expected to regularly check job vacancies on the Combined Authority's website.

The Head of the Paid Service (normally the Chief Executive), in consultation with the Executive Director/Director must authorise all redundancies prior to the issue of the notice.

No dismissal will take place until the statutory consultation period with the trade unions has been completed unless the unions or a non-represented employee have reached an agreement before the end of the statutory period.

11.2 Pay in Lieu of Notice (PILON)

Pay in Lieu of Notice (PILON) will not normally be paid. However, consideration will be made in exceptional circumstances, and where this is supported by a business case (Appendix 4 – proforma) and, with the authorisation of the Executive Director/Director. PILON is a taxable payment.

11.3 Redundancy Payments

The Combined Authority will make redundancy payments in accordance with the Combined Authority's policy and the Employee Relations Act 1996 as amended from time to time.

Redundancy compensation will be payable to employees who are dismissed by reason of redundancy in line with statutory redundancy payments. To be eligible for a redundancy payment the employee must have been continuously employed in local government for 2 years or more at the effective date of termination.

In the event of redundancy, whether voluntary or compulsory, it is necessary to determine the length of an individual's continuous service in order to establish whether they are entitled to a redundancy payment and the amount of redundancy payment. Service accrued via successive employment contracts, without a break of a statutory week¹ with certain other employers covered by the Modification Order, counts in determining length of continuous service.

Where an individual is declared redundant, and is entitled to a redundancy payment, a statement will be prepared setting out details of the redundancy payments to which they are entitled.

¹ Statutory weeks are counted from Sunday to Saturday

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Service to be taken into account - the amount of any statutory or enhanced redundancy payment will be based on length of continuous (unbroken) service, with an organisation listed on the Modification Order at the date of redundancy, the employee's age and actual weekly pay* see below. Unbroken service is considered successive employment contracts, without a break of statutory week, between employment.

Weekly Pay* - Weekly pay is calculated at actual weekly pay and is not capped at statutory weekly amount.

Where an employee's actual weekly pay is less than the statutory redundancy weekly pay (check with HR for the current amount), then this amount will be used to calculate the redundancy figure.

Employees are entitled to receive a statutory redundancy payment if they have worked for the CPCA for at least two continuous years.

The CPCA calculates redundancy based on an employee's actual week's pay** multiplied by the number of statutory redundancy week's entitlement and multiplied by an enhancement of 1.5.

Contractual pay is used to calculate an employee's actual week's pay i.e.; no account will be taken of any salary sacrifice arrangements in place.

This policy will comply with the Local Government (Early Termination of Employment).

Redundancy pay is not taxable, or subject to national insurance contributions, up to £30,000. After that payments are subject to tax.

Redundancy pay will be payable at the end of the notice period, unless a period of Pay In Lieu of Notice (PILON) has been agreed.

** Employees on a variable hours contract and therefore no mutual obligation established regarding offering or accepting work, will have entitlement calculated on an individual basis over a continuous twelve-week period and in line with the number of hours worked.

11.3.1 Statutory redundancy entitlements

- Half a week's pay for each year of employment in which the employee was aged 21 or under;
- One week's pay for each year of employment in which the employee was aged between 22 and 40; and
- One and a half weeks pay for each year of employment in which the employee was aged 41 or over.

The maximum number of years of employment that can be taken into account is 20.

11.4 Modification Order

Employees who are offered and accept employment with another organisation listed on the Modification Order before the date of redundancy, and where the start date for the new job commences within four weeks of the date of termination, will not be entitled to their redundancy

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payment. Their continuity of service will be preserved.

Employees should check the relevant rules applicable to them if they are seeking or are offered such a job – the exact timescale involved will depend on the day of the week they are made redundant and when that offer is received.

11.5 LGPS redundancy benefits

Eligibility for redundancy benefits from the LGPS is separate to eligibility for a redundancy payment. If the employee is a member of the LGPS, is aged 55 or over, and has the required duration of membership they will be entitled to immediate payment of pension.

12. Pay Protection

Pay protection will apply where an employee's basic pay is reduced as a result of redeployment into a post one grade lower than their current post and where an employee is at risk or under notice of redundancy.

The purpose of pay protection is to reduce the number of staff leaving the Combined Authority by reason of redundancy and to retain the skills and experience of employees who have been identified as redundant by alleviating the immediate salary impact of this and provide a period of time for staff to adjust to their lower salary.

The Combined Authority recognises the need to ensure that pay protection arrangements do not directly or indirectly lead to inequalities in pay in line with current legislation.

All employees on pay protection are responsible to seek and apply for vacancies to enhance their career development. If a vacancy arises on the same grade or one grade lower, and all essential criteria are met by the candidate on pay protection, then the employee will be guaranteed an interview.

12.1 Basic Pay

The pay protected will be the current pay rate for the job as defined by the pay and grading structure at the time of appointment to the new post.

Where an employee applies for and is offered a post as 'redeployment' if the new pay rate is lower than the existing pay rate, 'pay protection' will apply (pay protection is the difference between the old and new pay rates from date of appointment in new post:

- For the first 12 months in post - 100% protection
- For the next 6 months in post (months 13- 18) – 50% protection

Pay not protected includes additional hours worked (over-time), pay-related allowances, non-pay related allowances (e.g. annual leave), adjustments to the hourly rate due to standardisation of the working week, market supplements.

The salary is frozen at the point of protection, meaning there is no annual increment progression on the protected grade or cost of living applied to the salary, during the protection period.

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12.2 Changes to pay protection

If during the 12-month period, the employee voluntarily changes job then the pay protection will normally cease upon appointment to the new post. Consideration may be given on a case-by-case basis for portability of pay protection if it is agreed that the new job is a realistic career opportunity and the same grade as the current grade. On these occasions the pay protection would continue until the original 12-month expiry date – i.e. it cannot be extended past 18 months in total.

Pay protection may end within the 18-month period if the new current grade catches up with the protected basic salary.

At the end of the 18-month pay protected period, salary will be adjusted to the nearest equivalent salary scale point within the current grade according to protected salary.

There is no right to appeal at the end of pay protection.

Where pay protection applies, the additional cost will be funded from the originating area's budget.

Example Pay Protection for Suitable Alternative Employment and Redeployment through open competition.

If the Combined Authority identifies a post as 'suitable alternative employment' and offer the post to the redundant employee, pay protection will be offered. Where the new post is a lower grade and the employee's current spinal column point is higher than the grade maximum, pay will be reduced to the maximum in the new band and the difference paid as 'protection' pay. As follows:

Example: (The salary change takes effect at the end of successful completion of the 4 week trial period).

Employee's current salary is £39,105

New post – grade 5 - Salary range for new post: £28,329 - £32,947

New Salary: £32,947

Pay Protection element:

£6,158* for first 12 months

£3,079** for following 6 months

*The pay protection element will remain at £6,158 for 12 months (assuming no further changes to hours/post)

**The pay protection element will then reduce by 50% for months 13 – 18

13. Re-engagement of ex-Cambridgeshire and Peterborough Combined

Authority Employees

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. The Combined Authority's Pay Policy Statement states;

Chief Executive, Executive Director and Directors; the Combined Authority will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Combined Authority and, on ceasing to be employed, is in receipt of a severance or redundancy payment. Only in exceptional circumstances* will re-engagement be considered.

All other grades of employee; the Combined Authority will not normally re-engage under a contract of services or re-employ any individual who has previously been employed by the Combined Authority and, on ceasing to be employed, is in receipt of a severance or redundancy payment within three years from cessation of employment, this includes casual bank assignments. Only in exceptional circumstances* will earlier reengagement be considered.

Exceptional circumstances. There are very few circumstances in which the Combined Authority will consider re-engagement of former employees who have been previously made redundant as outlined above. Exceptional circumstances are defined as imminent risk of service failure. Consideration of whether a redundancy payment needs to be repaid will be taken on a case by case basis.

14. Support

Support Services are available for all staff during organisational change such as;

- Staff counselling services
- Internal Redeployment support
- ACAS guide – how to manage change

14.1 Assistance for employees under notice of redundancy.

The Combined Authority recognises the anxiety suffered by employees who are under notice of redundancy. The Combined Authority will provide as much support as possible during the formal consultation and notice period.

This will include for staff under notice of redundancy:

- Paid time off to look for work
- Assistance in finding alternative work elsewhere including practical assistance writing CVs, attending interviews etc.
- Redundancy counselling
- Reasonable paid time off work to look for other work or to attend a meeting with the Benefits Agency
- Unpaid time off to undertake training for alternative employment outside the Combined Authority or to consult a *bone fide* financial advisor.

Requests for time off should be made in the first instance to the relevant line manager and will not be unreasonably refused.

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14.2 Redeployment

Employees have a shared responsibility with the Combined Authority in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

Where the employee has a diagnosed disability the Combined Authority will take all reasonable steps and consider reasonable adjustments to support the employee in securing redeployment.

14.3 Redeployment List

A record of all staff who have been identified as 'at risk' will be held by the HR Team. Employees should complete a redeployment questionnaire. Appendix 3 – Redeployment Questionnaire & Guidance Notes.

The employee is responsible for submitting the completed form to HR in good time.

14.4 HR Support

The HR team will provide support and advice to individuals and line managers throughout this process. You can discuss any redeployment, re-training, interview skills training or job opportunities queries that you may have. Other redundancy support may also be provided.

14.5 Vacancies

All vacancies in a new organisational structure will be restricted to staff affected by change in the first instance.

Priority and/or guaranteeing interviews for all other vacancies in the Combined Authority whilst at risk or under notice of redundancy will depend on whether the employee meets essential criteria of the advertised post and the similarity of the current and new post.

Vacancies will be advertised on the Combined Authority's Website. Employees, who are 'At Risk', must ensure that they regularly check for job opportunities.

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15 Appeals

Appeals can only take place once the consultation has closed, and implementation period has started.

Stage	When	Who can appeal?	Address appeal to	On what ground	Timescales	Process
Phase 4/5 on notice of redundancy	On issue of notice of redundancy	Employee issued with notice of redundancy	Executive Director/Director Cc HR	Reasonable grounds – not just unhappy with a decision. For example, unfair selection for redundancy or failure to consult him/her about the redundancy situation.	Submitted in writing within 5 working days of the letter issuing notice or dismissing by reason of redundancy	A meeting will then be arranged with the Executive Director/Director who will consider the case and determine whether to confirm the decision. The outcome of the appeal will be communicated to the employee in writing within five days of the meeting. The decision of the appeal hearing will be final.
Phase 4/5 refusal of suitable alternative employment	After raising informally with line manager	Employees deployed to Suitable Alternative Employment post after receiving offer in writing.	Executive Director/Director Cc HR	Reasonable grounds why not accepting the offer. Factors such as pay, hours, location, status, environment and responsibilities will be taken in account by a Service Director.	Submitted in writing within 5 working days of the letter of suitable alternative employment.	As above.
Phase 4 – Voluntary Redundancy	If voluntary redundancy application is refused	Applicants for voluntary redundancy	Executive Director/Director Cc HR	Reasonable grounds as to why believe decision should be reviewed	Submitted in writing within 5 working days of the decision.	As above

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Appendix 1 Glossary of Terms

Term	Definition
At risk	Where a post has been identified as being substantially altered, has disappeared or is one of a number of similar posts which will reduce as a result of organisational change, 'At Risk' will be the term used to describe the employment status of the individual employee.
Under notice	If no suitable alternative employment has been found, then notice of redundancy will be issued in line with the employee's contract of employment.
Redeployment	Appointment to a post in the new structure following a member of staff being at risk of redundancy which may have different terms and conditions to the prior post.
Redeployment List	A list of staff members at risk of redundancy held by the HR team with a view to being given priority to job vacancies dependent on skill suitability.
Assimilation	When a post in the new structure is 80% unchanged compared with the existing post an employee would move into the new post by virtue of the posts being 80% the same. If more than one staff member is in a suitable post the posts will be ring-fenced. This used to be referred to as 'slotting in'.
Restricted Competition	Staff affected by the organisational change /restructuring are given priority for the selection and appointment to posts in the new structure.
Ring-fenced	Ring fencing applies where there is no change between the role in the old and new structure and there are fewer roles available than employees matched to roles.
Expression of Interest	An application form which allows a staff member to apply for a role when on the redeployment list.
Suitable Alternative Employment	A post offered to a member of staff in the new structure which is of similar status, weekly working hours, and duties as the existing post.
Selection Criteria	Criteria used to appoint to posts in the new structure.
Affected by Change	During the consultation process any posts that are affected by the proposed change will be identified. Staff in these posts will be advised in writing how the proposed change affects their post.

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Appendix 2 – Selection Criteria Assessment Form

Selection Criteria Assessment Form

Name	
Section/Service area	
Job title	
Grade	
Start date at SCDC	

	Weighting	Score
Specific skills		
Essential qualifications		
Experience		
Work performance/standard of work		

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Attendance record and timekeeping		
Disciplinary record		
Aptitude for work/ability to undertake the duties and responsibilities of the posts which are retained		

Selection Criteria Assessment Form

Guidance notes

- The proposed selection criteria and weightings will be subject to consultation with the trade unions
- The criteria and their relative weightings will be determined by the current and future needs of the organization. Weightings will take into account the Combined Authority's service delivery requirements and need to maintain a balanced workforce.
- To achieve a total score for each employee, criteria should be weighted by a factor to reflect its relative importance.
- Assessments must be objective and supported by documented and verifiable evidence wherever possible. Managers should not allow preconceived opinions to influence the assessment process.
- Scoring should be carried out independently by two managers who know all the employees in the selection pool.
- Detailed notes should be kept at all stages of the assessment process, in order that they can be referred to in the case of an appeal.

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Appendix 3 – Redeployment Questionnaire

Redeployment Questionnaire – Guidance

These guidance notes have been provided to assist you in the completion of the relevant sections of the Redeployment questionnaire.

You must complete the Redeployment questionnaire to be placed on the Redeployment list.

This is your opportunity to tell us about your skills and experience so take time to complete the form providing examples to demonstrate any skills and experience (what you did, how you did this, the outcome).

This Profile will be used to initially assess whether vacant posts could be suitable alternative/alternative employment for you. It will form part of your application for any alternative posts which you express an interest in so you should include information from your current role but also any transferable skills, training, achievements, knowledge or abilities from previous roles or past experience. There is also the opportunity to add any additional information that you think would be relevant.

You should look on the Combined Authority's Website for details of any new vacancies. The link to this page will be emailed to you on a weekly basis.

Employees have a shared responsibility with the Combined Authority in seeking redeployment and should adopt a reasonable and flexible approach when considering alternative jobs.

Where you wish to be considered for a vacancy which has not been flagged to you as potentially being Suitable Alternative Employment, you will be required to complete a regular application form to indicate your interest. You will need to do this for each specific vacancy that you wish to be considered for. The Redeployment questionnaire will then be used to assess your suitability for the post, particularly in terms of determining similarities between your current role and the redeployment opportunity and also assessing your key skills and experience against the essential criteria.

At the time of application, you may, however, upload additional information such as a supporting statement or CV, along with your application form. This will give you the opportunity to provide information about your skills and experience in relation to the person specification for that particular vacancy which is not already adequately covered within the Skills Profile.

Completing the Skills Profile:

Section A: Personal Details

Please ensure that all fields in Section A are fully completed.

HR will be able to assist you with any details or dates that you are not sure about.

Section B: Transferable skills

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Please think about the main duties and responsibilities for your role, what skills and abilities that you use and how these could be applied to other job roles.

You may also have other skills, knowledge and abilities which do not form part of your current work role, they may have been gained through outside activities, personal interests and responsibilities you have become involved in for personal interest or development.

These may include the skills under headings such as: communication (oral and written), interpersonal, customer service, financial awareness, technical, planning and organising skills, creativity and innovation, initiative and problem-solving, your ability to work for and with others and your knowledge of the Combined Authority's services. These are only examples, and you may categorise your skills base as you consider appropriate.

You may wish to use extracts from your most recent appraisal.

Section C: Qualifications, training, study, personal development

Please tell us about any qualifications, training, study or personal development that you have undertaken. These may have been gained at college, university, home learning or through another organisation or body that you are connected with.

Section D: Experience

Please tell us about any experience that you have had. This may be work related (previous jobs or work experience) or voluntary experience (volunteering, local community groups, school governor, coaching or mentoring).

Section E: This covers the type of job role that you may be interested in

Please describe the type of role that you are interested in being redeployed to. For example, you may wish to move from a back office role to a customer facing position, or you may wish to only be considered for office based roles.

You will need to tell us if there is anything, such as location, hours of work, family care needs or physical restriction that we need to take into account.

It also allows you to confirm whether you would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or moving to a different staff category.

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Redeployment Questionnaire

All employees who are at risk of redundancy will need to complete this form to help the Combined Authority to find suitable alternative employment. Please complete the form and return it to Human Resources. Please attach separate sheets if used.

Section A	
First name(s)	Surname
Directorate	Team
Mobile Phone	
Current job title	Grade
Current working hours	Location
Section B	
Transferable skills (skills you use in your current job or outside work, which you could use in a different job)	
Section C	

Qualifications, training, study, personal development (this may be related to your current or past jobs or a hobby, outside interest or voluntary work).	
Qualifications	Date

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Section D

Experience (can include experience gained in your current job, any other job, voluntary work, outside interest, study, etc)

Section E

Describe the kind of job you are interested in:

Describe the kind of job you believe is suitable for you:

Would consider changing your work location, altering your working hours, accepting a fixed-term contract, accepting a lower graded post, and/or move to a different staff category?

Is there anything that we need to take account of in terms of redeployment? (physical restrictions, family needs, location etc)

Do you wish to apply for vacancies on a Job Share basis

Yes / No

Signature

Date

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Appendix 4 – PILON business case form

Pay in lieu of notice (PILON)

Name of employee being made redundant	
Job role	
Team	
Directorate	
Date of notice of redundancy	
Contractual notice period	
Business case for recommending PILON	
Business impact including any impact on customer service	
OR	

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Case on Compassionate grounds

Pay in Lieu of Notice (PILON) will not be paid unless authorised by the Executive Director/Director

Signature: _____ **Date:** _____

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Governance Redundancy Policy

References:

Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.

The Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999

Issue date:	2023
Version number:	4
Review due date:	2026

Document control sheet

Purpose of document:	This policy is designed to outline how the Combined Authority deals with Organisational Change and that there is a consistent approach when matters are raised under this Policy.
Type of document:	Policy
Document checked by Legal	No
If applicable, has an initial Equality Impact Assessment (EIA) been completed?	Yes
Document lead and author:	HR Team
Dissemination:	
What other documents should this be read in conjunction with:	Guidance documents listed in policy
Who will review the document (job title):	HR Team
Why is this document being reviewed?	Review of existing Policies and Procedures
Mandatory read	Yes

Revisions

Version No.	Page/ Paragraph No.	Description of amendment	Date approved
4		Changes made in line with statutory updates. Added section on TUPE	2023
5		Policy reordered to reflect process order Statutory updates TUPE section removed Redundancy pay clarified Pay protected added	2024

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