



Management of Change - Policy

Code:	
Version:	3 (220320)
Next Update Due:	March 2022
Owner	HR

Section 1 – Policy Intentions

- 1.1 It is the Policy of the Police and Crime Commissioner and Chief Constable for Gloucestershire to ensure that it retains a balanced and stable workforce maintaining the skills and experience needed to meet future business needs. The Office of the Police and Crime Commissioner (OPCC) and Constabulary aim to ensure job security for all OPCC and Police Staff, however, the Constabulary may face challenges both operationally and financially which may result in avoidable change.
- 1.2 We take our obligations under UK law and the necessity to comply with them seriously. In order to ensure fairness and consistency, we have set out our approach in this policy.
- 1.3 Change, and the need for change in the workplace can arise for a number of reasons. In recognition of this, the Constabulary will take active steps to engage and support staff in meaningful consultation with Unison and other stakeholders.
- 1.4 The good practice principles contained within this policy can be applied to any change exercise, regardless of size and scope, with the intention that this will be used by managers to help ensure that change is managed positively, effectively and consistently.
- 1.5 This policy sets out the Key Principles of the Management of Change Policy. For full operational details, please see the procedure and guidance document which should be read in conjunction with this policy.
- 1.6 We may amend or withdraw the policy at any time. We also reserve the right to deviate from this policy with regard to employees with less than 2 years' service, or where there is an operational need to do so.

Section 2 – Scope

- 2.1 The provisions set out in this document apply to eligible staff of the Office of the Police and Crime Commissioner (OPCC) and Police Staff, including those within their probation period. It would not normally apply to anyone who is not an employee - for example, an independent contractor, temporary worker, consultant or freelance agent; employees employed for a fixed term of three months¹ or less, unless in either case the job actually lasts for more than three months. If however, these workers have accrued statutory rights we will comply with these.
- 2.2 This policy does not apply to situations where Staff are redeployed due to medical grounds, and as a reasonable adjustment. Staff affected by a redeployment on medical grounds should refer to the Attendance Management Policy.
- 2.3 OPCC and Police Staff on secondment should refer to the External or Internal Secondment Procedures for provisions and rights whilst on secondment during a period of organisational change

¹ (an employee employed under a fixed-term contract of three months or less does not count towards the collective redundancy consultation thresholds under s.188 of the Trade Union and Labour Relations (Consolidation) Act 1992)

- 2.4. All other abstracted staff will be included within the parameters of this policy and guidance and be managed in line with UK legislation as appropriate.

Section 3 – Key principles

- 3.1 The Management of Change policy and its related procedures for: Restructure; Redeployment and Redundancy are based upon the principles of fairness and equality. All documents reflect the requirements of current employment legislation.
- 3.2 It is the Constabulary's aim to avoid compulsory redundancies and we will endeavour to facilitate alternatives to avoid this process.
- 3.3 The Constabulary recognises the importance of early and meaningful consultation. Any proposal for change is subject to approval through a defined governance process. The People Development Board (PDB), provides a regular forum for overseeing meaningful consultation where planned change is expected to reduce staffing levels.
- 3.4 Any managers contemplating a departmental review as described within this policy and its related procedures will engage with HR, Finance and the Change team as soon as is reasonably practical.
- 3.5 This policy and its associated documents will be reviewed regularly (at least every 12 months, in consultation with Unison and other stakeholders). This policy does not form part of the terms and conditions of employment, and we may amend or withdraw the policy at any time.
- 3.6 We will endeavour to take measures to minimise or avoid impact on employees which may include: review of use of consultants, contractors, temporary/agency staff, natural wastage restrictions on recruitment, voluntary job share, voluntary reduction of working hours, retraining and redeployment to other parts of the organisation, reduction or elimination of overtime or other non-contractual allowances, introduction of short-time working or temporary layoff (where this is provided for in the contract of employment or by an agreed variation of its terms), seeking applicants for early retirement, or voluntary redundancy.
- 3.7 Formal consultation will take place over a two week period and will commence with a collective / group consultation meeting with Unison and employees affected by the proposal. Prior to formal consultation commencing, managers are expected to have ongoing and open communication with both Unison and the employees about the proposal for change.
- 3.8 Suitable alternative employment and redeployment options will be considered in all cases where applicable (subject to suitability assessment). Formal consultation will include discussions and where possible, agreement on other posts within the organisation that may be ring-fenced for those placed at risk of redundancy.
- 3.9 All employees who are at risk of redundancy, shall be placed on the redeployment register for 8 weeks. The Constabulary reserves the right to Pay In Lieu Of Notice (PILON).
- 3.10 In the event an employee is redeployed into a post which is lower than their current post, salary protection will apply in accordance with that defined in the guidance at Appendix A.
- 3.11 Timeframes in terms of the conclusion of a change process may vary depending on the size and scope of the process.

Section 4 – Right of appeal

- 4.1 Employees will have the right to appeal the final outcome of any restructure, redeployment or redundancy process. Appeals should be lodged within seven calendar days from the confirmation of the decision against which they wish to appeal. The appeal must be sent to the appropriate HR representative, in writing.
- 4.2 The information submitted should be concise, factual and only address the issues raised under the grounds of appeal set out as follows: a) Unfair selection criteria, and / or b) Procedural error
- 4.3 Unison offer to assist their members with their appeal. Issues not relevant to the appeal should be raised separately.

Section 5 – Roles and responsibilities

Role of the Employee - To engage in discussions and consultation professionally.

Role of the Senior Manager - To communicate clearly and effectively the planned change; engage in meaningful discussions; respond to questions and listen to feedback and views from staff.

Role of the Human Resources representative - The HR Manager or HR Adviser is the primary source of HR support providing guidance about the Management of Change process to both managers and employees. The HR representative will be fully involved in planning and implementing any areas of change management. To ensure that employees are advised of their right to be accompanied and to ensure all relevant paperwork is completed.

The Constabulary reserves the right to secure external HR advice when appropriate to do so.

Role of Unison - To accompany members where requested and represent the views of the members.

Role of Vetting - Employees affected by organisational change will be vetted if their vetting is not up to date. Employees may be vetted to the appropriate security level if their role changes. Exceptionally, while the vetting procedures are undertaken a conditional offer of appointment may be made. If the employee does not satisfy the vetting requirements, redeployment to another post may be sought within the notice period, however it is possible that if the employee fails to achieve the required level of vetting, Capability Proceedings may be commenced which could result in dismissal.

Section 5 - Equalities Impact Assessment

The EIA will be completed and linked to this policy

Section 6 - Procedures and Guidance

The Management of Change Procedures and Guidance must be read in conjunction with this policy.

Section 7 - Identification, Monitoring and Review

GSC Security Marking:			
HR	obtain from G&C team	IGB – 26/03/2021	Name: HR Policy Officer
V3	March 2021	Submitted to PDB (22/03/21) and IGB (26/3/21) and published with a “go live” date of 1 April 2021	Yes
V2	February 2021	Core Policy Review Group and SAN Review Group	Yes
V1	November 2020	Formatted and approved.	Yes
LOW/MEDIUM/HIGH – Ensure EIA created and reviewed in line with policy creation/review		Pending	
Link to EIA – G&C to complete hyperlink action			