

ORGANISATIONAL CHANGE POLICY

1. PURPOSE OF THE POLICY

We pride ourselves on being a fair and compassionate employer and always do what we can to mitigate redundancies and the impact on our workforce. However, there are times when the need for change means that redundancies, or changes to roles or reporting lines are necessary. Our organisational change policy outlines the approach that we take when managing organisational change.

Our organisational change approach is based on the principles that we will:

- minimise redundancies
- carry out meaningful and early consultation with staff and Trade Unions
- follow agreed procedures for any organisational changes and redundancies that do occur
- take into account individual preferences where it is possible and meets the needs of the organisation
- provide communication and support to staff
- endeavour to seek alternative employment for potentially redundant employees through the redeployment pool
- always maintain the standards set out in our Equalities policy

2. RESPONSIBILITIES

Managers Responsibilities

The Manager leading and managing the organisational change is responsible for drafting and sharing a consultation document that sets out the basis for the proposals including anticipated service improvements/benefits, interdependencies, estimated costs, timescales and an equality impact assessment.

Before considering workforce related savings, managers are required to consider mitigation that could be taken in advance of the implementation of changes to the workforce, which reduce the potential for redundancies (e.g., vacancy management controls, pro-active training / redeployment, limiting use of agency workers etc).

Managers are responsible for ensuring that all staff affected by the proposals are communicated with and understand the impact on them and their role. Managers are required to be available to consult with staff and trade union colleagues during the course of the consultation period.

Managers are asked to engage with Finance and Human Resources colleagues at the earliest opportunity.

Human Resources Team (HR) Responsibilities

The HR team are responsible for making sure that the Secretary of State for Employment is notified if 20 or more redundancies are identified. Trade Unions will also be sent a copy of the HR1 form.

The HR team will obtain pension and strain cost data as appropriate and provide HR advice and support as required throughout the process.

The HR team will advise the lead manager on process throughout.

Finance Team Responsibilities

Finance teams are responsible for verifying that there is sufficient funding to support the restructure/service review, including any redundancy / pension strain cost that arises as a result of the organisational change.

The payroll team will request estimates from the Pension Provider and provide these to HR at the earliest opportunity. It should be noted that pension providers often have a 12-week lead in time for estimates.

Employees Responsibilities

Employees who are affected by organisational change are encouraged to engage with managers throughout the process to ensure that they understand the impact on their roles.

3. CONSULTATION

The consultation period is an opportunity for staff to understand the implications of the proposed changes on their roles, and aims to encourage co-operation in finding solutions, share concerns and explore options. The Council aims to reach agreement wherever possible with the Unions during periods of organisational change.

Informal Consultation

In advance of the formal consultation process, employees may be informed of the need to make changes and engaged in helping to shape the changes needed. This informal consultation may be in the form of workshops or input into proposed job descriptions and role requirements.

Formal Consultation Period

Formal consultation period usually run for a period of at least 30 days regardless of how many jobs are at risk of redundancy. However, there is also a legal requirement to consult where redundancies are proposed, as follows:

- If up to 19 positions are to be made redundant, consultation must be at the earliest opportunity
- If 20-99 positions are to be made redundant (within a 90-day period or less), consultation must begin at least 30 days before the first dismissal takes place

- If 100 or more positions are to be made redundant (within a 90-day period or less), the consultation must begin at least 45 days before the first dismissal.

These figures must be considered across the whole Council, so Managers need to be aware that if their proposals are happening at the same time as other structural changes across the Council, the calculation of the number of proposed redundant roles must be made together.

Employees and nominated trade union representatives are notified of the proposals for change in writing and consultation meetings/briefings are held to brief trade unions and employees on the proposals. During the consultation period, employees are encouraged to:

- consider alternative solutions
- share concerns
- feedback on selection criteria for any workforce reductions
- feedback and challenge and the methods of appointment/ assimilation decisions / ring fence arrangements to new jobs in the proposed structure
- feedback any comments in support of the proposals

One to One Meetings

In any organisational change situation, all employees should be offered a meaningful consultation, which will normally include one-to-one meetings with their manager or nominated lead to discuss their personal situation and raise any concerns.

Trade Union representatives are invited to group consultation meetings and individuals are able to bring a trade union representative or work colleague to one-to-one meetings where employees are due to be placed at risk of redundancy or issued with notice of redundancy.

One to one meetings with a senior manager are usually offered to individuals who are in roles affected by proposals that are outlined in the consultation document. These meetings usually take place before the formal consultation document is made available for wider groups of staff. Further one to one meetings are offered once the implementation plans are finalised so those individuals who are placed at risk of redundancy are formally informed of this in advance of the implementation paper being shared more widely. One to one meetings with a member of the HR team are also offered at this time to talk through any questions on process or support available to individuals.

Consultative and one to one meetings may be informal, in-person or via MS Teams and there should be a record of outcomes/agreements.

The Consultation Document

A full consultation document will be produced and shared at the start of the formal consultation period. This document should include:

- Signposts for help and guidance to support staff through the change process.
- Drivers and reasons for the change, including outlining how the proposals achieve the changes required.

- New job descriptions and person specifications. These may be draft and are subject to change through the feedback gained during the consultation. Finalised evaluated versions must be available at implementation stage.
- A statement about voluntary redundancy and whether this is being offered as part of this process.
- Proposed arrangements for redundancy selection, assimilation and ringfencing.
- Clear outline of how employees can challenge and feedback on the proposals
- Timescales for implementation

The consultation document will outline what measures have been taken to avoid the need for redundancy, which may include:

- Offering suitable alternative employment where a vacancy exists
- Restricting recruitment in areas where suitable alternative jobs may exist
- Restricting or reducing the services of sub-contractors or agency staff in areas where suitable alternative jobs could exist
- Reducing overtime in areas where it will reduce the threat of redundancy or provide job opportunities by doing so
- Considering the effect of 'natural wastage' (the expected number of resignations or retirements over time) and managing the reduction in requirements accordingly
- Examining opportunities for re-training and redeployment to other jobs
- Taking into account individual's preferences where possible, such as requests for a reduction in hours, or a transfer to a different job or location
- Considering staff or Union suggestions for alternative service provisions.

The consultation document will outline the impact on individual roles, using the following terminology:

Redundancy	Redundancy occurs when a job has disappeared because: <ul style="list-style-type: none"> • The Council are no longer going to carry out the business or service for which the person was employed • The Council are no longer carrying out the business or service in the place where the person is employed (in and around Cambridge) • The requirement to carry out work of a particular kind has ceased or diminished. This includes significant change to working practices, resulting in a requirement for different skills, perhaps as a result or re-organisation of services.
No change	No changes are proposed to the role. The postholder continues in the role with no change.
Modified role	There are small changes proposed to the role. The current postholder/s assimilate into the role with an updated job description.
Assimilation	As above, a role has been modified, but the changes are such that the existing postholder can slot into the amended role without the need for any recruitment process. The post holder will be expected to adopt the updated job description.
Post deleted	The proposals indicate that this role will be deleted in the new structure. This could be because the role is no longer needed, activity is being re-distributed into other roles or the post has been significantly updated and

	the resulting role is deemed a new role and no longer representative of the original role. In this instance, any postholders will be placed at risk of redundancy during the implementation phase.
At risk	A member of staff who is at risk of redundancy because their substantive role is proposed to be deleted
Ringfence	This is where a vacant role is available for affected staff to apply to. Depending on the requirements and person specification of the role, the role may be open for all affected staff to apply for, or a closed ringfence for those placed at risk from specific roles. The essential criteria for the role will need to be met and a selection process will apply.
Redundancy selection exercise	An unchanged or modified role exists in the proposed structure, but with a reduction in the number of postholders that are needed to carry out the work. In this situation, a selection for redundancy process is needed. The consultation document outlines the criteria to be used and the timescales for this exercise. The postholder/s who are selected for redundancy using the criteria are placed at risk

Assimilation

Where a role in the new structure is identified as an assimilation, the employee will be assimilated into the new role without the need for an interview or selection process, unless there are more employees currently occupying these roles than roles available in the new structure (in this situation a selection for redundancy exercise will need to take place). In all cases there will need to be a development discussion to identify training, learning and development needs for the role.

Employees can challenge assimilation decisions during the consultation period, and any challenges either for or against assimilation will be reviewed as part of the consultation feedback.

Selection for Redundancy

Where unchanged roles, or roles that are modified and have proposed assimilation to them, exist in the new structure but with fewer postholders than in the current structure, a selection for redundancy exercise will take place. This happens after the implementation paper has been issued and before any notices of redundancy are issued.

The criteria to be used for the selection exercise should be included for consultation in the formal consultation document. Criteria will be discussed and agreed with Trade Unions and could include:

- Skills based selection criteria
- Performance management judgements that are below a satisfactory performance level. i.e., in formal performance process
- Live disciplinary warnings e.g. live first or final written warnings
- Live sickness absence warning on file taking in to account any adjustments made under the Equality Act 2010 e.g. excluding absences relating to disability, pregnancy or maternity

Approach to Ringfencing

Arrangements for ring fencing will be clearly set out in the consultation paper taking into account the scale and nature of the proposals. The Council's ringfencing principles will apply:

- Ring fencing will include postholders at risk of redundancy. Where an employee is seconded or acting into a role within the teams affected by the proposed change, they will be ringfenced or assimilated based on their substantive role. If the substantive post is at risk of redundancy, the employee will need to obtain a further post within the Council in order to be able to continue with the secondment.
- Employees who are in a ringfence will be required to undergo a selection process.
- The consultation document will outline if roles are subject to an open ringfence – this is where the role is available for all at risk staff to apply for, or a closed ringfenced which is specifically ringfenced to certain groups of affected staff. Ringfencing decisions are included in consultation proposals for comment and feedback during the consultation period.
- Fixed term employees at risk of redundancy should be included in ringfences.
- Any decision to exclude or include a postholder from a ringfence must be justifiable in objective terms and with all evidence available to support the decision
- Special consideration will be given to those employees who are in a redundancy protected period, see section 5 below.

Fixed Term Employees

In order to meet the requirements of the Fixed Term Worker Regulations, fixed term employees are consulted in the same way as all other affected staff. If their fixed term contract is expected to last beyond the date of implementation, they will have the same opportunities to go into the redeployment pool and apply for ringfenced job opportunities.

All employees with over two years' service are entitled to receive redundancy payments, including those on fixed term contracts.

A fixed term worker who has been employed for more than 4 years is considered to be a permanent employee.

4. IMPLEMENTATION

At the end of the formal consultation period, the lead manager will review all comments and feedback received and prepare an implementation paper. This paper should detail the feedback received, outline how the feedback has influenced or changed the final structure outcomes, and clearly outline the final structure and impact on roles.

If major changes are proposed at this stage that have an impact on individual roles and these changes were not consulted on in the original consultation period, a further period of consultation may be necessary.

Before the implementation paper is shared widely, employees in affected roles will be notified in writing regarding the outcome of their status/employment position at the implementation

stage. Individuals placed at risk of redundancy at this time will be offered formal one to one meetings.

The implementation paper will include detail and timescales for recruitment to any vacant roles and will outline any ringfencing arrangements that may apply.

Redeployment

All employees who are placed at risk of redundancy as a result of the implementation plans, will be issued with an 'at risk' of redundancy letter and placed in the redeployment pool. This applies even when there may be ringfenced roles for individuals to apply to.

- Once in the redeployment pool, individuals will have priority to apply for all job vacancies over most other applicants, should they choose to apply for any positions.
- All employees in the redeployment pool are assigned a named contact in the HR team who will notify the employee of job vacancies as soon as reasonably possible and can provide assistance in supporting the employee to complete the application and/or assessment process or raise awareness to the relevant HR Business Partner, should there be any difficulties or concerns to enable additional supportive measures to be put in place.
- Once given the general job vacancy details, the individual is given up to one week to make an application and then if made, the recruiting manager will assess suitability for appointment through assessment and/or interview. This stage will be completed and documented before an external recruitment campaign commences
- Subject to assessment, an employee may be offered a position if they can demonstrate that they meet the essential criteria for the role or can achieve the requirements of the role following a period of relevant training within a timeframe agreed by the line manager and employee at the time of appointment. The employee may also be assessed by Occupational Health to ensure they are medically fit to undertake the role. Any bridgeable gaps should be planned for and relevant training and development put in place.
- Letters confirming notice of redundancy are usually issued when all the available roles in the new structure have been filled.
- The length of time an employee is in the redeployment pool is based on their notice period. However, this may be extended by mutual agreement and as a reasonable adjustment.

Suitable Alternative Employment

The Council will endeavour to seek suitable alternative employment for employees at risk of redundancy. There may be occasions when a role is too different from an individual's current role to be an assimilation, but is comparable enough to be offered to an individual as suitable alternative employment and mitigate the need for redundancy. The following principles apply to suitable alternative employment:

- A role that is no more than one pay band lower or one pay band higher as a suitable alternative role.
- The suitability of the job as an alternative will be considered taking into account a range of factors, including status, the skills and competencies required for the role and

a comparison of the two job descriptions. In addition, a comparison will also be made between the terms and conditions of the two roles when deciding if it constitutes a suitable alternative.

- Employees will be subject to a simplified selection process that will have been outlined in the implementation report.
- Employees unreasonably refusing an offer of potentially suitable alternative employment may forfeit redundancy pay (if applicable).
- Employees will have the right to appeal the decision of suitable alternative employment
- Roles offered as suitable alternative employment are subject to a four-week trial period. See more information on this below.
- If an offer of suitable alternative work is made during the final third of the notice period (e.g., for 12 weeks' notice, during the last 4 weeks) the employee will not forfeit the right to redundancy pay if they refuse the offer.

4-week Trial Period

Any roles that are offered to an individual as suitable alternative employment are subject to a statutory 4-week trial period. This statutory trial period allows both the Council and the employee to decide if the new role is a suitable alternative to the current role.

- Trial periods can provide individuals the opportunity to receive further support and training prior to the statutory 4-week period.
- In specific circumstances the length of the trial period may be extended by agreement, an example of this might be to enable training to be undertaken and embedded.
- If the trial period is successful, the employee is confirmed in role.
- If the trial period proves unsuccessful for either party, the employee will either move back into the redeployment pool for their notice period/remainder of their notice period/agreed period of time or their employment is terminated on the grounds of redundancy and a redundancy payment, if applicable, will be paid. Any remaining notice period will be honoured, during which time other suitable jobs may arise (and a new trial period of 4 weeks would apply).

Notice of Redundancy and Redundancy Pay

If an employee has not been offered a role in the new structure or suitable alternative employment has not been found, individuals will be issued with a notice of redundancy letter which constitutes a dismissal on the grounds of redundancy. The formal notice of redundancy letter will include details of the notice period and confirm the last day of service.

Employees with more than two years' service will be entitled to redundancy pay. Redundancy pay is paid in line with local government guidelines and statutory provisions, contractual entitlements and details of this payment will be included in the formal notice of redundancy letter. The Council do not cap weekly salary for redundancy purposes, so actual weekly salary is used for the calculation. A ready reckoner is available on CityNet to help employees calculate how much redundancy pay they could be entitled to.

Redundant employees will receive three elements of their final pay:

- Normal pay up to the agreed leaving date

- Where applicable, payment in lieu of outstanding notice
- Severance payment (where entitled).

Individuals who are over the age of 55* and have been in the Local Government Pension Scheme (LGPS) for a minimum of two years will be entitled to receive their occupational pension if they meet the qualification requirements of the scheme. If the employee meets the qualification requirements of the LGPS and is under Normal Pension Age, the main LGPS benefits will not be reduced for early payment. **The Government has announced the earliest age that you can take your pension may increase from age 55 to 57 from 6 April 2028.*

It should be noted, there are circumstances in which employees may have bought additional pension, and this is reduced because of early payment as a result of redundancy. It is advisable for employees to contact Pension Services at the earliest opportunity to check their individual circumstances.

Early release of pension and redundancy payments must be approved before they can be paid. Depending on the cost of the total exit payment (Pension strain cost and redundancy pay), this may need Councillor or Full Council approval.

Please note that if an employee who is under notice of redundancy receives an offer of a job from an organisation (usually another council or public body listed in the link below) before the termination of employment and takes it up within four weeks of the end of the old employment, there will be no dismissal for redundancy payment purposes. The legislation around this with a list of organisations who are bound by the order can be found at: [The Redundancy Payments \(Continuity of Employment in Local Government, etc.\) \(Modification\) Order 1999 \(legislation.gov.uk\)](#)

Right of Appeal

Employees who are made redundant have the right to appeal against their dismissal. The Council's standard appeals process applies:

- A panel of elected members (usually three) will consider the appeal.
- The employee has 14 days to lodge an appeal following their notice of redundancy dismissal.
- The appeal should be set out in writing to Human Resources as detailed in the dismissal letter.
- Statements must be submitted 5 working days before the appeal hearing.
- The appeal will be heard within 28 days unless there are exceptional circumstances why this is not possible.
- The decision of the panel is the final stage in the appeals process.

5. SUPPORT FOR EMPLOYEES

Cambridge City Council recognises that organisational change and the risk of redundancy can be a stressful and unsettling time for all. Managers, with the support of Human Resources and Trade Unions, are committed to helping employees by:

- Ensuring on-going support throughout the process i.e., provide regular opportunities to discuss the changes; identify any necessary training needs to help individuals through the transition and develop into any new roles.
- Consider requests for external counselling/coaching.
- Assigning a member of the Recruitment Team to any individual in the Redeployment Pool to inform the employee about internal vacancies
- Allowing reasonable paid time off during working hours to seek alternative employment (as per the statutory requirement) as well as offering support with the application process and assessment/interviews, if requested.

The Employee's guide to organisational change supplements this policy and provides additional information and signposts to the support that is available through periods of organisational change and restructuring.

Special Circumstances – the redundancy protected period

Pregnant employees and some new parents have special protection in a redundancy situation called the 'redundancy protected period'. By law, if an employee is in one of the following four categories and at risk or under notice of redundancy, we have an obligation to offer them a suitable alternative vacancy if there is one proposed in the new structure:

- pregnant
- taking maternity leave
- taking adoption leave
- taking shared parental leave

The redundancy protected period during pregnancy, maternity and adoption leave starts when an employee tells us that they are pregnant or from the day that adoption leave commences and ends 18 months from the date the baby is born, or from the date the adoption placements starts.

For shared parental leave, the redundancy protected period starts the day shared parental leave commences. If an employee takes less than 6 weeks leave, the protected period ends on the last day of the leave, if they take 6 weeks or more the protected period ends 18 months from the date the baby is born.

Any suitable alternative role, where the employees meets the essential criteria for the role should be offered to the individual without the need for a selection process. If more than one employee has this protection, the lead manager, with HR advice, should agree criteria to use to assess who is most suitable for the role. The criteria used and the outcome should be communicated to all employees to justify the decision. The criteria to be used should be outlined in the consultation or implementation paper if known at the time the paper is issued.

Pay Protection

When an employee is offered and accepts a suitable alternative role as a result of organisational change that has resulted in a reduction in salary, including re-evaluation of

their existing role, pay protection will apply. Appendix Two outlines the Councils policy approach to pay protection.

Absent Employees

Where individuals are absent during the consultation period, every effort will be made to contact them at the same time as staff that are attending work. For employees who are on annual leave, parental leave, sickness or maternity, a decision will be made about how best to consult with them depending on the circumstances. Where Managers are aware of an individual who will be absent during the restructure this should be highlighted at the outset so that appropriate solutions can be found.

Where staff are long term absent (due to sickness or maternity for example) an individual meeting will be offered to discuss the individual's preferences for communication and engagement.

6. ADDITIONAL INFORMATION

- Appendix One provides more detail on the process that will be followed during organisational change.
- The Human Resources team are available for further support and information
- CityNet has further information including:
 - An employees guide to organisational change
 - A redundancy payments guide

Date of last review: September 2024 Date of next review: September 2025
Policy owner: Human Resources

APPENDIX ONE: THE ORGANIATIONAL CHANGE PROCESS

Step 1 – Planning

- The lead manager should discuss the need for restructure and proposed changes with the Senior Manager, relevant Executive Councillor, Finance, Human Resources and start informal consultation with Trade Unions.
- The Manager works with Finance/Human Resources to consider roles affected, obtain financial model(s) /costings, including pension/redundancy figures, likely assimilation and possible ring fence for newly created positions.
- Consideration should be given to any current secondment, fixed term, agency arrangements and take any appropriate steps early
- Selection criteria should be considered at this stage if there is a reduction in the number of unchanged roles.
- Create a project plan, adopting the principles of the project management guidance as outlined by the Corporate Programme Office i.e. utilise the stages of the programme and project lifecycle e.g. ideas/pre-approval, development and approval, delivery and control, closure and review.
- High-cost salaries/oncosts/pensions may require full Council approval and this needs to be factored into the planning. This is currently necessary for exit costs that exceed £100k, including pension strain costs.
- New role job descriptions should be prepared and passed to the HR team for evaluation.

Step 2 – Consultation Paper

- The Manager writes a consultation paper, that sets out the reasons for the proposed changes and restructure, including anticipated service improvements/ benefits and how these align with the Councils vision and target operating model and/or the purpose and objectives of the relevant Group. This should be clearly written to enable employees to have the opportunity to give their views in response to the information.
- The paper will outline all information listed in section 3 above. It will identify all affected jobs – including roles to be deleted / created, potential assimilation, the selection process and proposed ring fence for newly created jobs.
- An outline of costs, savings, interdependencies and timescales will be included as well as current and proposed structures.
- Proposed draft job descriptions will be made available together with dates of briefings and 1:1 meetings.
- An EQIA will be prepared and made available as part of the consultation documentation.
- The manager should make arrangements for the Consultation paper to be distributed to the following:
 - Services staff (and any wider impacted services)
 - Trade Union Representatives
 - Executive Councillor for relevant service
 - Relevant Senior Managers, including Leadership Team.
 - Human Resources
 - Scrutiny Committee Chair
 - Scrutiny Committee Opposition Spokesperson

Step 3 – Consultation Period

- Before the launch of consultation paper, HR and the manger will meet with and discuss the proposals with the Trade Unions to consider any other options put forward.
- The manager will arrange to meet with those staff directly affected prior to wider circulation of the Consultation paper. 1 to 1 consultation meetings are offered to all affected employees to discuss the new structure, respond to any individual questions or concerns, identify and discuss options.
- Consideration must be given to choosing the best method of issuing the consultation paper to staff, not forgetting those staff who may be absent i.e. maternity/ sickness/ leave /secondment etc. It is advised to discuss the most appropriate method with Trade Unions and Human Resources. Options may include 'in person' group briefings/meetings or via MS Teams and may need more than one meeting - outlining the proposals and discussing any initial questions.
- During the consultation period, the Manager will continue to consult with Trade Unions and employees.
- Depending on circumstances, consideration is given to making reasonable adjustments for individuals to ensure meaningful consultation.

Step 4 – Response to Consultation

- The Manager may consider responding to questions throughout the consultation period. Consideration should be given to provision of timely responses i.e., Q&A on a weekly basis or regular update briefings and the consultation document will outline how feedback and responses to this will be managed.
 - At the end of the formal period of consultation the Manager will consider all feedback from Trade Unions, employees and other consultees and start to prepare an implementation report. This report should answer queries from employees and their representatives and consider alternative suggestions put forward.
 - Details of final roles, selection process, costs / savings are outlined in this report.
 - The implementation report should include final evaluated job descriptions.
 - The necessary approvals must be obtained, prior to circulation of the implementation report. These approvals confirm the cost and authorisation of the change. This will include signatures from the following
 - Assistant Director/Deputy Head of Finance
 - Head of People
 - Senior Manager (who confirms the relevant Executive Councillor, spokesperson/s and Chair of the relevant Scrutiny Committee have been consulted)
 - Chief Executive
 - Leader of the Council
- NB - adequate time needs to be factored into this part of the process. It is advisable to seek advice from HR Business Partner to ensure all relevant information is obtained and included
- Further 1 to 1's with individuals take place if required as a result of the consultation e.g., further limited consultation of revised proposals or additional employees affected.

Step 5 – Implementation

- The agreed selection process will be carried out as set in the implementation report.
- Employees will be informed of outcomes and issued with letters confirming their individual position e.g., No change to substantive role, assimilated, ring-fenced for selection process – at risk of redundancy, no alternative jobs – at risk of redundancy.
- Following any necessary selection processes, formal notification of appointment or, if not successful, formal notice of redundancy is issued.
- The formal notice of redundancy will include the following details: date role ceases to exist; notice period; last working day; any redundancy payment owed and employee's right to appeal redundancy.
- All employees at risk of redundancy are placed in redeployment pool and there will be continued contact with the Council's recruitment team throughout the notice period to inform the employee of any other vacancies and offer further support.
- Consideration and confirmation of any offer of suitable alternative employment, together with outcome of any voluntary redundancy requests will be made in writing to individuals at this stage.
- Employees who are offered a new position as suitable alternative employment commence a trial period of 4 weeks, with consideration of any appropriate training period.
- HR and Finance systems are updated with new structure arrangements.

Step 6 – Consolidating the Changes

The Manager will work with HR colleagues to develop a post transition plan, which will generally encompass the following:

- Review of what went well and lessons learned and share with Trade Unions.
- Monitor, capture and communicate the benefits and successes as well as the lessons learned. Outline how the changes have met the objectives of the proposal.
- Build capability and skills for new roles i.e., employees may need to learn new systems, adjust to new ways of working and/or develop new contacts and working relationships; agree work objectives and identify further learning and development needs
- Communicate the changes with all stakeholders/wider organisation, addressing any emerging problems and acknowledging where outcomes were met.

APPENDIX TWO: PAY PROTECTION

When an employee is offered and accepts a suitable alternative role as a result of organisational change that has resulted in a reduction in salary, including re-evaluation of their existing role, pay protection will apply. Pay protection covers basic substantive pay and does not take into account any market supplements or other terms or benefits that may apply.

Pay protection will cease if an employee is appointed to another job within the Council at a higher City Pay Band than their protected pay. This includes secondments, where the pay protection level will be reapplied when the employee goes back to their substantive role, the re-evaluations to a higher City Pay Band or if the individual is redeployed to a role at the same or higher pay band than the original role.

Pay protection is only given in cases of redeployment for redundancy and not available in any other redeployment situation.

Pay Protection for Suitable Alternative Employment

If the Council identify a role as 'suitable alternative employment' and offer the role to the employee at risk or under notice of redundancy, pay protection will be offered. Where the new role is a lower City Pay Band and the employee's current spinal column point is higher than the band maximum, pay will be reduced to the maximum in the new band and the difference paid as 'protection' pay for a period of three years. 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 £19,000

New role – Band X - Salary range for new role: £14,143 - £17,985

New Salary: £17,985 *

Pay Protection element: £1,015 **

*Employee will receive appropriate increases on the new salary at pay progression.

**The pay protection element will remain at £1015 for 3 years (subject to single status guidance and/or changes to hours/post)

Pay Protection for Redeployment (in the event of redundancy only):

Where an employee at risk or under notice of redundancy applies for and is offered a role as 'redeployment', the manager will consider the employee's skills and, with HR advice, benchmark this against the appropriate entry level to the post. If the employee accepts the new role, they will move to the new pay rate at the end of the trial period.

In exceptional circumstances, the manager may decide to offer a slightly higher 'entry' pay rate due to the exceptional learning and skills displayed during the trial period. If the new pay rate is lower than the existing pay rate, 'redeployment pay protection' will apply at the

following rates (redeployment pay protection is the difference between the old and new pay rates):

- For the first 12 months in post (including the trial period) - 100% protection
- From 13 months to 24months in post 50% protection
- From 25 months to 36months in post 25% protection shall apply.

Example: Employee's current salary is £19,000

New role – Band X - Salary range for new role: £14,143 - £17,985

Potential pay rate: £15,097 (agreed appropriate entry point based upon skills/experience).

New Salary: £15,097

Pay Protection element: £3,903 (the difference between old and new pay rates).

Employee will receive appropriate increases on the new salary at pay progression.

Pay protection element will be £3,903 for 3-12 months in role, £1,951.50 for 13-24 months in role and £975.75 for 25-36 months in role.