

Report for: Staffing & Remuneration Committee, October 2021

Title: HR Change management Policy - Progress Report

Report authorised by: Susie Faulkner, Director Customer, Transformation & Resources

Lead Officer: Dan Paul, Chief People Officer

Ward(s) affected: None

Report for Key/ Non Key Decision: Non-key

1. Describe the issue under consideration

- 1.1 To provide the Staffing & Remuneration Committee with an update regarding the on-going review and revision of the Restructuring, Redeployment and Redundancy Policies.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

- 3.1 That the Staffing and Remuneration Committee note the progress with this policy review.

4. Reason for decision

Not applicable.

5. Alternative options considered

Not applicable.

6. Background information

- 6.1 At the June Staffing and Remuneration Committee, members were advised of the progress of the ongoing review of HR Policies at Haringey in a report entitled "HR Policy Progress Review". One of the group of key policies identified for early review was that relating to Change Management, encompassing the current Restructuring, Redeployment and Redundancy policies.
- 6.2 The format of HR policies and guidance notes was amended in 2018 to better reflect the different nature of the two documents. The main document (the policy) outlines the main purpose of the policy, what the organisation is trying to achieve,

gives a clear indication of who it applies to, the key provisions and the core principles and accountabilities.

- 6.3 The practice note on the other hand expands on the policy to set out the organisation's operational requirements. The practice note summarises the roles and responsibilities as they relate to managers, individuals, the HR team and, where appropriate, staff representatives.
- 6.4 Staffing and Remuneration Committee are required to approve policy revisions and new policies, but approval is not required for practice notes which accompany the policy, as these simply provide operational guidance to managers, employees, and their representatives. Practice notes are formulated by HR and consulted as appropriate depending on the subject and complexity.
- 6.5. In Summer 2021 as part of our review we began consultation on a new draft Redeployment policy. At the initial discussion with Trade Unions we were asked to consider developing the three policies (Restructuring, Redeployment and Redundancy) into one single Organisational Change Management Policy.
- 6.6 The most recent updates to these policies were approved by this Committee in December 2015. A review is therefore overdue to consider changes in legislation and best practice.
- 6.7 Our aim is to develop a policy that covers all aspects of the change process at Haringey Council, incorporates the Restructuring, Redeployment and Redundancy into one umbrella policy and that all considerations related to protected characteristics are fully considered.
- 6.8 Our further aim is to develop a policy that reduces bureaucracy whilst maintaining standards and employee protection, and to simplify processes where possible. The umbrella 'Organisational Change Management Policy' will be supplemented by a Practice Note document in line with other HR policies at Haringey and with best practice.
- 6.9 Combining these three policies and updating the provisions is a substantial piece of work which is in progress in the Employment, Transformation and Reward team but is not yet completed. Recruitment to a new post of Policy Officer in this team has been undertaken and the successful candidate is expected to commence their employment with the Council in November, which will increase the resources available to undertake policy reviews.
- 6.10 The key current proposals for change from our current policies are as follows;
- We will introduce a period of pay protection for employee redeployed to a lower grade as a result of a change management process. This will maintain their existing pay for 12 months, after which point they will revert to the top spinal column point for the grade for the role to which they have been deployed. This change to policy is in line with other London Authorities. It should be noted that

Trade Unions have made representations that this period should be longer, which we will consider and formulate a final recommendation.

- Redeployment into a suitable alternative role at one grade up and one grade down from the employee's current grade will cease to be voluntary.
- The current trial period of 8 weeks for employees to try out a new role following redeployment is considered too long. We will create more emphasis on helping employees thrive following redeployment through active coaching and develop a joint decision-making process to ensure that managers and staff both have a say when assessing the success of a redeployment placement.
- The new policy will be explicit in its requirement for an Equality Impact Assessment (EQIA) to be completed at both the start and the end of the change process.
- We will review the terminology and documentation used in line with best practice and with a view to a deletion of unnecessary paperwork.
- A new simplified process will be developed where possible with the joint purpose of reducing unnecessary paperwork and activities and reducing the level of uncertainty for employees.

7. Timescale

- 7.1 We aim to bring the new policy encompassing all aspect of Restructuring, Redeployment and Redundancy to the December 2021 Staffing and Remuneration Committee.

8. Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

Finance

There are no financial implications arising from the contents of this report.

Corporate Governance

Not applicable, the report is for information only.

8. Use of Appendices

Not applicable

9. Local Government (Access to Information) Act 1985

Not applicable.