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| **Directorate:** |  |
| **Service Area:** |  |
| **Date:**  |  |

 **Statement of**

 **Change**

**To: All staff within the scope of the change**

 **TU representatives**

1. **Statement of Change – Consultation Document**

1.1 This statement of change contains a proposal which may result in a change to staffing levels, a change to roles and/or a change to hours. Following consultation, the outcome may result in redundancies therefore it should be noted that this is a formal redundancy consultation.

1.2 This document provides information in relation to proposals, the consultation period as well as the other stages of the process and outlines the Council’s commitment to wherever possible avoiding or reducing the risk of redundnacy. It should be read in conjuction with the Councils Managing Change procedure and guidance.

1. **Corporate Background**

2.1 The Council has been working through a service transformation programme over a number of years in order to improve services as well as achieving required budget savings. The transformation programme including service reviews and reshaping will continue for the foreseeable future.

2.2 Where staffing reductions are required there is a commitment to achieve this by voluntary means wherever possible with a programme of support in place to assist our workforce through this very sensitive and challenging time.

2.3 In some cases the outcome of a service review will be a reduction in costs to deliver the same or similar services; others will require a fundamental redesign within a similar or reduced resource envelope.

2.4 Structural redesign will be aligned to the Council’s agreed grading structure.

1. **What is the Process?**

3.1 This Statement of Change sets out the impact of the service review on staff structures, roles and employees. It will be used to underpin engagement with staff on the proposals and is designed to ensure a framework that allows both a consistent approach yet allow an understanding that an element of flexibility may be required depending on issues arising from specific reviews.

3.2 The process will follow the Council’s Managing Change Procedure. [**http://www.intouch.ccc/humanresources/policiesprocedures/managingchange.asp**](http://www.intouch.ccc/humanresources/policiesprocedures/managingchange.asp)

3.3 Under the Employment Rights Act 1996, the council has a statutory duty to seek to avoid or reduce redundancy action wherever possible. Consultation will take place with representatives of the recognised Trade Unions and all employees potentially affected as to whether it is possible to avoid or reduce the potential for redundancies.

3.4 Natural turnover, prudent resource management, re-skilling and redeployment, where possible, would be the first options for consideration to achieve any staffing reductions or significant changes that are required.

3.5 Where such approaches cannot easily achieve the changes required, then the Council would look to consider redundancy by voluntary means. Where reductions by voluntary means have been exhausted compulsory redundancy will apply as a last resort.

3.6 The Memorandum of Understanding at Appendix 1 of the Managing Change Procedure outlines in more detail the actions and considerations the Council will take in order to avoid or mitigate the risk of redundancy. This document is an integral part of the Managing Change procedure and has been developed in agreement with Cumbria County Council and Trade Unions.

1. **Engagement**

4.1 There will be a 45 day engagement period for all staff in scope of the review. An initial face to face briefing will begin the process, setting out the proposals and engagement process. There will be an opportunity to ask questions of service managers and the briefing will be attended by a People Management advisor with Trade Unions representatives also invited to support staff.

4.2 The Statement of Change will be made available to all staff and additional FAQs relating to the service proposals will be posted on the Employee Information Website/staff notice boards. These will be regularly updated to reflect questions raised during the engagement process.

4.3 Engagement opportunities will be tailored to the specific needs of the service and employees in scope. They will consist of drop in sessions, one to one meetings and a further group meeting at the mid-point. A final group meeting will be held following the closure of the engagement period, once all feedback has been considered and final decisions have been made.

1. **Trade Unions**

5.1 The Council is committed to work closely with Trade Union colleagues through this period of significant and sensitive change.

5.2 Trade Union representatives will be briefed at various stages of the process ahead of communications with affected employees;

* Meeting ahead of the initial staff engagement meeting
* Meeting following the assimilation process
* Meeting following the VPP process

5.3 Trade Union representatives will also be invited to attend all engagement meetings with staff. There will be the opportunity at the end of the the engagement meetings for Trade Unions to have initial discussion with their members. Trade Unions can also accompany their members to one to one and appeal meetings.

1. **Review, Decision and Outcome**

6.1 We will aim to notify all in scope employees of the outcome within 2 weeks of the engagement process ending. This will be accompanied by an outline timetable for the process.

6.2 Should there be a need to extend the 2 week decision period as a result of significant issues raised, then all staff will be notified as early as possible, with an explanation for why an extension is required.

1. **Assimilation Processes**

7.1 The full details of the assimilation process are contained in the Reshaping Guidance document.

7.2 Whilst engagement is taking place it is important that all ‘in scope’ employees examine their current role profile to ensure it accurately reflects the reality of their substantive role. Amendments to job descriptions will only be accepted with the relevant line manager agreement.

7.3 The assimilation outcomes are:

***Direct assimilation***

* Defined as where a role in the new structure is substantially similar (75% match or more) **and at the same grade.**
* Direct assimilation can only occur where there are sufficient posts available for the number of employees involved. If there are fewer posts than employees then a competitive selection process will be required.

***Assessment assimilation***

* Defined as where a role in the new structure is substantially similar (75% match or more) **and at a different grade**.
* It is the responsibility of the employee to identify and objectively evidence that a new post is substantially similar (75% match or more), which must be verified by 2 managers (Service Manager and Service Assistant Director).
* Upon verification a desktop assessment will be undertaken to ensure that the candidate for assimilation has the required level of skills, knowledge and competencies to undertake the essential duties of the new post.
* In some cases it may be necessary to use an alternative but appropriate assessment process, such as observed working, skill test or selection interview.

***Competitive selection***

* A competitive selection process is necessary for recruitment to those posts where there are more employees who meet the assimilation criteria than jobs available.
* Where competitive interviews are required for posts at the same grade but there are too many people than posts, then all posts should be filled (as would be the case in direct assimilation if there had been enough posts).
* Where competitive interviews are required for posts at different grades, then as a principle posts will be filled wherever possible (with training and development as appropriate), ensuring the capabilities and experience of the applicant meets business needs. However, this cannot guarantee all posts will be filled as business needs mean the correct candidate must demonstrate the necessary skills and experience to fulfil the role, allowing also for any reasonable up-skilling or retraiing that would assist the candidate to be appointed or develop into the post.
* The CCC interview scoring matrix will be used in all interviews.

***No match – “At Risk”***

* Employees, who are not assimilated or appointed to posts, will be formally placed ‘at risk of redundancy’ and afforded ‘ring fenced’ status in the Vacancy Preference Process. “At Risk” is a formal term relating to redundancy.

7.4 All employees will be notified in writing of the outcome of assimilation. The outcome will confirm the assimilation decision but will not not always confirm appointment to a post. In most cases this will only be confirmed once the appeal process has been completed.

7.5 All employees have the opportunity to appeal the assimilation outcome. They will have 7 calendar days to appeal the decision and will need to provide written evidence to support the reasons for the appeal.

7.6 Appeals will be considered by a Senior Manager and Assistant Director from a different Directorate to the area of reshaping. They will review and consider the written appeal submissions and a meeting will be held with the appellant. The appeal decision will be final and there will be no further right of appeal.

7.7 Employees have the statutory right to be accompanied at an appeal meeting by a Trade Union representative or a work colleague.

7.8 A confidential meeting will take place with recognised Trade Unions following the assimilation process and before the outcomes are shared with staff. Trade Unions will have the ability to look at a selection of assimilation outcomes to scrutinise and challenge the assimilation process in more detail, with the ability for meaningful changes to be made where jointly agreed.

1. **Vacancy Preference Process (VPP)**

8.1 Where an employee is not assimilated into one of the posts in the new structure, they will have the opportunity to be considered for the remaining posts before they are opened up to wider competition. Employees will be provided with the details of the remaining vacancies and given the opportunity to apply for up to a maximum of 3 roles.

8.2 Where employees have not been appointed to posts following VPP they will be eligible for Alternative Employment Support. All avenues will be explored to avoid the need for redundancy; however once there are no other options available then redundancy notices will be issued.

1. **Alternative Employment Support**

9.1 Where an employee has not been appointed to a post through the reshaping, a meeting will be arranged to discuss options such as suitable alternatives, VR, and trial periods. Individual action plans will then be developed to support the employee in securing alternative employment. The plans could include attendance at interview skills workshop, financial advice support and awareness of upcoming vacancies that may be suitable to apply for.

9.2 Employees will be eligiable for alternative employment support and will have regular meetings with their manager to review the individual action plan and provide ongoing support throughout the process.

9.3 Where redundancy notices are issued alternative employment support will continue to be provided and all avenues will continue to be explored to avoid the need for redundancy during the redundancy notice period.

1. **Voluntary Redundancy (VR) and Flexible Retirement**

10.1 A VR window will be opened at the start of the consultation process. It should be noted that any interest or application for VR will be assessed on a case by case basis in line with business needs.

10.2 A VR payment self-estimate tool is accessible by copying and pasting the link below into your browser (please note this link does not work if accessing direct from this document). [**http://www.intranet.ccc/eLibrary/view.asp?ID=54167**](http://www.intranet.ccc/eLibrary/view.asp?ID=54167) there is also a pension self-estimate website available [**Pension Self Estimate Tool**](http://www.yourpensionservice.org.uk/benefits-calculator/index.asp).

10.3 Following assessment of these figures, it is possible to apply for VR by copy and pasting this link below into your browser (please note that the link may not work if accessing direct from this document):[**https://servicecentre.cumbria.gov.uk/helpdesk/WebObjects/Helpdesk.woa/wa/TicketActions/new?rt=124&subject=VR Application**](https://servicecentre.cumbria.gov.uk/helpdesk/WebObjects/Helpdesk.woa/wa/TicketActions/new?rt=124&subject=VR%20Application)

10.4 Full details of the VR Process are contained within the VR guidance document. Applications can be withdrawn at any point in the process, up until a formal acceptance of the offer is submitted

10.5 Flexible retirement will be promoted, relevant information will be provided to employees to inform options and enable them to make genuine applications.

1. **What Do We need to Achieve through this Review and Restructure?**

11.1 The aims of the review are : -

1. **Scope**

12.1 The posts in scope of the proposed service review are:

| **Post Title** | **Post Grade** | **Number of Posts** | **Number of Posts FTE** |
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| **Total** | *x* |  |  |
| **Cost of Structure** | x |  |  |

1. **Future Structure and Staffing Proposals**

13.1 The current and the new proposed structure can be found in **Appendices 1 and 2.**

13.2 The proposed new structure for consultation will consist of:

| **Post Title** | **Post Grade** | **Number of Posts** | **Number of Posts FTE** |
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| **Total** | *x* |  |  |
| **Cost of Structure** | x |  |  |

13.3 If agreed following consultation, this would result in:

* A net reduction of x FTE from x FTE posts to x FTE (Note there are currently x vacant posts /xx FTE)
* Structure cost reduction of £xx (from £xx to £xx)
1. **Approach for the establishment of the proposed structure**
	1. The proposed timeline for the review is set out in the attached Appendix 3.
2. **How to engage with the reshaping proposals**

15.1 All consultation and supporting information will be made available on the Employee Information Website following the first staff consultation meeting. A hard copy information pack will be provided at the end of the first consultation meeting for staff without access to the Council’s ICT network.

15.2 Communication methods and information will be available in a range of formats where required to ensure equal access to the documentation for all employees.

15.3 All employees in scope of the reshaping will be offered at least, one 1:1 meeting during the reshaping process. The purpose of this is to seek the views and ideas of staff in relation to the proposals and provide as much opportunity for personal circumstances to be listened to, collated and considered.

15.4 To request a 1-2-1 or group meeting with management, please contact xx.

15.5 The Employee Information contains a variety of support information including; voluntary redundancy, careers advice, setting up a business, planning for retirement. This will be primarily available on the Employee Information Website however hard copies can be made available for those employees without access to Council ICT systems or external website on request.

15.6 To ask questions, provide comments or submit feedback on the proposals, a link on the Intranet has been set up**.**  This will ensure questions are promptly directed to the most appropriate person to answer and responses will be included in the service related FAQs unless they relate only to the individual employee. Staff are encouraged to read the FAQs already on the website as a response may already have been provided.

15.7 Members of the recognised Trade Unions may wish to give their feedback through their Trade Union representative.

15.8 The Employee Information Website is kept up to date to contain a range of information to support employees through the change process. You are encouraged to view this website on a regular basis during the reshaping process.

15.9 Job search support can be provided by the Learning and Skills team, this includes; completing application forms, CV writing and interview preparation. The support can be adapted to the specific recruitment methods being used in the reshaping exercise.

1. **Timescales**
	1. The proposed timeline for the review is set out in the attached **Appendix 3.**
	2. I hope that I have covered as much as I can as part of this document, however if there are any queries please contact xxxx

**Name**

**Assistant Director – xx**

**Appendices**

Appendix 1 Current structure

Appendix 2 Proposed structure

Appendix 3 Timeline

**Appendix 3- Timetable**

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| **DATE/S**  | **ACTIVITY** |
| ***Phase 1 - Information exchange/engagement*** |
|  | Meeting with Trades Unions ahead of the start of engagement  |
|  | **Meeting with staff in scope** (Trade Unions invited)**Consultation process starts** *Date, Time & Location*  |
| As required  | Individual meetings available upon request One to Ones- Employees can be accompaniesd by Trade Union  |
|  | **Mid-Point staff meeting** (Trade Unions Invited) *Date, Time & Location*  |
|  | **Consultation process closes** |
| ***Phase 2 - Decision***  |
|  | Collation and review of feedback from staff and Trades Unions and reflection of structure proposal. |
|  | **Final Decision Staff meeting** (Trade Unions Invited)* Final structure released

*Date, Time & Location*  |
| ***Phase 3 - Implementation***  |
|  | * Meeting with Trade Unions to review Assimilation Outcomes
* Assimilation outcomes confirmed
* Assimilation appeals
* Assimilation appointments confirmed
* Vacancy Preference Process
* Interviews
* Where applicable redundancy notices issued
 |
|  | Transition to new structure  |