
Organisational Change Policy

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Change History

Version	Date	Description of Change(s)	Changes made by
1.3	July 2024	New template Clarity on the selection process and when At risk letters are issued. Appendices added on; Sequence of Events and consultation document template. Additional sections on employee support and family leave protection.	Melissa Berry
1.2	May 2019	Updated following audit	Angela Lee
1.1		Existing policy	HR

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Bracknell Forest Council

Organisational Change Policy

1 Introduction

There may be occasions where the Council needs to respond to changing circumstances such as budget pressures, technological advances and organisational efficiency and improvements in service delivery. Whilst the Council aims to manage and reduce the number of change programmes for employees, change is a necessary part of the challenge to continually review and improve how we provide services to Bracknell Forest residents.

The Council recognises its responsibilities to demonstrate that any changes are conducted within a fair and equitable management process which will, where possible, sustain a stable work environment and job security.

On occasions it will be essential to plan and implement changes that will affect job security. In these situations, the Council undertakes to ensure that employees are treated with equity and consistency through the operation of this Policy.

Whilst each Organisational Change situation will be unique, there will be some common elements to managing the change which will be outlined in this document. This policy sets out the main steps to be taken in an organisational change process and provide useful information to managers and employees.

2 Equality

At Bracknell Forest Council we are committed to ensuring equality, diversity, and inclusion among our workforce, and eliminating unlawful discrimination. We want everyone that works for us to feel that their individuality is respected, and their unique contributions are valued.

The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

The Council, in providing goods and/or services and/or facilities is also committed to equity, celebrating diversity, inclusion and against unlawful discrimination of customers or the public.

3 Purpose

The Council's Organisational Change policy ensures that when an organisational change is required it is handled effectively and fairly in line with existing legislative requirements and Council policy.

4 Principles

The Council aims to minimise the impact on its employees during times of organisational change. Managers should engage in active communication and consultation throughout the process to allow employees to discuss their opinions, concerns and seek clarity.

The HR team will support Managers through organisational change processes, with support from colleagues in Learning & Development. However, it is the responsibility of managers to lead change activities in their service areas in liaison with their Assistant Director/Executive Director and recognised Union Representatives. Managers should engage with HR as soon as a change is proposed to ensure all employee factors and impacts have been considered to enable successful embedding of any proposed change.

This Policy/Procedure provides a general process and set of guidelines to be followed. However, each organisational change will differ on a case- by-case basis, requiring there to be flexibility dependent on the scenario. It should be noted that there may need to be adjustments to the process and some steps may differ from those outlined in this Policy, but any amendments made will need to be fair and justified.

The policy is not intended to cover all eventualities; Managers responsible for the proposed change will be expected to work within policy guidelines to ensure the most reasonable approach for both the Council and employees is taken.

References to 'days' throughout this policy are calendar days unless specified otherwise.

5 Scope

This procedure applies to all employees of Bracknell Forest Council, except for:

- School based employees (see separate School policy)
- Individuals undertaking casual work

6 Organisational Change Process

To assist with the process of organisation change, a Sequence of Events guidance is available in Appendix A. The points below provide greater detail of each step of the process.

6.1 What constitutes change?

Organisational change is constant within all working environments. Some examples of reasons for change are listed below, however it should be noted that this is not an exhaustive list.

- Change to job description and duties.
- Teams reporting to a different department or directorate.

- Reduction in the number of posts due to the service reviews or redesigns.
- Teams or services moving office or service delivery location.

6.2 Planning to minimise the impact

Where Organisational Change is necessary, through consultation and discussion, the Council will endeavour to find ways to minimise the impact on individuals. Managers responsible for the proposed change will be expected to consider measures to minimise the impact on employees and business needs. These could include:

- The use of natural wastage/turnover.
- Restrictions on recruitment and the use of temporary/casual/fixed term workers.
- Termination of relevant temporary posts.
- Offering retraining to employees who are potentially “at risk”.
- Considering applications for reduction of hours.

6.3 Organisational design

When proposing structural changes there are principles that should be considered, particularly around the management span of control and workforce tiers. This concept refers to the numbers of subordinates that fall directly under each manager and the layers of tiers in the structure. Whilst there is not a universal number that fits all scenarios the factors of the nature of the subordinate’s work and the degree of oversight of each role should be considered.

HR should be consulted through all restructures to ensure the principles included in Appendix C are followed. Where there are any significant variances to these principles then the responsible manager should be able to provide a justification for the suggested approach.

6.4 Governance and Authorisation

The table below sets out the minimum required governance/approval process. Where there are potential financial and/or political implications, an Executive Director may decide to go beyond these minimum requirements.

Proposed Change	Pre-Consultation	Post selection
Change to job descriptions/working pattern.	Line Manager and/or relevant Executive Director /Assistant Director	Not required
Change to service/team structure within a directorate. <i>(No proposed redundancies)</i>	Executive Director Paper to Departmental Management Team (DMT)	Executive Director update to Corporate Management Team (CMT)
Change to service/team structure across directorates.	Executive Director Paper to relevant DMTs Briefing to CMT	Executive Director

<i>(No proposed redundancies)</i>		update to Corporate Management Team (CMT)
Changes to service/team structure where a small number of redundancies (up to 5) are proposed/likely.	CMT paper To outline the proposal, agree in principle and authorise consultation	CMT update paper Any significant changes to proposal post consultation and final costs/impact
Changes to service/team structure where a large number of redundancies (more than 5) are proposed/likely.	CMT paper To outline the proposal, agree in principle and authorise consultation. Briefing to members of Employment Committee	CMT update paper Any significant changes to proposal post consultation and final costs/impact Briefing to members of Employment Committee

6.5 Engagement and Consultation

6.5.1 Engagement

Engagement prior to formal consultation is optional, but is encouraged where it can help with the development of an informal plan through conversations/communication with employees. Any engagement is informal and takes place prior to starting the formal consultation process. It can be in various formats, such as; meetings, sharing of documents, workshops. Consideration should be given for what documentation is shared and in which format as this can lead to unease for employees, so the timeframes and rationale should be communicated throughout.

Whilst early engagement can be beneficial, it is important to be mindful that this extends the organisational change timeframe for employees. It should also be made clear to employees that this is not the formal consultation period just information sharing at that stage.

For clarity and in line with employment law, all consultation is formal however, this initial engagement is a process of obtaining employee thoughts and ideas at an early stage to frame and guide the proposals.

6.5.2 Consultation

Consultation is the start of the formal process for organisational change and should be fully documented. Once formal consultation commences, it should involve meetings with teams or individuals that are directly affected by the proposal. Where redundancies are proposed, one-to-one meetings should be offered to any employees potentially at risk of redundancy or whose post is proposed to significantly change. Consultation may also involve emails and team newsletters to ensure communication is maintained throughout the process. Where employees are absent due to sickness, maternity, secondments, every effort should be made to involve them in the consultation process. Managers should discuss with these employees the best way to contact them to involve them in consultation, but this does not mean consultation will be paused until they return to work.

Consultation documentation and other communication shared with employees should be written in plain English avoiding the use of jargon.

The consultation document may include:

- The rationale for the change proposed and any objectives (including financial savings) that are being sought as a result of the change.
- Any training and development required to embed change
- Any costs/savings associated with the proposal.
- Current and proposed organisational charts highlighting at risk, changing, new and unchanged roles.
- Outline the proposed implementation process, i.e., slotting in, expressions of interest, open applications or criteria-based selection (if criteria are used it should be clearly stated as well as the assessment weighting).
- A timetable for the proposed change
- Points of contact for employees.

A template consultation document is included in Appendix B.

Information provided to DMT/CMT should also include potential costs of any proposed redundancies, including capital costs for pensions where employees have access to their pension (HR will support with acquiring this information prior to submission of the report).

The timescale for consultation, once authorisation to proceed to consultation has been given, will depend on the change being undertaken. The statutory timeframes are shown below:

Impact of change	Statutory consultation	BFC recommendation
Under 20 redundancies	No minimum statutory timeframe	At least two weeks. Where this covers a holiday period, consider extending to allow for feedback and one to one meetings.
20-99 redundancies	30 calendar days	30 calendar days
100+ redundancies	45 calendar days before dismissal	45 calendar days before dismissal

Where the change does not result in redundancies, there should be a minimum two-week consultation period. Changes affecting larger number of employees may require a longer consultation period.

Where the impact affects one person alone, for example a change to job description/role, it may be appropriate to consult with them directly rather than the whole team.

The timing of launching consultation should take into consideration, business demands, public holidays and peak holiday seasons. To minimise the impact on employees involved consultation periods, in normal circumstances, should be no more than 30

calendar days, unless there are over 100 redundancies anticipated when the statutory minimum is 45 days.

If changes are made to the original proposals following consultation, employees should be informed of the changes and given the opportunity to raise any final questions or concerns before implementation commences.

Trade Unions must be invited to comment on the proposed change as early as possible. Unions should be invited to the formal consultation meeting and given a minimum of five working days' notice of the meeting.

6.6 Implementation Process

Following consultation, the Manager leading the organisational change should offer affected employees a meeting to discuss the implications for them. The possible implications are addressed in 6.6 below.

6.6 Posts proposed to be Significantly Changed or Deleted

Where roles in a team are proposed to significantly change or be deleted, there are several possible outcomes which may avoid employees becoming at risk of redundancy following the consultation process.

6.6.1 Suitable Alternative post

An employee may be slotted-in to a post which is assessed as a suitable alternative within the revised structure. A suitable alternative post would be a post which is largely unchanged and takes account of the following:

- how similar the work is to the role being made redundant
- the terms of the job being offered
- their skills, abilities and circumstances in relation to the job
- the pay (including benefits), status, hours and location
- the level of responsibilities
- the number of available posts compared to the number of employees.

6.6.2 Agreed alternative posts at same grade

An employee who might be at risk of redundancy, can indicate their interest in a position within the new structure, at their current salary level, during or following the consultation process, evidencing how they match the essential criteria. However, if the proposed changes involve an open application process, employees can apply for roles for which they meet the essential criteria irrespective of their current grade.

6.6.3 Potential reasonable alternative posts at lower grades

Where there is up to a two-grade difference to an agreed alternative, the principles above and salary protection for 18 months will apply.

6.6.4 Potential reasonable alternative post at higher grades

Where a post is graded higher than the current post, an employee should be considered as part of an application and interview process.

7 Reduction in number of posts

Where there is a reduction in the number of posts, the manager must first assess whether there are any suitable alternative posts within the structure – see section 6.6.1 above. If there are no suitable alternative posts, the manager should follow the process below to select employees for redundancy:

- Outline the selection criteria based on the skills and abilities required to do the role. The selection criteria should have been set out in the consultation meeting/documentation.
- The criteria should be as objective and measurable as possible. This means it should be fair and based on facts that can be measured. Examples include standard of work/performance or skills, qualification or experience. Some criteria may be weighted according to importance.
- Where a number of different posts are selected for redundancy, there may need to be different selection pools.
- Employees are scored against the selection criteria and the scoring evidenced and recorded for each employee.

7.1 Maternity, Adoption and Shared Parental Leave Protection

Under the Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 employees who are pregnant or returning from maternity, adoption or shared parental leave will have special protection from redundancy and should be prioritised for any suitable alternative roles (if available).

This protection applies to the period the employee is on the leave and remains in place for a specific timeframe on their return. The timescales are shown in the table below:

	Length of protection
Pregnant employee who takes Maternity Leave?	Start: When the employer has been notified of pregnancy. End: 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).
Employee who has suffered a miscarriage	Start: When the employer has been notified of pregnancy. End: Two weeks after the end of the pregnancy, for pregnancies ending before 24 weeks.
Employee taking shared parental leave	Start: Beginning of SPL. End: If less than six weeks of SPL is taken, at the end of SPL. If more than six continuous weeks of SPL is taken, 18 months from child's date of birth (inclusive of any time spent on statutory leave).

	Note: If the employee has also taken maternity or adoption leave, the above periods apply instead.
Employees on adoption leave	Start: Beginning of adoption leave. End: 18 months from date of placement or date of entry into Great Britain (if overseas adoption).

Failure to comply may put the Council at risk of legal challenge.

7.2 Redeployment and At-Risk Trigger

Following consultation, any employees who have not been confirmed in post under the implementation process (paragraphs 6.5 and 6.6) will be classified as At Risk. At Risk is the term applied to any employees whose post has been deleted or significantly changed and for whom no suitable or agreed suitable alternative post has been identified following the implementation of the new structure. At this point employees will be issued with an At Risk, letter which will include redundancy figures and pension figures (where relevant).

Formal notice of redundancy will be issued to employees by the HR team. This will trigger the formal redeployment support period, which will be in line with their statutory notice period.

Redeployment support will be provided and involve a meeting between HR and the employee to explore their skills, experience and abilities and discuss the type of post(s) preferred by the employee and any specific area(s) which are considered unsuitable, together with the reasons for this. The employee has an equal responsibility to play a proactive role in the search for redeployment. A Trade Union Representative or the employee's manager may also attend the meeting.

Reasonable paid time off to look for an alternative position should be given where an employee is at risk of redundancy.

If a suitable alternative role is identified within the Council, the employee should apply for the post, making it clear that they are in a redeployment situation, highlighting their suitability for the role and outlining how they meet the essential criteria of the person specification. They should inform their HR representative that an application has been submitted, who will be responsible for ensuring the recruiting manager is made aware of the application. If the employee appears to meet the essential requirements of the person specification, the manager must meet with the individual prior to shortlisting candidates who are not on the redeployment list as part of a matching interview to investigate their suitability for the post.

During the matching interview, if there are some essential areas of the person specification that the applicant could meet with reasonable training within a four-week trial period, then this should be facilitated. If the training needs in relation to the essential criteria are significant (e.g., a degree or other qualifications) then this may be considered unreasonable and therefore the applicant would not be invited for a matching interview for the post in question.

If the recruiting manager decides the redeployee is not a suitable match, they must inform the employee, providing detailed feedback. In addition, the manager must provide written justification as to why they are not a suitable match to HR. This information will be held to inform any potential appeal by the employee.

Where an alternative post is identified and an offer of employment made, there will be no entitlement for redundancy should the position be rejected.

A fixed term position of 12 -18 months, would not automatically be considered suitable alternative employment, however, fixed term roles of 2-3 years, with no less favourable terms and conditions, may be considered suitable alternative employment.

7.3 Appeals

Following selection, employees will be offered the right of appeal against; being identified as At Risk of Redundancy, slotted into a suitable alternative post, the outcome of the selection process or to challenge that the selection criteria has been incorrectly applied or unfair.

Appeals in the first instance should be sent in writing to the HR team within seven calendar days of receipt of the At Risk letter, or confirmation of appointment to a new post. Appeal hearings will take place with a minimum of 5 working days' notice and the employee have the right to be accompanied by either a work colleague or Trade Union Representative.

The appeal panel will consist of one of the following:

- An Assistant Director, Head of Service, Senior Manager
- An HR representative.

7.4 Trial Periods

The employee has the right to a four-week trial period when suitable or agreed alternative posts are identified within their notice period. During the trial period, regular discussions will be held between the employee and manager to monitor progress in the post, if at any point it is deemed that the post is unsuitable then the trial period can be terminated early.

In line with good practice and ACAS guidelines, the trial period may be extended by mutual agreement in order to facilitate reasonable training as identified in the matching interview. An extension is only offered for training purposes and must be evidenced in writing. An extension cannot be offered as a result of sickness or annual leave.

At the end of the trial period, a meeting will be held between the manager and the employee to consider whether the trial period has been successful.

If the trial period was successful, the employee will be confirmed in post at the end of the trial period.

If the trial period has not been successful, then the employee will be eligible for redundancy effective from the last day of their trial period. The reasons why the trial period was not successful should be recorded in case of future challenge.

It will be the responsibility of both parties to actively seek reasonable alternative roles for redeployment throughout the employee's contractual notice period, or until the effective date of redundancy. After this time, if no suitable or agreed alternative role has been identified the redundancy will take effect and the redundancy payment made on the pay date following the employee's last day of employment.

7.5 Salary protection

Salary protection will apply for 18 months where an employee has been offered and accepted an agreed suitable alternative post up to two grades lower than their existing post. Salary protection will apply from the employee's start date in the suitable alternative.

The difference between the contractual pay in the old post and new post will be paid as a monthly salary protection payment. As the salary for the new post rises (e.g., by annual pay awards) the protection payment will be adjusted accordingly to ensure that the total amount of pay is maintained, but not increased. The amount will be adjusted pro-rata for part time posts. Salary protection continues for a period of 18 months or until; the salary for the new post matches or exceeds that of the old post, the 18-month period ends or the employee voluntarily successfully applies for a post at a higher salary.

Should the salary not exceed or match the protected salary at the end of the 18-month protection period, the salary protection payment will cease and pay will be reduced to the level of their role. Where the individual is being redeployed into a post with a maximum salary lower than their current salary, it is expected that they will be appointed at the maximum point of the grade (this applicable only in redundancy redeployment situations).

If an employee is redeployed to a lower paid job this can affect their pension at the end of the protection period. Further details can be explained in the personal interview with HR.

7.6 Funding of Salary protection

Managers should be aware that there may be able to access a central salary protection fund to finance salary protection payments if these cannot be contained within the departmental budget.

7.7 Employee Support

Support can be provided to employees during the change process by their Manager, Trade Unions or the Council's [Staff Counselling Service](#).

Appendix A: Sequence of Events

Plan for change

At the first indication of the need for proposed organisational change the Lead Officer should consult with HR to establish the process to follow (If Council wide the Assistant Director: Human Resources will co-ordinate).

The Lead Officer will consider measures to minimise any impact on employees and any action that can be taken to mitigate the impact of the proposed change.

Job Descriptions and Person Specifications

The Lead Officer will prepare Job Descriptions and Person Specifications for proposed new and changed posts in the structure for evaluation.

Prepare Management Report

To seek appropriate approval for any proposed plans and for consultation purposes, the Lead Officer will prepare a Management Report. This will contain full details of the reasons for and implications of the proposals. The proposals must be agreed in line with the requirements outlined in table in 6.3.

Notify Trade Unions of proposed change/anticipated redundancies.

Where change is proposed Trade Union must be notified and invited to the consultation meetings with a minimum of five working days' notice. A model letter notifying Trade Unions of possible employee changes/reductions will be sent to Unions by HR.

Where public consultation is required, Members may need to be notified of the proposed change.

Consult with employees and Trade Unions

The Lead Officer will undertake the consultation process which will include presenting the proposals for change and to discuss with employees and trade union representative's ways of avoiding or reducing the numbers of proposed redundancies (where applicable). The lead officer can approach HR for advice.

Consultation must begin at the earliest possible opportunity but in line with the table in 6.4.2.

The consultation meetings must include all employees affected by the change (not just those who may be potentially 'at risk') with appropriate trade union representatives present.

The following information should be given by the Lead Officer at the consultation meeting:

- details from the Management Report (the changes that are needed, what you plan to do and why)
- Current and proposed structure charts
- an initial timetable for the change process
- details of the consultation period and method of communication of feedback
- the criteria for selecting employees for redundancy (where applicable)
- a description of ringfencing arrangements and selection criteria (if applicable)

- the availability of Job Descriptions/Person Specifications relating to jobs in the new structure
- Support routes available, including employee assistance programme

Full minutes of the consultation meeting must be taken, and subsequent one-to-one meetings should be documented.

The consultation documents and Job Descriptions/Person Specifications should be circulated to all parties following consultation.

There may need to be multiple consultation meetings to accommodate working patterns and any absence.

End of consultation and start of selection.

The Lead Officer will share feedback on the consultation and confirm whether there are any amendments to the proposal. If there are significant changes to the original proposal, a further period of consultation may be required.

Once the consultation has been concluded, the outcomes will progress to the implementation stage and the Lead Officer, with the guidance of HR, will implement the structure changes.

Selection Process

Examples of selection criteria could include:

- Standard of work or performance.
- Skills, qualifications or experience.
- Disciplinary record.

- **Confirmation letters**

Following the conclusion of the selection/slotting-in process, the HR team will issue confirmation letters and redundancy figures (where appropriate) to employees impacted by the change, this letter will also outline any right of appeal.

- **Appeals**

Appeals will be heard in line with paragraph 7.3.

- **Complete Final Management Report**

After completing the selection process, a final report will need to be issued to DMT/CMT confirming the changes implemented and outline any associated costs.

Where redundancies have been made the report to CMT should include these costs and set out how they are proposed to be funded, to enable access to the Restructuring Fund.

However, these reports cannot be finalised until all relevant posts have been filled as they must include details of any actual redundancies and the associated costs to the Council.

Appendix B: Consultation Guidance and Consultation Document Template

Prior to starting the consultation:

Managers must share their proposal(s) with the Head of HR/Assistant Director: HR prior to being submitted to CMT.

A report will need to be sent to CMT for their agreement that the manager can consult on the proposed changes, this does not mean that CMT have agreed the proposed changes.

The manager will have created, reviewed or amended Job Descriptions, and completed the Job Evaluation process, where applicable, for any new or changed posts.

The manager will have completed detailed and up to date information about the employees in the teams/section affected by the proposed changes. This should include employees who are permanent, on fixed term contract, agency workers, and secondees both in or out of the team/department and employees who are on interim arrangement with the department.

Please note any employees who are acting up or interim, it is their substantive post that will be considered as part of any structure change.

Documentation to be prepared before the consultation meeting takes place:

- a) The proposal consultation document (suggested template below)
- b) Job Descriptions/Person Specifications (following any Job Evaluation process required)
- c) Current structure* chart with FTE and Job Title
- d) Proposed structure* chart with FTE and Job Title
- e) Timetable for change with proposed date of implementation

*The structure charts should include all the sections even if they are not affected by the proposed changes.

Consultation Document

The consultation document should include documents a) to e) above and a copy of the Organisational Change Protocol.

The consultation document can be distributed at the consultation meeting but should also be sent via email immediately after the meeting ends to allow for staff to read and consider.

If any employees cannot be present for the consultation meeting, e.g. absence, including long term absence, maternity or sabbatical, it should be agreed with them in advance how they wish to receive the documents.

CMT will have agreed that the manager can consult on the proposed changes, this does not mean that CMT have agreed the proposed changes.

Appendix C - Management structures, spans of control and tiers – Guiding principles

These guiding principles are intended to inform an change processes within the council. It intends to provide consistency with how management structures and spans of control are considered for all future change management projects.

The Council will organise itself in an efficient and effective way which ensures that proper arrangements are in place for the support, development, supervision and control of employees. Management and operational structures will eliminate duplication and drive standardisation, simplification and sharing.

The Council will have a clear and simple management structure with a target of no more than 7 levels of management between the Chief Executive and professional/operational employees as set out below:

Chief Executive
Executive Director
Assistant Director
Head of Service
Team managers
Assistant Team managers
Professional/Operational staff

If a Service Manager considers that there should be any further levels of management, they need to develop the rationale for these levels. This should take account of the number of employees in the service, the nature of the work undertaken, the number of operational responsibilities and the nature of the discrete operational services.

The aim when reviewing management structures is to achieve consistency with management spans of control ratios which sits within the rations set out below:

Tier	Role	Minimum and maximum of direct reports
0	Chief Executive	5 - 7
1	Executive Directors	5 - 7
2	Assistant Directors	6 - 8
3	Head of Service	6 - 8
4	Team Manager	6 – 9*
5	Assistant Team Managers	6 – 9*

*When determining the ideal span of control there will not be a universal number that fits all scenarios. In a high-volume area such as administrative teams or helpdesk the maximum number of roles could be exceeded. Similarly, there may be occasions where due to professional and/or technical expertise in certain roles the number of direct lines of management are less. The nature of the work activity and level of supervision required should be the determining factor.

On other cases, there will be occasions where proposed restructures do not meet the above ratios. Where this is the case, justification will need to be provided for CMT to consider.

To ensure consistency of management span of control, all future structural alterations will be tested against these guiding principles.



Consultation Document Template

Please refer to attached guidance above if required.

Consultation Proposal Document

REVIEW OF [please insert] SECTION [please insert]DIVISION

DATE

1 Background

- 1.1 Provide any background information here, i.e., why review was started/who asked for it to be looked at, etc. any changes to services, legislation which have influenced the need for review, changes in Council priorities, CMT objectives. List as many as you need to as separate paragraphs.
- 1.2 As above.
- 1.3 As above.

2 Reasons for the Change

- 2.1 The predominant reason for this change is i.e., to make savings to help the Council meet its budget pressures/the introduction of the [please insert] system means that the work of the [please insert] post no longer exists etc.
- 2.2 Any other issues/concerns/problems that the proposal will also resolve:
 - 2.2.1 i.e., There has been some roles overlap or confusion in the line management responsibilities.
 - 2.3 i.e., A change in focus of the team from administration to data would bring the service in line with developing Council policy.

3 Proposed Solution

- 3.1 Details of the proposition for the future and the effects. This should be written as a proposal, subject to change and based on feedback from the consultation

4 How this proposal addresses the reasons for change

- 4.1 Explanation of how this addresses the reasons for change. It is important to demonstrate how the changes address the reasons for change.

5 Any other considerations/proposals considered and dismissed.

- 5.1 If appropriate you may wish to include information on obvious alternative solutions, to avoid them being suggested as part of a consultation.

It would be useful to say “why” the alternatives were dismissed.

6 Timetable

- 6.1 The proposed dates/timeframes for the main steps, i.e. consultation start and end date, feedback following consultation, selection process, effective date for the changes etc.

7 How you can reply to the proposed consultation

- 7.1 You can reply to this consultation document in writing or in person. Written responses should be submitted in writing to [insert name and email address]. (Consider setting up a new email address for responses to the consultation.)
- 7.2 If you would like to have a meeting to discuss your feedback or suggestions please contact [insert name and email address]
- 7.3 You can also contact your union representative for advice and support.
- 7.4 Responses to the consultation can be submitted by individual employees or a group of employees.
- 7.5 Additional support is available through the [staff counselling service](#)
- 7.6 Please ensure all responses to the consultation are submitted to [insert name] by [insert date].

Note: Managers should include a copy of the Organisational Change Policy for employees to refer to.