



Managing Workforce Change Policy

The way we work in the Council and the ways in which we provide services to the people of the Wirral continue to change as we improve our systems and organisational structures to provide the modern, joined up, efficient and cost effective services expected in the 21st Century.

Whilst significant progress has been made, the Council is committed to continuously improving service provision. The Council now finds itself at an exciting and challenging time in that our 'Fit for Purpose' review continues to be rolled out across departments and we are also due to improve how we manage and deliver certain functions and activities, through the Council's 1Business Programme. Through using new integrated core IT systems, 1Business will enable us to share and manage our information better and will also improve the experience of our customers in contacting and interacting with the Council.

To fully realise what we can achieve through this and to ensure that all employees are involved in the change process and can contribute to it, the Council is continuously revising its procedures for managing change.

The Workforce Change Policies have therefore been updated to ensure that employees are consulted as soon as the need for change is identified, with the overall aims being to drive forward service improvement, to gain the commitment of employees in changing the organisation from the start and importantly to minimise the impact of change on the workforce. Chief Officers and senior managers will therefore consult employees who are likely to be involved as soon as change is proposed, together with the recognised trade unions.

The Council is committed to Equality of Opportunity and all of the Workforce Change Policies are designed to ensure that any re-organisation or change is carried out in a fair and equitable way. The policies have been clearly laid out so that the processes around change are open and transparent. This will enable employees, trade union representatives and management to clearly identify what will happen as we work together through periods of change.

As stated, one of the key aims of the policies is to minimise the impact on the workforce. As part of this the Council will workforce plan in the medium to long term so that as the ways in which we provide services change and develop we can re-skill and redeploy employees to new areas of work. This will be further supported by vacancies being held for redeployment, where appropriate, the consideration of early voluntary retirement and severance and the provision of pay protection. Together the Workforce Change Policies will therefore enable employees to be involved and contribute to change, provide for security of mind in terms of what will happen and also peace of mind in regards to future earnings, should an employee be redeployed to a job on lower pay.

The Workforce Change Policies also set out Best Practice guidelines and offer practical advice and solutions for anyone involved in managing change.

They include the following set of policies, which are cross referenced so that managers can readily identify how they need to manage change and so that employees can see what change will mean to them as they move through it:

- ***Restructuring Policy***
- ***Redeployment Policy***
- ***Pay Protection Policy***
- ***Re-skilling statement of intent***

In addition to the Workforce Change Policies, a **Change Management Toolkit** has been designed to assist managers. This is a succinct guide for Chief Officers and managers leading change initiatives and provides useful guidance for optimising the success of change.

If you have any questions or require further assistance about how the Council manages change, please contact a member of the Human Resources Team.