



Change Management Procedure

This document is part of North Yorkshire Police policy to which all Chief Constable personnel and the functions provided by the Deputy Mayor for Policing as part of the York & North Yorkshire Combined Authority are required to adhere.

Procedures:

[Redundancy Procedure](#)

Process

1 Purpose

1.1 The aim of this procedure is to provide a consistent approach, which enables the effective management of change within North Yorkshire Police (NYP).

1.2 The procedure provides a route for current and future implications of any potential changes to be considered during the planning phase so that, ultimately, decisions that are implemented are effective and as unproblematic as possible.

1.3 The principles of this procedure covers both police staff and police officers. Police Officers, however, are covered for most types of change by Police Regulations. For example they are not 'employees' and must perform their duties as outlined by Police Regulations and by the Chief Constable of NYP.

2 Types of 'Change'

2.1 Changes at North Yorkshire Police may take many different forms depending on the extent of development required. A typical 'change', however, may involve one or more of the following:

2.1.1 A new computer system or work process may be required, which could result in a need for re-training and/or a change to individual roles.

2.1.2 A change in duties or working hours / arrangements.

2.1.3 A move to a new work location.

2.1.4 A departmental or area restructuring in which posts remain substantially unchanged to those in the old structure. That is, they may only be altered very slightly. For example, a change in job title or new tasks which are of a similar nature to those the post-holder already undertakes.

2.1.5 The creation of new posts to meet changes in work requirements to reflect changes in priority or demand. The creation of new posts in this way may also mean the deletion of posts from the old structure, because the requirement for that specific role ceases to exist in the new structure. In this situation, staff in the affected area will be able to register their interest in vacancies under the Redundancy Procedure. If a significant number of duties from the deleted post/s have been merged into the newly created posts/s, then the post-holders of the old posts/s will be able to apply for the new posts/s without open competition (see Section 6.0)

2.1.6 Posts from the old structure may be deleted, without the creation of posts in the new structure, either because there is no longer a requirement for a particular kind of work to continue or in the efficiency of the service the work can be achieved with fewer posts.

2.1.7 The work undertaken, or part of the work undertaken, by NYP could be transferred to a different employer. This may be a TUPE transfer and is described at point 8.0.

3 PROPOSING A CHANGE

3.1 For any significant change, a 'Change Proposal' shall be prepared to allow for the consideration of options, this includes the completion of an Equality Assessment for each Change Proposal as per the included template.

3.2 A change will usually be 'significant' if it is likely to result in a staffing restructure, relocation, or imposed (rather than requested) contractual changes. Other changes may or may not be significant dependent upon the extent of the change. For example, changes to job titles, grades, duties, work practices & processes, etc.

3.3 Heads of Function / Operational Commanders who are unsure whether or not a change is significant or if a Change Proposal document is required, should consult People Services who can also be consulted with when completing the Equality Assessment for the Change Proposal.

3.4 Even when a full Change Proposal document is not required, it will be beneficial for managers to include People Services when planning and implementing any changes, due to the potential impact on staff.

3.5 Before any significant change is implemented the Head of Function or Operational Commander will need to consult upon their 'Change Proposal' widely. This includes not only People Services, but also Finance and ICT, plus other Heads of Functions as necessary, to ensure any change can be delivered in within organisational timescales and to make assessments of any impact on wider business as usual activity. It then needs to be approved. A pro-forma, to assist in the preparation of a document to propose a change, is available from People Services.

3.6 It is important, for those completing a Change Proposal, to liaise with the appropriate contacts:-

- The relevant Financial contact will be able to advise on budget implications.
 - The Corporate Development function may be able to provide advice on project managing the changes.
 - Corporate Communications may be able to assist in the development of a communication strategy for the change/s.
- People Services will work alongside the Operational Commander/Head of Function and will

be fully involved throughout the process, so that people management issues can be handled accordingly.

- UNISON & Police Federation – for consultation purposes. Managers also have the option of liaising with UNISON, Police Federation and other staff groups when developing the draft proposal for advice and assistance on the potential impact on staff and/or officers.

3.7 In readiness for consultation, the draft Change Proposal will need to include:

- Background to the changes;
- Rationale for the change;
- Benefits of the change;
- Implications of the proposed changes (on front-line policing, Crime Fighting Fund, Bureaucracy Task Force, other national schemes, targets & funding);
- Current and proposed organisational charts;
- Current and proposed role requirements with ranks and grades (if available);
- An implementation plan;
- Signature of the Head of Function / Operational Commander.

3.8 It will also be useful for managers to consider the following points when planning a significant change:

- Whether or not Health & Safety Risk Assessments will be required for the changes
- The reasons behind the proposals
- What the changes will achieve
- How many individuals will be affected, in what way and how will this be managed
- Potential long-term effects of changes
- Employment legislation and NYP policy/procedure/Police Regulations – People Services can advise
- How the proposals will fit in with/enhance NYP Police & Crime Plans
- The other options that have been considered, and the reasons for them being rejected
- The costs and/or cost-savings of the proposals
- Timescales required for contractual changes (People Services will advise)
- The practical implementation of the changes proposed, including how it is to be monitored and reviewed.

3.8.1 Movement of monies between budgets and any changes to staffing structures can only be made with the agreement of the Chief Constable / a senior member of the York and North Yorkshire Office for Policing, Fire Crime and Commissioning (OFPCC). The Change Proposal document is a means to seeking this authority.

3.9 Once the draft Change Proposal is ready, it should be sent to the Executive Board portfolio lead, and to the appropriate UNISON, Police Federation and Superintendent Association representatives for the commencement of formal consultation.

3.10 Following comment from the groups listed in point 3.9, a final Change Proposal should be produced and sent to the relevant forum for considering change for final agreement in principle, to be signed by the appropriate Executive Board portfolio lead before being passed back to People Services for full consultation with staff.

3.11 Should any significant changes be suggested by the senior forum for considering change at this stage, the proposal may require further consultation with the appropriate representatives as set out in point 3.9.

4 COMMUNICATION & CONSULTATION

4.1 It is beneficial for NYP to involve its staff wherever possible when considering options and when deciding upon how to implement major changes. At the earliest appropriate opportunity, therefore, managers may find it useful to discuss the situation with their staff. Involvement of staff can enable a better understanding of the reasons for change and can sometimes help individuals to 'buy-in' to the final outcome, in the knowledge that they have been involved in the decision-making process.

4.2 Whenever an organisational or departmental change is necessary, as with any other kind of change, communication with those affected is essential. Change can lead to many people feeling unsettled and insecure. By providing as much information as possible to its staff, NYP can increase understanding and awareness of the situation, therefore reducing the potentially negative effects of change.

4.3 Consultation can play a critical part in determining the success of any change and in ensuring that the impact on individuals is managed effectively. Furthermore, consultation is a requirement under a number of employment acts for staff, as well as being embodied for Police Officers within the 1996 Police Act. If the proposed changes will affect the health, safety or welfare of staff there is a legal requirement to consult with safety representatives.

4.3.1 Where the need for significant change arises, UNISON, Police Federation and Superintendents Association (as appropriate) will be fully briefed and consulted on proposals in the first instance (see point 3.9). Subsequent to agreement in principle of the proposal by the senior forum for considering change, staff in the area concerned will be consulted, before the final recommendations are implemented. Information from the draft 'Change Proposal' shall form the basis of any consultation.

4.3.2 Whilst the aim will be to consult early in the process the precise timing will be decided by management after consideration of the issues specific to the case in question. Where there is the potential for redundancies, all consultations will be in accordance with at least the statutory minimum time limits (see Redundancy Procedure).

4.3.3 In order for consultation to be meaningful it is important that information on the proposal is clear, there is adequate time given for consultation, any responses are considered objectively and confirmation is given of the final proposal.

4.3.4 Where, following full consultation, significant alterations are made to any fundamental part of the proposal, it may be necessary to seek further approval through the senior forum for considering change. Otherwise, appropriate notice can be given and implementation can commence without further ratification being required.

4.3.5 It is preferable to give as much formal notice of changes as possible, normally at least 28 days. In some circumstances there will be a statutory requirement to give a particular amount of notice, e.g. in cases of redundancy. If managers are uncertain of how much notice should be given or whether or not there is a statutory obligation, they should speak with People Services

5 IMPLEMENTATION

5.1 Operational Commanders/Functional Heads will work with People Services throughout the implementation process, to ensure that the change is being managed effectively in relation to any people management issues.

5.2 Plans for implementation should have been included initially as part of the Change Proposal. The final plan will probably be refined nearer to the date of implementation, but it should be clear who is responsible for doing what and by when.

5.3 Where the change occurs within an individual's role, e.g. incorporation of new duties, systems or processes, re-training may be required. NYP will ensure that anyone in this situation is provided with the appropriate training to enable them to respond to these changes.

5.4 Operational Commanders/Heads of Function and representatives will liaise with each other to ensure that they have arranged for the necessary records to be updated and paperwork distributed through the appropriate departments. For example, payroll and budgets through Finance department, contracts, ORIGIN, role requirements, etc. through People Services. People Services will arrange for any contractual changes to be confirmed in writing to individuals (copied to UNISON where appropriate).

5.5 For some changes, for example working practices, hours, location, etc., a Health and Safety Risk Assessment may be required for the affected staff. Managers who are uncertain whether or not a Risk Assessment will be required should contact Health and Wellbeing.

5.6 Managers should ensure that, where a different level of security clearance is required because of a change of role, appropriate vetting is undertaken in line with the NYP Vetting Policy.

6 RING-FENCING OF POSTS

6.1 Where a significant number of duties from the deleted post (or posts) have been incorporated into the new post (or posts) in a restructuring, that new post will be 'ring-fenced' so that only those members of staff who are displaced by this change may apply, without open competition.

6.2 Only those staff members whose duties have been incorporated into the new post/s will be eligible to be considered in this way. Current employment legislation, however, treats women on maternity leave differently to others in redundancy situations, and managers should refer to People Services and the Redundancy Procedure for further guidance.

6.3 The new post/s may be at a higher grade, the same grade or a lower grade. The individual will be expected to meet the minimum criteria for the post. If more than one person is applying for the same post then selection criteria will be applied in the usual way.

7 REDUNDANCY AND REDEPLOYMENT– POLICE STAFF ONLY

7.1 A redundancy situation would exist if NYP was to cease or intended to cease its business, purpose or work of a particular kind, for which an individual was employed. This would also be the case if the function carried out by the individual was to cease at the premises where the individual was employed.

7.2 It is the aim of NYP's Redundancy Procedure to maintain employment for its employees by forward planning wherever possible and will aim to ensure that any redundancies which may occur are kept to a minimum.

8 TRANSFER OF UNDERTAKINGS (TUPE) – POLICE STAFF ONLY

8.1 A TUPE situation could apply when all or part of an organisation transfers ownership. This may include the contracting out or externalisation of services previously provided in-house.

8.2 When TUPE does apply, the effect is to transfer all existing employee terms and conditions automatically to the new owner of the 'business'. Any employee who unreasonably declines to transfer will lose their entitlement to a redundancy payment.

8.3 Where NYP is considering TUPE it will consult, in line with relevant legislation, with representatives of UNISON.

9 THE IMPACT OF A CHANGE

9.1 The impact of a change on staff again varies depending on the nature of the changes. The impact may range from an individual post changing slightly, perhaps with some training required, to the unfortunate position of a post being redundant.

9.2 Information, taken from the Change Proposal document, will be used to enable employees and their representatives to determine the impact of any change on them during the consultation process (see 5.0).

9.3 Change can be unsettling, and so NYP aims to handle any organisational changes sensitively. The following internal contacts can provide advice when managers are considering how to effectively manage the potential impact of the change/s on their staff:

- People Services
- NYP Support Networks
- Health and Wellbeing
- Police Federation
- Supts Association
- UNISON

9.4 Line managers will be the first point of contact to provide support and reassurance to their staff in times of change. However, the contacts listed in point 9.3 above are also available to assist and support staff, and managers, through a potentially difficult time. In addition, there are a number of other sources of support and advice:

- ACAS
- Department for Trade and Industry
- Department for Work and Pensions
- Financial Advisers
- Health and Safety Executive (HSE Standards for Tackling Work Related Stress)

Definition of Special Terms

North Yorkshire Police – collectively the York and North Yorkshire Office for Policing, Fire, Crime and Commissioning and the Chief Constable in their respective corporate capacities as the employer of staff (or, in the case of the Chief Constable in so far as Police Officers are concerned, deemed or de jure employer).

North Yorkshire Police Personnel – Collectively, Police Service Personnel and Commissioner Staff as defined below.

Police Service Personnel – Police Officers under the direction and control of the Chief Constable and Police Staff in the employment of the Chief Constable.

Chief Constable's Staff – All staff in the employment of the Chief Constable of North Yorkshire Police.

Commissioner Staff – All staff in the employment of the York and North Yorkshire Office for Policing, Fire, Crime and Commissioning (OPFCC)

Police Staff – Collectively, Commissioner and Chief Constable Staff. .

Work colleague (in the capacity of the right to be accompanied) – any member of North Yorkshire Police Personnel.