



## MANAGEMENT OF ORGANISATIONAL CHANGE

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Agreed by:	CAFCASS Board
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## MANAGEMENT OF ORGANISATIONAL CHANGE

### 1 Summary Statement

This policy sets out how CAFCASS develops and manages processes which may result in significant change for individuals or groups of employees. It supersedes all other organisational change policies which may have previously applied.

### 2 Aim

2.1 It is recognised that from time to time changes to structure and/or service provision may be required in order to enable CAFCASS to deliver an efficient and effective service which represents, promotes and safeguards the welfare of children. Changes may be driven by external factors or changing legislation, as well as internal decision making.

2.2 The aim of this policy is to make sure that change takes place in a fair and equitable way. To do this we will ensure that:

- Reasons for change are clear and transparent and demonstrate positive benefits to service delivery, where this is within the control of CAFCASS.
- We work in partnership with trade union representatives.
- Employees are fully consulted on the implementation and impact of change which affects them.
- Consultation takes place at the earliest possible opportunity.
- Employees are supported, given time to adjust to change and provided with training where necessary.
- We work within our Diversity Policy and all employees are treated consistently and fairly.
- We communicate with employees throughout the process.

### **3 Scope**

- 3.1 This policy is intended to apply in all circumstances which may potentially result in significant change for individuals or groups of employees. It applies to all categories of employed employees excluding bank employees.
- 3.2 Significant change in this context is defined as change which affects working arrangements for individuals or groups of employees, for example, roles and responsibilities; workload; terms and conditions of employment; or place of work; and is of a permanent nature or is intended to last for six months or more.
- 3.3 Circumstances covered by the policy should include:
- Accommodation moves
  - Reduced or changing workloads
  - Re-organisation of the way in which work is carried out
  - Changes to job requirements or qualifications

This list is not intended to be exhaustive, and the implementation of any proposals which could result in significant change should fall within the scope of the policy.

- 3.4 Procedures for implementing specific aspects of change programmes should be developed as Annexes to this policy.

### **4 Developing And Agreeing Proposals For Change**

- 4.1 Significant changes for groups of employees across the whole service should be subject to consultation with sub groups of the National Partnership Committee. These groups should include relevant managers and trade union representatives. Other relevant individuals identified by the National Partnership Committee may be co-opted to serve or to attend specific meetings as required.
- 4.2 Where developments are likely to have less substantial impact because they affect less than 5 employees and the effect of the change is temporary and is likely to last less than six months, it should be sufficient for the proposals to be submitted to the Negotiating Sub Committee for information. The Negotiating Sub Committee may then make representations through the Senior Manager.
- 4.3 All proposals which involve change should clearly address the following:
- Reason for the change

- Benefits to service delivery
- Impact on employees, including ways in which adverse impact can be minimised
- Proposals for consulting with trade union partners and individuals
- Detailed implementation plan, with proposed timescales
- Specific support available to employees

## **5 Consultation /Negotiation**

### **5.1 National Partnership Committee**

All proposals which affect employees across a number of regions, or which have implications for work patterns or workloads across CAF/CASS should be referred to the National Partnership Committee before any final decisions are made or changes are implemented.

### **5.2 Regional Partnership Committees**

- 5.2.1 All changes which affect employees within a single Region, but where there is no impact on any other job roles or regions across CAF/CASS should be referred to the relevant Regional Partnership Committee(s).

### **5.3 Communication and Information**

Information should be shared with all those affected at all stages of the process.

### **5.4 Consultation with individuals**

- 5.4.1 Consultation with individuals affected by change should always take place.

- 5.4.2 As a matter of good practice, individual consultation should normally commence immediately following the conclusion of consultation and agreement with either the Local or National Partnership Committee. In exceptional circumstances consultation with individuals about how the changes specifically affects them may take place at the same time\*. Information about the proposals may be given to individuals at the same time that consultation at Regional or National Partnership level takes place. This should usually only be where there is a need to

progress the issues more speedily due to circumstances outside of the control of CAF/CASS or where it is in the interests of the service or the individuals concerned.

\*e.g. where a building is deemed to be unsafe or where the lease is terminated unexpectedly.

5.4.3 Where information is given to individuals at an early stage, this should not replace consultation through the Regional or National Partnership Committees.

5.4.4 Individual members should be given a minimum of one month's notice before any changes are implemented that would impact on their terms and conditions of employment. Where changes to an individual's terms and conditions of employment are proposed, subject to the needs of the service, consultation regarding the impact of any change should begin at a sufficiently early stage to allow adequate notice to be given. Human Resources are available to advise and support Managers.

## **5.5 Circumstances where Consultation/Negotiation results in a failure to reach agreement**

5.5.1 CAF/CASS is committed to consulting with trade union partners at both Regional and National Level with a view to reaching agreement. Where there is a failure to agree between management and a recognised trade union(s) over an issue that would have potentially serious repercussions on service users, employees or CAF/CASS then the agreed Procedure for Handling Disputes may be followed.

## **6 Support For Employees**

6.1 CAF/CASS recognises that employees are the service's most valuable asset and always seeks to minimise the effect of change on individuals or groups of employees.

6.2 Developments which involve significant change should always be implemented in such a manner that gives all employees affected, time to adjust to the change, as far as is reasonable in the circumstances. Support provided to employees who are facing change may also include one or more of the following:

- Additional management support and/or mentoring to assist with adjusting to the proposed change;
- Training to develop any new skills and knowledge that may be required;

- Variation to terms and conditions of employment for an agreed period, for example, hours worked, work location or other working arrangements;
- Re-imbursement of any additional travel expenses for an agreed period, in accordance with CAFCASS procedures;
- Availability of confidential counselling support through the Employee Assistance Programme.

This list is not exhaustive and managers should always carefully consider any reasonable request for support, with a view to providing this where at all possible.

- 6.3 CAFCASS is aware that change can be very stressful for managers and others who are required to implement the change, whether or not they are affected personally. Appropriate support will be provided to these employees to assist them to fulfil their responsibilities and to minimise any negative impact.

## **7 Other CAFCASS Employee Policies**

- 7.1 The Management of Change Policy is intended to give general guidance on how CAFCASS should develop and implement proposals for significant change. More detailed procedures and guidance may apply in specific circumstances.

- 7.2 Below is a list of the CAFCASS policies and procedures which may be relevant in circumstances which involve organisational change. The list is not exhaustive.

Accommodation  
Convergence  
Diversity  
Employee Assistance Programme  
Grievance Policy  
Health and Safety  
Recruitment  
Removal Leave and Expenses (to be developed)  
Secondments, Promotions and Acting Up (to be developed)  
Travel and Subsistence  
Work/life Balance  
Workbase  
Workloads

- 7.3 In addition, Procedures for dealing with the following should be developed as Annexes to the Management of Change Policy:

Mobility for Employees  
Protection of Pay and Conditions

Relocation of office accommodation  
Redundancy and redeployment

Further guidance on this policy is available from Human Resources.