



WEST MIDLANDS POLICE

Force Policy Document

POLICY TITLE:	ORGANISATIONAL CHANGE POLICY
POLICY REFERENCE NO:	HR/09

Executive Summary

This document provides guidance to line managers, HR Managers, Staff Associations and employees on the process that will be followed during organisational change. It will support response to the WMP 2020 changes, policing priorities and meet Force remuneration and redundancy legislative requirements.

***Any enquiries in relation to this policy should be made directly with that of the policy contact / department shown below.*

Intended Policy Audience

HR Managers and Force Managers managing staff

Current Version And Effective Date.	2.8	01/12/2015
Business Area Owner	Corporate HR	
Department Responsible	Human Resources	
Policy Contact	Chris Rowson	
Policy Author	Harjinder Kaur	
Approved By	David Wilkin	
Policy Initial Implementation Date	27/02/2013	
Review Date	01/12/2016	
Protective Marking	Not protectively marked	
Suitable For Publication – Freedom Of Information	Yes	

Supporting Documents

- Code of Ethics (http://www.college.police.uk/docs/Code_of_Ethics.pdf)

Evidence Based Research

Full supporting documentation and evidence of consultation in relation to this policy including that of any version changes for implementation and review, are held with the Force Policy Co-ordinator including that of the authorised original Command Team papers.

**The policy has been shared with the trade unions.
Consultation with HR Managers Unite and Unison on version 2.2**

PRINT VERSIONS SHOULD NOT BE RELIED UPON. THE MOST UPTO DATE VERSION OF ANY POLICY OR DIRECTIVE CAN BE FOUND ON THE EQUIP DATABASE ON THE INTRANET.

Force Diversity Vision Statement and Values

‘Maximise the potential of people from all backgrounds through a culture of fairness and inclusion to deliver the best service for our communities’.

The policy identifies responsibilities and accountabilities across managers, Human Resources, employees and staff associations. It recognises that delivering change effectively is underpinned by engaging, consulting and negotiating effectively as well as responding appropriately and timely to mitigate redundancy or detrimental impact for staff.

Code of Ethics

West Midlands Police is committed to ensuring that the Code of Ethics is not simply another piece of paper, poster or laminate, but is at the heart of every policy, procedure, decision and action in policing.

The Code of Ethics is about self-awareness, ensuring that everyone in policing feels able to always do the right thing and is confident to challenge colleagues irrespective of their rank, role or position

Every single person working in West Midlands Police is expected to adopt and adhere to the principles and standards set out in the Code.

The main purpose of the Code of Ethics is to be a guide to "good" policing, not something to punish "poor" policing.

The Code describes nine principles and ten standards of behaviour that sets and defines the exemplary standards expected of everyone who works in policing.

Please see http://www.college.police.uk/docs/Code_of_Ethics.pdf for further details.

The policy contained in this document seeks to build upon the overarching principles within the Code to further support people in the organization to do the right thing.

Standards of Behaviour

Police Staff standards of behaviour will apply at all times across all levels of staff.

Manager Expectations

WMP Managers will take responsibility for consultation/engagement with staff and recognised Trade Unions throughout the change process. Throughout the consultation/negotiation period, managers will aim to support staff to secure suitable alternative roles in line with redundancy legislation where redeployment opportunities are available. Staff (or their Trade Union representative) need to be given opportunity for views and feedback on changes and proposals. Managers need to ensure that any staffing costs associated with change including redundancy are managed effectively.

Employee Services /HR

Support will be provided to minimise detriment to staff at risk of redundancy through the provision of a careers transition service. This will support staff in making applications and meet other employers recruiting in the region including third party employment agencies. If staff are facing redundancy, payroll and pension information will be provided in a timely way which will assist individuals in their decision making process. HR will support application of this policy in a fair and transparent manner and address any appeals against redundancy. HR will ensure adverse impact analysis is undertaken across change projects and mitigated where possible.

Staff Expectations

Staff will co-operate with managers and ensure they attend all consultation and briefing sessions (with their Trade Union representative if appropriate) in a timely way. Staff need to give due consideration to all potential suitable alternative work identified by the Force or themselves to mitigate a redundancy situation.

Trade Unions/Staff Associations

Trade Unions and Staff Associations will consult and negotiate with WMP managers and staff throughout the change process to ensure that where possible reasonable timescales for change projects are met. Resources taking into consideration availability of representatives will need to be identified to support representation and consultation with staff.

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1. INTRODUCTION

A number of organisational change programmes are currently being undertaken across the Force. In addition the WMP 2020 Blueprint has been launched taking into account the budget position to 2020 and acknowledging the force will become smaller, faster and smarter in how it operates. This means it will operate with a significant reduction in the workforce over the next five years achieved through use of technology and more proactive targeted approaches on preventing crime. The impact of this change will be felt across the force affecting all groups of staff. Although this policy affects police staff it will impact police officers when implementing organisation change programmes.

2. PURPOSE

The purpose of this policy is to set the framework for the implementation of new structures, management of the alternative employment procedure for displaced staff and compulsory redundancy, where the change programme reduces or significantly impacts upon staffing levels.

It is the agreed aim of West Midlands Police and the Police Staff Trade Unions to maintain and enhance the efficiency of the Force in order to safeguard the current and future employment of police staff colleagues. The Force, in consultation/negotiation with Trade Unions will seek to minimise the effect of compulsory redundancies through effective arrangements for filling posts, the redeployment of displaced staff, voluntary redundancy and voluntary early retirement

3. SCOPE OF POLICY

The policy will apply to individuals whose posts are affected by a reorganisation or financial efficiency savings which result in significant changes to the jobs that they perform relocation or a reduction in the number of posts. Its provisions cover:-

- The process that will be adopted to appoint individuals into the new structure
- The management of suitable alternative employment in line with legislation.ie grade/status of post, hours, location change with unreasonable travel or change to essential criteria of the post.
- Voluntary redundancy/early retirement arrangements
- Jointly agreed measures to mitigate compulsory redundancy

4. APPLICATION OF THE POLICY

This policy will apply in the following circumstances:

- Numbers of posts are to be reduced following a re-organisation or financial efficiency savings
- Posts are affected by organisational change
- Work locations are permanently changed resulting in unreasonable daily travel to work
- Reductions or changes in external funding arrangements
- Where roles are re-graded/down-graded as a result of organisation change

5. CONSULTATION / NEGOTIATIONS WITH TRADE UNIONS

Where organisational change is required that leads to the reduction in posts, significant change to posts, or the movement of work locations appropriate consultation/negotiation will take place with the police staff Trade Unions. In accordance with legislation and a partnership working spirit, WMP will commit to meaningful consultation with a view to reaching mutual agreement on any changes.

If at any point Trade Unions are in disagreement on any aspects of change under this policy, this can be escalated via the Failure to Agree Procedure as appropriate.

The purpose of consultation meetings with trade unions and staff will be to receive questions/comments and any alternative proposals on the changes and clarify change processes and timescales.

The timing and extent of consultation will be proportionate to the degree of proposed change, number of staff affected and impact on individuals. Formal consultation is at least 30 days where 20 to 99 redundancies are proposed and 45 days for 100 or more redundancies. Where redundancies are proposed across WMP consultation will begin at the earliest opportunity. The Section 188 letter issued to Trade Unions will provide the following information:

- The reason for the proposals
- The consultation process
- Names, Location and description of affected staff
- Measures to avoid/reduce and mitigate the consequences of the redundancies
- The proposed method of selecting employees
- The proposed method of carrying out dismissals
- The proposed method of calculating individual payments
- Individual/Trade Union consultation process

Management will confirm the end of the consultation period to Trade Unions confirming the position and any changes as a result of staff and TU feedback.

6. INDIVIDUAL CONSULTATION

Throughout any organisational change project, the individual and the line manager will have a number of meetings in line with redundancy requirements. This gives the individual the opportunity to discuss and suggest ways of mitigating compulsory redundancy. This may be through;

- Receiving information regarding selection processes
- Understanding the proposed changes and how it impact upon them and their department
- Asking questions and make comments (written or verbally)
- Discussing the options available to them
- Providing feedback on the particular change and its impact on them personally

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The individual will attend at least three individual consultation meetings throughout the period leading to compulsory redundancy with the line manager at the following stages:

1. When the individual is notified that their post will be affected and to explain all the options available (meeting 1)
2. To confirm the outcome of the selection process and give notice of redundancy where appropriate (meeting 2)
3. Prior to the redundancy taking effect (meeting 3)

7. REPRESENTATION

Individuals are entitled to representation by the recognised Trade Union or other work colleague if not a member of a Trade Union at all stages in this process (except during a job interview).

8. APPOINTMENT TO ROLES FOLLOWING ORGANISATIONAL CHANGE

Once the revised structure has been agreed it will be necessary to determine how posts in the new structure will be filled. Following consultation/negotiation with the Trade Unions, appointment processes to posts will be determined by reference to the affected occupational grouping and the skills and knowledge requirements of the new roles within the identified activities. In these circumstances one of the following approaches will apply:

8.1 Band, duties and number of posts unchanged

Individuals occupying posts that are unchanged will move across in their role and will be assimilated into the new structure.

8.2 Band, duties and number of posts unaffected but locations change

Where the number of posts and their duties and band remain unchanged but the location of the posts changes, a preferencing exercise will normally take place. This may involve individuals indicating a minimum of two preferred work locations (where feasible) giving details of any personal circumstances and providing supporting information as appropriate. No guarantees can be given that individuals will receive their preference(s). Where it is identified that the location allocated will result in unreasonable additional travel they will be offered voluntary redundancy/early retirement or suitable alternative employment in line with this policy. If the individual incurs additional expenditure in travelling to a new work location, they will be entitled to claim under the current additional travel expenses policy/panel decision.

Appointments, particularly at lower salary bands will take into account personal circumstances, home and work location, although no guarantees can be given that individuals will be appointed to posts at their preferred work location.

8.3 Band and duties remain the same but the number of posts is reduced

Where the number of posts is reduced, an appropriate "ring-fence" will be agreed. Those individuals within the ring fence will be made aware of the options available to them including applying for a post in the new structure, requesting voluntary redundancy/early retirement or be placed onto the alternative employment register in line with this policy. Where all of the particular posts are redundant or disestablished from the new structure, individuals will be

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placed on to the Alternative Employment Register and offers of suitable alternative employment will be identified and assessed against the criteria specified in section 3.

8.4 New Roles and/or existing roles with significantly amended duties

A new role/ existing role with significantly amended duties can be defined as:

- Increase or changes to the establishment
- The need to undertake work not already part of an existing role
- Changes to the way work is currently delivered

All new roles will be advertised in the first instance to individuals on the Alternative Employment Register and be considered for a trial.

Where there is a significant change to an existing role this will be reviewed and graded in accordance with the Force Job Evaluation scheme. Selection to the roles will be based on ring fencing arrangements within the appropriate Occupational Grouping and consultation/negotiation in the normal manner with the recognised Trade Unions

An appropriate selection process will be agreed and will, where appropriate, comprise a generic application form which can be completed and submitted electronically, to avoid duplication (with the facility of an additional section for applicants to submit any specific information they wish, relevant to the post being applied for). Selection will take place by interview, subject to 8.5 below. Feedback will be provided to unsuccessful candidates in writing if requested.

8.5 Assessment / selection processes

In some circumstances, (e.g.) where large numbers of staff and/or functions are affected by organisational change, use of a paper based assessment or other selection process may be considered. Consultation/negotiation will take place with the recognised Trade Unions on the options and an appropriate selection process to be used and this may vary depending on the complexity of the change/ restructuring and the number of staff involved.

If an individual feels that any part of the selection process has been applied unfairly they can request a review setting out in writing clear grounds for their case to the Head of HR. This must be within 7 working days of being notified of the decision for selection. An independent manager will review any decisions and the outcome communicated in writing to the individual/their representative.

9. ALTERNATIVE EMPLOYMENT

This part of the policy applies to those individuals who are at risk of redundancy

9.1 Principles

West Midlands Police is committed to:

- Wherever possible offering employment opportunities to enable individuals to secure a suitable alternative employment and so maintain continuity of service
- Providing additional training and induction/ development as appropriate.
- Consulting/negotiating with Trade Unions with an aim to agree a process which will ensure that organisational change processes are managed in a fair, consistent and transparent manner.

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- Providing reasonable time off to secure alternative employment e.g. interview and training time (with agreement of line manager)

9.2 Process

Individuals will be placed on to the alternative employment register if they are deemed to be at risk of redundancy or choose to go onto the register as an alternative to taking part in a selection/recruitment process due to a significant change in the role affecting terms and conditions (as outlined in Section 3) or where there is a reduction in staff within the department/function.

A fair process will also need to be followed for staff on fixed term/agency contracts affected by change processes. Further advice will need to be sought from HR on fixed term contracts.

Staff that are 'at-risk' but secure a secondment or fixed term placement will remain on the AER and continue to receive notification of vacancies. Their notice period will be extended to fit in with the duration of the secondment or fixed term placement. If the secondment is less than or same as the notice period the notice for redundancy will be issued specifying the relevant date for termination.

The employee will be invited to an individual consultation meeting with the line manager, provided with a copy of this policy and be placed on the alternative employment register. Their status will be confirmed in writing with reasons for that decision provided and a date that they will be placed on the register with their projected termination date.

The individual will be required to complete a skills profile via the HR Self Service system. This will enable them to document/ present their skills, knowledge and abilities, occupational and work location preferences and any special requirements or personal circumstances. This information will enable the Force to identify suitable alternative employment against available vacancies. The individual should ensure that their skills profile is updated as necessary. Alternatively, for an individual who is unable to complete an on-line skills profile, they will be able to complete a paper based version and this information will be recorded in Oracle HR Self Service, by Employee Services. Alternative arrangements can be made, via the Line Manager, for employees with a disability, i.e. dyslexia, visual impairment.

The individual will be notified of suitable alternative employment opportunities that are available. They will be able to express an interest in a vacancy to Shared Services, by requesting that their skills profile is submitted for consideration and provide additional information to support their application for that role. .

Individuals are encouraged to visit the Force Recruitment site on a regular basis to ensure they are aware of all the opportunities that may be advertised. Please seek further advice from HR regarding the process for staff on career breaks, maternity, long term sick or with disabilities.

If no post has been found when the notice period has elapsed and all reasonable steps have been taken to identify suitable alternative posts, the individual will be dismissed on the grounds of redundancy. If an employee unreasonably refuses an offer of suitable alternative employment he/she will lose any entitlement to redundancy pay. When considering suitability of an alternative post a number of factors will be considered under the criteria set out in Section 3.

9.3 Recruitment to vacancies

Individuals who are 'at risk' and on the alternative employment register including those on maternity leave, medical redeployment or as a result of disciplinary sanction will have priority to vacancies.

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Consideration for recruitment to roles is given in the following order;

- Maternity leave/adoption leave staff that are 'at risk'
- Medical redeployees on AER
- Other 'at-risk' staff on AER
- Internal police staff across Force
- Externally advertised for all other applicants

Where staff have been moved due to a disciplinary sanction, these cases will be looked on a case by case basis including the circumstances.

10. TRIAL PERIODS

A trial period will apply to an individual on the AER/'at-risk' who has been issued with notice of redundancy applying for reasonable suitable employment. Trial periods are a two way process. The individual and the manager can assess suitability to the new job. The length of the trial period will be four calendar weeks, during which time an induction, training needs and any reasonable adjustments required will be addressed. Where an identified role operates a shift pattern, the trial will normally include a representative shift pattern.

Where staff have the potential ability and meet the minimum essential criteria but not the immediate experience to undertake full duties of the role, appropriate training and development will be considered where this is reasonably practicable.

The redundancy notice will continue and the date can be extended if the four-week trial goes beyond that date or if the L&D requirements have not been delivered.

A trial period may be extended by mutual agreement if it is felt that an assessment was not possible e.g. due to special training requirements, absence or a disability/medical needs. This will be considered on a case by case basis. Feedback on the trial should be taking place throughout the four week period. Before the end of the trial period the line manager with HR and the individual (and/or with TU rep) will review whether the trial has been successful and communicate the outcome to the individual in writing. Where the trial period has been successful a permanent appointment will be made confirming in writing the new position and any changes to terms and conditions or contract whichever is appropriate to the circumstances.

11. PROTECTION OF EARNINGS AND PENSIONS

Every effort will be made to redeploy an individual into a suitable alternative post that reflects their current/legal status. During the four week trial period the individual's earnings will remain unchanged except where they are entitled to receive more pay than their current earnings level. This will also apply if the trial is extended.

Protection of earnings will apply where the individual has been redeployed into a lower graded post or where the pay package is lower than that they are currently paid. The protection of earnings will apply from the date of confirmation into the new post. The earnings (including any allowances) in the previous post will be frozen for a period of 3 months. During this period there will be no entitlement to further incremental progression or to receive national pay awards except where incremental payment and/or national pay award is more than the frozen salary/pay protection. Following this period the difference in the earnings will be reduced by 50% for a further 3 months. The same pay protection will apply to medical redeployees and those who have had reasonable adjustments enabling suitable alternative employment to be secured.

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It is the overall payment package that is considered when looking at the protection of earnings. Where an individual's new overall salary is equal to, or in excess of their old as the result of a shift allowance, they will be paid at the overall salary for the new role. Where an individual's previous overall salary is in excess of the new overall salary, protection of earnings will be applied, meaning that they will continue to be paid at the higher salary and then reduced down to the new overall salary.

Pensionable pay is based on actual pay earned. Individuals must contact Shared Services or seek independent financial advice in relation to pensions

12. ADDITIONAL TRAVELLING EXPENSES / OTHER TERMS AND CONDITIONS

Where additional travel to work costs are incurred they will be paid in accordance with the agreed Additional Travel Expenses policy. All other employment conditions and payments will be in accordance with the grade of the new post or in line with PSC conditions or relevant Force policy.

13. REDUNDANCY

Wherever possible the Force will implement measures to minimise or avoid redundancy, this can include a range of measures and will be set out in the S.188 letter to Trade Unions and may include;

- Restrictions on employment (unless there is a requirement for specialist skills or resilience issues)
- Reductions in overtime
- Minimise the use of additional temporary payments e.g. honorariums
- Suspension of the use of agency/consultancy or temporary staff as appropriate
- Seeking requests for voluntary redundancies/early retirements

Any individual on the AER who has been unsuccessful in a selection/recruitment process or has not secured suitable alternative employment and therefore not appointed to a suitable alternative post, they will be issued with a notice of compulsory redundancy.

The redundancy notice will provide the individual with the appropriate notice of the date that their employment is to be terminated on the grounds of redundancy. The redundancy date may vary according to meet organisational or operational requirements. The redundancy payment will meet statutory/contractual requirements whichever is higher.

Employees who have a minimum of two years' continuous service will receive a redundancy payment (which includes their statutory redundancy pay) which is based on their age, completed years of reckonable service and their normal actual weekly pay.

An individual who is offered re-deployment by WMP or accepts an offer of employment from an organisation covered by the redundancy Payments Modification Order, which starts within 4 weeks of the date of redundancy, will lose their entitlement to redundancy payment. Individuals who have received a redundancy payment from WMP cannot be re-employed by the Force in any capacity for at least 4 weeks.

Notice Periods

Continuous Service	Statutory Notice
1 month but less than 2 years	1 week
2 years but less than 12 years	1 week for each year of continuous employment
12 years or more	Not less than 12 weeks

Salary Band	Contractual Notice Period
Bands A – C	One month
Band D	Two months
Band E and over	Three months

During the notice period individuals will be notified of suitable alternative work and will be required to undertake any reasonable interim duties in accordance with their skills, knowledge, experience and personal circumstances taking into account the location of the work whilst awaiting redeployment to a suitable alternative post.

An individual who has been given notice of redundancy may request to leave early. In these circumstances the Force will pay up until their last working day and payment in lieu of notice will **not** be paid unless there are exceptional circumstances or the request is by the Force. The redundancy/ pension payment will be recalculated to reflect the revised leaving date, unless the Force agrees otherwise.

Staff that are not formally ‘at risk’ of redundancy but are part of a function likely to reduce staffing as part of a change programme may request voluntary redundancy. All applications for voluntary redundancy will be considered by the Governance Group. The decision to approve voluntary redundancy requests will be based on implementation dates and operational resilience needs and are at management discretion. The Force reserves the right to refuse any request for voluntary redundancy and provide a reason for doing so

14. APPEALS PROCESS

If the individual is made compulsorily redundant they have the right to appeal against dismissal on the grounds of redundancy to the Deputy Chief Constable. This needs to be in writing initially to the Head of HR within 7 working days of the notice being served and a final statement of case provided within 15 days of the notice.

15. EQUALITY IMPACT ASSESSMENT (EQIA)

The Policy has been reviewed and drafted against all protected characteristics in accordance with the Public Sector Equality Duty embodied in the Equality Act 2010. The policy has therefore been Equality Impact Assessed to show how WMP has evidenced ‘due regard’ to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Supporting documentation in the form of an EQIA has been completed and is available for viewing in conjunction with this Policy.

16. HUMAN RIGHTS

This policy has been implemented and reviewed in accordance with that set out with the European Convention and principles provided by the Human Rights Act 1998. The application of this policy has no differential impact on any of the articles within the Act. However, failure as to its implementation would impact on the core duties and values of WMP (and its partners), to uphold the law and serve/protect all members of its community (and beyond) from harm.

17. FREEDOM OF INFORMATION (FOI)

Public disclosure of this policy document is determined by the Force Policy Co-ordinator on agreement with its owner. Version 2.8 of this policy has been GPMS marked as 'Not protectively marked'

Public disclosure does not automatically apply to supporting Force policies, directives and associated guidance documents, and in all cases the necessary advice should be sought prior to disclosure to any one of these associated documents.

18. TRAINING

Managers are trained on this policy and can seek support on its application through HR.

19. PROMOTION / DISTRIBUTION & MARKETING

The following methods will be adopted to ensure full knowledge of the Policy:

- Policy will be promoted on the WMP intranet
- Policy will be promoted through the change projects to managers
- Publication on Force Policy Portal

20. REVIEW

The Policy business owner maintains outright ownership of the policy and any other associated documents and in-turn delegate responsibility to the department/unit responsible for its continued monitoring.

The policy should be considered a 'living document' and subject to regular review to reflect upon any Force, Home Office/NPCC, legislative changes, PSC and good practice (learning the lessons) both locally and nationally, etc.

Recognised Trade Unions will be involved in any changes to this policy and in line with Force consultation and negotiation arrangements when reviewing other polices/collective agreements.

A formal review of the Policy document, including that of any other potential impacts i.e. EQIA, will be conducted by the date shown as indicated on the first page.

Any amendments to the Policy will be conducted and evidenced through the Force Policy Co-ordinator and set out within the version control template.

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Feedback is always welcomed by the author/ Force Policy Co-ordinator or recognised Trade Unions as to the content and layout of the policy document and any potential improvements.



CHIEF CONSTABLE

21. VERSION HISTORY

Version	Date	Reason for Change	Amended/ Agreed by.
2.1 to 2.2	22/11/12 – 13/1/13	Consultation with Trade Unions and HR Managers	HK
2.3	24/1/13	Consultation with Trade Unions	HK
		Changes 8.5 If any issues arise in relation to ring-fencing decisions, a second review will take place comprising of a panel involving the trade unions and HR for a final decision.	
		9.0 Staff that are not formally 'at risk' of redundancy but are part of a function likely to reduce staffing as part of a change programme may request voluntary redundancy. All applications for voluntary redundancy will be considered by the Workforce Management Group chaired by the Head of HR. The decision to approve voluntary redundancy requests will be based on implementation change dates and operational resilience needs and are at management discretion.	
		10.2 If staff are on fixed term contracts they are generally not eligible for 'ring-fencing' to roles but this will depend on the duration of the contract and each case will be considered individually. Staff that are 'at-risk' but secure a secondment or fixed term placement will remain on the AER and continue to receive notification of vacancies. Their notice period will be extended to fit in with the duration of the secondment or fixed term placement. If the secondment is 3 months or less, the notice for redundancy will be issued specifying the relevant date for termination.	
		10.2 Individuals are encouraged to visit the Force Recruitment site on a regular basis to ensure they are aware of all the opportunities that may be advertised. Please seek further advice from HR Managers regarding the process for staff on career breaks, maternity, long term sick or with disabilities.	
		11.0 The redundancy notice will continue and the date can be extended if the four-week trial goes beyond that date or if the L&D requirements have not been delivered	
		12.0 It is the overall payment package that is considered when looking at the protection of earnings. Where an individual's new overall salary is equal to, or in excess of their old as the result of a shift allowance, they will be paid at the overall salary for the new role. Where an individual's previous overall salary is in excess of the new overall salary, protection of earnings will be applied, meaning that they will continue to be paid at the higher salary and then reduced down to the new overall salary.	
2.4	01.02.13	Minor grammatical amendments. To DCC Thompson for approval.	4566
2.5	18.02.13	To CC Sims for authorisation	4566

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2.6	01.04.14	Stage 2 transfer requires appeal against dismissal to be heard by the Deputy Chief Constable	
2.8	9 Nov 2015	Changes include reference to change programmes and IIP including setting out expectations from different stakeholders. Legislative updates now reflected. Reference to Section 1 – Reference to AER Policy 2009 removed and now included in this main policy.	HK/ Trade Unions
		Includes reference to failure to agree following collective consultation and negotiation	HK/ Trade Unions
		Section 8 - appointment to roles following change needed clarification	HK/ Trade Unions
		Section 8.5 - amended to reflect review process following selection processes and timescales for appeal (in line with Redundancy Dismissal Appeal process)	HK/ Trade Unions
		Section 9.2 - Suitable alternative employment position clarified including unreasonable refusal of role	HK/ Trade Unions
		Section 9.3 - Recruitment to vacancies position clarified in terms of legal obligations for specific groups eg maternity and medical redeployees and at risk staff	HK/ Trade Unions
		Section 10 Trial Periods amended to include circumstances and position if trials are extended or unsuccessful	HK/ Trade Unions
		Section 11 – Protection of Earnings now includes medical redeployees reflecting position and legislation on reasonable adjustments	HK/ Trade Unions
		Section 14 – Redundancy makes reference to S.188 to trade unions and clarifies position on voluntary redundancy	HK/ Trade Unions
		Section 21 – Review section updated has been updated, reference to NPCC and trade union review	HK/ Trade Unions