

8. PROPOSAL TO CONSULT ON REVISIONS TO THE PEAK DISTRICT NATIONAL PARK AUTHORITY MANAGING CHANGE POLICY & STATEMENT OF TERMS AND CONDITIONS (SF/TR)

Purpose of the report

1. To advise the Committee of the intention to start discussions with our recognised trade union, UNISON on a review of two elements of the Managing Change Policy and the current Statement of Terms and Conditions. The outcome of consultations and negotiations on proposals for amendments to the Policy will be brought to the Authority in October.

Key issues

- The Managing Change Policy was recently refreshed by the Head of Human Resources to offer clarity on current practice.
- Two elements within the Policy require review to:
 - reflect the lessons learned from previous re-organisations and restructuring,
 - reflect the external environment we are operating in
 - ensure fairness of practice for all staff
 - apply best practice by benchmarking with others
- At the same time the current Statement of Terms and Conditions requires updating

2. Recommendations

1. **To note and consider the Chief Executive's intention to begin consultation/negotiations with a view to making recommendations to the Authority on revisions to the Managing Change Policy to bring into line with best practice and ensure that it supports the on-going change agenda at the PDNPA.**
2. **To note the Chief Executive's intention to also consult about the simplification and updating of the Terms and Conditions of Employment (otherwise known as the contract of employment).**

How does this contribute to our policies and legal obligations?

3. An effective, fair suite of policies and procedures which help the organisation stay relevant for the times we are in and support organisational change are essential to the smooth running of the PDNPA, especially during periods of change. This is part of our work to ensure we build a solid foundation for the organisation into the future.

Background

4. The Peak District National Park Authority, like all National Park Authorities and the wider public sector, has and will continue to experience change as the Authority responds to funding challenges, changes to customer and stakeholder expectations, and to our new 2016-2019 corporate strategy. Continuous improvement to our services to achieve our strategy will mean the need to review working practices and skills needed and restructure the way we work. In some cases it may not be possible to avoid redundancies, although we will continue to seek ways to minimise this.
5. The Authority recognises that change creates significant uncertainty for staff. However, adopting a consistent framework to be used when managing all change

projects which addresses consultation arrangements, planning for implementation, and the related employment policies, is recognised as being effective in reducing levels of anxiety and disruption amongst staff and those managers who are required to implement the change.

6. The HR team developed the PDNPA Managing Change Policy, a copy of which is attached at Appendix A. Since its adoption some years ago it has served us well and following a recent refresh, to offer greater clarity on some aspects, much of the policy remains relevant and is consistent with both ACAS guidance and good practice elsewhere. However as part of ensuring our employment policies are fit to support the new Corporate Strategy, are fair for all staff and are sustainable into the future there are two individual elements, within the overall policy, which are no longer fit for purpose and following a review of best practice require reconsideration. These are:
 - a) Salary Protection – currently three years and with lack of guidance on what is a ‘reasonable’ decrease to protect
 - b) Redeployment period – currently 12 weeks in addition to any notice period
7. Separately, the current Statement of Terms and Conditions (otherwise known as the contract of employment) issued to all staff also requires considerable updating in order to reflect changes to legislation, for example the introduction of pensions auto enrolment and current operational practice. This will provide the opportunity to both tidy up and simplify some of the text.
8. The changes are intended to provide up-dated policies that will serve us well for any future change in the organisation.

Proposals

9. There is delegated authority to the Chief Executive to proceed with developing a case for change and carrying out consultations and negotiations with staff. Following consultation and negotiation, the final recommendations for changes to employment policies will need Authority consideration and approval. Recognising that the discussions and negotiations leading up to such a report in October may be sensitive it feels right to ask Members of this Committee, which has an HR remit, to note and consider the intention to proceed with discussions at this early stage.

Consultations

10. The issues which have contributed to the recommendations in this report have been the subject of discussion at Senior Leadership Team. UNISON and Staff Committee representatives have also been advised of the intention to develop a case for change and start discussions.

Financial issues

11. The proposals will not increase costs for the PDNPA and could over the longer term reduce the cost of change.

Risk Management

12. There is a risk that staff will feel aggrieved by proposals for amendments to the policy because of the impact on individuals going through change; the business case for change will need to be made carefully to help understanding and to mitigate the impact of this risk.

Equality issues

13. Part of the case for change will be consideration of fairness for all staff

Background papers none

Appendices – Appendix A, current PDNPA Managing Change Policy