



## **Appendix 2: Management response to consultation feedback on the consultation on the Managing Change Policy**

This document contains the feedback received during the formal consultation period (25<sup>th</sup> July to 16th September 2016) regarding the proposal to:

1. Rationalise and simplify the current arrangements by standardising notice periods when the termination of employment is due to redundancy. That would mean that all staff received 12 weeks' notice during which time they could be considered for redeployment. At the end of the 12-week period, the contract would terminate on grounds of redundancy.
2. Modernise and simplify existing Statement of Terms and Conditions. From October the new Statement of Terms and Conditions will be issued to all new staff and those subject to any change such as change in job description, promotion, internal transfer, change of hours, etc. All PDNPA staff will have the new Statement of Terms and Conditions by 31 March 2018.

This document summarises below the management response to the headline feedback received. More detailed feedback on comments received have been shared with UNISON, Staff Committee and staff.

### **General response to all feedback**

The two change packages, this one and the one on the management structure of the organisation, are about investing in staff and in the organisation so we have a sustainable and thriving future to carry on what we do best – which is to care for the National Park and promote its enjoyment. They are having the right design and voices to lead our work and having the right HR change processes to support us for now and the future.

We are not immune to external changes and if we are to navigate a confident future we need to be open to change, be better connected internally and better supported externally. We are the original National Park and we pride ourselves in our pioneering outlook, we need to keep this pioneering attitude alive for the times we are in today. The changes are about a clearer, simpler way of operating. We have already created a clearer corporate strategy and are creating a simpler way of measuring our performance. There is more to do looking at how we work – our culture, our processes and accountability framework – so we are as good at “yes, if..” internally with each other as we aspire to be externally and so we delegate the decisions at the right level.

I, and the rest of the Leadership Team, have listened to the overwhelming feedback on this consultation about the timing of its introduction. When we began the consultation we were aware that with change becoming a norm, there is never likely to be a perfect time for making some changes. My courage is about making the right decisions for the future of the organisation and my compassion is to reflect on the comments received. Our response as a Leadership Team, therefore, is to seek to balance this courage with compassion, as people do matter round here.

**The key feedback from the Leadership Team in acknowledging the concerns about timing** is to propose a transitional period to help staff move towards this change in redeployment during this current period of structural change. The timeframe will be:

- **From 7 October 2016** – all staff with 24 months or more service when they become a redeployee will receive 4 months redeployment opportunity. The redeployment period will run concurrent with the varied notice periods of 1, 2 or 3 months depending on grade and length of service.
- **From 1 April 2018** – all staff with 24 months or more service when they become a redeployee will receive 3 months redeployment opportunity. All staff when termination of contract is due to redundancy will receive 3 months' notice. The redeployment and notice period will run concurrently (i.e. together).

There have been other areas of commonality in the responses:

- **Timing of different changes in structure in different teams that took place before the current consultations.** The key is getting the right people, doing the right things in the right way, at the right level and at the right time in the organisation. We have not started from a blank sheet and it is about working through in a timely way what is appropriate for the context of where we are at any one time. This is about timely decision making, and not holding off decisions when it feels right for the organisation to make a decision for any one part of it when operationally it is right to do so. To do anything else risks paralysis and delay for limited business reason.
- **How these changes fit in the context of the wider terms and benefits of employees.** There are a number of areas where PDNPA employees have better terms and conditions than other employees and the package needs to be seen across the wide area of terms and conditions and pay. We have just begun a piece of work that is looking across the full package so we can better describe this. This is in line with our aspiration to be an employer of choice.
- **This is changing to a system that has no benefit to staff:** It is acknowledged that the proposal is to reduce the overall time a member of staff is in a redundancy situation. The proposal in the consultation does give **all** staff 3 months' notice when the termination of employment is due to redundancy. Some staff currently receive 1 or 2 months' notice in such situations and for them this increase to 3 a month notice period (albeit aligned with redeployment) does offer a benefit as should they find a role outwith the PDNPA not covered by the Redundancy Modification Order (essentially another local authority) within the 3 month notice period as they will receive a redundancy payment. Under current arrangements, if they find a role within the redeployment period of 3 months this may be outside their notice period (of 1 or 2 months) and so they will not benefit from redundancy payment

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