



Purpose

This policy has been developed to help the organisation transform quickly and effectively, so we can strive to make the most of the opportunities and ambitions as outlined within our Council Plan.

As with all organisations change can happen for a variety of reasons, including, but not limited to:

- changes in funding or working practices
- service delivery review
- reconfiguration of the department or team
- service efficiencies
- change in national / political/ legislative direction

Scope

This policy applies to all employees of the County Council except firefighters who are covered by their own procedures which are laid down in their national or local conditions of service.

It is recommended by the Director of Children's Services that this policy is adopted by schools. Where adopted by a school, for "Corporate Director" read "Headteacher/ Chair of Governors" and for Directorate HR read HR provider.

Principles

The Council has a duty to manage its services in the most cost effective and efficient manner. While it is committed to the aim of maintaining security of employment for its employees as far as practicable, it also recognises that there may be circumstances where it is necessary to make changes.

This policy is based on the following principles and will:

- deliver a quick and effective transition in support of council priorities
- ensure a consultative and flexible approach to change
- ensure the Council has the right number of people, with the right skill sets, attitudes and behaviours working in modern and efficient ways.

Outcome & Measures

The effective application of this policy and its principles will be determined by the following measures.

OUTCOME	MEASURES
Achieving Council and Service priorities	Service plan and delivery measures
Fair and effective process	Stakeholder feedback Staff survey
Compliance with current statutory and regulatory requirements	Favourable internal and / or external audit Number of employee challenges and appeals against process and outcomes
Financial Prudence	Appropriate and justifiable award of enhanced severance payments Value for Money test met

Evaluation & Review

This policy will be evaluated at regular intervals using the outcomes and measures set out above. It will be reviewed in the light of operating experience, changes in legislation, financial constraints facing the Council, or changes in Pension/ Redundancy Regulations. Corporate Performance Indicators will be utilised where appropriate to evaluate and implement appropriate action if required.