

Purpose

This policy statement applies to all Fife Council employees and details how we will provide a structured approach in managing the following changes to our workforce:

- Structural change
- Terms and conditions
- Redundancy
- Redeployment
- TUPE

This policy ensures that any changes we make to our workforce are legal and helps maintain our partnership working with the Trade Unions.

Procedural guidance is available to support this policy and further advice can be sought from HR by requesting a service on First Contact.

Guiding Principles

We aim to ensure, as far as possible, that employees' jobs are secure. However, we recognise that the way we modify our organisational structure or deliver our services in the future, may need to change. If we do either of these, we may need fewer employees.

Compulsory redundancies will only be considered as a measure of last resort and only after the following alternatives have been exhausted:-

- Strict vacancy management arrangements.
- Review of temporary contracts and the need for these.
- Consideration be given to employees voluntarily reducing their hours.
- Consideration be given to career breaks.
- Use of Flexible Retirement.
- Use of Early Retirement.
- Use of redeployment and reskilling when vacancies in essential posts arise.
- Use of Voluntary Redundancy.

Fife Council has signed up to the COSLA Leaders statement on avoiding compulsory redundancies. The principles of this policy align with the statement:

If we need to reduce the number of employees we have we will always try to do this by asking for volunteers for redundancy or asking employees to consider retirement or early retirement.

We will ensure we consult with employees and their trade unions. We will also seek to agree the proposals, whenever we can, with employees and their representatives. To achieve this, we will apply the following principles:

- *communicate openly and honestly with employees and their representatives, listening and responding to their views*
- *give employees and their representatives clear and up-to-date information.*
- *allow employees and their representatives the opportunity to influence changes affecting their working lives*
- *fulfill our legal obligations by consulting properly.*

If redundancies are unavoidable then we will handle them in a fair, consistent and sympathetic way.

- CoSLA June 2016

Equality issues

We will deal with any workforce change matters in line with our Equality of Opportunity Policy. This means we will assess our change proposals using our equality impact assessment tool. This tool helps identify the potential impact of the changes we are putting forward on employees, services and the people who use them.

How we will communicate during change

If we are proposing changes that affects employees, we will keep employees informed throughout the process. We will do this in a range of ways to make sure employees:

- are aware of, and understand, the reason for the proposed changes,
- understand what will happen during the change process and,
- know how the proposals directly affect them.

Where redundancy dismissals are contemplated, collective and individual consultation with the Unions and the workforce is required.

Depending on the number of likely dismissals, a statutory consultation period of 90 days is required. During the consultation period, employees are protected from dismissal while consultation takes place with recognised Trade Unions and those individual employees affected by the proposals.

Consultation should cover ways and means of:

Managing People

- avoiding collective redundancies
- reducing the number of employees to be dismissed and
- mitigating the consequences of dismissals e.g. redeployment or retraining of employees made redundant.

MC21 How to Consult provides further procedural advice.

Support for employees who are affected by change

We appreciate change processes can be stressful for employees, especially when jobs are at risk. Line managers should provide support to their employees by providing information directly or signposting to other areas of support.

Employees facing redundancy have access to the following:

- Partnership Action for Continuing Employment (PACE), co-ordinated by Skills Development Scotland,
- help and practical advice from their trade union representatives
- employee counselling service

Related Documents

MC20 Managing Workforce Change – Structural Change Procedure
 MC30 Managing Workforce Change – Changes to Terms & Conditions Procedure
 MC40 Managing Workforce Change – Redundancy Procedure
 MC23 Managing Workforce Change – Letters and Forms
 MC15 Preparing for and Concluding Managing Change
 MC21 Managing Workforce Change – How to Consult
 MC50 Redeployment Procedure
 MC11 How to manage the NOI Process

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